ARLINGTON
VIRGINIA

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

SECTION D ■ ENTERPRISE, SPECIAL REVENUE and INTERNAL SERVICE FUNDS

SECTION E ■ PAY-AS-YOU-GO CAPITAL AND MASTER LEASE

GUIDE TO READING THE PROPOSED BUDGET

With the FY 2019 budget, as a cost saving measure, the County continues with a printed proposed budget of a reduced size; detailed, line of business specific information is available on the County's website. The table of contents in the proposed budget book lists all documents which are part of the budget presentation, and differentiates via the use of **bold** and *italics* which documents are both in the book and on the web, and which are on the web only (**bolded** documents appear in **both the book and web**, and ones shown in *italics* are *only on the web*).

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

COUNTY MANAGER'S BUDGET MESSAGE

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

BUDGET SUMMARIES (Section A)

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

- **Fund Descriptions**: For accounting purposes, fiscal activities in the County are separated by fund type. The fund descriptions outline the categories of funds used for budget purposes. This section also includes a table which shows which departments are budgeted in which funds.
- **Expenditure Summary - All Funds**: This section illustrates all of the County Government and School Board expenditures, by fund type.
- **Expenditure and Revenue Summary by Fund**: This summary shows FY 2019 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 2017 Actual, FY 2018 Adopted, and FY 2019 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 2018 adopted budget and the FY 2019 proposed budget, highlighting positions added, transferred between departments, or eliminated.

Compensation Summary: This section includes information on the General Fund and all fund totals budgeted in FY 2019 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 change, 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.
- **FY 2019 Proposed Budget Reductions:** Budget reductions made as part of the balancing of the FY 2019 proposed budget are detailed by line of business and each includes an impact statement.
- **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 2017 actual, FY 2018 adopted budget, FY 2019 proposed budget, and the percent change from FY 2018 to FY 2019.

Line of Business Narratives – *WEB VERSION ONLY*

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

- **Program Mission**: The line of business narratives begin with a Program Mission, stating why the program exists, and a brief description of key activities and services provided.

- **Significant Budget Changes**: This section highlights the major issues and changes in expenditures, revenues, and full-time equivalent positions (FTEs). Remarks are included with up (↑) and down (↓) arrows to indicate whether the budget changes show increases or decreases.
- **FY 2019 Proposed Budget Reductions:** Budget reductions made as part of the balancing of the FY 2019 proposed budget are detailed each includes an impact statement.
- **Program Financial Tables**: The budget tables illustrate expenses and revenue by category and full time equivalent positions (FTEs). These are shown for FY 2017 actual, FY 2018 adopted budget, and the FY 2019 proposed budget. The categories used to detail expenses and revenues may vary somewhat by department, depending on unique circumstances. The major categories include:
    - PERSONNEL: Expenses for salaries, wages, and employee fringe benefits, such as retirement, health, and life insurance.
    - NON-PERSONNEL: Operating expenses such as office supplies, equipment, maintenance contracts, telephone charges, and electricity.
    - INTRA-COUNTY CHARGES and INTER-DEPARTMENTAL CREDIT: Reimbursement for services performed by one department or program to support another County department, program, or fund.
    - FEES: Monies received by the County as payment for services, goods or use of a facility, such as residential refuse disposal fees and user fees for recreation programs.
    - GRANTS: Monetary contributions, usually from state or federal agencies, to be used for a specific purpose or activity.
    - NET TAX SUPPORT: Net tax support is the remainder determined by subtracting all state and federal aid, fees, and charges from the total expenditures of the programs. It is used to project the amount of general tax dollars (as opposed to program-specific revenues) that are required to provide services.
    - FTEs: This section displays the number of full-time equivalent positions authorized by the County Board, broken out between permanent and temporary positions.
- **Performance Measures**: Line of business narratives contain performance measures, which typically span six years from FY 2014 Actual to FY 2019 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 and 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 2018 Adopted column; the FY 2018 Re-Estimate column includes a projection of FY 2018 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 2019 for general capital projects and utilities capital. A description of projects funded through master lease financing is also included.

GLOSSARY AND APPENDICES (Section F)

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

FY 2019 BUDGET CALENDAR

The calendar for development of the FY 2019 budget is provided below. The fiscal year begins July 1, 2018 and ends June 30, 2019.

September 2017	Budget kickoff for departmental staff. This includes policy and line item direction, and fiscal parameters for developing requests.
October, November	Departments submit budgets to the Department of Management and Finance, Management and Budget Section. Department of Management staff reviews submissions. Various public outreach events including Budget Round tables and County/School budget forum.
December, January	County Manager develops budget recommendations.
February 22	School Superintendent submits Superintendent's Proposed Budget to the School Board.
February 24	County Manager's FY 2019 Proposed Budget is submitted to the County Board.
February - April	County Board holds a series of budget work sessions with County departments, Constitutional Offices, and the School Board.
March	County Manager submits FY 2018 mid-year review of expenditures and revenues to the County Board.
April 3	County Board holds a public hearing on the proposed FY 2019 budget including County expenses and real estate tax, personal property tax rates, and other taxes and fees. **(County Board Room, 2100 Clarendon Blvd. at 7:00 p.m.)**
April 5	County Board holds a second public hearing on the proposed FY 2019 budget including County expenses and real estate tax, personal property tax rates, and other taxes and fees. **(County Board Room at 7:00 p.m.)**
April 21	County Board adopts FY 2019 Budget and Appropriations Resolutions for the County government, the public schools, and Pay-As-You-Go Capital. County Board adopts the CY 2018 real estate tax rate and other FY 2019 taxes and fees.
May 3	School Board adopts FY 2019 school budget.
July 1	FY 2019 begins.

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ARLINGTON VIRGINIA | OFFICE OF THE COUNTY MANAGER

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Fiscal Year 2019 Proposed Budget Message

To the County Board & the Arlington Community:

I am pleased to present my proposed budget for Fiscal Year 2019. While the development of any budget is challenging, this year has been one of the more difficult times in my tenure with the County. Although we are fortunate to see continued growth in County revenues, that growth has been more modest than in years past and will not keep pace with the significant funding needs and pressures we face today and over the coming years.

Maintaining our County's commitment to delivering priority core services efficiently and effectively will be challenging over the near term. Over the next few years, the County will need to:

- provide competitive compensation for our County employees in order to maintain a talented and effective team of public servants;
- maintain our financial support to sustain Metro;
- work with Arlington Public Schools to address substantial student enrollment growth;
- maintain our core infrastructure; and
- address housing affordability.

We will need to do this while facing the ongoing high vacancy rate in our commercial office market. While we have an economic development team second to none, strong support from the County Board and all County departments, we face continued pressures from our neighboring jurisdictions and macroeconomic forces. The commercial market vacancy rate is back up to 19.4 percent and "economic headwinds" will remain with us for the foreseeable future.

Over the past three years we have improved budget execution and have moved away from our previous reliance on unexpended funds available at year-end ("closeout") for use in future budgets. Departments have focused on executing the budgets as passed, and the amount of funds that are "discretionary" for allocation at closeout have been reduced annually ($11.1 million in FY 2017, compared to $17.8 million in FY 2016 and $21.8 million in FY 2015). Of those closeout funds that have been made available, immediate spending has been limited to commitments already made by the Board or for emergency needs. Most importantly, County staff has worked diligently and successfully to execute on the budgets and priorities adopted by the County Board.

My Proposed Budget for FY 2019 represents a series of tough choices designed to maintain the County's commitment to its priorities. The spending choices I offer in the following pages reflect a balance of the guidance I received from the County Board in November 2017, input I gathered from our workforce, suggestions from my leadership team, and my priorities as County Manager. This proposal also reflects important feedback gathered from residents (in community "budget roundtables"), who consistently stressed the need to ensure that our government is operating as efficiently as possible.

I want to be clear: these choices have not been easy. They affect County services and they affect people. However, at the end of the day, my responsibility is to be a good steward of County resources and to draw on the data and expertise available to me to identify the most efficient allocation of taxpayer dollars.

Fiscal Year 2019 – By the Numbers

My proposed budget totals $1.6 billion for all funds and $1.3 billion for the General Fund. Incremental tax revenue over FY 2018 totaled $28.8 million. Under the Revenue Sharing Principles with Schools, the County's share totaled $15.4 million, and Schools' share totaled $13.4 million, assuming no change in the current real estate tax rate. Our largest source of revenue is real estate property taxes, and property assessments grew by 1.9 percent this year, approximately 1.3 percent less than anticipated when we first discussed the upcoming budget with the community last fall. While residential values increased by 3.8 percent, office properties declined by 7.3 percent, a function of the vacancy rate (19.4 percent at the end of CY 2017 compared to 19.0 percent at the end of CY 2016 and 12.7 percent at the beginning of 2012) and rent concessions offered by developers.

Focusing on Core Services

The County Board's guidance was clear, and this proposal meets that direction. The proposed budget is balanced with no increase in the real estate tax rate, while focusing on priority core services: County employees, Metro, Schools, and affordable housing.

Employees: We cannot deliver high quality services without the support and hard work of our employees. Since becoming Manager over two years ago, I have proposed annual salary increases in an effort to stay competitive with other governments and to retain our highly skilled workforce. Unfortunately, we still lag behind our competitors in many job classes. With this budget I am proposing the beginning of a five-year classification maintenance plan, with my immediate priority being addressing needs for recruiting and retaining public safety personnel. This multi-year plan will evaluate and adjust salary ranges to ensure we are aligned with the regional market – a market which is essentially at full employment.

Over the last year, it has become clear that we are specifically lagging in compensation for our public safety workforce, which has affected recruitment and retention of firefighters and police officers. We face particularly difficult pressures with our Fire staff, whose standard workweek is 56 hours. My budget includes the first installment of a multi-year plan to gradually reduce the workweek for firefighters. Our police department is also reviewing service delivery options based upon the reduction of available staffing resources.

Metro: In FY 2018, we increased our taxes to meet the ongoing funding requirements for WMATA. For FY 2019, we have met the request of the General Manager for a 3 percent increase in operating funding, while relying on a comprehensive solution (among Virginia, Maryland, and the District) to meet our capital obligations.

Arlington Public Schools: In FY 2018, we increased our taxes to meet the additional requirements associated with almost 1,000 additional students each year. The

FY 2019 proposal meets the commitment to Arlington Public Schools articulated as part of the Revenue Sharing Principles (local taxes split with 53.4 percent to the County and 46.6 percent to APS) and provides an additional $13.4 million in ongoing funding compared to FY 2018. Increasing taxes each year to meet school enrollment needs is not sustainable.

Affordable housing and housing grants: This proposal funds the same level proposed last year for the Affordable Housing Investment Fund (AHIF) at $13.7 million, including shifting from one-time to ongoing funding. The proposed budget provides 49 percent of the total appropriation through ongoing funds as compared to 33 percent in the adopted FY 2018 budget. This budget also continues efforts to shift funding of Housing Grants to ongoing funding sources. My proposed budget fully funds the FY 2019 housing grant need of $8.7 million with only $0.7 million funded with one-time funding, compared to one-time funding for housing grants of $1.6 million in FY 2018. Through these funding efforts the County will be able to sustain its commitment to affordable housing, while also continuing to explore land use tools to further increase the supply of affordable units.

In building this budget, we have sharply examined many of our lines of business for reductions, focusing on duplicative programs, or those that no longer are needed. Examples of these instances are included in this message, the FY 2019 Proposed Budget Reductions & Realignments on book page 47, and the overall budget document.

We have carefully reviewed all revenue options and recognize that there are few options that remain after adoption of the FY 2019 budget that will enable us to avoid increases in real estate or personal property tax rates. In addition, we are unsure of the revenue impacts of new Federal tax legislation on our current tax structures. We will also begin operating, and funding, new school and county facilities in FY 2020. These trends suggest that the budget challenges we are likely to face in FY 2020 and beyond (the next 3 to 5 years) will mean acutely difficult choices regarding direct reductions in current services.

The approach taken this year of exploring fee changes, funding realignments, and spending reductions is the model we will continue to follow, but over time, our revenue options will decline. Consequently, the majority of our budget containment efforts will necessarily be in spending reductions.

I invite you to read on to better understand this year's budget, the changes I am proposing, and my reasoning and rationale in each area.

Closing Our Revenue-Expenditure Gap

The combination of lower than anticipated revenue growth, the growing demand of core services, affordable housing, and compensation have resulted in a gap between revenues and expenditures of $20.5 million.

I am proposing several options to address this gap, including spending reductions, targeted fee and committed tax increases, and funding realignments. I discuss my approach to each of these areas in detail below and in the following pages, but most significantly, **my budget includes reductions totaling $8.4 million in ongoing funding and $0.9 million in one-time funding, and the elimination of 48.06 positions.**

Proposed Reductions

As part of each year's budget process, we evaluate ways to deliver services more efficiently and effectively, and where feasible, we reallocate existing resources to support new priorities or increasing service demands. The extraordinary pressures we face this year required a much broader and deeper reexamination than in years past. I challenged my leadership team and County staff to suggest any and all possible options to the County's 140-plus lines of business.

The aim was to look beyond traditional lines of departmental business and find service redundancies, efficiencies that could be gained, different ways to provide services, and market forces or trends that have reduced the need for specific programs. Those options that were rejected this year may need to be pursued in future budget seasons.

Of the over 50 reductions, those seven with the largest dollar amount are as follows:

- **Reduce Ongoing Funding to Pay-As-You-Go Capital (PAYG) ($1,553,535):** The FY 2019 Proposed Budget reduces ongoing funding to PAYG by $1,553,535. Total ongoing PAYG funding included in FY 2019 Proposed Budget is $5,544,983, comprised of $5,321,750 in ongoing annual funding and $223,233 in one-time funding. In addition to the FY 2019 ongoing funding in the Proposed Budget, there is an additional $4.1 million in one-time PAYG funding.

  The largest programmatic decrease in ongoing PAYG funding is in paving, which will see a decline in funding from FY 2018 of $1.6 million. The County utilizes a Pavement Condition Index (PCI) to assess the condition of the County's 1,051 lane miles. The County has established a desired average PCI range of 75-80 (with 100 representing the best possible condition) and has raised the overall average PCI to 74.6 in 2017 from an average PCI of 67 in 2015. The paving program for FY 2019, which will likely include approximately $11 million in funds from a bond sale in the Spring of 2018, will enable the County to continue making progress toward achieving its stated PCI goal, as long as changes in winter weather, contracting costs, and oil prices do not negatively impact the anticipated paving program.

- **Re-envisioning of employment services (Department of Human Services) ($825,584)**: The County provides a robust set of employment services to our community through several departments, non-profits, and regional partners. This proposed reduction is the first step in a multi-year process to evaluate the entirety of our workforce development program in light of a rapidly changing employment market, consistently low unemployment rates, and a declining caseload. This effort will help ensure that the resources dedicated to employment services across the County are used in the most efficient way possible and are targeted to priority areas. The initial reduction will result in increased caseloads in a few areas and reduced supervisory support. Finally, this proposal includes a reduction in administrative support for the REEP program (the English as Second Language program operating by Arlington County Schools); however, no direct services will be impacted.

- **Reallocation and reduction of resources from the AIRE program (Department of Environmental Services) ($554,312):** This proposal would provide targeted reductions in the AIRE program including elimination of the residential rebate program, consultant funding, and some energy efficiency investments in County facilities.

- **Lee Highway Planning (Community, Planning, Housing and Development) ($500,000):** This one-time reduction would decrease the scope of the Lee Highway planning process, limiting it to a defined section or commercial center to be funded with previously allocated funding of $250,000. Staff would continue its work on the process but use of consultant support may be limited later in the fiscal year.

- **Elimination of the Office of Community Health (Department of Parks and Recreation) ($483,238)**: This program provides nutrition, healthy lifestyle, and exercise support for internal parks and recreation programs and County-wide initiatives. We believe the core functions can be or are already provided through other County programs.

- **Provision of lab services to Department of Human Services' clients through contractors ($449,359)**: This proposal would partially transition lab services to an outside contractor, similar to the approach of other jurisdictions for this service.

- **ART service reductions (Department of Environmental Services) ($356,771**): This proposal eliminates two routes (92 & 54) that are not meeting minimum service standards and where service delivery can potentially be met by other transit or other modes such as Capital BikeShare.

These proposals are not made lightly. Although some can be absorbed without an impact in services to our community, a number of them will mean reductions in services valued by certain members of the community. Full descriptions of the impacts of these proposed reductions can be found in the FY 2019 Proposed Budget Reductions & Realignments section on book page 47.

Revenue Increases & Realignment of Funding Sources

Consistent with Board direction to limit any revenue increases to fees or sources other than the existing real property tax rate, we have prepared several proposals, which together total $6.6 million in additional revenue. A full list of proposed tax and fee increases can be found at book page 41; highlights are below:

- **Increase in parking hours and parking rates ($3.8 million):** This proposal would increase parking meter hours to 8 p.m. from 6 p.m. and also increase rates by $0.25 per hour. This will help to better manage our curb resources, a key contributor to the financial health of the County's commercial corridors. The majority of the revenue here is dedicated to enforcement functions which have been rising in costs, in part due to proposed salary increases. These proposed new hours and fees would bring us into closer alignment with our peer jurisdictions.

- **Utility taxes ($1.7 million):** This proposal is to increase the residential and commercial utility taxes, sharing the additional revenues with Schools. The majority of the revenue would be dedicated to AHIF in part to ensure energy efficiency improvements in affordable housing developments.

- **Fee changes ($1.1 million for General Fund)**: Each year we evaluate fees to ensure appropriate cost recovery and to address inflation. This year's budget includes proposals to adjust permit and development related fees in DES and CPHD, adjustment of fire systems testing fees in office and apartment buildings, and cost recovery increases for commercial recycling. For the first time, we are also proposing, where technologically feasible, recovery of transaction fees charged to the County by credit card processing companies. For example, users of the County's many parks and recreation program offerings will begin to be charged a credit card processing fee when paying with credit cards. Finally, we are also proposing increasing parking tickets by $5.00 for exceeding the time limit on parking meters. Additional details of each of these fee adjustments can be found in the following pages.

We also regularly evaluate our cost allocation among various functions and operating versus capital and other funds supported by dedicated revenues. These proposed realignments are to ensure appropriate cost allocation totaling $1.6 million in ongoing funds and $244,284 in one-time funds and include the following:

- **Reduction in allocation to Crystal City, Potomac Yard, and Pentagon City Tax Increment Fund (TIF) ($503,882 in ongoing and $244,284 in one-time):** This proposal reduces the percentage of incremental tax revenues generated in this area and dedicated to the TIF from 30 percent to 25 percent. This proposal will still provide the funding stream necessary to deliver Capital Improvement Plan (CIP) commitments in the TIF area. Reducing the TIF increment from 30 percent to 25 percent would redirect an estimated $943,600 in ongoing funding and $457,460 in one-time funding from the TIF to the General Fund, with $503,882 in ongoing and $244,284 in one-time to the County and the balance going to Schools based on Revenue Sharing Principles.

- **Street Sweeping & Allocation to Stormwater Fund ($0.4 million):** Currently, equipment associated with the County's street sweeping functions are allocated to the Stormwater Fund. This proposal would move the entire cost of the program from the General Fund to the Stormwater Fund. Over the long term, if the current stormwater capital investment plan is to be maintained, this proposal may require review and a possible increase to the dedicated Stormwater Fund tax rate (currently at 1.3 cents).

- **Allocations to Capital /Transportation Projects ($0.7 million):** This proposal would more appropriately allocate certain positions and activities, particularly in DES, to the respective capital projects that staff are assigned to on a daily basis.

Finally, we have employed other tools in balancing this year's budget totaling $3.9 million in ongoing funds. These items are not reductions, but areas where we realized savings from both refining estimates from budget planning and decisions I made to provide flexibility to the organization. For example, we have offered a voluntary retirement incentive program that yields both budget savings and creates flexibility as we work to find placements for those employees affected by budget reductions. We may offer further incentive programs as the budget process proceeds. We received updated cost estimates for a number of items that provided savings, including the FY 2019 healthcare rate increase (decreased from a 7.5 percent increase to a 5 percent increase), lower Other Post Employment Benefits (OPEB – retiree health care) estimates based on the most recent actuarial study, savings from county-wide fuel and utility costs, and reducing the County's contribution to the Northern Virginia

Juvenile Detention Home based on a recent grant award to the agency which reduced the County's contribution.

Continued Focus on Multi-Year Priorities

My budget continues investments and progress on my multi-year initiatives:

- **Focus on Economic Development:** We recognized three years ago that we needed a new approach to economic development in the face of a changing and more competitive office market that was resulting in higher office vacancy rates. Our approach to performance-based financial incentives has yielded firm results and therefore I have included $1.5 million in ongoing funds and $2.7 million in one-time funds in this year's budget. I also have preserved core economic development staff during our discussion of reductions.

- **Focus on Service Delivery:** We continue our multi-year effort to improve our residents' and businesses' experience as they work through the permitting process through the One-Stop Arlington project, and we expect to reach major milestones over the next 12 months as the system implementation progresses. We have also begun the planning process for the renovation of the Ellen M. Bozman Government Center at Courthouse Plaza, which will yield benefits to residents and employees alike. We recently kicked off the Child Care Initiative to address quality, accessibility, and affordability of child care to benefit Arlington families and businesses. Finally, we have undertaken an organization-wide effort to improve customer service – the CARES initiative, which includes mandatory training for all employees. This effort is accompanied by a review of our existing call center, public facing phone numbers, and online tools that we hope will yield a better customer experience. More detail on each of these initiatives is included in the following pages.

- **Focus on Government Transparency:** Our OpenArlington strategy has accelerated this past year with the formation of an Open Data Advisory Group. To date a total of 185 data sets have been made available to the public with seven more schedule for publication by early March. We will also be unveiling a new portal this year offering transparency for County financial information.

The Long Range Outlook

I anticipate that this period of tight budgets will continue for the foreseeable future. Our multi-year forecasts assume that we must continue our commitments in the following areas:

- Investment in our workforce – Funding the multi-year compensation maintenance studies for all job classes to ensure that we do not lose our competitive position.

- Addressing the core needs of a growing population, specifically the growing population that is impacting Schools enrollment and County services.

- Funding the operating costs associated with new facilities, including new schools and the Long Bridge Aquatics & Fitness Facility & Park.

The approach we took this year yielded ideas that we did not pursue for variety of reasons, including the need for more analysis and / or community engagement. I have included many of these ideas in the attached documentation and expect that these will need to be pursued in the coming years or could be considered as options by the Board for this year. I also can't leave a discussion of budget priorities without acknowledging that some programs and services, ranging from streetlight maintenance to library materials to community engagement would benefit from additional resources, but given the current budget climate, will not receive them.

I greatly appreciate the effort of all staff in the County as we prepared this budget.

Sincerely,

Mark Schwartz
County Manager

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.

As illustrated in the forecast, future budgets are expected to follow the current trend for the foreseeable future, with anticipated budget gaps ranging between $13.8 to $33.4 million in FY 2020 and growing to between $54.6 to $119.7 million in FY 2024. driven principally by expenditure growth continuing to outpace revenue growth. The ranges in the forecast are the result of changes in revenue assumptions, with the baseline assuming greater assessment growth in real estate and slightly higher growth in other revenue sources. The County is constrained in its revenue growth by restrictions to its ability to change taxes and fees. On the expenditure side, the forecast assumes that we will continue our commitments to our workforce, funding the operating costs of new facilities, and addressing the core needs of a growing population.

Investment in our workforce – The County faces competitive pressures in recruiting and retaining the best workforce in a full employment economy. The County Manager is pursuing two efforts in response which impact our out-year budgets.

- Renewing the multi-year compensation maintenance studies for all job classes to ensure that we do not lose our competitive position.
- Implementing a Kelly Day work schedule for our Fire Department: our fire staff work a 56-hour work week, which is more than in neighboring jurisdictions and also out of sync with current workplace expectations – including how many staff must balance the demands of two working parents. The FY 2019 budget and the forecast include a multi-year plan to gradually reduce the workweek, achieving full implementation in FY 2023.

Funding the operating costs associated with new facilities – Both the County and Arlington Public Schools (APS) have new facilities that will open in the coming years.

- Operating costs associated with County facilities including Lubber Run Community Center and the Long Bridge Aquatics & Fitness Facility & Park are included in the forecast as "Operating Impact from CIP."
- Three new schools – the new elementary at Jefferson, the new middle school at Stratford, and the new school at Wilson – will add 1,839 seats in FY 2019 followed by an expansion of Reed in 2021 (725 seats), a new high school in 2022 (1,300+ seats), and additional elementary capacity in 2025 (400-725 seats). APS will fund the operating costs of these news schools in its budget with support from the County transfer of 46.6% of local tax revenues. No additional County resources are assumed in the forecast.

Addressing the core needs of a growing population – The new County and APS facilities will help the County better serve our growing population. However, the demand for services extends beyond what these facilities will be able to provide. County-wide demand for service increases is being felt in parks and recreation, library services, human services, public safety, and more. Given the budget realities, the County will need to be creative in responding to these needs by continuing efforts to re-envision service delivery, reallocate existing resources, evaluate the efficacy of existing services, and weigh the implementation of new programs.

These efforts combined with the exploration of revenue opportunities allowed us to balance the FY 2019 budget. Some ideas that were discussed this year were deferred for potential implementation in a future year due to the need for more analysis and / or community engagement.

The County's future budget challenges will require further review of community priorities to evaluate services and programs. Possible areas for future budget review will include: reducing or eliminating direct services to residents; examining service levels of programs; continuing support to our non-profit partners; levels of employee compensation and benefits; changes to taxes and fees; and further collaboration with schools.

Direct Services: changing or eliminating direct services to the community will impact residents and businesses.

- Close the Lee Community Center: consolidate Senior Adult Programs and relocate other programs.
- Close the Glen Carlyn and/or Cherrydale branch libraries: while these locations are valued by the immediate neighborhoods, they have lowest circulation levels and each location has costly maintenance challenges.
- Review and update the Cultural Affairs business model in Arlington Economic Development.
- Studying Human Services programs to either realign funding or adjust staff caseloads.
- Realigning service levels within the Courts and Constitutional offices, which were held constant in the FY 2019 budget.

Delivery of services: Evaluating the delivery of services could mean that a non-government entity begins providing the service or that the service is reduced or eliminated.

- Explore alternative service delivery for traffic and parking enforcement.
- Consider reducing public safety support for special events.
- Changes to levels of service for Police responses to non-emergencies such as minor theft and reductions to district teams.
- Reductions in Parks and Environmental Services crews including those that provide maintenance in the parks and repaving of the sidewalks.
- Fewer recreation programming options.

Support to non-profits: the County partners with over 90 unique organizations on over 130 different programs, providing over $25 million in funding from local, state, and federal sources, primarily in the areas of housing, disability, seniors, and health and counseling services. Further evaluation of the support provided, services delivered, and outcomes achieved could allow for changes in what funding is awarded and organizations are supported. Reductions in support could have direct impact on residents in a variety of areas.

Employee compensation: any changes to compensation will need to be weighed against the commitment to provide competitive compensation in order to maintain a talented and effective workforce.

- Reduce annual increases to employees.
- Make changes to the healthcare plan design and possibly offer incentives to employees to move off County health insurance.
- Examine other benefits, such as retirement plans.

Taxes and fees: increases to taxes and fees can both place a greater burden on our residential taxpayers but also affect our competiveness and ability to recruit and retain new businesses to our community, which could further erode the 50/50 split between our residential and commercial real estate tax base.

- Increases to Vehicle Personal Property and Business Tangibles tax rates increasing the residential tax burden and affecting our commercial competitiveness within the region.
- Implement a License Plate Penalty Fee: we currently charge individuals with out-of-state license plates a $100 tax in addition to the Personal Property Tax that is due. Both Fairfax County and the City of Alexandria also charge a $250 penalty to these individuals. However, it is anticipated that this penalty fee could disproportionately affect our immigrant population.
- Increase fees for alarm system registration and false alarm fines following the implementation of a new system for tracking alarms.

- Increase other parking ticket and moving violation fines in collaboration with the Virginia Supreme Court.
- Complete a study of all development and permit fees.
- Eliminate the vehicle personal property decal and transition to a vehicle registration fee similar to Fairfax and Loudoun Counties.

Collaboration with schools: could yield efficiency, better service delivery, and savings for both the County and APS.

- Explore contracting crossing guards;
- Facilities planning;
- Shared technology network support; and
- Whether some school children ride ART instead of APS buses.

The discussion of budget priorities cannot ignore that some programs and services would benefit from additional resources, but given the current budget climate, will not receive them. These range widely from streetlight maintenance to library materials to community engagement resources. Any opportunities to more appropriately fund these priority areas will be considered through reallocations.

Multi-Year Financial Forecast - Baseline Scenario

REVENUE	Adopted FY 2018	% chg	FY 2019 Proposed	% chg	Forecast FY 2020	% chg	Forecast FY 2021	% chg	Forecast FY 2022	% chg	Forecast FY 2023	% chg	Forecast FY 2024	% chg
Real Estate	721,342,790	4.1%	735,673,980	2.0%	753,037,370	2.4%	772,818,450	2.6%	793,695,540	2.7%	815,407,920	2.7%	838,051,210	2.8%
Less Crystal City TIF Real Estate	(6,304,880)	31.0%	(4,718,020)	-25.2%	(5,006,240)	6.1%	(5,297,350)	5.8%	(5,591,380)	5.6%	(5,888,340)	5.3%	(6,188,270)	5.1%
Less Columbia Pike TIF Real Estate	0	-100.0%	(150,730)	-	(458,210)	204.0%	(778,000)	69.8%	(1,110,580)	42.7%	(1,456,460)	31.1%	(1,816,190)	24.7%
Less Ballston Quarter TIF Real Estate			(537,700)	-	(1,393,400)	159.1%	(1,832,240)	31.5%	(1,889,290)	3.1%	(1,947,480)	3.1%	(2,006,830)	3.0%
Personal Property	115,452,147	3.0%	119,052,147	3.1%	122,028,000	2.5%	125,079,000	2.5%	128,206,000	2.5%	131,411,000	2.5%	134,696,000	2.5%
BPOL	63,088,073	10.6%	65,620,000	4.0%	66,276,000	1.0%	66,939,000	1.0%	67,943,000	1.5%	68,962,000	1.5%	70,341,000	2.0%
Sales*	42,000,000	4.5%	43,260,000	3.0%	44,015,605	1.7%	44,687,587	1.5%	45,592,819	2.0%	46,517,055	2.0%	47,459,296	2.0%
Meals*	39,900,000	3.6%	41,500,000	4.0%	43,379,040	4.5%	44,703,060	3.1%	46,067,522	3.1%	47,473,992	3.1%	48,922,472	3.1%
TOT	25,450,000	1.8%	26,000,000	2.2%	26,780,000	3.0%	27,583,000	3.0%	28,410,000	3.0%	29,262,000	3.0%	30,140,000	3.0%
Other Taxes	38,082,000	2.7%	42,122,000	10.6%	42,754,000	1.5%	43,395,000	1.5%	44,046,000	1.5%	44,707,000	1.5%	45,378,000	1.5%
SUBTOTAL: TAXES	**1,039,010,130**	**4.2%**	**1,067,821,677**	**2.8%**	**1,091,412,165**	**2.2%**	**1,117,297,507**	**2.4%**	**1,145,369,631**	**2.5%**	**1,174,448,687**	**2.5%**	**1,204,976,689**	**2.6%**
State	73,402,747	0.7%	75,420,031	2.7%	76,174,000	1.0%	76,936,000	1.0%	77,705,000	1.0%	78,482,000	1.0%	79,267,000	1.0%
Federal	15,170,833	4.9%	16,312,254	7.5%	16,312,000	0.0%	16,312,000	0.0%	16,312,000	0.0%	16,312,000	0.0%	16,312,000	0.0%
Other Revenue	93,601,364	4.8%	99,143,168	5.9%	101,126,000	2.0%	103,149,000	2.0%	105,212,000	2.0%	107,316,000	2.0%	109,462,000	2.0%
SUBTOTAL: OTHER	**182,174,944**	**3.1%**	**190,875,453**	**4.8%**	**193,612,000**	**1.4%**	**196,397,000**	**1.4%**	**199,229,000**	**1.4%**	**202,110,000**	**1.4%**	**205,041,000**	**1.5%**
CARRYOVER FUNDS	31,526,938	31.1%	15,194,069	-51.8%	4,000,000	-73.7%	4,000,000	0.0%	4,000,000	0.0%	4,000,000	0.0%	4,000,000	0.0%
TOTAL REVENUE	**1,252,712,012**	**4.6%**	**1,273,891,199**	**1.7%**	**1,289,024,165**	**1.2%**	**1,317,694,507**	**2.2%**	**1,348,598,631**	**2.3%**	**1,380,558,687**	**2.4%**	**1,414,017,689**	**2.4%**

EXPENDITURES	Adopted FY 2018	% chg	FY 2019 Proposed	% chg	Forecast FY 2020	% chg	Forecast FY 2021	% chg	Forecast FY 2022	% chg	Forecast FY 2023	% chg	Forecast FY 2024	% chg
Salaries	273,707,845	3.5%	280,951,818	2.6%	291,157,816	3.6%	301,700,517	3.6%	312,696,700	3.6%	324,075,872	3.6%	335,063,000	3.4%
Benefits	119,143,091	5.2%	127,134,697	6.7%	131,317,669	3.3%	136,696,251	4.1%	142,349,133	4.1%	148,226,326	4.1%	153,959,620	3.9%
SUBTOTAL: PERSONNEL	**392,850,936**	**4.0%**	**408,086,515**	**3.9%**	**422,475,485**	**3.5%**	**438,396,768**	**3.8%**	**455,045,833**	**3.8%**	**472,302,198**	**3.8%**	**489,022,620**	3.5%
Ongoing Operating Expenses	196,352,893	4.1%	193,027,485	-1.7%	196,154,755	1.6%	199,375,967	1.6%	202,694,083	1.7%	206,112,162	1.7%	209,633,364	1.7%
One-time Operating Expenses	4,543,563	-36.6%	4,619,560	1.7%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Metro	36,239,666	19.4%	40,600,000	12.0%	46,363,717	14.2%	49,934,981	7.7%	51,843,357	3.8%	53,398,658	3.0%	55,000,617	3.0%
Metro - TDP Implemenation	-	-	-	-	-	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Contingents (General & Stabilization)	4,250,000	30.8%	4,250,000	-	4,250,000	0.0%	4,250,000	0.0%	4,250,000	0.0%	4,250,000	0.0%	4,250,000	0.0%
Economic Development Grants	367,000	-	4,235,182	1054.0%	4,500,000	6.3%	2,350,000	-47.8%	1,500,000	-36.2%	1,050,000	-30.0%	1,050,000	0.0%
Ongoing AHIF	4,905,406	12.6%	6,238,196	27.2%	6,238,196	0.0%	6,238,196	0.0%	6,238,196	0.0%	6,238,196	0.0%	6,238,196	0.0%
One-time AHIF	10,111,006	8.0%	7,025,628	-30.5%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Regionals	7,531,562	-6.9%	6,525,002	-13.4%	6,525,002	0.0%	6,525,002	0.0%	6,525,002	0.0%	6,525,002	0.0%	6,525,002	0.0%
Ongoing Capital	6,875,285	-2.5%	5,098,518	-25.8%	5,098,518	0.0%	5,098,518	0.0%	5,098,518	0.0%	5,098,518	0.0%	5,098,518	0.0%
One-time Capital	6,694,893	46.8%	446,465	-93.3%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Debt	62,964,345	2.8%	67,800,000	7.7%	72,600,000	7.1%	79,200,000	9.1%	84,000,000	6.1%	88,600,000	5.5%	91,700,000	3.5%
Debt Service for Master Lease	7,641,761	3.0%	7,871,013	3.0%	8,107,144	3.0%	8,350,358	3.0%	8,600,869	3.0%	8,858,895	3.0%	9,124,662	3.0%
OPEB	20,400,000	0.0%	19,400,000	-4.9%	19,982,000	3.0%	20,581,460	3.0%	21,198,904	3.0%	21,834,871	3.0%	22,489,917	3.0%
SUBTOTAL: NONPERSONNEL	**368,877,380**	**4.8%**	**367,137,049**	**-0.5%**	**369,819,332**	0.7%	**381,904,482**	3.3%	**391,948,929**	2.6%	**401,966,302**	2.6%	**411,110,276**	2.3%
Schools Ongoing (based on 46.6% of tax revenue)	484,178,720	4.2%	497,604,901	2.8%	508,598,069	2.2%	520,660,638	2.4%	533,742,248	2.5%	547,293,088	2.5%	561,519,137	2.6%
Schools One-time	6,077,476	147.7%	367,234	-94.0%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Transfers to Other Funds	727,500	-34.4%	695,500	-4.4%	695,500	0.0%	695,500	0.0%	695,500	0.0%	695,500	0.0%	695,500	0.0%
Operating Impact from CIP	-	-	-	-	1,280,000	-	5,430,000	324.2%	5,933,000	9.3%	6,578,000	10.9%	6,274,000	-4.6%
TOTAL EXPENSES	**1,252,712,012**	4.6%	**1,273,891,199**	1.7%	**1,302,868,386**	2.3%	**1,347,087,388**	3.4%	**1,387,365,510**	3.0%	**1,428,835,088**	3.0%	**1,468,621,533**	2.8%

Shortfall/Surplus $ (millions)	Adopted FY 2018	FY 2019 Proposed	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Forecast FY 2023	Forecast FY 2024
Revenue	1,252,712,012	1,273,891,199	1,289,024,165	1,317,694,507	1,348,598,631	1,380,558,687	1,414,017,689
Expenditures	1,252,712,012	1,273,891,199	1,302,868,386	1,347,087,388	1,387,365,510	1,428,835,088	1,468,621,533
Annual Deficit/Surplus**	-	-	(13,844,221)	(29,392,881)	(38,766,879)	(48,276,400)	(54,603,844)

*Sales and meals tax estimates in years FY 2019 thorugh FY 2024 include growth attributable to the Ballston Quarter development and are net of contributions to the Ballston Quarter TIF.

**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.

Multi-Year Financial Forecast - Low Scenario

REVENUE	Adopted FY 2018	% chg	FY 2019 Proposed	% chg	Forecast FY 2020	% chg	Forecast FY 2021	% chg	Forecast FY 2022	% chg	Forecast FY 2023	% chg	Forecast FY 2024	% chg
Real Estate	721,342,790	4.1%	735,673,980	2.0%	722,494,690	-1.8%	722,769,050	0.0%	728,050,140	0.7%	736,673,400	1.2%	747,307,330	1.4%
Less Crystal City TIF Real Estate	(6,304,880)	31.0%	(4,718,020)	-25.2%	(3,790,220)	-19.7%	(3,441,000)	-9.2%	(3,302,580)	-4.0%	(3,302,580)	0.0%	(3,302,580)	0.0%
Less Columbia Pike TIF Real Estate	0	-100.0%	(150,730)	-	(170,420)	13.1%	(286,030)	67.8%	(403,360)	41.0%	(522,460)	29.5%	(643,340)	23.1%
Less Ballston Quarter TIF Real Estate			(537,700)	-	(1,393,400)	159.1%	(1,832,240)	31.5%	(1,889,290)	3.1%	(1,947,480)	3.1%	(2,006,830)	3.0%
Personal Property	115,452,147	3.0%	119,052,147	3.1%	120,243,007	1.0%	121,445,173	1.0%	123,266,417	1.5%	125,115,240	1.5%	126,991,641	1.5%
BPOL	63,088,073	10.6%	65,620,000	4.0%	66,931,992	2.0%	68,270,509	2.0%	69,635,552	2.0%	71,028,141	2.0%	72,448,275	2.0%
Sales*	42,000,000	4.5%	43,260,000	3.0%	43,562,820	0.7%	43,780,634	0.5%	43,999,485	0.5%	44,219,374	0.5%	44,440,300	0.5%
Meals*	39,900,000	3.6%	41,500,000	4.0%	42,122,500	1.5%	42,543,704	1.0%	43,182,369	1.5%	43,830,488	1.5%	44,488,061	1.5%
TOT	25,450,000	1.8%	26,000,000	2.2%	26,000,000	0.0%	26,130,506	0.5%	26,261,276	0.5%	26,523,838	1.0%	26,789,464	1.0%
Other Taxes	38,082,000	2.7%	42,122,000	10.6%	42,122,000	0.0%	42,332,210	0.5%	42,755,965	1.0%	43,183,058	1.0%	43,614,599	1.0%
SUBTOTAL: TAXES	**1,039,010,130**	**4.2%**	**1,067,821,677**	**2.8%**	**1,058,122,969**	**-0.9%**	**1,061,712,516**	**0.3%**	**1,071,555,975**	**0.9%**	**1,084,801,018**	**1.2%**	**1,100,126,921**	**1.4%**
State	73,402,747	0.7%	75,420,031	2.7%	75,420,031	0.0%	75,420,031	0.0%	75,420,031	0.0%	75,420,031	0.0%	75,420,031	0.0%
Federal	15,170,833	4.9%	16,312,254	7.5%	16,312,254	0.0%	16,312,254	0.0%	16,312,254	0.0%	16,312,254	0.0%	16,312,254	0.0%
Other Revenue	93,601,364	4.8%	99,143,168	5.9%	100,134,600	1.0%	101,135,946	1.0%	102,147,305	1.0%	103,168,778	1.0%	104,200,466	1.0%
SUBTOTAL: OTHER	**182,174,944**	**3.1%**	**190,875,453**	**4.8%**	**191,866,885**	**0.5%**	**192,868,231**	**0.5%**	**193,879,590**	**0.5%**	**194,901,063**	**0.5%**	**195,932,751**	**0.5%**
CARRYOVER FUNDS	31,526,938	31.1%	15,194,069	-51.8%	4,000,000	-73.7%	4,000,000	0.0%	4,000,000	0.0%	4,000,000	0.0%	4,000,000	0.0%
TOTAL REVENUE	**1,252,712,012**	**4.6%**	**1,273,891,199**	**1.7%**	**1,253,989,854**	**-1.6%**	**1,258,580,747**	**0.4%**	**1,269,435,565**	**0.9%**	**1,283,702,081**	**1.1%**	**1,300,059,672**	**1.3%**

EXPENDITURES	Adopted FY 2018	% chg	FY 2019 Proposed	% chg	Forecast FY 2020	% chg	Forecast FY 2021	% chg	Forecast FY 2022	% chg	Forecast FY 2023	% chg	Forecast FY 2024	% chg
Salaries	273,707,845	3.5%	280,951,818	2.6%	291,157,816	3.6%	301,700,517	3.6%	312,696,700	3.6%	324,075,872	3.6%	335,063,000	3.4%
Benefits	119,143,091	5.2%	127,134,697	6.7%	131,317,669	3.3%	136,696,251	4.1%	142,349,133	4.1%	148,226,326	4.1%	153,959,620	3.9%
SUBTOTAL: PERSONNEL	**392,850,936**	**4.0%**	**408,086,515**	**3.9%**	**422,475,485**	**3.5%**	**438,396,768**	**3.8%**	**455,045,833**	**3.8%**	**472,302,198**	**3.8%**	**489,022,620**	3.5%
Ongoing Operating Expenses	196,352,893	4.1%	193,027,485	-1.7%	196,154,755	1.6%	199,375,967	1.6%	202,694,083	1.7%	206,112,162	1.7%	209,633,364	1.7%
One-time Operating Expenses	4,543,563	-36.6%	4,619,560	1.7%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Metro	36,239,666	19.4%	40,600,000	12.0%	46,363,717	14.2%	49,934,981	7.7%	51,843,357	3.8%	53,398,658	3.0%	55,000,617	3.0%
Metro - TDP Implemenation	-	-	-	-	-	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Contingents (General & Stabilization)	4,250,000	30.8%	4,250,000	-	4,250,000	0.0%	4,250,000	0.0%	4,250,000	0.0%	4,250,000	0.0%	4,250,000	0.0%
Economic Development Grants	367,000	-	4,235,182	1054.0%	4,500,000	6.3%	2,350,000	-47.8%	1,500,000	-36.2%	1,050,000	-30.0%	1,050,000	0.0%
Ongoing AHIF	4,905,406	12.6%	6,238,196	27.2%	6,238,196	0.0%	6,238,196	0.0%	6,238,196	0.0%	6,238,196	0.0%	6,238,196	0.0%
One-time AHIF	10,111,006	8.0%	7,025,628	-30.5%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Regionals	7,531,562	-6.9%	6,525,002	-13.4%	6,525,002	0.0%	6,525,002	0.0%	6,525,002	0.0%	6,525,002	0.0%	6,525,002	0.0%
Ongoing Capital	6,875,285	-2.5%	5,098,518	-25.8%	5,098,518	0.0%	5,098,518	0.0%	5,098,518	0.0%	5,098,518	0.0%	5,098,518	0.0%
One-time Capital	6,694,893	46.8%	446,465	-93.3%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Debt	62,964,345	2.8%	67,800,000	7.7%	72,600,000	7.1%	79,200,000	9.1%	84,000,000	6.1%	88,600,000	5.5%	91,700,000	3.5%
Debt Service for Master Lease	7,641,761	3.0%	7,871,013	3.0%	8,107,144	3.0%	8,350,358	3.0%	8,600,869	3.0%	8,858,895	3.0%	9,124,662	3.0%
OPEB	20,400,000	0.0%	19,400,000	-4.9%	19,982,000	3.0%	20,581,460	3.0%	21,198,904	3.0%	21,834,871	3.0%	22,489,917	3.0%
SUBTOTAL: NONPERSONNEL	**368,877,380**	**4.8%**	**367,137,049**	**-0.5%**	**369,819,332**	**0.7%**	**381,904,482**	**3.3%**	**391,948,929**	**2.6%**	**401,966,302**	**2.6%**	**411,110,276**	**2.3%**
Schools Ongoing (based on 46.6% of tax revenue)	484,178,720	4.2%	497,604,901	2.8%	493,085,304	-0.9%	494,758,033	0.3%	499,345,084	0.9%	505,517,274	1.2%	512,659,145	1.4%
Schools One-time	6,077,476	147.7%	367,234	-94.0%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Transfers to Other Funds	727,500	-34.4%	695,500	-4.4%	695,500	0.0%	695,500	0.0%	695,500	0.0%	695,500	0.0%	695,500	0.0%
Operating Impact from CIP	-	-	-	-	1,280,000	-	5,430,000	324.2%	5,933,000	9.3%	6,578,000	10.9%	6,274,000	-4.6%
TOTAL EXPENSES	**1,252,712,012**	4.6%	**1,273,891,199**	1.7%	**1,287,355,620**	1.1%	**1,321,184,783**	2.6%	**1,352,968,346**	2.4%	**1,387,059,274**	2.5%	**1,419,761,541**	2.4%

Shortfall/Surplus $ (millions)	Adopted FY 2018	FY 2019 Proposed	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Forecast FY 2023	Forecast FY 2024
Revenue	1,252,712,012	1,273,891,199	1,253,989,854	1,258,580,747	1,269,435,565	1,283,702,081	1,300,059,672
Expenditures	1,252,712,012	1,273,891,199	1,287,355,620	1,321,184,783	1,352,968,346	1,387,059,274	1,419,761,541
Annual Deficit/Surplus**	-	-	(33,365,767)	(62,604,036)	(83,532,781)	(103,357,193)	(119,701,869)

*Sales and meals tax estimates in years FY 2019 thorugh FY 2024 include growth attributable to the Ballston Quarter development and are net of contributions to the Ballston Quarter TIF.

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

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ECONOMIC DEVELOPMENT UPDATES

Arlington's "Way Forward" initiative to counter historically high office vacancy rates and increased pressure from competitive markets continues to make advancements. The initiative has introduced strategic and programmatic adaptations including new ways of marketing Arlington to national and international audiences, and business development efforts to diversify the commercial tax base and align with our highly skilled workforce. Since 2015, Arlington Economic Development (AED) has assisted on more than 5.3 million square feet of new or retained office space representing approximately 25,400 jobs.

- **Vacancy rate update** – The vacancy rate was down to 17.3 percent in the second quarter of 2017 following a steady recovery from an all-time high of 21.0 percent in the first quarter of 2015. Improvement in the first half of 2017 was driven by overall positive activity in the market and initial leasing by Nestle USA, which will eventually occupy 206,000 square feet at 1812 N. Moore Street. By the end of 4Q 2017, that momentum was reversed by the departure of the National Science Foundation resulting in an end-of-year vacancy rate of 19.4 percent. Throughout the region, the office market continues to be in a state of transition as tenants leave older buildings in search of newer spaces and more advantageous lease terms. On the positive side for Arlington, tenants are seeking locations with high concentrations of amenities and optimal Metro accessibility. However, certain headwinds persist due to office footprint reductions upon lease renewal and competitive submarkets along the Silver Line and in the District of Columbia. The Arlington office market also faces the impending departure of the Transportation Security Administration and uncertain future of the Drug Enforcement Administration lease (1 million square feet combined).

- **Selected business development accomplishments** – As of February 2018, AED had assisted with nearly 815,000 square feet of economic development successes in FY 2018. Collectively, these projects represent nearly 3,200 jobs in Arlington County. Notable projects include:
  - The retention and expansion of major employers in media, government and professional services including the BNA Bloomberg, Hobsons, APT, Strategic Analysis, and UVA Darden School of Business.
  - The continued attraction and expansion of fast growing tech companies like Phone2Action, Higher Logic, Mobile Posse, and Itech AG; and
  - The attraction of the American Institutes for Research, enhancing Arlington's reputation as a prime location for nonprofits and research organizations.

- **Incentive Program –** Arlington began using targeted, performance-based financial incentives in 2015 to help lower the office vacancy rate and diversify the economy. Since then, the County has incented projects that align with Arlington's economic development strategy, generate significant return on investment for the County in taxes, and in many cases leverage money from the Commonwealth of Virginia. Projects include the recruitment of Nestle USA, the retention and expansion of major employer Bloomberg BNA, and the attraction of fast-growing technology companies like StoryBlocks. Of the County's successful economic development deals since this program began, only 8 percent use incentives. The FY 2019 Proposed Budget includes $1.5 million in ongoing funding and $2.7 million in one-time funding to continue this program.

- **Marketing Arlington's Tech Ecosystem -** AED's Business Investment team attends key technology events and trade shows throughout the year to create and maintain relationships with tech companies and enhance Arlington's profile as an attractive office location for the tech industry. Additionally, these engagements generate information for business development about what types of companies are poised for growth and may be seeking new office space. The events include:

- CES 2018: Arlington is proud to be the home of the Consumer Technology Association (CTA), the creators of the Consumer Electronics Show. CES draws an international audience of more than 170,000 attendees. AED hosted a "startup" lounge space in the Eureka Park exhibit area to showcase the benefits of opening or moving a business to Arlington. AED also invited a handful of standout Arlington startup companies to demo their products in the startup lounge, allowing for national and international exposure.

- SXSW 2018: In March 2018, AED will host a panel discussion at the SXSW Interactive Festival, considered one of the largest festivals for technology companies in the world. "War Games: From Battlefield to Ballot Box" was selected for presentation at SXSW from more than 6,000 entries around the world and will showcase the innovation of cybersecurity companies located in Arlington.

- Collision 2018: In May 2018, AED will attend Collision, a tech conference that brings together experts in a variety of tech fields and related topics such as autotech, robotics, startups, marketing, big data, and planettech.

- **Tourism report** — In the second year following the FY 2016 reinstatement of Arlington County's tourism-dedicated 0.25 percent transient occupancy tax, the Arlington Convention and Visitors Service (ACVS) is achieving record-setting results. With the reinstated funds, in FY 2017 ACVS invested more than $1.1 million into marketing and promotion, resulting in a leading-edge StayArlington website; expanded advertising, digital marketing, and trade events; updated market research; new photography and video resources; and much more. Group hotel room nights booked by ACVS rose 13 percent to 26,400; advertising impressions to target audiences increased more than 15,000 percent, reaching nearly 250 million; and an additional 950 million new StayArlington ad impressions were generated in China. Even prior to the October 2017 launch of the new StayArlington website, FY 2017 web view sessions were up 161 percent over the prior year, and users were up 158 percent. The number of Arlington visitors served in person rose 36 percent, and more than 215,000 Arlington Visitors Guides, Meeting Planner Guides, Maps, and Rack Cards were distributed through the Mobile Visitors Center, by mail, and at Reagan National and Dulles International Airports. Through December 2017, Arlington's annual hotel Occupancy was 76.7 percent (down 0.6 percent from 2016); Average Daily Rate was $167.42 (up 3.3 percent over 2016); and Revenue Per Available Room (RevPAR) was $128.46 (up 2.7 percent over 2016).

- **Ballston Quarter** — The Ballston Quarter redevelopment is still under construction and on track with an expected delivery in the fall of 2018. The tax increment financed bonds were issued and sold in November 2016, completing a two-year effort to implement the public-private partnership that was a critical component of the Ballston Quarter project. In FY 2018, Forest City has announced tenants for the space include Cookology, Nook, 5 Wits, and an 18-restaurant food hall.

OPEN GOVERNMENT, TRANSPARENCY, AND CUSTOMER SERVICE

One of my strategic priorities continues to focus on Open Government, Transparency and Quality Services. Our goal is to increase citizen satisfaction and promote positive experiences with Arlington County government by making it faster and easier for residents and businesses to complete transactions and receive quality services. Effective customer service and engagement processes play an important role in building public trust, increase transparency, and make working with the government an easier and more gratifying experience.

The County is making progress in advancing Open Government – moving towards greater transparency and easier access to information. We are learning along the way and balancing the demand in this important area with our available County resources. I want to highlight a series of initiatives that we will help us advance our journey across four key areas: (1) Simplifying access to Information and Data; (2) Streamlining Government Processes; (3) Enhancing Customer Services; and (4) Advancing Public Engagement Processes.

Simplifying Access to Information and Data

We recognize the importance of making data more accessible, offering easier options for finding information easily without the need for submitting formal inquiries or requests. Data sharing is an important tool for leveraging public information and gaining insights to inform public policy. We are taking initial steps to understand how data is used, how it is interpreted, and the context for data.

- **Open Data Advisory Group** - Last year, I appointed a new Open Data Advisory Group (ODAG) to help identify and prioritize datasets for the County. The ODAG is comprised of residents, business owners, open data partners such as the Sunlight Foundation and Code for America, and members of several County commissions. The ODAG will continue to provide recommendations on strategies to improve open data and transparency.

- **Open Data Portal -** The Arlington Open Data Portal now offers 185 different datasets, with more being added each month, such as the Park Facility Reservations made live in January 2018. I recently directed every Department to identify data sets that can be shared with our residents and businesses. In addition, we have an internal staff team working to complete a comprehensive data inventory over this next year.

- **My Arlington App** - We continue to promote the "My Arlington App", where members of the public can easily view county events and meetings, permits under review, traffic alerts, and other county information. One newest element includes "My Arlington Projects Map" visualization tool. This map view tool, is intended to make it easier for residents to locate and learn more about County projects taking place around Arlington. It also offers insight to site plan projects which are under review, under construction, approved, or completed. Users can filter projects by type and size, street address or civic association. It also offers an update on our County crews' daily work.

- **Open Financial Portal -** Over the next year, we are planning an initial launch of an Open Financial Portal. This portal will provide an interactive graphical display of data, including budget and transactional information. It also will provide the ability to "slice and dice" and drill down into the data by department, division, line of business, and more.

- **Freedom of Information Act Requests** - Following our efforts started in 2016, we will continue to post responses to Virginia Freedom of Information Act (FOIA) requests online, to promote increased awareness and transparency of government activities. The Virginia Freedom of Information Act provides citizens of the Commonwealth and representatives of the media access to public records held by public bodies, public officials and public employees. (Note: Personal identifying information of residents and 911 phone call transcripts are not posted online.) I am excited that starting this year we are also using a new FOIA tracking system that offers improved internal data analysis and posting of responsive FOIA documents that do not require redaction.

Streamlining Government Processes

A significant aspect of open government includes making it easier to do business with Government. **One Stop Arlington** is an enterprise-wide effort, aimed to make it easier to apply for and process permit applications for large and complex projects with Arlington County.

Customers will ultimately have a one stop option for assistance and case management support for large and complex projects throughout the permit process. Once completed, the public benefits will include the ability for customers to apply online for permits 24/7, submit plans and drawings electronically, schedule inspections, check application status, review staff comments, sign up for email notifications and alerts, make online payments, and access real-time information regarding the status of a permit.

The new system is scheduled to be implemented in two phases. Phase I will support the online submission, review and payment of select permit types, including development project and small business applications (site plans and use permits), civil engineering plans and zoning determinations, among others. This phase also includes an interim solution for online submission, review and payment for land disturbance activities and building permits. Phase I is anticipated to be delivered in FY 2019. Phase II, anticipated to be complete in FY 2020, will support online submission, review and payment of all remaining permit types and applications. Ongoing customer feedback and user experiences will be used to inform the development, design, and implementation phases.

The CPHD Development Fund is funding the design and development of the new permitting system. This year CPHD Development Fund permitting fees are proposed to increase 2.5 percent, tied to the Employment Cost Index. This increase will ensure that the fees keep pace with the cost, salaries, and benefits for employees who process permits and applications. Upon successful delivery of Phase I, the current automation enhancement surcharge on all land development and permit fees is proposed to increase to ten percent (from its current rate of five percent) to ensure that the CPHD Development Fund has sufficient funding to deliver Phase II of the system.

Enhancing Customer Service

- **CARES:** In the past year, we launched the Arlington CARES initiative to provide ongoing improvements to customer service for our residents, businesses, and visitors. Every Arlington County employee is now receiving mandatory CARES training to identify strategies to embrace core elements of customer service: Communication, Awareness, Responsiveness, Empowerment, and Solutions. The CARES team is also reviewing our existing call center operations, public facing phone numbers, and online tools that we hope will yield a better customer experience. And, in the coming months, we will establish new customer service standards and launch the CARES Customer Service Squad, a quality review initiative to help identify opportunities for continuous improvement.

- **Report a Problem** - One key tool that Arlington County will continue to use and evaluate is "Report a Problem". This online tool provides a portal for residents and businesses to share information about a streetlight outage, pot hole in need of a repair, and other core service needs. Members of the public can also view the requests submitted using a map or list view. This public access tool is an excellent example of residents and government working together to identify needs across our County. Our team continues to identify new opportunities to expand the use of this important customer service strategy.

- **Ombudsman Officers** - Unfortunately, residents and businesses still have challenges with resolving issues or finding information easily. Therefore, we will continue to support our ombudsman program for both residents and businesses. Our *Resident Ombudsman* is available to troubleshoot resident concerns that are not easily resolved and works closely with County leadership and elected officials to break down silos, implement process improvements, and improve customer service to residents. He relies upon a network of staff subject matter experts to accomplish these goals. Similarly, our *Business Ombudswoman* works in partnership with the business community to help resolve issues on a range of topics, improve customer service, and identify improvements to County administrative processes to become the premiere place to do business, and increase Arlington's economic competitiveness in the region and nationwide. Additionally, the Ombudsman serves as an ambassador to strengthen relationships working with the Arlington Chamber of Commerce, Ballston, Crystal City, and Rosslyn Business Improvement Districts (BIDs), and other business associations.

- **Consumer Protection** - Over the next year, we will launch a new Consumer Protection Initiative across the County. This will include a dedicated liaison to assist residents if they experience challenges with non-county businesses or service providers. A new central website will be made available to find resources and information about consumer issues, including cable services, taxi, and towing. Information will also be available on accessing state and federal resources for addressing consumer protection issues.

Engage Arlington

After nearly a year of listening to both internal and external stakeholders, the County has developed a public engagement action plan which includes four key objectives: (1) Build a clear and consistent approach for public engagement; (2) Strengthen communication and trust throughout our project lifecycle; (3) Expand and diversify participation; and (4) Evaluate and enhance policies to advance good community engagement practice. As part of this action plan, we have taken steps to advance the following initiatives and activities:

- **Public Engagement Guide:** The County realized a major milestone in achieving these objectives by finalizing the new *Six Step Public Engagement Guide for Capital Projects* in February 2018. Arlington completes hundreds of capital projects -- large and small -- in any given year. Recognizing there's no one-size-fits-all approach, this guide is intended to help align the appropriate level of public engagement based on characteristics, benefits, and potential impacts. The guide highlights how engagements should be planned, implemented, and assessed depending on the type of capital project being completed – using a unique decision matrix, with guiding questions. This should lead to more consistent and effective interactions surrounding county projects. The guide also aims to score successes on all four key objectives, establishing practices to: set clear, consistent, and transparent engagement efforts; communicate early and often throughout the lifecycle of a project; expand and diversify outreach to the full range of impacted stakeholders (including hard to reach); and continuously assess and improve implementation efforts. We have recently started to train staff to use this new tool with anticipation of adopting implementation of the guide for all capital projects by late spring or early summer 2018. The Public Engagement team will ultimately seek out methods to adapt the guide to other types of County efforts, including planning and policy.

- **Board Reports:** Staff has already been tasked with including descriptions of their public engagement efforts as a part of all reports to the County Board. Making engagement a key component of Board reports elevates awareness of the County's commitment to improving its engagement processes while also serving to provide the best possible information to the Board.

- **Integrate Engagement principles into Capital Improvement Process (CIP):** A bedrock assumption of successful public engagement is that raising awareness as early as possible is critical to a successful process. And with capital projects, that means that we have to find new and better ways to engage the community around the Capital Improvement Plan (CIP). In preparing for the next CIP process, the County will develop a multi-tiered approach. As the County begins the process of identifying capital projects for consideration for the 2019-2028 period, we will seek early community feedback to help inform the development of this CIP. We will explore the use of data visualization tools to help make the proposed CIP more digestible and accessible, leading to a more informed and engaged community process.

- **Capacity Building for Engagement Practice:** As the County seeks better practices for engaging the community itself, it is also working to build capacity within the community with several other first of their kind events. In March, the County is hosting a series of roundtable discussions between the County Manager, the President of the Civic Federation, and the Presidents of Arlington's Civic and Condo Associations. These events offer a unique opportunity to explore opportunities and strategies for improving communication and coordination between these organizations. Similarly, the County is exploring other options to help civic associations and others with tools and strategies to improve communication and engagement with neighbors. Our team is also working with the County Board to explore training opportunities for targeted commission chairs to fortify the skills of these public partners in their vital work.

In developing these and other new tools to provide a consistent approach to public engagement across departments and a common set of game rules for public participation, the County is working to create avenues for greater public involvement and ultimately, more impactful and effective community processes.

WORKFORCE INVESTMENT

The FY 2019 Proposed Budget includes the implementation of the five-year compensation maintenance plan as well as additional funding to provide other enhancements for continued investment in our workforce. The last major compensation study was completed in 2016. Since that time, we have lost ground and it is important to keep refining the analysis. The proposed Compensation Maintenance Plan is a five-year plan that focuses on pay competitiveness for all classes and pay programs and includes external benchmark reviews of salary range, internal reviews of organizational structure, and may include updates to the Administrative Regulations associated with changes to pay, job changes or reclassifications, and pay ranges. An evaluation of market competitiveness will be conducted and evaluated based upon the County's total compensation philosophy. Costs related to the classification maintenance plan are estimated at a total of $5.5 million (base and benefit) over the five years with the first year costing the most, approximately $2.9 million and subsequent years averaging $0.65 million, annually.

The enhancements for FY 2019 include compensation and benefit increases for both public safety and general employees.

Focus on Public Safety:

- Year one funding of the Five-Year Compensation Maintenance Plan - Year one focuses on the job family related to public safety. This is the largest cost, $2.9 million, of the five-year plan and is recommended to align the Police, Sheriff and Fire pay. The entry pay for certain positions in this job family are significantly behind the market with Arlington behind our market position tied to the average of our three major competitors. This plan will move our entry pay to a highly competitive position and adjust other ranges and pay to minimize pay compression. The proposed budget includes the following compensation increases for public safety:
    - Police - a 2.5 percent pay adjustment for sworn uniformed employees up to the rank of Police Sergeant
    - Sheriff - two percent pay adjustment for Corporal positions
    - Fire - A four percent pay adjustment for sworn uniformed employees
    - The proposed budget also continues the public safety pay plan, which includes a 3.5 percent pay increase for uniformed employees in addition to the pay adjustments described above.

- Implementation of Kelly Day for the Fire Department – The Kelly Day schedule provides an extra day off per 28-day cycle thus reducing the number of hours worked. Arlington Firefighters work more hours than most other jurisdictions and this would enhance our competitiveness and ability to recruit and retain staff. The proposed Kelly Day initiative is projected to be implemented over four years, adding nine FTES each year. Once fully implemented, 36 uniformed employees would be added to the Fire Department to provide an extra team. This initiative is a first step towards an effort to reduce the workweek to a level closer to other jurisdictions.

- Increase in location pay for Police and Sheriff uniformed employees. This does not impact the midnight shifts.

Focus on General Employees:

- Continued Open Range Pay Plan – The proposed budget continues the open range plan. All general employees on this plan at least meeting expectations will receive a 3.25 percent increase up to the maximum of their grade range.
- 1.0 percent increase to the Maximum of Each Grade – The maximum salary in all pay plans will increase by 1.0 percent for General Employees in FY 2019. Ranges are reviewed annually to stay competitive. It is critical to keep the maximum of our ranges competitive in order to reward, retain, and fairly compensate our employees.
- Base Rate Increasing to $15.00/hour – The base rate pay for permanent employees and most temporary employees will increase to $15.00/hour from the current $14.50/hour.

Other Compensation and Benefits investments include:

- New Adoption Assistance – This provides $5,000 in financial assistance to adoptive parents who are employees.
- Increased Volunteer Leave – Volunteer leave will increase to eight hours from the current four hours. Volunteer hours can be used for a pre-approved County volunteer activity or with any Arlington County non-profit organization.
- Health Insurance Costs – Annual costs continue to rise due to medical and prescription costs. The overall health care budget is projected to increase 5%. Actual premium increases may vary based on the plan and tier selected. This is the smallest increase in several years.

As part of our commitment to providing a well-rounded total rewards package, we conducted the first phase of a multi-year comprehensive benefits study to look at our retirement, health and other benefits. A survey was given to all employees for their input and focus groups were conducted consisting of employees from across the organization. The second phase of the comprehensive benefits study will be completed in the coming year. This, together with the five-year classification maintenance plan will better inform compensation and benefit options for FY 2020.

Our employees are our most valuable assets and we will continue to invest in them to provide a work/life balance and compensation and benefits package to retain and attract a high quality workforce.

FIRE WORKWEEK

Fire Department Workweek Reduction

The FY 2019 proposed budget calls for implementing the first stage of a reduction of the Arlington County Fire Department's (ACFD) scheduled work hours from an average of 56 hours per week to 50 hours. If approved, the reduction is achieved by adding nine (9) new FTE's per year over the next four years at an estimated cost of $1 million per year, or $4 million total. This would increase staffing to the level necessary to cover an extra day off every 28-days for employees assigned to Operations, thus reducing the number of hours worked.

With a reduction in the hours worked, the number of personnel assigned to each shift would be at a level that permits a portion of each shift to be off duty without the shift falling below the requisite number of personnel necessary to staff all stations and response units. This rotating day off is known as a "Kelly Day" and provides individual members with an additional 24 hours off per month.

This proposal addresses a number of factors, including escalating and sustained levels of attrition and difficulties in recruitment for the ACFD. When reviewing other benefits, ACFD pay lags most of the other jurisdictions in the region and the proposed budget begins to address this discrepancy. Public safety retirement and health benefits remain competitive.

Current Challenges with the ACFD Shift Schedule

At present, there are three operational shifts in ACFD. Members assigned to a shift work a rotating schedule of 24 hours that results in an average 56-hour workweek. Depending on the schedule rotation some weeks may be 72-hours.

The current work schedule is: personnel begin a shift at 7 a.m. and work for 24 hours; this is followed by a 24-hour period off, followed by another 24 hours on-duty, another 24 hours off and finally, a third 24-hour shift on-duty; the cycle ends with a four day-off period:

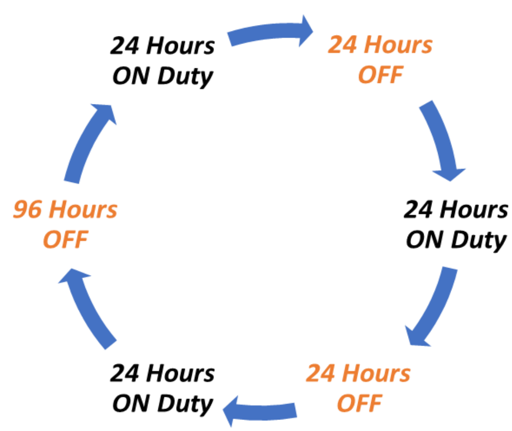

Figure 1: 56 Hour Workweek

While the Arlington shift results in an average of ten work days per month, it is useful to note the accumulation of hours over a year for different work schedules:

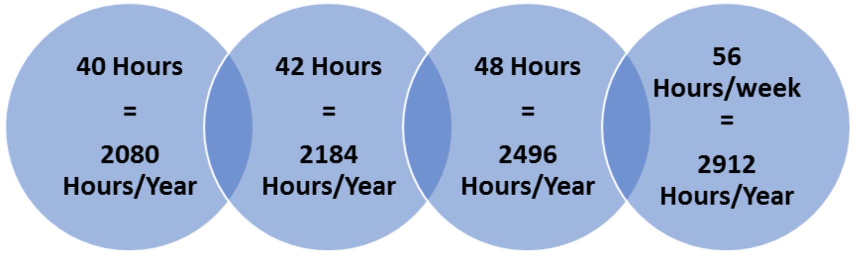

Figure 2: Impact of Weekly Work Hours:

Regional Partners Shift Schedule

While the 56-hour week was once the norm in the fire and EMS service, in recent years, other jurisdictions in our region have moved to reduce the scheduled hours worked. The workweek in fire and EMS departments elsewhere in our region are as follows:

Jurisdictional Benchmarks	
Loudoun County **District of Columbia** **Prince Georges County** **Anne Arundel County**	42 Hours
Prince William County **Montgomery County**	48 Hours
Fairfax County **Alexandria** **Airports**	56 Hours

In systems that work a 42-hour week there are four shifts to staff operations and the scheduling cycle is much simpler. Personnel work one 24-hour shift followed by three days, or 72 hours, off.

In Prince William County, most personnel who work a 48-hour workweek are on 12-hour shifts that are daytime only. There are a small number of personnel assigned to a 24-hour shift. In Prince William and Montgomery County, where Fire personnel also work a 48-hour week on a 24-hour shift, there are, like Arlington, three shifts. Both Prince William and Montgomery utilize the Kelly Day.

History and Background of the ACFD Workgroup

In the summer of 2016 the Fire, Human Resources and Management and Finance Departments created a workgroup to examine compensation and work-life balance issues among Operations (shift) employees in the ACFD. Workgroup representation from ACFD included management, leadership from the International Association of Fire Fighters Local 2800 and other members of the department. The group examined considerable data to analyze the attrition problem as well as conditions offered by other jurisdictions competing for the same employees. This led to the conclusion that Arlington could substantially improve its attractiveness as an employer and improve job satisfaction by reducing the number of hours worked by shift employees. While the workgroup recommended a reduction to 42-hours, the County Manager is not recommending that solution now. That is a subject for a future discussion should the 50-hour schedule be approved and favorably evaluated.

In practical terms, high attrition also influences job satisfaction. When there are a high number of vacancies, the department must rely on overtime to meet minimum staffing needs. While this can have a significant impact on the budget it also frequently leads to mandatory overtime, (i.e., personnel unable to go home at the end of a shift because staffing minimums cannot be met.) Because high turnover creates vacancies, hiring challenges associated with the department's ability to train those that are recruited cannot be fixed in a short period of time. Entry level training takes six months and there is a limited organizational capacity to train large or frequent classes of new recruits thus continuing an overreliance on overtime to the detriment of the budget and morale.

The workgroup concluded that a reduction in hours worked could have a positive effect on compensation (fewer hours worked has the effect of raising the hourly rate), job satisfaction and competitiveness, all of which could lead to lower attrition.

Not to be lost in the analysis is the well-being of employees. Fire and EMS employees who work long hours are more susceptible to illness and injury. Sleep deprivation is a constant concern as it relates to performance as well as employee health and longevity. Fire and EMS departments that work less hours typically see fewer injuries, less cost associated with injuries and less use of sick leave. Fewer hours worked results in more recovery time.

Additional Actions and Recruitment

ACFD is not remaining static in its recruitment efforts. Competition will remain as jurisdictions vie for the same candidates in a strong employment market. Some fire departments like Loudoun and Prince William are growing because of declining volunteer participation and the need to add career personnel to meet service demands. Other jurisdictions are seeing large numbers of retirements caused in part by their own growth out of the legacy volunteer systems a generation ago. To attract the best qualified applicants ACFD is committed to new and different ways to recruit and train that can maximize its resources, keep up with acceptable attrition and distinguish Arlington as an attractive employer.

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CHILD CARE INITIATIVE

The County is aggressively moving forward with its Child Care Initiative (CCI), a multi-year effort to develop an inclusive, integrated child care system that effectively serves all Arlington County families, with a priority focus on vulnerable populations. Led by the Department of Human Services (DHS), the CCI includes broad participation from the child care provider community, non-profits, and multiple County departments.

DHS kicked off the CCI by conducting a Risk and Reach Study, to better understand the County's early childhood population and the provider community. This included demographic and other analysis of who and where children are, the risks the early childhood population faces, and how they are currently being served. The data and stakeholder input provided the foundation for the draft CCI Action Plan that addresses the following priority areas:

- **Accessibility** – Evaluation and implementation of tools to improve access to child care, including affordability and other barriers
- **Availability** – Analysis of tools that could increase the number and utilization of child care slots, including zoning and permitting process reviews and child care employment barriers.
- **Quality** – Evaluation and implementation of strategies to ensure the quality and safety of child care in Arlington, including review of existing regulations and training and accreditation opportunities.

The draft CCI Action Plan will be finalized with the County Manager and the County Board later this spring, including a prioritization of Action Plan steps that will necessarily need to occur over a multi-year period. Additional resources may be needed for implementation. Additional information on the Child Care Initiative can be found here.

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ENHANCING CIVIC PRESENCE & CUSTOMER SERVICE
IN THE WORKPLACE OF THE FUTURE
Courthouse Plaza Renovation Project

The Ellen M. Bozman Government Center (CHP) is the County's central office location. It functions as the center for most County government activities, including County Board deliberations, hosts public meetings to discuss County operations and policy, and is the place where residents and industry come to conduct business with the County. This government center was constructed in 1988 and much of the public spaces and employee work areas have become outdated or ill-equipped to effectively and efficiently conduct the public's business in the early years of the 21st century.

Arlington County's employees are central to the delivery of high-quality programs and services to our residents and businesses. In order to meet the future needs of the public, as well as the employees who work in the Courthouse Plaza government building, significant investments are planned for the building. These investments are funded from the renegotiation of the office lease with the property owner (JBG Smith). This funding, which is a combination of renovation credits provided by the owner (tenant improvement allowances) and rent savings negotiated by the County, will enable the County to pursue a significant renovation of our workplace. A steering committee of County leaders has been leading the planning effort since the beginning of 2017 to ensure the completed project is a source of pride for residents and staff.

In order to meet the needs of the community and County employees, three primary goals were established for the renovation project:

- create a civic presence that affirms and celebrates our Arlington County identify
- provide standardized collaborative and flexible spaces for use by staff and public
- streamline customer service

These primary goals, guided by the County's Vision, have been articulated in a Vision for our Arlington County Workforce which will guide our efforts to successfully conclude the renovation: *The Arlington County workplace emphasizes our focus on customers; promotes diversity, inclusion and civility; fosters safety for employees and visitors; and encourages innovation and collaboration.*

Through the design and construction processes, a number of benefits will accrue to County staff and the public:

- A welcoming lobby that showcases civic presence and improved navigation;
- Improving customer service by the consolidation of customer-facing activities in easily accessible spaces;
- Enhancing building security to ensure the safety of staff and the public;
- Diverse and flexible workspaces that accommodate a variety of work styles;
- Equitable workspace standards and furnishings based on the types of work performed;
- Increased mobility enabling employees to work from anywhere;
- "Hoteling" and gathering areas for visitors to CHP;
- Standardized communications technology in meeting rooms;
- Increased access to natural light through new design and floor layout; and
- Reduction in paper storage and increased use of electronic records management

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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 2019 Proposed Budget, local taxes total $1.1 billion, 84% of the General Fund budget. More detail on each of these local taxes can be found in the Revenue section. Because Virginia is a Dillon law state, on many of the taxes, the State dictates what taxes can be charged and the tax rates. Arlington County has rates set either at the maximum rate or at rates that help us maintain our economic competitiveness in the region.

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

Fees

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

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

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

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ONE-TIME FUNDING PROPOSALS

Approximately $12.0 million in one-time funding is available from the following sources:

- Carry-over of FY 2017 Close-out Funding: $5.2 million allocated by the County Board for the affordable housing investment fund
- Real Estate Assessments: $0.3 million from supplemental real estate assessments due to new construction that was completed during CY 2017.
- Crystal City TIF Adjustment: $0.5 million from the proposed reduction of the Crystal City TIF allocation from a 30 percent increment to a 25 percent increment (portion allocated to APS).
- One-time FY 2018 Funding: $2.5 million from FY 2018 unanticipated revenues and savings measures, including FEMA reimbursements related to winter storm Jonas, eliminating the ConnectArlington Connection Grants, reducing funding for the Lee Highway Planning Study, and savings identified in the Housing Grants program in FY 2018.
- FY 2019 One-time Saving Measures: $3.5 million in FY 2019 one-time savings anticipated from the County Manager's early retirement package provided to employees in January of CY 2018, holding a County Attorney III position vacant for one year, one-time ART contractual services savings, and a transfer of unallocated Auto Fund balances to the General Fund.

The proposed budget includes the following recommendations:

- Affordable Housing: $7.7 million - this includes funding for housing grants of $0.7 million and funding for AHIF of $7.0 million.
- Economic Development: $2.7 million for previously approved economic incentive agreements used to attract businesses to Arlington to help reduce the office vacancy rate and spur investment in the Arlington community.
- Life Safety Needs: $0.5 million to continue critical security system upgrades at the Justice Center
- Schools: $0.4 million - this reflects Schools' share of the one-time funding from reducing the TIF percentage and supplemental real estate assessments due to new construction that was completed during CY 2017.
- Maintenance Capital: $0.2 million for Pay-As-You-Go capital
- Miscellaneous: $0.4 million in funding for miscellaneous needs, including a Fair Housing Study conducted every two years, a resident satisfaction survey, and consultant funding to complete the update of the Community Energy Plan and residential permit parking study.

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FY 2019 Proposed Revenue Changes

Title, Description & Impact	Current Tax/Fee	Proposed FY 2019 Tax/Fee	County Revenue Impact
Targeted Tax Changes			
Increase Residential Utility Taxes *Description:* The residential utility tax was established in FY 2008 and increased last in FY 2018. The tax is charged to all residential and apartment residents based on usage. *Impact of change*: Almost all residential utility consumers will be charged the $3 per month maximum. County revenue from the increase in this tax is committed to AHIF. As with all local tax revenue, 46.6% of the revenue increase is shared with APS.	**Electricity:** $0.005115 per kWh, $3 monthly max & first 400 kWh exempt **Gas:** $0.045 per CCF, $3 monthly max & first 20 CCF exempt	**Electricity:** $0.01110 per kWh, $3 monthly max & no exemption **Gas:** $1.38 per CCF, $3 monthly max & no exemption	**$2.7 million,** $1.4 million to the County & $1.3 million to APS
Increase Commercial Utility Taxes 5% *Description:* The commercial utility tax was last increased in FY 2006. The tax is charged to all commercial properties based on usage. *Impact:* The revenue generated from the 5% proposed increase will be first shared with APS. The County's portion of the revenue is committed to AHIF.	**Electricity:** $0.00649 per kWh, plus a $1.15 fixed monthly charge **Gas:** $0.06522 per CCF, plus a $0.845 fixed monthly charge	**Electricity:** $0.00681 per kWh, plus a $1.15 fixed monthly charge **Gas:** $0.06848 per CCF, plus a $0.845 fixed monthly charge	**$0.5 million,** $0.3 million to the County & $0.2 million to APS

Title, Description & Impact	Current Tax/Fee	Proposed FY 2019 Tax/Fee	County Revenue Impact
Fee Increases			
Parking Meters *Description:* Parking meter rates have remained unchanged since 2015. *Impact:* The rate increase and hours of operation change are intended to encourage more frequent turnover in parking spaces during hours of greatest demand. Arlington will be more consistent with other rates and hours in the region.	Short Term (less than 4 hours): $1.50 per hour Long Term (more than 4 hours): $1.25 per hour Monday to Saturday, 8a.m. to 6 p.m.	Short Term (less than 4 hours): $1.75 per hour Long Term (more than 4 hours): $1.50 per hour Monday to Saturday, 8a.m. to 8 p.m.	$1,575,000 for the rate increase and $2,200,000 to extend by two hours
Parking tickets for exceeding the time limit on parking meters *Description:* Increasing the fines for parking tickets for exceeding the time limit on parking meters by $5 per infraction. *Impact:* Individuals who receive parking tickets for this infraction will pay $5 more.	$35 per infraction	$40 per infraction	$236,457
Increase to the hourly rate for fire system testing & hazardous material permit inspections *Description*: Increases to the hourly fees for the Fire Systems Testing Program and inspections for Hazardous Material permits. *Impact:* Achieves the intended full cost recovery for these programs. The cost to property owners of commercial and residential high rises, low rise sprinkled and alarmed structures, and others form whom fire systems tests are required will increase 25%. Less than 150 hazardous material permit inspections are completed annually, which will also increase 25%.	$130 per hour	$162 per hour	$334,200

Title, Description & Impact	Current Tax/Fee	Proposed FY 2019 Tax/Fee	County Revenue Impact
Increases to DES Land Disturbance Permits *Description:* Increases to Chapter 22 and Chapter 23 fees for the review of private site civil engineering design plans, building permits, right-of-way use permits, erosion and sediment control fees, plat review and public improvement bond administration fees, and other related permitting and construction inspection services. *Impact:* The reviews completed and services provided will achieve greater cost recovery. The development community, engineering firms, builders, and contractors will incur greater costs.	Various	8% increase to Plan and Permit Review fees last changed in FY 2014 and 30% increase to Erosion and Sediment Control fees last changed in FY 2002	$170,640 for the General Fund and $292,500 for the Stormwater Fund
Recycling Inspection *Description:* New fee structure for the Multi-Family and Commercial Recycling Program *Impact:* The Multi-Family and Commercial Recycling Program Fee and fee structure is amended to be more equitable across business types and sizes, while still preserving program funding for services including outreach, site visits, and inspections. The proposed new fee structure will result in a decrease in the annual fee for approximately 72 percent of the Commercial Establishments in the County, while 28 percent will see an increase in the annual fee. The program will achieve full cost recovery.	$66 per inspection	Dependent on type of business and number of employees for most commercial properties or size of multi-family property. Fees range from $16.25 to $260.	$142,597
Credit Card Convenience Fee *Description:* A new fee to shift the cost of using a credit card to those individuals who choose that payment method rather than having the County absorb that cost at the general taxpayer's expense.	No fee currently except for those who pay taxes with credit cards	2.5% fee applied to credit card transactions	$162,600

Title, Description & Impact	Current Tax/Fee	Proposed FY 2019 Tax/Fee	County Revenue Impact
Impact: Individuals who choose to pay for County services – including camp or exercise class participants and library patrons with fines to pay – with a credit card will pay 2.5% more.			
Household Solid Waste *Description:* Annual increase to cover program costs including salary, benefit, and contractual cost increases. *Impact:* The annual cost increase per household is $2.	$314.14 per year	$316.16 per year	$66,400
New DHS Fees for Sexually Transmitted Infection (STI) Services *Description:* New fees for STI clients receiving clinical, testing, and pharmaceuticals services. The new fee structure is in line with the state's reimbursement structure and in response to the new state mandate to use commercial vendors for testing. *Impact:* The new fees 1) put the Department in alignment with the State's new reimbursement structure for the provision of STI services, 2) allow for increased reimbursement from insurers, and 3) include safeguards to limit the impact on low income, uninsured clients (self-paying clients would be charged a rate based on their income and in some instances all fees would be waived).	No fee	Sliding scale fees based on income with a $0 minimum up to a maximum for each service provided ranging from $0.05 to $202.29	$12,000
CPHD Historic Preservation *Description:* The County currently covers all costs associated with Local Historic District designation. *Impact:* Implementing a Local Historic District Designation Report fee would offset the administrative costs associated with the requests	No fee	$250 per property up to $1,000 for four or more properties	$500

Title, Description & Impact	Current Tax/Fee	Proposed FY 2019 Tax/Fee	County Revenue Impact
Department of Parks and Recreation Program and Service Fees *Description:* Annual fee changes and new fees are proposed for FY 2019 including short-term rental program rentals, tournament hosting fees, realignment of a variety of camp and class offerings as well as aquatics and gymnastics team fees, a change to the preschool program to upgrade the Teacher without a Paid Aide offering to Teacher with a Paid Aide for all offerings, and an increase to creative arts programs due to supply cost increases. *Impact:* Participants in these programs will incur slightly higher fees.	Various	Various	$341,400 inclusive of $160,000 for the credit card convenience fee noted above. The remainder of the revenue increase is offset by expense increases.
CPHD Development Fund Fees *Description:* The Inspection Services Division (ISD) is responsible for reviewing requests for building and related trade permits, plans and inspecting buildings that have been newly constructed or renovated. The Zoning Division interprets, administers and enforces the Zoning Ordinance to ensure orderly development of Arlington. Fees charged by these divisions fully fund their operations. A 2.5% inflationary increase is proposed to all Development Fund fees so that the fees keep pace with the annual increases associated with the cost of employee salaries and benefits. Additionally, authority for the County Manager to implement a 5% percent increase to the Automation Enhancement Surcharge is proposed upon the successful implementation of the first phase of a two-phased implementation of the One-Stop Arlington online permitting system during FY 2019. *Impact:* Residents, businesses, developers, and other customers that	Various	2.5% inflationary increase to fees Increase the automation fee to 10%	$370,000 in Development Fund revenue $317,000 in Development Fund revenue

Title, Description & Impact	Current Tax/Fee	Proposed FY 2019 Tax/Fee	County Revenue Impact
use the Divisions' services will pay fees that are 2.5% higher. When the technology fee increase is implemented, fees will be further increased. Both fee increases will contribute to greater fiscal sustainability in the Development Fund and ensure appropriate funding for technology investments including the second phase of the online permitting system.			

FY 2019 Proposed Budget Reductions & Realignments

General Fund Impact

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

Summary of Reductions

Arlington Economic Development

Cultural Affairs – Humanities Program	**$77,172**	**0.80 (V)**

Description of Current Service: Working with and through internal and external partners, the program builds relationships with community organizations and institutions to develop and implement creative programs that engage the public with the humanities, culture, history, and heritage of Arlington County.

Impact of Reduction: The following programs would be discontinued:
- Moving Words: Juried poetry competition with winning poems displayed on ART buses
- Little Saigon: Oral history project documenting Vietnamese community in Arlington
- Legacy businesses: Oral history project documenting historic businesses on Lee Highway and in Nauck
- Halls Hill Legacy Makers: Portrait project documenting Halls Hill and High View Park community leaders
- Poet Laureate: The Poet Laureate serves as an advocate for poetry and the literary arts
- The Poet is In: Mobile poetry pop-up creating customized original poems for Arlingtonians
- Community Gardens: Oral history project documenting the diverse cultural make-up of Arlington

Cultural Affairs – New Media Curator	**$36,225**	**0.5 (V)**

Description of Current Service: This position manages programs and exhibitions related to electronic media, including digital cinema, interactive environments, and sound installations, developing and implementing an annual exhibition and program schedule.

Impact of Reduction: The following types of programs would be discontinued:
- Full Dome Projections: Original new media work commissioned for David M. Brown Planetarium
- How to Video Festival: Juried competition to create entertaining instructional videos
- Outdoor Digital Projections: Original projection commission to celebrate Dia de los Muertos event
- County Wandering Tours: Artist led walking tours highlighting and reimagining the planning and evolution of the community

Greater Washington Hispanic Chamber of Commerce Partnership Funding (GWHCC)	**$6,000**	**-**

Description of Current Service: This is a direct contribution from AED to the GWHCC to support their programs and mission and to continue a sponsorship/partnership relationship between AED and GWHCC. The terms of an agreement stipulated that GWHCC would provide marketing and support for various BizLaunch en Espanol programming and events, with BizLaunch providing planning and logistics in addition to the funding of $6,000 annually.

Impact of Reduction: The reduction discontinues AED's formal funding to GWHCC and will necessitate that this organization reallocate or find new funding to support to the specific services facilitated and organized by BizLaunch. There would be no impact to County programs and services.

Strategic Partnerships Executive Liaison	**$143,231**	**1.0 (V)**

Description of Current Service: Until July 2017, the Strategic Partnerships Executive Liaison functioned as a senior leadership position in AED. This position acted as the County's primary point of contact to the BIDs and Non-Profit Strategic Partnerships (CPRO, Lee Highway Alliance, Clarendon Alliance), and generally functioned as a facilitator to coordinate and manage projects and activities between and among various County departments that interface with the BIDs. These responsibilities are being provided by reallocating responsibilities of two members of AED staff, as well as assistance provided from the AED Assistant Director and the County Manager's Office.

Impact of Reduction: Staff now responsible for backfilling the BIDs liaison role will have their responsibilities permanently reallocated, and as a result their time available for primary duties – specifically providing business development and recruitment to reduce the commercial vacancy rate – will be impacted by as much as 30 percent.

Sister City – Reduce Annual Contribution	**$5,000**	**-**

Description of Current Service: Arlington County provides a $50,000 monetary grant annually to Arlington Sister Cities Association (ASCA), a nonprofit community organization that coordinates and supports the activities of Arlington's five Sister Cities. ASCA engages in arts and cultural partnerships, economic development activities, educational and professional exchanges and promotes global tourism. The County has supported the organization through direct funding and/or staff support since 1993.

Impact of Reduction: This $5,000 reduction represents an approximately 4 percent reduction to ASCA's current budget. County support is the largest single income category, followed by fundraising activities. This reduction will require the organization to reallocate resources and reprioritize its existing program goals. The organization will need to increase fundraising or cut/modify existing programs.

ConnectArlington – Marketing	**$165,964**	**1.0 (V)**

Description of Current Service: Funding for ConnectArlington marketing efforts was added during the FY 2018 budget. Due to budget pressures, the position has not been filled and marketing efforts have not been undertaken to date. The reduction includes eliminating a vacant 1.0 FTE ($115,964) and $50,000 in operating support for creation of business development marketing support.

Impact of Reduction: The vision of ConnectArlington as an economic development catalyst is under review (see description below). AED will not undergo any significant marketing or outreach to businesses specifically targeted for potential early-adopters or likely users of the high-speed dedicated fiber network. The position, which was envisioned to provide sector-specific business development activities by leveraging deep knowledge of fiber users and barriers to entry, will not be filled. No money has been spent on this program in FY 2018.

Connection Grants Funding	**$250,000 (OT)**	**-**

Description of Current Service: The County Board added $250,000 in one-time funding for Connect Arlington connection grants in the FY 2018 budget. To date, no ConnectArlington grant funds have been disbursed to overcome a hurdle identified by the County (the cost and capacity to construct and maintain lateral connections from the County-owned into private commercial office buildings).

Impact of Reduction: The program and incentives offered will not be available to AED staff as a potential business investment tool when recruiting and working to retain existing Arlington businesses. However, incentives for ConnectArlington have been separately provided as part of previous agreements (e.g. Lidl) and as part of the Digital Divide initiative (e.g. Arlington Mill Residences), and a review of the program's business model is underway (working with an outside group of advisers) with recommendations due to the Manager and the County Board this Spring.

Community Planning, Housing and Development

Business Operations Division - Consultant Funds	**$35,550**	**-**

Description of Current Service: CPHD uses consultants to train supervisors on a variety of soft skills as a supplement to other forms of County-provided training. The consultant led training is part of the Department's Talent Management Plan, which seeks to attract and retain skilled employees.

Impact of Reduction: The reduction will reduce consultant funds from $47,400 to $11,850, a 75 percent reduction. CPHD will stagger implementation of its Talent Management Plan over several years and use eLearning as a delivery method instead of solely face-to-face training.

Neighborhood Services Division - Neighborhood College	**$40,000**	**-**

Description of Current Service: Neighborhood College is a free, civic leadership development program for people who live in Arlington and want to get more involved in our community. Since its inception in 2000, 350 Arlingtonians have graduated from the program, many of whom have gone on to become civic association leaders, advisory board members, volunteers at nonprofit organizations, and local activists.

Impact of Reduction: The reduction will reduce consultant funds used for the program from $50,000 to $10,000, an 80 percent decrease. CPHD will identify alternative ways to deliver the program without consultant services and use the remaining funds for staff produced program marketing and materials.

Planning Division - Administrative Assistant V	**$82,250**	**1.0 (F)**

Description of Current Service: The Administrative Assistant V position is part of the Planning Division's management and administrative staff.

Impact of Reduction: A recent study of the Planning Division's administrative duties identified opportunities and alternative methods of service delivery. Planning administrative duties will be reassigned to planning and other administrative staff.

Planning Division – Management & Administrative Planning Supervisor **$182,885** **1.0 (F)**

Description of Current Service: The Planning Supervisor position was reassigned in September 2017 to temporarily assist the Planning Director with special projects such as preparing guidelines for telecommunications facilities; assisting with revisions to the Zoning Ordinance associated with child care facilities; leading the annual review and preparing amendments to Administrative Regulation 4.1; assisting the Site Plan Review Committee with reviewing and updating operating guidelines and procedures; and assisting with staff training, records management and other initiatives.

Impact of Reduction: The majority of the special projects currently assigned to this position will be completed by the end of the current fiscal year. Remaining special projects and any new projects will be assigned to other planning staff.

Planning Division - Lee Highway Planning Process **$500,000 (OT)** **-**

Description of Current Service: In 2014, early citizen-based planning efforts began for the 4.5-mile-long Lee Highway corridor. To date, 18 civic associations and several hundred citizen and business interests have participated in over 25 pre-planning programs and forums, including a County-sponsored early visioning charrette. These efforts laid the foundation for a new multi-year planning effort for Lee Highway. The Planning Division has supported this effort through a wide range of efforts and, as part of the FY 2018 budget, a specific planning work program was scheduled to commence during the second quarter of FY 2018. A total of $750,000 in FY 2017 and FY 2018 funds has been budgeted and a Request for Proposals to retain professional planning consultant services to partner with an interdepartmental County staff team is ready to be released.

Impact of Reduction: The reduction would reduce the scope of the project to an 18- to 24-month effort that would focus on planning for a defined section or commercial center using only $250,000 of the total funding available.

Planning Division - Principal Planner Position **$177,483** **1.0 (V)**

Description of Current Service: The position provides overall coordination of planning related work in the Crystal City/Pentagon City area.

Impact of Reduction: Eliminating this position would result in the following activities being eliminated, reduced and/or reassigned to remaining staff: management of the review, approval and implementation of Phased-Development Site Plan applications; the coordination of Crystal City Block Plan applications; assistance in transportation and public facility improvements; the coordination of the Crystal City Review Council activities; and work with developers, property/business owners, civic and neighborhood groups, the Crystal City BIDs and interdepartmental staff to coordinate planning and implementation issues.

Inspections Services – Code Enforcement Supervisor **$68,294** **0.5 (V)**

Description of Current Service: The Code Enforcement Supervisor manages a team of four employees. The key duties include addressing constituent concerns and providing referrals, fulfilling GRAM and FOIA requests, performing damage assessments and summons processing, and working on post-fire and hoarding cases.

Impact of Reduction: This proposed reduction eliminates a Code Enforcement Supervisor and converts a portion of the salary savings to a part-time position responsible for community outreach; coordination and reporting on post-fire inspections; managing damage assessment activities during a Department of Public Safety Communication and Emergency Management activation; and responding to GRAMs and customer requests. Supervisory functions will be transferred to other CPHD management. As a result of the reduction, there may be delays in the timeliness of responding to some requests to Code Enforcement.

County Attorney

Freeze an Assistant County Attorney III **$165,299 (OT)**

Description of Current Service: This senior level attorney provides advice and guidance directly to the County Manager, Department Directors, and to the County Board. The position operates largely independently and provides advanced legal advice and assistance on exceedingly complex and sensitive legal matters and litigation. The decisions made by this position may have a long-term legal and financial impact, and a significant commitment of the County's resources.

Impact of Reduction: Freezing the hiring of this senior level vacant position for one year will require the reallocation of legal services to remaining CAO staff members. Should expertise at the Assistant County Attorney III level be required for particular legal matters, CAO may be required to seek outside legal counsel assistance, thereby incurring added expense.

County Board

Reduce the Non-Personnel Expenditure Budget **$40,000**

Description of Current Service: The County Board's ongoing non-personnel budget before this reduction is $86,831. The most significant ongoing expenditure the County Board incurs is for legal advertisements, with the majority of its remaining budget supporting training, travel, consultants, printing and office supplies.

Impact of Reduction: This reduction will reduce the Office of the County Board's ongoing non-personnel budget from $86,831 to $46,831. The County Board Office will focus on reducing discretionary spending in areas such as travel and training, printing, and office supplies.

County Manager's Office

Eliminate The Citizen Newsletter **$82,088**

Description of Current Service: The Citizen Newsletter is a printed newsletter that is mailed to all Arlington households four times a year. For many years it has served as the County's primary communication tool.

Impact of Reduction: Elimination of the Citizen is not anticipated to have a major impact on communication with constituents. The County's digital communication tools and efforts have grown significantly (e.g., social media, website, e-products). Likewise, resident use of these tools to obtain more timely information at their convenience has increased significantly. In addition, residents can subscribe to an online weekly e-newsletter – along with dozens of other targeted e-products – and also obtain information via alternative publications (e.g., Class Registration Catalogues, Utility Bill inserts, etc.)

Reduce support for Public Webcasting / Cablecasting	**$47,081**	**-**

Description of Current Service: With the support of contractors, County Board meetings, work sessions, budget hearings, meetings of the Planning and Transportation Commissions and other selected public meetings are available in real time and later available for viewing on the Arlington Cable Channel, YouTube, and the Board meeting website. Currently all of these sessions, including the Transportation and Planning Commission meetings, are closed captioned.

Impact of Reduction: The communications team will continue to livestream Board meetings, Board work sessions, and Transportation/Planning Commission meetings. Real time closed captioning will continue to be available during County Board regular and recessed meetings. However, closed captioning for Board work sessions, as well as Planning and Transportation Commission meetings, will be done using automated voice recognition services through YouTube, which will result in a delay of approximately 24 hours.

Eliminate Arlington TV producer	**$83,215**	**1.0 (V)**

Description of Current Service: Elimination of one currently vacant Arlington TV producer position.

Impact of Reduction: This position is currently vacant and the duties and responsibilities have been assumed by existing staff. Due to a shift in strategic communications strategy, the team will be integrated more closely with the newsroom to develop short video content that can be developed more efficiently. The net savings is $83,215 as a portion of the overall salary savings have been reallocated to fund additional contractor support ($32,240).

Environmental Services

Transit Operations – Arlington Transit (ART) Route 54	**$97,000**	**-**

Description of Current Service: Arlington Transit (ART) provides bus service that complements and supports Metrobus and Metrorail service within Arlington County and provides connections to regional express bus and rail service within Arlington County. ART seeks to provide sufficient rides to meet and exceed productivity standards described in the Master Transportation Plan. The ART 54 route serves Dominion Hills, Madison Manor, and East Falls Church but has experienced low ridership (3 passengers per hour) and has performed below the established minimum service standards of 15 passengers per hour and a 20 percent cost recovery ratio.

Impact of Reduction: While stops in the neighborhoods will be eliminated, alternative service in this area will be offered on nearby major streets: via Metrobus Route 1A & 1B on Wilson Blvd and Metrobus Route 2A on Washington Boulevard.

Transit Operations – Arlington Transit (ART) Route 92 **$259,771** **-**

Description of Current Service: ART provides bus service that complements and supports Metrobus and Metrorail service within Arlington County and provides connections to regional express bus and rail service within Arlington County. ART seeks to provide sufficient rides to meet and exceed productivity standards described in the Master Transportation Plan. The ART 92 route serves Crystal City, Long Bridge Park, Boeing, and the Pentagon but has experienced low ridership (3 passengers per hour) and has performed below the established minimum service standards of 15 passengers per hour and a 20 percent cost recovery ratio.

Impact of Reduction: Alternate transit service would not be provided in this area. Access to destinations on the route would be accessible via walking from the Crystal City Station (Metrorail and VRE). Additionally, Capital Bikeshare locations provide another alternative in this area. Transit staff will reassess ridership potential after the completion of the Long Bridge Aquatic Facility.

Solid Waste Bureau – Shredding Services **$20,000** **-**

Description of Current Service: Once a month, the Solid Waste Bureau offers free shredding services to the community, which typically serves 300 – 500 customers per event. Residents are allowed to shred either two boxes or two bags of material per visit. With an increased awareness of identity theft, the shredding program has become more popular. The program generates roughly 100,000 pounds of material annually.

Impact of Reduction: The free shredding service will no longer be provided. The private sector provides this service, charging roughly $1 per pound as an industry average.

Communications Specialist Position **$34,906** **0.5 (F)**

Description of Current Service: The Communications Specialist serves as part of the DES Communications Team to provide strategic communications and engagement support to the Transportation Planning and Facilities & Engineering Divisions. The Communications Team handles media relations, online communications and notifications to Civic Associations and the community in order to create awareness of DES projects and services. The DES Communications Team also provides 24/7 coverage for operations and infrastructure emergencies, including storms, snow events and water main breaks.

Impact of Reduction: This would reduce the communications team from 3.5 to 3.0 in the DES General Fund, resulting in a redistribution of work regarding resident inquiries and community interaction, particularly for projects in transportation planning, facilities and engineering.

Director's Office – Chief of Staff **$85,000** **1.0 (V)**

Description of Current Service: The Chief of Staff is a coordinating assistant to the Director and Deputy Director's in DES. The position manages the GRAM and FOIA requests in the department, coordinates senior leadership calendars, and serves as the central contact for DES constituent services.

Impact of Reduction: FOIA and Gram coordination and responses will be impacted across the department. Responses to the DES constituent email address and phone calls will be delayed as tasks will be distributed across the department. Administrative functions of this position will be delegated to and absorbed by others within DES.

Transportation, Engineering & Operations – Administration/ Front Desk Support	**$74,000**	**1.0 (F)**

Description of Current Service: This position provides administrative support duties to other staff across Transportation, Engineering and Operations (TE&O) and provides front desk customer service for the Residential Permit Parking Program (RPPP) from 8:00 AM to 5:00 PM Monday through Friday.

Impact of Reduction: Administrative support duties would be reassigned across TE&O staff and temporary contract staff would replace full time coverage of the front desk on the 9th floor. Customer service hours for the RPPP would be reduced from 8:00 AM to 5:00 PM to 8:00 AM to 1:00 PM Monday through Friday.

Facilities Management – Eliminate evening porter at Arlington Mill Community Center	**$25,000**	**-**

Description of Current Service: The extended day service porter cleans public restrooms/locker rooms and other public areas in the facility. This position also provides meeting set up support for events that occur in the evening. Porter services are currently provided Monday- Friday, 8 am to 10 pm.

Impact of Reduction: Day porter staff will now be provided for eight hours per day, Monday – Friday. Service hours will be adjusted to meet DPR peak period needs. Outside of the selected services hours, DPR staff will need to set up events. Restroom/Locker rooms and other public areas will not be cleaned during the off-peak service hours.

Facilities Management – Eliminate second window cleaning each year in all County Buildings	**$48,000**	**-**

Description of Current Service: Windows in County buildings are cleaned twice annually.

Impact of Reduction: County buildings would have their windows cleaned once per year instead of twice annually. Complaints may be received from citizens in higher profile glass buildings (Justice Center, Arlington Mill).

Facilities Management – Eliminate Custodian Position	**$44,000**	**1.0 (V)**

Description of Current Service: Currently, an evening float person covers for employees who are off due to vacations/sick leave, roughly ten hours per week. This position also spends roughly 30 hours per week performing project work (floor refinishing, cleaning carpets) at the in-house staffed facilities, as well as many miscellaneous tasks to support County facilities.

Impact of Reduction: While the Custodian position will be eliminated, $10,000 in funding will remain to provide contractor support when needed to cover for employees who are off due to vacations or sick leave, roughly ten hours per week. Project work and miscellaneous tasks previously performed by the floating staff custodian will be delayed as the reduced capacity will result in other staff or custodial supervisors performing these duties.

Facilities Management – Custodial Services – Conduct Pilot Program in Justice Center Building **$90,000** **-**

Description of Current Service: Cleaning services are provided in public and private areas of the Justice Center five days per week.

Impact of Reduction: The Pilot Program would reduce custodial services in private areas of the Justice Center from five days per week to three days per week. Public areas, including all restrooms, would still be serviced five days per week. In non-public areas, County staff would have to bring their trash to a centralized location for pick up and would have to maintain their own space on service reduction days.

Arlington Initiative to Rethink Energy (AIRE) - Facility Energy Projects, Rebates, and Consultant Funding **$554,312** **-**

Description of Current Service: The AIRE program was established to serve as a catalyst for public and private energy goals. Since then, the AIRE program has achieved many important milestones, including achieving its greenhouse gas (GHG) emission reduction goal of 10 percent for County operations and adopting the Community Energy Plan (CEP); the program has enabled significant facility investments to lower County government energy usage and costs.

Since the AIRE program was established over ten years ago, community and governmental awareness of environmental impacts has changed dramatically. While the AIRE program has been a success, the role of the County in these important efforts should become more integrated into general government investments and operations and adapt to be focused in areas where it will have the most impact going forward. After the reductions recommended below, the AIRE program will still include $1,720,372 in the FY 2019 Proposed Budget.

Impact of Reduction:

<u>Contracted Services/ Facility Energy Projects ($250,000)</u>
Reduce contracted services and facility energy projects from $410,890 to $160,890. Reducing this funding in AIRE will require Pay-As-You Go capital (PAYG) resources to meet the future goals of the CEP as it relates to facility maintenance investments.

<u>Eliminate Rebate Program & Consultant Funding ($304,312)</u>
Elimination of the homeowner energy rebate program and the reduction of consultant funding will reduce specific education and outreach to residential homeowners. Elimination of the rebate program assumes homeowners will continue to install energy efficient appliances and fixtures in order to reduce their household energy costs and be good energy stewards without the necessity of governmental assistance. One-time funding of $100,000 will remain in the FY 2019 budget to fund a consultant to support the technical update of the CEP.

<u>FY 2019 AIRE program</u> budget will focus on coordinating County resources to reduce greenhouse gas (GHG) emissions; improving local energy reliability and energy affordability; providing green building site plan review and administering the Green Home Choice program; benchmarking energy use (and related metrics) for County operations and the community; coordinating County-wide implementation of the Community Energy Plan; and providing creative energy education events and resources for residents and businesses.

Fire

Eliminate a Civilian Position **$85,000** **1.0 (V)**

Description of Current Service: The Fire Department currently has 22 civilian positions. Before FY 2019 begins, the Fire Department will identify a position to be eliminated based on current vacancies and the results of the early retirement package being offered to employees.

Impact of Reduction: The loss of this position creates a reduction in efficiency of the Fire Department's administrative processes and an increased workload on other department employees, potentially affecting day-to-day operations in the field.

Human Resources

County-wide Employee Training **$25,000**

Description of Current Service: The County-wide training budget is $204,359 and provides funding for county employees to maintain certifications, attend seminars, conferences, acquire training materials, and related expenses. Training expenditures have been positively correlated with employee engagement, retention, productivity and customer service.

Impact of Reduction: The Human Resources department will reduce training expenditures by using alternative training methods, such as taking advantage of: online eLearning options, group training opportunities, and train the trainer models to bring certain types of training in-house.

County-wide Recruitment and Outreach **$25,000**

Description of Current Service: The County-wide recruitment and outreach budget is $150,000 and funds advertising, subscriptions to social media and database aggregators, attendance at recruitment events, as well as background and drug testing costs.

Impact of Reduction: The advertising expenditures for employment websites will be reduced. Continued emphasis will be on tracking results from websites to compare effectiveness. Employment sites that result in fewer applicants or zero hires, compared to other sites, will not be used to reduce costs.

Human Services

Eliminate two Administrative Support Positions **$164,620** **2.0 (F)**

Description of Current Service: The Public Health Division includes work groups that provide key administrative and quality control functions in support of all Public Health services. Specifically, this includes technical support for processing vital records, quality assurance of data entry into health records, generic administrative support to the Division, processing and issuing of restaurant licenses, and TB clinic support and purchasing supplies. Support provided through the DHS Quality and Administration Division includes, among other functions, records support and departmental records archiving and destruction oversight. Maintenance of records & sound administrative functions are critical for state and federal reporting requirements as well as ongoing program evaluation.

Impact of Reduction: An Office Supervisor and Administrative Technician I would both be eliminated. The administrative duties of the Office Supervisor, who supports the public health clinics and supervises seven staff would be transferred to the Administrative Officer, increasing the position's direct reports from three to ten. This position's other administrative duties, including satisfying vital records requests and reporting requirements, supporting front desk operations across the Public Health Division (including School Health), and purchasing and payables tasks would be redistributed. In addition, the health record quality assurance function would be assigned to the Management and Budget Specialist position in the Management & Administration unit. The additional management duties assigned to the Administrative Officer would require subordinate staff to operate more independently with increased decision making authority. Total NTS Reduction: $95,603

The Administrative Technician I is responsible for tracking, retrieving and delivering archived records. DHS would enlist a County contractor for approximately $12,000 per year to deliver and pick up files from offsite storage as needed. This will require program staff to track their own records and contact the contractor directly. Guidance on the archiving process and special projects related to moving records will need to be shared among other staff. Without centralized control there will be an increased potential for errors in records retention and destruction. Total NTS Reduction (taking $12, 000 outlay into consideration): $69,017

Eliminate Non-Essential Contingency Funding for Behavioral Health Division Contracts	**$80,000**	**-**

Description of Current Service: The Behavioral Health Division of DHS provides comprehensive services for adults with serious mental illness and/or co-occurring substance use disorders. In FY 2017 the division served approximately 6,000 unique individuals. Services include a continuum of intensity including traditional outpatient care, residential services, and services in specialized settings, such as the Arlington County Detention Facility. The division's goal is to promote maximum function and recovery for individuals with behavioral health conditions. For clients with serious mental illness, the primary outcomes include treatment engagement, adherence to psychiatric medication, and functional status (e.g., employment, stable housing). For individuals with substance use disorders, outcomes include treatment engagement, and completion and maintenance of abstinence from alcohol and drugs.

Impact of Reduction: The proposed efficiency eliminates residential contract bonuses in Community Residences Group Homes, ACCESS Crisis Stabilization, and Intensive Support and Living Services Contracts ($80,000). There is no impact from this reduction as vendors historically have not met the eligibility requirements for a bonus. If the vendors meet the eligibility requirement in the future, DHS will either reallocate internally to fund the bonus or work with the Department of Management and Finance to identify contingent funds.

Pharmacy – Eliminate Pharmacy Services Administrative Technicians & Contract Support	**$176,353**	**2.0 (V)**

Description of Current Service: Pharmacy services assist clients in obtaining free or low-cost medications for a variety of medical and psychiatric conditions. Both the Behavioral Health (BHD) and Public Health Divisions (PHD) employ pharmacy staff to help manage a range of pharmaceutic assistance programs for clients. In PHD, the administrative technician manages all the medication orders for clients with Latent TB Infection (LTBI) and for clients with Active TB Disease (TB). In BHD, the administrative technician manages the sample medication program, as well as stocks medication orders and applications for Patient Assistance Programs (PAP). The PHD position prepares approximately 5,400 medication orders annually for 300 LTBI clients and up to 1,440 medication orders annually for 20-30 active TB clients. The technician in BHD oversees the distribution of approximately 500 sample medications annually, processes 50 vouchers for medication, processes approximately 100 new applications for PAP annually, and receives and logs 180 ongoing PAP medications.

Impact of Reduction: By contracting out pharmacy services to a private pharmacy provider at Sequoia, DHS will provide more efficient pharmacy operations at a lower cost. The pharmacy contract will include dispensing, pharmacist consultation, and medication subsidy assistance for an estimated $134,040 per year, covered by reallocating existing, on-going grant funds. By co-locating pharmacy services with mental health and primary care providers, client outcomes will improve through easier access to medications. Currently, the nursing staff and clinicians serve as back-up for pharmacy in both divisions, which takes away time from client care. Having the pharmacy on-site will take County staff out of primary medication management, including responding to prescription refilling and prior authorization requests. Much of this can be managed by private pharmacy staff. The anticipated start date for a retail pharmacy to begin is October 1, 2018, assuming that all contracting policies and procedures are fulfilled. A breakdown of the reduction is below:

- PHD Administrative Technician I (1.0 FTE; $80,121, vacant)
- BHD Administrative Technician I (1.0 FTE; $79,032, vacant)
- BHD non-personnel contract funds ($17,200)

If the two technician positions are eliminated, medication orders, patient assistance program administration, and sample medication distribution duties will transfer to the pharmacy contractor. Prior to executing the contact, these duties will be provided by existing nursing and clinical staff.

Employment Services **$825,584** **6.0 (1 V; 5 F)**

Description of Current Service: DHS's Economic Independence Division provides workforce development and employment services for the County through the Arlington Employment Center (AEC). The AEC provides a continuum of services including employment counseling, skills acquisition and job placement. There are three levels of services to clients: self-directed job searches, case managed services, and employment skills training. Skills training provided at AEC includes the funding and services provided by REEP, the English as a Second Language program operated by Arlington Public Schools. Since September 2010 the Arlington Employment Center has been certified by the Commonwealth of Virginia as a Comprehensive American Job Center.

Impact of Reduction: In recent years, the AEC has seen a significant decline in clients seeking services. The decline is mostly attributed to very low unemployment in Arlington – currently 2.45 percent; the lowest in Virginia. In addition, the availability of on-line employment resources has further reduced the demand for services. From FY 2014 – FY 2017:

- Clients enrolled in active case management fell by 24 percent
- Clients visiting the Resource Center decreased by 40 percent
- Employment Services Specialist caseloads fell by 38 percent
- ESL instruction slots decreased by 2 percent

Despite the decreased demand, staffing levels for the AEC remained the same. The strategy guiding the reduction proposal will scale down services commonly available on-line while preserving case management and training for high need clients.

The proposed staff reduction at the AEC will impact the staff at multiple levels. The duties of a Management Specialist (1.0 FTE) will be reassigned among the remaining administrative staff. These duties include data entry, grant reporting, and quality assurance. The duties of a Program Manager that leads the Education and Training Unit (1.0 FTE) will be re-assigned to the remaining supervisor. Workshops and training duties will be dispersed among existing staff. Three (3.0 FTEs) out of 16 Employment Services Specialists will be eliminated, resulting in higher caseloads for 13 remaining employment specialists. In FY 2017, specialists provided case management services to 662 adults. If caseloads rise, clients will wait longer for appointments and receive less employment coaching. Finally, the supervision duties of an Employment Services Supervisor (1.0 FTE) for 13 employment and administrative staff will be transferred to the remaining supervisor. The reduction proposal of $825,584 includes staff reductions (6.0 FTEs; $653,683) and contracted service ($171,901).

AEC Staff Reductions:

- Management Specialist (1.0 FTE; $104,402, filled)
- Employment Services Specialist (3.0 FTEs; $269,480, two filled/one vacant)
- Employment Services Supervisor (1.0 FTE; $116,680, filled)
- DHS Program Manager (1.0 FTE; $163,121, filled)

REEP Reductions:

Reductions in REEP, the English as a Second Language program operated by Arlington Public Schools, will include the elimination of two of six administrative positions as well as increasing revenue. No ESL or scholarship slots will be impacted; the current number served will remain at 3,385 annually. REEP's FY 2018 program budget totals approximately $1.8 million, with County grant funding of approximately $0.8 million and the balance coming primarily from tuition and federal and state grant funding. The reduction of administrative support and pursuing revenue opportunities will result in a reduction of the County's grant from $817,583 to $645,682, or $171,901. REEP will partially offset the county's grant decrease by replacing County funding for a site coordinator with federal grant funds and by implementing a revenue-generating Test of English as Foreign Language (TOEFL) class in response to student demand. Additionally, REEP is exploring the transfer of Wakefield High School ESL classes to the Sequoia Plaza location to increase efficiency in program delivery.

Eliminate an Eligibility Worker in Public Assistance	**$105,493**	**1.0 (V)**

Description of Current Service: The Public Assistance Bureau administers a number of federal and state-funded public benefit programs for low-income individuals, based on eligibility criteria specific to each program. The programs administered by the bureau include Temporary Assistance for Needy Families (TANF), Medicaid, Supplemental Nutrition Assistance Program (SNAP), Child Care Subsidy, Auxiliary Grants (AG), General Relief (GR), and Heating and Cooling Assistance. The majority of these programs are mandated by the Virginia Department of Social Services.

Impact of Reduction: This reduction proposal of one Eligibility Worker would not significantly impact the program due to the decreasing public assistance caseloads. For example, the number of unduplicated households receiving Temporary Assistance for Needy Families (TANF) has dropped from 416 in FY 2014 to a projected 300 in FY 2019. The position's caseload of 700 would be redistributed to the remaining 12 eligibility workers. Due to the implementation of a more streamlined application process, workers will be able to absorb the additional cases with minimal impact.

Efficiencies in Residential Developmental Disability Services (DDS)	**$300,000**	**-**

Description of Current Service: The residential program provides adults with developmental disabilities with independent living options, supervised apartments, and group homes. The program provides safe, assisted living options to persons with developmental disabilities so they can live in the community rather than institutions. This is a mandated service per a 2012 Department of Justice agreement. In FY 2016 and FY 2017, Virginia allocated additional Medicaid waivers to Arlington, reducing the need for local funding for the program. Prior to

FY 2016, Medicaid waiver funding was only available to support individuals living in residential institutions. In FY 2016, waiver funding became available to individuals in community-based settings. In FY 2017, 120 clients were served.

Impact of Reduction: There will be no impact on client care as result of this reduction. The additional Medicaid waivers provided by the state will allow the county to meet demand with less local tax support.

Management Specialist in Community Health	**$105,727**	**1.0 (V)**

Description of Current Service: The services provided by the Community Health Services Bureau in DHS' PHD prevent disease and promote health for at risk populations. The clinics include family planning, maternity care, immunization, and sexually transmitted infections. There were over 25,000 visits to the clinics in FY 2017 by 8,500 unduplicated clients.

Impact of Reduction: The Management Specialist position proposed for elimination is the clinic practice manager. This position schedules staff across all 60 hours of clinic programming, and reviews health record data to identify areas for increased efficiency and effectiveness, including meeting budget targets. Eliminating this position will require these duties be given to nurses and nursing supervisors, requiring more coordination among more people, increasing the likelihood of scheduling error, slower review of health record data, and identification of practice and cost inefficiencies and areas of ineffectiveness.

Laboratory Services	**$449,359**	**4.0 (F)**

Description of Current Service: The PHD Lab one of only two labs operated locally in Virginia, is staffed by five laboratory technologists and one supervisor. Other Virginia jurisdictions rely on contracts with private sector providers for laboratory testing services. The PHD Lab provides testing and phlebotomy support for DHS clinics. Of the laboratory tests provided to DHS clients, 87 percent are done in-house and 13 percent are sent to external labs (e.g., the VA Division of Consolidated Laboratories DCLS and LabCorp). The in-house tests diagnose parasites, anemia, pregnancy, urinary tract infections, and sexually transmitted infections. The tests sent to external labs include liver and kidney function tests. Additionally, the lab provides support to communicable disease outbreak investigation and/or rabies investigation by packaging sensitive lab materials appropriately to DCLS.

Impact of Reduction: Reducing lab positions will require clinic staff to be retrained how to draw blood. While we anticipate Lab Corp will be able to provide a phlebotomist onsite as they do for other medical offices, if the high volume of clients impacts Lab Corps' capacity to provide timely phlebotomy, clinic staff will need to assist with blood drawing. If and when any of these aforementioned activities are conducted by the clinic staff or the communicable disease staff, this will reduce their time providing direct clinical service or disease surveillance and investigation work to additional clients. This reduction will result in one of five tests sent out to an external laboratory and will require nurses and clinic aides in the traditional clinics and in the communicable disease unit to be retrained on how to properly package, store, and ship laboratory specimens to LabCorp in order to prevent interruption in service delivery. Urinalysis, pregnancy, HIV and glucola testing will be provided in-house. The wet prep test to diagnose gynecological conditions will be sent to a contracted laboratory. Clinic staff would have to learn to prepare medical waste for proper transport and decontamination, and how to sterilize medical instruments for reuse in the clinics.

Laboratory Staffing Impacts

- Eliminate a Laboratory Section Supervisor (1.0; $140,063, filled)
- Eliminate Laboratory Technologists (3.0; $309,296, filled)
- Two remaining Laboratory Assistants and the associated contracted services funding

will be transferred to the Community Health Services Bureau.

Libraries

Materials Management – Library Materials Processing **$74,086** **1.0 (F)**

Description of Current Service: Library materials (books, DVDs, audiobooks) are delivered to the library, either in physical or electronic form. Materials then must be checked in (if arriving physically), catalogued, and processed to go out to patrons. With the growth of ebooks and other electronic materials, the workflow and requirements for processing library materials is changing. Fewer physical items are purchased, therefore, fewer physical items need to be handled by library staff. Two full-time library assistants in the Library's Materials Management Division (MMD) handle tasks associated with processing physical materials (primarily, but not exclusively, opening and unpacking boxes and affixing labels to books). The cataloging positions in the library (library associates or librarians) have necessarily adapted to handling both electronic and physical materials.

Impact of Reduction: The physical processing tasks handled by the two library assistants would be handled by one library assistant and other staff in the Division.

Management and Finance

Staff Support Technician **$90,076** **1.0 (V)**

Description of Current Service: This position assists the Real Estate Records team by posting up-to-date real estate transfers issued by the Circuit Court Clerk's Office into the County database and supports the Commercial Real Estate team by entering income and expense data submitted from property owners.

Impact of Reduction: These duties and responsibilities would be absorbed by other the Records Management and Commercial Real Estate staff.

Parks and Recreation

Convert Transportation Services to All-Contract **$62,870** **2.49 (F)**

Description of Current Service: The Mobile Services Coordination Unit provides transportation for DPR programs and facilities. The unit has a total of ten vehicles: five are used exclusively for program participant transportation; two are used by facility monitoring staff; and three are used for operational purposes. Program participant transportation relies on a combination of APS buses in the summer, and DPR's own fleet, including a large coach bus, two recreation buses, and two large vans. In addition, DPR has maintained backup transportation contracts to ensure that options are available due to a lack of consistent vehicle reliability.

Impact of Reduction:

- Contracting out program participant transportation services will gain efficiencies by eliminating five vehicles from the DPR fleet. DPR will continue to serve senior travel participants for approximately 160 trips annually and summer camp participants for approximately 60 trips during the summer season.
- In the past, DPR has arranged transportation on behalf of other departments through APS or other outside services. By contracting out all program participant transportation, DPR would no longer book service for other departments, but will ensure that there is a contract available for the use of those other departments.

- This reduction includes the elimination of 1.5 permanent positions, 0.99 temporary FTEs, and eliminating the maintenance and replacement charges for the vehicles described above. The maintenance charges have been consistently over-budget for the coach bus in particular. Savings from these reductions are partially offset by reallocating temporary personnel funding and prior rental book funding to budget for the new transportation services contract, resulting in full-year budget savings of $89,120.
- The budget savings will not be fully realized in FY 2019 as summer transportation must be reserved in February, prior to the April 2018 adoption of the final FY 2019 budget. This quarter lag in implementation, reduces the savings by $26,250 in the first year, resulting in a total FY 2019 reduction of $62,870 and postponing the elimination of FTEs until the Fall of FY 2019.

Close Carver Center for Daytime Drop-In **$41,172** **1.00 (F)**

Description of Current Service: Carver Community Center is a joint-use center (with APS) that includes a game room, multi-purpose room and gymnasium. Carver Community Center is currently open to the public Monday – Friday from 9:00am -3:00pm and 6:00pm – 9:00pm, along with weekend afternoons for part of the year. The center is used for drop-in community use as well as scheduled youth basketball and camp programs. The park surrounding the center includes a playground, tennis courts and athletic fields.

Impact of Reduction:
- DPR is proposing to end daytime drop-in hours at Carver Center from 9:00am – 3:00pm. During this timeframe, there is an average of 1-2 people who come in on a daily basis; there would be no impact to evening programs.
- The total budget savings amounts to $41,172 with the elimination of 1.00 temporary FTE.

Eliminate Snow Blower Program **$30,000** **0.50 (V)**

Description of Current Service: DPR lends snow blowers (approximately 25) to civic associations and community groups, increasing the number of passable sidewalks during snow events. The program enables the public the ability to clear identified safe routes to schools, public transportation, medical facilities, stores with items necessary for daily living, bus stops, and neighbors in need. Given the limited supply, prospective volunteers must apply in the fall to secure a snow blower. DPR staff evaluate the applications using criteria such as geographic distribution and date of request with a goal of ensuring that the snow blowers are distributed equitably throughout the County.

Impact of Reduction:
- The need for snow blower equipment far outstrips the program's capacity, with the program only benefitting small pockets in the community.
- Civic associations and community groups would no longer have access to free snow blowers during the season, which would result in less public areas cleared during snow events by these volunteers.
- The total budget savings amounts to $30,000 with the elimination of 0.50 temporary FTE ($20,000) and non-personnel funding ($10,000).

Eliminate Boxing Program **$84,558** **0.90 (F)**

Description of Current Service: The Arlington Boxing Club provides youth ages 10-18 the opportunity to learn the fundamentals of the sport while enhancing their physical fitness, self-confidence, self-discipline and pride ("developmental assets"). The program also offers the opportunity for youth to come together and learn team-building skills.

Impact of Reduction:
- At its start, nearly 30 years ago, the program was robust, hosting competitions in the area and around the state; however, DPR has seen waning interest over the past several years. The program no longer participates in competitions and in recent years has declined to fewer than 10 participants a year.
- DPR could continue to provide some boxing opportunities through boxing and kickboxing classes. These classes would not require a boxing ring, allowing the space to be flexible enough to accommodate a variety of sport/fitness revenue-generating opportunities. Additionally, DPR offers a wide variety of other programs that serve the youth ages 10-18 that allow them the opportunity to learn developmental assets.
- The total budget savings amounts to $84,558 with the elimination of 0.90 permanent FTE ($84,373) and non-personnel ($185).

Eliminate Office of Community Health **$483,238** **4.0 (F) & 0.13 (V)**

Description of Current Service: The DPR Office of Community Health ("OCH") provides resources that support enjoyable and accessible leisure opportunities which benefit individuals of all ages and abilities emotionally, socially, physically and cognitively. This is done through a focus on nutrition and diet, exercise and healthful living. OCH provides internal staffing assistance to other DPR programs and also manages the healthy vending machine program. OCH formerly managed the County's FitArlington partnership (until the program was discontinued in FY 2015).

Impact of Reduction:
- Without this program, DPR would provide fewer opportunities for wellness/health prevention and intervention education.
- While DPR would continue to support the Fit Arlington healthy vending machine initiative through other administrative staff, DPR would partner with the Department of Human Services (DHS) partners to continue to support healthy living initiatives and to fight childhood obesity. There would remain various other opportunities throughout the County for the public to receive health and fitness programs and activities.
- The total budget savings amounts to $483,238 with the elimination of 4.00 permanent FTEs and a 0.13 vacant temporary FTE ($453,097) and non-personnel funding ($30,141).

Reduce Northern Virginia Conservation Trust Budget to Base Operating Only **$37,600**

Description of Current Service: The Northern Virginia Conservation Trust (NVCT) and DPR have a Memorandum of Agreement (MOA) in place for renewable three-year periods, currently good through September 2019, for NVCT to provide support services to the County in alignment with the County's Comprehensive Plan. This agreement provides NVCT with up to $124,500 in annual funding, split 65 percent for base annual operating funding ($84,710 in FY 2018, which increases annually relative to County CPI and personnel increases) and 35 percent for open space preservation funding ($39,790 in FY 2018).

Impact of Reduction:
- DPR would reduce the NVCT budget to operating only with no support for open space preservation in DPR's base operating budget. Over the past several years, NVCT has not

had applicable expenses in the open space preservation funding category that exceed $3,000. The terms of the County's agreement with NVCT will remain in effect, dictating that these funds be made available on a cumulative basis should NVCT identify appropriate uses for those funds. If NVCT identifies allowable expenses, the allocations would be made from the County's non-departmental accounts.
- The total budget savings amounts to $37,600 in non-personnel.

Reduce Virginia Cooperative Extension Financial Educator Position **$32,583**

Description of Current Service: The Virginia Cooperative Extension (VCE) provides specialized research-based educational programs to Arlington County (and the City of Alexandria). In FY 2009, VCE added a financial education position that was supported through a combination of grant funds; it and has grown from 10 hours per week to over 29 hours per week. As the external funding began to wind down, VCE requested funding from the Arlington County Board and $32,583 was added to the FY 2018 Budget to support this position. VCE provides approximately 130 different financial education programs to Arlington residents annually.

Impact of Reduction:
- Without DPR's funding, VCE would need to pursue other funding opportunities, such as identifying grant funding, as they did in previous years. If they are unable to identify other funding sources, they will no longer be able to offer the services of the financial education program.
- Participants in VCE's current programs would still have access to the program content through other County programs. For example, DHS provides a variety of case management and educational programs to help clients in need to understand their finances and manage the regular activities of daily living. Additionally, the Department of Libraries has also offered on-site educational programs focused on financial literacy.
- The total budget savings amounts to $32,583 in non-personnel.

Eliminate Volunteer Office **$197,133** **2.0 (F)**

Description of Current Service: The objective of DPR's Volunteer Development Office is to encourage, define and organize volunteer opportunities and to support DPR staff with managing volunteers to increase the Department's capacity to serve its mission via expanded volunteer support for service delivery.

Impact of Reduction:
- DPR is proposing to eliminate the Volunteer Development Office. While volunteers provide a vital role in the support of DPR programs and services, DPR believes that the administrative duties performed in the unit could be managed differently with minimal interruption in volunteer experience.
- More specifically, DPR believes the overall coordination of department volunteers can be managed by one FTE already in the department's Human Resources Unit with general management and tracking of volunteers borne by division staff.
- The total budget savings amounts to $197,133, with the elimination of 2.00 permanent FTEs ($190,600), non-personnel ($8,633) and revenue ($2,100).

Discontinue 4th of July Programming **$50,000** **0.74 (V)**

Description of Current Service: Beginning in 2012, the County began hosting its annual *July 4th Celebration @ Long Bridge Park.* This event is normally scheduled from 5:00pm to 10:00pm and includes a variety of activities and entertainment, all leading up to a viewing of the annual Washington, D.C. fireworks display. This event, which is free to attendees, is coordinated by DPR with a number of different departments providing resources (e.g. Arlington County Police Department, other DPR units for set-up and clean-up, and Arlington County Fire Department for healthy and safety).

Impact of Reduction:

- The event was developed to engage people who wanted to view the Washington, D.C fireworks display in a way that would protect the synthetic turf fields from damage from food, drink, spike chairs and fireworks. It is possible to continue to protect the fields without the annual celebration and its associated expenses.
- None of the free public fireworks viewing areas in Arlington provide free entertainment and programs; other locations offering free entertainment and programs do not have direct viewing access to the Washington, D.C. fireworks.
- Long Bridge Park can continue to be a viewing-only location for the Washington, D.C. fireworks.
- The total budget savings amounts to $50,000, with the elimination of a vacant 0.74 temporary position, overtime and chargebacks for internal services ($30,000), and non-personnel ($20,000).

Remove 2 Large Vehicles and 1 Daily Use Vehicle from Fleet **$52,441**

Description of Current Service: DPR has within its fleet of vehicles used by the Parks and Natural Resources Division (PNR) a dual-wheeled truck and tandem truck used to support operating activities that have been identified as reduction options with minimal to no impact on ongoing operating activities. Additionally, one vehicle within the Parks Development Division (PDD) is also available as a reduction option.

Impact of Reduction:

- The dual-wheeled truck is used primarily to tow trailers with other equipment, including the Arlington Economic Division's (AED) stage; the tandem truck is used primarily during the winter months to support snow removal efforts with the Department of Environmental Services (DES); and the PDD passenger van is used on a limited basis.
- DPR has enough capacity within the remaining fleet of vehicles for the removal of these three vehicles to not impact daily operating activities.
- The total budget savings amounts to $52,441 in non-personnel.

Pay-As-You-Go Capital

Reduce Ongoing Funding Pay-As-You-Go Capital (PAYG) **$1,553,535** **-**

Description of Current Service: The General Capital Projects Fund or Pay-As-You-Go (PAYG) budget provides funding for capital improvements using current year ongoing revenue and one-time funding. Along with voter approved GO bond funding, PAYG has historically been one of the primary sources of funding for the County's maintenance capital program. PAYG categories include local parks and recreation, transportation initiatives, government facilities, information technology investments, community conservation, and regional partnerships. The FY 2018 Adopted PAYG budget is $13.57 million, comprised of $6.88 million of ongoing funds and $6.69 million of one-time funds.

Impact of Reduction: The FY 2019 Proposed budget reduces ongoing funding to PAYG by $1,553,535. Total PAYG funding included in FY 2019 Proposed budget is $5,544,983, comprised of $5,321,750 in ongoing annual funding and $223,233 in one-time funding. In addition to the FY 2019 ongoing funding in the Proposed budget, there is an additional $4.95 million in one-time PAYG and GO bond funding from FY 2017 year-end closeout that will be carried forward for FY 2019 projects. This funding includes $3.0 million in proceeds from borrowing (bond premium), generated by the spring 2017 bond sale, which is restricted in use to only capital projects and previous years' project budget savings from both GO Bond and PAYG ($0.85 million).

The largest programmatic decrease in ongoing PAYG funding is in paving, which will see a decline in funding from FY 2018 of $1.6 million. The County utilizes a Pavement Condition Index (PCI) to assess the condition of the County's 1,051 lane miles. The County has established a desired average PCI range of 75-80 (with 100 representing the best possible condition) and has raised overall PCI to 74.6 in 2017 from an average PCI of 67 in 2015. The paving program for FY 2019, which will likely include approximately $11 million in funds from a bond sale in the Spring of 2018, will enable the County to continue making progress toward achieving its stated PCI goal, as long as changes in winter weather, contracting costs, and oil prices do not negatively impact the anticipated paving program.

The proposed FY 2019 PAYG budget focuses on funding maintenance of: streets; traffic signals; street lights; building components; fields, playgrounds, and ball courts; technology equipment and systems; neighborhood conservation projects and contributions to regional programs. The proposed PAYG budget transfers most costs for transportation capital maintenance and pedestrian projects to dedicated transportation funds. Transportation infrastructure maintenance and multi-modal projects, including ART bus rehabilitation and repairs, bus stop accessibility, and transportation systems and signals are funded using Northern Virginia Transportation Authority (NVTA) local funds, a fund source that has not historically been used for maintenance of the County's transportation infrastructure to the magnitude being proposed in the FY 2019 budget. While this funding will help bridge the gap for FY 2019 budget.

Police

Two Public Service Aides **$151,764** **2.0 (V)**

Description of Current Service: Public Service Aides assist with school crossing and special events, when needed, and other duties as assigned.

Impact of Reduction: The Department has 16 Public Service Aides positions that handle a variety of tasks including parking ticket violations, school crossing guard assistance and special event management. Over the last few years, due in part to difficulty in hiring, the Department has maintained service at a reduced level of staffing. The elimination of these two vacant positions will not impact current operations of the Police Department.

Public Safety Communication and Emergency Management

Emergency Management – Public Education & Outreach **$175,321** **1.0 (V)**

Description of Current Service: The Outreach and Education program works with the Arlington community to provide preparedness education to residents, businesses, non-profits and faith-based organizations. Through this outreach, the community becomes better prepared for emergencies through a variety of methods and services offered by Arlington Emergency Management, including receiving Arlington Alert notifications, volunteering for emergency management affiliated programs (CERT, ANChoR, MRC, RACES), or taking steps to prepare yourself and your family. Currently, 10 percent of the Arlington population receives outreach from Emergency Management in some form.

Impact of Reduction: Fewer staff will be available to perform outreach, host events and provide education to vulnerable populations which could result in a reduction in the percentage of the Arlington population receiving outreach. Prior to this position becoming vacant three positions devoted approximately 70 percent of their time to public outreach and education. In order to accommodate this reduction in staff, moving forward six positions will devote approximately 30 percent of their time to public outreach. Department staff will work to minimize any potential impact through leveraging volunteers, training videos, and focusing outreach on the most vulnerable in the community

Regionals

Reduce Funding for Arlington Independent Media by 20 Percent **$90,852**

Description of Current Service: Arlington Independent Media (AIM) manages the County's public access cable television station. In December 2016, the County signed a new agreement with Comcast, Inc. which removed the dedicated funding to AIM and other non-profit cable entities. In the FY 2018 Adopted Budget ongoing funding for AIM was reduced by $70,738, from $525,000 to $454,262, as the first step in a multi-year plan to reduce AIM's reliance on County net tax support.

Impact of Reduction: The FY 2019 Proposed budget reduces ongoing funding to AIM by 20 percent, or a reduction of $90,852. AIM's total support from the County for FY 2019 is $363,410. The County is the largest single income category for AIM, followed by fundraising. This reduction will require AIM to reallocate resources and reprioritize activities within its existing budget or find new funding to continue its current level or services. There is no impact to County programs and services.

Technology Services (DTS)

Cable Administrator **$181,340** **1.0 (F)**

Description of Current Service: This position is responsible for effective management and oversight of County's Cable Franchise agreements with Verizon and Comcast. The position handles all resident complaints in regards to the terms of the franchise agreements and also serves as the liaison to the County's Information Technology Advisory Commission (ITAC).

Impact of Reduction: Removing this position will reduce the oversight of the Cable Television Franchise Agreements with Verizon and Comcast. Complaints for the Cable Television Service will continue to be accommodated through an outsourced contract service. Violations with regard to terms of the franchise agreements will be delegated to the County Attorney's Office for enforcement. Renegotiation of both Cable franchise agreements expected in 2022 may be assigned to outside counsel. Additional assistance with consumer complaints will be available through the County Manager's Office ombudsmen and consumer affairs function.

Desktop Support 24/7 Service	**$27,000**	

Description of Current Service: The County's network management company provides after hours (5pm until 7am, Monday to Friday and all day on weekends) support for all County staff for technical assistance with basic software and hardware issues. The after-hours help desk averages 2.3 calls per day (5pm to 7am).

Impact of Reduction: Technical support calls and questions for County staff will only be answered during business hours, Monday to Friday, 7am until 5pm.

Prism Enterprise System Functional Support	**$25,000**	**2.0 (F)**

Description of Current Service: The County utilizes an enterprise-wide financial and accounting system (PRISM). This internal financial system is supported by a variety of resources, the majority of which, are provided for in the Department of Technology Service's (DTS) budget. The County utilizes a combination of County and contractor support positions. The proposed reduction and restructuring of the work group is being recommended to leverage contractual resources in an ever changing technology environment and provide for budgetary savings in FY 2019.

Impact of Reduction: Through the reorganization of County and contractor staff, 2.0 FTE's would be eliminated and work redistributed between the Departments of Management and Finance (DMF) and Technology Services. A portion of the cost of the position reductions would be used to augment support required by DMF and the balance is provided as expenditure savings for FY 2019 ($25,000). Final resource allocation between DTS and DMF will be determined prior to the start of the 2019 fiscal year.

Total Reductions:	**$9,302,431**	**Total FTEs:**	**48.06**
Ongoing	**$8,387,132**	**Filled**	**28.89**
One-time	**$915,299**	**Vacant**	**19.17**

Summary of Realignments

Environmental Services

Allocations to Capital and Transportation Projects **$683,108**

Description of Current Service:
The Department of Environmental Services (DES) provides services and executes projects that are large, complex and span across multiple funds. There are positions in DES planning, real estate, transportation, and energy conservation that all contribute to these types of projects, funded by multiple funds, but whose positions have historically been fully charged to the General Fund.

Impact of Reduction: This proposal would more appropriately allocate certain positions and activities in DES to the respective capital projects on which staff are working on a daily basis. Positions in the DES Planning Group and Real Estate Group will begin charging time to the capital projects they support in FY 2019. In addition, a Program Manager and two Budget Analysts in DES Transportation will be transferred from the General Fund to the Transportation Capital Fund. Finally, an Administrative Assistant that supports energy conservation will be partially charged to the Stormwater Fund.

Crystal City TIF – Reduce TIF Increment from 30 percent to 25 Percent **$503,882 & $244,284 (OT)**

Description of Current Service: The Crystal City, Potomac Yard, Pentagon City Tax Increment Financing (TIF) Area was established in October 2010 as a funding mechanism used to support development and redevelopment within the TIF Area. Unlike a special district, TIF 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 to be used for a specified purpose. The amount of the TIF is determined by setting a baseline assessed value of all property in the area on January 1, 2011 and in each subsequent year, tracking the incremental increase in assessed values relative to that base year, and segregating the incremental real estate tax revenue generated in a separate fund.

Near-term planned infrastructure improvements in the TIF area include realignment of streets and intersections and open space / field improvements. Longer term improvements include a second entrance to the Crystal City Metrorail Station, enhanced surface transit, and open space including a park and an urban plaza.

Impact of Reduction:
The FY 2019 Proposed Budget recommends reducing the TIF increment from 30 percent to 25 percent, which will **still provide the funding stream necessary to deliver the CIP commitments in the TIF area** using a combination of TIF, other local and outside funding sources. Reducing the TIF increment from 30 percent to 25 percent would redirect an estimated $943,600 in ongoing funding and $457,460 in one-time funding from the TIF to the General Fund, with $503,882 in ongoing and $244,284 in one-time to the County and the balance going to Schools based on Revenue Sharing Principles

Solid Waste Bureau – Move Street Sweeping Charges to Stormwater Fund **$399,290**

Description of Current Service: The General Fund covers the cost of the street sweeping program, including 4.0 FTE's and non-personnel expenditures. The Stormwater Fund currently covers only the cost of equipment, i.e., the sweepers themselves.

Impact of Reduction: This action shifts the entire cost of the street sweeping program from the General Fund to the Stormwater Fund. If the construction program envisioned in the current CIP is maintained, this shift could be one of the reasons to propose a future rate increase in the dedicated Stormwater Fund tax.

Total Realignments:	**$1,830,564**
Ongoing	**$1,586,280**
One-time	**$244,284**

FUND DESCRIPTIONS

GENERAL FUND

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

ENTERPRISE FUNDS

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

Utilities Fund

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

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

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

Ballston Public Parking Garage Funds

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

INTERNAL SERVICE FUNDS

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

Automotive Equipment Fund

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

Printing Fund

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

SPECIAL REVENUE FUNDS

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

Ballston Quarter Tax Increment Financing Area (TIF) Fund

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

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

Travel and Tourism Promotion Fund

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

Ballston Business Improvement District (BID) Fund

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

Rosslyn Business Improvement District (BID) Fund

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

Crystal City Business Improvement District (BID) Fund

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

Housing and Community Development Fund

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

Section 8 Housing Assistance Fund

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

Columbia Pike Tax Increment Financing (TIF) Fund

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

CAPITAL PROJECTS FUNDS

Stormwater Management Fund

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

Transportation Capital Fund

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

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

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

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

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

SCHOOL FUNDS

School Operating Fund

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

School Comprehensive Services Act Fund

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

School Debt Service Fund

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

School Food and Nutrition Services Fund

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

School Grants and Restricted Programs Fund

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

School Capital Projects Fund

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

Community Activities Fund

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

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

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

EXPENDITURE SUMMARY (ALL FUNDS)

(Figures in Millions of Dollars)

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 Adopted to '19 Proposed
COUNTY GOVERNMENT				
Operating Expenses	647.4	646.3	665.7	3.0%
Capital Outlay	20.2	13.6	5.5	-59.1%
Debt Service	60.3	63.0	67.8	7.7%
Other Post Employment Benefits (OPEB) [1]	18.1	20.4	19.4	-4.9%
Contingents - General, Housing, Budget Stabilization	-	19.3	17.5	-9.1%
Subtotal	746.0	762.5	775.9	1.8%
OTHER FUNDS				
Ballston Quarter Tax Increment Financing	0.1	-	0.5	-
Travel & Tourism Promotion	1.7	1.5	1.5	1.8%
Ballston Business Improvement District	1.6	1.5	1.4	-7.3%
Rosslyn Business Improvement District	3.5	3.8	3.8	-1.1%
Crystal City Business Improvement District	2.5	2.7	2.6	-3.6%
Community Development	3.6	1.2	2.0	63.1%
Section 8 Housing	18.8	19.0	18.7	-1.5%
General Capital - PAYG [5]	42.4	13.6	5.5	-59.1%
Stormwater Management	15.0	10.2	10.7	5.1%
Transportation Capital [5]	27.4	38.3	37.2	-2.9%
Crystal City Tax Increment Financing [5]	1.9	6.3	4.7	-25.2%
Columbia Pike Tax Increment Financing	0.6	-	0.2	-
Utilities (including Utilities capital)	121.8	122.8	123.5	0.6%
Ballston Parking Garage [2]	4.7	9.9	2.7	-72.6%
CPHD Development	17.7	20.2	21.7	7.5%
Automotive Equipment	16.2	16.2	16.5	1.8%
Printing	2.4	2.5	2.5	1.4%
Subtotal	281.9	269.6	255.8	-5.1%
Less Transfers to Other Funds	(21.6)	(14.3)	(6.2)	-56.4%
Less Other Fund Transfers [3]	(17.3)	(14.9)	(16.7)	12.5%
COUNTY GOVERNMENT SUBTOTAL	989.0	1,002.9	1,008.7	0.6%
SCHOOL BOARD [4]				
School Operating Fund	462.6	511.8	524.6	2.5%
School Comprehensive Services (CSA)	4.2	4.0	4.2	5.6%
School Debt Service	46.2	49.2	58.1	18.0%
School Capital Projects	35.3	6.5	6.5	-
School Food Services Fund	10.2	9.1	9.8	7.7%
School Grants and Restricted Programs	15.7	15.0	14.6	-3.1%
Community Activities Fund	16.9	18.0	19.1	6.1%
School Board Subtotal	591.2	613.6	636.7	3.8%
TOTAL COUNTY GOVERNMENT AND SCHOOL BOARD	**1,580.2**	**1,616.5**	**1,645.4**	1.8%

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

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

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

[4] The FY 2019 School Budget reflects the preliminary Superintendent's Proposed budget to the School Board.

[5] Expenses do not include utilization of fund balance for FY 2018 and FY 2019. Refer to fund narrative for total expenditures.

Numbers may not add due to rounding.

ALL FUNDS REVENUE AND EXPENDITURE DETAIL - FY 2019 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	Section 8 Housing Assistance Fund	Pay-As-You-Go Capital Projects [5]	Stormwater Management Fund
EXPENDITURES BY CATEGORY										
Personnel Services	$280,951,818	-	$621,572	-	-	-	$378,589	$720,089	-	$3,528,211
Employee Benefits	146,534,697	-	226,473	-	-	-	149,727	356,487	-	1,530,060
Contractual Services	131,591,884	$537,700	687,064	$1,398,885	$3,696,901	$2,534,176	-	145,952	-	3,785,758
Internal Services [1]	14,447,240	-	9,591	-	-	-	-	13,658	-	1,276,430
Other Charges [2]	582,887,051	-	-	28,548	75,447	51,718	321,130	17,425,899	-	131,224
Materials and Supplies	10,200,892	-	1,000	-	-	-	-	8,000	-	361,077
Capital Outlay	3,097,396	-	1,000	-	-	-	-	1,000	$5,544,983	67,900
Other Uses of Funds [3]	111,182,968	-	-	-	-	-	1,142,642	-	-	-
Intra-County Charges for Services	(7,002,747)	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**$1,273,891,199**	**$537,700**	**$1,546,700**	**$1,427,433**	**$3,772,348**	**$2,585,894**	**$1,992,088**	**$18,671,085**	**$5,544,983**	**$10,680,660**
REVENUES BY CATEGORY										
Local Taxes	$1,067,821,677	$537,700	$1,300,000	$1,427,433	$3,772,348	$2,585,894	-	-	-	$9,688,160
Licenses, Permits and Fees	11,319,890	-	-	-	-	-	-	-	-	-
Fines & Forfeitures, Use of Money & Property	18,453,213	-	-	-	-	-	-	-	-	-
Outside Charges for Services	62,396,032	-	-	-	-	-	-	-	-	992,500
Miscellaneous Revenue	1,747,396	-	-	-	-	-	-	$40,900	-	-
Commonwealth of Virginia	75,420,031	-	-	-	-	-	-	-	-	-
Federal Government	16,312,254	-	-	-	-	-	$1,992,088	18,853,041	-	-
Other Revenue [4]	15,224,069	-	-	-	-	-	-	-	-	-
Transfers from Other Funds	5,196,637	-	246,700	-	-	-	-	-	$5,544,983	-
TOTAL REVENUES	**$1,273,891,199**	**$537,700**	**$1,546,700**	**$1,427,433**	**$3,772,348**	**$2,585,894**	**$1,992,088**	**$18,893,941**	**$5,544,983**	**$10,680,660**

NOTES:
[1] Internal Services primarily includes maintenance, depreciation, and fuel charges for County vehicles, and Print Shop charges for printing services
[2] Other Charges primarily include contingents, transfers to other funds, regional programs, Metro, and rental assistance payments in Section 8
[3] Other Uses of Funds primarily includes debt service, master lease funding, Affordable Housing Investment Fund, and Department of Human Services' public assistance/purchase of service expense
[4] Other Revenue primarily includes prior year fund balance
[5] Expenses do not include utilization of fund balance for FY 2019. Refer to fund narrative for total expenditures.

ALL FUNDS REVENUE AND EXPENDITURE DETAIL - FY 2019 PROPOSED BUDGET

	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	$2,001,377	$134,584	-	$18,050,443	-	-	-	$8,940,272	$4,545,121	$505,484
Employee Benefits	651,897	51,136	-	7,870,145	-	-	-	3,670,193	2,030,702	258,170
Contractual Services	305,541	13,780	-	19,723,388	-	$1,945,483	$30,396	5,909,457	1,548,704	1,461,429
Internal Services [1]	18,718	13,500	-	6,794,577	-	-	-	2,356,666	44,502	27,751
Other Charges [2]	2,771,721	-	$150,730	14,025,300	-	522,375	18,460	-	130,000	-
Materials and Supplies	17,000	8,000	-	6,998,278	-	152,700	40,500	92,900	1,623,918	250,655
Capital Outlay	31,459,175	4,497,020	-	440,078	$19,979,500	-	-	778,397	5,239,269	-
Other Uses of Funds [3]	-	-	-	31,380,392	-	-	-	-	1,300,000	-
Intra-County Charges for Services	-	-	-	(1,766,842)	-	-	-	-	-	-
TOTAL EXPENDITURES	**$37,225,429**	**$4,718,020**	**$150,730**	**$103,515,759**	**$19,979,500**	**$2,620,558**	**$89,356**	**$21,747,885**	**$16,462,216**	**$2,503,489**
REVENUES BY CATEGORY										
Local Taxes	$37,225,429	$4,718,020	$150,730	-	-	-	-	-	-	-
Licenses, Permits and Fees	-	-	-	-	-	-	-	$15,491,490	-	-
Fines & Forfeitures, Use of Money & Property	-	-	-	$244,080	$100,000	$12,000	-	-	$300,000	-
Outside Charges for Services	-	-	-	101,095,124	5,655,000	4,540,800	$261,600	4,506	16,753,954	$2,305,000
Miscellaneous Revenue	-	-	-	76,555	-	-	-	30,907	581,000	-
Commonwealth of Virginia	-	-	-	-	-	-	-	-	-	-
Federal Government	-	-	-	-	-	-	-	-	-	-
Other Revenue [4]	-	-	-	2,100,000	-	-	-	6,220,982	-	-
Transfers from Other Funds	-	-	-	-	14,224,500	-	-	-	-	242,337
TOTAL REVENUES	**$37,225,429**	**$4,718,020**	**$150,730**	**$103,515,759**	**$19,979,500**	**$4,552,800**	**$261,600**	**$21,747,885**	**$17,634,954**	**$2,547,337**

NOTES:
[1] Internal Services primarily includes maintenance, depreciation and fuel charges for County vehicles, and Print Shop charges for printing services
[2] Other Charges primarily include contingents, transfers to other funds, regional programs, Metro, and rental assistance payments in Section 8
[3] Other Uses of Funds primarily includes debt service, master lease funding, Affordable Housing Investment Fund, and Department of Human Services' public assistance/purchase of service expense
[4] Other Revenue primarily includes prior year fund balance
[5] Expenses do not include utilization of fund balance for FY 2019. Refer to fund narrative for total expenditures.

GENERAL FUND SUMMARY

(Figures in Millions of Dollars)

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 Adopted to '19 Proposed
EXPENDITURES				
County Services [1]	$617.1	$610.0	$625.1	2.5%
Metro Operations	30.3	36.2	40.6	12.0%
County Debt Service	60.3	63.0	67.8	7.7%
Other Post Employment Benefits (OPEB) [2]	18.1	20.4	19.4	-4.9%
Contingents				
General	-	0.3	0.3	-
Economic & Revenue Stabilization Fund	-	4.0	4.0	-
Affordable Housing Investment Fund (AHIF)	-	15.0	13.3	-12%
Subtotal County Services	725.8	748.9	770.4	2.9%
Capital	20.2	13.6	5.5	-59.1%
Subtotal County	746.0	762.5	775.9	1.8%
Schools Transfer (ongoing)	476.1	484.2	497.6	2.8%
Schools Transfer (one-time)	-	6.1	0.4	-94.0%
Subtotal Schools	476.1	490.3	498.0	1.6%
TOTAL EXPENDITURES	**$1,222.0**	**$1,252.7**	**1,273.9**	**1.7%**
REVENUES				
Real Estate Tax	$698.9	$715.0	$730.3	2.1%
Personal Property Tax	114.8	115.5	119.1	3.1%
BPOL Tax	63.8	63.1	65.6	4.0%
Sales Tax	41.2	42.0	43.3	3.0%
Transient Tax	25.3	25.5	26.0	2.2%
Utility Tax	11.4	12.7	15.5	22.1%
Meals Tax	39.0	39.9	41.5	4.0%
Communications Sales Tax	7.1	7.1	6.8	-4.2%
Other Local Taxes	20.9	18.3	19.9	8.4%
Subtotal Taxes	1,022.5	1,039.0	1,067.8	2.8%
Licenses, Permits and Fees	11.5	10.8	11.3	5.1%
Fines, Interest, Other	14.8	18.8	18.5	-1.7%
Charges for Services	57.5	59.2	62.4	5.4%
Miscellaneous	17.5	5.1	7.0	37.6%
Revenue from State	75.1	73.2	75.4	3.1%
Revenue from Federal Government	18.3	15.2	16.3	7.5%
Subtotal Other	194.7	182.2	190.9	4.8%
Total Revenue (excluding Fund Balance)	1,217.2	1,221.2	1,258.7	3.1%
Prior Year Fund Balance	115.1	31.5	15.2	-51.8%
TOTAL REVENUES & FUND BALANCE	**1,332.3**	**1,252.7**	**1,273.9**	**1.7%**

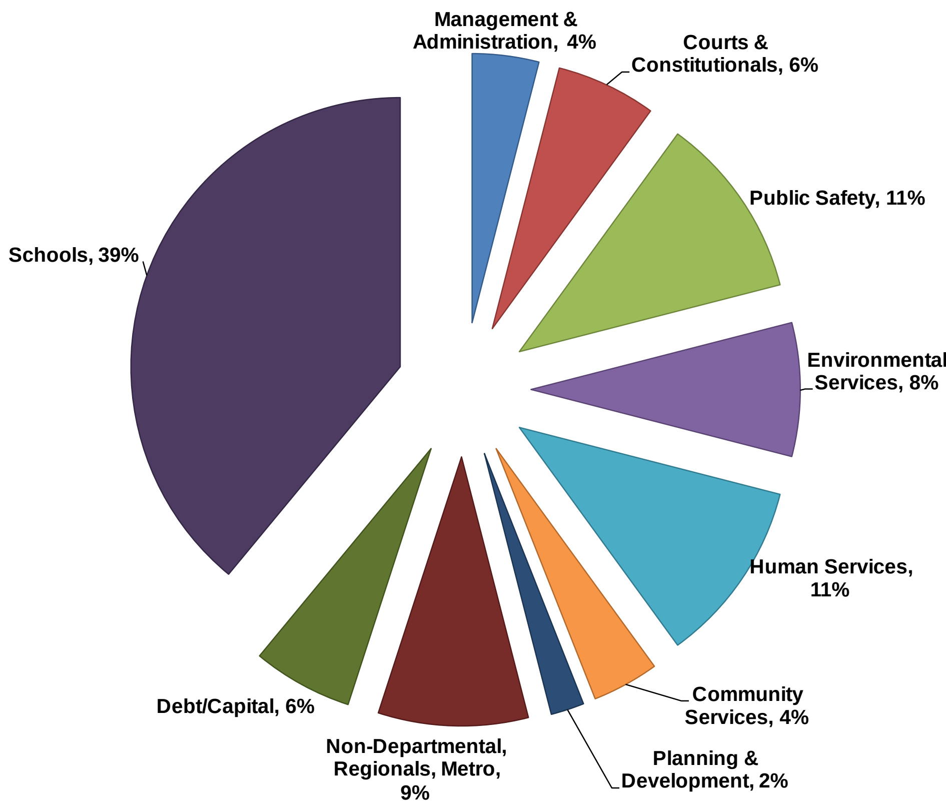
[1] Includes General Fund transfers to other operating funds.

[2] Includes Pay-As-You-Go retiree health and life insurance, and transfer to the OPEB Trust Fund.

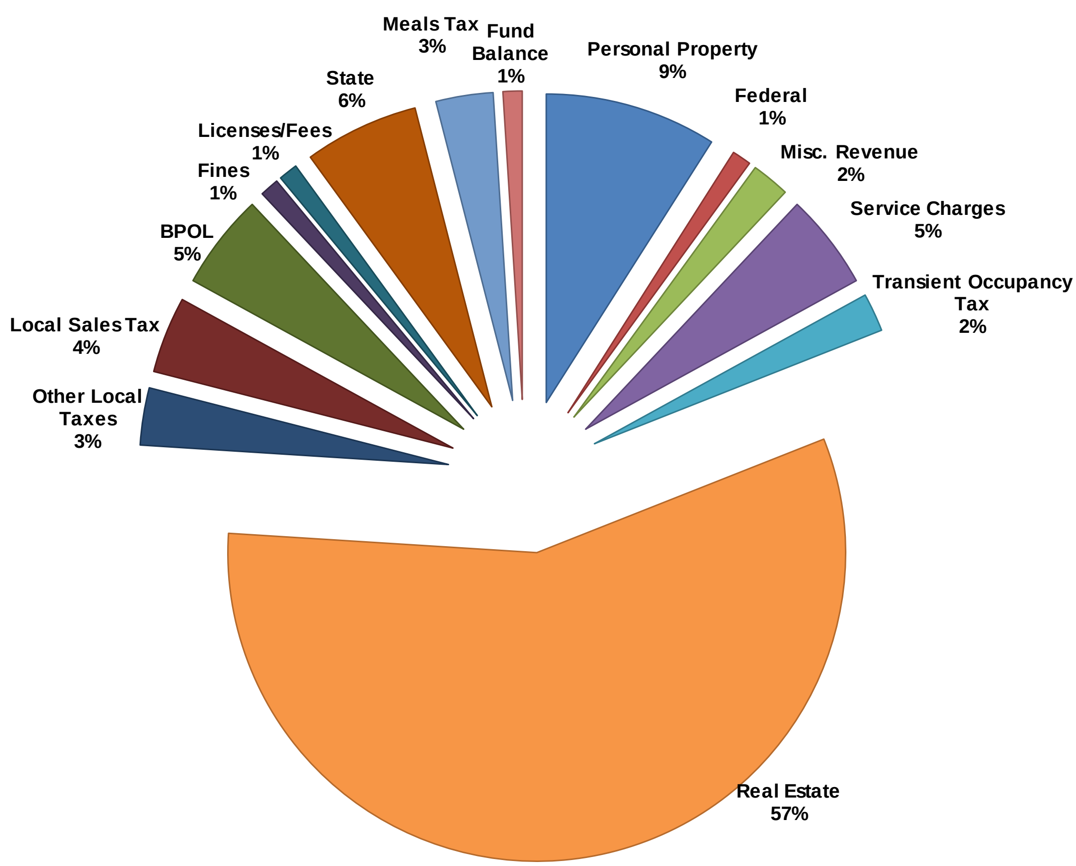
[3] Beginning in FY 2019 the HOME portion of AHIF is budgeted in the Community Development Fund. Total AHIF Funding in the FY 2019 Proposed Budget is $13,719,786.

Numbers may not add due to rounding.

FY 2019 Proposed Budget General Fund Expenditures



FY 2019 Proposed Budget General Fund Revenues



COUNTY GOVERNMENT SUMMARY

	FY 2017 Adopted FTE	FY 2018 Adopted FTE	FY 2019 Proposed FTE	FY 2017 Actual Expense	FY 2018 Adopted Expense	FY 2019 Proposed Expense
GENERAL FUND						
County Board	10.00	10.00	10.00	$1,405,569	$1,609,356	$1,690,852
County Manager	33.35	36.00	33.00	5,425,724	5,740,793	5,670,360
Management and Finance	57.50	58.50	57.50	7,428,284	7,906,201	8,224,515
Technology Services	78.00	77.00	74.00	20,459,333	20,538,645	22,020,099
Human Resources	53.00	53.00	53.00	8,919,460	9,525,537	9,855,629
County Attorney	15.00	16.00	16.00	3,141,596	3,003,267	3,027,687
Circuit Court	9.80	10.30	10.30	1,052,604	1,115,433	1,200,357
Clerk of the Circuit Court	27.00	27.00	27.00	3,194,744	3,228,122	3,292,800
General District Court	1.50	1.50	1.00	332,851	392,416	382,942
Juvenile and Domestic Relations Court	55.80	57.80	59.80	6,003,988	6,802,948	7,427,914
Commonwealth's Attorney	34.00	35.00	35.00	4,049,552	4,196,604	4,286,518
Office of the Magistrate	-	-	-	39,044	42,720	41,432
Office of the Public Defender	-	-	-	157,137	185,410	191,613
Sheriff	286.00	293.00	293.00	44,118,172	42,746,746	44,114,206
Commissioner of Revenue	52.00	53.00	53.00	5,457,960	5,809,383	5,945,103
Treasurer	62.66	62.66	62.66	6,879,063	7,035,346	7,182,170
Electoral Board	8.40	8.40	8.40	1,479,070	1,316,048	1,342,468
Public Safety Comms. & Emergency Mgmt.	74.50	76.50	74.50	11,662,065	12,415,246	13,452,872
Police	478.00	478.00	477.00	66,040,676	68,028,917	69,991,450
Fire	332.00	332.00	340.00	58,034,572	59,790,930	62,885,709
Environmental Services	401.00	405.00	400.50	92,599,834	96,437,470	99,159,398
Human Services	700.82	708.52	696.32	134,525,749	137,101,996	138,794,705
Libraries	133.85	134.85	133.85	13,648,924	14,351,930	14,541,963
Economic Development	60.00	56.20	52.90	8,524,531	8,964,571	8,715,160
Community Planning, Housing & Devel.	87.00	86.00	83.50	10,978,461	11,685,628	11,398,408
Parks and Recreation	379.04	379.07	368.14	40,081,828	41,677,156	42,145,456
Non-Departmental/Other				70,732,014	69,773,757	67,771,793
Debt Service				60,275,165	62,964,345	67,800,000
Regionals/Contributions				7,410,836	7,531,562	6,525,002
Metro				30,343,315	36,239,655	40,600,000
SUBTOTAL FOR FUND	3,430.22	3,455.30	3,420.37	724,402,123	748,158,138	769,678,581
TRANSFERS TO OTHER FUNDS						
Utility Fund				400,000	199,200	199,200
Travel & Tourism Promotion				626,148	246,700	246,700
Automotive Equipment				100,500	32,000	-
Printing				241,769	249,600	249,600
SUBTOTAL				1,368,417	727,500	695,500
Schools Transfer				476,070,856	490,256,196	497,972,135
General Capital Projects				20,191,849	13,570,178	5,544,983
TOTAL TRANSFERS TO OTHER FUNDS				497,631,122	504,553,874	504,212,618
GENERAL FUND TOTAL	**3,430.22**	**3,455.30**	**3,420.37**	**$1,222,033,245**	**$1,252,712,012**	**$1,273,891,199**
OTHER FUNDS - OPERATING AND CAPITAL						
Ballston Quarter Tax Increment Financing	-	-	-	111,785	-	537,700
Travel & Tourism Promotion	-	7.00	7.00	1,710,886	1,519,200	1,546,700
Ballston Business Improvement District	-	-	-	1,581,937	1,539,333	1,427,433
Rosslyn Business Improvement District	-	-	-	3,489,033	3,813,445	3,772,348
Crystal City Business Improvement Dist.	-	-	-	2,522,936	2,681,991	2,585,894
Community Development	4.50	4.50	4.50	3,621,791	1,221,085	1,992,088
Section 8 Housing Assistance	17.10	17.10	12.35	18,791,247	18,964,693	18,671,085
General Capital - PAYG [1]	-	-	-	42,425,853	13,570,178	5,544,983
Stormwater Management	42.00	42.00	44.00	14,999,355	10,159,660	10,680,660
Transportation Capital [1]	18.00	22.00	29.00	27,419,474	38,323,698	37,225,429
Crystal City Tax Increment Financing [1]	7.50	6.50	6.50	1,919,836	6,304,880	4,718,020
Columbia Pike Tax Increment Financing	-	-	-	632,875	-	150,730
Utilities	243.95	246.95	247.95	98,236,842	103,349,971	103,515,759
Utility Capital	-	-	-	23,543,259	19,426,740	19,979,500
Ballston Public Parking Garage	-	-	-	4,589,820	8,813,076	2,620,558
Ballston Public Parking Garage - 8th Level	-	-	-	77,579	1,091,900	89,356
CPHD Development	97.00	104.00	106.00	17,662,645	20,230,219	21,747,885
Automotive Equipment	63.00	63.00	63.00	16,229,036	16,163,276	16,462,216
Printing	8.00	8.00	8.00	2,353,030	2,469,285	2,503,489
TOTAL OTHER FUNDS	501.05	521.05	528.30	281,919,218	269,642,630	255,771,833
LESS GENERAL FUND TRANSFERS				(497,631,122)	(504,553,874)	(504,212,618)
LESS OTHER FUND TRANSFERS [2]				(17,308,456)	(14,884,727)	(16,741,734)
TOTAL COUNTY GOVERNMENT	**3,931.27**	**3,976.35**	**3,948.67**	**$989,012,885**	**$1,002,916,041**	**$1,008,708,680**

[1] Expenses do not include utilization of fund balance for FY 2018 and FY 2019. Refer to fund narrative for total expenditures.
[2] Includes Other Fund transfers to General Fund and inter-fund transfers.

EXPENDITURE COMPARISON

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Increase '18 Adopted to '19 Proposed
GENERAL ADMINISTRATION				
County Board	$1,405,569	$1,609,356	$1,690,852	5.1%
County Manager	5,425,724	5,740,793	5,670,360	-1.2%
Management and Finance	7,428,284	7,906,201	8,224,515	4.0%
Technology Services	20,459,333	20,538,645	22,020,099	7.2%
Human Resources	8,919,460	9,525,537	9,855,629	3.5%
County Attorney	3,141,596	3,003,267	3,027,687	0.8%
Subtotal: General Administration	46,779,966	48,323,799	50,489,142	4.5%
COURTS AND CONSTITUTIONALS				
Circuit Court	1,052,604	1,115,433	1,200,357	7.6%
Clerk of the Circuit Court	3,194,744	3,228,122	3,292,800	2.0%
General District Court	332,851	392,416	382,942	-2.4%
Juvenile and Domestic Relations Court	6,003,988	6,802,948	7,427,914	9.2%
Commonwealth's Attorney	4,049,552	4,196,604	4,286,518	2.1%
Office of the Magistrate	39,044	42,720	41,432	-3.0%
Office of the Public Defender	157,137	185,410	191,613	3.3%
Sheriff	44,118,172	42,746,746	44,114,206	3.2%
Commissioner of Revenue	5,457,960	5,809,383	5,945,103	2.3%
Treasurer	6,879,063	7,035,346	7,182,170	2.1%
Electoral Board	1,479,070	1,316,048	1,342,468	2.0%
Subtotal: Courts and Constitutionals	72,764,186	72,871,176	75,407,523	3.5%
PUBLIC SAFETY				
Public Safety Comms. & Emergency Mgmt.	11,662,065	12,415,246	13,452,872	8.4%
Police	66,040,676	68,028,917	69,991,450	2.9%
Fire	58,034,572	59,790,930	62,885,709	5.2%
Subtotal: Public Safety	135,737,313	140,235,093	146,330,031	4.3%
ENVIRONMENTAL SERVICES	92,599,834	96,437,470	99,159,398	2.8%
HUMAN SERVICES	134,525,749	137,101,996	138,794,705	1.2%
COMMUNITY SERVICES				
Libraries	13,648,924	14,351,930	14,541,963	1.3%
Parks and Recreation	40,081,828	41,677,156	42,145,456	1.1%
Subtotal: Community Services	53,730,753	56,029,086	56,687,419	1.2%
PLANNING AND DEVELOPMENT				
Economic Development	8,524,531	8,964,571	8,715,160	-2.8%
Community Planning, Housing & Devel.	10,978,461	11,685,628	11,398,408	-2.5%
Subtotal: Planning and Development	19,502,992	20,650,199	20,113,568	-2.6%
OTHER				
Non-Departmental/Other	70,732,014	69,773,757	67,771,793	-2.9%
Debt Service	60,275,165	62,964,345	67,800,000	7.7%
Regionals/Contributions	7,410,836	7,531,562	6,525,002	-13.4%
Metro	30,343,315	36,239,655	40,600,000	12.0%
Subtotal: Other	168,761,330	176,509,319	182,696,795	3.5%
TOTAL GENERAL FUND OPERATIONS	**$724,402,123**	**$748,158,138**	**$769,678,581**	**2.9%**
OTHER FUNDS - OPERATING & CAPITAL				
Ballston Quarter Tax Increment Financing	111,785	-	537,700	-
Travel & Tourism Promotion	1,710,886	1,519,200	1,546,700	1.8%
Ballston Business Improvement District	1,581,937	1,539,333	1,427,433	-7.3%
Rosslyn Business Improvement District	3,489,033	3,813,445	3,772,348	-1.1%
Crystal City Business Improvement District	2,522,936	2,681,991	2,585,894	-3.6%
Community Development	3,621,791	1,221,085	1,992,088	63.1%
Section 8 Housing Assistance	18,791,247	18,964,693	18,671,085	-1.5%
General Capital - PAYG [2]	42,425,853	13,570,178	5,544,983	-59.1%
Stormwater Management	14,999,355	10,159,660	10,680,660	5.1%
Transportation Capital [2]	27,419,474	38,323,698	37,225,429	-2.9%
Crystal City Tax Increment Financing [2]	1,919,836	6,304,880	4,718,020	-25.2%
Columbia Pike Tax Increment Financing	632,875	-	150,730	-
Utilities	98,236,842	103,349,971	103,515,759	0.2%
Utilities Capital	23,543,259	19,426,740	19,979,500	2.8%
Ballston Public Parking Garage	4,589,820	8,813,076	2,620,558	-70.3%
Ballston Public Parking Garage - 8th Level	77,579	1,091,900	89,356	-91.8%
CPHD Development	17,662,645	20,230,219	21,747,885	7.5%
Automotive Equipment	16,229,036	16,163,276	16,462,216	1.8%
Printing	2,353,030	2,469,285	2,503,489	1.4%
TOTAL OTHER FUNDS	**$281,919,218**	**$269,642,630**	**$255,771,833**	**-5.1%**
Less Other Fund Transfers [1]	(17,308,456)	(14,884,727)	(16,741,734)	12.5%
TOTAL COUNTY REQUIREMENTS	**$989,012,885**	**$1,002,916,041**	**$1,008,708,680**	**0.6%**

[1] Includes Other Fund transfers to General Fund and inter-fund transfers.
[2] Expenses do not include utilization of fund balance for FY 2018 and FY 2019. Refer to fund narrative for total expenditure

FY 2019 PROPOSED BUDGET POSITION CHANGES

This table details the added and eliminated full-time equivalent positions (FTEs) in the FY 2019 Proposed Budget. Interdepartmental reorganizations are shown as transfers.

	FTE Changes: FY 2018 Adopted to FY 2019 Proposed
GENERAL FUND	
County Manager's Office	
Transfer the Joint Facilities Advisory Committee support position to CPHD	(1.00)
Transfer the Grant Compliance Position to the Transportation Capital Fund	(1.00)
Eliminate an ATV Producer	(1.00)
Total County Manager's Office	(3.00)
Department of Management and Finance	
Eliminate a real estate Staff Support Technician	(1.00)
Total Department of Management and Finance	(1.00)
Department of Technology Services	
Eliminate PRISM enterprise system functional support	(2.00)
Eliminate Cable Administrator	(1.00)
Total Department of Technology Services	(3.00)
General District Court	
Eliminate long-term Office Aide and Administrative Assistant vacancies	(0.50)
Total General District Court	(0.50)
Juvenile and Domestic Relations Court	
Add a grant-funded position for the Safe Haven program	1.00
Added a grant-funded FTE in FY 2018 for the Safe Haven program	1.00
Total Juvenile and Domestic Relations Court	2.00
Public Safety Communications & Emergency Management (DPSCEM)	
Eliminate a Public Outreach and Education position	(1.00)
Transferred a position during FY 2017 closeout to Police to support the Public Safety IT group	(1.00)
Total Public Safety Communications & Emergency Management	(2.00)
Police	
Eliminate two Public Service Aides	(2.00)
Transferred a position during FY 2017 closeout from DPSCEM to support the Public Safety IT group	1.00
Total Police	(1.00)
Fire	
Eliminate vacant civilian position	(1.00)
Add Firefighter / EMT I positions	9.00
Total Fire	8.00
Department of Environmental Services (DES)	
Eliminate a Communications Specialist	(0.50)
Eliminate Chief of Staff	(1.00)
Eliminate Administration / Front Desk Support position	(1.00)
Eliminate Custodian	(1.00)
Add a Building Engineer	1.00

	FTE Changes: FY 2018 Adopted to FY 2019 Proposed
Transfer an Assistant Permit Administration Manager from the CPHD Development Fund	1.00
Transfer Administrative Assistant position to the Stormwater Fund	(1.00)
Transfer Transportation Program Manager and 2 Transportation Budget Analysts to the Transportation Capital Fund	(3.00)
Added a Columbia Pike Street cleaning position during FY 2017 Closeout	1.00
Total Department of Environmental Services	(4.50)
Department of Human Services (DHS)	
Eliminate an Administrative Technician	(1.00)
Eliminate an Eligibility Worker	(1.00)
Eliminate Employment Services positions, including a Management Specialist, DHS Program Manager, three Employment Services Specialists, and the Employment Services Supervisor	(6.00)
Eliminate an Office Supervisor in Public Health	(1.00)
Eliminate two Administrative Technicians that support the pharmacy	(2.00)
Eliminate a Management Specialist which services as the Clinic Practice Manager for the Public Health clinics	(1.00)
Eliminate a Laboratory Section Supervisor and 3 Laboratory Technologists	(4.00)
Transfer a Volunteer Services Program Coordinator to the CPHD Development Fund	(1.00)
Transfer an Administrative Technician I from the Housing Choice Voucher Program in the Section 8 Fund	0.75
Add a Psychiatrist through a conversion of existing non-personnel contractor funds	1.00
Add a grant-funded Mental Health Therapist II position and an Administrative Specialist positions	1.50
Added an Administrative Assistant IV position during FY 2017 closeout though a conversion of existing non-personnel contractor funds	*0.05*
Added a grant-funded temporary Management Specialist during FY 2017 closeout through a conversion of existing non-personnel contractor funds	*0.50*
Added a grant-funded temporary Mental Health Therapist during FY 2017 closeout through a conversion of existing non-personnel contractor funds	*1.00*
Total Department of Human Services	(12.20)
Libraries	
Eliminate a Library Assistant II that processes physical materials	(1.00)
Total Libraries	(1.00)
Parks and Recreation	
Convert Preschool Aides to permanents employees (-0.39 temps) and add additional permanent preschool aides (3.10 permanent FTEs)	2.71
Convert temporary funding to non-personnel for contract services	(1.33)
Reduce temporary positions to adjust for revenue producing programs	(0.55)
Eliminate temporary funding for July Fourth programming	(0.74)
Eliminate Mobile Services Coordination (Transportation) positions, including 1.5 permanent positions and 0.99 temporary positions	(2.49)
Eliminate temporary position at Carver Community Center	(1.00)
Eliminate temporary position that supports the snow blower program	(0.50)
Eliminate the position that supports the boxing program	(0.90)
Eliminate Office of Community Health positions, including 0.13 temporary position	(4.13)
Eliminate Volunteer Office positions	(2.00)
Total Parks and Recreation	(10.93)
Economic Development	
Eliminate a Humanities Program position	(0.80)
Eliminate the New Media Curator	(0.50)
Eliminate the Strategic Partnerships Executive Liaison	(1.00)
Eliminate the ConnectArlington marketing position	(1.00)
Total Department of Economic Development	(3.30)

	FTE Changes: FY 2018 Adopted to FY 2019 Proposed
Community Planning, Housing and Development (CPHD)	
Transfer the Joint Facilities Advisory Committee support position from the County Manager's Office	1.00
Eliminate a portion of a Code Enforcement Supervisor in Inspections Services	(0.50)
Eliminate an Administrative Assistant V in the Planning Division	(1.00)
Eliminate an Administrative Planning Supervisor in the Planning Division	(1.00)
Eliminate a Principal Planner	(1.00)
Total Community Planning, Housing and Development	(2.50)
NET POSITION CHANGES: GENERAL FUND	**(34.93)**
OTHER FUNDS	
Section 8 Housing Assistance	
Eliminate a Housing Choice Supervisor	(1.00)
Eliminate a Housing Inspector	(1.00)
Eliminate two Housing Assistance Program Specialists	(2.00)
Transfer an Administrative Technician I to DHS General Fund	(0.75)
Total Section 8 Housing Assistance	(4.75)
Stormwater	
Transfer Administrative Assistant position from DES General Fund	1.00
Add a position to manage small drainage projects	1.00
Total Stormwater	2.00
Transportation Capital Fund	
Transfer the Grant Compliance Position from the County Manager's Office	1.00
Transfer Transportation Program Manager and 2 Transportation Budget Analysts from DES General Fund	3.00
Add 2 Design Engineers	2.00
Add a Community Relations Specialist	1.00
Total Transportation Capital Fund	7.00
Utilities Fund	
Add a Public Engagement position	1.00
Total Utilities Fund	1.00
CPHD Development Fund	
Transfer an Assistant Permit Administration Manager to DES General Fund	(1.00)
Transfer a Volunteer Services Program Coordinator from DHS General Fund	1.00
Add a Mechanical Inspector	1.00
Add a Permit Processing Specialist	1.00
Total CPHD Development Fund	2.00
NET POSITION CHANGES: OTHER FUNDS	**7.25**
NET POSITION CHANGES: ALL FUNDS	**(27.68)**

Compensation

	ALL FUNDS		GENERAL FUND	
	FY 2019 Proposed	Percent of Total	FY 2019 Proposed	Percent of Total
Pay (Salaries)	$320,360,260	66.23%	$280,951,818	65.72%
Retirement	72,599,596	15.01%	64,904,494	15.18%
FICA	24,082,444	4.98%	21,165,702	4.95%
Health Insurance - Employees	38,950,218	8.05%	33,265,353	7.78%
Health/Life Insurance - Retirees	12,400,000	2.56%	12,400,000	2.90%
Life Insurance - Employees	425,795	0.09%	372,631	0.09%
Commuting & Transportation	2,768,621	0.57%	2,385,577	0.56%
Tuition Reimbursement	325,500	0.07%	325,500	0.08%
Unemployment/Short-Term Disability	280,000	0.06%	280,000	0.07%
Workers Compensation	3,130,000	0.65%	3,130,000	0.73%
Transfer to OPEB Trust Fund	7,000,000	1.45%	7,000,000	1.64%
Miscellaneous	1,367,513	0.28%	1,305,440	0.31%
Total	**$483,689,947**	**100%**	**$427,486,515**	**100%**

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

Pay Enhancements – FY 2004 to FY 2019

The following provides a history of key pay enhancements.

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

Fiscal Year	COLA/Market Pay Adjustment	Other Changes
FY 2012	None	▪ 1% One-time lump sum payment for employees at step 18 ▪ Merit/step increases included
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 2019 Proposed Budget		
Plan	**Employee Type**	**County Contribution Rate**
Defined Benefit	General Employees	15.0% of pay
	Uniformed Employees	38.1% 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 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 2019	4.2%	-	-	-
FY 2009 (as of 1/1/09)	4.2%	-	-	-
FY 2003 through FY 2008	2%	-	1%	-

Employee Health Insurance

The overall budget for health and dental insurance is projected to increase five percent. Rates and various plans and election levels will be finalized in Spring 2018.

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REVENUES

OVERVIEW

Fiscal Year (FY) 2019 revenues reflect ongoing modest growth in the Northern Virginia economy. Arlington's proximity to the nation's capital, balanced economy, smart growth planning, and highly-educated workforce help produce Arlington's slightly positive revenues.

Real estate tax revenues make up 57 percent of all General Fund revenues. In CY 2018, revenue growth from real estate tax slowed compared to last year but still reflects Arlington's stable property values with overall growth of 1.9 percent. However, values vary between residential and commercial property values.

Arlington's existing residential properties experienced a solid 3.8 percent growth in value, tracking the historic stability of the County's neighborhoods. This growth reflects increasing sales prices, with new construction adding an additional 1.0 percent. The average value of existing residential properties, including condominiums, townhouses and detached homes, increased from $617,200 in Calendar Year (CY) 2017 to $640,900 in CY 2018, an increase of 3.8 percent.

While property values for apartments, general commercial (malls, retail stores, gas stations, etc.), and hotels all showed modest growth, existing office property values declined 7.3 percent. This decrease in office property value is driven by increased vacancies and rent concessions.

Existing apartment property values increased 3.0 percent reflecting increasing rents while general commercial increased 2.7 percent and existing hotels increased 1.0 percent. Overall, existing commercial properties decreased by 1.2 percent. New construction – primarily in the apartments market - added 1.0 percent in value resulting in an overall decrease of 0.2 percent for all commercial properties.

Meanwhile, other revenue streams are experiencing a variety of changes. Local taxes other than real estate are expected to increase – 4.2 percent in the aggregate. Local fees and fines are anticipated to increase slightly in the aggregate while interest revenue is decreasing to reflect actuals being a bit lower than last year's budget. Charges for services are expected to increase 5.4 percent. Revenue from the Commonwealth is up 3.1 percent while funds from the federal government are increasing 7.5 percent, primarily due to increases in social services grants.

General Fund Revenues

Excluding fund balance, General Fund revenues for FY 2019 are forecast to be $1,258,697,130, an increase of 3.1 percent over the FY 2018 adopted budget levels. This change reflects the increase in the assessment base, proposed increases in utility tax rates, proposed increases in a variety of other fines and fees, and growth in all other tax revenue combined. Total General Fund revenues including fund balance total $1,273,891,199.

Modest Gains in Local Tax Revenues

For the FY 2019 proposed budget, General Fund tax revenues are forecast to increase by 4.2 percent. This gain is driven primarily by overall real estate assessment increases of 1.9 percent.

Other taxes combined are forecast to increase 4.2 percent in FY 2019. Personal property tax (including business tangible tax) is expected to increase 3.1 percent overall. This tax stream is increasing in the business tangibles segment (up 5.9 percent) based on recent actual receipts. Vehicle personal property receipts are increasing 1.8 percent in FY 2019. Sales tax is up 3.0 percent and meals tax is up 4.0 percent reflecting recent actuals in FY 2018 while transient occupancy tax is up 2.2 percent reflecting current daily rates and occupancy rates. Business, Professional and Occupational License Tax (BPOL) is projected to increase 4.0 percent.

State and Federal Budget Adjustments

FY 2019 revenue from the Commonwealth is expected to be up 3.1 percent while federal government revenues increase 7.5 percent. The increase in the Commonwealth revenue can be attributed to higher highway aid based on additional lane miles and changes in the Governor's proposed budget, additional funding for mental health / intellectual disability, higher grantor's tax revenue based on recent trends, and increased law enforcement aid included in the Governor's proposed budget.

The increase in federal funds is primarily driven by additional social service grant funds.

Staff is monitoring the 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 2019 proposed budget reflects a CY 2018 real estate tax rate of $1.006, which includes the current base rate of $0.993 and the county-wide wide sanitary district rate of $0.013 for stormwater management. Arlington will continue to have one of the lowest real estate tax rates in the Northern Virginia region, maintaining its history of providing excellent value. Because of assessment growth, the average homeowner will pay $238 more in real estate taxes in CY 2018 than in CY 2017, an increase of 3.8 percent.

Revenue Sharing with Arlington Public Schools (APS)

The FY 2019 proposed transfer to APS is $497,604,901 in ongoing FY 2019 local tax revenues – a 2.8 percent increase over the FY 2018 adopted budget. These funds are generated from a 46.6% share of ongoing local tax revenues. In addition, the Schools will receive $0.4 million in one-time funding from the proposed shift in the Crystal City Tax Increment Financing increment from 30% to 25% effective in CY 2018. Total proposed School funding for FY 2019 is $497,972,135.

Comparison between Budgeted Revenues and Expenditures

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

Fiscal Outlook

Arlington continues to economically surpass much of the region and the nation. Arlington's unemployment rate remains the lowest in the Commonwealth. The County's per capita income remains among the highest in the state. Home prices continue on a positive trajectory, which help balance the commercial real estate sector's slower growth. Arlington is poised to begin FY 2019 with steady revenue streams, an overall positive real estate market, and low unemployment levels.

Economic Indicators

	CY 2015	CY 2016	CY 2017
Consumer Price Index (national CPI-U average)	0.1%	1.2%	2.1%
Employment Cost Index (private industry workers)	1.9%	2.2%	2.6%
Unemployment – US / Arlington (December)	5.3% / 2.8%	4.7% / 2.6%	4.4% / 2.2%
Mortgage Rate (annual average – 30 year fixed rate)	3.85% / 0.6 pts.	3.65% / 0.5 pts.	3.99% / 0.5 pts.
Federal Fund Rate (annualized)	0.13%	0.39%	1.00%
Retail Sales (based on 1% of Arlington tax revenue)	$3.95 billion	$4.06 billion	$4.15 billion (estimated)
Office Vacancy Rate – (including sublets)	19.2%	19.0%	19.4%
Tourism – Hotel Occupancy Rate	77%	77%	77%
Tourism – Average Hotel room rate	$158.85	$162.04	$167.42

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) 2018, which includes an adopted base rate of $0.993 plus a $0.013 stormwater tax, is one of the lowest in the Northern Virginia region. Charts comparing current (CY 2017) tax rates and tax bills for various Northern Virginia jurisdictions can be found later in this section.

FINANCIAL STANDING

Arlington is one of approximately 39 counties in the United States to be awarded a triple Aaa/AAA/AAA credit rating. In May 2017, 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 2019

The following proposed changes for FY 2019 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 2019 proposed budget includes the following:

- In line with County Board guidance, the base real estate tax rate is proposed to remain at the CY 2017 adopted rate of $0.993 per $100 of assessment value.
- Increases to the residential utility tax rates are proposed: (1) from $0.005115 per kilowatt-hour (kWh) of electricity (with a $3 monthly maximum and the first 400 kWh exempt) to $0.01110 per kWh of electricity (with a $3 monthly maximum and no exemption) for electricity and (2) from $0.045 per hundred cubic feet (CCF) of natural gas (with a $3 monthly maximum and the first 20 CCF exempt) to $1.38 per CCF of natural gas (with a $3 monthly maximum and no exemption) for natural gas. This increase to residential rates would have the effect of charging almost all residential utility consumers the $3 per month maximum.
- A five percent increase is proposed to the commercial utility tax rates: (1) from $0.00649 per kWh plus a fixed monthly charge of $1.15 to $0.00681 per kWh of electricity plus a fixed monthly charge of $1.15 for electricity and (2) from $0.06522 per CCF of natural gas plus a fixed monthly charge of $0.845 to $0.06848 per CCF of natural gas plus a fixed monthly charge of $0.845 for natural gas.
- A 2.5 percent credit card convenience fee is proposed to shift the cost of using a credit card to those individuals who choose that payment method rather than having the County absorb that fee at the taxpayer’s expense.
- Fines for exceeding the time limit on parking meters are proposed to increase from $35 per infraction to $40.
- Parking meter rates are proposed to increase $0.25 while enforcement times are proposed to change from 8 a.m. to 6 p.m. Monday through Saturday to 8 a.m. to 8 p.m. Monday through Saturday.
- In the Department of Environmental Services (DES), the household solid waste rate increases from $314.16 to $316.16. The fee is charged per refuse unit and achieves the County’s objective of 100 percent recovery of household refuse collection, disposal and recycling costs, leaf collection costs, and overtime costs associated with brush and metal collection.
- In DES, a new fee structure for the Multi-Family and Commercial Recycling Program is proposed which will result in full cost recovery for this program.
- In DES, increases to Chapter 22 and Chapter 23 fees for the review of private site civil engineering design plans, building permits, right-of-way use permits and other related permitting and construction inspection services are proposed.
- In the Fire Department, increases to the hourly fees for the Fire Systems Testing Program and inspections for Hazardous Material permits are proposed to achieve full cost recovery for these programs.

- In the Department of Human Services, new fees for Sexually Transmitted Infection (STI) clients receiving clinical, testing, and pharmaceuticals services are proposed.

- In the Department of Community Planning, Housing and Development, a new fee is proposed for the processing and preparation of Local Historic District designation reports.

- In the Department of Parks and Recreation (DPR), fee changes and new fees are proposed including short-term rental program rentals, tournament hosting fees, realignment of a variety of camp and class offerings as well as aquatics and gymnastics team fees, a change to the preschool program to upgrade the Teacher without a Paid Aide offering to Teacher with a Paid Aide for all offerings, and an increase to creative arts programs due to supply cost increases.

Stormwater Fund

- The FY 2019 proposed budget maintains the sanitary district tax for stormwater at $0.013 per $100 of assessed value to manage and improve the County's stormwater system.

- Increases to the Erosion and Sediment Control fees are recommended.

Utilities Fund

- The water/sewer rate remains flat at $13.62 per thousand gallons. This corresponds to an estimated annual fee of $817.20 per household annually assuming 60,000 gallons of water consumption.

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

- The FY 2019 proposed budget funds the Crystal City, Potomac Yard, and Pentagon City TIF area using CY 2011 district assessments as the base year for valuation. The FY 2019 proposed budget decreases the increment dedicated to the TIF from 30 percent to 25 percent; this change has no impact on projects planned or timing of implementation. Therefore, funding in FY 2019 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 2019 revenue for the TIF is projected to be $4.7 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 2019 is expected to total $150,730.

Ballston Quarter Tax Increment Financing (TIF) Fund

- The FY 2019 proposed budget reflects the CY 2018 assessed values in the TIF district compared to the 2015 base year. Funding in an amount up to 65 percent of the incremental base value 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 & Series 2016 B bond issuance. Funding for FY 2019 totals $537,500.

Transportation Capital Fund (formerly the Transportation Investment Fund)

- The FY 2019 proposed budget maintains the tax rate for Transportation Capital Fund at $0.125 for each $100 of real estate assessment 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 2019 real estate tax revenue for the Transportation

Capital Fund is projected to be $25.2 million in addition to $12.0 million of NVTA local share funding.

Special Assessment District Funds

- In the FY 2019 proposed budget, the Ballston Business Improvement Service District CY 2018 tax rate remains $0.045 for each $100 of real estate assessment value, no change from the CY 2017 rate. However, Ballston BID is currently evaluating the feasibility of a one-time tax rate increase. This one-time tax increase would not exceed a rate of $0.053 per $100 of assessed value. A final recommendation on the tax rate will be made by the Ballston BID in collaboration with their Board of Shareholders and will be proposed to the County Board before the BID's Budget work session on March 19, 2018. This BID 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 2018 tax rate remains at $0.043 for each $100 of real estate assessment value, no change from the CY 2017 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 2018 tax rate remains at $0.078 for each $100 of real estate assessment value, no change from CY 2017 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 2019 proposed budget includes a 2.5 percent inflationary increase to all Development Fund fees to reflect increases to the costs of employee wages and benefits.

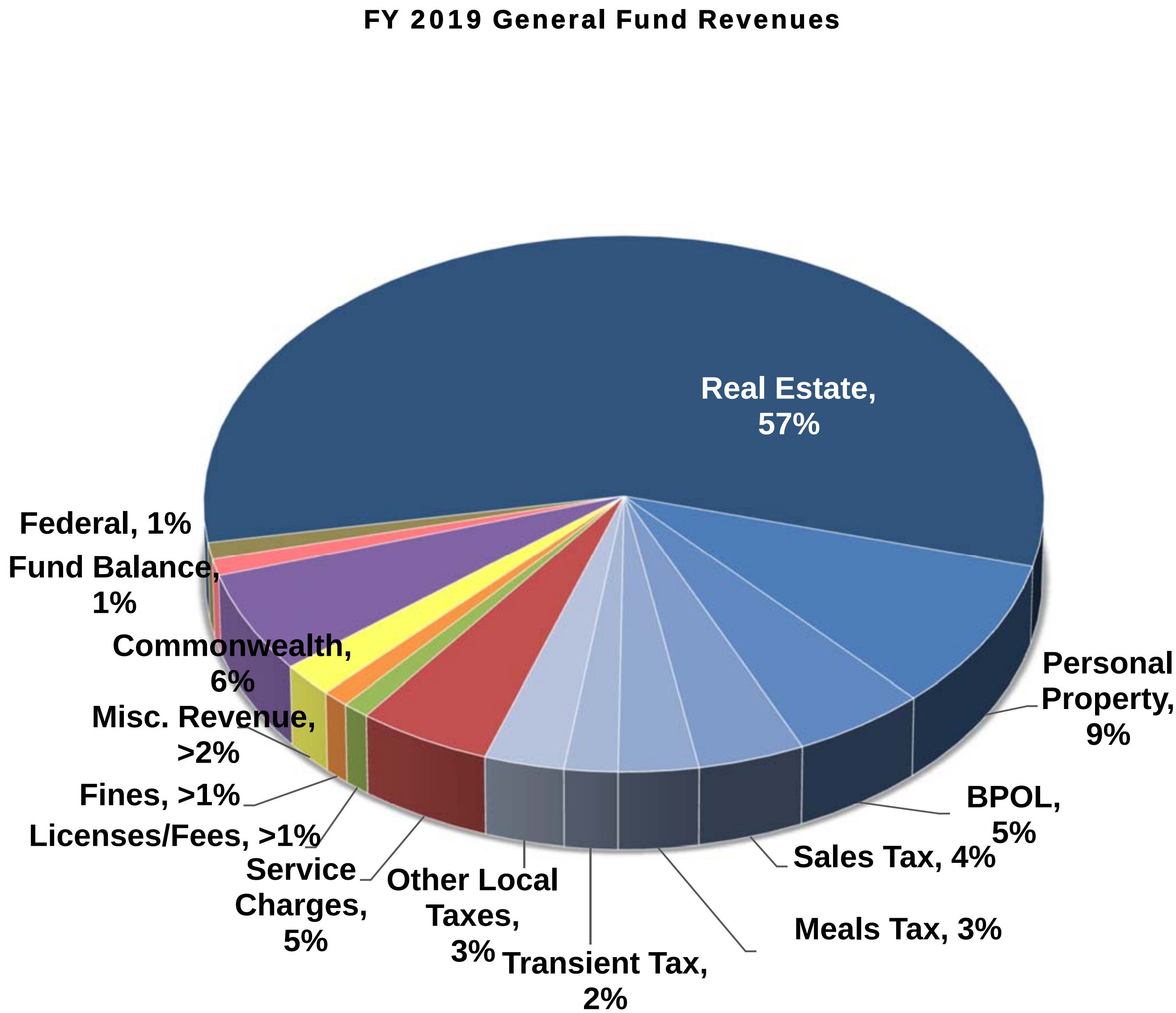
- Authority to implement an increase to the Fund's Automation Enhancement Surcharge upon the successful implementation of the first phase of One-Stop Arlington online permitting system is also recommended to fund ongoing technology initiatives within the Development Fund including the maintenance of the One-Stop Arlington online permitting system.

GENERAL FUND REVENUE SUMMARY

The FY 2019 General Fund budget is financed by a variety of revenue sources, which include local taxes, service charges, fees, and state and federal revenue.

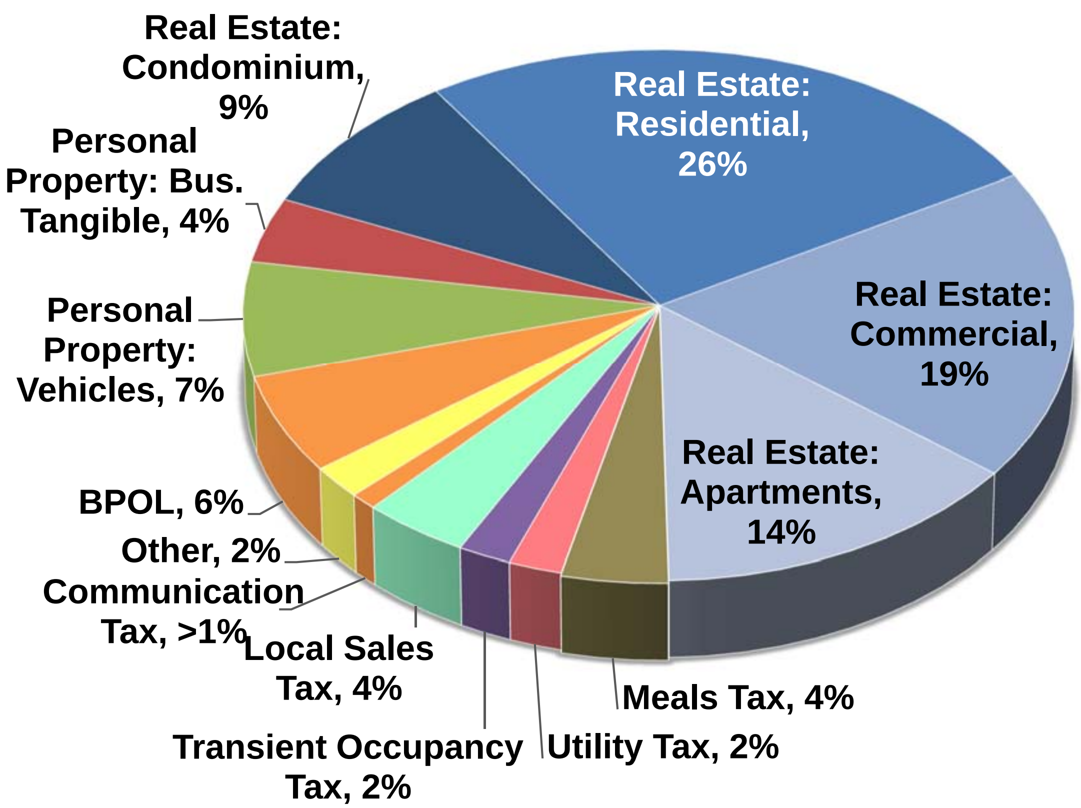
- General Fund revenues are projected to total $1.27 billion, an increase of $21.2 million (1.7 percent) over the adopted FY 2018 budget. Net of fund balance, General Fund revenues are projected to total $1.26 billion, an increase of $37.5 million (3.1 percent).
- Local tax revenues are projected to total $1,067,821,677, an increase of $28.8 million (2.8 percent) over the FY 2018 adopted budget.
  - Local taxes represent 84 percent of total General Fund revenue.
  - Real estate assessments are up 1.9 percent over last year.
  - In line with County Board guidance, the proposed base real estate tax rate has not changed compared the FY 2018 adopted level of $0.993 per $100 of assessment value.
- License, Permits, and Fee revenue are projected to total $11.3 million, a 5.1 percent increase over FY 2018 adopted budget levels. This increase is due primarily to a proposed increase to the hourly fees for the Fire Systems Testing Program and inspections for Hazardous Material permits as well as proposed increases in Highway Permit fees.
- Fines and parking tickets are estimated to generate $7.6 million, a 6.4 percent increase, primarily due to proposed increases in parking meter violation fines and recycling inspection fees in the Multi-Family and Commercial Recycling Program.
- Interest income is forecast at $5.5 million, a decrease from FY 2018 to better reflect actual FY 2017 revenue and anticipated returns in FY 2018.
- Charges for services revenue is projected to increase by $3.2 million or 5.4 percent. This is primarily due to the proposed increase in the rate and enforcement hours for parking meters.
- State revenue is estimated to total $75.4 million, a 3.1 percent increase from the FY 2018 adopted budget.
- Federal Government revenue is forecast to total $16.3 million, a 7.5 percent increase. This is primarily driven increases in the allocations for federally-funded social service programs.
- Previous year fund balance carryover totals $15.2 million funded by a combination of additional revenue and/or expense savings identified from previous fiscal years.

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


FY 2019 General Fund Revenues
Real Estate, 57%
Personal Property, 9%
BPOL, 5%
Sales Tax, 4%
Meals Tax, 3%
Transient Tax, 2%
Other Local Taxes, 3%
Service Charges, 5%
Licenses/Fees, >1%
Fines, >1%
Misc. Revenue, >2%
Commonwealth, 6%
Fund Balance, 1%
Federal, 1%

The pie chart below illustrates the local taxes that the County collects. As demonstrated by the chart, real estate and personal property taxes are the largest tax categories. Together, they account for almost 80 percent of local tax revenue. A description of the local taxes and a discussion of the FY 2019 revenue projections follow.

FY 2019 Local Taxes



REAL ESTATE TAX

Real estate taxes are the largest source of County revenues, generating $730.3 million or 57 percent of all revenues for the FY 2019 General Fund budget and 68 percent of all local tax revenues. Fiscal Year 2019 General Fund revenues reflect the real estate tax rate of $0.993 for each $100 of assessed real property value, no change from CY 2017.

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.

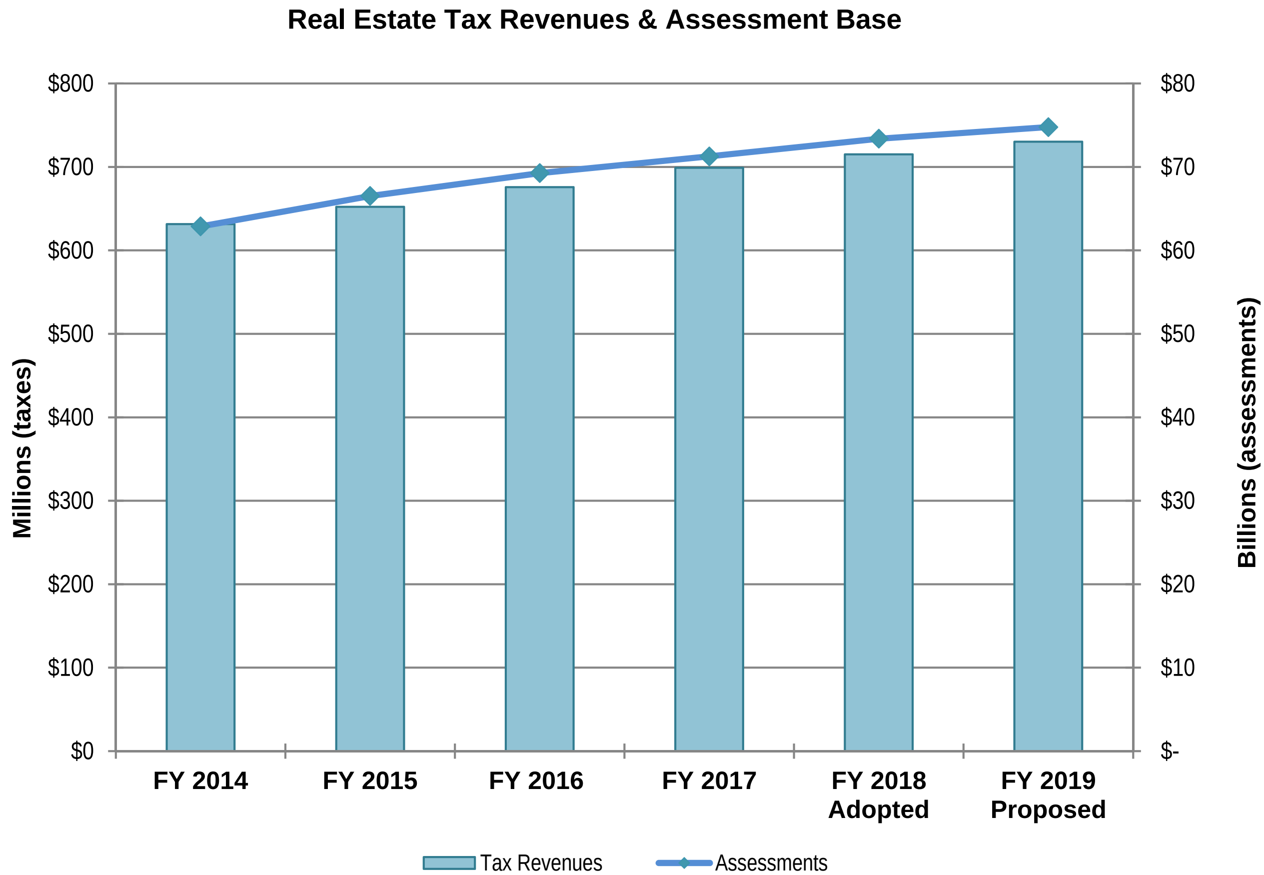
CY 2018 assessments reflected stable property values with 1.9 percent growth over CY 2017 – sustained by solid growth in the residential and apartment markets, partially offset by decreasing office property values. New construction in the County contributed to 0.6 percent of the overall property tax growth.

The combined value of commercial and apartment assessments decreased 0.2 percent. Apartment buildings showed growth of 4.7 percent, which included a 1.7 percent increase from new construction. Commercial properties decreased 3.7 percent due primarily to declining office values (6.8 percent) driven by vacancies and rent concessions, partially offset by 2.7 percent growth in general commercial property (i.e., malls, neighborhood shopping centers, retail shops, and restaurants) values and 2.1 percent growth in hotel property assessment increases.

Residential assessments increased 3.9 percent in the aggregate. Including new construction, single-family houses (including townhomes) increased 4.5 percent, while condominium assessment totals increased by 2.5 percent in CY 2018. The average value of a single-family property increased by 3.8 percent: from $617,200 in CY 2017 to $640,900 in CY 2018. At the proposed real estate tax rate of $1.006, which includes the $0.013 cent sanitary district "stormwater" tax, the average single-family residential tax bill will increase by about $238, or 3.8 percent, in CY 2018.

CHANGE IN ASSESSED VALUE OF REAL ESTATE IN ARLINGTON COUNTY
Calendar Year 2017 to Calendar Year 2018
(In millions, numbers may not add due to rounding)

	Single-Family				
	Houses	Condominium	Apartment	Commercial	Total
Percentage of CY 2017 Tax Base	37%	14%	20%	29%	100%
CY 2017 Tax Base	$27,402	$9,976	$14,991	$21,019	$73,388
Assessed Value Change	$1,165	$251	$455	($894)	$977
CY 2018 Tax Base (Excluding New Growth)	$28,566	$10,227	$15,446	$20,125	$74,365
Percent Change	4.3%	2.5%	3.0%	-4.3%	1.3%
New Construction	$60	-	$253	$106	$419
Percent Change	0.2%	0.0%	1.7%	0.5%	0.6%
CY 2018 With New Construction	$28,627	$10,227	$15,700	$20,231	$74,785
Percent Change CY 2017 to CY 2018	4.5%	2.5%	4.7%	-3.7%	1.9%



The following table shows the projected General Fund revenue generated by the real estate tax rate of $0.993 per $100 of assessed value (excluding the $0.013 rate for the stormwater fund) in FY 2019. The FY 2019 real estate tax revenues account for $9.6 million in anticipated tax refunds (reflecting 1.3 percent of total real estate taxes in line with the trend of actuals) and $0.8 million in penalty and interest revenue. The $730.3 million in real estate tax revenue is net of $4.2 million in tax relief for qualified elderly and disabled taxpayers, $0.5 million in tax relief for disabled veterans (state exemption effective January 1, 2011), $4.7 million set aside for the Crystal City Tax Increment Financing (TIF) fund, $0.2 million set aside for the Columbia Pike TIF fund, and $0.5 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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Real Estate Taxes	$707,500,617	$724,572,910	$739,142,530	2%
Additions, Delinquent Penalty & Interest	699,899	765,000	725,000	-5%
Tax Refunds	(9,298,986)	(10,300,000)	(9,600,000)	-7%
Total	$698,901,530	$715,037,910	$730,267,530	2%

FY 2018 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 2016		$71,275,163,300					
Net Change in Assessments	3.0%	2,113,127,000					
County Property as of April 2017		73,388,290,300	$0.993	$728,745,723	99.6%	$725,830,740	
PSC Property in Tax Year 2016		$162,923,400					
PSC Estimated Net Change in Assessments	7.3%	11,904,068					
PSC Property in Tax Year 2017		$174,827,468	$0.993	$1,736,037	100.0%	$1,736,037	
Total Taxable Base, Fall 2017		$73,563,117,768				$727,566,777	
Taxes Due October 5, 2017							**$363,783,390**
Less Tax Relief for Elderly and Disabled							**(2,200,000)**
Less Tax Relief for Disabled Veterans							**(244,210)**
Less Tax Increment for Crystal City TIF							**(2,898,540)**
Less Tax Increment for Columbia Pike TIF							**-**
Less Tax Increment for Ballston CDA TIF							**(5,270)**
ESTIMATED REVENUE FOR FY 2018 - FALL 2017							**$358,435,370**
County Property as of April 2017		$73,388,290,300					
Net Change in Assessments	1.9%	1,396,259,600					
County Property as of January 1, 2018		74,784,549,900	$0.993	$742,610,580	99.6%	$739,640,140	
PSC Property in Tax Year 2018 (prior to Fall 2018 adjustment)		$174,827,468	$0.993	$1,736,037	100.0%	$1,736,037	
Total Taxable Base, Spring 2018		$74,959,377,368				$741,376,177	
Taxes Due June 15, 2018							**$370,688,090**
Less Tax Relief for Elderly and Disabled							**(2,200,000)**
Less Tax Relief for Disabled Veterans							**(244,210)**
Less Tax Increment for Crystal City TIF							**(2,287,310)**
Less Tax Increment for Columbia Pike TIF							**0**
Less Tax Increment for Ballston CDA TIF							**(46,300)**
ESTIMATED REVENUE FOR FY 2017 - SPRING 2018							**$365,910,270**
TOTAL ESTIMATED ASSESSMENT TAX REVENUE FOR FISCAL YEAR 2018							**$724,345,640**

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

* The tax rate excludes $0.013 stormwater tax, $0.125 commercial transportation tax, and tax rates for other special assessment districts.

FY 2019 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 2017 Land Book		$73,388,290,300					
Net Change in Assessments	1.9%	$1,396,259,600					
County Property as of January 1, 2018		$74,784,549,900	$0.993	$742,610,580	99.6%	$739,640,140	
PSC Property in Tax Year 2017		$174,827,468					
PSC Estimated Net Change in Assessments	0.0%	$0					
PSC Property in Tax Year 2018		$174,827,468	$0.993	$1,736,040	100%	$1,736,040	
Total Taxable Base, Fall 2018		$74,959,377,368				$741,376,180	
Taxes Due October 5, 2018							**$370,688,090**
Less Tax Relief for Elderly and Disabled							**(2,100,000)**
Less Tax Relief for Disabled Veterans							**(244,210)**
Less Tax Increment for Crystal City TIF							**(2,287,310)**
Less Tax Increment for Columbia Pike TIF [2]							**-**
Less Tax Increment for Ballston CDA TIF							**(46,300)**
ESTIMATED REVENUE FOR FY 2019 - FALL 2018							**$366,010,270**
County Property as of January 1, 2018		$74,784,549,900					
Net Change in Assessments	2.1%	$1,589,685,941					
County Property as of January 1, 2019		$76,374,235,841	$0.993	$758,396,160	99.6%	$755,362,580	
PSC Property in Tax Year 2018 (prior to Fall 2017 adjustment)		$174,827,468	$0.993	$1,736,040	100%	$1,736,040	
Total Taxable Base, Spring 2019		$76,549,063,309				$757,098,620	
Taxes Due June 15, 2019							**$378,549,310**
Less Tax Relief for Elderly and Disabled							**(2,100,000)**
Less Tax Relief for Disabled Veterans							**(244,210)**
Less Tax Increment for Crystal City TIF							**(2,430,710)**
Less Tax Increment for Columbia Pike TIF [2]							**(150,730)**
Less Tax Increment for Ballston CDA TIF							**(491,400)**
ESTIMATED REVENUE FOR FY 2019 - SPRING 2019							**$373,132,260**
TOTAL ESTIMATED ASSESSMENT TAX REVENUE FOR FISCAL YEAR 2019							**$739,142,530**

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

[2] The County Board removed funding for the Columbia Pike TIF in FY 2018.

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 2019.

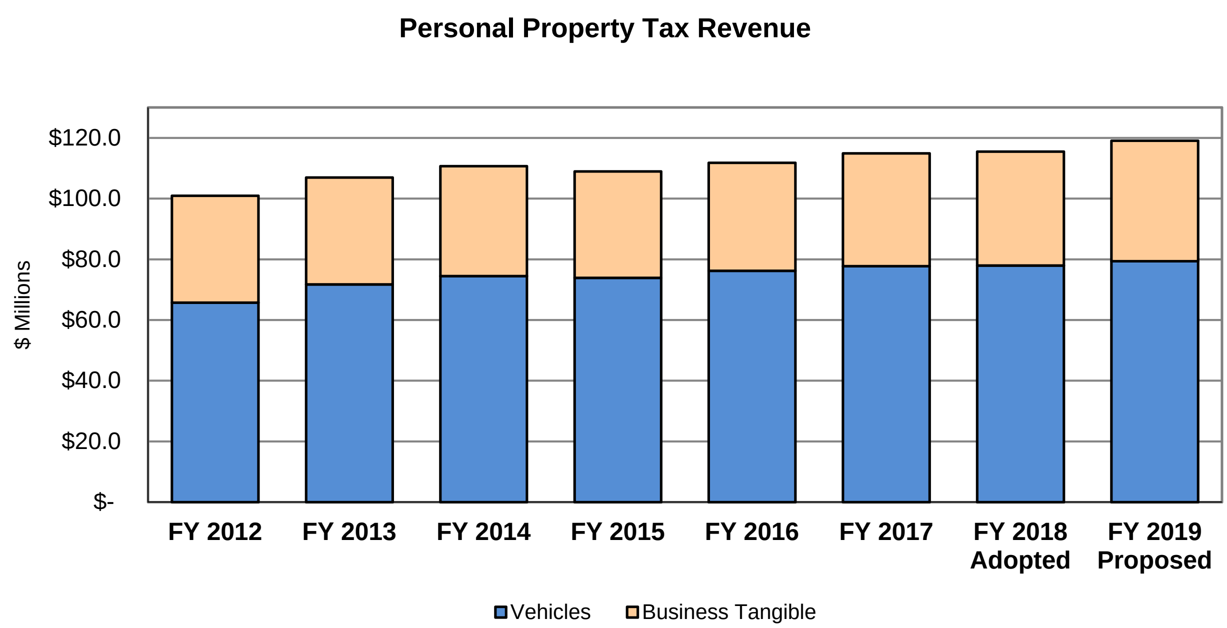
It is anticipated that the County's personal property tax revenues will increase 3.1 percent in FY 2019, from $115.5 million to $119.1 million. This reflects an increase in both business tangible property tax and motor vehicle property tax, both reflecting trends in actuals.

FY 2019 motor vehicle personal property tax revenue is projected to increase 1.8 percent over FY 2018 adopted amounts. The County bases its vehicle assessments on the National Automobile Dealer's Association's (NADA) assessment figures from January. However, the precise value of the assessment base is not known until July when the Commissioner of Revenue completes its primary assessment of vehicles on the tax rolls. Meanwhile, business tangible tax assessments are expected to increase 5.9 percent in FY 2019.

The personal property tax rate remains unchanged for FY 2019. 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 2017 totaled approximately $2.3 billion. Fiscal Year 2019 personal property tax revenue is projected to increase 3.1 percent over the FY 2018 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 2018 estimated average assessed value (average loan value) of vehicles in the County is estimated to be approximately $10,235, up six percent from $9,682 last year. The table below shows the ten-year history for average assessed value, tax rate, and average total tax per vehicle.

PERSONAL PROPERTY TAX PAID FOR AVERAGE CAR VALUE*

Calendar Year	Average Assessed Value	Tax Rate	Total Tax
2009	$7,218	$5.00	$361
2010	$7,264	$5.00	$363
2011	$7,735	$5.00	$387
2012	$8,421	$5.00	$421
2013	$8,842	$5.00	$442
2014	$9,284	$5.00	$464
2015	$9,399	$5.00	$470
2016	$9,493	$5.00	$475
2017	$9,682	$5.00	$484
2018 (projected)	$10,235	$5.00	$512

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

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personal Property Taxes	$115,648,452	$115,652,147	$119,852,147	4%
Penalty & Interest	1,736,844	1,700,000	1,700,000	-
Tax Refunds - Personal Property	(2,549,245)	(1,900,000)	(2,500,000)	32%
Total	$114,836,051	$115,452,147	$119,052,147	3%

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 2018, 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 2018 subsidy on the portion of conventional fuel value between $3,001 and $20,000 will not be known until July 2018, 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 $3,000 and $20,000. It is estimated that the average clean fuel vehicle in the County will have an assessed value of roughly $11,850 in CY 2018. Thus, under the adopted tax relief formula, the owner of an average clean fuel vehicle would have a tax bill of $221. This CY 2018 bill is $97 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 2019 proposed budget provides that the owners of qualifying vehicles will receive 50 percent tax relief on the portion of vehicle value between $3,000 and $20,000. It is estimated that there are less than 50 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 2019, based on preliminary estimates.

CY 2018 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%

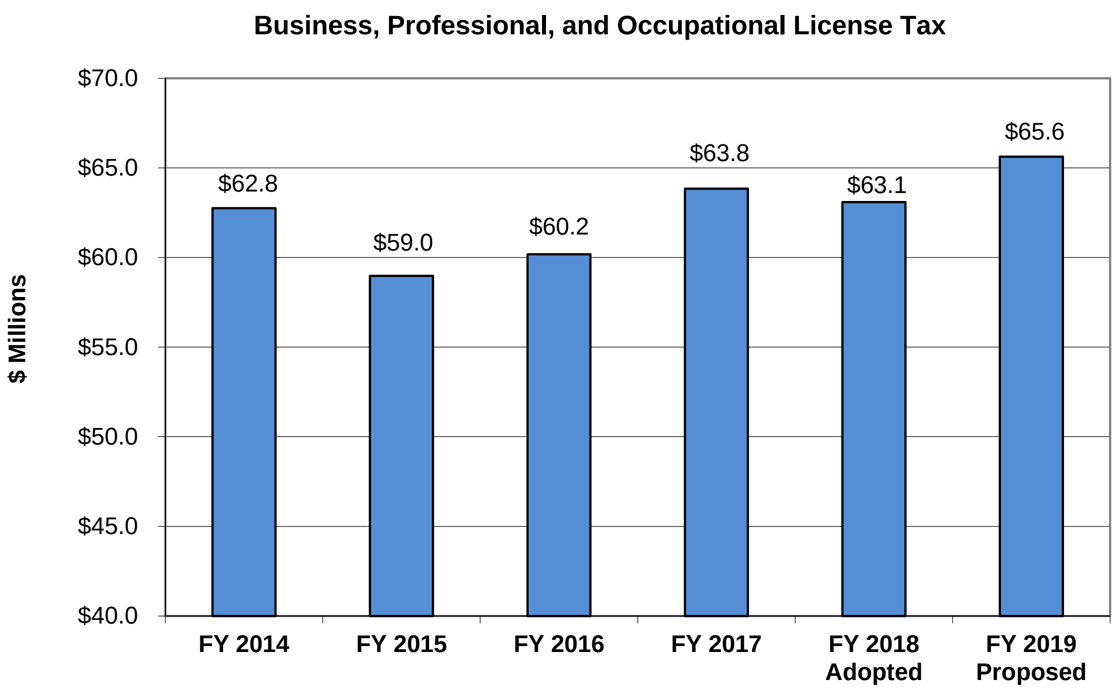
BUSINESS, PROFESSIONAL, AND OCCUPATIONAL LICENSE (BPOL) TAX

(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 2019 budget, BPOL revenues are anticipated to increase 4.0 percent due to anticipated growth in revenue based on recent actuals.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
BPOL Taxes	$64,860,882	$65,318,073	$67,500,000	3%
Penalty & Interest	411,524	520,000	420,000	-19%
Tax Refunds - BPOL	(1,434,480)	(2,750,000)	(2,300,000)	-16%
Total	$63,837,926	$63,088,073	$65,620,000	4%



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. Fiscal year 2019 local sales tax revenue is anticipated to increase three percent compared to the FY 2018 adopted budget, reflecting trends in actuals.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Sales Tax	$41,197,357	$42,000,000	$43,260,000	3%

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 2019 TOT projections reflect occupancy rates and room rates and are projected to increase two percent.

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 2016. The revenue from this increment of TOT is deposited into a separate Travel and Tourism Fund; thus, there is no General Fund impact. Based on the 2016 General Assembly legislation, this incremental TOT tax is set to sunset at the end of FY 2018. However, there is currently legislation being considered to extend the tax, which will be tracked and updates will be provided to the Board.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Transient Occupancy Tax	$25,267,916	$25,450,000	$26,000,000	2%

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 2019, meals tax is expected to increase four percent over FY 2018 adopted budget levels.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Meals Tax	$39,047,018	$39,900,000	$41,500,000	4%

OTHER LOCAL TAXES

The chart below lists other sources of local taxes.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Car Rental	$6,890,584	$6,500,000	$7,400,000	14%
Bank Stock	3,705,205	3,350,000	3,700,000	10%
Recordation	7,048,071	5,300,000	5,500,000	4%
Cigarette	2,384,534	2,250,000	2,350,000	4%
Utility	11,426,615	12,652,000	15,452,000	22%
Short-Term Rental	52,244	60,000	55,000	-8%
Wills & Adminstration	64,757	70,000	65,000	-7%
Consumption	768,786	800,000	800,000	-
Communication	7,114,814	7,100,000	6,800,000	-4%
Total	$39,455,610	$38,082,000	$42,122,000	11%

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. For FY 2019, a 14 percent increase in total revenue is projected based on recent actual receipts including increases in car-sharing rentals.

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 2019 revenue levels are expected to increase ten percent based on recent actual receipts.

Recordation Tax

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

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

The State increased recordation tax from $0.10 to $0.25 per $100 effective September 1, 2004. With the State's legislation change, Arlington's locally imposed recordation tax increased $0.033 to $0.0833 per $100 of transaction value. FY 2019 recordation tax revenue is expected to be four percent higher than the FY 2018 adopted revenue.

Cigarette Tax

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

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

In July 2004, the Arlington County Board adopted an ordinance increasing the local cigarette tax commensurate with the State's rate. Beginning July 1, 2005 (FY 2006), the rate was increased to $0.30 per package of 20 cigarettes. FY 2019 revenues are anticipated to increase four percent based on recent actual receipts, which have increased in part due to increased enforcement.

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 of electricity is $0.00649/kWh and $0.06522/CCF for natural gas. The proposed budget includes a proposal to increase those rates five percent to $0.00681 /kWh for electricity and $0.06848/CCF for natural gas. Rates were last increased in FY 2006. At the proposed rates, the commercial utility tax is projected to generate $10.3 million in FY 2019.

A residential utility tax was imposed on consumers of electricity and natural gas in FY 2008. The County Board dedicated the revenue for environmental initiatives as part of the Arlington Initiative to Reduce Emissions (Fresh AIRE) campaign. 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 $0.005115/kWh and for natural gas is $0.045/CCF for natural gas; these rates were last increased in FY 2018. In the FY 2019 proposed budget, the County Manager recommends eliminating the exclusion of the first 400 kWh of electricity and the first 20 CCF of natural gas and increasing the rates to $0.0111 /kWh for electricity and $1.3800 /CCF for natural gas. At these new rates, the total revenue projected from the residential utility tax in FY 2019 is $5.2 million.

In line with the revenue sharing principles, 46.6 percent of the revenue generated from these rate increases will with shared with Arlington Public Schools (APS). The County's portion of the increased revenue is allocated to the Affordable Housing Investment Fund (AHIF).

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 2019 are expected to decrease based on trends in recent actual receipts.

Wills and Administration Tax

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

This tax, which is collected by the Circuit Court Clerk's Office, is imposed on the probate of every will or grant of administration. The tax rate is $0.033 per $100 of estate value. Total revenues in FY 2019 are expected to decrease based on trends in recent actual receipts.

Consumption Tax

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

The deregulation of electric and gas utilities, enacted during the 1999 and 2000 General Assembly, eliminated the Business, Professional, and Occupational License (BPOL) tax on electric and natural gas companies and created a new tax charged to consumers based on usage. This consumption tax is collected by the utilities and remitted back to localities. Consumption tax revenue is projected to be flat in FY 2019.

Communications Tax

(State Code Section §58.1-651)

Effective January 1, 2007, the State adopted a communications sales tax that is imposed on customers of communication services at the rate of five percent of the sales price of the service. This tax was adopted as part of the 2006 House Bill 568 (Acts of Assembly 2006, Chapter 780) and replaces many of the prior State and local communications taxes and fees with a centrally-administered communications sales and use tax. Communications tax revenue is projected to decrease four percent in FY 2019.

REVENUE SHARING WITH ARLINGTON PUBLIC SCHOOLS (APS)

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

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

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

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

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

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 FY 2019 proposed transfer is $497,972,135, a 1.6 percent increase over FY 2018. This is a combination of $497,604,901 in ongoing revenue and $367,234 in one-time funding. The revenue sharing percentage remains at 46.6% of ongoing local tax revenues.

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Motor Vehicle License Fees	$5,001,539	$5,000,000	$5,000,000	-
Highway Permits	1,802,405	1,523,000	1,752,840	15%
Site Plan Fees	1,102,876	1,173,000	1,171,000	-
Right-of-Way Fees	1,471,442	1,200,000	1,200,000	-
Other	2,080,897	1,870,100	2,196,050	17%
Total	$11,459,159	$10,766,100	$11,319,890	5%

Motor Vehicle License Fees

The annual motor vehicle license fee increased $8 to $33 per vehicle in FY 2011. A portion of the funds generated from this incremental rate increase are dedicated to pedestrian and bike safety PAYG projects. Projected revenues for FY 2019 total $5.0 million, which is based upon recent actual receipts. Motor vehicle license fee revenue is expected to be flat in FY 2019 based on trends in actual receipts.

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 2019, this revenue stream is expected to be fifteen percent higher compared to FY 2018 adopted budget levels. Seven percent of the increase is based on estimates of expected development and construction, which increase the use of the public right-of-way, while eight percent is generated from the increase to the fee based on escalation since the fee was last changed in FY 2014.

Site Plan Fees

Site plan fee revenue is anticipated to be down slightly in FY 2019 based on recent actual receipts and anticipated projects.

Right-of-Way Fees

Revenues from right-of-way fees are based on the FY 2019 rate imposed by the State at $1.09/line/month. This fee covers the use of highway and street right-of-way by certificated providers of telecommunication services and is charged to the ultimate end user. For FY 2019, revenues are projected at $1.2 million based upon historical receipts. Note that FY 2017 actuals are high due to late payments from one company.

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 2019, "other" revenues are forecast to increase 17 percent, driven by increases in fire system testing fees to realign the fee to recover 100% of costs.

FINES, INTEREST, RENTS

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

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Fines/Tickets	$7,059,740	$7,142,700	$7,603,024	6%
Interest	2,694,807	6,250,000	5,450,000	-13%
Courthouse Plaza Rent	3,196,185	3,000,000	3,000,000	-
Paid parking	1,031,644	1,200,160	1,165,840	-3%
Other Revenue	865,912	1,174,606	1,234,349	5%
Total	$14,848,288	$18,767,466	$18,453,213	-2%

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 2019, this category is projected to increase six percent driven by an increase to parking meter violation fines from $35 to $40 per ticket.

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.

Courthouse Plaza

The County receives payments from Vornado Realty (formerly Charles E. Smith) for the land under 2100, 2110, and 2150 Clarendon Boulevard. The County shares in the net profit on the buildings' operations. FY 2019 revenues are expected to remain flat based on recent actual receipts.

Paid Parking

This revenue is generated by the monthly parking charges in various government buildings. FY 2019 revenue is projected to decrease three percent.

Other

Rentals, sales of surplus property, and lease agreements are included in this revenue category. The increase projected in FY 2019 is primarily a reflection of the Department of Parks and Recreation's community center rental income.

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Refuse/Recycling Fee	$10,217,857	$10,430,112	$10,496,512	1%
Parking Meters	9,063,713	9,160,057	12,910,000	41%
Recreation Fees	9,460,770	10,187,414	9,624,067	-6%
Ambulance Service Fees	3,566,548	4,000,000	4,000,000	-
Arlington Transit / Commuter Store	6,403,957	6,600,252	6,906,812	5%
Indirect Administrative Charges	4,933,742	4,338,162	4,450,515	3%
Mental Health Charges	2,151,931	2,403,259	2,335,281	-3%
Falls Church Reimbursement	3,846,127	4,274,432	4,218,934	-1%
Other	7,876,183	7,823,481	7,453,911	-5%
Total	$57,520,828	$59,217,169	$62,396,032	5%

Refuse/Recycling Fee

For FY 2019, the combined residential customer rate for refuse collection, disposal, and recycling is increasing 0.6 percent to $316.16 annually in order to realize revenues necessary to finance expenses related to the residential solid waste program and to continue repaying a loan from the Utilities Capital Projects Fund for the General Funds share of the cost of the new Utility Billing System.

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 increases due to the proposed rate increase of $0.25 per hour and the extension of enforcement hours from 6 pm to 8 pm.

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.

Ambulance Service Fees

Ambulance service fee revenue is expected to be flat in FY 2019.

Arlington Transit / Commuter Store

Arlington Transit / Commuter Store revenue includes ART bus fares and business contributions for transportation demand management (TDM) programs. FY 2019 revenues are projected to increase due primarily to the expansion of ART bus service.

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 2019, decreases to mental health service charges are due to changes in client insurance coverage.

City of Falls Church Reimbursement Revenue

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

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

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

The table on the following page 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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Circuit Court	$43,546	$44,368	$42,878	-3%
Clerk of the Circuit Court	141,351	126,487	139,534	10%
Community Corrections	12,268	13,487	15,593	16%
General District Court	10,375	9,818	9,255	-6%
Magistrate	1,153	2,168	2,125	-2%
Juvenile and Domestic Relations Court	195,466	408,566	308,190	-25%
Commonwealth's Attorney	142,180	185,270	172,434	-7%
Sheriff	572,295	554,693	596,375	8%
Fire	2,196,752	2,550,973	2,551,529	-
Emergency Communications Center	520,634	366,853	369,029	1%
Department of Management and Finance	10,108	11,749	11,992	2%
Total	$3,846,128	$4,274,432	$4,218,934	-1%

Other

In the "Other" category, revenue decreases are driven primarily by lower E-911 revenues ($169,707), courthouse security fee revenue ($125,000), and fees from Treasurer's Office collections ($99,000), partially offset by increases in Engineering Services fees ($40,800) and the establishment of a credit card convenience fee ($102,600).

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Highway Aid	$18,339,530	$18,157,983	$19,311,822	6%
Law Enforcement Aid	6,347,640	6,347,640	6,538,069	3%
Health Reimbursement	3,316,349	3,288,551	3,312,705	1%
Social Services	3,725,612	4,707,764	4,220,379	-10%
Mental Health/ Intellectual Disability	11,143,210	9,752,560	10,566,632	8%
Sheriff / Detention	7,644,284	7,800,860	7,807,838	-
Prisoner Expense Reimbursement	1,196,261	1,100,000	1,250,000	14%
Commuter Assistance	6,042,888	5,762,235	5,762,235	-
Comprehensive Services Act	1,553,797	1,573,420	1,624,696	3%
Other	15,766,432	14,692,326	15,025,655	2%
Total	$75,076,003	$73,183,339	$75,420,031	3%

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 2019 budget, highway aid is projected to increase six percent based on an increase in lane miles and changes in the Governor’s proposed budget.

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 2019 budget, the County is projecting law enforcement aid at $6.5 million with an increase based on funding in the Governor’s proposed budget.

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. CSA revenue increases due to increased reimbursement rates and more intensive services being provided to clients.

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.

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
WIA / JTPA	$809,659	$854,800	$707,338	-17%
HUD / HOME	1,032,346	733,251	-	-100%
Health & Human Service	364,627	-	-	-
Mental Health	1,774,045	1,618,986	1,616,399	-
Social Services	10,913,627	8,834,619	10,150,508	15%
Substance Abuse	779,793	758,541	761,541	-
Other	2,623,013	2,370,636	3,076,468	30%
Total	$18,297,110	$15,170,833	$16,312,254	8%

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.

HUD / HOME

U.S. Department of Housing and Urban Development HOME grants provide funding to localities for a wide range of activities that build, buy, or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people. Beginning in FY 2019, HUD/HOME revenue is budgeted in Fund 206, the Community Development Fund.

Health & Human Services

The Department of Health & Human Services' Drug Free Communities Grant funds local drug-free community coalitions to increase collaboration among partners to prevent and reduce youth substance abuse. DHS's SAMHSA grant expired at the end of the first quarter of FY 2017.

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

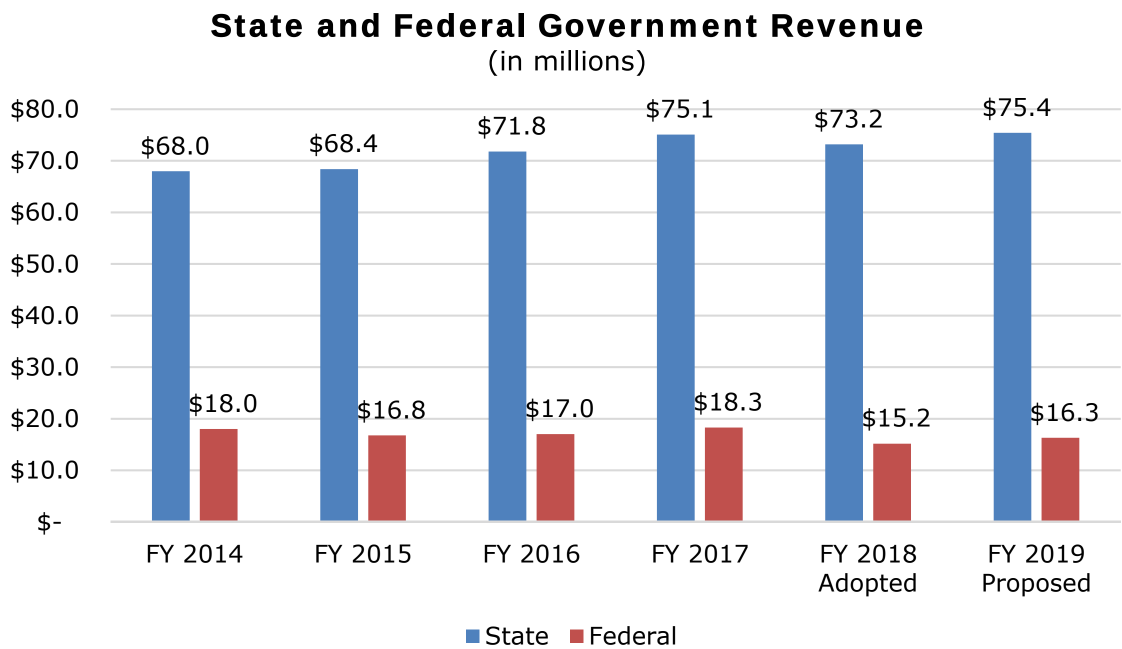
Social services revenue represents the largest single category of General Fund federal funds—accounting for approximately $8.8 million—and is passed through the State's budget to Arlington County. Since some of the federal social service programs are 100 percent reimbursable, revenue will change with changes in caseloads. The increase in FY 2019 of federal social service funding is due to increases in the allocations for federally-funded programs.

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 2019, substance abuse funding is flat.

Other

The remaining federal revenue includes grant funding through the Older Americans Act (OAA), emergency management grants, prisoner reimbursements, and other miscellaneous grant and reimbursement funding. The 30 percent increase in "other" federal funding is driven primarily by the inclusion of the Complex Coordinated Terrorist Attacks (CCTA) grant ($619,890) and expected increase in UASI funding ($145,290).



MISCELLANEOUS REVENUE

These include revenue sources that do not fall under any other category and include one-time or pass through funds. Included in these payments are revenue from the sale of land and buildings. 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, premiums from bond sales, and loan repayments from Signature Theater.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Sale of Land and Buildings	$1,221,919	$15,000	$15,000	-
Cable TV Administration	226,462	-	-	-
Affordable Housing Investment Fund	10,424,305	-	-	-
Gifts & Donations	3,584	5,000	5,000	-
Treasurer's Returned Checks	30,607	30,000	30,000	-
Other	1,473,349	1,226,950	1,727,396	41%
Total	$13,380,226	$1,276,950	$1,777,396	39%

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 2019 proposed budget includes $15,194,069 in carryover funds, funded by a combination of additional revenue and/or expense savings identified from the current and previous fiscal years.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Transfers	$4,095,004	$3,793,087	$5,196,637	37%
Prior Year Adjusted Balance	115,086,495	31,526,938	15,194,069	-52%
Total	$119,181,499	$35,320,025	$20,390,706	-42%

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 2017, 2018 (adopted), and 2019 (proposed).

General Fund Revenues	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Real Estate Tax	$698,901,530	$715,037,910	$730,267,530	2%
Personal Property Tax	114,836,051	115,452,147	119,052,147	3%
BPOL Tax	63,837,926	63,088,073	65,620,000	4%
Local Sales Tax	41,197,357	42,000,000	43,260,000	3%
Recordation Tax	7,048,071	5,300,000	5,500,000	4%
Transient Occupancy Tax	25,267,916	25,450,000	26,000,000	2%
Cigarette Tax	2,384,534	2,250,000	2,350,000	4%
Meals Tax	39,047,018	39,900,000	41,500,000	4%
Utility Tax	11,426,615	12,652,000	15,452,000	22%
Communications Tax	7,114,814	7,100,000	6,800,000	-4%
Other Taxes	11,481,576	10,780,000	12,020,000	12%
Total Local Taxes	1,022,543,408	1,039,010,130	1,067,821,677	3%
Licenses, Permits & Fees	11,459,159	10,766,100	11,319,890	5%
Fines, Interest, Rents	14,848,288	18,767,466	18,453,213	-2%
Charges for Services	57,520,828	59,217,169	62,396,032	5%
Commonwealth	75,076,003	73,183,339	75,420,031	3%
Federal Government	18,297,110	15,170,833	16,312,254	8%
Miscellaneous Revenue	13,380,226	1,276,950	1,777,396	39%
Transfer	4,095,004	3,793,087	5,196,637	37%
Total Non-tax Revenue	194,676,618	182,174,944	190,875,453	5%
TOTAL (excluding prior year balance)	1,217,220,026	1,221,185,074	1,258,697,130	3%
Prior Year Adjusted Balance	115,086,495	31,526,938	15,194,069	-52%
Total (including Prior Year Balance)	$1,332,306,521	$1,252,712,012	$1,273,891,199	2%

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% 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 2019 proposed budget reflects the CY 2018 assessed values in the TIF district. Funds will be transferred to the trustee for the Ballston Quarter CDA to fund the project stabilization fund as part of the Ballston Quarter CDA Series 2016A and Series 2016 B bond issuance.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Real Estate Tax Total	$111,785	-	$537,700	-

TRAVEL AND TOURISM PROMOTION FUND (Fund 202)

Arlington County's enabling legislation to levy an additional Transient Occupancy Tax add-on (0.25%) to support this fund was reinstated by the Virginia General Assembly for the FY 2017 budget year with a sunset effective June 30, 2018. There is currently legislation at the state level to eliminate this sunset. The County Manager will continue to monitor developments at the state level and update the County Board as more information is available. Funds are used to market and promote tourism in Arlington County.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Proposed	% Change '18 to '19
Transient Occupancy Tax	1,262,988	$1,272,500	$1,300,000	2%
Transfer In	626,148	246,700	246,700	-
Total	$1,889,136	$1,519,200	$1,546,700	2%

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 proposed budget is based on a CY 2018 real estate tax rate of $0.045 for each $100 of assessed value, no change from the CY 2017 rate.
- However, the Ballston BID is currently evaluating the feasibility of a one-time tax rate increase to cover the CY 2018 revenue decrease. This one-time tax increase would not exceed a rate of $0.053 per $100 of assessed value and would generate up to an additional $253,766 that will be used to continue on-going operations. A final recommendation on the tax rate will be made by the Ballston BID in collaboration with their Board of Shareholders and will be proposed to the County Board before the AED's budget work session on March 19, 2018.

- ↓ BID expenditures and revenues decrease by seven percent due to lower assessments.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Service District Revenue	$1,587,597	$1,539,333	$1,427,433	-7%

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 2018 real estate tax rate is $0.078 for each $100 of assessed value, no change from the CY 2017 rate.
- ↓ BID expenditures and revenues decrease by one percent due to lower assessments.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Service District Revenue	$3,517,098	$3,813,445	$3,772,348	-1%

CRYSTAL CITY SPECIAL ASSESSMENT DISTRICT FUND (Fund 205)

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

- ▪ The CY 2018 real estate tax rate is $0.043 for each $100 of assessed value, no change from the CY 2017 tax rate.
- ↓ BID expenditures and revenues increase by four percent due to lower assessments.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Service District Revenue	$2,538,970	$2,681,991	$2,585,894	-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 2019 revenue reflects the transfer of federal HOME ($557,945) and CSBG budgets ($235,577) from the General Fund.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
CDBG	$3,539,293	$1,166,896	$1,198,566	3%
Federal Rental Rehab	82,497	54,189	793,522	1364%
Total	$3,621,790	$1,221,085	$1,992,088	63%

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Housing Assistance	$17,045,826	$16,865,568	$17,324,191	3%
Administrative Fees	1,338,919	1,544,140	1,427,142	-8%
Interest	10,420	-	-	-
HOPWA Grant	68,265	64,361	101,708	58%
Shelter Plus Care	315,091	329,818	-	-100%
Miscellaneous	12,726	40,900	40,900	-
Total	$18,791,247	$18,844,787	$18,893,941	-

GENERAL CAPITAL PROJECTS FUND (Fund 313)

The General Capital Projects Fund accounts for the capital projects for general government functions, which are financed under the County's Pay-As-You-Go (PAYG) Capital Program. The program areas include local parks and recreation, transportation, community conservation, government facilities, technology, and regional contributions. In the FY 2019 budget, the County's ongoing funding for PAYG capital projects is $5.3 million and one-time funding is $0.2 million.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Charges for Services	$36,382	-	-	-
Developer Contributions	654,468	-	-	-
Miscellaneous Revenue	5,394,418	-	-	-
Cable TV	1,591,933	-	-	-
State Grant - Misc.	996,056	-	-	-
Federal Revenue - Misc.	871,158	-	-	-
Bond Premium	17,846,867	-	-	-
Proceeds for Lease Purchase	9,530,658	-	-	-
Transfer In	20,213,499	$13,570,178	$5,544,983	-59%
Total	$57,135,439	$13,570,178	$5,544,983	-59%

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

This $0.013 tax is included in the semi-annual real estate bills and, when combined with the CY 2018 base real estate rate of $0.993, brings the total blended real estate rate to $1.006 per $100 of assessed real property value. The anticipated $10.7 million in FY 2019 revenue will help ensure the future sustainability of the County's aging stormwater infrastructure and compliance with federal and State stormwater management requirements.

- ↑ Permit fees increase due to an increase in Sediment and Erosion Control Plan Revenue and Chesapeake Bay Fee Revenue ($442,500). Of the total fee revenue increase, $292,500 will be generated from a proposed rate increase for erosion and sediment control and land disturbance fees.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Sanitary District Tax	$9,276,017	$9,609,660	$9,688,160	1%
Fines	7,982	-	-	-
Permit Fees	450,000	550,000	992,500	80%
Misc. State & Federal Grants	1,143,567	-	-	-
Total	$10,877,566	$10,159,660	$10,680,660	5%

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 2019 budget, revenue for the transportation capital fund is projected at $37.2 million, with the tax rate remaining at $0.125 and commercial property assessments decreasing slightly.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Commercial Real Estate Tax	$25,031,364	$26,423,698	$25,176,953	-5%
Developer Contributions	3,084,202	-	-	-
NVTA Local Share	12,297,156	11,900,000	12,048,476	1%
NVTA Regional Share	1,329,694	-	-	-
State Aid	4,488,580	-	-	-
State Transportation Grants	128,886	-	-	-
Federal Transportation Grants	427,544			
Miscellaneous	1,481,318	-	-	-
Total	$48,268,744	$38,323,698	$37,225,429	-3%

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

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

The CY 2018 base real estate tax rate is $0.993 for each $100 of assessed property value. The FY 2019 budget adjusts the increment of the tax allocated to the TIF from 30 percent to 25 percent of the projected tax revenue generated from the incremental assessment growth between January 2011 and January 2018 in the Crystal City TIF area at the CY 2018 tax rate. This reduced increment will still provide 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. Total assessed value in the Crystal City TIF district decreased 0.9 percent from CY 2017 to CY 2018.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Real Estate	$5,396,172	$6,304,880	$4,718,020	-25%
Developer Contributions	780,000	-	-	-
NVTA Regional Share	1,167,669	-	-	-
State Aid NVTC	3,612	-	-	-
Federal Grants	168,250	-	-	-
Total	$7,515,703	$6,304,880	$4,718,020	-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. 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 2018, the County Board revised the baseline calendar year from CY 2014 to CY 2018. In FY 2019, funding for the district is $0.2 million.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Real Estate Tax Total	$601,844	-	$150,730	-

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 water/sewer rate remains at $13.62 per thousand gallons for FY 2019. This corresponds to an estimated annual residential cost of $817, assuming 60,000 gallons of water consumption.

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 2019 proposed budget, Utilities Fund revenues are projected to total $101.4 million.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Interest	$106,547	$50,000	$75,000	50%
Hazardous Household Material Fee	10,660	10,000	10,000	-
Utility Marking Fee	224,217	195,000	195,000	-
Water Sewer Service	97,263,095	96,134,571	96,134,571	-
Water Service Connection Fees	1,249,315	1,265,000	1,265,000	-
Sewage Treatment	3,182,544	3,930,200	3,476,053	-12%
Flow Test Fees	20,100	14,500	14,500	-
Miscellaneous Revenue	262,109	240,140	245,635	2%
Total	$102,318,587	$101,839,411	$101,415,759	-

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 upgrade costs at the Water Pollution Control Plant. In addition, significant portions of the Master Plan 2001 Update—the large-scale capital project to upgrade and expand the Water Pollution Control Plant to comply with State and federal environmental regulations—are being funded through the Virginia Revolving Loan Program and a grant from the state Water Quality Improvement Fund.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Interest	$204,007	$100,000	$100,000	-
Water / Sewer Hook-up	4,822,363	5,000,000	5,000,000	-
Sewage Treatment Charges	464,789	555,900	655,000	18%
Miscellaneous	68,745	-	-	-
Transfer In	14,310,500	13,770,840	14,224,500	3%
Total	$19,870,404	$19,426,740	$19,979,500	3%

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Interest	$25,231	$12,000	$12,000	-
Parking Revenue	3,531,363	3,485,371	4,802,400	38%
Miscellaneous	8,970	-	-	-
Total	$3,565,564	$3,497,371	$4,814,400	38%

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 2019, an inflationary increase of 2.5 percent is recommended for all Development Fund Fees. Additionally, a 5 percent increase to the Automation Enhancement Surcharge for building, electrical, plumbing, gas, elevator, and fire protection systems and for zoning permits is being considered upon the successful implementation of the first phase of a two-phased implementation of the One-Stop Arlington online permitting system during FY 2019

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Building Permits	$8,837,919	$8,541,000	$8,904,167	4%
Electrical Permits	2,079,902	1,811,151	1,888,162	4%
Plumbing Permits	1,382,552	1,325,000	1,381,340	4%
Mechanical Permits	770,390	750,000	781,890	4%
Occupancy Permits	760,549	635,000	666,372	5%
Elevator Certificate Fees	1,106,671	850,000	886,142	4%
Plan Review - Walk Throughs	808,290	738,000	774,461	5%
Other Revenue	267,383	188,797	198,111	5%
Total	$16,013,656	$14,838,948	$15,480,645	4%

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Sales of Surplus Equipment	$575,264	$250,000	$300,000	20%
Falls Church Reimbursement	231,324	-	-	-
Services from Other Agencies	19,673,398	17,146,417	16,753,954	-2%
Miscellaneous Revenue	585,796	451,000	581,000	29%
Transfer In	100,500	185,835	-	-100%
Total	$21,166,282	$18,033,252	$17,634,954	-2%

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Services to Agencies	$2,815,381	$2,237,588	$2,305,000	3%
Transfer In	241,769	249,600	242,337	-3%
Total	$3,057,150	$2,487,188	$2,547,337	2%

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 current tax rate of $1.006 per $100 of assessed value, which includes the base rate of $0.993 plus the $0.013 sanitary district tax rate for stormwater management, the real estate tax bill for the average residential home will increase $238, or 3.8 percent, in calendar year 2018. The average assessment for a single-family home increased 3.8 percent, from $617,200 in CY 2017 to $640,900 in CY 2018.

REAL ESTATE TAX PAYMENT
Average Single Family Home

Calendar Year	Average Assessed Value	Tax Rate*	Tax Payment	Tax Payment Increase
2009	$520,100	$0.875	$4,551	$50
2010	$503,200	$0.958	$4,821	$270
2011	$510,200	$0.958	$4,888	$67
2012	$519,400	$0.971	$5,043	$155
2013	$524,700	$1.006	$5,278	$235
2014	$552,700	$0.996	$5,505	$227
2015	$587,100	$0.996	$5,848	$343
2016	$603,500	$0.991	$5,981	$133
2017	$617,200	$1.006	$6,209	$228
2018 Proposed	**$640,900**	**$1.006**	**$6,447**	**$238**

*In CY 2009, the tax rate includes the $0.01 sanitary district tax dedicated for stormwater management. In CY 2010, this tax rate was increased to $0.013.

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
2009	$7,218	$5.00	$722
2010	$7,264	$5.00	$726
2011	$7,409	$5.00	$741
2012	$8,421	$5.00	$842
2013	$8,842	$5.00	$884
2014	$9,284	$5.00	$928
2015	$9,399	$5.00	$940
2016	$9,493	$5.00	$949
2017	$9,682	$5.00	$968
2018 Proposed	**$11,850**	**$5.00**	**$1,185**

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

Refuse Collection and Disposal Fees

The annual residential charge for refuse and recycling increases from $314.16 to $316.16. This rate achieves the County's objective of 100 percent recovery of household refuse collection, disposal and recycling costs, leaf collection costs and overtime costs associated with brush and metal collection.

Fiscal Year	Refuse/ Recycling Fee
2010	$325.68
2011	$344.24
2012	$325.72
2013	$293.92
2014	$293.76
2015*	$271.04
2016	$271.04
2017	$307.28
2018	$314.16
2019 Proposed	**$316.16**

*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 FY 2019 water/sewer rate is flat at $13.62 per thousand gallons.

Fiscal Year	Water/Sewer Service Rate*	Average Annual Residential Cost
2010	$11.20	$672.00
2011	$11.74	$704.40
2012	$12.19	$731.40
2013	$12.61	$756.60
2014	$12.61	$756.60
2015	$13.04	$782.40
2016	$13.27	$796.20
2017	$13.27	$796.20
2018	$13.62	$817.20
2019 Proposed	**$13.62**	**$817.20**

*Per thousand gallons; average usage equals 60,000 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 2015 through CY 2018. Due primarily to the real estate assessment increase, the average tax and fee burden on County households is expected to increase 4 percent over CY 2017.

	CY 2015	CY 2016	CY 2017	CY 2018	% Change '17 to '18
Real Estate Tax (includes sanitary district tax)	$5,848	$5,981	$6,209	$6,447	4%
Personal Property (taxpayer share only)*	908	950	968	1,024	6%
Annual Decal Fee*	66	66	66	66	-
Refuse Fee**	271	307	314	316	1%
Water / Sewer Service**	796	796	817	817	-
Residential Utility Tax**	72	72	72	72	-
Total	$7,961	$8,172	$8,446	$8,742	4%

* Assumes two conventional vehicles per household, the approximate average number of vehicles owned per Arlington household. The personal property tax figures reflect the PPTRA subsidy for personal property tax relief. For CY 2018, it is projected that 28% of vehicle value between $3,000 and $20,000 will be exempt from taxation; values below $3,000 are 100% exempt.

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

The following chart compares the estimated major residential taxes and fees for the Northern Virginia jurisdictions for the average household using Calendar Year 2017 rates and assessments.

Calendar Year 2017 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	$617,200	$528,421	$533,168	$657,200	$490,224	$345,600	$454,700
Estimated Taxes							
Real Estate [1]	$6,209	$5,971	$6,025	$8,741	$5,196	$4,170	$5,115
Personal Property [2]	968	968	884	968	800	716	814
Residential Consumer Utility [3]	72	72	96	120	54	72	65
Subtotal	$7,249	$7,011	$7,005	$9,829	$6,050	$4,958	$5,994
Estimated Fees							
Water/Sewer [4]	$817	$888	$733	$833	$641	$775	$682
Solid-Waste/Recycling [5]	314	363	345	n/a	n/a	411	341
Decal Fee[2]	66	66	66	66	66	48	50
TOTAL	$8,446	$8,328	$8,149	$10,728	$6,757	$6,192	$7,067
Amount more (less) than Arlington		($118)	($297)	$2,282	($1,689)	($2,254)	($1,379)
Percent more or less than Arlington		-1.4%	-3.5%	27.0%	-20.0%	-26.7%	-16.3%

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

2 Estimate based upon 2.0 cars per household, and assumes the same average vehicle value of $9,682. However, given that Arlington and Loudoun uses a lower assessment, the actual average car value for the other jurisdictions may be higher. Taxes do not reflect the State's fixed block grant to localities for vehicle tax relief and the adopted method of distribution.

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

4 Assumes average single family residence uses 60,000 gallons of water per year. Estimates are based on adopted FY 2018 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 2016			TAX YEAR 2017			CHANGE FROM 2016 TO 2017			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]	$0.991	$603,500	$5,981	$1.006	$617,200	$6,209	$0.015	$13,700	$228	1.5%	2.3%	3.8%
Alexandria	$1.073	$521,227	$5,593	$1.130	$528,421	$5,971	$0.057	$7,194	$378	5.3%	1.4%	6.8%
City of Fairfax[3]	$1.062	$472,742	$5,021	$1.061	$490,224	$5,201	($0.001)	$17,482	$180	-0.1%	3.7%	3.6%
City of Falls Church[4]	$1.315	$647,800	$8,519	$1.330	$657,200	$8,741	$0.015	$9,400	$222	1.1%	1.5%	2.6%
Fairfax County[5]	$1.159	$527,648	$6,113	$1.161	$533,168	$6,190	$0.002	$5,520	$77	0.2%	1.0%	1.3%
Loudoun County	$1.145	$434,801	$4,978	$1.125	$454,700	$5,115	($0.020)	$19,899	$137	-1.7%	4.6%	2.8%
Prince William Co.[6]	$1.195	$338,587	$4,046	$1.207	$345,600	$4,170	$0.012	$7,013	$124	1.0%	2.1%	3.1%

[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 2017 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 2017 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)	$0.993	$1.130	$1.330	$1.035	$1.130	$1.125	$1.125
Additional Real Estate Tax Rates (all properties)	$0.013	-	-	$0.025	$0.031	-	$0.0817
Special Districts Add-on Tax Rate	$0.043 - $0.078	$0.10 - $0.20	-	$0.060	$0.0210 - $0.20	$0.18-$0.20	$0.02 - $0.165
Commercial Real Estate Add-on Tax Rate	$0.125	-	-	$0.105	$0.125	-	-
Personal Property							
Vehicle Rate	$5.00	$5.00	$5.00	$4.13	$4.57	$4.20	$3.70
Effective Vehicle Rate	$4.50	$4.50	$5.00	$4.13	$4.57	$3.78	$3.70
Business Rate	$5.00	$4.75	$5.00	$4.13	$4.57	$4.20	$3.70
Newly Registered Vehicle Tax (state)	4.05%	4.05%	4.05%	4.05%	4.05%	4.05%	4.05%
Car Rental Tax							
State	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Local	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Motor Fuel Tax							
Gasoline	$0.162 per gallon	$0.162 per gallon	$0.162 per gallon	$0.162 per gallon	$0.162 per gallon	$0.162 per gallon	$0.162 per gallon
Diesel	$0.202 per gallon	$0.202 per gallon	$0.202 per gallon	$0.202 per gallon	$0.202 per gallon	$0.202 per gallon	$0.202 per gallon
Distributor Sales	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%
Sales Tax							
State (see note)	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Local	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Meals Tax	4.0%	4.0%	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 $1.00 per night/room	6.0%	4.0%	4.0%	5.0%	5.0%
BPOL							
Business Services	$0.35	$0.35	$0.36	$0.27	$0.19	$0.17	$0.21
Professionals	$0.36	$0.58	$0.52	$0.40	$0.31	$0.33	$0.33
Contractors	$0.16	$0.16	$0.16	$0.16	$0.11	$0.13	$0.13
Retail	$0.20	$0.20	$0.19	$0.20	$0.17	$0.17	$0.17
Repair Services	$0.35	$0.35	$0.36	$0.27	$0.19	$0.16	$0.21
Recordation Tax							
State (see note)	$0.25	$0.25	$0.25	$0.25	$0.25	$0.25	$0.25
Local (see note)	$0.0833	$0.0833	$0.0833	$0.0833	$0.0833	$0.0833	$0.0833
Grantor's Tax							
State	$2.00	$2.00	$2.00	$2.00	$2.00	$2.00	$2.00
Local	$0.50	$0.50	$0.50	$0.50	$0.50	$0.50	$0.50
Bank Stock Tax							
State	$0.20	$0.20	$0.20	$0.20	$0.20	$0.20	$0.20
Local	$0.80	$0.80	$0.80	$0.80	$0.80	$0.80	$0.80
Cigarette Tax, per 20 Cigarettes							
State (see note)	$0.30	$0.30	$0.30	$0.30	$0.30	$0.30	$0.30
Local	$0.30	$1.15	$0.85	$0.85	$0.30	-	-
Utility Tax on Commercial Users							
Electricity	$1.15 plus $0.00649/kWh	$1.07 plus $0.0050213/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 $0.06522/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 $0.005115/kWh max=$3.00 with first 400 kWh exempt	$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 $0.045/CCF max = $3.00 / first 20 CCF exempt	$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), Alexandria ($0.005), Fairfax City ($0.0225), and Fairfax County ($0.0275) impose or dedicate a tax rate on all properties for stormwater management. Prince William County charges a flat fee for stormwater managment ranging from $18.56 per thousand square feet for a business to $38.21 for a single family housing unit. As a part of the FY 2014 budget adoption, the City of Falls Church established a Stormwater Utility Fund; their Stormwater Fees are based on the square footage of impervious surface per parcel. In the FY 2017 adopted budget, that stormwater fee is $18.34 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 ($0.0691). Fairfax City's rate also includes $0.0028 dedicated to a school tuition reserve.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

UTILITIES TAX: In FY 2008, Arlington imposed a residential utility tax rate on electricity and natural gas, the funds to be dedicated for environmental initiatives. The tax rate on electricity is $0.00341 per kWh with the first 400 kWh excluded from taxation and the monthly tax bill not to exceed $3.00. The tax rate on natural gas is $0.03 per CCF with the first 20 CCF excluded from taxation and the monthly tax bill not to exceed $3.00. Effective July 1, 2005, the commercial utility tax rates for electricity and natural gas were increased from $.004989/kWh and $.05017/CCF respectively. 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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 PROPOSED
FUND: 001 GENERAL							
REVENUE CATEG: LOCAL TAXES							
101	REAL ESTATE TAX	638,468,630	662,526,538	684,254,232	707,500,617	724,572,910	739,142,530
105	REAL ESTATE PENALTY	1,309,028	649,693	504,034	649,731	615,000	650,000
106	REAL ESTATE INTEREST	150,535	100,012	105,263	50,168	150,000	75,000
	TAX REFUNDS - REAL ESTATE	(8,412,777)	(11,141,234)	(9,145,654)	(9,298,986)	(10,300,000)	(9,600,000)
	SUBTOTAL	631,515,416	652,135,009	675,717,874	698,901,530	715,037,910	730,267,530
121	PERSONAL PROPERTY TAX	79,678,815	78,142,438	81,323,816	84,396,305	84,400,000	88,600,000
	STATE REIMBURSEMENT	31,252,147	31,252,147	31,252,147	31,252,147	31,252,147	31,252,147
123	PERSONAL PROPERTY PENALTY	1,377,930	1,162,813	1,460,903	1,451,396	1,380,000	1,380,000
125	PERSONAL PROPERTY INTEREST	275,248	229,442	276,300	285,448	320,000	320,000
	TAX REFUNDS - PERSONAL PROP	(1,895,201)	(1,873,295)	(2,544,675)	(2,549,245)	(1,900,000)	(2,500,000)
	SUBTOTAL	110,688,939	108,913,545	111,768,491	114,836,051	115,452,147	119,052,147
131	BPOL TAX	63,931,225	60,971,619	62,049,916	64,860,882	65,318,073	67,500,000
133	BPOL TAX PENALTY	94,562	80,792	84,241	92,665	260,000	100,000
134	BPOL TAX INTEREST	458,152	251,727	356,128	318,859	260,000	320,000
	TAX REFUNDS - BPOL	(1,731,448)	(2,333,385)	(2,308,899)	(1,434,480)	(2,750,000)	(2,300,000)
	SUBTOTAL	62,752,491	58,970,753	60,181,386	63,837,926	63,088,073	65,620,000
140	CAR RENTAL GROSS RECEIPTS TAX	5,270,912	5,936,666	6,222,399	6,890,584	6,500,000	7,400,000
141	LOCAL SALES TAX	39,046,328	39,590,910	39,683,462	41,197,357	42,000,000	43,260,000
143	BANK STOCK TAX	3,285,489	3,122,563	3,340,501	3,705,205	3,350,000	3,700,000
144	RECORDATION TAX	5,318,784	5,298,206	6,049,809	7,048,071	5,300,000	5,500,000
145	CIGARETTE TAX	2,901,924	2,503,439	2,412,224	2,384,534	2,250,000	2,350,000
146	TRANSIENT TAX	20,784,241	23,343,314	24,106,373	25,267,916	25,450,000	26,000,000
147	UTILITY TAX	12,095,016	12,007,699	11,459,470	11,426,615	12,652,000	15,452,000
148	SHORT TERM RENTAL	50,698	51,292	64,907	52,244	60,000	55,000
149	MEALS TAX	34,951,030	36,508,911	37,332,584	39,047,018	39,900,000	41,500,000
151	WILLS AND ADMINISTRATION TAX	67,790	72,860	69,902	64,757	70,000	65,000
152	CONSUMPTION TAX	807,733	801,849	762,229	768,786	800,000	800,000
153	COMMUNICATION TAX	7,501,814	7,537,511	7,314,146	7,114,814	7,100,000	6,800,000
	SUBTOTAL	132,081,759	136,775,220	138,818,006	144,967,901	145,432,000	152,882,000
	TOTAL LOCAL TAXES	937,038,605	956,794,527	986,485,758	1,022,543,408	1,039,010,130	1,067,821,677
REVENUE CATEG: LICENSES, PERMITS, & FEES							
215	CONCEALED WEAPONS	29,653	21,258	35,544	28,623	20,000	20,000
219	USE PERMITS	85,951	147,745	122,784	114,783	120,000	120,000
220	RIGHT OF WAY FEES	1,026,234	977,014	616,292	1,471,442	1,200,000	1,200,000
221	HIGHWAY PERMITS	2,172,497	1,854,422	1,239,067	1,802,405	1,523,000	1,752,840
222	BUILDING PERMITS	746	-	1,302	-	-	-
240	MOTOR VEHICLE LICENSE TAGS	4,981,832	4,982,387	4,934,901	5,001,539	5,000,000	5,000,000
241	LICENSE PLATE PENALTY FEES	297,050	253,224	268,015	291,326	250,000	270,000
243	SITE PLAN FEES	1,235,474	1,075,227	819,817	1,102,876	1,173,000	1,171,000
244	TRANSFER FEES	4,802	4,729	4,909	5,042	5,000	5,000

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 PROPOSED
245	ZONING ADVERTISING	74,354	46,161	81,478	113,085	55,000	55,000
259	MIS LICENSES, PERMITS & FEES	2,488,251	1,869,036	1,722,449	1,528,038	1,420,100	1,726,050
	TOTAL REV CATEG	12,396,844	11,231,203	9,846,558	11,459,159	10,766,100	11,319,890
REVENUE CATEG: FINES							
301	FINES	2,919,379	2,845,654	2,703,140	2,741,646	3,064,000	3,294,000
302	PARKING TICKETS	5,077,757	5,020,197	4,274,212	4,141,927	4,000,000	4,000,000
305	CIVIL PENALTIES	116,727	75,156	81,788	176,167	78,700	309,024
	TOTAL REV CATEG	8,113,863	7,941,007	7,059,140	7,059,740	7,142,700	7,603,024
REVENUE CATEG: INTEREST, RENTS & SURPLUS SALES							
311	INTEREST ON GENERAL FUND	2,182,979	2,640,949	4,480,448	2,167,722	5,500,000	5,000,000
312	INTEREST ON BOND FUNDS	449,535	284,891	1,443,695	527,085	750,000	450,000
320	COURTHOUSE PLAZA	2,568,952	3,451,928	2,763,149	3,196,185	3,000,000	3,000,000
321	RENTALS & SALES OF SURPLUS	296,549	288,295	433,308	428,154	337,200	406,070
322	PAID PARKING	891,198	935,774	1,086,510	1,031,644	1,200,160	1,165,840
334/5	DES LEASE AGREEMENTS	383,500	350,956	379,164	437,758	837,406	828,279
	TOTAL REV CATEG	6,772,713	7,952,793	10,586,274	7,788,548	11,624,766	10,850,189
REVENUE CATEG: CHARGES FOR SERVICES							
400	INMATE MEDICAL COSTS	22,649	23,066	22,485	24,763	9,000	9,000
401	COURT COSTS	339,379	348,525	444,999	411,058	400,000	400,000
402	COMMONWEALTH'S ATTORNEY FEES	11,825	11,855	10,312	9,415	10,500	10,500
403	A S A P ENTRANCE FEES	483,681	468,908	424,592	329,539	374,373	338,807
404	IMPOUNDED VEHICLES STORAGE FEE	16,900	14,508	11,593	12,324	15,000	15,000
405	FALLS CHURCH REIMBURSEMENT	4,017,472	4,062,322	4,158,476	3,846,127	4,274,432	4,218,934
406	AMBULANCE SERVICE FEES	3,202,726	3,103,845	2,863,686	3,566,548	4,000,000	4,000,000
407	JAIL SERVICE CHARGES	12,195	9,386	4,386	4,250	6,250	6,250
408	DOG LICENSE FEES	59,664	65,270	65,179	66,296	70,000	66,220
409	SIDEWALK FRONTAGE ASSESSMENTS	50,820	56,497	51,293	79,358	55,000	55,000
410	PARKING METER CHARGES	7,450,797	7,604,837	8,511,265	9,063,713	9,160,057	12,910,000
411	ENGINEERING SERVICES CHARGES	1,727,296	1,488,723	1,599,070	1,413,174	1,075,000	1,125,800
412	REFUSE\RECYCLING FEES	9,707,996	8,963,785	8,985,066	10,217,857	10,430,112	10,496,512
413	MULCH FEES	135,071	144,674	156,432	133,762	216,000	216,000
414	RECYCLED MATERIALS SALES	109,612	82,891	32,119	154,309	40,000	40,000
415	MENTAL HEALTH CLINIC CHARGES	1,717,611	2,256,223	2,474,982	2,151,931	2,403,259	2,335,281
416	DRUG & ALCOHOL PROG. PAYMENTS	46,204	47,429	46,083	64,927	49,000	61,000
417	MADISON CENTER CHARGES	221,920	162,660	140,424	158,490	180,000	175,000
420	RECREATION INSTRUCTION SRVCS.	4,277,872	4,227,963	3,609,383	3,667,114	3,708,911	3,449,699
421	SUPPLEMENTAL RECREATION FEES	5,986,055	5,856,861	6,387,429	6,453,950	6,629,122	6,854,368
422	LIBRARY FEES & FINES	533,965	514,521	472,631	433,302	455,000	425,000
423	OLDER AMERICANS ACT PROGS.	23,843	19,529	19,252	20,701	20,513	20,513
424	GROUP HOME CHARGES ARGUS	1,492	1,148	2,520	818	1,750	1,750
425	FEE REDUCTIONS	(170,924)	(175,822)	(694,283)	(660,294)	(150,619)	(680,000)
426	APPLIANCE PICK UP FEE	36,944	23,220	19,320	16,505	25,000	25,000
430	INDIRECT ADMIN CHARGES	3,742,931	4,136,600	4,201,799	4,933,742	4,338,162	4,450,515
431	HEALTH SERVICES FEES	1,598	204	12	-	2,500	2,500

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 PROPOSED
443	WIRELESS E-911 SURCHARGE	837,036	858,631	876,464	982,815	924,370	754,663
445	GIS PROGRAM REVENUES	40,280	35,136	4,991	1,780	40,000	40,000
447	SERVICES TO OUTSIDE AGENCIES	109,675	168,042	161,554	173,530	145,000	145,000
449	MISC SERVICE CHARGES	2,432,706	2,323,985	2,673,520	2,635,319	2,684,753	2,592,404
450	ARLINGTON TRANSIT / COMMUTER STORE	4,368,069	4,674,527	5,787,294	6,403,957	6,600,252	6,906,812
453	COURT HOUSE SECUR.-COURT FEE	543,521	517,595	413,434	360,966	520,000	395,000
455	CHESAPEAKE BAY FEE	224,163	198,570	221,655	202,344	160,000	100,000
460	PROJECT RECEIPTS	272,112	441,769	329,121	253,753	323,500	323,500
471	PUBLIC HEALTH FEES	553,193	590,852	655,679	643,275	680,972	667,404
472	CREDIT CARD FEES - TREAS.	(11,729)	(646,734)	(653,237)	(710,590)	(660,000)	(557,400)
	TOTAL REV CATEG	53,136,620	52,682,001	54,490,980	57,520,828	59,217,169	62,396,032
REVENUE CATEG: MISCELLANEOUS REVENUE							
501	SALE OF LAND & BUILDINGS	1,335,278	74,479	840,667	1,221,919	15,000	15,000
509	MISCELLANEOUS REVENUES	1,863,380	2,035,855	1,925,612	1,447,613	1,226,950	1,727,396
525	CABLE TV ADMINISTRATION	239,076	182,394	245,065	226,462	-	-
570	AHIF	24,729,385	11,622,178	8,898,414	10,424,305	-	-
595	CABLE TV SCHOOL ANNUAL PAYMENTS	62,172	-	-	25,736	-	-
599	GIFTS AND DONATIONS	347,986	306,825	2,912	3,584	5,000	5,000
	TOTAL REV CATEG	28,577,277	14,221,731	11,912,670	13,349,619	1,246,950	1,747,396
REVENUE CATEG: COMMONWEALTH OF VIRGINIA							
612	MOTOR VEHICLE CARRIERS TAX	19,248	19,788	17,722	21,853	19,000	19,000
613	TAX ON DEEDS-GRANTOR'S TAX	1,384,585	1,232,973	1,821,824	2,140,163	1,400,000	1,600,000
621	COMMONWEALTH'S ATTORNEY	1,180,886	1,230,793	1,189,177	1,279,850	1,301,116	1,310,249
622	SHERIFF	7,550,650	7,410,018	7,667,223	7,644,284	7,800,860	7,807,838
623	COMMISSIONER OF THE REVENUE	444,528	392,245	452,139	452,902	462,802	462,802
624	TREASURER	480,433	421,820	491,538	494,252	493,449	530,355
625	REGISTRAR/ELECTORAL BOARD	83,552	82,441	154,391	85,164	83,232	83,232
626	LAW ENFORCEMENT AID	6,149,640	5,962,106	6,149,640	6,347,640	6,347,640	6,538,069
627	CLERK -COMP BOARD FUNDS	888,719	870,646	907,050	892,452	929,041	929,041
628	DCJS FORFEITED ASSETS	379,231	278,607	33,508	15,082	-	-
629	VICTIM WITNESS GRANT	166,710	175,172	196,952	219,270	270,353	270,353
631	HIGHWAY AID	16,230,852	17,338,675	16,896,925	18,339,530	18,157,983	19,311,822
632	TRANSIT AID	3,244,416	3,962,240	4,581,461	5,440,771	4,721,042	4,721,042
633	JUVENILE DETENTION-ARGUS	340,331	194,326	270,059	270,059	270,059	390,738
634	JUVENILE & DOMESTIC RELATIONS	638,420	704,175	720,490	768,238	780,374	780,374
635	PRISONER EXPENSE REIMBURSE.	933,923	1,147,334	1,114,762	1,196,261	1,100,000	1,250,000
638	COMP COMM CORRECTIONS ACT	409,086	434,202	416,144	313,034	416,649	424,353
640	COMMUTER ASSISTANCE GRANTS	5,855,674	5,707,857	5,800,804	6,042,888	5,762,235	5,762,235
641	HEALTH REIMBURSEMENTS	3,485,712	3,483,145	3,265,147	3,316,349	3,288,551	3,312,705
642	LIBRARY SUPPLEMENTS	176,293	171,705	176,777	182,231	182,231	182,231
643	FIRE PROGRAMS	448,302	833,054	658,050	673,776	673,776	673,776
644	HIGHWAY SAFETY GRANTS	11,908	3,546	6,546	4,978	-	-
645	MENTAL HEALTH/ INTELLECTUAL DISAB.	8,300,453	8,789,866	11,032,342	11,143,210	9,752,560	10,566,632
646	SUBSTANCE ABUSE	1,144,057	1,148,876	1,159,115	1,120,462	1,157,918	1,149,918
647	SOCIAL SERVICES	3,595,836	3,651,027	3,637,792	3,725,612	4,707,764	4,220,379
648	SIGNAL REIMBURSEMENT	679,960	788,800	756,484	-	750,815	667,815

SIX-YEAR REVENUE SUMMARY		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
CODE	**DESCRIPTION**	**ACTUAL**	**ACTUAL**	**ACTUAL**	**ACTUAL**	**ADOPTED**	**PROPOSED**
649	MISC STATE GRANTS	1,869,662	672,740	951,835	1,035,682	469,525	472,176
652	STATE EMERGENCY MGMT GRANTS	8,100	21,556	16,763	22,455	-	-
654	COMPREHENSIVE SERVICES ACT (CSA)	1,657,897	1,037,996	1,072,485	1,553,797	1,573,420	1,624,696
655	DEPARTMENT OF AGING	225,597	230,556	175,569	333,758	310,944	358,200
	TOTAL REV CATEG	67,984,661	68,398,285	71,790,714	75,076,003	73,183,339	75,420,031
REVENUE CATEG: FEDERAL GOVERNMENT							
714	WORKFORCE INVESTMENT ACT (WIA)	898,276	806,411	828,286	809,659	854,800	707,338
719	HUD RENTAL REHAB/HOME	1,505,550	139,760	224,411	1,032,346	733,251	-
722	U S MARSHAL PRISONERS	108,705	45,379	8,790	12,369	8,500	1,800
724	FBI REIMBURSEMENT	250,205	449,089	118,709	325,236	-	-
725	OLDER AMERICANS ACT	510,672	331,379	588,815	514,458	677,175	492,521
730	HIDTA GRANT	180,826	304,704	59,793	-	-	-
741	FEDERAL HEALTH REIMB	111,305	60,000	50,000	45,000	45,000	43,000
742	HEALTH & HUMAN SERVICE	498,460	402,632	437,853	364,627	-	-
745	MENTAL HEALTH / M. R.	2,014,725	1,510,259	1,464,777	1,774,045	1,618,986	1,616,399
746	SUBSTANCE ABUSE	651,886	750,303	773,898	779,793	758,541	761,541
747	SOCIAL SERVICES	8,741,265	9,120,423	10,283,403	10,913,627	8,834,619	10,150,508
748	WIC PROGRAM FUNDS	667,976	770,592	678,981	605,108	687,426	696,486
749	MISC FEDERAL GRANTS	1,349,817	1,669,708	1,030,137	727,631	539,051	663,997
752	FEDERAL EMERGENCY MGMT GRANTS	525,621	425,835	487,786	393,211	413,484	1,178,664
	TOTAL REV CATEG	18,015,289	16,786,474	17,035,639	18,297,110	15,170,833	16,312,254
REVENUE CATEG: NON-REVENUE RECEIPTS							
805	OTHER	2,274,572	3,179,898	(105,522)	-	-	-
806	BOND PREMIUM	-	-	5,278,090	-	-	-
847	TREASURERS CASH OVER & SHORT	(213)	(657)	868	(113)	-	-
848	TREASURER'S RETURNED CHECKS	35,467	37,915	32,270	30,720	30,000	30,000
	TOTAL REV CATEG	2,309,826	3,217,156	5,205,706	30,607	30,000	30,000
REVENUE CATEG: TRANSFERS IN							
900	TRANSFER IN FROM OTHER FUNDS	130,000	206,726	205,589	206,395	210,347	285,565
913	TRANSFER IN FROM 313	-	-	400,000	2,500,000	-	-
930	TRANSFER IN FROM 330 & 331	-	-	50,312	691,561	1,102,740	2,431,072
981	TRANSFERS IN FROM OTHER FUNDS	25,363	28,527	122,416	578,088	2,400,000	2,400,000
987	TRANSFERS IN FROM FUND 887	-	-	-	-	-	-
999	TRANSFERS IN FROM FUND 799	398,855	784,268	181,613	118,960	80,000	80,000
	TOTAL REV CATEG	554,218	1,019,521	959,930	4,095,004	3,793,087	5,196,637
TOTAL GENERAL FUND REVENUES		**1,134,899,916**	**1,140,244,698**	**1,175,373,369**	**1,217,220,026**	**1,221,185,074**	**1,258,697,130**
860	FUND BALANCE ADJ -PREV YEAR	124,845,794	155,468,577	123,362,693	115,086,495	31,526,938	15,194,069
TOTAL GENERAL FUND WITH FUND BALANCE		**1,259,745,710**	**1,295,713,275**	**1,298,736,062**	**1,332,306,521**	**1,252,712,012**	**1,273,891,199**

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 PROPOSED
FUND: 201 BALLSTON QUARTER TIF FUND							
101	REAL ESTATE TAX	-	-	-	111,785	-	537,000
	TOTAL FUND	-	-	-	111,785	-	537,000
FUND: 202 TRAVEL & TOURISM PROMOTION							
146	TRANSIENT OCCUPANCY	-	-	-	1,262,988	1,272,500	1,300,000
980	TRANSFER FROM GENERAL FUND	-	-	-	626,148	246,700	246,700
	TOTAL FUND	-	-	-	1,889,136	1,519,200	1,546,700
FUND: 203 BALLSTON SPECIAL ASSESSMENT DISTRICT							
101	REAL ESTATE TAX	1,494,123	1,540,629	1,538,056	1,586,521	1,539,333	1,427,433
311	INTEREST EARNINGS	611	296	636	1,076	-	-
	TOTAL FUND	1,494,734	1,540,925	1,538,692	1,587,597	1,539,333	1,427,433
FUND: 204 ROSSLYN SPECIAL ASSESSMENT DISTRICT							
101	REAL ESTATE CURRENT TAXES	3,523,214	3,581,809	3,492,809	3,515,040	3,813,445	3,772,348
311	INTEREST EARNINGS	864	1,382	1,469	2,058	-	-
	TOTAL FUND	3,524,078	3,583,191	3,494,278	3,517,098	3,813,445	3,772,348
FUND: 205 CRYSTAL CITY SPECIAL ASSESSMENT DISTRICT							
101	REAL ESTATE CURRENT TAXES	2,522,688	2,550,186	2,528,049	2,537,971	2,681,991	2,585,894
311	INTEREST EARNINGS	474	624	634	999	-	-
	TOTAL FUND	2,523,162	2,550,810	2,528,683	2,538,970	2,681,991	2,585,894
FUND: 206 COMMUNITY DEVELOPMENT							
311	INTEREST EARNINGS	1	-	-	-	-	-
718	FEDERAL AID - CDBG	2,773,078	1,152,831	1,426,365	3,539,293	1,166,896	1,198,566
719	FEDERAL RENTAL REHAB	21,297	32,955	41,437	82,497	54,189	793,522
	TOTAL FUND	2,794,376	1,185,786	1,467,802	3,621,790	1,221,085	1,992,088
FUND: 208 SECTION 8 HOUSING							
311	INTEREST	5,990	6,152	9,682	10,420	-	-
509	MISCELLANEOUS REVENUES	16,445	35,235	19,100	12,726	40,900	40,900
727	SECTION 8 HOUSING	16,796,091	14,846,764	17,351,041	18,162,520	18,409,708	18,751,333
728	HCV RESERVE	-	-	(218,773)	222,225	-	-
749	MISC FEDERAL REVENUE	320,885	298,218	329,927	383,356	394,179	101,708
	TOTAL FUND	17,139,411	15,186,369	17,490,977	18,791,247	18,844,787	18,893,941
FUND: 313 CAPITAL							
301	FINES	29,190	14,204	7,411	36,382	-	-
321	RENTAL & SALES OF SURPLUS	926	-	-	-	-	-
405	FALLS CHURCH REIMBURSEMENTS	-	-	271	-	-	-
460	DEVELOPERS STREET LIGHTS	1,365,427	410,368	271,450	25,693	-	-

CODE	SIX-YEAR REVENUE SUMMARY DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 PROPOSED
461	DEVELOPER/PROJECT RECEIPTS	2,997,527	15,236,267	1,248,920	628,775	-	-
501	SALE OF LAND	627,985	-	-	-	-	-
509	MISCELLANEOUS	673,243	1,377,808	1,928,682	5,394,418	-	-
520	CABLE TV - PEG	985,176	1,061,895	885,364	855,346	-	-
521	CABLE TV - INET	162,212	291,559	221,277	736,587	-	-
525	CABLE TV & ADMIN	-	60,798	-	-	-	-
632	STATE AID NVTC	6,322,862	1,980,934	2,459,532	1,006,413	-	-
640	STATE TRANSPORTATION GRANTS	1,918,445	219,430	56,035	(10,357)	-	-
648	SIGNAL REIMBURSEMENT	7,545,304	894,357	2,475,059	-	-	-
649	MISC STATE GRANTS	14,454	-	5,201	-	-	-
655	VA GENERAL FUND-FED FUND MATCH	1,076,678	400,515	321,237	-	-	-
660	VA TRANS DEPT GRANTS	401,359	264,385	2,470,767	-	-	-
714	FEDERAL GRANTS	-	-	-	871,158	-	-
771	REVENUE FROM FEDERAL GOVT	-	-	10,578	-	-	-
806	BOND PREMIUM	-	-	-	17,846,867	-	-
808	PROCEEDS FROM LEASE PURCHASE	5,459,004	6,383,803	5,418,570	9,530,658	-	-
980	TRANSFER FROM GENERAL FUND	29,553,643	29,993,113	19,890,523	20,191,849	13,570,178	5,544,983
999	TRANSFER FROM FUND 799	-	-	-	21,650	-	-
	TOTAL FUND	59,133,435	58,589,436	37,670,877	57,135,439	13,570,178	5,544,983
FUND: 321 STORMWATER FUND							
101	REAL ESTATE TAX	8,331,275	8,631,383	9,013,936	9,276,017	9,609,660	9,688,160
301	FINES	3,050	6,550	9,829	7,982	-	-
411	SEDIMENT/EROSION CONTROL	-	132,042	129,980	450,000	550,000	832,500
428	MISC REVENUE	8,000	-	-	-	-	-
455	CHESAPEAKE BAY FEE	-	-	-	-	-	160,000
649	MISC STATE GRANTS	89,606	43,044	31,295	1,143,567	-	-
749	MISC FEDERAL GRANTS	60,000	20,000	-	-	-	-
	TOTAL FUND	8,491,931	8,833,019	9,185,040	10,877,566	10,159,660	10,680,660
FUNDS: 330 & 331 TRANSPORTATION CAPITAL FUND							
101	REAL ESTATE TAX	25,734,105	24,533,145	24,423,284	25,031,364	26,423,698	25,176,953
311	INTEREST	-	-	-	-	-	-
449	MISC SERVICE CHARGES	61,133	367,530	-	-	-	-
461	DEVELOPER CONTRIBUTIONS	750,000	1,005,496	777,356	3,084,202	-	-
509	MISC REVENUES	-	351,552	845,417	1,471,551	-	-
530	NVTA LOCAL SHARE	10,799,261	11,168,701	11,796,879	12,297,156	11,900,000	12,048,476
531	NVTA REGIONAL SHARE	-	797,696	978,701	1,329,694	-	-
532	Regional Toll Revenue	-	-	-	9,767	-	-
632	STATE AID	667,284	7,750,975	7,238,834	4,488,580	-	-
640	STATE TRANSPORTATION GRANTS	-	5,384,847	1,292,412	128,886	-	-
660	VDOT/REVENUE SHARING FUNDS	-	-	145	-	-	-
714	FEDERAL GRANTS	-	-	-	427,544	-	-
	TOTAL FUND	38,011,783	51,359,942	47,353,028	48,268,744	38,323,698	37,225,429
FUND: 335 CRYSTAL CITY TIF FUND							
101	REAL ESTATE TAX	2,975,380	3,332,465	3,980,241	5,396,172	6,304,880	4,718,020
461	DEVELOPER CONTRIBUTIONS	-	-	-	780,000	-	-

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 PROPOSED
531	NVTA REGIONAL SHARE	-	-	-	1,167,669	-	-
632	STATE AID NVTC	8,901	84,599	537	3,612	-	-
655	VIRGINIA GENERAL FUND - FED FUND MATC	18,698	50,225	215,446	-	-	-
714	FEDERAL GRANTS	-	-	-	168,250	-	-
	TOTAL FUND	3,002,979	3,467,289	4,196,224	7,515,703	6,304,880	4,718,020
FUND 336: COLUMBIA PIKE TIF FUND							
101	REAL ESTATE TAX	-	209,168	308,369	601,844	-	150,730
	TOTAL FUND	-	209,168	308,369	601,844	-	150,730
FUND: 503 UTILITIES OPERATING							
311	INTEREST	73,482	87,264	135,520	106,547	50,000	75,000
321	RENTALS & SALES OF SURPLUS	153,733	144,945	161,370	164,908	163,585	169,080
426	APPLIANCE FEE RECYCLING	11,674	11,005	7,700	10,660	10,000	10,000
444	UTILITY MARKING FEE	213,419	183,916	182,094	224,217	195,000	195,000
482	WATER SEWER SERVICE	89,341,133	94,542,664	93,056,953	97,263,095	96,134,571	96,134,571
484	WATER SERVICE CONNECTIONS	1,423,100	1,248,539	1,282,297	1,249,315	1,265,000	1,265,000
486	SEWAGE TREAT. SERVICE CHARGES	4,173,429	4,447,291	3,781,654	3,182,544	3,930,200	3,476,053
488	FLOW TEST FEES	20,939	17,700	15,800	20,100	14,500	14,500
509	MISCELLANEOUS REVENUES	84,438	105,107	86,665	96,901	76,555	76,555
848	TREASURER'S RETURNED CHECK	-	-	-	300	-	-
	TOTAL FUND	95,637,378	100,996,027	98,710,053	102,318,587	101,839,411	101,415,759
FUND: 519 UTILITIES CAPITAL							
311	INTEREST ON GENERAL FUND	113,285	174,604	290,252	145,473	100,000	100,000
312	INTEREST ON BOND FUNDS	15,595	13,140	38,615	58,534	-	-
485	WATER SEWER HOOK-UP CHARGES	5,039,414	6,273,269	5,474,991	4,822,363	5,000,000	5,000,000
486	SEWAGE TREATMENT SERVICE CHRG	2,380,361	402,764	60,110	464,789	555,900	655,000
509	MISCELLANEOUS	13,494	-	31,572	68,745	-	-
901	TRANSFER FROM FUND 101	-	-	-	400,000	199,200	199,200
953	TRANSFER FROM FUND 503	14,000,000	12,524,545	13,525,850	13,910,500	13,571,640	14,025,300
913	TRANSFER FROM FUND 313	102,027	-	-	-	-	-
	TOTAL FUND	21,664,176	19,388,322	19,421,390	19,870,404	19,426,740	19,979,500
FUND: 540 BALLSTON GARAGE							
312	INTEREST	7,483	8,123	4,431	25,231	12,000	12,000
428	PARKING REVENUES	4,411,414	4,337,754	3,871,490	3,263,871	3,238,771	4,540,800
428	MISCELLANEOUS REVENUE	-	-	15,833	8,970	-	-
449	MISC SERVICE CHARGES	-	-	107,313	-	-	-
	TOTAL FUND	4,418,897	4,345,877	3,999,067	3,298,072	3,250,771	4,552,800
FUND: 548 BALLSTON GARAGE - 8th LEVEL							
428	PARKING REVENUES	328,547	369,455	374,270	267,492	246,600	261,600
913	TRANSFER FROM FUND 313	1,267,321	-	-	-	-	-
981	TRANSFERS FROM OTHER FUNDS	100,000	-	-	-	-	-
	TOTAL FUND	1,695,868	369,455	374,270	267,492	246,600	261,600

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 PROPOSED
FUND: 570 CPHD DEVELOPMENT FUND							
211	HOME IMPROVEMENT CONTRACT	225	2,167	-	50	-	-
222	BUILDING PERMITS	8,033,214	7,332,963	8,039,077	8,837,919	8,541,000	8,904,167
223	ELECTRICAL PERMITS	2,036,078	1,995,357	2,207,204	2,079,902	1,811,151	1,888,162
224	PLUMBING PERMITS	1,405,699	1,556,586	1,375,746	1,382,552	1,325,000	1,381,340
225	MECHANICAL PERMITS	804,890	571,107	940,069	770,390	750,000	781,890
226	OCCUPANCY PERMITS	619,857	610,023	585,355	760,549	635,000	666,372
228	SIGN PERMITS	57,901	46,759	44,151	40,293	50,000	52,470
242	ELEVATOR CERTIFICATE FEES	818,753	845,687	821,164	1,106,671	850,000	886,142
247	VARIANCES/S F EXISTING	76,455	65,228	92,820	75,660	50,000	52,470
248	ZONING COMPLIANCE LETTERS	30,845	33,966	31,419	38,165	30,636	32,150
251	PLAN REVIEW - WALK THROUGHS	709,542	809,822	786,853	808,290	738,000	774,461
252	SUBDIVISION PLAT REVIEW	15,322	10,338	10,734	11,826	12,000	12,593
259	MISC LICENSES PERMITS & FEES	14,145	10,160	6,721	8,850	12,409	13,022
311	INTEREST	73,045	97,435	152,994	84,889	-	-
422	CASH OVER/SHORT	-	308	275	(30)	-	-
449	MISC SERVICE CHARGES	(1,343)	2,136	(7,066)	7,386	4,300	4,499
509	MISC REVENUE	(70)	-	8,280	294	29,452	30,907
	TOTAL FUND	14,694,558	13,990,042	15,095,796	16,013,656	14,838,948	15,480,645
FUND: 609 AUTOMOTIVE EQUIPMENT							
321	RENTALS & SALES OF SURPLUS	901,618	803,573	688,564	575,264	250,000	300,000
405	FALLS CHURCH REIMBURSEMENT	-	-	-	231,324	-	-
414	RECYCLED MATERIALS SALES	-	-	-	-	-	-
448	SERVICES TO OUTSIDE AGENCIES	20,965,417	19,455,270	20,365,432	19,673,398	17,146,417	16,753,954
509	MISCELLANEOUS REVENUE	184,024	691,463	776,521	510,131	391,000	521,000
512	THIRD PARTY RECOVERY	47,973	17,427	0	75,665	60,000	60,000
808	PROCEEDS FROM LEASE PURCHASE	2,500,213	-	1,535,518	-	-	-
901	TRANSFER FROM GENERAL FUND	-	-	-	100,500	156,835	-
903	TRANSFER IN FROM FUND 503	-	-	100,624	-	-	-
913	TRANSFER IN FROM FUND 313	-	-	-	-	29,000	-
980	TRANSFER FROM GENERAL FUND	-	42,000	-	-	-	-
	TOTAL FUND	24,599,245	21,009,733	23,466,659	21,166,282	18,033,252	17,634,954
FUND: 611 PRINTING							
446	SERVICES TO AGENCIES	2,476,508	2,557,880	2,364,659	2,815,381	2,237,588	2,305,000
448	SERVICES TO OUTSIDE AGENCIES	288	-	-	-	-	-
980	TRANSFER FROM GENERAL FUND	195,853	-	231,484	241,769	249,600	242,337
	TOTAL FUND	2,672,649	2,557,880	2,596,143	3,057,150	2,487,188	2,547,337
ARLINGTON PUBLIC SCHOOLS FUNDS							
FUND: 880 SCHOOL OPERATING FUND							
400	CHARGES FOR SERVICES	5,356,128	3,208,423	9,903,997	3,027,924	2,995,500	4,006,800
500	CARRYOVER AND OTHER	-	(12,266,451)	(8,441,947)	0	14,817,655	14,590,859
692	VIRGINIA SALES TAX	19,368,051	21,198,389	23,067,985	24,458,713	26,232,606	28,088,599
690	COMMONWEALTH	32,508,765	34,129,956	35,122,440	37,206,067	39,918,403	41,950,240
700	FEDERAL FUNDS	-	-	-	309,052	-	600,000
808	PROCEEDS FROM LEASE PURCHASE	1,199,435	1,630,162	2,663,295	1,991,412	-	-

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 PROPOSED
900	TRANSFERS IN	347,480,865	386,901,359	400,039,915	395,568,221	427,859,009	435,320,494
	TOTAL FUND	405,913,244	434,801,838	462,355,685	462,561,389	511,823,173	524,556,992
FUND: 881 FOOD AND NUTRITION SERVICES FUND							
400	CHARGES FOR SERVICES	3,450,361	3,834,514	4,044,090	4,503,088	4,059,745	4,255,000
600	COMMONWEALTH	84,838	87,287	97,425	231,007	92,148	188,000
700	FEDERAL FUNDS	4,374,332	4,549,060	4,828,771	5,444,180	4,904,193	5,309,931
	TOTAL FUND	7,909,531	8,470,861	8,970,286	10,178,275	9,056,086	9,752,931
FUND: 882 COMMUNITY ACTIVITIES FUND							
400	CHARGES FOR SERVICES	9,639,778	9,850,950	10,498,647	11,344,954	11,646,833	12,786,196
500	CARRYOVER/OTHER	63,000	-	-	-	-	-
900	TRANSFERS IN	4,712,193	5,299,491	5,232,405	5,510,043	6,316,566	6,274,426
	TOTAL FUND	14,414,971	15,150,441	15,731,052	16,854,997	17,963,399	19,060,622
FUND: 883 SPECIAL GRANTS							
400	CHARGES FOR SERVICES	2,629,690	2,929,212	2,849,633	1,859,731	1,954,797	1,872,339
600	COMMONWEALTH	3,468,316	3,366,447	3,604,498	3,490,772	3,727,582	3,604,322
700	FEDERAL FUNDS	8,546,480	7,917,957	8,945,982	9,437,992	9,349,248	9,094,187
900	TRANSFERS IN				957,755	-	-
	TOTAL FUND	14,644,486	14,213,616	15,400,113	15,746,250	15,031,627	14,570,848
FUND: 886 SCHOOL CONSTRUCTION AND CAPITAL FUND							
500	CARRYOVER AND OTHER	3,493,705	6,871,451	-	-	1,200,000	6,331,447
600	COMMONWEALTH	-	-	-	131,429	586,270	-
808	PROCEEDS FROM LEASE PURCHASE	-	-	-	11,714,732	-	-
900	TRANSFERS IN	2,821,345	19,004,782	19,558,240	23,498,197	4,672,225	127,048
	TOTAL FUND	6,315,050	25,876,233	19,558,240	35,344,358	6,458,495	6,458,495
FUND: 888 SCHOOL DEBT SERVICE FUND							
500	CARRYOVER AND OTHER	1,400,000	265,000	100,000	-	1,300,000	4,421,379
900	TRANSFERS IN	41,545,385	43,834,000	44,430,851	46,243,129	47,921,624	53,643,008
	TOTAL FUND	42,945,385	44,099,000	44,530,851	46,243,129	49,221,624	58,064,387
FUND: 889 SCHOOL COMPREHENSIVE SERVICES FUND							
600	COMMONWEALTH	1,894,309	1,704,312	1,747,556	1,972,244	1,880,000	1,985,075
900	TRANSFERS IN	2,535,915	1,909,165	1,905,932	2,251,267	2,120,000	2,239,925
	TOTAL FUND	4,430,224	3,613,477	3,653,488	4,223,511	4,000,000	4,225,000
TOTAL	**ARLINGTON PUBLIC SCHOOLS**	**496,572,891**	**546,225,467**	**570,199,715**	**591,151,909**	**613,554,404**	**636,689,275**

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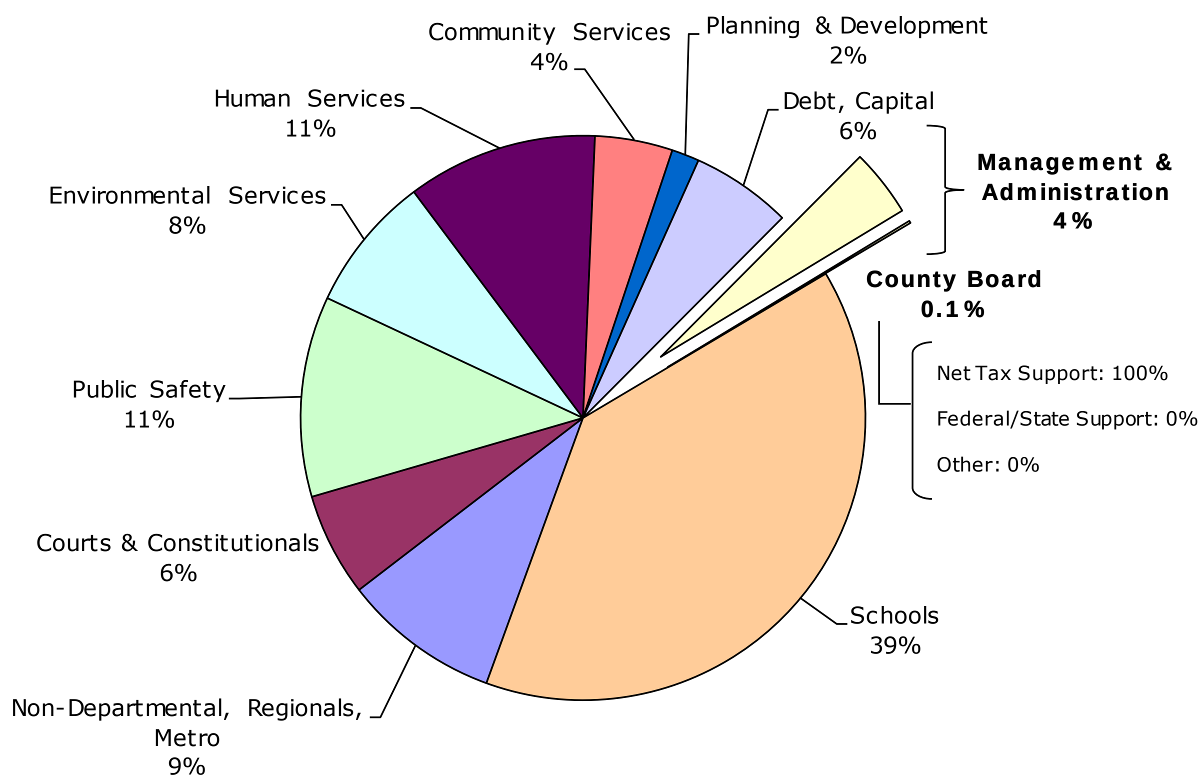
THE COUNTY BOARD
Katie Cristol, Chair
2100 CLARENDON BLVD., SUITE 300, ARLINGTON, VA 22201
703-228-3130
countyboard@arlingtonva.us

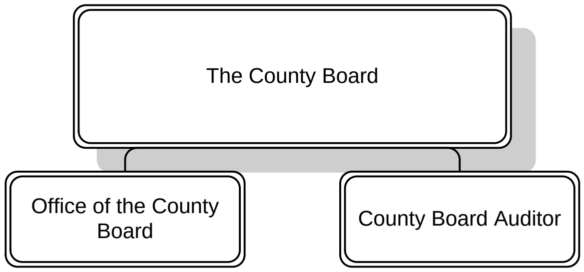
The Arlington County Board is Arlington's governing body and is vested with its legislative powers. Elected at-large, Board members serve staggered four year terms and include an annually rotating chair, who is the official County head and presides over Board meetings, and a vice chair, both of whom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

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

FY 2019 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the County Board is $1,690,852, a five percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases primarily due to a 3.5 percent salary increase for County Board members, employee salary increases, position reclassifications, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the removal of one-time funding to begin digitizing historical County Board records ($50,000) and the reduction below.

FY 2019 Proposed Budget Reduction

Office of the County Board

- ↓ Reduce the non-personnel expenditure budget by $40,000.

  IMPACT: This reduction will reduce the Office of the County Board's ongoing non-personnel budget from $86,831 to $46,831. The County Board Office will focus on reducing discretionary spending in areas such as travel and training, printing, and office supplies.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,311,632	$1,454,027	$1,625,523	12%
Non-Personnel	93,937	155,329	65,329	-58%
Total Expenditures	1,405,569	1,609,356	1,690,852	5%
Total Revenues	-	-	-	-
Net Tax Support	$1,405,569	$1,609,356	$1,690,852	5%
Permanent FTEs	10.00	10.00	10.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.00	10.00	10.00	

OFFICE OF THE COUNTY BOARD

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to a 3.5 percent salary increase for County Board members, employee salary increases, position reclassifications, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to the removal of one-time funding to begin digitizing historical County Board records ($50,000) and the reduction below.

FY 2019 Proposed Budget Reduction

↓ Reduce the non-personnel expenditure budget by $40,000.

IMPACT: This reduction will reduce the Office of the County Board's ongoing non-personnel budget from $86,831 to $46,831. The County Board Office will focus on reducing discretionary spending in areas such as travel and training, printing, and office supplies.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,190,421	$1,262,636	$1,423,191	13%
Non-Personnel	73,417	136,831	46,831	-66%
Total Expenditures	1,263,838	1,399,467	1,470,022	5%
Total Revenues	-	-	-	-
Net Tax Support	$1,263,838	$1,399,467	$1,470,022	5%
Permanent FTEs	9.00	9.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	9.00	9.00	9.00	

OFFICE OF THE COUNTY BOARD

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of Constituent Correspondence Workflows closed within 15 business days	90%	90%	90%	90%	90%	90%
Percent of notifications of final Board actions sent within 2 days of approval of minutes	95%	95%	95%	95%	95%	95%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average number of days for preparation of Board responses to correspondence	4	4	4	4	4	4
Financial disclosure forms processed	750	760	780	780	780	780
Incoming correspondence	16,000	16,500	16,500	16,500	16,500	16,500
Legal advertisements placed	70	75	75	85	85	85
Number of commission/advisory group appointments	320	350	350	350	350	350
Number of GRAMS	2,000	2,200	2,200	3,000	3,000	3,000
Number of public hearings/meetings	75	75	75	85	85	85
Percent of employees fulfilling County training goals	100%	100%	100%	100%	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.

COUNTY BOARD AUDITOR

PROGRAM MISSION

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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, a position hired at a salary higher than previously budgeted, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

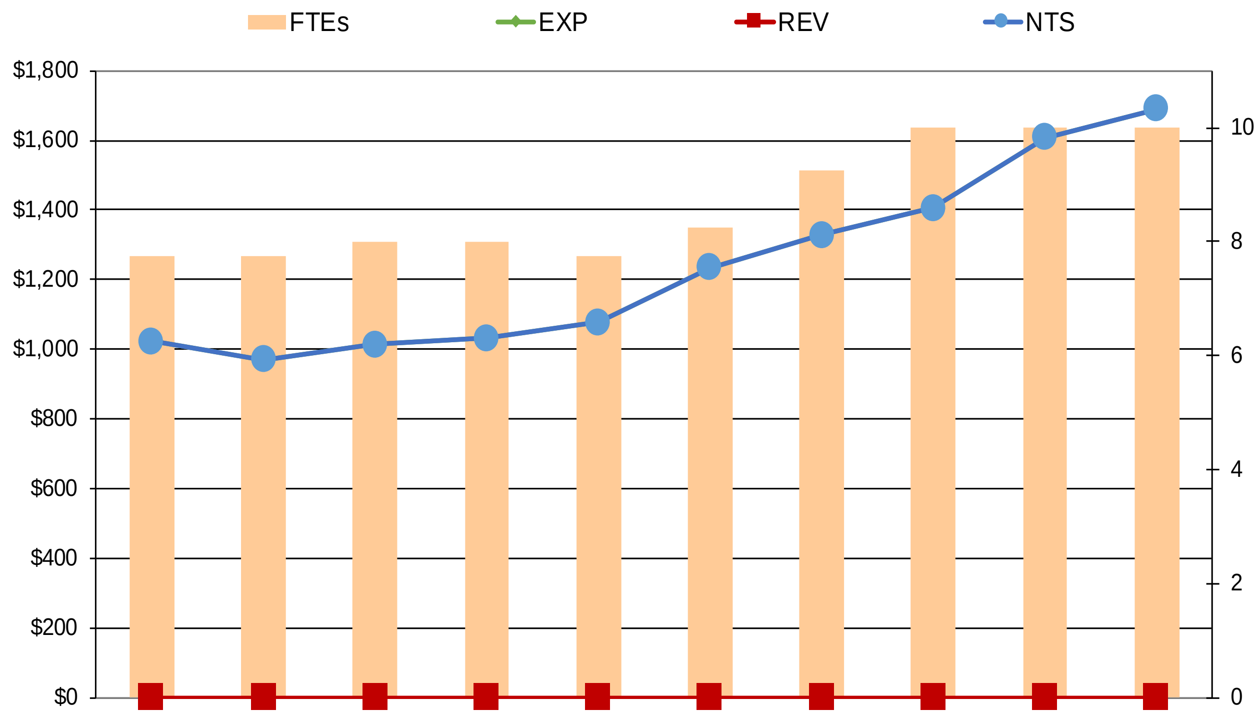
PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$121,211	$191,391	$202,332	6%
Non-Personnel	20,520	18,498	18,498	-
Total Expenditures	141,731	209,889	220,830	5%
Total Revenues	-	-	-	-
Net Tax Support	$141,731	$209,889	$220,830	5%
Permanent FTEs	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.00	1.00	1.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of audit plan complete	N/A	N/A	N/A	N/A	75%	75%

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$1,023	$971	$1,013	$1,033	$1,078	$1,235	$1,327	$1,406	$1,609	$1,691
REV	-	-	-	-	-	-	-	-	-	-
NTS	$1,023	$971	$1,013	$1,033	$1,078	$1,235	$1,327	$1,406	$1,609	$1,691
FTEs	7.75	7.75	8.00	8.00	7.75	8.25	9.25	10.00	10.00	10.00

Fiscal Year	Description	FTEs
FY 2010	▪ Funding was added for a one-time lump-sum payment of $500 for employees, excluding County Board Members ($4,446).	
	▪ A vacant Administrative Specialist position was eliminated ($15,016).	(0.25)
	▪ Non-personnel expenses reflect a 50 percent reduction in travel ($9,204) and savings realized in postage ($750) and legal advertising ($474) due to advancement in technology and efficiencies.	
FY 2011	▪ Non-personnel expenses are decreased in postage ($500), printing ($1,000), consultants ($1,000), employment agency temporaries ($1,000), and legal advertising ($1,000).	
FY 2012	▪ The County Board restored an Aide position to full-time ($17,671).	0.25
	▪ The County Board set a new maximum salary ceiling for the period January 1, 2012 through December 31, 2015 of $57,337 for Board members and $63,071 for the Board Chairman. Actual Board salaries for FY 2012 are the same as FY 2011.	
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 also includes a technical adjustment to correct the authorized FTE count for the Office of the County Board, there is 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 $59,610, 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.	

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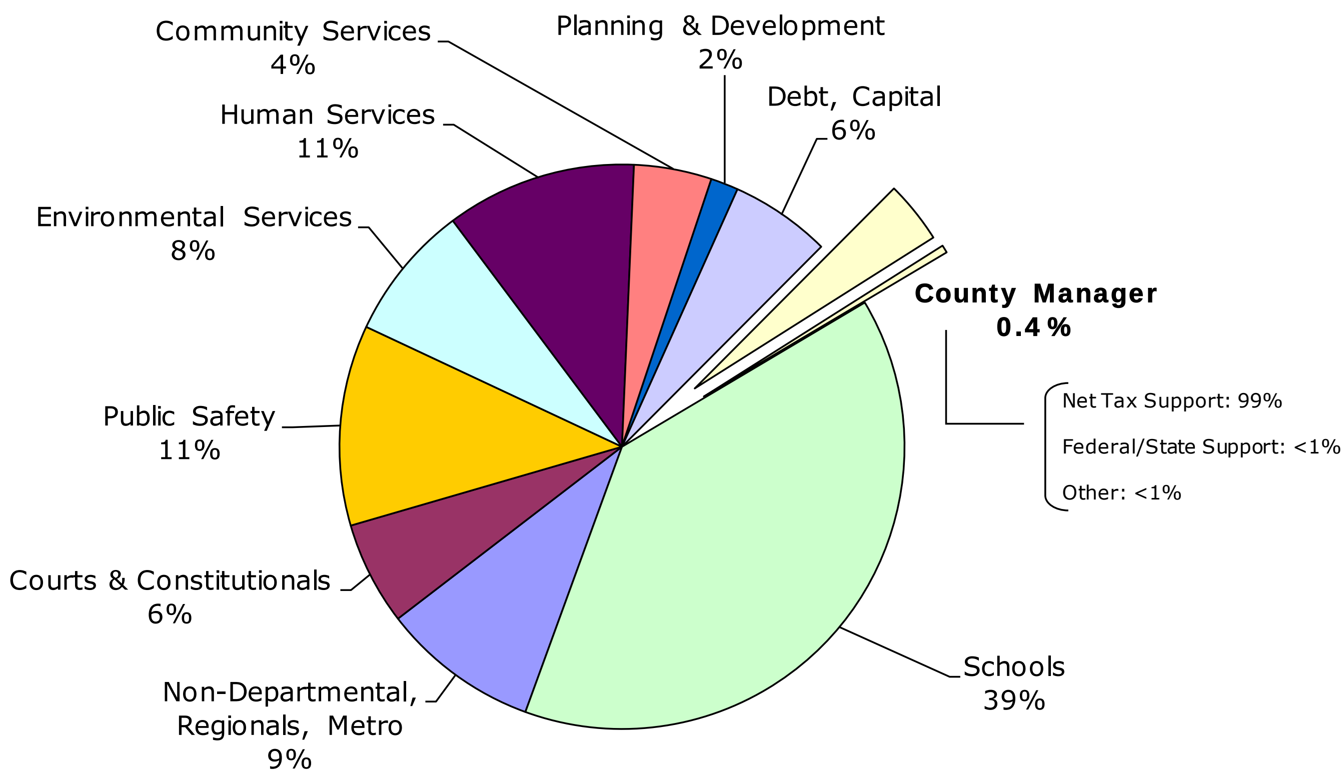
ARLINGTON
VIRGINIA

OFFICE OF THE COUNTY MANAGER
Mark Schwartz, County Manager
2100 CLARENDON BLVD., SUITE 302, ARLINGTON, VA 22201
703-228-3120
countymanager@arlingtonva.us

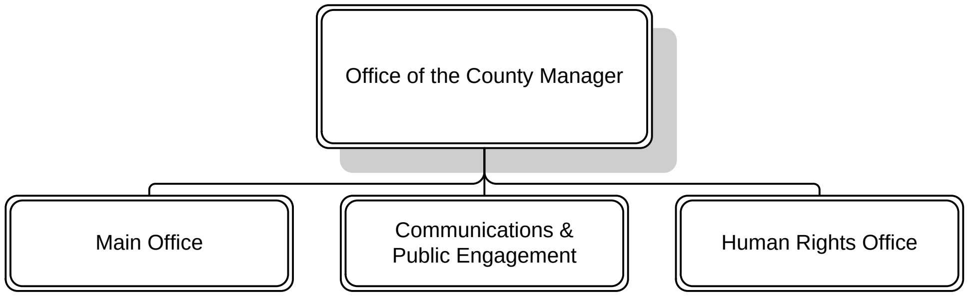
Our Mission: To assure that Arlington's government works

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 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Main Office	**Communications & Public Engagement** **Arlington TV (ATV)**	**Office of Human Rights**

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the County Manager's Office is $5,670,360, a one percent decrease from the FY 2018 budget. The FY 2019 budget reflects:

- ↓ Personnel decreases primarily due to the reduction below and the transfer during FY 2017 closeout of the JFAC Coordinator position to the Department of Community Planning, Housing and Development (CPHD) ($116,168, 1.0 FTE), partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-Personnel expenditures decrease due to the reduction below, partially offset by 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. The Fair Housing Survey was last conducted in FY 2017 and is scheduled to take place every two years.
- ↓ Intra-County charges are removed due to the elimination of the Citizen described below.
- ▪ Permanent FTEs decrease due to the transfer of the JFAC Coordinator (1.0 FTE) to CPHD, the transfer of a grant compliance position (1.0 FTE) to the Transportation Capital Fund, and the reduction below. The grant compliance position was fully charged to Transportation Capital so there is no reduction in Net Tax Support as a result of the transfer.

FY 2019 Proposed Budget Reduction

Communications and Public Engagement

- ↓ Eliminate the Citizen Newsletter ($82,088)

  IMPACT: Elimination of the Citizen is not anticipated to have a major impact on communication with constituents. The County's digital communication tools and efforts have grown significantly (e.g., social media, website, e-products). Likewise, resident use of these tools to obtain more timely information at their convenience has increased significantly. In addition, residents can subscribe to an online weekly e-newsletter – along with dozens of other targeted e-products – and also obtain information via alternative publications (e.g., Class Registration Catalogues, Utility Bill inserts, etc.)

Creative Production and Arlington TV (ATV)

↓ Elimination of a vacant ATV Producer ($83,215, 1.0 FTE).

IMPACT: This position is currently vacant and the duties and responsibilities have been assumed by existing staff. Due to a shift in strategic communications strategy, the team will be integrated more closely with the newsroom to develop short video content that can be developed more efficiently. The net savings is $83,215 as a portion of the salary savings have been reallocated to fund additional contractor support ($32,240).

↓ Reduced contractor support for Public Webcasting / Cablecasting ($47,081)

IMPACT: ATV staff will continue to livestream Board meetings, Board work sessions, and Transportation/Planning Commission meetings. Real time closed captioning will continue to be available during County Board regular and recessed meetings. However, closed captioning for Board work sessions, as well as Planning and Transportation Commission meetings, will be done using automated voice recognition services through YouTube, which will result in a delay of approximately 24 hours.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change ‘18 to ‘19
Personnel	$5,053,744	$5,316,480	$5,242,976	-1%
Non-Personnel	413,636	484,313	427,384	-12%
Sub-total Expenditures	5,467,380	5,800,793	5,670,360	-2%
Intra-County Charges	(41,656)	(60,000)	-	-100%
Total Expenditures	5,425,724	5,740,793	5,670,360	-1%
Fees	3,942	3,000	3,000	-
Grants	29,700	28,500	28,500	-
Total Revenues	33,642	31,500	31,500	-
Net Tax Support	$5,392,082	$5,709,293	$5,638,860	-1%
Permanent FTEs	33.00	36.00	33.00	
Temporary FTEs	0.35	-	-	
Total Authorized FTEs	33.35	36.00	33.00	

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.
- Provide education and assistance to members of the public who have questions regarding the delivery of County programs and services.
- Represent the County's legislative interests before state, federal, and intergovernmental legislative bodies.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the transfer during FY 2017 closeout of the Joint Facilities Advisory Committee (JFAC) Coordinator position to the Department of Community Planning, Housing and Development ($116,168, 1.0 FTE).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	2,483,017	$2,216,148	$2,264,721	2%
Non-Personnel	90,826	103,327	103,327	-
Total Expenditures	2,573,843	2,319,475	2,368,048	2%
Fees	3,942	3,000	3,000	-
Total Revenues	3,942	3,000	3,000	-
Net Tax Support	$2,569,901	$2,316,475	$2,365,048	2%
Permanent FTEs	10.00	12.00	11.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.00	12.00	11.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Maintain Triple-triple A bond rating	Yes	Yes	Yes	Yes	Yes	Yes

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of staff reports reviewed, approved and processed for County Board meetings (Board Reports)	425	432	442	491	500	500
Percentage of Board Reports Posted within 24 hours of County Board Meetings	N/A	1%	0.7%	1%	1%	1%

- County staff members produce Board Reports for items on the County Board meeting agenda. The reports provide the County Manager's recommendation, background information, and details to support the decision-making process.
- The increase in the number of Board Reports from FY 2016 to FY 2017 is largely due an increase in the number of reports submitted by the Department of Environmental Services for real estate actions, capital projects, grants and agreements.
- The FY 2018 and FY 2019 estimates for the percentage of Board Reports posted within 24 hours of County Board Meetings reflect that it is the goal of the County Manager's Office to post all board reports at least 24 hours before all County Board Meetings.

PROGRAM MISSION

To inform the public and promote civic engagement and public participation activities 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, The Citizen newsletter, social media (Facebook, Twitter, Instagram); championing customer service improvements; and assisting residents by troubleshooting and identifying answers and solutions to address their concerns.

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 Resident Ombudsman and manage Constituent and Customer Services, including Freedom of Information Act requests (FOIA), the County's Customer Service program (CARES), and other initiatives.
- Manage countywide communications strategies, using a broad range of platforms and approaches (e.g., print, website, social media, cable television, YouTube, etc.).
- Serve as the lead media relations agency for the County and coordinate emergency communications.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to hiring new staff at lower than previously budgeted salary rates, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections
- ↓ Non-Personnel expenditures decrease due to the reduction below, partially offset by the addition of $50,000 in one-time funding for the resident satisfaction survey.
- ↓ Intra-County charges are eliminated due to the reduction below.

FY 2019 Proposed Budget Reduction

- ↓ Eliminate the Citizen Newsletter ($82,088)

  IMPACT: Elimination of the Citizen is not anticipated to have a major impact on communication with constituents. The County's digital communication tools and efforts have grown significantly (e.g., social media, website, e-products). Likewise, resident use of these tools to obtain more timely information at their convenience has increased significantly. In addition, residents can subscribe to an online weekly e-newsletter – along with dozens of other targeted e-products – and also obtain information via alternative publications (e.g., Class Registration Catalogues, Utility Bill inserts, etc.)

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,144,711	$1,620,457	$1,515,972	-6%
Non-Personnel	181,291	216,909	124,821	-42%
Sub-total Expenditures	1,326,002	1,837,366	1,640,793	-11%
Intra-County Charges	(41,656)	(60,000)	-	-100%
Total Expenditures	1,284,346	1,777,366	1,640,793	-8%
Total Revenues	-	-	-	-
Net Tax Support	$1,284,346	$1,777,366	$1,640,793	-8%
Permanent FTEs	11.00	11.00	11.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.00	11.00	11.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average number of Newsroom page views per month	41,497	43,659	37,647	45,367	46,000	48,000
Number of subscribers to "Arlington Insider"	7,949	7,633	9,100	11,701	14,000	16,000
Social media subscribers	19,851	23,354	32,477	34,241	38,000	44,000
Total E-Subscribers	N/A	N/A	65,000	119,646	153,000	160,000
Total sessions/entrances on the County website (arlingtonva.us)	7,425,898	7,496,157	8,057,243	8,778,536	8,800,000	9,000,000

- The increase in the number of subscribers to “Arlington Insider” is due to residents taking advantage of the enterprise wide e-subscription to request the tool.
- Social media subscribers include Facebook fans and Twitter followers.
- The team uses an enterprise-wide e-subscription tool that allows for the capture of a total view of unique subscribers, across all topics.

PROGRAM MISSION

The Creative Production and Arlington TV team is an integral part of Communications and Public Engagement (CAPE) in the County Manager's Office. As a key partner, they provide access to County information and community resources and promote Arlington's diverse and dynamic community They are also instrumental in advancing transparency and open government. And, work closely with CAPE to inform the public – those who work, live and visit Arlington – and County employees about the County government's programs and services.

- Cablecast and webcast live County Board meetings, work sessions and budget hearings; meetings of the Planning and Transportation commissions, and selected other public meetings with live closed-captioning.
- Produce news and informational programming on County policies and topics of interest to Arlington residents and assist with emergency management and crisis communications.
- Provide closed-captioning of all public meetings, public service announcements, and selected other programs.
- Provide accessibility to government services and transparency in government through ATV (Comcast channels 74 and 25; Verizon channels 39 & 40), which runs 24 hours a day, seven days a week.
- Provide online video and archived video on the ATV website, Granicus, and YouTube.
- Produce video for internal viewing by Arlington County employees.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the reductions below, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the reductions below.

FY 2019 Proposed Budget Reductions

- ↓ Elimination of a vacant ATV Producer ($83,215, 1.0 FTE)

  IMPACT: This position is currently vacant and the duties and responsibilities have been assumed by existing staff. Due to a shift in strategic communications strategy, the team will be integrated more closely with the newsroom to develop short video content that can be developed more efficiently. The net savings is $83,215 as a portion of the salary savings have been reallocated to fund additional contractor support ($32,240).

- ↓ Reduced contractor support for Public Webcasting / Cablecasting ($47,081).

  IMPACT: ATV staff will continue to livestream Board meetings, Board work sessions, and Transportation/Planning Commission meetings. Real time closed captioning will continue to be available during County Board regular and recessed meetings. However, closed captioning for Board work sessions, as well as Planning and Transportation Commission meetings, will be done using automated voice recognition services through YouTube, which will result in a delay of approximately 24 hours.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$652,227	$687,567	$600,440	-13%
Non-Personnel	75,371	88,179	73,338	-17%
Total Expenditures	727,598	775,746	673,778	-13%
Total Revenues	-	-	-	-
Net Tax Support	$727,598	$775,746	$673,778	-13%
Permanent FTEs	5.00	6.00	5.00	
Temporary FTEs	0.35	-	-	
Total Authorized FTEs	5.35	6.00	5.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of views of online videos	172,885	204,497	253,481	300,000	325,000	350,000

- Increased online video views are the result of an improved YouTube presence in combination with focused efforts to improve the content and form of videos on the web.

OFFICE OF HUMAN RIGHTS

PROGRAM MISSION

To ensure that the Arlington community and its government organizations are free of discrimination and are accessible to persons with disabilities and limited English proficiency.

- Receive, investigate and resolve complaints alleging discrimination in the private sector in the areas of employment, housing, public accommodation, credit, education, and commercial real estate transactions.
- Monitor the Affirmative Action Plan, the Americans with Disabilities Act (ADA), Chapter 31 of the Arlington County Code, and Title VI and VII of the Civil Rights Act. Also, receive, investigate, and resolve internal equal employment opportunity complaints.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, hiring vacant positions at salaries higher than previously budgeted, retirement contributions based on current actuarial projections, and benefit elections.
- ↑ Non-personnel increases due to the addition of one-time funding for the Fair Housing Survey. The survey was last conducted in FY 2017 and is scheduled to take place every two years.
- Permanent FTEs decrease by one position due to the transfer of a grant compliance position to the Transportation Capital Fund. This position was fully charged to Transportation Capital so there is no reduction in Net Tax Support as a result of the transfer.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$773,789	$792,308	$861,843	9%
Non-Personnel	66,149	75,898	125,898	66%
Total Expenditures	839,938	868,206	987,741	14%
Grants	29,700	28,500	28,500	-
Total Revenues	29,700	28,500	28,500	-
Net Tax Support	$810,238	$839,706	$959,241	14%
Permanent FTEs	7.00	7.00	6.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.00	7.00	6.00	

PERFORMANCE MEASURES

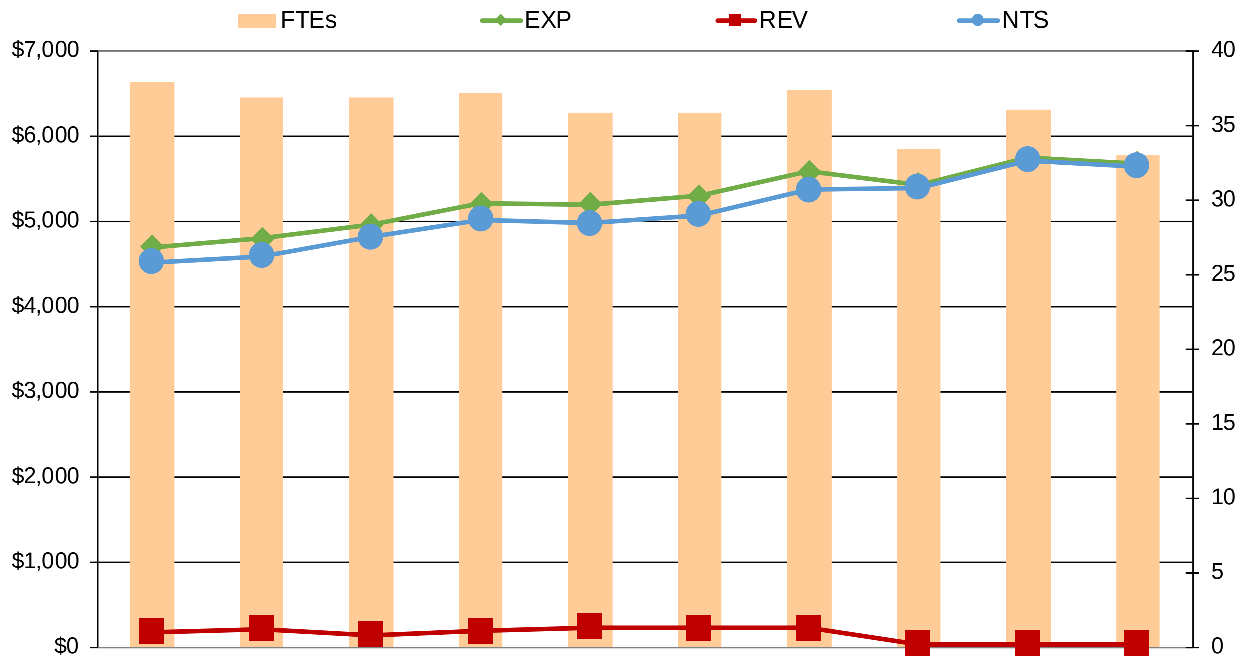
Human Rights Office

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Participants satisfied with EEO training	94%	98%	97%	97%	95%	97%
Percent of appeals upheld by the County's Human Rights Commission	100%	100%	100%	100%	100%	100%
Percent of cases investigated appealed by complainants	9%	9%	8%	8%	10%	10%
Percent of voluntary settlements	12%	23%	21%	18%	20%	20%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average case processing time (days)	264	270	277	274	270	270
EEO investigations completed	0	11	12	11	10	10
Employees assisted with reasonable accommodation requests	11	11	12	14	14	15
Number of consultations provided to staff in County departments and agencies	83	81	83	83	85	85
Number of persons assisted whose complaints did not require initiation of an investigation	328	298	305	304	330	330

- The average case processing time (days) relates to cases filed by external clients and not internal complaints filed by County employees.
- During FY 2014, no internal EEO complaints were submitted during the period July 1, 2013 – June 30, 2014.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$4,688	$4,794	$4,947	$5,199	$5,192	$5,287	$5,579	$5,426	$5,741	$5,670
REV	$175	$209	$141	$183	$227	$220	$216	$34	$32	$32
NTS	$4,513	$4,585	$4,806	$5,016	$4,965	$5,067	$5,363	$5,392	$5,709	$5,639
FTEs	37.85	36.85	36.85	37.11	35.85	35.85	37.35	33.35	36.00	33.00

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board approved funding for a one-time lump-sum payment of $500 for employees ($20,940).	
	▪ The County Board added one FTE for a Capital Improvement Program Coordinator. The full cost of the position will be charged to Pay-As-You-Go Capital funds (PAYG).	1.0
	▪ One FTE was transferred to the Human Resources Department to manage the Corporate University Program ($112,263).	(1.0)
	▪ As part of County-wide administrative reductions, several positions were eliminated, including: one Deputy County Manager ($182,538); one Assistant to the Deputy County Manager position ($101,885); one Communications Division Chief ($113,190); and one Consumer Affairs Investigator ($63,357).	(4.0)
	▪ As part of County-wide administrative reductions, non-personnel funds were decreased in a variety of accounts, including: printing services, training, travel, memberships, temporary services, recruitment, office supplies, operating supplies, operating equipment, and unclassified services ($61,035). Consultant fees ($63,100) and costs associated with community events were also reduced ($4,750).	
FY 2011	▪ Reduced the consultant budget in the Main Office ($1,500), Communications and Public Affairs ($2,500), and Arlington Virginia Network (AVN) ($16,000).	
	▪ Eliminated one issue of *The Citizen*, saving outside printing costs ($8,000) and postage ($14,000).	
	▪ Reduced general printing in Communications and Public Affairs ($5,180).	
	▪ Eliminated the van used as a mobile production truck by AVN ($9,936).	
	▪ Eliminated the Human Rights Supervisor ($88,438).	(1.0)
	▪ Restored funds ($47,000) for the Fair Housing Survey to be conducted in FY 2011 to test for potential housing discrimination issues. The survey has been conducted every three years.	
FY 2012	▪ Eliminated funding for the Fair Housing Survey ($47,000). On March 12, 2011, as part of the revision to the goals and targets for affordable housing, the County Board set a goal of conducting the survey every other year; it will next be conducted in FY 2013.	
	▪ Decreased revenue due to the state's elimination of grants to local Disability Services Boards ($7,750) and reduction in community corrections funding ($1,417). Equal Employment Opportunity revenue reduced based on estimated number of complaints ($4,500).	
FY 2013	▪ The County Board added one-time funding for two walking town meetings ($29,600 personnel, $11,400 non-personnel, 0.26 temporary FTE).	0.26
	▪ The County Board added $100,000 in one-time funding for civic engagement.	
	▪ Personnel includes the transfer of funding supporting a position in the Main	

Fiscal Year	Description	FTEs
	Office from the Pay-As-You-Go Capital fund ($130,000).	
	▪ One-time funding is included for the Fair Housing Survey in the Office of Human Rights ($50,000). The survey was last conducted during FY 2011 and is now scheduled to take place every two years instead of the previous schedule of every three years.	
	▪ New fee revenue is included for fees for copying and postage for Freedom of Information Act (FOIA) requests ($3,000) not previously budgeted.	
	▪ Fee revenue includes Falls Church reimbursements for Community Corrections ($12,786), not previously budgeted.	
FY 2014	▪ Personnel includes the transfer of 0.5 FTE to the Department of Human Resources ($45,836) and the elimination of 0.26 temporary FTE added in FY 2013 with one-time funds to initiate the PLACE Walking Town Meetings ($29,600).	(0.76)
	▪ 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).	(0.5)
	▪ 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).	
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.	0.50
	▪ *Technical adjustment to correct the County Manager's authorized FTE count to include Deputy County Manager's position that was already funded in the FY 2016 budget.*	*1.0*
	▪ *The County Board took action after the FY 2016 budget was adopted in May to increase parking meter rates by $0.25. The budget information in*	

Fiscal Year	Description	FTEs
	the FY 2016 Adopted Budget does not reflect the parking meter rate increase appropriated by the Board in June. As part of that action, the County Board appropriated one-time funding from PAYG to fund the restoration of one issue of the Citizen cut during the FY 2016 budget process.	
FY 2017	▪ Transferred the Community Corrections Unit to the Department of Human Services ($429,983 in expense and $187,944 in revenue).	(4.0)
	▪ Added consultant funds to enable the County to live stream County Board work sessions and Transportation and Planning Commission meetings ($42,000).	
	▪ Added one-time funding for the Fair Housing Study ($50,000). The survey was last conducted in FY 2015 and is scheduled to take place every two years.	
	▪ *In FY 2016 Closeout the County Board converted a temporary FTE to permanent full-time to support web streaming of public meetings and work sessions.*	*(0.65)*
FY 2018	▪ Added an legislative aide position ($100,000) and a Joint Facilities Advisory Committee (JFAC) support position ($102,508).	2.0
	▪ Eliminated one-time funding for the Fair Housing Study ($50,000).	
	▪ Transferred funding for County Board meeting related services to the County Board Office ($7,561).	
	▪ *The County Board transferred the Joint Facilities Advisory Committee (JFAC) support position ($116,168, 1.0 FTE) to Community Planning Housing and Development (CPHD) during FY 2017 closeout.*	*(1.0)*

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DEPARTMENT OF MANAGEMENT AND FINANCE
Stephen Agostini, Director
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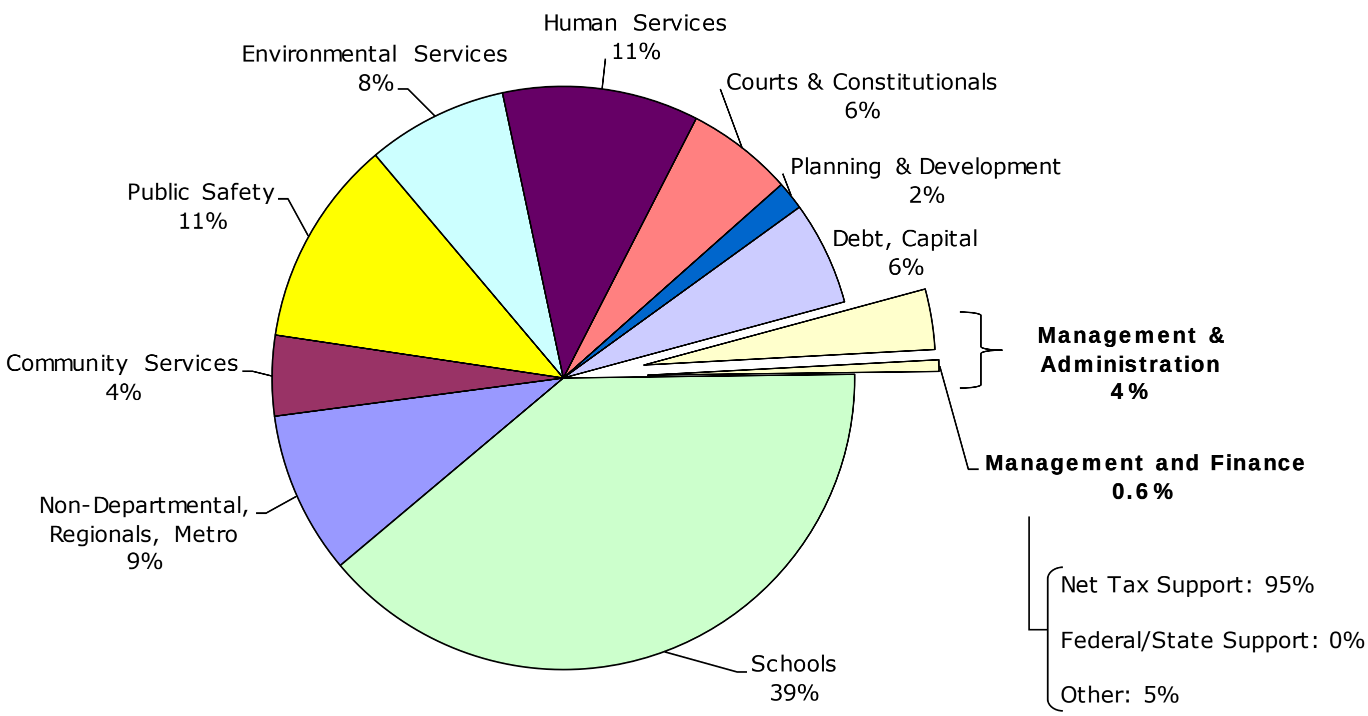
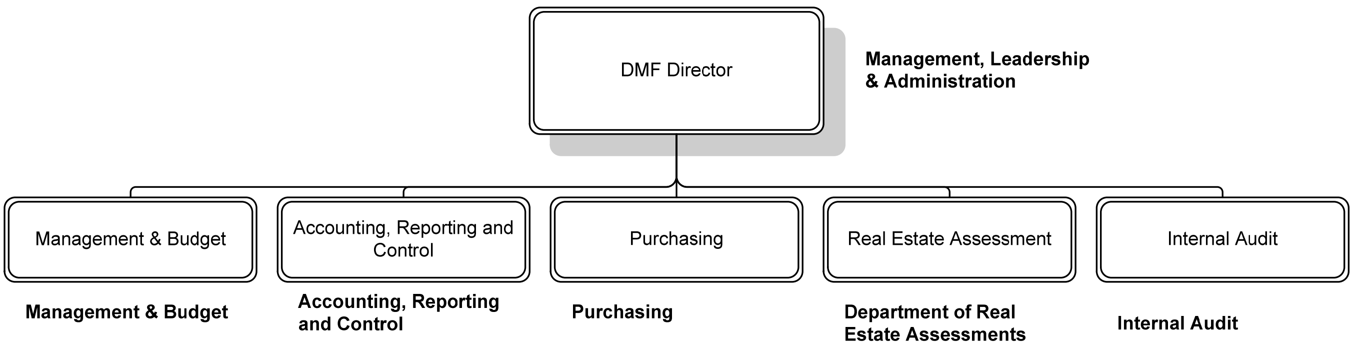
Our Mission: To ensure the prudent use of County resources

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 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Department of Management and Finance is $8,224,515, a four percent increase from the FY 2018 adopted budget. The FY 2019 budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the reduction itemized below.
- ↓ Non-personnel decrease due to adjustments to the annual expense for maintenance and replacement of County vehicles ($2,576).
- ↑ Transfers from other funds increases 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.

FY 2019 Proposed Budget Reduction

Department of Real Estate Assessments

- ↓ Elimination of a vacant limited-term Staff Support Technician ($90,076, 1.0 FTE).

  IMPACT: These duties and responsibilities would be absorbed by other Records Management and Commercial Real Estate staff.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$6,709,473	$7,150,528	$7,471,418	4%
Non-Personnel	718,812	755,673	753,097	-
Total Expenditures	7,428,285	7,906,201	8,224,515	4%
Fees	120,043	137,000	137,000	-
Transfers From Other Funds	206,395	210,347	285,565	36%
Total Revenues	326,438	347,347	422,565	22%
Net Tax Support	$7,101,847	$7,558,854	$7,801,950	3%
Permanent FTEs	57.50	58.50	57.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	57.50	58.50	57.50	

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 Master Lease Program, and developing the County's Capital Improvement Program.
- Serve as liaison to the Industrial Development Authority (IDA).

Budget

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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, adjustments to retirement contributions based on current actuarial projections, and the reclassification and transfer in of a vacant Real Estate Appraiser to a Management Analyst I from Real Estate Assessments ($75,885, 1.0 FTE) .
- ↑ Transfers from other funds increases due to the County increasing administrative fees by one percent for administrative support to the Business Improvement Districts ($75,218).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,116,697	$1,987,252	$2,168,615	9%
Non-Personnel	190,613	137,851	137,851	-
Total Expenditures	2,307,310	2,125,103	2,306,466	9%
Fees	113,043	130,000	130,000	-
Transfers from Other Funds	206,395	210,347	285,565	36%
Total Revenues	319,438	340,347	415,565	22%
Net Tax Support	$1,987,872	$1,784,756	$1,890,901	6%
Permanent FTEs	13.00	14.00	15.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	13.00	14.00	15.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Maintain Triple-triple A bond rating	Yes	Yes	Yes	Yes	Yes	Yes
Percent variance between actual tax revenue and third quarter projection	1.10%	0.99%	1.56%	1.79%	1.00%	1.00%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Government Finance Officers Association (GFOA) Distinguished Budget Award received (yes/no)	Yes	Yes	Yes	Yes	Yes	Yes

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

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

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,046,969	$1,299,465	$1,345,576	4%
Non-Personnel	(38,184)	26,450	26,450	-
Total Expenditures	1,008,785	1,325,915	1,372,026	3%
Fees	7,000	7,000	7,000	-
Total Revenues	7,000	7,000	7,000	-
Net Tax Support	$1,001,785	$1,318,915	$1,365,026	3%
Permanent FTEs	8.00	9.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	9.00	9.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 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 and annual work plan based on a County-wide risk assessment performed by a third party service provider.
- In conjunction with the County Manager’s Office and other departments, manage the Financial Fraud, Waste, and Abuse hotline for employees and the public.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to a vacant part-time audit position being budgeted at a reduced amount, partially offset by employee salary increases, an increase in the County’s cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change ‘18 to ‘19
Personnel	$176,407	$258,750	$252,086	-3%
Non-Personnel	176,642	237,000	237,000	-
Total Expenditures	353,049	495,750	489,086	-1%
Total Revenues	-	-	-	-
Net Tax Support	$353,049	$495,750	$489,086	-1%
Permanent FTEs	1.50	1.50	1.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.50	1.50	1.50	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of audits completed	N/A	4	6	14	10	10

- The FY 2018 estimate is based on the expected completion of the annual work plan.

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to vacant positions filled at higher salaries, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$959,833	$1,076,192	$1,158,371	8%
Non-Personnel	27,060	38,010	38,010	-
Total Expenditures	986,893	1,114,202	1,196,381	7%
Total Revenues	-	-	-	-
Net Tax Support	$986,893	$1,114,202	$1,196,381	7%
Permanent FTEs	8.00	9.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	9.00	9.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of protests of purchasing actions upheld by a final authority (court)	0	0	0	0	0	0

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate
Emergency procurements processed	39	40	31	17	25	22
Formal bids and contracts processed	212	220	180	198	200	220
Informal bids and contracts processed	119	120	156	225	175	175
Sole source procurements processed	61	60	63	42	60	60

- In FY 2016, the balance between formal and informal bids shifted but the total number of bids remained consistent. The decrease in the number of formal bids can be attributed to the combining of solicitations to maximize economies of scale with the net effect being fewer bids, reduced administrative costs, and lower prices.

PROGRAM MISSION

To provide for the fair assessment of Arlington property.

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

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, partially offset by the transfer of a vacant Real Estate Appraiser position to Management and Budget ($75,885, 1.0 FTE), and the reduction itemized below.

↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($2,576).

FY 2019 Proposed Budget Reduction

↓ Elimination of a vacant limited term Staff Support Technician ($90,076, 1.0 FTE).

IMPACT: These duties and responsibilities would be absorbed by other Records Management and Commercial Real Estate staff.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,409,566	$2,528,869	$2,546,770	1%
Non-Personnel	362,680	316,362	313,786	-1%
Total Expenditures	2,772,246	2,845,231	2,860,556	1%
Total Revenues	-	-	-	-
Net Tax Support	$2,772,246	$2,845,231	$2,860,556	1%
Permanent FTEs	27.00	25.00	23.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	27.00	25.00	23.00	

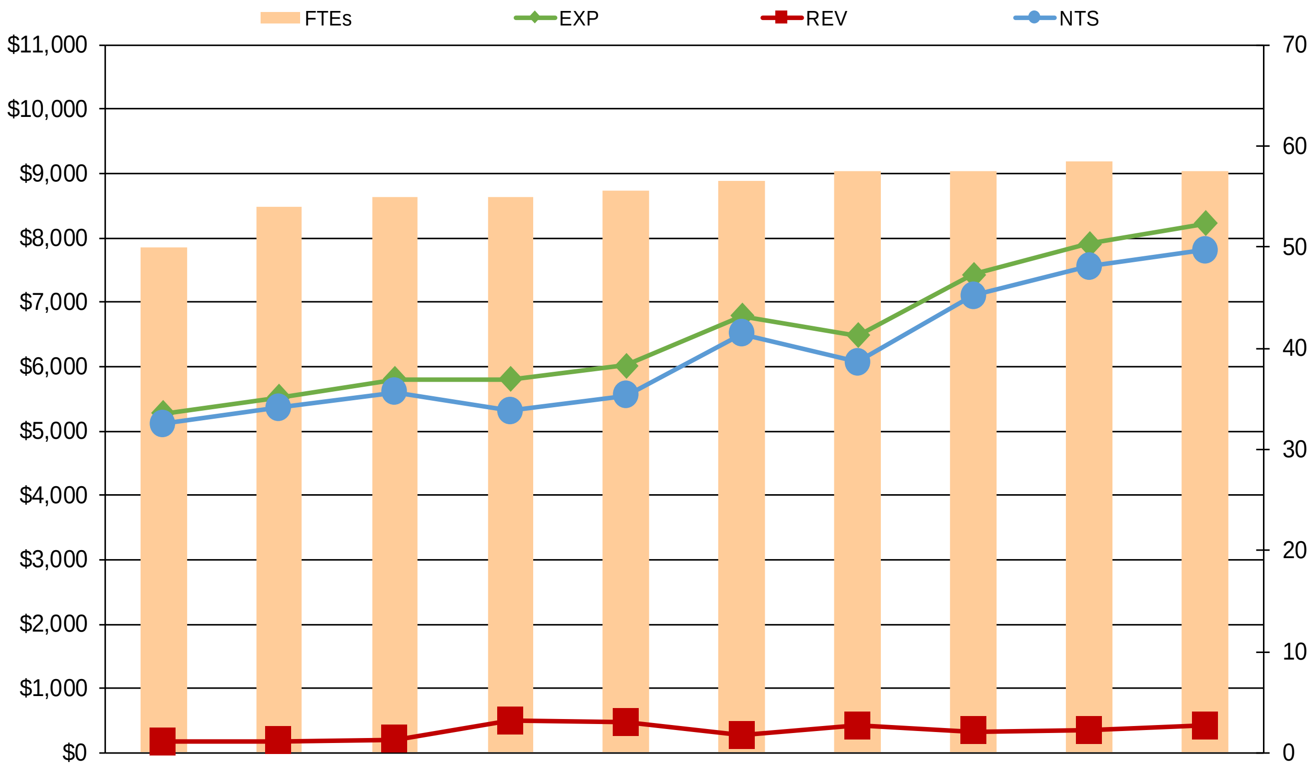
PERFORMANCE MEASURES

Critical Measures	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Actual	CY 2018 Estimate	CY 2019 Estimate
Assessment/sale ratio	0.88	0.95	0.95	0.95	0.95	0.97
Coefficient of dispersion	0.08	0.10	0.10	0.10	0.10	0.10
Price related differential (PRD)	1	1	1	1	1	1

Supporting Measures	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Actual	CY 2018 Estimate	CY 2019 Estimate
Deeds and wills reviewed by Real Estate staff	5,435	6,044	5,264	5,512	5,500	5,500
Number of Board of Equalization (BOE) appeals	290	560	525	257	500	400
Number of parcels appraised	65,983	66,055	66,125	66,225	66,211	66,500
Number of parcels inspected	7,020	7,988	7,462	4,105	5,000	5,000
Number of parcels reviewed	466	780	939	515	800	600
Real property tax base (in billions)	$66.30	$69.20	$71.20	$73.30	$74.10	$75.10

- Real estate assessments are performed on a calendar-year basis; therefore, all statistics are collected by calendar year.
- The assessment/sale ratio is the ratio of the assessed value to the sale price of a property, a data point collected and published by the Commonwealth of Virginia.
- The coefficient of dispersion is a ratio used to measure how sale prices for property during a given period vary from assessed values. A low coefficient of dispersion indicates that properties are fairly assessed — that the average assessed value deviates very little from the average market value of properties.
- The price related differential (PRD) measures the regressivity or progressivity of assessments. Assessments are considered regressive if high-value properties are under appraised relative to low-value properties. The most desirable PRD would be 1.
- The number of deeds and wills reviewed by Real Estate staff is based on activity in the market.
- The increased number of Board of Equalization (BOE) appeals in CY 2015 is related to the increased assessment values of commercial property in the County and also includes 257 BOE appeals from one Economic Unit.
- The increased number of parcels reviewed in CY 2015 and CY 2016 includes 257 reviews from one Economic Unit.
- The increase in parcels inspected in CY 2015 is due to more inspections for sales verification, permits, and assessment appeals. As the housing industry improves, additional inspections will be required.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$5,276	$5,529	$5,805	$5,797	$6,018	$6,781	$6,480	$7,428	$7,906	$8,225
REV	$172	$174	$204	$492	$474	$273	$419	$326	$347	$423
NTS	$5,104	$5,355	$5,601	$5,305	$5,544	$6,508	$6,061	$7,102	$7,559	$7,802
FTEs	50.00	54.00	55.00	55.00	55.50	56.50	57.50	57.50	58.50	57.50

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board approved funding for one-time lump-sum payments of $500 for employees ($28,685).	
	▪ The Transportation Investment Fund transfer was eliminated. FY 2009 one-time funds are no longer required ($63,100) and other costs will be funded through the General Fund ($113,000).	
	▪ As part of County-wide administrative reductions, reception services were consolidated among the Departments of Management and Finance (DMF), Technology Services and Human Resources ($248,092). The services provided previously by the four DMF positions were either reassigned to the consolidated administrative group or redistributed to remaining DMF staff.	
	▪ As part of County-wide administrative reductions, three positions were eliminated including: one Accounting Coordinator in the Accounting Division ($125,406); one Administrative Technician in the Purchasing Division ($43,128); and one position in the Management and Budget Division ($124,283).	
	▪ Eliminated consultant funds available to the Committee on Program Performance ($104,500).	
	▪ As part of County-wide administrative reductions, non-personnel funds were reduced for consultant services ($30,500), contractual services ($19,008), employee training ($2,220), printing services ($6,785) and rental of buildings ($2,500).	
FY 2011	▪ The County Board added 6.0 FTEs (2.0 FTE permanent real estate appraisers, 1.0 FTE limited term real estate appraiser 2.0 FTE limited term data collectors and 1.0 FTE limited term administrative assistant), $256,500 in personnel funds, and $24,500 in non-personnel expenses to the Department of Real Estate Assessment. Additional staff will decrease the backlog of building permits to be reviewed and simultaneously increase real estate tax revenue. Staff will also assist with planned upgrades to the commercial mass appraisal (CAMA) system.	6.0
	▪ Non-personnel expense increases include adjustments to the annual expense for the maintenance and replacement of County vehicles ($1,763), an increase in operating equipment ($5,000), an increase in consultants ($20,500) to cover an hourly pay increase for members of the Board of Equalization approved by the County Board in June 2009.	
	▪ Eliminate one Auditor position (1.0 FTE; $105,151), and increase consultant funds from $0 to $37,000 to partially mitigate the loss of this position.	(1.0)
	▪ Eliminate one Auditor position (1.0 FTE; $108,551) currently assigned to Purchasing.	(1.0)
FY 2012	▪ The County Board added 1.0 FTE to the Purchasing Division to assist with the increase in capital project solicitations ($108,551).	1.0
	▪ Non-personnel expenses increase due to the operating costs of the Department of Real Estate Assessment's new computer system to support	

Fiscal Year	Description	FTEs
	the County's appraisal, assessment, and administrative processes ($84,040), which is launching in the third quarter of FY 2012, partially offset by decreasing vehicle costs ($1,925).	
	▪ Revenues increase due to higher revenue from the business improvement districts (BIDs), as well as the creation of the Ballston business improvement district in FY 2011 ($20,712). Fees charged to BIDS are a percentage of BID revenues generated by an additional tax on commercial properties.	
FY 2013	▪ No significant changes.	
FY 2014	▪ The County Board added one-time funding for a Capital Projects Coordinator in the Management and Budget Division ($131,645, 1.0 FTE).	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.*	

Fiscal Year	Description	FTEs
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). ▪ 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).	1.0

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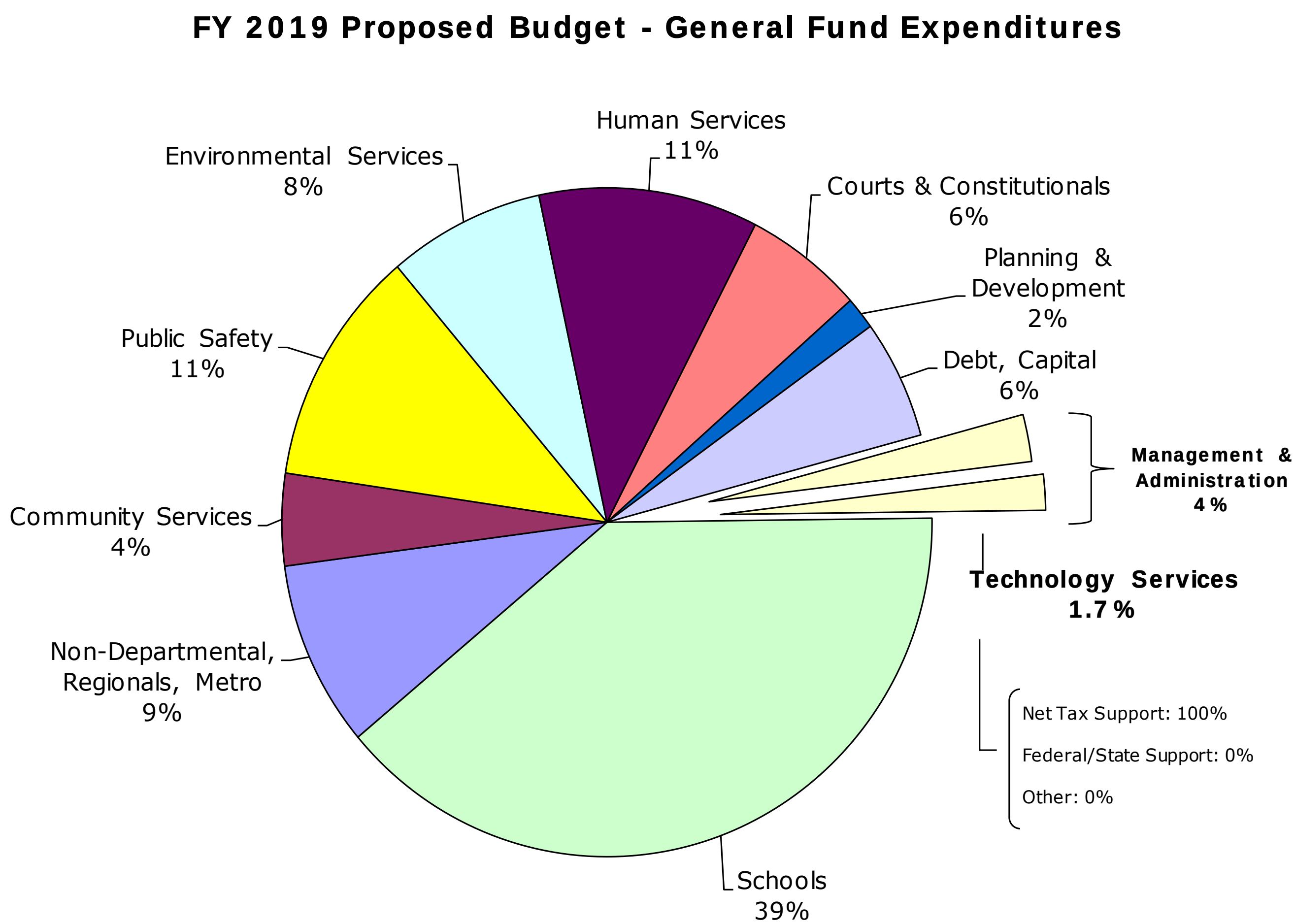
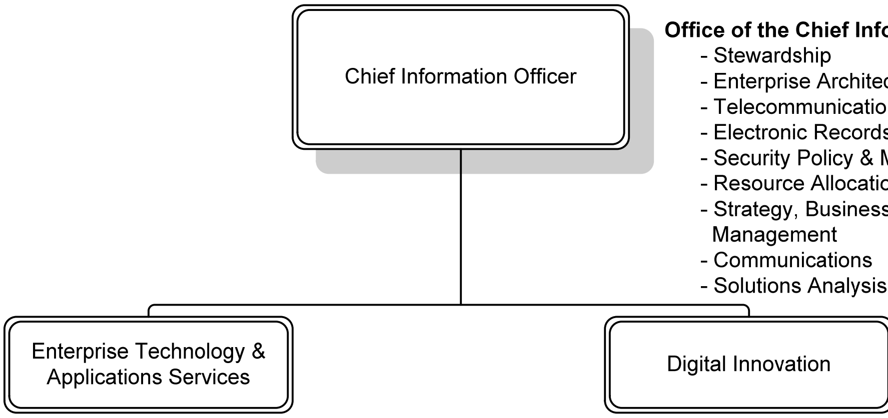
DEPARTMENT OF TECHNOLOGY SERVICES
Jack Belcher, Chief Information Officer
2100 CLARENDON BLVD., SUITE 612, ARLINGTON, VA 22201
703-228-3220
cio@arlingtonva.us

Our Mission: To provide technology resources for the County and set the vision for future technology investments



LINES OF BUSINESS



Office of the Chief Information Officer
- Stewardship
- Enterprise Architecture
- Telecommunication Policy& Management
- Electronic Records Policy & Management
- Security Policy & Management
- Resource Allocation Policy & Management
- Strategy, Business Relationship, & Portfolio Management
- Communications
- Solutions Analysis

Enterprise Technology & Applications Services
- Network Engineering & Operations
- Hosting & Infrastructure Services
- Enterprise Applications Management & Support
- Digital Workplace Services

Digital Innovation
- Data Management & Agile Development
- Process & Data Analysis
- Digital Collaboration
- Connect Arlington Services
- Digital Workplace Services

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Department of Technology Services is $22,020,099, a seven percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

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

↑ Non-personnel increases due to software licensing costs ($82,620), maintenance costs for the County's revenue and collection system ($70,000), data and cloud storage costs ($115,000), contractor costs ($205,200), operations funding for the Connect Arlington Fiber Network ($330,000), the transfer in of existing non-departmental funds for the Litigation Hold program ($200,000), and the Open Data program ($192,000), partially offset by the removal of FY 2018 one-time costs for software licensing ($88,800), an adjustment to the annual expense for maintenance and replacement of County vehicles ($1,896), and the reductions below.

FY 2019 Proposed Budget Reductions

Office of the Chief Information Officer

↓ Elimination of a filled Cable Administrator position ($181,340, 1.0 FTE).

IMPACT: Removing this position will reduce the oversight of the Cable Television Franchise Agreements with Verizon and Comcast. Complaints for the Cable Television Service will continue to be accommodated through an outsourced contract service. Violations with regard to terms of the franchise agreements will be delegated to the County Attorney's Office for enforcement. Renegotiation of both Cable franchise agreements expected in 2022 may be assigned to outside counsel. Additional assistance with consumer complaints will be available through the County Manager's Office ombudsmen and consumer affairs function.

Enterprise Technology and Applications Services

↓ Removal of 24/7 desktop support service for County employees ($27,000).

IMPACT: Technical support calls and questions for County staff will only be answered during business hours, Monday to Friday, 7am until 5pm.

↓ Reorganization of Prism Enterprise System Functional Support ($25,000, 2.0 FTEs).

IMPACT: Through the reorganization of County and contractor staff, 2.0 filled FTEs would be eliminated and work redistributed between the Departments of Management and Finance (DMF) and Technology Services. A portion of the cost of the position reductions would be used to augment support required by DMF and the balance is provided as expenditure savings for FY 2019 ($25,000). Final resource allocation between DTS and DMF will be determined prior to the start of the 2019 fiscal year.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$11,307,469	$12,489,428	$12,673,758	1%
Non-Personnel	13,083,645	11,545,081	12,842,205	11%
Subtotal	24,391,114	24,034,509	25,515,963	6%
Intra County Charges	(3,931,781)	(3,495,864)	(3,495,864)	-
Total Expenditures	20,459,333	20,538,645	22,020,099	7%
Total Revenues	225,713	-	-	-
Net Tax Support	$20,233,620	$20,538,645	$22,020,099	7%
Permanent FTEs	78.00	77.00	74.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	78.00	77.00	74.00	

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.

Stewardship
- Clearly define and communicate the business value of the County's technology investments as defined in the County's Digital Strategy.
- Preserve, refresh, and secure the County's technology infrastructure.

Enterprise Architecture
- Establish, maintain, and ensure compliance with the enterprise technologies architecture and standards.
- Define roadmaps for integration of the County's infrastructure and applications.

Telecommunications Policy and Management
- Administer cable television franchise agreements.
- Manage contract and licensing of the County's broadband telecommunications infrastructure.

Electronic Records Policy and Management
- Responsible for the coordination of full life-cycle management of the County's electronic and paper records, including the Arlington Archives project.
- Ensure compliance with policies and guidelines of the Library of Virginia.
- Establish and manage video policies, standards, and data collection.
- Coordinate the utilization of best practices in records management to ensure the privacy and security of County records.
- Facilitate appropriate access to County records pursuant to the Freedom of Information Act (FOIA).
- In collaboration with the Department of Libraries, establish and grow the Arlington Archives community project.
- Electronic Records Discovery

Security Policy and Management
- Define County information and infrastructure security/privacy policy and guidelines.
- Ensure compliance with County guidelines through education, awareness, and technology investments.
- Coordinate and implement strategies to ensure continuity of operations.

Resource Allocation Policy and Management
- Provide accurate budgeting, forecasting, and reporting of Department of Technology Services (DTS) costs.
- Provide financial analysis and advice for DTS initiatives and projects.
- Facilitate acquisitions of services, assets, and staff augmentation consistent with County technology policies.
- Provide financial oversight and review of technology initiatives to ensure accountability.
- Manage and implement human capital resourcing to satisfy current and future demands.

Strategy, Business Relationship, and Portfolio Management
- Ensure technology investment aligns with the County's Digital Strategy.
- Apply systematic management and oversight of the County's IT investments.

OFFICE OF THE CHIEF INFORMATION OFFICER

- Provide County-wide leadership in the definition and delivery of business value from technology investments.
- Fully engage internal County government stakeholders in achieving the goals and objectives stated in the County's Digital Strategy.
- Engage community to help define new technology services.

Solutions Analytics

- Identify existing in-house technologies or new technologies to satisfy new business requirements.
- Define project scope, budget, and acquisition approach.

Communications

- Ensure consistent, clear, and appropriate messaging for County technology strategies, policies, and initiatives.
- Inform community about the overall impact of the County's technology investments on quality of life.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the hiring vacant positions at higher salaries, the transfer in of a Senior Information Technology Analyst position from Enterprise Technology and Applications Services ($171,840, 1.0 FTE), an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the reduction below.

↑ Non-personnel increases primarily due to the addition of funding for the Litigation Hold program ($290,000) begun in FY 2018.

FY 2019 Proposed Budget Reductions

↓ Elimination of a filled Cable Administrator Position ($181,340, 1.0 FTE).

IMPACT: Removing this position will reduce the oversight of the Cable Television Franchise Agreements with Verizon and Comcast. Complaints for the Cable Television Service will continue to be accommodated through an outsourced contract service. Violations with regard to terms of the franchise agreements will be delegated to the County Attorney's Office for enforcement. Renegotiation of both Cable franchise agreements expected in 2022 may be assigned to outside counsel. Additional assistance with consumer complaints will be available through the County Manager's Office ombudsmen and consumer affairs function.

OFFICE OF THE CHIEF INFORMATION OFFICER

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,860,728	$2,055,228	$2,365,921	15%
Non-Personnel	381,522	224,289	512,393	128%
Total Expenditures	2,242,250	2,279,517	2,878,314	26%
Total Revenues	226,463	-	-	-
Net Tax Support	$2,015,787	$2,279,517	$2,878,314	26%
Permanent FTEs	11.00	13.00	13.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.00	13.00	13.00	

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.

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, data 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.
- IT Security Operations - install and manage data security systems.
- ConnectArlington - deploy and manage a wholly government-owned broadband fiber network connecting County and Schools facilities, while also providing data backhaul for Public Safety radio communications and public wireless network expansion.
- 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 primary and backup Network Operations Centers, including Disaster Recovery (DR) and Continuity of Operations (COOP) plans for critical business systems.

Enterprise Applications Management and Support

- 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 and Electronic Records Management System.
- Align leading-edge technology with desired business needs in order to gain operational efficiencies and seamless integration across core administrative business functions.
- 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.

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, primarily offset by the transfer out of Sr. IT Analyst position to the Office of the Chief Information Officer ($171,840, 1.0 FTE), the transfer out and reclassification of a Staff Information Technology Technician to Digital Innovation ($133,568, 1.0 FTE), and the reductions below.
- ↑ Non-personnel increases due to increased software licensing costs ($77,087), maintenance costs for the County's revenue and collection system ($70,000), data and cloud storage costs ($115,000), contractor costs ($115,200), and operations funding for the Connect Arlington Fiber Network ($330,000), partially offset by the removal of FY 2018 one-time costs for software licensing ($88,800).

FY 2019 Proposed Budget Reductions

- ↓ Removal of 24/7 desktop support service for County employees ($27,000).

  IMPACT: Technical support calls and questions for County staff will only be answered during business hours, Monday to Friday, 7am until 5pm.

- ↓ Reorganization of Prism Enterprise System Functional Support ($25,000, 2.0 FTEs).

  IMPACT: Through the reorganization of County and contractor staff, 2.0 filled FTEs would be eliminated and work redistributed between the Departments of Management and Finance (DMF) and Technology Services. A portion of the cost of the position reductions would be used to augment support required by DMF and the balance is provided as expenditure savings for FY 2019 ($25,000). Final resource allocation between DTS and DMF will be determined prior to the start of the 2019 fiscal year.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$7,329,974	$8,096,169	$8,104,071	-
Non-Personnel	11,804,930	10,910,917	11,722,404	7%
Subtotal	19,134,904	19,007,086	19,826,475	4%
Intra-County Charges	(3,931,781)	(3,495,864)	(3,495,864)	-
Total Expenditures	15,203,123	15,511,222	16,330,611	5%
Total Revenues	(750)	-	-	-
Net Tax Support	$15,203,873	$15,511,222	$16,330,611	5%
Permanent FTEs	53.00	51.00	47.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	53.00	51.00	47.00	

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

PERFORMANCE MEASURES

Technology Support Center

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Call Center Average Speed to Answer	5.6 sec	5.6 sec	4.12 sec	8.0 sec	8.0 sec	6.0 sec
Closed Work Order Requests	31,460	34,031	28,913	27,681	32,000	32,000
Incoming Calls to Call Center	16,850	17,773	17,704	18,067	19,000	18,500
Number of Managed Wireless Devices	2,325	2,104	2,659	2,897	3,187	3,500
Percentage of Calls Answered Within Standard Time Frame	97.8%	96.8%	95.4%	97.8%	96.0%	97.0%

- In FY 2017, Call Center Average Speed to Answer increased due to of MS Office 2016 and Onbase upgrades, which resulting in increased call duration and complexity.
- In FY 2016, closed work orders decreased due to a lower number of PC replacements, a new self-service password tool, and other help desk process improvements. The increase estimate for FY 2018 and FY 2019 is due to an increased amount of PC replacements.

Network Engineering and Operations

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Scheduled INET Availability	99.95%	99.95%	99.97%	99.97%	99.97%	99.97%
Availability of the Scheduled Telephone System	99.95%	99.95%	99.95%	99.0%	99.97%	99.99%
Viruses and Malware Blocked	N/A	N/A	25,000	83,000	90,000	100,000
Websites Blocked	N/A	N/A	80,000	145,000	155,000	165,000

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
APS Bandwidth	N/A	N/A	3,150 MBPS	2 GBPS	10 GBPS	15 GBPS
APS Sites Supported	N/A	N/A	11	16	41	41
ArlingtonWireless Bandwidth	N/A	N/A	250 MBPS	250 MBPS	500 MBPS	500 MBPS
Average Internet Bandwidth	435 MBPS	560 MBPS	200 MBPS	250 MBPS	500 MBPS	500 MBPS
Average Internet2 Bandwidth	N/A	N/A	250 MBPS	1 GBPS	1.5 GBPS	2 GBPS
Number of Access Points	250	350	472	656	800	1000

- As of FY 2015, the amount of viruses and malware blocked is being measured by a new tool to better track progress. The increase in the FY 2017 Actual and FY 2018 and 2019 estimate is due to the implementation of a Security Information and Event Management monitoring system that will detect and react to live virus and malware threats.

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

- The above measurements are recorded in Megabytes Per Second (MBPS).
- The above Network Operations' metrics were added for FY 2018 due to the support, integration, and migration of the previous APS network to the ConnectArlington core network infrastructure. These metrics will help track network growth as the need for bandwidth increases in areas of Internet, Internet2, and the Wireless network.

Hosting and Infrastructure Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Cloud Data Storage	8 TB	13 TB	18 TB	25 TB	130 TB	150 TB
County-Managed Data Storage	42 TB	58 TB	68 TB	75 TB	95 TB	110 TB
Number of County Servers Supported	430	446	511	533	570	600

- The growth in cloud storage represents an increased demand in FY 2016 and beyond for file data and video storage.

Enterprise Applications Management and Support

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
ACE (revenue and data collection system) uptime	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
PRISM (ERMS System) uptime	99.86%	99.95%	99.95%	99.96%	99.50%	99.50%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of taxpayers actively using the Customer Assessment and Payment Portal (CAPP) i.e. signed in at least once within two years	70,100	76,672	80,314	83,546	87,000	90,500
Percent of taxbase using CAPP	29%	32%	34%	35%	36%	38%
Taxbase used for percentage calculations	238,345	236,734	238,676	240,873	240,873	240,873

DIGITAL INNOVATION

PROGRAM MISSION

Provide strategic planning, informed decision-making, and responsive development to digital innovation initiatives that enable Arlington constituents access to high-quality digital information and services anywhere, anytime, on any device.

Provide leadership in the areas of: transforming legacy systems to modern technologies, architecting systems for interoperability and openness, streamlining and optimizing County business processes, modernizing content publication methods, and delivering cost-effective, device-agnostic digital services.

Data Management and Agile Development

- Establish and execute programs that promote the management of data along with the acquisition and mobile responsive development of innovative solutions.
- Utilize an iterative, information-centric, user-centric, and agile approach to transform key innovations and concepts into tangible 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.
- Apply flexible, robust data management approaches that promote interoperability among data platforms to ensure continuous data availability and business productivity.
- Oversee both the development and implementation of standards for IT services to assist in reducing redundancy, ensuring unified service delivery, and synchronizing digital platforms.
- 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 civic solutions.

Process and Data Analysis

- Work with internal and external stakeholders to refine business processes and develop a data-driven innovation strategy with the goal of fostering a culture of innovation, accessibility, efficiency, and accountability.
- Analyze and reengineer processes to improve customer service, optimize organizational workflow, and create cost effective measures.
- Promote transparency by leading efforts to collect, analyze, and disseminate data to the public and across County departments.
- Establish, benchmark, and track progress on County performance metrics with emphasis on improving the delivery of public outcomes, operational efficiencies, and customer solutions.
- Build partnerships with County leadership, local community groups, academic institutions, non-profits, and businesses to support research and development efforts that promote data-driven decision making.

Digital Collaboration

- 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.
- Identify workplace tools to allow multiple people or groups to interact and share information to achieve common goals.
- Facilitate external engagement using digital tools and processes to create and promote idea exchanges.

DIGITAL INNOVATION

- Transform customer experiences by identifying, uniting, and strengthening the County's digital assets.
- Apply an information-centric and user-centric approach to developing a network of websites for government services.

ConnectArlington Services

- Develop and maintain high-quality service and support capability for the ConnectArlington program (CA). Engage with internal and external customers and form partnerships with key stakeholders to include other jurisdictions, military bases, higher education institutions, dark/lit fiber providers, telecommunications providers, internet service providers, commercial building owners, tenants, and property managers.
- 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 W-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 CA infrastructure to deliver projects and service on-time and within budget, while ensuring excellent customer service and responsiveness.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to hiring vacant positons at lower than budgeted salaries, partially offset by the transfer in and reclassification of a Staff Technology Technician to a Senior Information Technology Analyst position from the Enterprise Technology and Applications Services ($133,568, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↑ Non-personnel increase primarily due to software licensing costs ($5,533) and the transfer in of existing non-departmental funds for the Open Data Initiative ($192,000).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,116,767	$2,338,031	$2,203,766	-6%
Non-Personnel	897,193	409,875	607,408	48%
Total Expenditures	3,013,960	2,747,906	2,811,174	2%
Total Revenues	-	-	-	-
Net Tax Support	$3,013,960	$2,747,906	$2,811,174	2%
Permanent FTEs	14.00	13.00	14.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	14.00	13.00	14.00	

DIGITAL INNOVATION

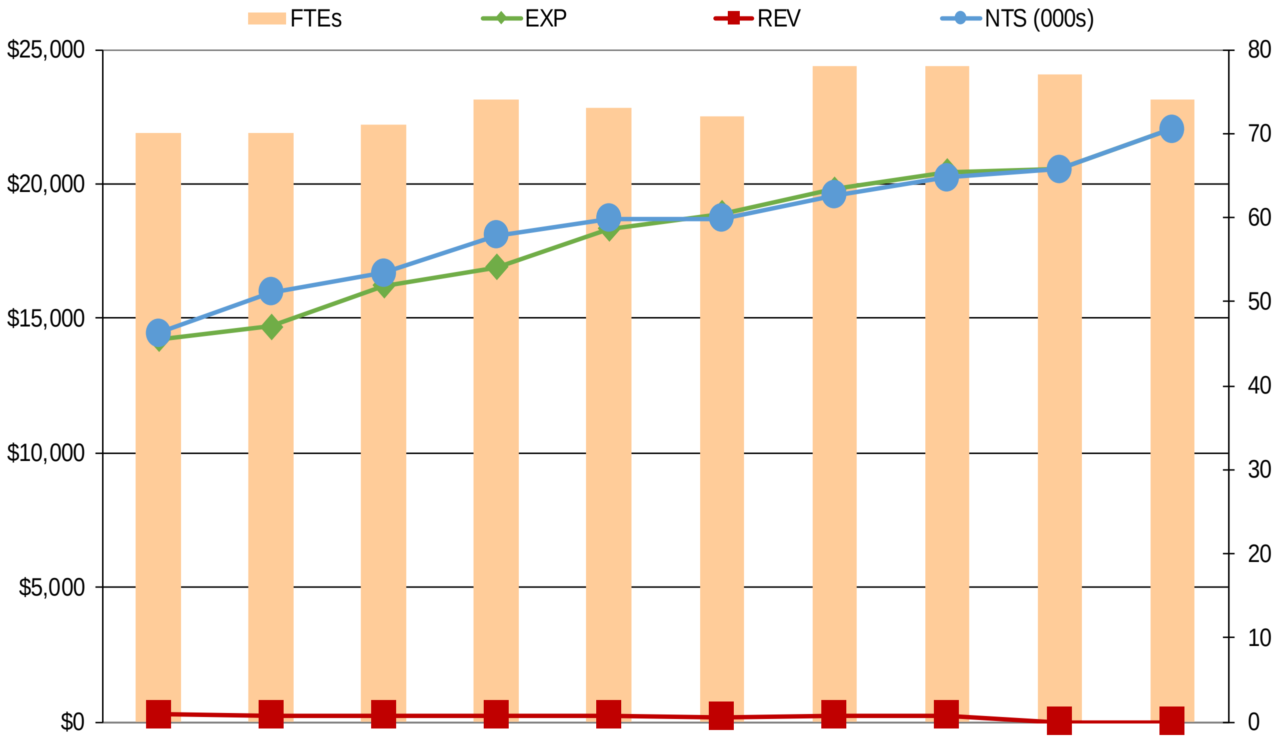
PERFORMANCE MEASURES

Digital Collaboration

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Uptime/availability of website, intranet, and related systems	99%	99%	99%	99%	99%	99%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
DTS-Developed Mobile App Downloads (percent of population)	N/A	N/A	2.0%	3.3%	5.0%	6.0%

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$14,232	$14,679	$16,204	$16,908	$18,319	$18,876	$19,806	$20,459	$20,539	$22,020
REV	$262	$240	$235	$233	$239	$182	$247	$226	-	-
NTS	$14,439	$15,969	$16,675	$18,080	$18,693	$18,694	$19,559	$20,234	$20,539	$22,020
FTEs	70.00	70.00	71.00	74.00	73.00	72.00	78.00	78.00	77.00	74.00

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($40,159).	
	▪ Transfer of 1.0 FTE to the Human Resources Department ($104,431) and reduction in the use of administrative contractual services ($62,312) as part of a consolidation of reception services between the Departments of Management and Finance, Human Resources and Technology Services.	(1.0)
	▪ Added funding for an overstrength position ($139,252) in the Applications Division to work on application development and implementation efforts.	
	▪ Eliminated the e-Government Services Director ($182,788, 1.0 FTE) and an Applications Developer ($87,839, 1.0 FTE) in the Applications Services Division, and repurposed these positions to allow DTS to convert two analyst positions currently filled by contractors to FTEs. By converting contractors to full time employees, the Application Services Division reduced contracting costs by $374,400, resulting in a net savings to the County of $103,773.	
	▪ Reduced contract costs associated with the County website ($51,242), County mainframe contract costs ($144,000), maintenance and support contract costs ($137,752), and maintenance and support contract costs for Microsoft Messaging Enterprise Agreement and Envision software ($153,000).	
	▪ Eliminated the contracted Telecommunications Manager ($150,000) in the Infrastructure and Network Services Division.	
	▪ Eliminated one of two high-speed, high-volume network printers ($25,000).	
	▪ Eliminated two of five Network Analyst positions in the Infrastructure and Network Services Division ($211,646, 2.0 FTE), and repurpose these positions to allow DTS to convert two positions currently filled by contractors to FTEs. By converting contractors to full time employees, the Division will reduce contracting costs by $271,949 resulting in a net savings to the County of $60,303.	(2.0)
	▪ Converted an overstrength position into full time position to support current demands on the PRISM system ($106,649.	1.0
	▪ Increased funding for non-discretionary contract increases ($142,095).	
FY 2011	▪ The County Board added contractual support funding to help manage and maintain the new ACE System implemented in the Office of the Treasurer and the Office of the Commissioner of the Revenue ($378,000, consisting of $250,000 in ongoing funding, and $128,000 in one-time support to be replaced in FY 2012 with funds and a position reallocated from the Treasurer's Office).	1.0
	▪ Eliminated support for premised-based Microsoft Sharepoint ($18,000).	
	▪ Eliminated the web content management system consulting costs ($30,000).	
	▪ Eliminated the Information Systems Analyst in Core Business Applications ($127,808).	(1.0)
	▪ Reduced Oracle hosting costs from $310,000 to $250,000 ($60,000).	

Fiscal Year	Description	FTEs
	▪ Reduced operating equipment costs ($95,567).	
	▪ Reduced contract labor costs ($55,000) to reflect equivalent of one-week furlough.	
	▪ Converted two positions currently filled by contractors to FTEs ($255,440, 2.0 FTEs). Contract labor costs will be reduced by $305,440 resulting in net savings of $50,000.	2.0
	▪ Increased funding for non-discretionary contract increases ($171,281).	
FY 2012	▪ The County Board restored 1.0 FTE to support mission-critical systems ($137,500).	1.0
	▪ Reallocated two positions - one from the Treasurer's office and one from the Commissioner of Revenue – to support ACE operations ($260,311, 2.0 FTEs).	2.0
	▪ Non-personnel costs increase primarily due to operating costs related to moving the County's email system to a hosted provider ($283,552), costs for server support and offsite data back-up for the new Real Estate Assessment and Appraisal system ($60,000), contract increases ($10,252), and increased network operations costs for the new Artisphere facility ($20,000). These increases are partially offset by a transfer of Network Operating Center maintenance costs to the Department of Environmental Services ($49,000) and deduction of one-time support in FY 2011 for the ACE system ($128,000).	
FY 2013	▪ The County Board added $10,000 of one-time funding and $20,000 of ongoing funding to support electronic court records.	
	Increased licensing costs related to the County's email system ($53,000), data backup system ($38,000) and initial implementation of an encrypted email system ($30,000).	
	▪ Increased bandwidth costs for one of the County's internet circuits ($86,820).	
	▪ Increased support costs for the County's Emergency Communications Center ($100,000).	
	▪ Addition of a security engineer contractor ($244,400).	
	▪ *One position was transferred from the Printing Fund to create a Chief Records Management Officer.*	*1.0*
	▪ *One position was transferred from the Office of Emergency Management to create the Public Safety Technology Coordinator.*	*1.0*
FY 2014	▪ Increased software license and maintenance costs ($133,215).	
	▪ Increased network support costs related to the new Arlington Mill Community Center ($14,439).	
	▪ Eliminated the SharePoint Administrator position ($128,912).	(1.0)
	▪ Eliminated a Senior IT Analyst/Project Manager position ($166,050).	(1.0)
	▪ Eliminated the Electronic Records Management (ERMS) OnBase Technical Lead position ($185,768).	(1.0)

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

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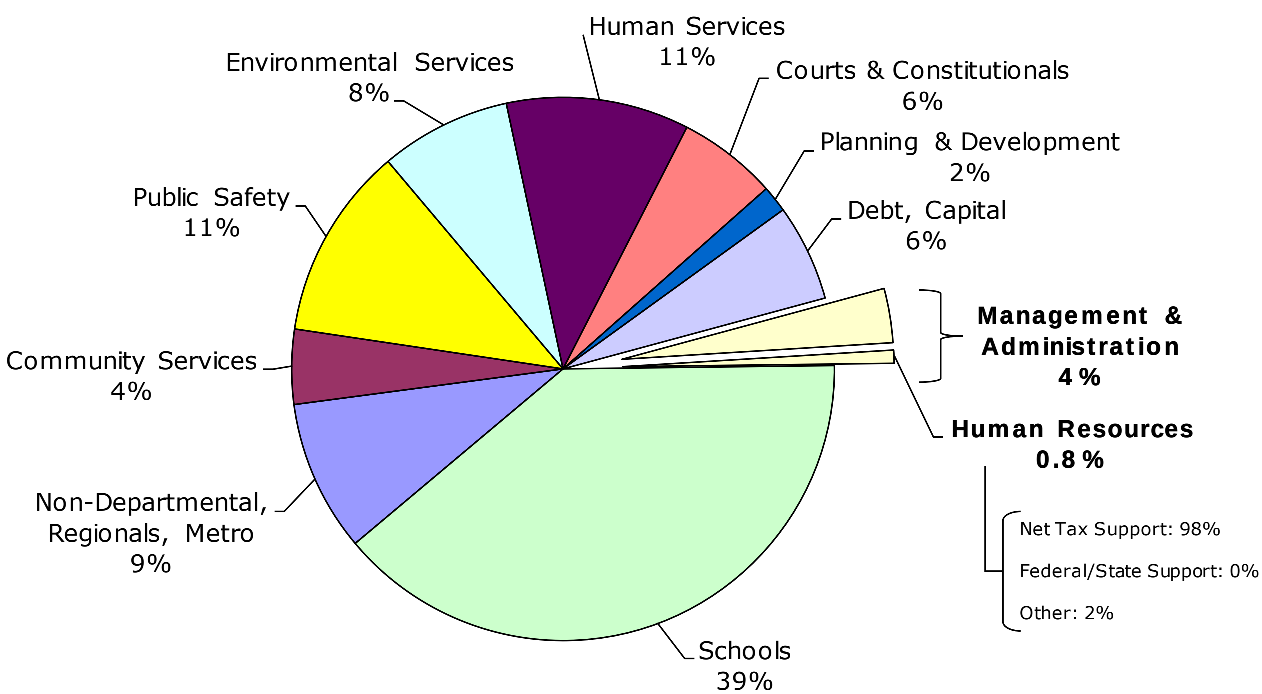
Our Mission: To provide leadership and expertise to attract, develop, and retain a high performing and diverse workforce

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

FY 2019 Proposed Budget - General Fund Expenditures



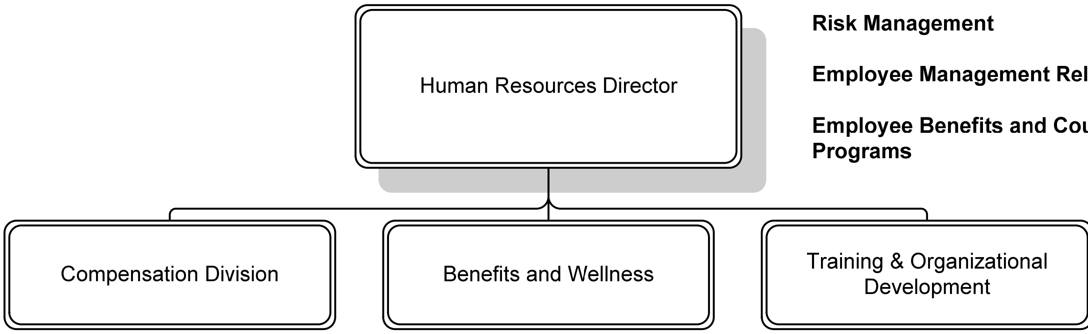
LINES OF BUSINESS

Office of the Director

Risk Management

Employee Management Relations

Employee Benefits and County-Wide Programs



Compensation

Classification

Recruitment

Payroll

Benefits & Wellness Services

Healthsmart Program

Training & Organizational Development

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Human Resources Department is $9,855,629, a three percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual services related to the County's Retirement software ($2,250).
- ↑ Employee Benefits and County-wide Programs increases due to the addition of an Adoption Assistance Program for employees ($50,000), contractual increases in the Employee Assistance Program (EAP) ($3,522) shared with Arlington Public Schools, and other contractual increases ($12,150), partially offset by the reductions itemized below.
- ↑ Revenue increases reflect the salary and benefits increase of the Safety Specialist funded by Arlington Public Schools ($6,351).

FY 2019 Proposed Budget Reductions

Benefits and County Wide Programs

- ↓ Reduced funding for County-wide employee recruitment and outreach ($25,000).

  IMPACT: The advertising expenditures for employment websites will be reduced. Continued emphasis will be on tracking results from websites to compare effectiveness. Employment sites that result in fewer applicants or zero hires, compared to other sites, will not be used to reduce costs.

↓ Reduced funding for County-wide employee training ($25,000).

IMPACT: The department will reduce training expenditures by using alternative training methods, such as taking advantage of: online eLearning options, group training opportunities, and train the trainer models to bring certain types of training in-house.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$6,695,711	$7,074,146	$7,386,316	4%
Non-Personnel	525,258	613,541	615,791	-
Employee Benefits and County-wide Programs	1,698,490	1,837,850	1,853,522	1%
Total Expenditures	8,919,459	9,525,537	9,855,629	3%
Total Revenues	137,964	142,613	148,964	4%
Net Tax Support	$8,781,495	$9,382,924	$9,706,665	3%
Permanent FTEs	53.00	53.00	53.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	53.00	53.00	53.00	

OFFICE OF THE DIRECTOR

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the following FTE transfers:
  - The transfer in of various administrative support functions, including customer service, communications, technology, diversity and inclusion positions from the Benefits and Wellness division ($357,032, 4.0 FTEs), Compensation and Recruiting division ($525,887, 3.88 FTEs), and Training and Organizational Development division ($130,779, 0.75 FTE).
  - The transfer out of a Human Resources Manager ($159,157, 1.0 FTE) to the Employee Management Relations division to support consultative services as a result of increasingly complicated caseloads.
- ↑ Non-personnel increases due to a contractual cost increase of the County's Retirement software ($2,250).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,080,706	$1,041,665	$1,959,150	88%
Non-Personnel	331,546	563,572	565,822	-
Total Expenditures	1,412,252	1,605,237	2,524,972	57%
Total Revenues	-	-	-	-
Net Tax Support	$1,412,252	$1,605,237	$2,524,972	57%
Permanent FTEs	5.00	6.00	13.63	
Temporary FTEs	-	-	-	
Total Authorized FTEs	5.00	6.00	13.63	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
County employee turnover rate	8%	10%	10%	9%	9%	9%
Percent of employees retained one year after hire	81%	74%	80%	80%	80%	80%

- During FY 2015 and FY 2016, a combination of the improving economy in the Washington area with more job opportunities and the number of retirements resulted in an increase in the employee turnover rate; however, for FY 2017, improved compensation (pay plan increases plus higher average merit increases) helped to decrease turnover.

Reception and Administrative Support Services

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of Management and Finance related contacts	40%	42%	42%	42%	42%	42%
Percent of Technology Services related contacts	9%	7%	6%	6%	6%	6%
Percent of Human Resources related contacts	51%	51%	52%	52%	52%	52%
Abandon call rate (percent of customers that hang up while on hold)	4%	3%	3%	2%	3%	3%
Total number of contacts received seeking information or assistance (calls, walk-ins, e-mails)	60,598	61,725	62,025	62,180	62,250	62,250

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 for both County and Schools.
- Ensure County compliance with Occupational Safety and Health Administration (OSHA) and other safety regulations.
- Provide training and accident review feedback to operators of County vehicles to ensure safe and courteous operation of those vehicles.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to hiring of vacant position above the FY 2018 budget level, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Revenue increases reflect the salary and benefits increase of the Safety Specialist funded by Arlington Public Schools ($6,351).
- Non-personnel expenses for Risk Management are budgeted in the Office of the Director.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$716,743	$695,033	$763,491	10%
Non-Personnel	14,119	-	-	-
Total Expenditures	730,862	695,033	763,491	10%
Total Revenues	137,964	142,613	148,964	4%
Net Tax Support	$592,898	$552,420	$614,527	11%
Permanent FTEs	5.00	5.00	5.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	5.00	5.00	5.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of lost time accidents per 100 FTEs	1.6	1.5	1.9	2.2	2.2	2.0
Number of reportable OSHA accidents per 100 FTEs	5.2	4.7	5.1	5.7	5.7	5.0

- Departments' robust emphasis on employee claim reporting in FY 2017 and FY 2018 results in the slight rise in the incident rate. FY 2019 estimates a drop in the incident rate due to Risk Management partnering with the departments' safety FTEs to continue emphasis on safety awareness, accident investigation and provide ongoing training.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of trainings provided for National Safety Council (NSC) 8-Hour Defensive Driving Course and 6-Hour 15 Passenger Van Driver Course	17	19	6	14	10	10
Employee Attendance at NSC trainings	116	206	69	134	120	120
Number of General Liability and Auto Liability claims handled	291	305	305	300	300	300
Number of Safety & Health Classroom and Online Training (excluding NSC courses)	102	87	69	51	75	75
Employee Attendance	1,876	589	1,312	1,964	1,486	1,500
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 24 hours	95%	96%	97%	98%	99%	99%

- The FY 2015 decrease in attendance at safety and health classroom trainings was due to the Safety Month event that was moved from May FY 2015 to October FY 2016.
- FY 2016 experienced unanticipated cancellations of two defensive driving classes and two of the 15 passenger van training courses due to weather and low enrollment. Beginning in FY 2018, Department of Parks and Recreation (DPR) will be responsible for hosting the 15 passenger van driver training.
- Claim reporting processes have changed for Auto and General Liability claims where the departments are reporting all claims, including incident only, directly to the Third-Party Administrator's online reporting site. This will increase the timely reporting of claims and may increase the number of claims handled due to the effective reporting of incident only cases for documentation purposes.

EMPLOYEE MANAGEMENT RELATIONS

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer of a Human Resources Manager ($159,157, 1.0 FTE) from the Office of the Director to Employee Management Relations to support increasingly complicated caseloads as well as employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- Non-personnel expenses for Employee Management Relations are budgeted in the Office of the Director.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$105,355	$263,302	$423,209	61%
Non-Personnel	4,840	-	-	-
Total Expenditures	110,195	263,302	423,209	61%
Total Revenues	-	-	-	-
Net Tax Support	$110,195	$263,302	$423,209	61%
Permanent FTEs	2.00	2.00	3.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	2.00	2.00	3.00	

PERFORMANCE MEASURES

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Adverse actions processed	144	143	142	140	140	140
Grievances filed	7	8	8	6	6	6
Training sessions conducted	19	28	30	40	40	40

- The FY 2018 and FY 2019 estimates for adverse actions processed is based on the number of adverse actions processed in the first two quarters of FY 2018.

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the addition of a County-wide Adoption Assistance Program for employees ($50,000).

↓ Non-personnel expenses decrease due to the reductions itemized below, partially offset by contractual increases in the Employee Assistance Program (EAP) ($3,522) shared with Arlington Public Schools and other contractual increases ($12,150).

FY 2019 Proposed Budget Reduction

↓ Reduced funding for County-wide employee recruitment and outreach ($25,000).

IMPACT: The advertising expenditures for employment websites will be reduced. Continued emphasis will be on tracking results from websites to compare effectiveness. Employment sites that result in fewer applicants or zero hires, compared to other sites, will not be used to reduce costs.

EMPLOYEE BENEFITS AND COUNTY-WIDE PROGRAMS

- ↓ Reduced funding for County-wide employee training ($25,000).

  IMPACT: The department will reduce training expenditures by using alternative training methods, such as taking advantage of: online eLearning options, group training opportunities, and train the trainer models to bring certain types of training in-house.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$649,766	$778,512	$828,512	6%
Non-Personnel	1,048,724	1,059,338	1,025,010	-3%
Total Expenditures	1,698,490	1,837,850	1,853,522	1%
Total Revenues	-	-	-	-
Net Tax Support	$1,698,490	$1,837,850	$1,853,522	1%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Death Benefits	$1,512	$5,000	$5,000	-
Unemployment Compensation	93,011	135,000	135,000	-
Employee Assistance	508,119	516,472	528,622	2%
Adoption Assistance	-	-	50,000	-
Employee Development	170,347	204,359	179,359	-14%
Recognition Programs	10,428	13,000	13,000	-
Tuition Reimbursement	245,324	325,500	325,500	-
Live Where You Work Grants	125,686	155,012	155,012	-
Safety	11,332	57,500	57,500	-
Short-Term Disability	173,805	145,000	145,000	-
Consultants	201,878	50,757	54,279	7%
Background/Drug/Language Tests	45,952	75,250	75,250	-
Recruiting and Outreach	111,096	155,000	130,000	-19%
Total Expenditures	$1,698,490	$1,837,850	$1,853,522	1%

TRAINING & ORGANIZATIONAL DEVELOPMENT

PROGRAM MISSION

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

Training and Organizational Development

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

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer out of administrative functions to the Office of the Director ($130,779, 0.75 FTE) and the hiring of vacant positions below the FY 2018 budget level. This decrease is partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

- Non-personnel expenses for Training and Organizational Development are budgeted in the Office of the Director.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$629,296	$640,887	$501,194	-22%
Non-Personnel	7,955	-	-	-
Total Expenditures	637,251	640,887	501,194	-22%
Total Revenues	-	-	-	-
Net Tax Support	$637,251	$640,887	$501,194	-22%
Permanent FTEs	5.38	4.38	3.63	
Temporary FTEs	-	-	-	
Total Authorized FTEs	5.38	4.38	3.63	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average development investment per employee	$90	$96	$106	$108	$89	$78

- FY 2015 and FY 2016 reflect contractual increases for employee development provided by outside vendors.
- FY 2017 reflects an increase in tuition reimbursement maximum per County employees from $1,600/year to $1,900/year.
- FY 2018 and FY 2019 reflect an increase in the number of courses led by County staff instructors, and a reduction in use of outside vendors, resulting in lower cost of development investment per employee.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of employees utilizing Training and Organizational Development resources, both classroom and online (e.g. team building, coaching, training, development, etc)	1,541	1,658	1,711	1,773	2,450	3,000

- FY 2018 and FY 2019 projections are directly related to the implementation of online learning and development that enables the County to reach a broader employee base than in previous years.

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

- 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.
- Process bi-weekly payroll for employees.
- Enter and maintain all personnel actions.
- Provide meaningful and timely payroll, leave information, and reports to managers and employees.

Recruitment

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

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer and consolidation of administrative functions to the Office of the Director ($525,887, 3.88 FTEs). This decrease is partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- Non-personnel expenses for the Compensation Division are budgeted in the Office of the Director.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,500,153	$2,720,519	$2,290,371	-16%
Non-Personnel	29,504	-	-	-
Total Expenditures	2,529,657	2,720,519	2,290,371	-16%
Total Revenues	-	-	-	-
Net Tax Support	$2,529,657	$2,720,519	$2,290,371	-16%
Permanent FTEs	20.63	20.63	16.75	
Temporary FTEs	-	-	-	
Total Authorized FTEs	20.63	20.63	16.75	

PERFORMANCE MEASURES

Compensation

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average number of days to classify job (from receipt of request to allocation memo)	17	13	17	20	25	20
Percent of classification actions completed within 60 days	100%	98%	99%	98%	90%	95%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Individual positions classified	253	195	201	177	150	150

- In FY 2014, the rise in the number of individual positions classified was due to several job studies that involved a high number of incumbents.
- In FY 2015 and FY 2016, the Compensation Maintenance Program studies continued, resulting in fewer positions classified.
- In FY 2017, increased focus on compensation and Fair Labor Standards Act (FLSA) issues resulted in less time available for individual classification studies.
- In FY 2018, staff expects to start another compensation maintenance cycle which will divert time normally spent on individual position classifications.

Recruitment

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average time to fill a job (days from receipt of request to hire date)	85	99	90	89	88	85
Female applicants as a percent of total applicants	51%	51%	53%	51%	51%	51%
Minority applicants as a percent of total applicants	65%	68%	70%	68%	70%	70%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Applications processed	35,093	38,889	41,885	44,385	43,000	44,000
Percent of recruitment actions certified within 14 days of closing	80%	80%	73%	77%	80%	75%

- In FY 2015, the hiring slowdown was lifted, resulting in an increase in the number of days to fill a job due to the backlog of vacancies to be filled. Staff continues to encourage use of lists for multiple positions.
- FY 2017 reflected efforts to catch up from the hiring slowdown. As the economy improves and unemployment rate drops, fewer applicants are expected. This, coupled with continued use of lists to fill multiple positions are expected to result in higher hire to applicant ratio.

BENEFITS AND WELLNESS SERVICES

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.

HealthSmart Program

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

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer and consolidation of administrative functions ($357,032, 4.0 FTEs) to the Office of the Director to better report and account for services, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,663,458	$1,712,740	$1,448,901	-15%
Non-Personnel	137,294	49,969	49,969	-
Total Expenditures	1,800,752	1,762,709	1,498,870	-15%
Total Revenues	-	-	-	-
Net Tax Support	$1,800,752	$1,762,709	$1,498,870	-15%
Permanent FTEs	15.00	15.00	11.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	15.00	15.00	11.00	

PERFORMANCE MEASURES

Benefits and Wellness Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of employees participating in elective retirement programs	91%	92%	91%	93%	94%	94%
Percent of employees using flexible spending program	31%	37%	34%	32%	35%	35%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Abandoned call rate (percent of customers that hang up while on hold)	4%	3%	3%	3%	3%	3%
Total number of contacts (calls, walk-ins, emails, group meetings) received seeking information or assistance	12,434	13,847	13,992	14,619	14,000	14,000

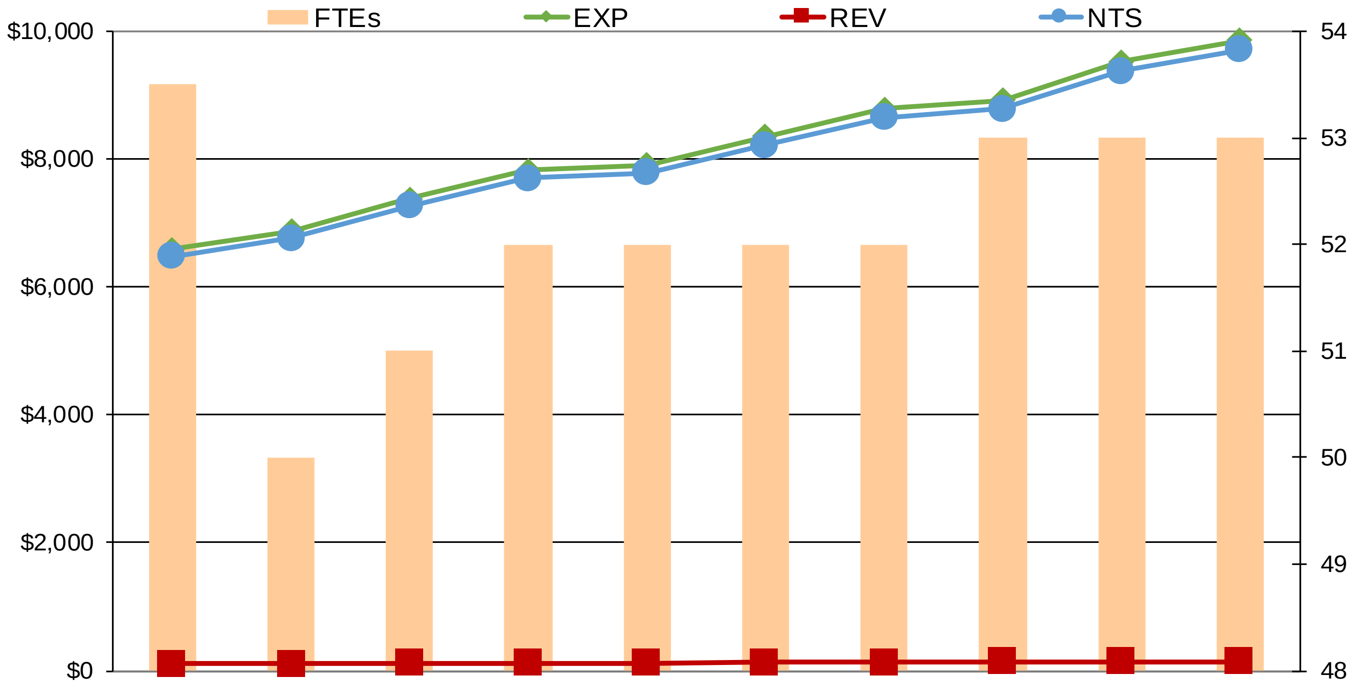
- In FY 2015, a change in Medicare vendors resulted in an increase in the number of contacts received.

HealthSmart Program

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of employees who completed Health Risk Assessment and Biometric Screenings	14%	14%	25%	24%	30%	30%
Number of visits to HealthSmart Wellness Clinic	N/A	N/A	1,611	1,686	1,400	1,600

- In FY 2014 and FY 2015, Health Risk Assessment completion was not incentivized, resulting in lower overall participation. In FY 2016, Health Risk Assessment completion was incentivized, which has increased participation.
- During FY 2016, Biometric Screenings were added to Health Risk Assessments as a measurement of key health indicators. Wellness campaigns incentivizing employees to get their Biometric Screenings and to complete their Health Risk Assessment is projected to increase the number of employees completing Health Risk Assessments and Biometric Screenings in FY 2018.
- FY 2016 is the first full fiscal year with Cigna OnSite Health operating the clinic. The estimated slight reduction in the number of visits for FY 2018 is attributed to temporary staffing for several months following the retirement of the Nurse Practitioner.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$6,590	$6,871	$7,384	$7,818	$7,909	$8,354	$8,784	$8,919	$9,526	$9,856
REV	$110	$111	$120	$116	$123	$132	$132	$138	$143	$149
NTS	$6,480	$6,760	$7,264	$7,702	$7,786	$8,222	$8,652	$8,781	$9,383	$9,707
FTEs	53.50	50.00	51.00	52.00	52.00	52.00	52.00	53.00	53.00	53.00

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($30,693).	
	▪ Eliminated the Deputy Director (1.0 FTE, $155,680).	(1.0)
	▪ Reduced administrative expenses for items such as postage, publications, office supplies and memberships ($36,000)	
	▪ Reduced tuition reimbursement ($287,500 to $20,000) to reflect the suspension of the benefit in FY 2010 except for costs related to the current George Mason University MPA cohort program, which graduates in FY 2010.	
	▪ Reduced County-wide training by $84,250.	
	▪ Reduced overtime by 50 percent ($14,100).	
	▪ Eliminated the Recruitment and Staffing Division Chief (1.0 FTE, $127,452).	(1.0)
	▪ Eliminated one of two Employee Services reception staff (1.0 FTE, $62,854) and transferred in 4.0 FTEs ($269,876) from Department of Management and Finance and Department of Technology Services to fully implement the consolidation of reception area staff to serve all three departments.	3.0
	▪ Transferred 1.0 FTE from the County Manager's Office (1.0 FTE, $112,263) to Training and Organizational Development to manage Arlington's Corporate University Program.	1.0
FY 2011	▪ Eliminated two Human Resources Staff Specialist positions (one each in the Recruitment and Staffing Division and the Compensation Division) (2.0 FTE, $213,534).	(2.0)
	▪ Eliminated an Information Systems Analyst III position (0.5 FTE, $60,737).	(0.50)
	▪ Eliminated a Human Resources Staff Support Technician position in the Employee Services Division (1.0 FTE, $66,869).	(1.0)
FY 2012	▪ Restored a Staff Specialist III in Director's Office to meet growing demands relating to retiree services, federal regulations, and the compensation maintenance plan. (1.0 FTE, $122,000).	1.0
	▪ Restored Tuition Reimbursement Program that was suspended in FY 2010 ($287,500).	
	▪ County-wide Safety Coordination increased to provide funding for online defensive driving ($31,500) for employees who either do not need the instructor-led training or cannot attend an instructor led class because of work schedules.	
	▪ County-wide Safety Coordination increased to provide funding for online safety training ($11,000) that will be tailored to employees' work schedules and job descriptions as well as augment generic training.	

Fiscal Year	Description	FTEs
FY 2013	▪ Personnel budget reflects the addition of a diversity outreach position (1.0 FTE, $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
	▪ Eliminate 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).	
	▪ HeathSmart 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	▪ The revenue increase reflects the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools ($5,059).	
	▪ 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).	
	▪ The revenue increase reflects the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools ($5,500).	
	▪ Personnel increase reflects 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).	
	▪ The revenue increase reflects the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools ($4,649).	

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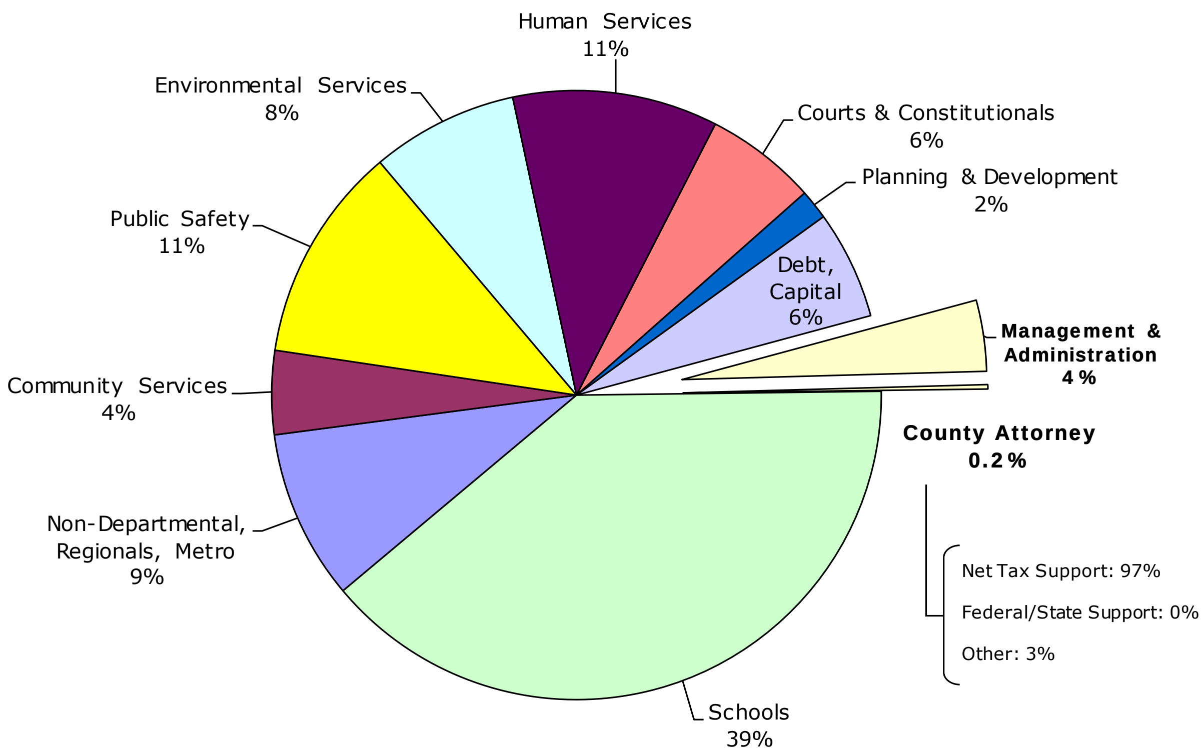
COUNTY ATTORNEY
Stephen A. MacIsaac
2100 CLARENDON BLVD., SUITE 403, ARLINGTON, VA 22201
703-228-3100

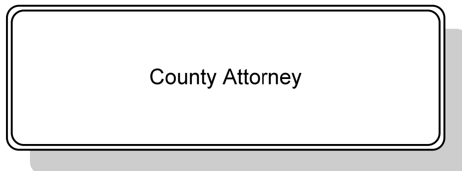
Our Mission: To ensure that all County transactions are conducted in a legal and ethical manner

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 2019 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS



Office of the County Attorney

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Office of the County Attorney is $3,027,687, a one percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the reduction below.
- ↑ Non-personnel increases due to an annual software license subscription for County's e-discovery litigation tool ($18,000).

FY 2019 Proposed Budget Reduction

- ↓ One-time hiring freeze of a vacant County Attorney III position ($165,299).
  IMPACT: The loss of this senior level position will require the reallocation of legal services to remaining CAO staff members. Should expertise at the Assistant County Attorney III level be required for particular legal matters, CAO may be required to seek outside legal counsel assistance incurring added expense.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,682,393	$2,777,394	$2,783,814	-
Non-Personnel	459,203	308,873	326,873	6%
Subtotal	3,141,596	3,086,267	3,110,687	1%
Intra County Charges	-	(83,000)	(83,000)	-
Total Expenditures	3,141,596	3,003,267	3,027,687	1%
Fees	105,000	105,000	105,000	-
Total Revenues	105,000	105,000	105,000	-
Net Tax Support	$3,036,596	$2,898,267	$2,922,687	1%
Permanent FTEs	15.00	16.00	16.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	15.00	16.00	16.00	

OFFICE OF THE COUNTY ATTORNEY

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

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PROGRAM FINANCIAL SUMMARY

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Total Revenues	105,000	105,000	105,000	-
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Permanent FTEs	15.00	16.00	16.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	15.00	16.00	16.00	

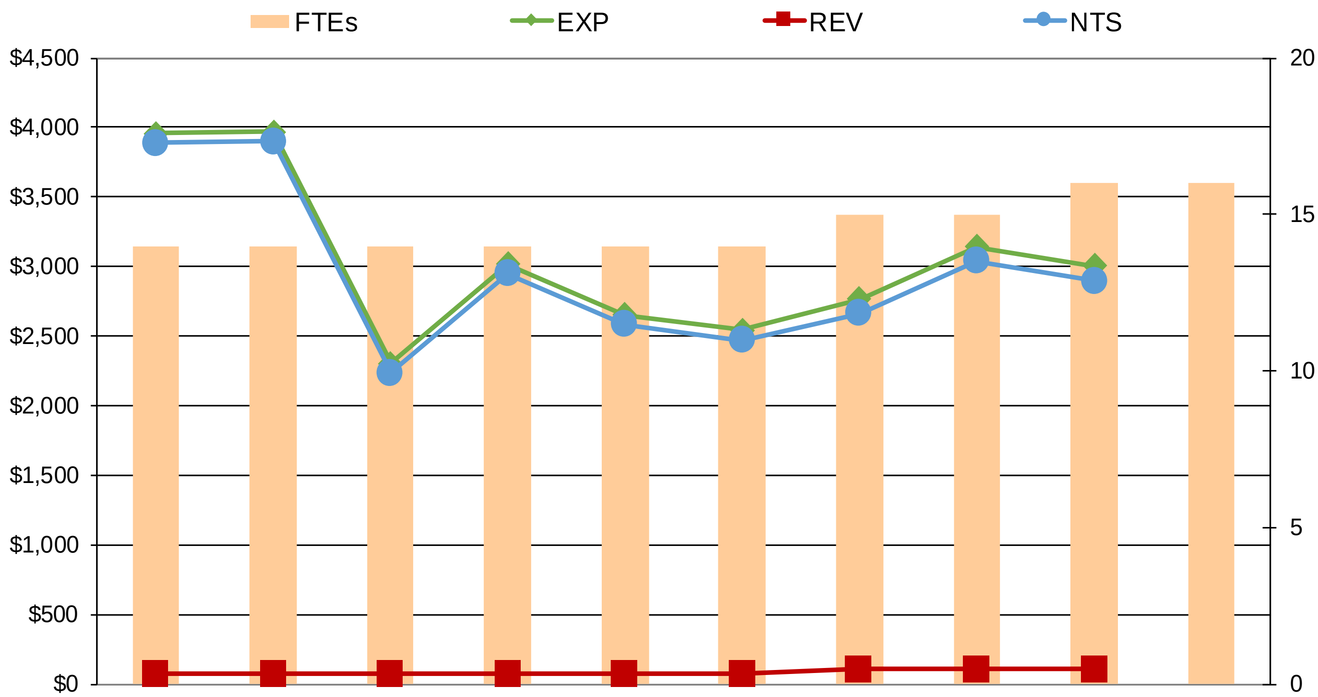
OFFICE OF THE COUNTY ATTORNEY

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of final County Board reports reviewed in a timely manner	99%	99%	99%	99%	99%	99%
Percent of County Board requests responded to in a timely manner	100%	100%	100%	100%	100%	100%
Percent of lawsuits in which court deadlines have been met	100%	100%	100%	100%	100%	100%
Percent of litigation concluded favorable to County interests	100%	100%	100%	99%	99%	99%
Number of new matters opened each fiscal year	796	817	790	889	850	850
Number of FOIA matters reviewed by County Attorney Office each fiscal year	N/A	N/A	388	677	800	800

- Number of FOIA matters reviewed by the County Attorney Office each fiscal year is a new measurement that was included FY 2018 Proposed Budget. The FY 2016 actual measure represents that number of FOIA matters that were reviewed for only half of the fiscal year.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$3,957	$3,968	$2,306	$3,016	$2,653	$2,542	$2,767	$3,142	$3,003	$3,027
REV	$70	$70	$70	$70	$70	$70	$105	$105	$105	$105
NTS	$3,887	$3,898	$2,236	$2,946	$2,583	$2,472	$2,662	$3,037	$2,898	$2,923
FTEs	14.00	14.00	14.00	14.00	14.00	14.00	15.00	15.00	16.00	16.00

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($8,032). ▪ Personnel increases, in part, reflect a full year's funding for the two Assistant County Attorney positions added in FY 2009 as well as the reclassification of an existing paralegal position to an Assistant County Attorney position ($103,020).	
FY 2011	▪ No significant changes.	
FY 2012	▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step.	
FY 2013	▪ Personnel increases include reclassification of positions identified to be substantially below comparative pay studies.	
FY 2014	▪ Personnel increases include reclassification of positions identified to be substantially below comparative pay studies. ▪ Non-personnel reductions include reduced funding for consultants ($30,000).	
FY 2015	▪ No significant changes.	
FY 2016	▪ Personnel increases due to the conversion of an over strength Assistant County Attorney position added during FY 2015 to permanent status ($166,000, 1.0 FTE), employee step increases, and an increase in the County's cost for employee health insurance, partially offset by adjustments to retirement contributions based on current actuarial projections. ▪ Non-personnel increases due to 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 due to anticipated payment 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

ARLINGTON
VIRGINIA

CIRCUIT COURT
William T. Newman, Jr.
1425 N. COURTHOUSE RD.,SUITE 12-100, ARLINGTON, VA 22201
703-228-7000

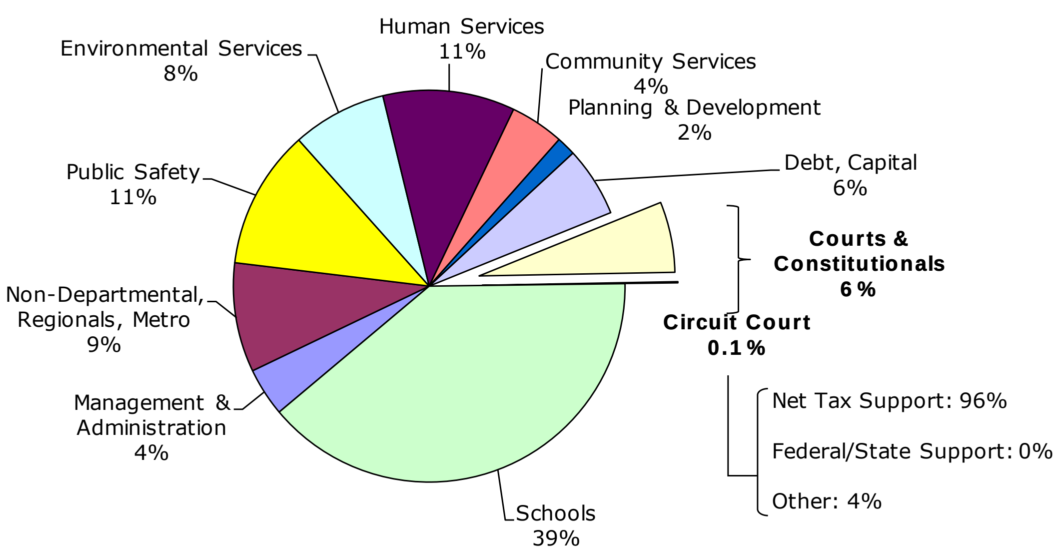
Our Mission: To Provide an Independent, Accessible, Responsive Forum for Just Resolution of Disputes in Order to Preserve the Rule of Law and to Protect All Rights and Liberties Guaranteed by the United States and Virginia Constitutions.

The 17th Judicial Circuit is comprised of three 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.

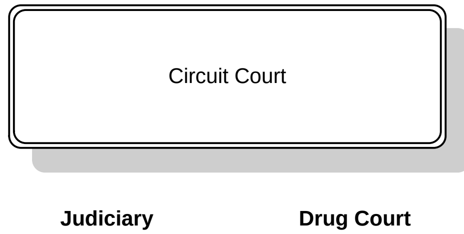
For criminal cases, the Circuit Court has original jurisdiction over all felonies and misdemeanors originally charged in Circuit Court, plus all misdemeanor cases, criminal bond motions, and traffic cases previously adjudicated by the General District Court but appealed to the Circuit Court. Additionally, 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 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



The FY 2019 proposed expenditure budget for the Circuit Court is $1,200,357, an eight percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases are due to employee benefits and base pay adjustments, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to adjustments to the annual expense for the maintenance and replacement of County vehicles ($7,629).
- ↓ Fee revenue decreases 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).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$966,484	$1,032,007	$1,109,302	7%
Non-Personnel	86,120	83,426	91,055	9%
Total Expenditures	1,052,604	1,115,433	1,200,357	8%
Fees	48,443	46,868	45,378	-3%
Grants	36,530	-	-	-
Total Revenues	84,973	46,868	45,378	-3%
Net Tax Support	$967,631	$1,068,565	$1,154,979	8%
Permanent FTEs	9.50	10.00	10.00	
Temporary FTEs	0.30	0.30	0.30	
Total Authorized FTEs	9.80	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.
- The Court's three 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.
- Interfacing with the Clerk of the Circuit Court, Sheriff's Office, and members of the Bar on a daily basis.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases are due to employee benefits and base pay adjustments, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to adjustments to the annual expense for the maintenance and replacement of County vehicles ($7,629).
- ↓ Fee revenue decreases 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).

PROGRAM FINANCIAL SUMMARY

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Total Revenues	84,973	46,868	45,378	-3%
Net Tax Support	$967,631	$1,068,565	$1,154,979	8%
Permanent FTEs	9.50	10.00	10.00	
Temporary FTEs	0.30	0.30	0.30	
Total Authorized FTEs	9.80	10.30	10.30	

PERFORMANCE MEASURES

Judiciary

Critical Measures	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Actual	CY 2018 Estimate
Number of Filings	9,028	9,643	10,721	11,097	11,151
Civil cases adjudicated	1,526	1,415	1,312	1,694*	2,230
Civil cases jury days	43	31	41	23	50
Criminal cases adjudicated	4,111	4,039	4,425	4,784*	5,575
Criminal cases jury days	49	61	108	87	100
Administrative Processing /Closure	2,611	2,329	3,890	4,360*	3,345

*The total number of case closures is 10,838. The number of "civil cases adjudicated", "criminal cases adjudicated", and "Administrative Processing/Closure", which are a breakdown of total number of case closures, are not available until mid-February.

Supporting Measures	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Actual	CY 2018 Estimate
Misdemeanor cases concluded within 180 days	N/A	75%	56%	98%	98%
Felony cases concluded within 365 days	N/A	90%	82%	98%	98%
Misdemeanor cases concluded within 120 days	N/A	75%	N/A	N/A	N/A
Civil, domestic relations, felony, and misdemeanor cases concluded within 180 days	N/A	75%/90%/ 90%/98%	98%	98%	98%
Civil, domestic relations, and felony cases concluded within 365 days	N/A	90%/98%/ 98%	98%	98%	98%
Civil cases concluded within 540 days	N/A	98%	98%	98%	98%

- Performance measures for the Circuit Court are reported per calendar year due to caseload statistical reporting guidelines set forth by the Commonwealth of Virginia.
- Official performance measures data for CY 2017 will be available by the Office of the Executive Secretary of the Virginia Supreme Court in February 2018.
- Supporting 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 resolved. Various factors go into the resolution of a case and everyone from the parties, judges, attorneys, and court staff plays an important role in achieving these benchmarks. In particular, the number of misdemeanor cases concluded within 120 days is not applicable to the Circuit Court but is recorded here to follow state records.

Drug Court

In 2006, performance measures were standardized for the operations of drug courts. Four measures were adopted to analyze performance: Retention, Sobriety, In-program Recidivism, and Units of Service.

- **Retention** 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 sufficient doses in order to have an impact on participants. 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.

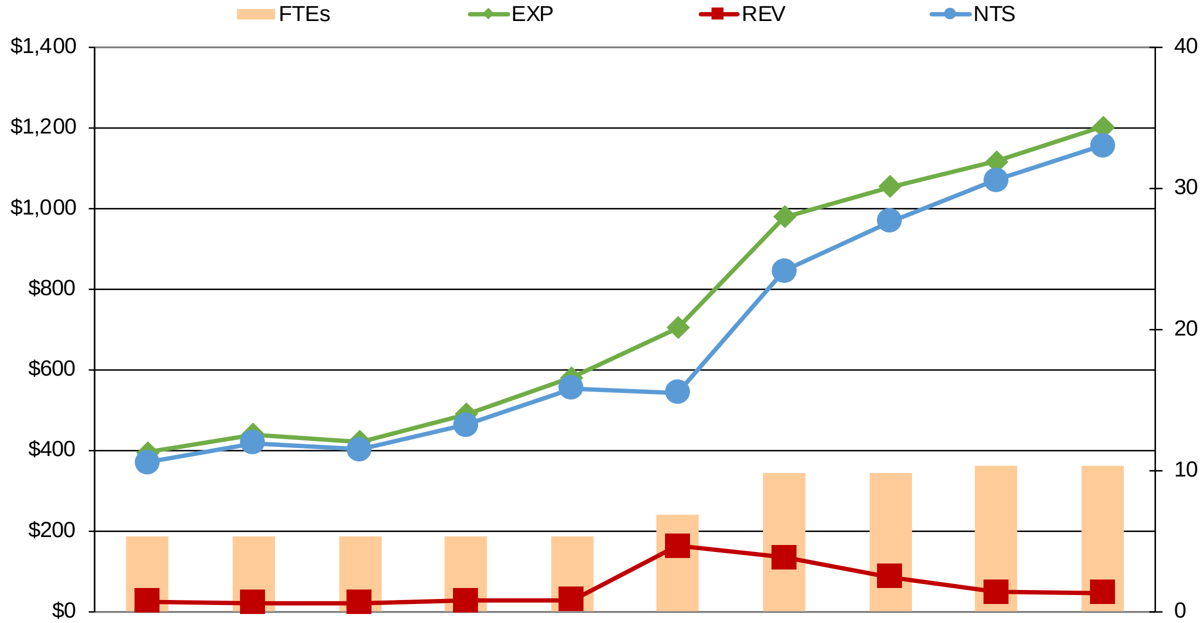
Critical Measures	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Actual	CY 2018 Estimate
Retention rate	63%	65%	67%	77%	85%
In-Program recidivism	0%	0%	3.5%	0%	0%
Sobriety - Percent positive drug tests	19.0%	2.0%	2.8%	5.0%	3.0%
Post-exit recidivism	29%	11%	23%	5%	2%
Average length of time in program for graduates	10 months	15 months	18 months	20 months	23 months
Average length of time in program for terminated participants	N/A	6 months	8 months	6 months	8 months

Supporting Measures	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Actual	CY 2018 Estimate
Community service hours performed	500	500	310	1,104	900
Fees and fines collected	$10,575	$10,000	$7,410	$7,907	$7,400
Participants employed while participating in program	63%	95%	95%	95%	100%
Days between arrest and/or probation violation and admission	12	14	17	20	21
Days between admission and treatment entry	5	5	5	5	5
Number of jail days used as sanctions	30	49	163	104	90

- In CY 2017, the Arlington County Drug Treatment Court Program moved from a four phase to a five phase structure. The goal was to provide a gradual reduction in supervision and connect the participants to the community through the use of community supports and probation. As a result of the move, the program increased on paper from a 12 month to a 15 month program. Typically, participants have set backs which is why we expect an increase of the total amount of time in program.

- The amount of fines and fees collected is expected to decrease in CY 2018 because program participants are expected to remain in the program longer and are able to complete their financial requirements during that time.
- The increase in community service hours performed between CY 2016, and CY 2017, is a result of participants who are unable to find employment and must complete a required number of community service hours per week.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$394	$438	$421	$489	$580	$703	$978	$1,053	$1,115	$1,200
REV	$25	$21	$20	$26	$27	$161	$134	$85	$47	$45
NTS	$369	$417	$401	$462	$553	$543	$844	$968	$1,069	$1,155
FTEs	5.30	5.30	5.30	5.30	5.30	6.80	9.80	9.80	10.30	10.30

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($19,219).	
	▪ Eliminated a Court Specialist and a Judgment Clerk positions in the Clerk's Office ($120,549).	(2.0)
	▪ Decreased revenue in Court Excess Fee ($850,011) due to reduced court activity and a change in the State formula for how fees are remitted to localities; reduced projections in miscellaneous state grants ($40,000), Falls Church reimbursements ($5,548) and transfer fees ($1,500), partially offset by an increase in Compensation Board reimbursements ($9,704).	
	▪ Includes elimination of a part-time Court Assistant position in the Civil Division as part of FY 2009 state cuts.	(0.5)
FY 2011	▪ Eliminated a vacant limited-term position ($99,884).	(1.0)
	▪ Encumbered a Deputy Clerk position with a lower level position which saves $34,183.	
	▪ Non-personnel reductions include operating supplies ($5,793), travel ($5,000), postage ($2,000), and jury funds (miscellaneous court costs) ($24,000).	
	▪ Increased revenues in Court Fees ($21,899), Commonwealth reimbursements ($34,683), and Falls Church reimbursements ($4,860) partially offset decreases in State grant reimbursements ($40,000).	
FY 2012	▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step.	
	▪ Added funding for maintenance and support fees for the audio/video recording system installed in the courts ($45,000) and for day forward redaction of social security and other sensitive information from court records ($57,000).	
	▪ Increased revenues in Falls Church reimbursements ($57,227) and State reimbursements for technology ($55,000) partially offset by a decrease in the State Compensation Board reimbursements ($19,710) and court fines ($3,000).	
FY 2013	The County Board added funding for replacement of the land record system ($450,000 one-time funding, $70,000 ongoing funding), partially offset with $70,000 in anticipated new fee revenue.	
	▪ The County Board added funding for an electronic court records system ($326,000 one-time funding, $95,000 ongoing funding), partially offset with $40,000 in anticipated new fee revenue.	
	▪ The County Board added one-time funding for a Jury Coordinator position ($79,000 one-time funding).	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).	
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 offices 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).	

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.

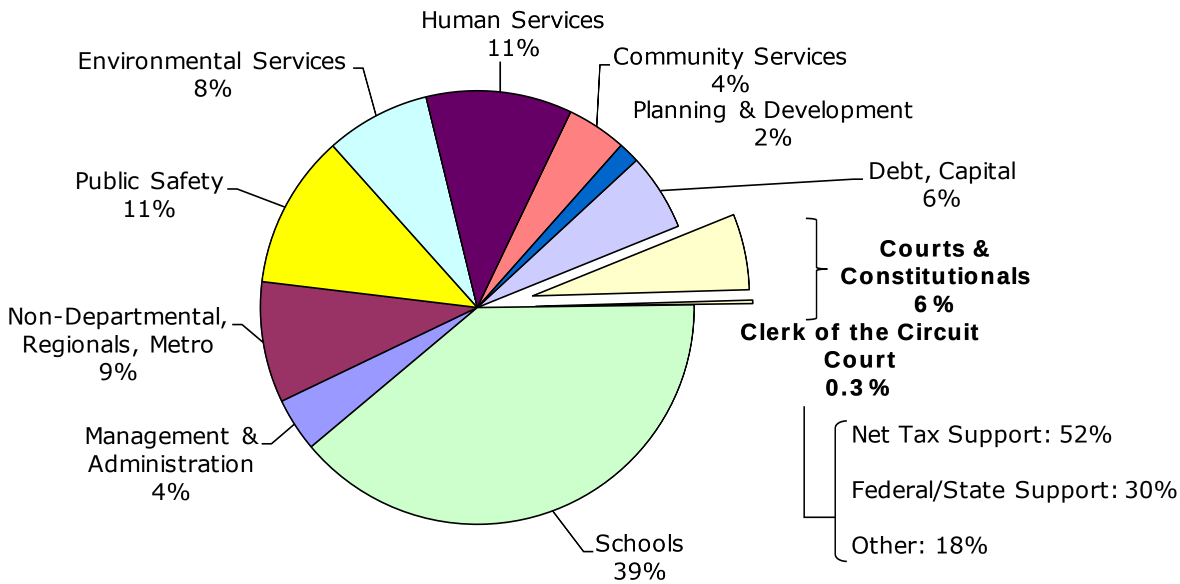
The Clerk of the Circuit Court (the Clerk) is an elected constitutional office in each county and large city in Virginia. The Clerk of Court handles a variety of functions necessary for the efficient administration of justice in the Circuit Court for Arlington County and the City of Falls Church.

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 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Clerk of the Circuit Court

Circuit Court Clerk's Office

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Clerk of the Circuit Court is $3,292,800, a two percent increase from the 2018 adopted budget. The proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual increase for court records maintenance fees ($1,164).
- ↑ Fee revenue increases due to increased projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenses ($13,047).

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,707,587	$2,536,945	$2,600,459	3%
Non-Personnel	487,157	691,177	692,341	-
Total Expenditures	3,194,744	3,228,122	3,292,800	2%
Fees	645,070	585,987	599,034	2%
Grants	914,906	992,041	992,041	-
Total Revenues	1,559,976	1,578,028	1,591,075	1%
Net Tax Support	$1,634,768	$1,650,094	$1,701,725	3%
Permanent FTEs	27.00	27.00	27.00	
Temporary FTEs	-	-		
Total Authorized FTEs	27.00	27.00	27.00	

CIRCUIT COURT CLERK'S OFFICE

PROGRAM MISSION

To ensure that Circuit Court records are accessible and maintained in an orderly and secure fashion; that the public is fully and fairly served; and that justice is administered promptly and without favor to any party or litigant.

- Process civil and criminal filings properly before the Court.
- Collect and disburse statutory fees, fines, penalties, and restitution payments.
- Summon jurors for civil and criminal trials and grand juries.
- Process marriage license applications, name change applications, business trade names, concealed handgun permits, and other matters specified in the Code of Virginia.
- Handle probate and related matters.
- Maintain records of court proceedings, land transactions, judgments, and all other matters for which public records must be retained by the Clerk of the Circuit Court.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual increase for court records maintenance fees ($1,164).
- ↑ Fee revenue increases due to increased projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenses ($13,047).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,707,587	$2,536,945	$2,600,459	3%
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Total Revenues	1,559,976	1,578,028	1,591,075	1%
Net Tax Support	$1,634,768	$1,650,094	$1,701,725	3%
Permanent FTEs	27.00	27.00	27.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	27.00	27.00	27.00	

CIRCUIT COURT CLERK'S OFFICE

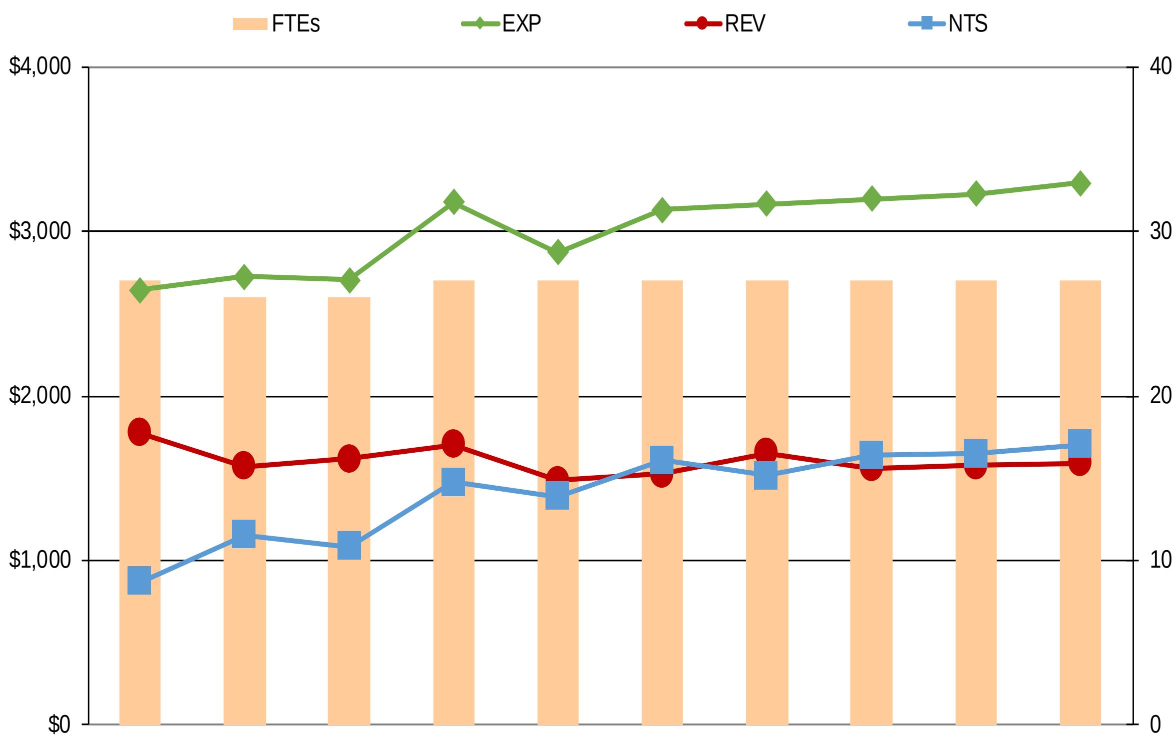
PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY2019 Estimate
Civil cases filed	2,442	2,393	3,115	2,579	2,955	2,950
Criminal cases filed	4,202	4,090	4,363	5,102	4,300	4,500
Land Records documents recorded	29,280	27,473	27,648	34,307	28,010	30,000
Court documents scanned	87,427	82,405	82,048	85,407	82,500	80,500
Court documents filed electronically	2,931	5,453	6,510	8,041	11,000	13,000
Court orders generated electronically	5,065	5,593	5,377	5,102	6,225	6,250
Land records documents recorded electronically	N/A	N/A	5,502	15,605	16,000	18,000
Jurors (petit, special, & grand) summoned	6,328	5,568	6,188	11,169	13,587	13,600

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY2019 Estimate
Concealed handgun permits issued	968	847	1,228	1,231	1,236	1,250
Judgments docketed	4,501	4,705	4,449	4,588	4,686	4,680
Financing statements filed	N/A	N/A	N/A	383	412	440
Marriage licenses issued	3,614	3,463	3,595	3,736	3,938	4,000
Notaries sworn	879	849	885	988	1,166	1,200
Wills probated	707	710	669	709	722	720

- Land records documents recorded increased in FY 2017 primarily due to an increase in refinancing as a result of the low interest environment.
- The number of court documents scanned increased in FY 2017 primarily due to an increase in criminal cases, increase in appeals from General District Court, increase in marriage licenses issued, and ongoing changes to how probation violation cases are opened. The trend of criminal cases is not expected to continue in FY 2018 and FY 2019.
- Court documents scanned will decrease as law firms filing documents electronically increases.
- The Clerk of the Circuit Court implemented a one-day/one-trial format for petit jurors in January 2017 leading to an increase in the number of jurors summoned.
- The number of financing statements filed each year is a new measurement added in FY 2017.
- The Clerk of the Circuit Court implemented e-recording for land records in August 2015.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
EXP	$2,641	$2,726	$2,703	$3,179	$2,871	$3,129	$3,167	$3,195	$3,228	$3,293
REV	$1,773	$1,573	$1,618	$1,702	$1,483	$1,524	$1,653	$1,560	$1,578	$1,591
NTS	$868	$1,153	$1,085	$1,477	$1,388	$1,605	$1,514	$1,635	$1,650	$1,702
FTEs	27.00	26.00	26.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($19,219).	
	▪ Eliminated a Court Specialist and a Judgment Clerk position in the Clerk's Office ($120,549).	(2.0)
	▪ Decreased revenue in Court Excess Fee ($850,011) due to reduced court activity and a change in the State formula for how fees are remitted to localities; reduced projections in miscellaneous state grants ($40,000), Falls Church reimbursements ($5,548) and transfer fees ($1,500), partially offset by an increase in Compensation Board reimbursements ($9,704).	
	▪ *Includes elimination of a part-time Court Assistant position in the Civil Division as part of FY 2009 state cuts.*	*(0.5)*
FY 2011	▪ Eliminated a vacant limited-term position ($99,884).	(1.0)
	▪ Encumbered a Deputy Clerk position with a lower level position which saves $34,183.	
	▪ Non-personnel reductions include operating supplies ($5,793), travel ($5,000), postage ($2,000), and jury funds (miscellaneous court costs) ($24,000).	
	▪ Increased revenues in Court Fees ($21,899), Commonwealth reimbursements ($34,683), and Falls Church reimbursements ($4,860) partially offset by a decrease in State grant reimbursements for technology ($40,000).	
FY 2012	▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step.	
	▪ Added funding for maintenance and support fees for the audio/video recording system installed in the courts ($45,000) and for day forward redaction of social security and other sensitive information from court records ($57,000).	
	▪ Increased revenues in Falls Church reimbursements ($57,227) and State reimbursements for technology ($55,000), partially offset by a decrease in the State Compensation Board reimbursements ($19,710) and court fines ($3,000).	
FY 2013	▪ The County Board added funding for replacement of the land records system ($450,000; one-time funding, $70,000; ongoing funding), partially offset with $70,000 in anticipated new fee revenue.	
	▪ The County Board added funding for an electronic court records system ($326,000; one-time funding, $95,000; ongoing funding), partially offset with $40,000 in anticipated new fee revenue.	
	▪ The County Board added one-time funding for a Jury Coordinator position ($79,000; one-time funding).	1.0
	▪ A limited term position was eliminated.	(1.0)
	▪ Falls Church revenue decreased ($13,068).	
	▪ Decreases are included for State Compensation Board reimbursements	

Fiscal Year	Description	FTEs
	($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). ▪ Eliminated FY 2013 one-time funding for replacement of the land records system ($450,000) and electronic courts records system ($326,000). ▪ Fee revenues decreased for the land records ($70,000). ▪ Fee revenues increased for reimbursement to the locality for excess copy fees ($14,000) and interest on criminal fees ($3,000). ▪ Fee revenues increased for Falls Church reimbursements ($4,131). ▪ Grant revenues increased for State Compensation Board reimbursements ($66,460). ▪ Reduced contractual maintenance for microfilm equipment. ▪ Eliminated non-personnel funding in the Clerk's Office for equipment purchases ($15,104).	1.0
FY 2015	▪ Fee revenues increased for Falls Church reimbursements ($32,443). ▪ Grant revenues increased for State Compensation Board reimbursements ($9,008). ▪ Non-personnel increased due to operating system upgrades related to the jury management system ($12,000). ▪ Fee revenue decreased in the land records due to reduced activity in re-financings; partially offset by excess copy fees and local fines and interest ($189,500). ▪ Grant revenue decreased due to lower projections in State Compensation Board reimbursements ($21,235) and technology reimbursements based on state formula ($26,306).	
FY 2016	▪ Fee revenue decreased due to decline in number of land records documents recorded related to the leveling of mortgage refinancing ($200,000), offset by increased fines ($10,500) and increased Falls Church reimbursements ($1,546).	
FY 2017	▪ The County Board added one-time funding to upgrade jury phone and questionnaire scanning systems ($55,000). ▪ Decreased fee revenue due to a reduction in miscellaneous fees ($40,000). ▪ Increased fee revenue due to higher projections in excess copy fees ($10,000). ▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2017 budget and reconciliation of prior year payments with actual expenditures ($6,170). ▪ Increased revenue due to higher projections in e-ticket fees ($2,200).	

Fiscal Year	Description	FTEs
	▪ 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).	

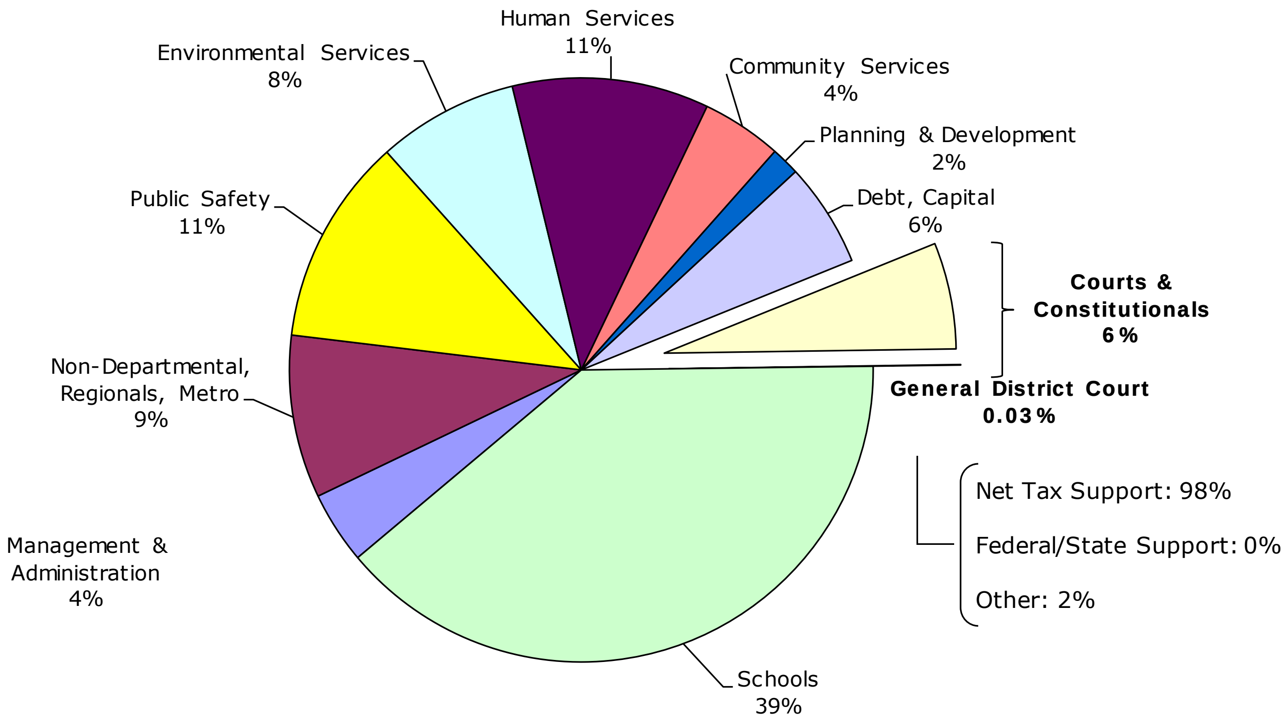
Note: The ten-year history through FY 2014 includes the Circuit Court Judicial Chambers. Since FY 2015, the Clerk of the Circuit Court has been established as a separate department.

GENERAL DISTRICT COURT
Steven Spurr, Clerk
1425 N. COURTHOUSE RD.,SUITE 2400, ARLINGTON, VA 22201
703-228-7900
sspurr@courts.state.va.us

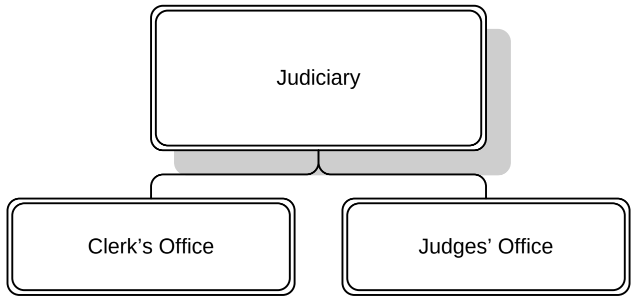
Our Mission: To administer justice in a fair, timely, and efficient manner in the areas of criminal, traffic, civil, small claims, and involuntary civil commitment

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 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Clerk's Office **Judges' Office**

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the General District Court is $382,942, a two percent decrease from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↓ Personnel decreases due to the removal of long-term County vacancies to achieve budgetary savings in FY 2019. This technical adjustment of $27,970 and removing 0.50 FTE is offset by increases due to adjustments to the state salary supplement, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on actuarial projections.
- ↓ Fee revenue decreases due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($563).

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$222,258	$247,177	$237,703	-4%
Non-Personnel	110,593	145,239	145,239	-
Total Expenditures	332,851	392,416	382,942	-2%
Fees	25,892	9,818	9,255	-6%
Total Revenues	25,892	9,818	9,255	-6%
Net Tax Support	$306,959	$382,598	$373,687	-2%
Permanent FTEs	1.50	1.50	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.50	1.50	1.00	

PROGRAM MISSION

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

- Handles the judicial duties of the Court and cases within its jurisdiction.
- Arranges for appointment of counsel for the indigent and facilitates civil involuntary mental commitment hearings, in cooperation with the Sheriff's Office and the Department of Human Services (DHS).

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the removal of long-term County vacancies to achieve budgetary savings in FY 2019. This technical adjustment of $14,560 and removing 0.20 FTE is offset by adjustments to the state salary supplement, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on actuarial projections.

↓ Fee revenue decreases due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($563).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$92,295	$104,507	$107,543	3%
Non-Personnel	65,241	93,338	93,338	-
Total Expenditures	157,536	197,845	200,881	2%
Fees	25,892	9,818	9,255	-6%
Total Revenues	25,892	9,818	9,255	-6%
Net Tax Support	$131,644	$188,027	$191,626	2%
Permanent FTEs	1.20	1.20	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.20	1.20	1.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Bond hearings finalized	3,050	2,900	2,164	2,550	2,200	2,300
Civil cases adjudicated	6,113	5,645	6,514	6,817	6,300	6,000
Criminal cases adjudicated	5,957	5,790	6,982	6,361	7,000	6,100
Traffic cases adjudicated	57,140	50,729	38,795	34,466	37,000	36,000

CLERK'S OFFICE

PROGRAM MISSION

To provide assistance to the General District Court and ensure that the administration of justice is fair, timely, and efficient.

- Processes criminal warrants, traffic summonses, and civil cases.
- Processes pre-payments of traffic fines.
- Collects fees, fines, and court costs assessed in General District Traffic and Criminal Courts.
- Provides assistance to the public.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the removal of long-term County vacancies to achieve budgetary savings in FY 2019. This technical adjustment of $12,510 and removing 0.30 FTE is offset by increases due to adjustments to the state salary supplement, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on actuarial projections.

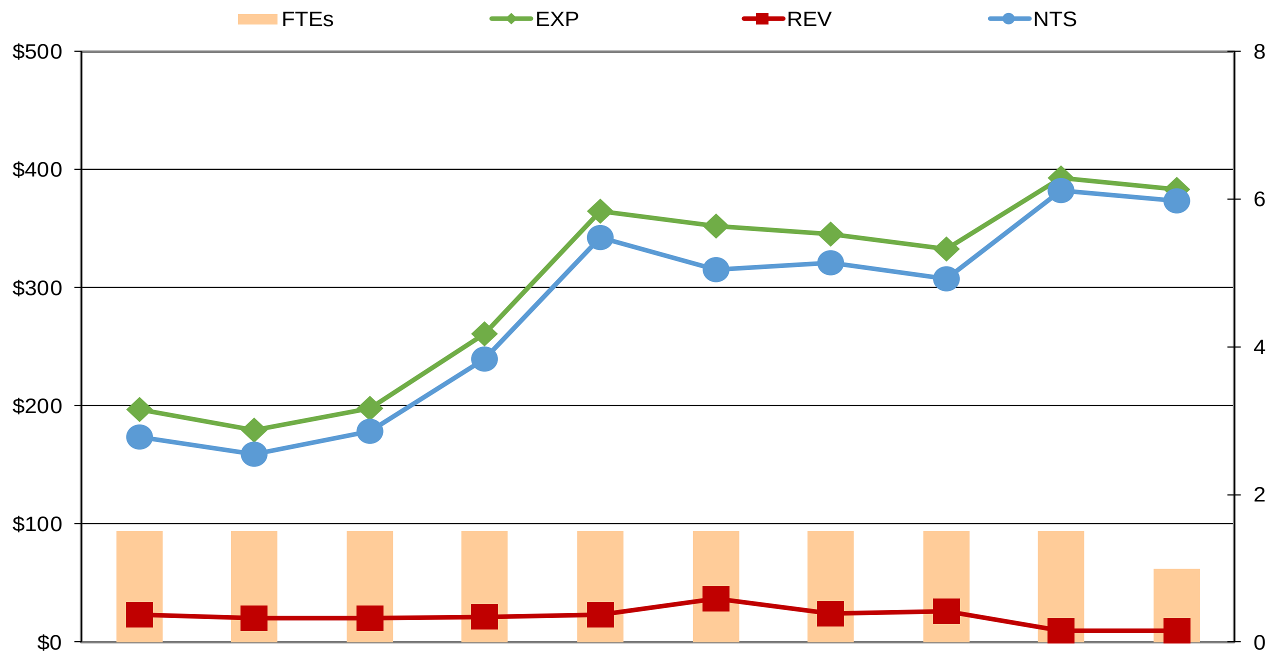
PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$129,963	$142,670	$130,160	-9%
Non-Personnel	45,352	51,901	51,901	-
Total Expenditures	175,315	194,571	182,061	-6%
Total Revenues	-	-	-	-
Net Tax Support	$175,315	$194,571	$182,061	-
Permanent FTEs	0.30	0.30	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	0.30	0.30	-	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Civil cases filed	6,857	5,536	6,525	6,325	6,400	6,100
Criminal cases filed	15,087	12,051	6,860	5,831	7,000	6,500
Other processes	2,638	2,500	2,212	1,726	2,300	2,000
Traffic cases filed	79,102	54,451	38,225	34,812	38,000	35,000
Percent of fines collected	82%	85%	91%	91%	90%	90%

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



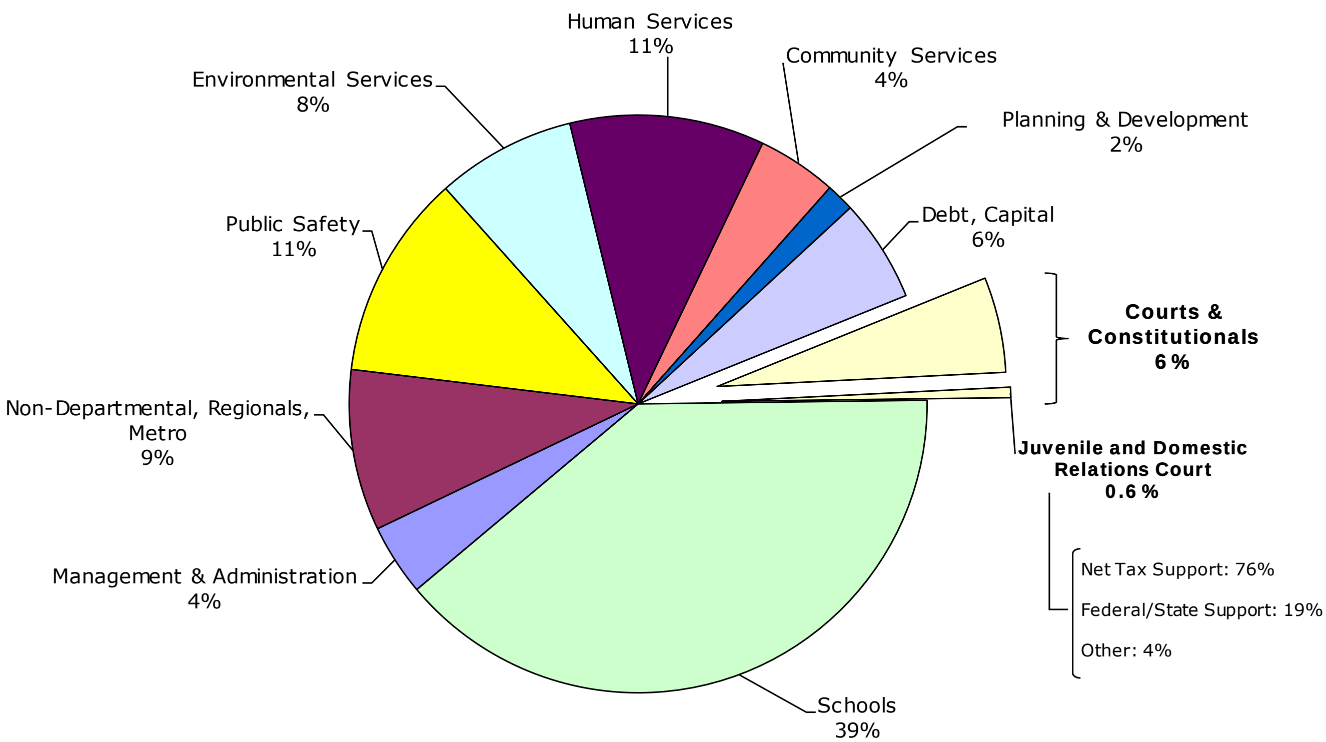
$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$197	$179	$198	$261	$365	$352	$345	$333	$392	$383
REV	$23	$20	$20	$21	$23	$37	$24	$26	$10	$9
NTS	$174	$159	$178	$240	$342	$315	$321	$307	$383	$374
FTEs	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.00

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($861). ▪ Reduced funding for legal costs for victims/witnesses ($6,870). ▪ Reduced funding for miscellaneous non-personnel costs ($3,519).	
FY 2011	▪ Reduced funding for legal costs for victims/witnesses ($12,102). ▪ Revenue increased due to higher projections in Falls Church reimbursements ($2,552).	
FY 2012	▪ Decreased revenue due to lower projections in Falls Church reimbursements ($6,132).	
FY 2013	▪ Increase in revenues is due to higher projections in Falls Church reimbursements based on the FY 2013 budget and reconciliation of FY 2011 reimbursements with the corresponding expenditures ($788).	
FY 2014	▪ Personnel increases due to a full year funding of a salary supplement for state court clerks adopted by the County Board in FY 2013 ($125,581). ▪ Increase in revenues due to higher projections in Falls Church reimbursements based on the FY 2014 budget and reconciliation of FY 2012 reimbursements with the corresponding expenditures ($1,784). ▪ Reduced funding for rental communication equipment ($3,333). ▪ Reduced funding for print shop charges ($269).	
FY 2015	▪ Decreased revenue due to lower projections in Falls Church reimbursements ($1,063).	
FY 2016	▪ Increased revenue due to higher projections in Falls Church reimbursement ($2,987).	
FY 2017	▪ No significant changes.	
FY 2018	▪ No significant changes.	

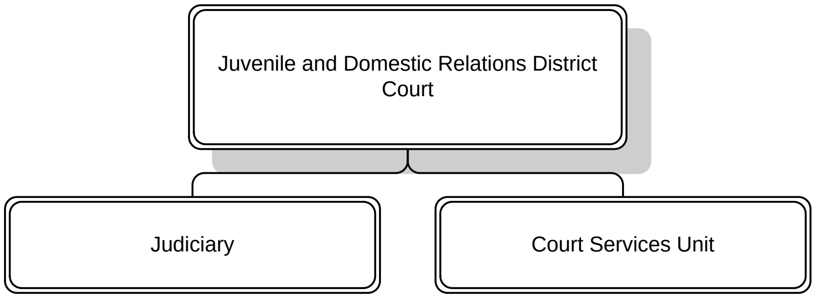
JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT
Earl J. Conklin, Director of Court Services
1425 N. COURTHOUSE RD.,SUITE 5100, ARLINGTON, VA 22201
703-228-4600
jdrcourt@arlingtonva.us

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 2019 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 2019 proposed expenditure budget for the Juvenile and Domestic Relations Court is $7,427,914, a nine percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the addition of two grant funded positions for establishing the Safe Havens program ($156,620, 2.0 FTEs).
- ↑ Non-personnel increases are primarily due to new grant funding expenses for the Safe Havens program ($104,608) and the transfer in from the City of Falls Church Community Crime Control Act (VJCCCA) funding ($119,179) for Aurora House.
- ↓ Fee revenue decreases primarily due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($88,273).
- ↑ Grant revenue increases due to Arlington receiving Falls Church's Virginia Community Crime Control Act (VJCCCA) funds from the state as part of the two localities' combined VJCCCA plan ($119,179) and to the Office of Violence Against Women grant funds for the Safe Havens program ($260,880).

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$5,124,031	$5,745,660	$6,087,454	6%
Non-Personnel	906,673	1,133,055	1,416,227	25%
Subtotal	6,030,704	6,878,715	7,503,681	9%
Intra County Charges	(26,715)	(75,767)	(75,767)	-
Total Expenditures	6,003,989	6,802,948	7,427,914	9%
Fees	197,122	411,816	310,440	-25%
Grants	1,039,877	1,056,433	1,436,492	36%
Total Revenues	1,236,999	1,468,249	1,746,932	19%
Net Tax Support	$4,766,990	$5,334,699	$5,680,982	6%
Permanent FTEs	51.50	53.50	55.50	
Temporary FTEs	4.30	4.30	4.30	
Total Authorized FTEs	55.80	57.80	59.80	

PROGRAM MISSION

To ensure that in all proceedings before the Court, the Court considers the safety of the community, the welfare of the child and family, and the protection of the victim.

Judges' Chambers

- The Juvenile and Domestic Relations District Court has jurisdiction over cases involving child abuse and neglect, criminal cases involving juveniles, child custody, visitation and support cases, spousal abuse, spousal support, orders of protection, intra-family criminal offenses, traffic infractions by juveniles, termination of parental rights cases, entrustment agreements, emancipation petitions, petitions for judicial consent for surgical procedures, civil commitment of youth for involuntary hospitalization, preliminary hearings and trials involving criminal offenses committed by adults in which the victim is a juvenile, and hearings for juveniles charged with serious and violent felonies to be tried as adults and children in need of services and/or supervision.

The Clerk's Office

- The Clerk's Office prepares and disperses judicial orders and assists with Court procedures and provides efficient services for people coming before the Court, other agencies, attorneys, and fellow employees.

SIGNIFICANT BUDGET CHANGES

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

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$138,444	$138,417	$142,875	3%
Non-Personnel	35,557	30,727	30,697	-
Total Expenditures	174,000	169,144	173,572	3%
Fees	4,047	6,074	6,069	-
Grants	-	-	-	-
Total Revenues	4,047	6,074	6,069	-
Net Tax Support	$169,953	$163,070	$167,503	3%
Permanent FTEs	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.00	1.00	1.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Adult and juvenile cases	4,227	4,005	4,388	3,512	3,200	3,200

PROGRAM MISSION

To provide effective, efficient, and quality services, programs, and interventions for juveniles, adults, and families while addressing public safety, victim impact, offender accountability, and competency development.

Administration

- Establish strategic goals, supervise and lead employees and operations, and oversee fiscal and administrative systems to fulfill the mission of the Juvenile and Domestic Relations District Court.

Juvenile Probation Unit

- Ensure compliance with court orders by providing the Court with investigation and supervision services which promote positive behavioral change, accountability, and public safety in youth and their families.

Adult Probation Unit

- Ensure compliance with court orders by providing services for adult offenders which encourage family stability and protect the community through conducting investigations, supervising defendants, and coordinating appropriate intervention services.

Intake Unit

- Receive and process civil and criminal complaints as the point of entry to the Court, serve as an information and referral source, provide initial short-term counseling, and monitor compliance of court orders on suspended imposition of sentence cases.

Psychological Services

- Provide mental health services to children, adolescents, and adults as well as consultation for probation officers and community based staff.

Falls Church Court Services

- Provide intake, probation/parole, and other court services for the City of Falls Church.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections partially offset by the transfer out of a Mental Health Therapist to Argus House ($122,203, 1.0 FTE).
- ↓ Fee revenue decreases due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($12,098) and a lower projection for fees for Basics of Safe Driving program ($1,000).
- ↑ Grant revenue increase is due to a reallocation of Virginia Juvenile Community Crime Control funds from Argus House and Girls Outreach to the Detention Diversion Program ($87,725).
- In October 2018, Arlington and Falls Church entered into a combined Virginia Juvenile Community Crime Control plan, in which each localities' state allocation were pooled to focus Court Services Unit's efforts on serving moderate and high risk juvenile delinquents.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,604,417	$4,064,726	$4,066,840	1%
Non-Personnel	169,971	143,551	142,933	-
Total Expenditures	3,774,388	4,208,277	4,209,773	-
Fees	162,522	187,248	174,150	-7%
Grants	768,238	780,374	868,099	11%
Total Revenues	930,760	967,622	1,042,249	8%
Net Tax Support	$2,843,628	$3,240,655	$3,167,524	-2%
Permanent FTEs	39.00	38.00	37.00	
Temporary FTEs	3.50	3.50	3.50	
Total Authorized FTEs	42.50	41.50	40.50	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average monthly supervision cases (adults/juveniles)	283/365	280/337	267/320	261/293	265/305	265/305
Court-ordered adult/juvenile investigations	17/162	16/134	20/129	4/153	4/155	4/155

COMMUNITY-BASED PROGRAMS

PROGRAM MISSION

To supervise, encourage, and counsel teens and their families to develop competencies needed to function as responsible, self-confident, goal-oriented individuals, and law-abiding citizens.

Andrew B. Ferrari Argus House Boys Group Home

- Provide and manage a long-term, community-based residential program for Court-referred teenage boys from eight to twelve months in duration. Also provide a parent support group and intensive family therapy for residents, parents, and siblings.

Girls' Outreach Program

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

Young Achievers' Program

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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increase due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, and the transfer in of a Mental Health Therapist from the Probation Unit ($122,203, 1.0 FTE).
- ↓ Non-personnel decrease due to adjustments to the annual expense for maintenance and replacement of County vehicles and fuel costs ($2,412).
- ↓ Fee revenue decrease due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures, partially offset by an increase in parental payments to Girls' Outreach ($88,273).
- ↓ Grant revenue decrease due to reallocation of Virginia Juvenile Community Crime Control funds from Argus House and Girls Outreach to the Young Achievers Program and the Detention Diversion Program in the Probation Unit ($17,389).
- In October 2018, Arlington and Falls Church entered into a combined Virginia Juvenile Community Crime Control plan, in which each localities' state allocation were pooled to focus Court Services Unit (CSU) efforts on serving moderate and high risk juvenile delinquents.

COMMUNITY-BASED PROGRAMS

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,381,171	$1,542,517	$1,721,467	12%
Non-Personnel	196,433	195,057	192,645	-1%
Subtotal	1,577,604	1,737,574	1,914,112	10%
Intra-County Charges	(26,715)	(75,767)	(75,767)	-
Total Expenditures	1,550,889	1,661,807	1,838,345	11%
Fees	30,553	218,494	130,221	-40%
Grants	271,638	276,059	258,670	-6%
Total Revenues	302,191	494,553	388,891	-21%
Net Tax Support	$1,248,698	$1,167,254	$1,449,454	24%
Permanent FTEs	11.50	14.50	15.50	
Temporary FTEs	0.80	0.80	0.80	
Total Authorized FTEs	12.30	15.30	16.30	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Clients Served: Argus House	24	25	17	13	17	20
Clients Served: Girls' Outreach Program	25	18	20	22	22	22
Clients Served: Young Achievers	24	21	19	18	18	18

- The clients served by the Young Achievers program decline between FY 2014 and FY 2017 due to the less intensive services provided during the pilot phase of the program. The participation rate is projected to remain the same between FY 2017 and FY 2019.

PROGRAM MISSION

To provide a safe environment for Children In Need of Services (CHINS) and delinquent youth referred to the Juvenile and Domestic Relations District Court.

Aurora House Girls Group Home

- To help residents participate more effectively in their families, schools, and communities by providing the structure and guidance they need to learn how to accept responsibility for themselves and their actions, and to work within the context of family and community systems, which promotes significant and lasting change. Aurora House is located in and operated by the City of Falls Church.

Safe Havens

- To provide safe and supervised custody exchanges and visitation to children whose caregivers are involved in domestic violence cases before the Court. This program is funded by the Office on Violence Against Women, U.S. Department of Justice grant for the Safe Havens initiative for supervised visitation and custody exchanges.

Sheltercare

- To provide emergency and/or short-term residential placement to court-involved youth who are diverted from incarceration, who are unable to return home because of domestic violence or runaway history, or who need transitional housing while they undergo professional assessment.

Intervention, Prevention, and Education Program (IPE)

- Provide intensive community-based supervision and support services to at-risk and/or gang-involved youths and adults in Arlington.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of two grant funded positions ($156,272, 2.0 FTEs) which include a Safe Havens Program Coordinator and Visitation Monitor.
- ↑ Non-personnel increase due to the addition of contractual services required for the Safe Havens program. These expenses are fully offset by the grant associated with the Safe Havens program ($104,608). Additional increase is due to an increase in County contributions for Aurora House Girls' Group Home Services based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures and to higher overall expenses resulting from the reallocation of Falls Church's Virginia Juvenile Community Crime Control (VJCCCA) funds from Aurora House to Detention Diversion and the Young Achievers' Programs ($181,612).
- ↑ Grant revenue increase is due to the addition of the Office on Violence Against Women, U.S. Department of Justice grant for the Safe Havens initiative ($260,880) and a reallocation of Virginia Community Crime Control Act funds previously allocated to Falls Church but now managed by Arlington County.
- In October 2018, Arlington and Falls Church entered into a combined Virginia Juvenile Community Crime Control plan, in which each localities' state allocation were pooled to focus Court Services Unit (CSU) efforts on serving moderate and high risk juvenile delinquents.

MULTI-JURISDICTIONAL PROGRAMS

PROGRAM FINANCIAL SUMMARY

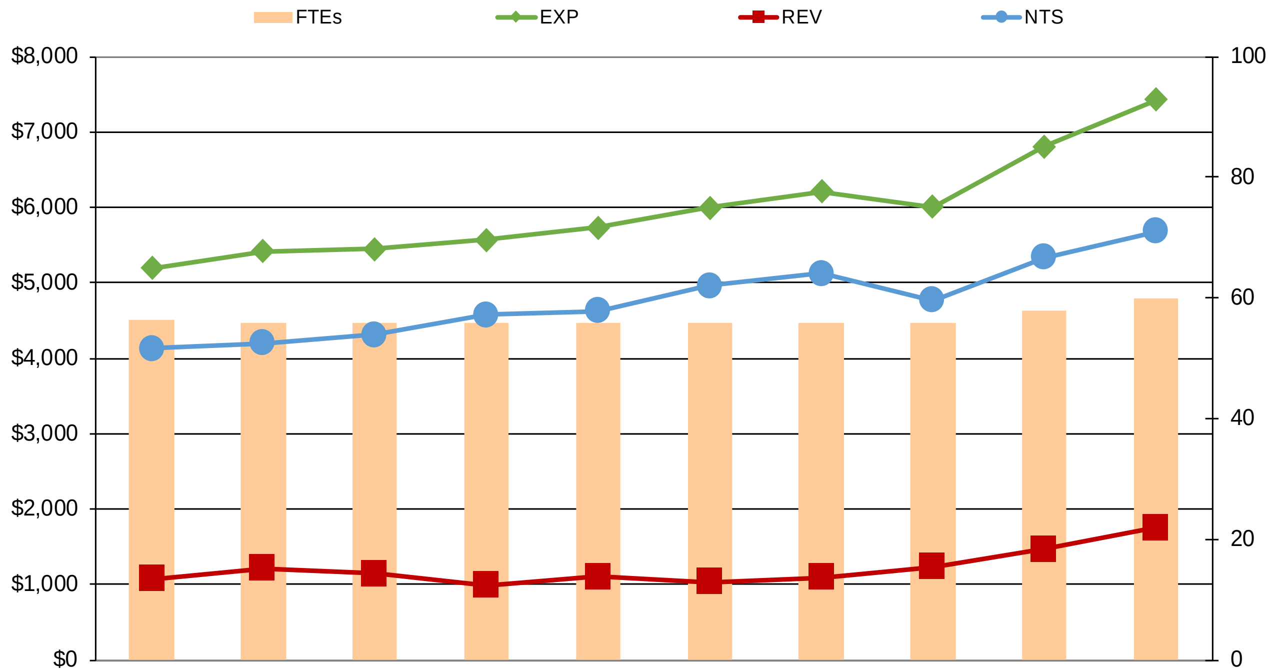
	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	-	-	$178,305	-
Non-Personnel	$504,905	$763,720	835,209	9%
Total Expenditures	504,905	763,720	1,013,514	33%
Fees	-	-	-	-
Grants	-	-	309,723	-
Total Revenues	-	-	309,723	-
Net Tax Support	$504,905	$763,720	$703,791	-8%
Permanent FTEs	-	-	2.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	2.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Aurora House utilization rate (combined rate from all participating jurisdictions)	53%	54%	78%	52%	70%	75%

- The utilization rate represents the ratio of total placement days used to the number of placement days available within a given year. Placements have come primarily from Arlington, with a small percentage from Falls Church placements.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$5,192	$5,412	$5,449	$5,570	$5,731	$5,995	$6,211	$6,004	$6,803	$7,428
REV	$1,067	$1,218	$1,139	$993	$1,105	$1,033	$1,091	$1,237	$1,468	$1,747
NTS	$4,125	$4,194	$4,310	$4,577	$4,626	$4,962	$5,120	$4,767	$5,335	$5,681
FTEs	56.30	55.80	55.80	55.80	55.80	55.80	55.80	55.80	57.80	59.80

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($29,832).	
	▪ Eliminated maintenance fees associated with a web based case management system ($23,475).	
	▪ Reduced funding for temporary Detention Diversion Program (DDP) relief counselors ($15,649, 0.2 temporary FTE).	(0.2)
	▪ Eliminated a part-time Administrative Assistant IV position in the Girls' Outreach Program ($30,873).	(0.5)
	▪ Reduced funding for Sheltercare by $115,932, from $188,932 to $73,000.	
	▪ Decreased revenues primarily due to State reimbursements for probation services ($126,226), the Virginia Juvenile Community Crime Control Act grant (VJCCCA) ($15,160) due to State cuts, and reduced projections in Falls Church reimbursements ($38,890), partially offset by an increase in federal funding from the U.S. Department of Agriculture (USDA) ($3,000).	
FY 2011	▪ The County Board added funding for Aurora House Girls' Group Home ($13,434).	
	▪ Eliminated one part-time Probation Counselor II position (36,258; 0.5 FTE).	(0.5)
	▪ Eliminated remaining funding for the Sheltercare Program ($73,000).	
	▪ Increase in fee revenues is primarily due to higher projections for Falls Church reimbursements ($91,947) based on the FY 2011 adopted budget and reconciliation of FY 2009 reimbursements with the corresponding actual expenditures.	
	▪ Decrease in grant revenues reflects state cuts in the Juvenile Community Crime control funds ($53,468) and the Juvenile Court's probation reimbursements ($5,245), partially offset by an increase in the Gang Task Force Grant ($15,844).	
FY 2012	The County Board added funding for the continuation of a position previously funded with the Gang Task Force Grant ($86,109).	
	▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step.	
	▪ Decreased revenues primarily due to the loss of the Northern Virginia Gang Task Force grant ($77,490), partially offset by an increase in the Juvenile Accountability Block Grant ($2,607) and higher projections in Falls Church reimbursements ($46,337).	
FY 2013	▪ The County Board added one-time funding for the Northern Virginia Family Service's Gang Prevention Program for two years ($180,000).	
	▪ Expenses and revenue increase for the Probation and Curfew Enforcement (PACE) grant ($13,324).	

Fiscal Year	Description	FTEs
	▪ Non-personnel expenses increase due to additional funding for Aurora House Girls' Group Home ($75,307) and for food expenses at Argus House ($10,000). ▪ Decrease in fee revenues is due to lower projections for Falls Church reimbursements based on the FY 2013 proposed budget and reconciliation of FY 2011 reimbursements with the corresponding actual expenditures ($3,905). ▪ Decrease in grant revenue reflects a cut by the Commonwealth of Virginia to the Virginia Juvenile Community Crime Control funds ($25,927). ▪ Decrease in Juvenile Accountability Block Grant ($13,221). ▪ Increase in Virginia State Probation reimbursement ($18,310).	
FY 2014	▪ Personnel increases 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 decrease primarily due to the reduction of the FY 2013 one-time two-year funding for the Intervention, Prevention and Education (IPE) gang prevention program ($90,000), partially offset by an increase in funding for Aurora House Girls' Group Home ($64,643). ▪ Intra-County Charges increase reflects an accounting adjustment related to Comprehensive Services Act (CSA) revenue received for services provided by Argus House ($68,500). ▪ Fee revenues decrease due to lower projections in Falls Church reimbursements ($84,393). ▪ Grant revenues decrease 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). ▪ Grant revenues increased in the Commonwealth of Virginia reimbursement for court services ($210,989).	

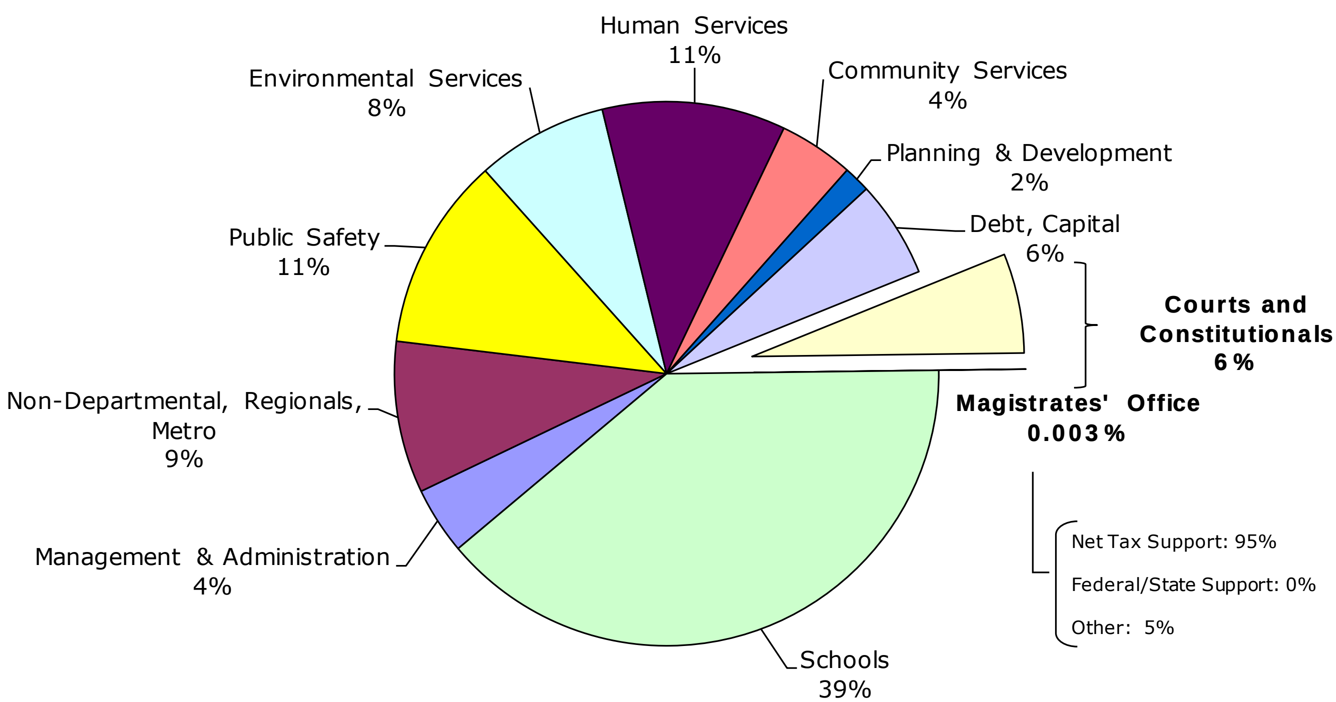
Fiscal Year	Description	FTEs
FY 2017	▪ Non-personnel decreased due primarily to a decrease in funding for Aurora House Girls' Group Home Services based on the FY 2017 budget and reconciliation of prior year payments with corresponding actual expenditures ($58,000). ▪ Fee revenue increased due to higher 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 positon at Argus House in order for the program to comply with staffing ratios required by the Prison Rape Elimination Act (PREA) ($87,207) ▪ Added funding for access to Sheltercare beds, educational services for youth placed by the Court and added funding to expand the Court Appointed Special Advocate (CASA) services ($34,250), funded from savings generated from reducing the Crystal City TIF. ▪ Adjusted the annual expense for maintenance and replacement of County vehicles ($1,447). ▪ Increased funding for Aurora House Girls' Group Home Services based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($21,234). ▪ Increased Intra-County charges due to interagency changes for services funded through the state Children's Services Act ($7,267). ▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($280,604). This includes reimbursement from Falls Church to fund the new Probation Officer II position. ▪ Increased grant revenue due to the state reimbursement for the New Probation Officer II position funded by Falls Church ($54,099). ▪ *In November of 2017, an FTE was added 1.0 FTE 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*

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, issues civil warrants, issues temporary detention orders, and emergency protective orders. The Magistrate administers oaths, takes acknowledgements, and acts as conservators for the peace.

FY 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Office of the Magistrate

Office of the Magistrate

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Office of the Magistrate is $41,432, a three percent decrease from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↓ Personnel decreases due to an adjustment to the salary supplement and adjustments for payroll taxes.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$32,569	$31,542	$30,254	-4%
Non-Personnel	6,475	11,178	11,178	-
Total Expenditures	39,044	42,720	41,432	-3%
Fees	1,153	2,168	2,125	-2%
Total Revenues	1,153	2,168	2,125	-2%
Net Tax Support	$37,891	$40,552	$39,307	-3%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

OFFICE OF THE MAGISTRATE

PROGRAM MISSION

To protect and preserve the rights and liberties of all of the people, as guaranteed by the Constitution and laws of the United States and the County, by providing a fair, independent, and accessible forum for the resolution of their legal affairs.

- Issue warrants for the arrest of violators of State law and County ordinances.
- Admit to bail or commit to jail all persons charged with offenses subject to the limitations and in accordance with the general laws on bail.
- Issue civil warrants, accept pre-payments of traffic summons when the Clerk's Office is closed, and issue temporary detention orders.
- Administer oaths, take acknowledgements, and act as conservators for the peace.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to an adjustment to the salary supplement and adjustments for payroll taxes.

PROGRAM FINANCIAL SUMMARY

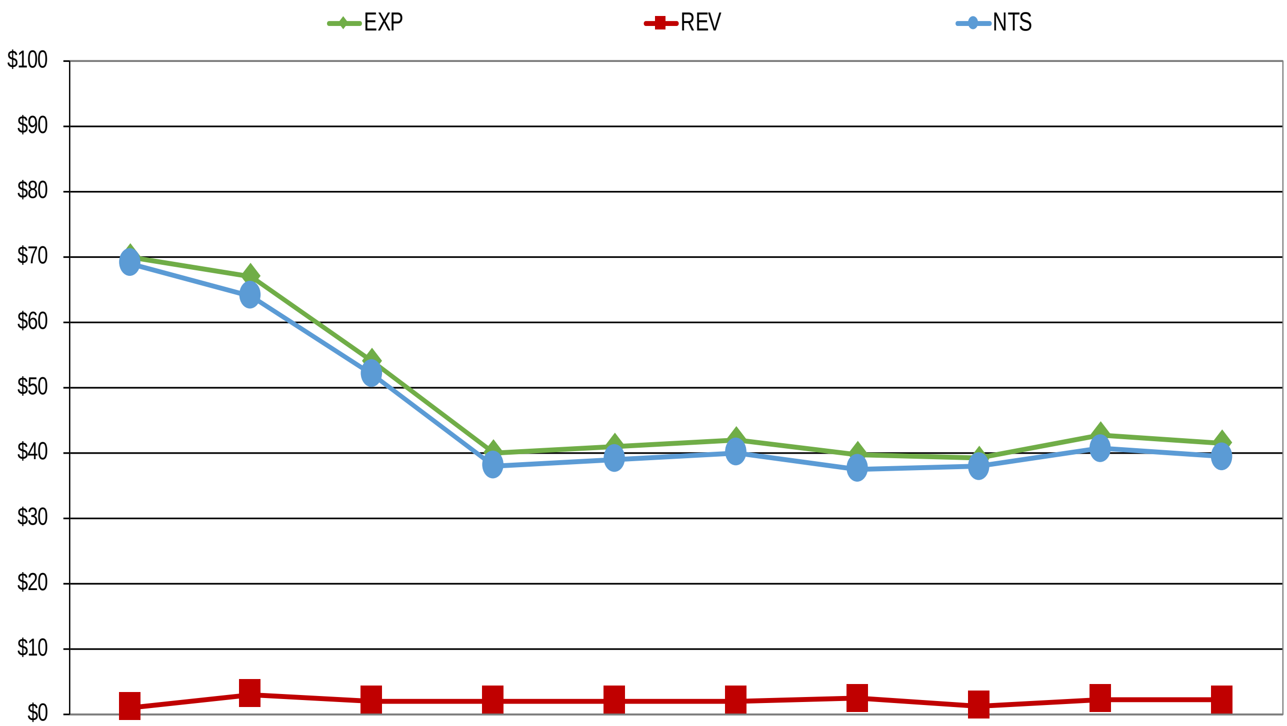
	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$32,569	$31,542	$30,254	-4%
Non-Personnel	6,475	11,178	11,178	-
Total Expenditures	39,044	42,720	41,432	-3%
Fees	1,153	2,168	2,125	-2%
Total Revenues	1,153	2,168	2,125	-2%
Net Tax Support	$37,891	$40,552	$39,307	-3%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Bond hearings	10,615	9,772	10,941	10,104	10,000	11,000
Probable cause hearings	7,926	6,683	7,631	6,379	7,500	7,200

- Bond hearings 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.

EXPENDITURE, REVENUE, AND NET TAX SUPPORT



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$70	$67	$54	$40	$41	$42	$40	$39	$43	$41
REV	$1	$3	$2	$2	$2	$2	$2	$1	$2	$2
NTS	$69	$64	$52	$38	$39	$40	$37	$38	$41	$39

Fiscal Year	Description	FTEs
FY 2010	▪ Reduced funding for miscellaneous non-personnel costs ($3,519).	
FY 2011	▪ Eliminated the County supplement for two positions as a result of the departure of the employees from the County.	
FY 2012	▪ Decreased revenue from Falls Church reimbursements based on the FY 2012 budget and reconciliation of prior year payments with actual expenditures ($1,916).	
FY 2013	▪ Personnel charges are for a County supplement to the salaries of eligible Magistrate's staff, who are state employees, and are unaffected by changes to County salary and fringe benefit levels. In FY 2013, the supplement decreases due to there being one fewer state employee receiving the County's salary supplement ($12,200). ▪ Increased revenue due to higher projections in Falls Church reimbursements based on the FY 2013 budget and reconciliation of prior year payments with actual expenditures ($1,828).	
FY 2014	▪ Personnel changes are for a County supplement to the salaries of eligible Magistrate's staff, who are state employees, and are unaffected by changes to County salary and fringe benefit levels. In FY 2014, the supplement decreases due to there being one fewer state employee receiving the County's salary supplement ($13,796). ▪ Decreased revenue is due to lower projections in Falls Church reimbursements based on the FY 2014 budget and reconciliation of prior year payments with actual expenditures ($1,860). ▪ Reduced funding for rental of operating equipment ($819).	
FY 2015	▪ Fee revenue increased due to higher projections in Falls Church reimbursements ($193).	
FY 2016	▪ Fee revenue increased due to higher projections in Falls Church reimbursements ($215).	
FY 2017	▪ No significant changes.	
FY 2018	▪ No significant changes.	

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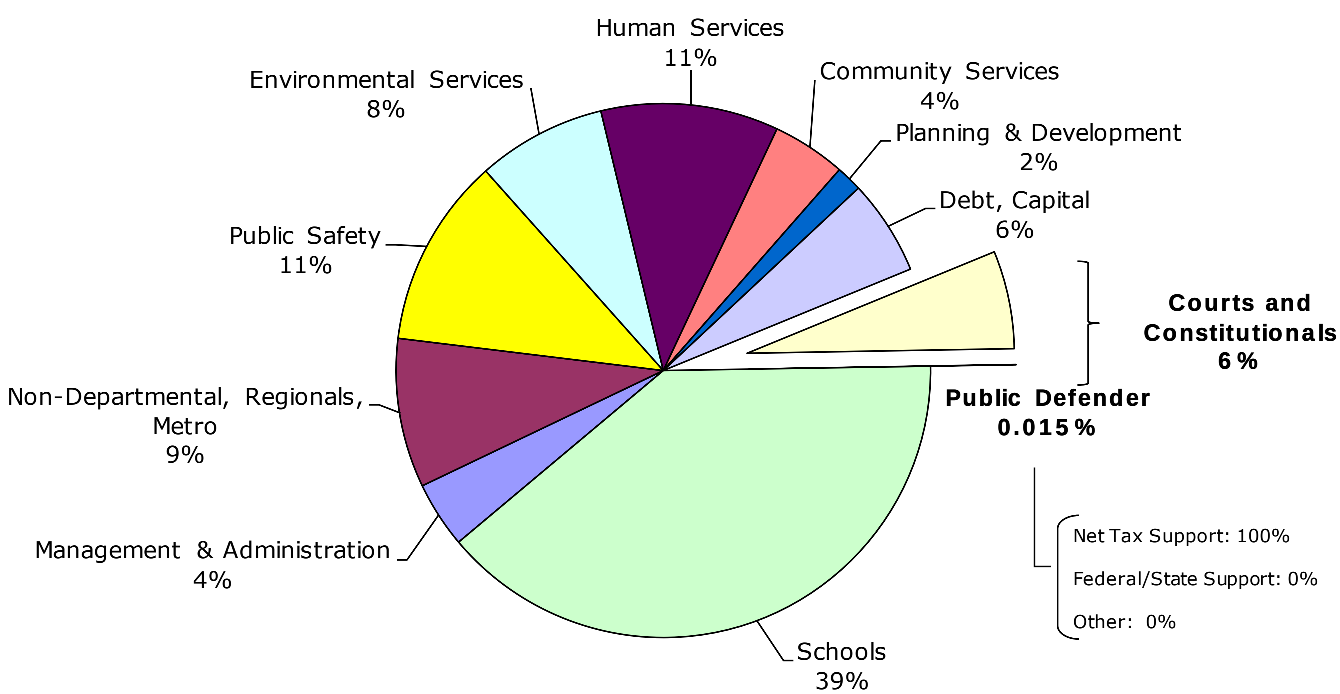
OFFICE OF THE PUBLIC DEFENDER
BRADLEY HAYWOOD
2300 Clarendon Blvd #201, ARLINGTON, VA 22201
703-875-1111
BHAYWOOD@ARL.IDC.VIRGINIA.GOV

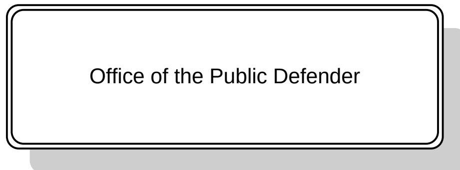
Our Mission: The Office of the Public Defender provides holistic, client-centered representation to indigent persons charged with offenses in Arlington County or the City of Falls Church.

The Office of the Public Defender represents individuals in the General District Court, Juvenile and Domestic Relations District Court, Circuit Court, Court of Appeals and Supreme Court. It engages in community outreach, criminal justice education, reentry programing, and has spearheaded the initiation and development of problem solving courts in Arlington County. It also zealously protects the liberty interests of justice-involved clients, while also partnering with community agencies and organizations to reduce recidivism and promote public safety.

FY 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Office of the Public Defender

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Office of the Public Defender is $191,613, a three percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases due to supplement increase based on prior year state salary increases and adjustments for payroll taxes.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actuals	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$157,137	$185,410	$191,613	3%
Non-Personnel	-	-	-	-
Total Expenditures	157,137	185,410	191,613	3%
Total Revenues	-	-	-	-
Net Tax Support	$157,137	$185,410	$191,613	3%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

OFFICE OF THE PUBLIC DEFENDER

PROGRAM MISSION

To prevent wrongful conviction and facilitate practical cost-saving alternatives to incarceration that reduce recidivism, protect individual liberty, and promote community safety.

- Defend indigent persons accused of crimes in Arlington County, Ronald Reagan Washington National Airport, and the City of Falls Church.
- Provide assistance to clients including reentry planning, case management, referrals to community resources and treatment centers, employment assistance, treatment coordination, health insurance, and sentencing alternatives.
- Independently investigate for evidence of innocence and mitigating circumstances.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to supplement increase based on prior year state salary increases and adjustments for payroll taxes.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$157,137	$185,410	$191,613	3%
Non-Personnel	-	-	-	-
Total Expenditures	157,137	185,410	191,613	3%
Total Revenues	-	-	-	-
Net Tax Support	$157,137	$185,410	$191,613	3%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

PERFORMANCE MEASURES

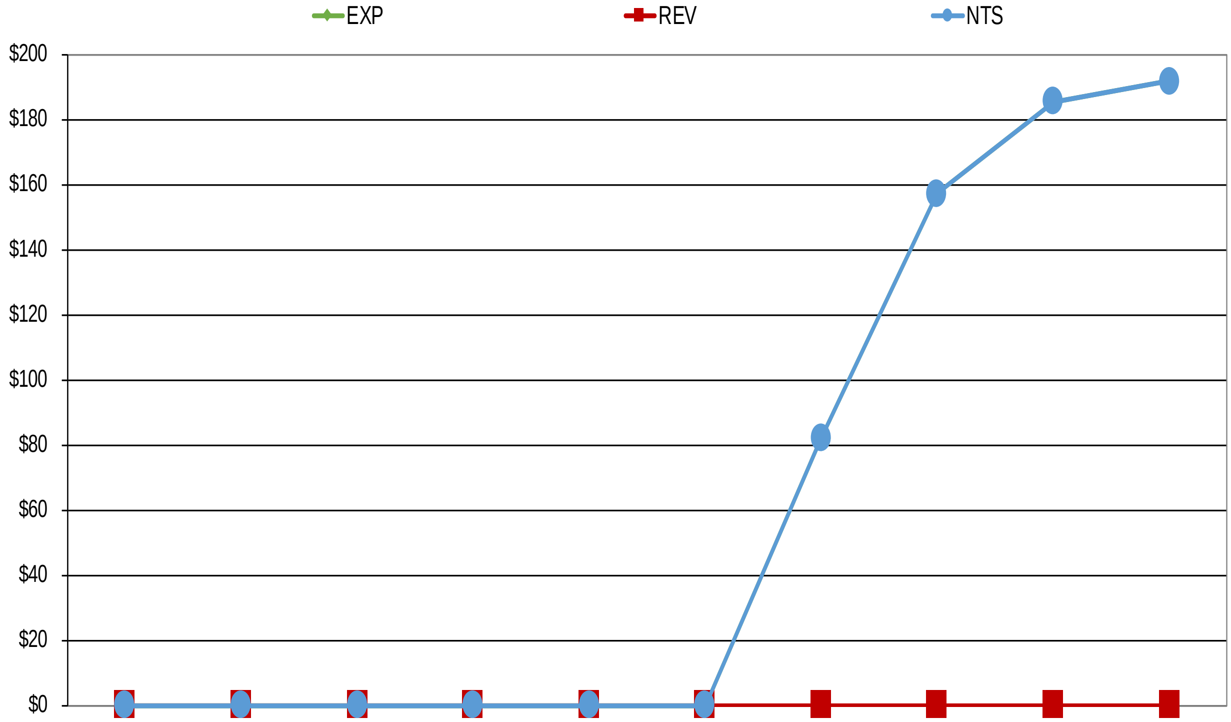
Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of cases per attorney	213	199	215	230	220	215
Number of seriously mentally ill (SMI) clients identified	N/A	N/A	329	217	350	450
Number of SMI incarcerated in the Arlington County Detention Center	716	723	723	988	1,300	1,300
Number of Competency/Restoration	N/A	52	56	57	70	75

OFFICE OF THE PUBLIC DEFENDER

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of misdemeanors	1,459	1,465	1,440	1,200	1,404	1,300
Number of non-violent felonies	318	310	380	327	382	408
Number of violent felonies	62	42	72	75	88	94
Number of probation violations	232	203	208	281	329	352
Number of traffic violations	3	0	1	17	20	21
Number of driving while intoxicated	24	6	21	58	68	73
Number of other violations	30	15	15	50	59	63

- The number of cases per attorney increased in FY 2017 due to personnel changes resulting in higher caseloads per attorney and is projected to return to earlier levels in FY 2018 and FY 2019.
- An estimated 20 percent of clients suffer from serious mental illness (SMI). This does not necessarily include those who suffer from substance use disorder, significant illnesses such as PTSD, or major depression. The number of hours dedicated to a case involving a mentally ill client increases exponentially due to the individualized approach taken to address the multiple determinants of a mentally ill person's involvement in the criminal justice system.
- In FY 2016, the Office of the Public Defender began tracking clients who were identified as SMI by pretrial or jail staff. In FY 2017, the number of SMI clients identified decreased due to a change in counting methodology. The FY 2019 estimate is projected to increase partially by the addition of SMI case appointments from the General District Court.
- The Arlington County Detention Facility (ACDF) has seen a drastic increase in SMI clients. From July 2016 to January 2017, the number identified by jail staff totals 670. Therefore, the Office of the Public Defender projects an increase in SMI clients, as well as an increase in those requiring competency evaluations, to determine competency to stand trial, along with restoration services.

EXPENDITURE, REVENUE, AND NET TAX SUPPORT



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	-	-	-	-	-	-	$82	$157	$185	$192
REV	-	-	-	-	-	-	-	-	-	-
NTS	-	-	-	-	-	-	$82	$157	$185	$192

Note: The County Board began supplemental funding of the Public Defender in FY 2016.

Fiscal Year	Description	FTEs
FY 2016	▪ Added funding for a Public Defender salary supplement, phased in over two years ($80,000).	
FY 2017	▪ Added funding for year two of the Public Defender phase-in salary supplement, bringing the total supplement to 15 percent ($86,111).	
FY 2018	▪ Added funding for the supplement increase based on state salary increases ($5,565) and adjustments for payroll taxes ($13,734).	

COMMONWEALTH'S ATTORNEY
Theophani K. Stamos, Commonwealth's Attorney
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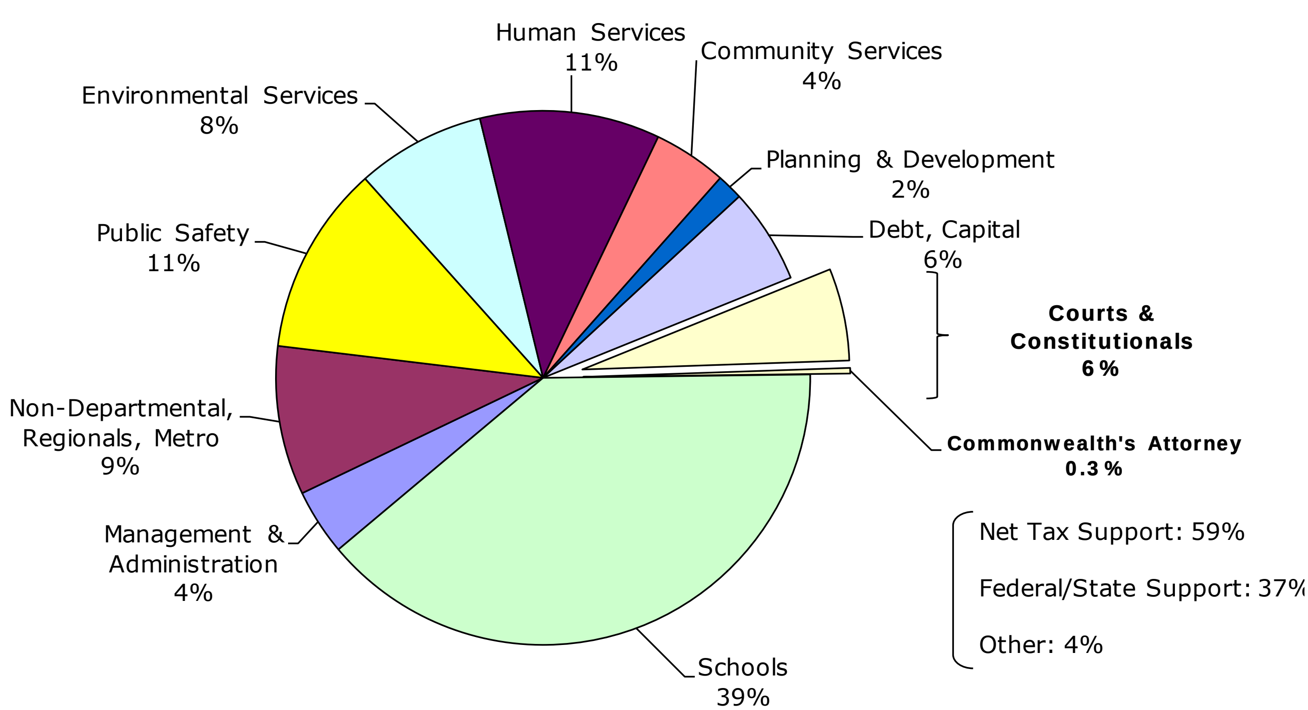
Info1@vacao.com

Our Mission: To see that the innocent go free and the guilty are convicted

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 2019 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS

Commonwealth's Attorney

Office of the Commonwealth's Attorney

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Office of the Commonwealth's Attorney is $4,286,518, a two percent increase from the FY 2018 adopted budget. The budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to an adjustment to the annual expense for maintenance and replacement of County vehicles ($1,563).
- ↓ Fee revenue decreases due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($12,836).
- ↑ Grant revenue increases due to a reconciliation with FY 2018 adopted State Compensation Board revenue ($9,133).

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,812,598	$4,053,176	$4,144,653	2%
Non-Personnel	236,954	143,428	141,865	-1%
Total Expenditures	4,049,552	4,196,604	4,286,518	2%
Fees	151,954	195,770	182,934	-7%
Grants	1,501,284	1,571,469	1,580,602	1%
Total Revenues	1,653,238	1,767,239	1,763,536	-
Net Tax Support	$2,396,314	$2,429,365	$2,522,982	4%
Permanent FTEs	34.00	35.00	35.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	34.00	35.00	35.00	

OFFICE OF THE COMMONWEALTH'S ATTORNEY

PROGRAM MISSION

To see that the innocent go free and the guilty are convicted.

- Prosecutes all criminal offenses occurring within Arlington County, Ronald Reagan Washington National Airport, and the City of Falls Church.
- Provides assistance to victims and witnesses of crimes.
- Reviews criminal complaints.
- Provides legal assistance to police officers.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to an adjustment to the annual expense for maintenance and replacement of County vehicles ($1,563).
- ↓ Fee revenue decreases due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($12,836).
- ↑ Grant revenue increases due to a reconciliation with FY 2018 adopted State Compensation Board revenue ($9,133).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,812,598	$4,053,176	$4,144,653	2%
Non-Personnel	236,954	143,428	141,865	-1%
Total Expenditures	4,049,552	4,196,604	4,286,518	2%
Fees	151,954	195,770	182,934	-7%
Grants	1,501,284	1,571,469	1,580,602	1%
Total Revenues	1,653,238	1,767,239	1,763,536	-
Net Tax Support	$2,396,314	$2,429,365	$2,522,982	4%
Permanent FTEs	34.00	35.00	35.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	34.00	35.00	35.00	

OFFICE OF THE COMMONWEALTH'S ATTORNEY

PERFORMANCE MEASURES

Office of the Commonwealth's Attorney

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of "No True Bills" (grand jury does not issue indictments)	0	0	0	3	0	0
Number of indictments resolved by guilty pleas	1,011	1,012	1,164	1,478	1,200	1,500
Number of indictments terminated without adjudication	146	179	201	241	200	200
Percent of victims receiving services (information and/or direct services)	100%	100%	100%	100%	100%	100%

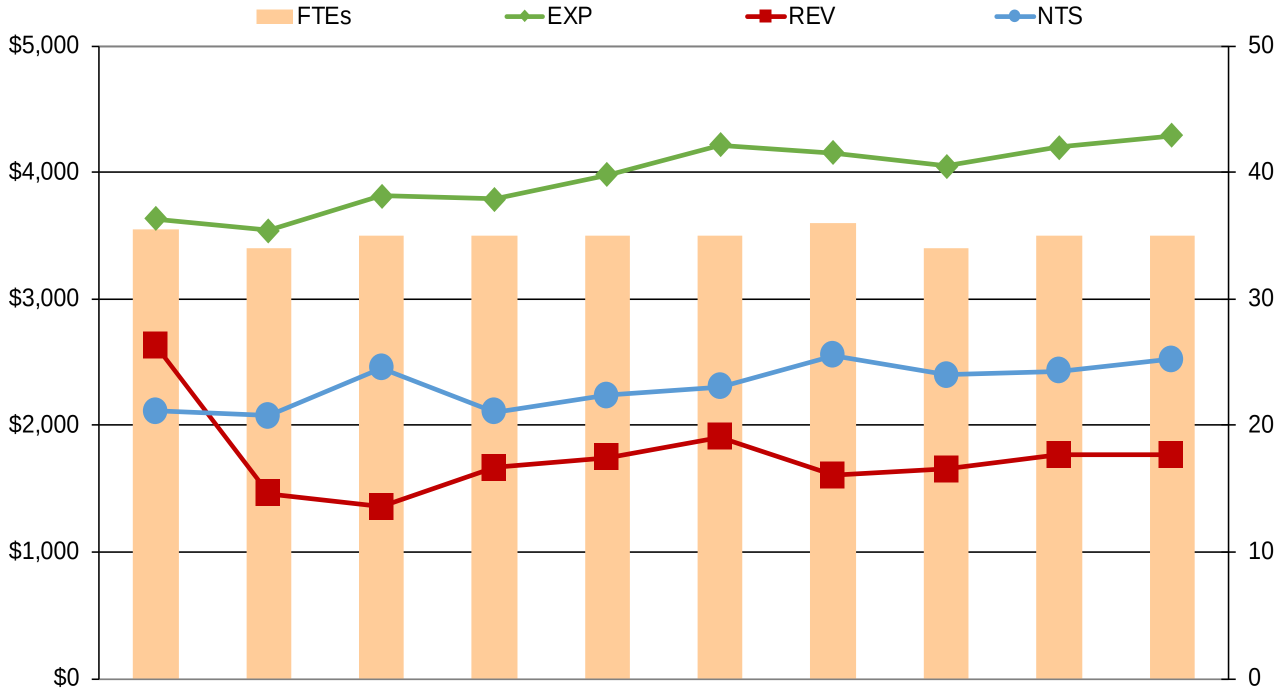
Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Circuit Court: Indictments	1,254	1,122	1,347	1,524	1,350	1,550
Circuit Court: Misdemeanor appeals	459	473	389	357	385	360
Circuit Court: Probation revocation	2,184	1,762	1,676	2,007	1,680	2,000
Circuit Court: Sentencings	864	833	821	968	825	975
Arlington General District Court: Criminal Cases	19,839	19,917	17,109	19,846	20,000	19,900
Arlington General District Court: Traffic Cases	36,026	35,968	31,840	35,921	36,000	36,000
Arlington Juvenile and Domestic Relations District Court: Adult Felonies	143	124	88	123	85	125
Arlington Juvenile and Domestic Relations District Court: Adult Misdemeanors	435	422	418	372	420	400
Arlington Juvenile and Domestic Relations District Court: Juvenile Cases	930	869	945	831	945	850
Arlington Juvenile and Domestic Relations District Court: Other (Show Cause/Capias)	600	513	616	537	616	540
Falls Church General District Court: Criminal Cases	1,298	1,417	1,063	659	1,165	700
Falls Church General District Court: Traffic Cases	3554	2,459	2,034	2,962	2,220	2,600
Falls Church Juvenile and Domestic Relations District Court: Adult Felonies	12	4	5	11	15	11
Falls Church Juvenile and Domestic Relations District Court: Adult Misdemeanors	38	18	25	23	25	25
Falls Church Juvenile and Domestic Relations District Court: Juvenile Cases	43	39	52	31	52	35
Falls Church Juvenile and Domestic Relations District Court: Other (Show Cause/Capias)	12	17	11	12	11	12

OFFICE OF THE COMMONWEALTH'S ATTORNEY

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of victims receiving direct services (Victim Specialist assigned)	53%	65%	62%	47%	65%	65%
Percent of victims receiving generic/indirect services (given information on basic rights and program services, no Victim Specialist assigned)	47%	35%	38%	53%	35%	35%

- The increase in percentage of victims receiving direct services beginning in FY 2015 was due to larger than usual numbers of generic services cases, which are not staffed by Victim Witness Program staff, being upgraded to direct services cases to fully meet the victims' needs.
- The decrease in percentage of victims receiving direct services in FY 2017 was an aberration due to Victim Witness staff turnover. However, direct services were provided to all victims eligible by law to receive them. It is anticipated that the percentage of victims receiving direct services will return to prior years' levels as the new staff are fully trained and integrated into the Victim Witness Program.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$3,633	$3,536	$3,809	$3,790	$3,981	$4,215	$4,153	$4,050	$4,197	$4,287
REV	$2,633	$1,460	$1,358	$1,667	$1,745	$1,908	$1,603	$1,653	$1,767	$1,764
NTS	$2,111	$2,076	$2,451	$2,103	$2,237	$2,307	$2,550	$2,396	$2,429	$2,523
FTEs	35.50	34.00	35.00	35.00	35.00	35.00	36.00	34.00	35.00	35.00

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($20,079).	
	▪ As part of County-wide service reductions, one out of five Victim Specialist positions was eliminated ($72,805).	(1.0)
	▪ As part of County-wide service reductions, one Information Technology Technician and one part-time Compensation Board funded Administrative Assistant position were eliminated ($105,508). Non-personnel expenditures for consultant services were increased to partially offset the loss of permanent technology staff ($32,650).	(2.0)
FY 2011	▪ Eliminated a Compensation Board funded Assistant Commonwealth's Attorney and a part-time Temporary Services Assistant position (1.0 permanent FTE, 0.5 temporary FTEs; $127,997).	(1.5)
	▪ Reduced non-personnel funding for travel ($1,127), operating supplies ($2,500), memberships ($1,500), training ($2,592), telephone costs ($250), unclassified services ($2,000), postage ($2,500), operating equipment ($3,867) and consultant services ($19,081).	
	▪ Decreased revenues in Falls Church projections ($7,473), Compensation Board funding ($18,346) and High Intensity Drug Trafficking Area (HIDTA) grant reimbursements ($3,043), partially offset by the restoration of funding to the Department of Criminal Justice Services Victim Witness Grant ($13,628).	
FY 2012	▪ The County Board added funding for a position previously funded with the Grants to Encourage Arrest Policies and Enforcement of Protective Orders (GEAP) program ($64,590, 1.0 FTE).	1.0
	▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step.	
	▪ Increased revenues in Falls Church projections ($2,427), Compensation Board reimbursements as a result of partial restoration of funding ($56,318), and High Intensity Drug Trafficking Area (HIDTA) grant reimbursements ($26,578).	
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	

Fiscal Year	Description	FTEs
	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).	1.0
	▪ 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).	
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.	(2.0)
	▪ Decreased fee revenue due to lower projections in the share of concealed weapon permit fees allocated to the Commonwealth's Attorney ($2,000).	
	▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2017 budget and reconciliation of prior year payments with actual expenditures ($397).	
	▪ Increased grant revenue due to adjustments in Compensation Board reimbursements ($2,546).	
	▪ *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	

Fiscal Year	Description	FTEs
	of 1.0 FTE in the Victim Witness Program and the purchase of new technology for the Program ▪ Decreased grant revenue due to a reduction in the state Compensation Board reimbursement ($6,632).	

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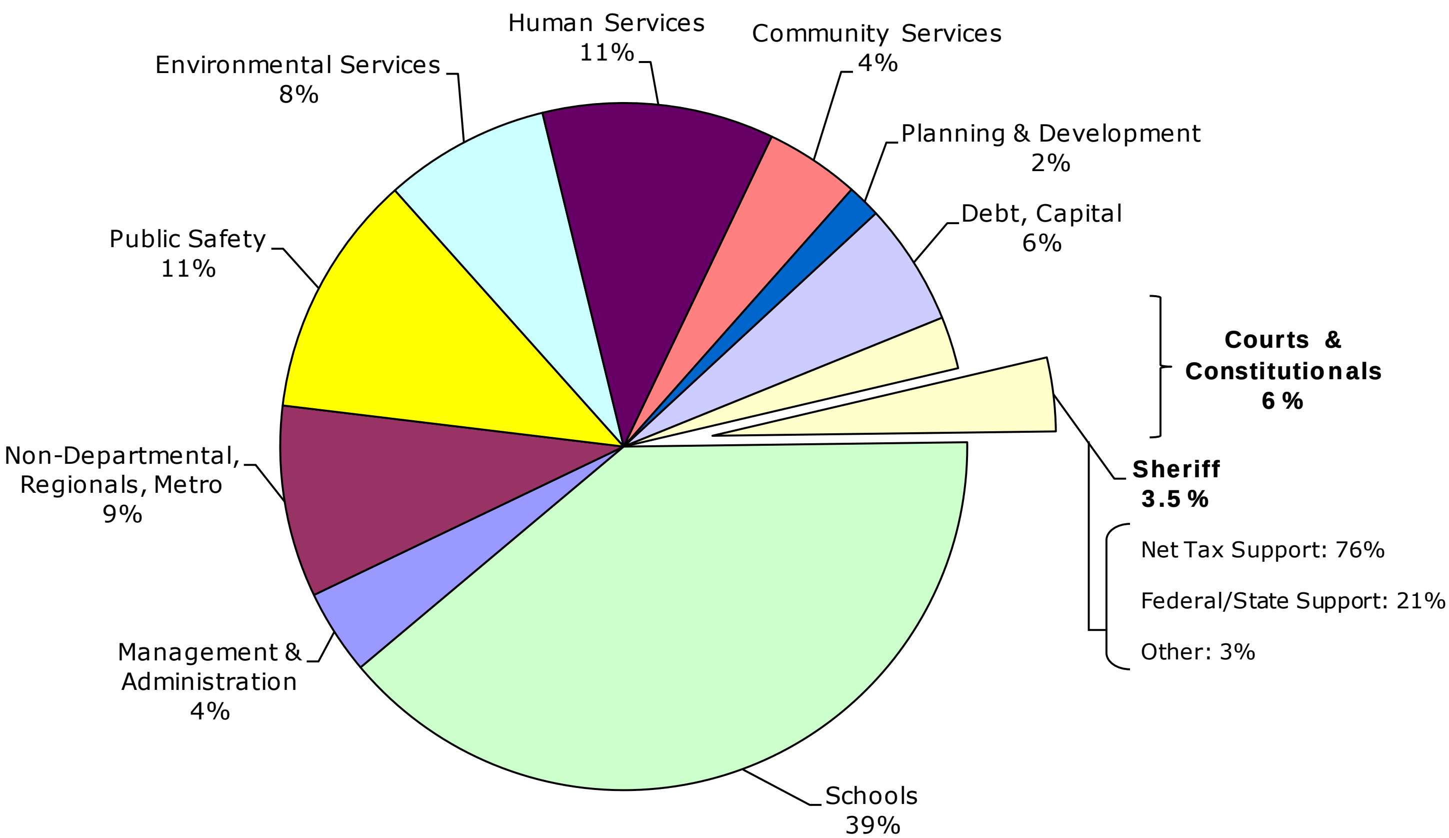
ARLINGTON
VIRGINIA

SHERIFF'S OFFICE
Beth Arthur, Sheriff
1425 N. COURTHOUSE RD., ARLINGTON, VA 22201
703-228-4460
sheriff@arlingtonva.us

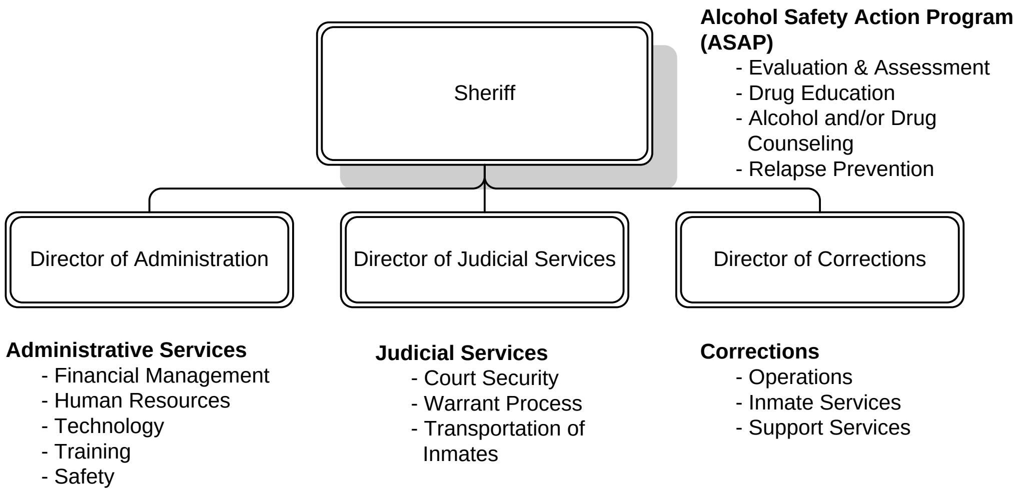
Our Mission: Partnering to make the justice system work

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 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Sheriff's Office is $44,114,206, a three percent increase from the FY 2018 adopted budget. The FY 2019 expenditure budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and a two percent pay adjustment for Corporal positions and the merging of SI and SII job classes as part of the first year of a five-year classification maintenance study for all job classes in the County.
- ↑ Non-personnel increases due to the addition of $500,000 in one-time funding to complete the detention center lock project and contractual increases in inmate medical services ($73,036). These increases are offset by the removal of one-time funding for new uniforms ($400,000), equipment for the new employees ($62,502), and adjustments to the annual expense for maintenance and replacement of County vehicles ($20,696).
- ↓ Fee revenue decreases due to a decrease in court security fees ($125,000) and a decrease in ASAP program fees ($35,566), partially offset by fee increases due to higher projections in Falls Church prisoner reimbursements ($41,682).
- ↑ Grant revenue increases due to an increase in the Prisoner Expense Reimbursement grant ($150,000), an increase in Compensation Board reimbursements ($61,865), and an increase in the Comprehensive Corrections grant ($4,828), offset by a decrease in Federal Prisoner reimbursement ($6,700) and State Compensation Board reimbursements ($54,887).

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$36,628,772	$35,035,304	$36,312,926	4%
Non-Personnel	7,599,204	7,931,412	8,021,250	1%
Intra-County Charges	(109,804)	(219,970)	(219,970)	-
Total Expenditures	44,118,172	42,746,746	44,114,206	3%
Fees	1,298,836	1,459,416	1,340,532	-8%
Grants	9,153,138	9,145,118	9,300,224	2%
Total Revenues	10,451,974	10,604,534	10,640,756	-
Net Tax Support	$33,666,198	$32,142,212	$33,473,450	4%
Permanent FTEs	280.00	287.00	287.00	
Temporary FTEs	6.00	6.00	6.00	
Total Authorized FTEs	286.00	293.00	293.00	

ADMINISTRATIVE SERVICES

PROGRAM MISSION

To provide the necessary support and resources to carry out the organizational functions to meet the Sheriff's Office goals and missions.

Financial Management

- Prepare annual budget, provide financial analysis, process and monitor expenditures and revenues, and prepare and maintain state budget.

Human Resources

- Source, qualify, and oversee recruitment, hiring, employee relations, performance management, and serve as liaison to the Human Resources Department.

Technology

- Provide research and technology services in areas of communication and information systems for the Courthouse and Detention Facility.

Training

- Maintain and schedule all departmental training mandated by the state and ensure that accredited national and state standards are met.

Safety

- Ensure safety and fire prevention practices are in accordance with federal and state regulations; train staff on safety issues; act as liaison with other County agencies for workers' compensation, occupational health, and the Fire Marshal's Office; and conduct inspections for the Courthouse and Detention Facility.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections partially offset by the transfer of one Deputy Sheriff to Judicial Services ($83,454, 1.0 FTE).

↑ Non-personnel increases due to the addition of $500,000 in one-time funding to complete the detention center lock project offset by the removal of one-time funding for new uniforms ($400,000), equipment for the new employees ($62,502), and adjustments to the annual expense for maintenance and replacement of County vehicles ($20,696).

↓ Fee revenue decreases due to a decrease in court security fees ($125,000).

↑ Grant revenue increases due to an increase in Compensation Board reimbursements ($61,865).

ADMINISTRATIVE SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,408,078	$3,336,580	$3,337,707	-
Non-Personnel	1,238,007	1,394,272	1,411,074	1%
Total Expenditures	4,646,085	4,730,852	4,748,781	-
Fees	365,034	490,000	365,000	-26%
Grants	2,231,588	1,694,899	1,756,764	4%
Total Revenues	2,596,622	2,184,899	2,121,764	-3%
Net Tax Support	$2,049,463	$2,545,953	$2,627,017	3%
Permanent FTEs	23.00	24.00	23.00	
Temporary FTEs	2.40	2.40	2.40	
Total Authorized FTEs	25.40	26.40	25.40	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Applications hired	18	17	43	46	40	40
Percent of staff completing mandatory recertification	100%	100%	100%	100%	100%	100%
Staff vacancy rate	1.1%	2.5%	6.2%	2.9%	3.2%	3.0%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Applications received/processed	789	1,262	2,768	1,712	2,000	2,000
Average length of time (in months) to hire new employees	8.7	11.6	6.8	5.8	6.5	6.0
Background investigations conducted	650	621	630	630	630	640
Number of training programs completed	4,218	3,757	3,184	4,000	4,000	4,150

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, orders, and other civil processes issued by the Courts and regulatory offices and supervise evictions. 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 to commitment hearings.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the transfer in of one Deputy Sheriff from Administrative Services ($83,454, 1.0 FTE).
- Non-personnel costs for this program are budgeted in Administrative Services.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$6,227,834	$5,730,607	$5,881,154	3%
Non-Personnel	-	-	-	-
Total Expenditures	6,227,834	5,730,607	5,881,154	3%
Total Revenues	-	-	-	-
Net Tax Support	$6,227,834	$5,730,607	$5,881,154	3%
Permanent FTEs	39.00	40.00	41.00	
Temporary FTEs	-	-		
Total Authorized FTEs	39.00	40.00	41.00	

PERFORMANCE MEASURES

Court Security

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Daily average number of inmates held in court lockup	30	30	30	29	42	42
Daily average number of people passing through courthouse screening	1,226	1,497	1,545	1,350	1,700	1,700
Daily average weapons confiscated at screening stations	0	0	0	0	0	0
Number of times court security supervisor assigned to a courtroom	21	21	51	30	28	25
Number of court days	1,988	1,885	1,800	1,848	2,000	2,150
Number of times courtrooms staffed with non-court security personnel	221	401	400	148	180	180
Percent court days without significant disruptions	95%	95%	95%	95%	96%	96%

- Daily average number inmates held in court lockup is due to an anticipated increase in court cases and the addition of a sub-judge to existing docket in FY 2018.
- Average daily figures are based on days the courthouse is open to the public.
- When court security staffing falls below minimum levels, Court Security Supervisors are required to fill the vacancies. As a result, their supervisory duties are not completed. The FY 2016 increase is due to an increase in staff level courtroom security being in training, assisting with transportation, or warrants.
- Number of court days is the number of courts operating per work day (i.e. four courts = four days). This includes Circuit Court, General District Court, Juvenile and Domestic Relations Court, and Mental Health Hearings.
- Significant disruption is defined as an unplanned security response to a courtroom.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Circuit Court cases	13,560	15,691	16,400	18,344	19,000	19,500
District Court cases	106,764	102,895	100,000	77,245	78,500	80,000
Juvenile & Domestic Relations Court cases	11,162	10,375	10,955	10,791	11,000	11,000

Warrant Process

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Criminal warrants: attempts	4,193	4,432	3,468	3,940	4,500	4,500
Criminal warrants: served/disposed	1,499	1,555	1,292	1,600	1,575	1,600
Evictions: executed	388	341	344	350	375	375
Legal process service: attempts/investigations	28,904	30,034	30,100	31,500	32,200	32,500
Legal process service: papers actually served	29,468	27,597	27,856	28,500	29,500	29,500

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Criminal warrants: received	1,710	1,564	1,476	1,650	1,750	1,750
Evictions: received	542	586	688	650	650	650
Extraditions	220	194	180	200	220	230
Legal process service: papers received	28,904	27,936	27,468	28,580	31,500	31,500

- The number of served/disposed warrants includes arrests.
- Number of papers actually served could exceed the number of papers received due to some requiring more than one service attempt per paper (e.g.: levies, evictions, and garnishments).
- The number of evictions received exceeds the number of evictions executed due to a mutual agreement to settle out of court between the property manager and the individual being evicted.

Transportation of Inmates

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of transports conducted safely	95%	98%	98%	98%	98%	99%
Prisoners transported	2,925	2,379	2,686	2,700	2,700	2,700

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total transports	1,983	2,252	2,332	2,350	2,350	2,350

- A transport conducted safely refers to zero escapes, altercations, and/or vehicular accidents.
- 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).

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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and a two percent pay adjustment for Corporal positions and the merging of SI and SII job classes as part of the first year of a five-year classification maintenance study for all job classes in the County.

↑ Non-personnel increases due to contractual increases in inmate medical services ($73,036).

↑ Fee revenue increases due to Falls Church reimbursement correction fee adjustments ($36,000).

↑ Grant revenue increases due to an increase in the Prisoner Expense Reimbursement grant ($150,000) and an increase due to Comprehensive Correction Act grant ($4,828). These increases are partially offset by a decrease in State Compensation Board ($54,887) and federal prisoner reimbursments ($6,700).

CORRECTIONS

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$26,405,956	$25,304,505	$26,406,671	4%
Non-Personnel	6,324,095	6,491,743	6,564,779	1%
Intra-County Charges	(109,804)	(219,970)	(219,970)	-
Total Expenditures	32,620,247	31,576,278	32,751,480	4%
Fees	594,128	580,350	616,350	6%
Grants	6,921,549	7,450,219	7,543,460	1%
Total Revenues	7,515,677	8,030,569	8,159,810	2%
Net Tax Support	$25,104,570	$23,545,709	$24,591,670	4%
Permanent FTEs	212.00	217.00	217.00	
Temporary FTEs	2.60	2.60	2.60	
Total Authorized FTEs	214.60	219.60	219.60	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
American Correctional Association Accreditations compliance rating	N/A	N/A	99.4%	N/A	N/A	99.4%
Average daily population	488	460	470	475	480	460
Virginia Department of Corrections Accreditations compliance rating	100%	100%	99%	100%	100%	100%

- The American Correctional Association (ACA) conducts an audit every three years with the next one in FY 2019. There are 435 National Standards that must be met in order to achieve accreditation.
- The Virginia Department of Correction audits life, health, and safety standards annually.

Operations

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Daily average state prisoners housed in the detention facility	110	160	157	175	185	159
Monthly average inmates housed in Peumansend Creek	36	23	12	12	N/A	N/A
Number of shifts in phase 1 lockdown	122	117	46	50	50	50
Number of shifts in phase 2 lockdown	174	216	71	90	90	90
Number of shifts in phase 3 lockdown	190	275	549	560	225	225
Police bookings processed	10,813	10,782	11,021	11,500	11,900	12,300

CORRECTIONS

- Due to the closing of Virginia Department of Corrections (VDOC) prisons, the number of State Responsible inmates will continue to increase.
- Arlington County was allotted 60 beds at Peumansend Creek Regional Jail but withdrew from Peumansend Creek Regional Jail when Peumansend Creek closed at the end of FY 2017. Figures are based on calendar year.
- Phase 1 lockdowns occur in the Detention Facility when staffing falls 25 percent below required minimum staffing during the day and 18.5 percent below minimum staffing at night (minimum staffing is required for normal operations). This can be a result of vacation, sick and training leave, and emergency details.
- Phase 2 lockdowns occur in the Detention Facility when staffing falls 28 percent below required minimum staffing during the day and 22.3 percent below minimum staffing at night (minimum staffing is required for normal operations). This can be a result of vacation, sick and training leave, and emergency details.
- Phase 3 lockdowns occur in the Detention Facility when staffing falls 31 percent below required minimum staffing during the day and 26 percent below minimum staffing at night (minimum staffing is required for normal operations). This can be a result of vacation, sick and training leave, and emergency details.
- Police bookings represent the number of individuals arrested and transported to jail, or arrested and released on a summons that were entered into the Record Management System.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average daily number of federal inmates held	5	2	2	2	2	2
Inmate grievances heard	442	1,075	1,245	1,295	900	1,000
Total commitments	6,565	6,344	6,529	6,600	6,650	6,700
Total releases	6,635	6,343	6,489	6,600	6,650	6,700

- Total commitments are the number of prisoners committed to jail from arrests, warrant service, or transferred from another jurisdiction to our custody.
- Total releases are the number of prisoners who were committed and have made bond, completed their sentence, transferred, or are released per judicial directive.

Inmate Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Pretrial average daily population	203	261	367	277	325	200
Pretrial supervision days	79,337	95,276	103,894	90,994	100,000	95,000
Rate of successful closure of pretrial participants	95%	94%	94%	95%	95%	95%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Community work programs completed	130	135	111	125	126	125
GEDs awarded	27	7	6	5	5	5
Home detention placements	10	10	3	3	6	5

Support Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Inmate medical screenings	3,071	3,508	5,041	5,100	5,150	5,200
Inmate physical exams	1,047	2,206	2,981	3,150	3,250	3,300

- An inmate medical screening is done for every person who is committed to the Detention Facility.
- An inmate physical exam is conducted for individuals who are committed once they have been incarcerated for 14 days. A physical is done once a year on those inmates who are incarcerated for more than a year.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Inmate meals served	570,335	545,851	563,700	565,000	567,000	575,000

ALCOHOL SAFETY ACTION PROGRAM (ASAP)

PROGRAM MISSION

To improve highway safety by reducing the incidence of driving under the influence.

Evaluation and Assessment

- Each offender is assessed to determine the most appropriate intervention, treatment, and probationary services.

Drug Education

- Offenders are required to attend a minimum of 20 hours of alcohol or drug education. The Arlington office provides these classes for offenders residing in the county and on occasion, those residing outside of the area. The education program focuses on a variety of issues including the effects of alcohol/drugs on the body and the legal consequences of driving under the influence.

Alcohol and / or Drug Counseling

- Those offenders identified as having either substance abuse or dependence issues are referred to certified treatment counselors for further assessment and treatment. Constant communication is maintained between the ASAP case manager and the treatment provider to ensure active participation and compliance.

Relapse Prevention

- Referral for relapse prevention services is considered when an offender has been successfully discharged from treatment but there are concerns or evidence that a relapse is likely. Relapse prevention programs are shorter in duration than outpatient treatment and when appropriate, the ASAP office can arrange for the offender to attend these services free of charge.

SIGNIFICANT BUDGET CHANGES

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

↓ Fee revenue decreases due to a decrease in ASAP program fees ($35,566), partially offset by higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenses ($5,682).

ALCOHOL SAFETY ACTION PROGRAM (ASAP)

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$586,905	$663,612	$687,394	4%
Non-Personnel	37,102	45,397	45,397	-
Total Expenditures	624,007	709,009	732,791	3%
Fees	339,675	389,066	359,182	-8%
Total Revenues	339,675	389,066	359,182	-8%
Net Tax Support	$284,332	$319,943	$373,609	17%
Permanent FTEs	6.00	6.00	6.00	
Temporary FTEs	1.00	1.00	1.00	
Total Authorized FTEs	7.00	7.00	7.00	

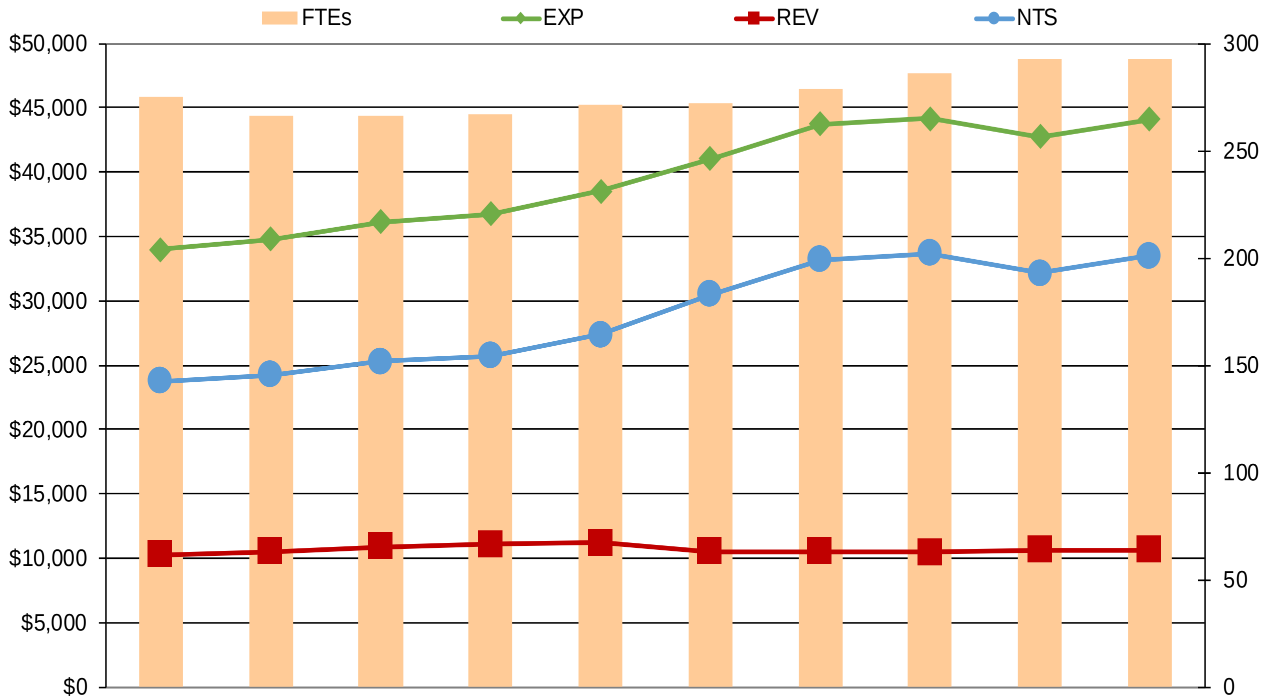
PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Maintain compliance with the Virginia Alcohol Safety Action Program standards	99%	99%	99%	99%	100%	100%
Number of ASAP education programs	67	56	47	29	28	28
Percentage of fees collected in comparison to fees assessed	92%	91%	94%	92%	94%	94%
Percentage of successful program completions	82%	83%	84%	85%	85%	85%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Alcohol education classes	60	50	42	40	29	29
Alcohol referrals	1,149	1,163	941	900	725	725
Drug education classes	7	6	5	5	0	0
Drug referrals	183	153	107	107	110	110
Falls Church referrals	86	64	64	64	40	40
Percentage of needs identified and referred to appropriate resources	99%	99%	99%	99%	99%	99%
Public awareness presentations	3	2	3	3	3	3

- An audit is conducted every three years for compliance with the Virginia Alcohol Safety Action Program standards.
- The decrease in ASAP education programs is a result of a decrease in court referrals. This would imply a decrease in either arrest and or convictions for offenses which require an ASAP referral.
- 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.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$33,965	$34,780	$36,148	$36,728	$38,527	$41,005	$43,703	$44,118	$42,747	$44,114
REV	$10,242	$10,518	$10,855	$11,051	$11,159	$10,500	$10,504	$10,452	$10,605	$10,641
NTS	$23,723	$24,262	$25,293	$25,677	$27,368	$30,505	$33,198	$33,666	$32,142	$33,473
FTEs	274.80	266.40	266.00	267.00	271.00	272.00	279.00	286.00	293.00	293.00

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($150,882).	
	▪ Added funding for contractual increases in inmate care ($178,036).	
	▪ Eliminated the Personnel Technician position ($53,467, 1.0 FTE) and reduced the training budget ($9,801) in Administrative Services.	(1.0)
	▪ Eliminated a Service Assistant IV (Lobby Aide) position ($46,055, 1.0 FTE), a Property Clerk position ($46,055, 1.0 FTE), three Deputy Sheriff II positions ($268,988, 3.0 FTEs), an Administrative Assistant III position ($61,000, 1.0 FTE), and overtime expenses ($500,000) in the Corrections Division.	(6.0)
	▪ Eliminated temporary positions as part of FY 2009 State cuts ($49,562, 1.4 FTEs).	(1.4)
	▪ Transferred projected savings from utilities at the Detention Center to the County's Master Lease ($394,651). These savings will be used towards the payment of the debt service incurred to retrofit the Arlington County Detention Facility and Police/Courts building making them more energy efficient and lowering utility costs.	
	▪ Decreased revenues due to State cut in Compensation Board reimbursements for salaries and benefits ($116,503), State funding for prisoners expense ($234,953), Federal prisoners expense reimbursements ($675,000), Falls Church reimbursements ($84,746) and other fees and fines ($39,221).	
FY 2011	▪ Converted 2.0 FTEs for the Jail Industries Program from an Internal Service Fund into the General Fund in the Sheriff's Office ($187,987, 2.0 FTEs).	2.0
	▪ Encumbered the Business Systems Analyst (BSA) II position by a Computer Technician position ($31,196).	
	▪ Eliminated two Deputy Sheriff positions ($266,069, 2.0 FTEs), a Records Assistant IV position ($47,126, 1.0 FTE) and an Inmate Service Counselor I position ($69,963, 1.0 FTE).	(4.0)
	▪ Added temporary FTEs for Deputy Sheriff Assistants (1.6 FTEs).	1.6
	▪ Increased funding for contractual services for inmate care ($105,382) and transferred non-personnel funds from Jail Industries ($31,983).	
	▪ Added Intra-County charges ($219,970) for services of Jail Industries that offset the expenses of the Program.	
	▪ Decrease in grant revenues primarily due to lower projections for reimbursement of expenses for prisoners ($648,930) due to reductions in the reimbursement rate that the state pays localities for housing these prisoners. Revenues also decreased in the Compensation Board reimbursements ($76,869) due to state reductions and reimbursement for federal prisoners ($331,174) due to fewer federal prisoners.	

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board restored a Deputy Sheriff position ($72,583, 1.0 FTE) and added one-time funding for one over-strength Deputy Sheriff position ($72,583).	1.0
	▪ The County Board approved a one percent one-time lump sum payment for employees at the top step.	
	▪ Added contractual increase for inmate care ($75,683).	
	▪ Increased revenues in Falls Church reimbursement ($333,002) and state prisoner reimbursement ($450,000) partially offset by decreases in Compensation Board reimbursement ($100,000) and federal prisoner reimbursement (494,826).	
FY 2013	▪ The County Board restored three Deputy Sheriff Positions ($219,617, 3.0 FTE) to help alleviate staffing issues at the Detention Center.	3.0
	▪ The County Board restored a Warrant Processor position ($45,000, 1.0 FTE).	1.0
	▪ The County Board approved two additional holidays for FY 2013 ($80,000).	
	▪ FY 2012 one-time funding for an overstrength position ($72,853) was eliminated.	
	▪ Decrease in the annual expense for the maintenance and replacement of County vehicles ($13,421).	
	▪ Eliminated State Criminal Alien Assistance Program (SCAAP) expenses ($350,000) and corresponding grant revenues ($350,000) due to uncertainty of the federal grant funds.	
	▪ Fuel expenses increased ($26,000).	
	▪ Increased revenue from miscellaneous fees ($60,927).	
	▪ Reduced fee revenue from the City of Falls Church ($51,309).	
	▪ Decrease in State Compensation Board revenue ($70,471) that anticipates ongoing reductions in aid to localities.	
	▪ State prisoner reimbursement revenue increases ($51,000) based on the projected number of prisoners to be held for the state; federal prisoner reimbursement decreased ($9,000).	
FY 2014	▪ The County Board added one-time funding in additional overtime funding to help reduce detention facility lockdowns ($80,000).	
	▪ Personnel increases included reclassification of uniform positions ($842,336).	
	▪ Removed one-time funding for FY 2013 additional County Board approved holidays ($80,000).	
	▪ Increased annual expense for the maintenance and replacement of County vehicles ($17,693) and contractual increases in Inmate Medical Services ($77,117) and Pharmaceutical ($9,329) contracts.	
	▪ Fee revenues increased primarily due to higher projections in Courthouse security fees ($40,000), fingerprinting fees ($2,500) and ASAP fees	

Fiscal Year	Description	FTEs
	($68,077). The increase in fee revenue is partially offset by lower projections in Falls Church reimbursements ($4,950).	
	▪ Grant revenues increased due to increased State Compensation Board reimbursements ($611,403), increased federal prisoner reimbursements ($48,300), and increased Comprehensive Correction Act revenue ($12,507).	
	▪ Reduced Inmate Medical Services ($100,000).	
	▪ *Includes a PREA Coordinator position for the Corrections division as part of FY 2013 closeout.*	*1.0*
FY 2015	▪ Added funding for a Prison Rape Elimination Act (PREA) Coordinator ($166,508).	1.0
	▪ Increase in annual expense for operating equipment for Telestaff maintenance charges ($25,000) and contractual agreements for inmate medical and pharmaceutical services ($34,126).	
	▪ Fee revenue increases due to higher projections in Courthouse security fees ($24,830), ASAP fees ($2,432), electronic monitoring and other outside service fees ($13,700) and an increase in Falls Church reimbursements ($24,277).	
	▪ Grant revenue increases due to State Compensation Board reimbursements ($206,323), Highway Safety Grants ($7,150), and Comprehensive Correction Act revenue ($6,920) as a result of an increase in salaries and tuition, which is offset by decreasing federal prisoner reimbursements ($163,300).	
FY 2016	▪ The County Board added funding to begin to address ongoing Sheriff staffing issues ($325,000 personnel, $25,000 non-personnel).	5.0
	▪ The authorized FTEs were increased 1.0 to reflect the County Board's action to add one-time funding for a Deputy Sheriff (1.0 FTE) for the expansion of the Drug Court Program. The salary for this position will be fully charged to the Circuit Court.	1.0
	▪ Swapped contractual services budget ($50,900) to personnel in the conversion of part-time contractors to temporary employees in ASAP ($50,900).	1.0
	▪ Increase due to contractual agreements for inmate medical and pharmaceutical services ($102,835).	
	▪ Decreased fee revenue due to lower projections in Falls Church reimbursements ($172,361), a decrease in concealed weapons fees ($2,500) and other miscellaneous fees ($3,450), which are offset by an increase in ASAP referrals ($10,824).	
	▪ Grant revenue increases due to an increase in prisoner expense reimbursement ($150,000) and an increase in State Compensation Board reimbursements including salary increases for some deputies ($157,151), offset by a decrease in Federal prisoner reimbursement ($25,000) and Highway Safety Grants ($6,525).	

Fiscal Year	Description	FTEs
FY 2017	▪ Seven new positions are included in the FY 2017 budget. The seven new positions include five Deputy positions, one Americans with Disabilities Coordinator (ADA) position, and one Human Resource position ($499,740). The Deputies will be hired half-way through the year. ▪ Increased funding for contractual services for inmate medical and pharmaceutical services ($52,446). ▪ Increased one-time funding for consultant services to assist in any facilities redesign efforts in either the Detention Center or Courts facilities ($50,000). ▪ Increased one-time funding for the purchase of wearing apparel and equipment for the new deputy positions added ($44,644). ▪ Decreased fee revenue due to lower projections in Falls Church reimbursements projections based on the FY 2017 budget and reconciliation of prior year payments with actual expenditures ($60,308). ▪ Decreased fee revenue in courthouse security ($14,830), fingerprinting ($3,000), electronic monitoring ($8,000), and ASAP program revenue ($61,015). ▪ Increased grant revenue due to an expected increase in Compensation Board reimbursements ($169,330) and an increase in the Comprehensive Corrections Act grant ($4,174). ▪ Decreased grant revenue due to reduced Federal Prisoner reimbursement ($33,400) and the elimination of the Highway Safety Grant ($625).	7.0
FY 2018	▪ Added seven Sheriff Deputies and (two designated as Sergeants) ($295,078); the Sergeants will be hired in January of 2018, while the Sheriff Deputies will be hired in two phases; December of 2017 and May of 2018. ▪ Added one-time funding for new uniforms ($400,000). ▪ Added one-time funding for wearing apparel and equipment for the new deputy positions ($62,502). ▪ Increased armory funding, through a reallocation of funds from the closure of Peumansend Creek Regional Jail (PCRJ) ($50,000). ▪ Added funding for contractual increases for inmate medical services ($71,967) and pharmaceutical supplies ($7,499). ▪ Removed funding for consultant services to assist in facilities redesign efforts in the Detention Center and Courts facilities ($50,000), and wearing apparel and equipment for the deputy positions added in FY 2017 ($43,555). ▪ Decreased fee revenue due to adjustments in fingerprinting fees ($3,000) and a decrease in ASAP program fees ($48,013), ▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenses ($4,557) and correction fee increases ($490).	7.0

Fiscal Year	Description	FTEs
	▪ Grant revenue increases due an increase in the Prisoner Expense Reimbursement grant ($150,000), partially offset by adjustments in State Compensation Board reimbursements ($58,798) and a decrease in Federal Prisoner reimbursement ($58,100).	

OFFICE OF THE COMMISSIONER OF REVENUE
Ingrid H. Morroy, Commissioner of Revenue
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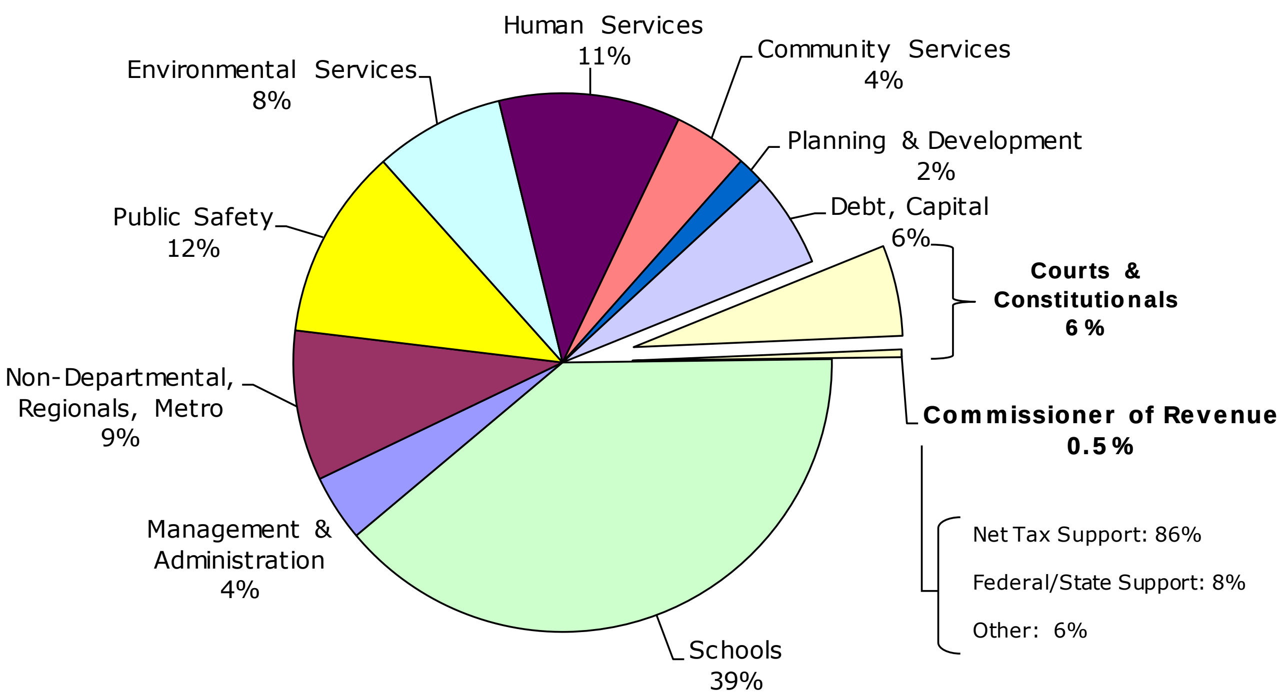
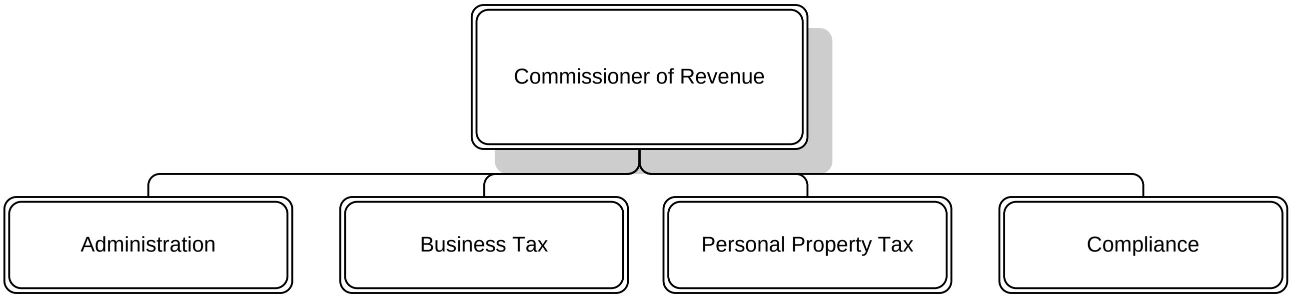
Our Mission: To provide Arlington County residents and businesses with high quality service in meeting their tax obligations.

The Office of the Commissioner of Revenue provides Arlington County residents and businesses with high-quality service in meeting their tax obligations by applying Virginia State and Arlington County tax laws with uniformity, fairness, and integrity. The Office is committed to providing customer advocacy to protect the rights of individual and business taxpayers and resolving those issues not satisfactorily addressed through normal channels.

FY 2019 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 2019 proposed expenditure budget for the Commissioner of Revenue is $5,945,103, a two percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Revenues increase due to an increase in license plate penalty fee revenue ($20,000).

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$5,023,317	$5,446,540	$5,582,213	2%
Non-Personnel	434,643	362,843	362,890	-
Total Expenditures	5,457,960	5,809,383	5,945,103	2%
Fees	373,994	320,000	340,000	6%
Grants	452,902	462,802	462,802	-
Total Revenues	826,896	782,802	802,802	3%
Net Tax Support	$4,631,064	$5,026,581	$5,142,301	2%
Permanent FTEs	52.00	53.00	53.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	52.00	53.00	53.00	

ADMINISTRATION

PROGRAM MISSION

To direct and support all programs administered by the Office of the Commissioner of Revenue by preparing and managing the budget, administering human resources, providing legal counsel to the staff and customers, and providing administrative support required to meet the Commissioner's mission. There are three distinctive functions in the division: administration, legal counsel, and customer advocacy.

Administration

- Prepares, monitors, and analyzes budget development and execution.
- Oversees the recruitment and hiring process.
- Provides information systems and technology support.

Legal Counsel

- Advises the Commissioner and her staff regarding legal issues.
- Assists the Commissioner's office in developing clear and consistent policies and standards for assessing property.
- Communicates and negotiates with taxpayers and their legal counsel.
- Responds on behalf of the Commissioner in taxpayer appeals to the State Tax Commissioner.
- Resolves issues regarding exemptions from taxation.

Customer Advocacy

- Ensures that the rights of individuals and business customers are protected and that issues that have not been satisfactorily addressed through regular channels are resolved.
- Provides an independent review of customers' tax situations and recommends administrative solutions and changes.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases primarily due to the reallocation of funding to Business Tax ($12,000) and Personal Property ($43,250) to better reflect where spending occurs including publications and contracts specific to these lines of business.
- ↑ Revenues increase due to an increase in license plate penalty fee revenue ($20,000).
- In each division, non-personnel is shown as revised FY 2018 to reflect a reallocation of budget to better reflect where spending occurs.

ADMINISTRATION

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Revised	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,359,583	$1,432,380	$1,477,698	3%
Non-Personnel	412,274	362,843	307,640	-15%
Total Expenditures	1,771,857	1,795,223	1,785,338	-1%
Fees	373,174	320,000	340,000	6%
Grants	452,902	462,802	462,802	-
Total Revenues	826,076	782,802	802,802	3%
Net Tax Support	$945,781	$1,012,421	$982,536	-3%
Permanent FTEs	11.00	11.00	11.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.00	11.00	11.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of customer requests fulfilled by established timeframes	75%	100%	100%	100%	100%	100%
Percent of financial transactions satisfactorily processed within established timeframes	100%	100%	100%	100%	100%	100%
Percent of personnel transactions processed satisfactorily within guidelines	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of customers served by Advocate	705	797	1,097	1,298	1,400	1,500

- The number of customers served by the Advocate increased further in FY 2017 due to ongoing program outreach to businesses, homeowner associations, and service organizations. With continued improved internal processes and databases, including inter-division collaboration efforts, the number of customers served by the Advocate is expected to continue at a steady rate for FY 2018 and FY 2019.

BUSINESS TAX

PROGRAM MISSION

To ensure uncompromising standards of fairness for all businesses that conduct business in Arlington by ensuring that they are properly assessed.

Business Tax

- Coordinates the assessment of the business, professional, and occupational license (BPOL) tax in Arlington County.
- Assesses custodial taxes, including meals tax and transient occupancy tax.
- Assesses a business tangible personal property tax on all furniture, fixtures, machinery, and tools used in Arlington County.
- Manages and administers an aggressive field canvass program to discover businesses that are conducting business in Arlington County without filing required tax returns.
- Provides exceptional customer service through improvements in training, technology, and by continuous personal interaction with the business community.
- Coordinates a sales tax audit program to more closely monitor sales tax payments received from the State compared with local retailers' business license filings.
- Conducts an in-depth annual audit program, which reviews customer documents related to the business license, business tangible, and custodial taxes of 200-240 businesses, and makes adjustments as needed.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the reallocation of funding from Administration ($12,000).
- In each division, non-personnel is shown as revised FY 2018 to reflect a reallocation of budget to better reflect where spending occurs.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Revised	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,657,667	$2,072,623	$2,104,735	2%
Non-Personnel	11,985	-	12,000	-
Total Expenditures	1,669,652	2,072,623	2,116,735	2%
Total Revenues	-	-	-	-
Net Tax Support	$1,669,652	$2,072,623	$2,116,735	2%
Permanent FTEs	19.00	20.00	20.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	19.00	20.00	20.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent business license statutory assessments to total business license returns	4%	4%	5%	5%	6%	6%
Percent business tangible statutory assessments to total business tangible returns	11%	11%	11%	12%	12%	13%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of business license tax returns processed	17,667	17,071	18,076	19,308	19,800	20,300
Number of business tangible tax returns processed	11,131	10,810	10,909	11,098	11,300	11,300
Number of custodial tax assessments	11,504	11,872	12,204	12,309	12,800	13,300
Number of days to respond to customer inquiries	1	1	1	1	1	1
Number of establishments assessed for meals tax	908	928	933	932	938	955

- When a business does not file an annual return with the County, a statutory assessment is made.
- The percent of business tangible statutory assessments to total business tangible returns increased slightly in FY 2017 due to the addition of more customers to the tax rolls as a result of the Accessory Homestays (e.g., Airbnbs) and Residential Rental Programs. This increase is expected to continue in FY 2018 and FY 2019.
- Transportation Network companies (TNCs) such as Uber and Lyft contributed to the increase in the number of business license tax returns processed in FY 2017. The implementation of the registration of Accessory Homestay businesses (e.g., Airbnbs) began on January 1, 2017, causing a slight increase in the number of business license returns. Continued efforts to actively search for unauthorized Accessory Homestays and Residential Rentals is expected to generate increases in tax returns for FY 2018 and FY 2019.
- Custodial Tax Assessments increased in FY 2017 due to an increase in TOT accounts generated with the Accessory Homestay program. This trend is expected to continue in FY 2018 and FY 2019.
- In FY 2019, a slight increase is anticipated in the number of establishments assessed for meals tax accounts due to the opening of Ballston Quarter. In addition, more businesses are being educated and proactive in collecting and reporting the meals tax accounts’ gross receipts through outreach efforts on behalf of the county.

PERSONAL PROPERTY

PROGRAM MISSION

To ensure fair and uniform assessments of all vehicle personal property.

This division has two major functions: registering and assessing personal property and operating a satellite office of the Department of Motor Vehicles (DMV Select).

Personal Property Registration and Assessment

- Coordinates the registration and assessment of personal property, such as motor vehicles, trailers, and boats; vehicle status modifications; tax liability adjustments; and tax code interpretation and application.
- Conducts monthly analyses of new vehicle registrations to ensure that all vehicles are assessed and billed in accordance with state and local code.

DMV Select

- Provides a limited number of DMV services, such as processing applications for obtaining titles and registering motor vehicles, issuing motor vehicle license plates and decals, and issuing disabled placards and driver transcripts.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the reallocation of funding from Administration ($43,250).
- In each division, non-personnel is shown as revised FY 2018 to reflect a reallocation of budget to better reflect where spending occurs.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Revised	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,438,493	$1,358,106	$1,425,525	5%
Non-Personnel	10,374	-	43,250	-
Total Expenditures	1,448,867	1,358,106	1,468,775	8%
Total Revenues	-	-	-	-
Net Tax Support	$1,448,867	$1,358,106	$1,468,775	8%
Permanent FTEs	16.00	16.00	16.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.00	16.00	16.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Call abandon rate	2.0%	2.0%	4.0%	3.0%	3.0%	3.0%
Number of discrete pieces of personal property assessed (vehicles, boats, etc.)	195,948	193,666	194,092	193,130	191,000	190,000
Percent of assessments in compliance with the Code of Virginia	100%	100%	100%	100%	100%	100%
Percent of e-mail inquiries resolved within a three-day timeframe	96%	86%	90%	93%	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	16%	13%	13%	13%	13%	13%
Total value of assessments (in billions)	$1.59	$1.57	$1.59	$1.62	$1.58	$1.58

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of e-mails received	12,704	16,531	13,036	12,576	12,000	11,000
Number of tax adjustments	25,194	24,328	25,250	24,220	24,000	24,000
Total calls received	36,261	33,889	34,916	31,034	31,000	31,000

- The call abandon rate decreased in FY 2017 due to a reduction in call volume.
- A decline in new vehicle registrations contributed to the decrease in the number of discreet pieces of personal property assessed in FY 2017. This downward trend is expected to continue in FY 2018 and FY 2019 due to decreased demand in the marketplace.
- The total value of assessments for FY 2018 and FY 2019 are expected to decrease slightly. Although vehicle demand has peaked, NADA vehicle values are experiencing a gradual decline which is expected to continue over the next few years.
- The number of emails received decreased in FY 2017 with improved automation processes and improvements to the online service to enable customers to update their accounts. This trend is expected to continue in FY 2018 and FY 2019.

COMPLIANCE

PROGRAM MISSION

To achieve uncompromising standards of fairness for all customers in Arlington County by ensuring that all eligible property subject to taxation in Arlington is properly assessed. The division is responsible for the personal property enforcement program and state income tax assistance.

Personal Property Enforcement

- Discovers vehicles regularly garaged in Arlington County that are not registered with the Commissioner of Revenue.

State Income Tax Assistance

- Provides customer service to Arlington residents on individual Virginia state income tax matters.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to staff turnover, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- In each division, non-personnel is shown as revised FY 2018 to reflect a reallocation of budget to better reflect where spending occurs.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Revised	FY 2019 Proposed	% Change '18 to '19
Personnel	$567,573	$583,431	$574,255	-2%
Non-Personnel	10	-	-	-
Total Expenditures	567,583	583,431	574,255	-2%
Total Revenues	-	-	-	-
Net Tax Support	$567,583	$583,431	$574,255	-2%
Permanent FTEs	6.00	6.00	6.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	6.00	6.00	6.00	

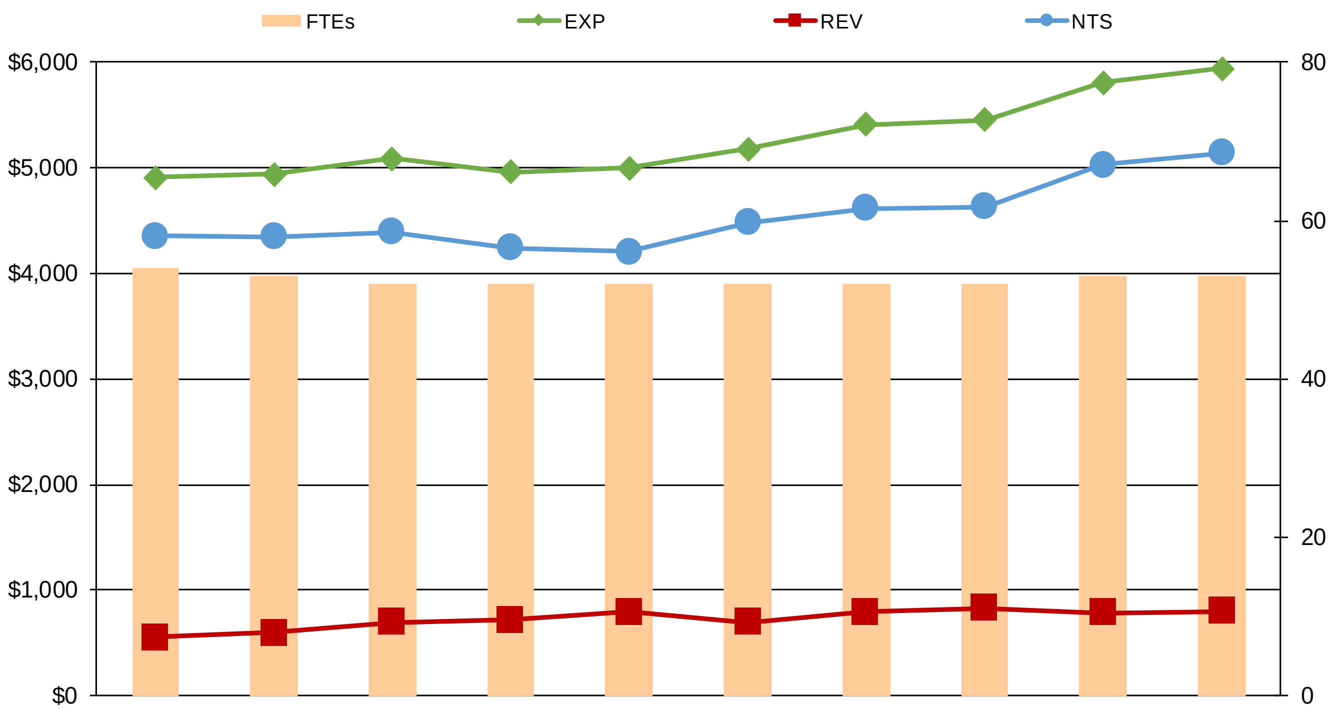
PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Value of Personal Property assessments by Enforcement Program (in millions)	$1.72	$1.63	$2.15	$2.11	$2.15	$2.25

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Enforcement Program letters sent	12,875	14,855	15,213	17,734	18,000	19,000
Summonses issued	944	1,037	959	1,212	1,200	1,200

- The value of Personal Property tax assessments saw a slight decrease in FY 2017 due to personnel vacancies which reduced the number of field visits conducted by the Compliance staff. The value for FY 2018 and FY 2019 is expected to increase since the Compliance Division is fully staffed.
- In FY 2017, the number of enforcement program letters sent increased due to the implementation of the monthly utility report, which pulls information from the utility database of new utility accounts and is cross referenced against the personal property database, highlighting customers who do not have an existing vehicle personal property tax account. A letter is mailed informing the customers of the personal property registration requirement. Similarly, with the automation of the apartment and condominium process, the apartment/condo lists are cross referenced against the personal property tax database. Letters are mailed to customers informing them of the personal property registration requirements. With over 600 properties in Arlington, more lists will be worked; therefore, the number of letters sent is expected to increase in FY 2018 and FY 2019.
- Summonses issued increased in FY 2017 due to anonymous tip reporting. FY 2018 and FY 2019 are expected to level off based on customer responses to the initial inquiry letter and second notice. Summonses are primarily issued on field visits, anonymous tips, and apartment list cases where potential personal property has been discovered. As we continue to automate processes, we may see an increase in years to come.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$4,907	$4,940	$5,085	$4,959	$4,995	$5,176	$5,410	$5,458	$5,809	$5,945
REV	$554	$595	$691	$718	$793	$697	$794	$826	$783	$803
NTS	$4,353	$4,345	$4,394	$4,241	$4,202	$4,479	$4,616	$4,632	$5,026	$5,142
FTEs	54.00	53.00	52.00	52.00	52.00	52.00	52.00	52.00	53.00	53.00

Fiscal Year	Description	FTEs
FY 2010	▪ Eliminated an Assistant Deputy Commissioner of Revenue position (1.0 FTE, $119,609) and a Word Processing Operator I position (1.0 FTE, $64,852). ▪ Funding added for a one-time lump-sum payment of $500 for employees ($30,980).	(2.0)
FY 2011	▪ Eliminated a Tax Assessor position (1.0 FTE, $71,174). ▪ Funding reduced for travel ($925), public outreach ($3,000), repair of equipment ($700), employee training ($2,200), telephones ($90) and gasoline ($243). ▪ Decreased personnel expenses ($2,842) in anticipation of higher staff turnover.	(1.0)
FY 2012	▪ Eliminated an Information System Analyst III position (1.0 FTE, $120,483). ▪ Small decrease in non-personnel expenses due to the adjustments to the annual expense for the maintenance and replacement of County vehicles ($663).	(1.0)
FY 2013	▪ Fee revenue increased ($25,000) to more closely align with previous years' actual revenue for out-of-state license plate fees for vehicles garaged in the County.	
FY 2014	▪ Fee revenue increased ($15,000) to more closely align with previous years' actual revenue for various service fees. ▪ Grant revenues increased due to a partial restoration of cuts in local aid from the State ($18,300) and an increase in State Compensation Board reimbursements ($12,699). ▪ Hold 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 decrease to realign State Compensation Board reimbursements with actual levels ($1,647).	
FY 2016	▪ Fee revenues increase 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 revenues increase due to an increase in State Compensation Board reimbursements ($22,350).	
FY 2017	▪ Fee revenue increases due to increased revenue from the Department of Motor Vehicles for satellite office services provided by the Commissioner of Revenue ($15,000).	

Fiscal Year	Description	FTEs
	▪ Grant revenue increases 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

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OFFICE OF THE TREASURER
Carla de la Pava, Treasurer
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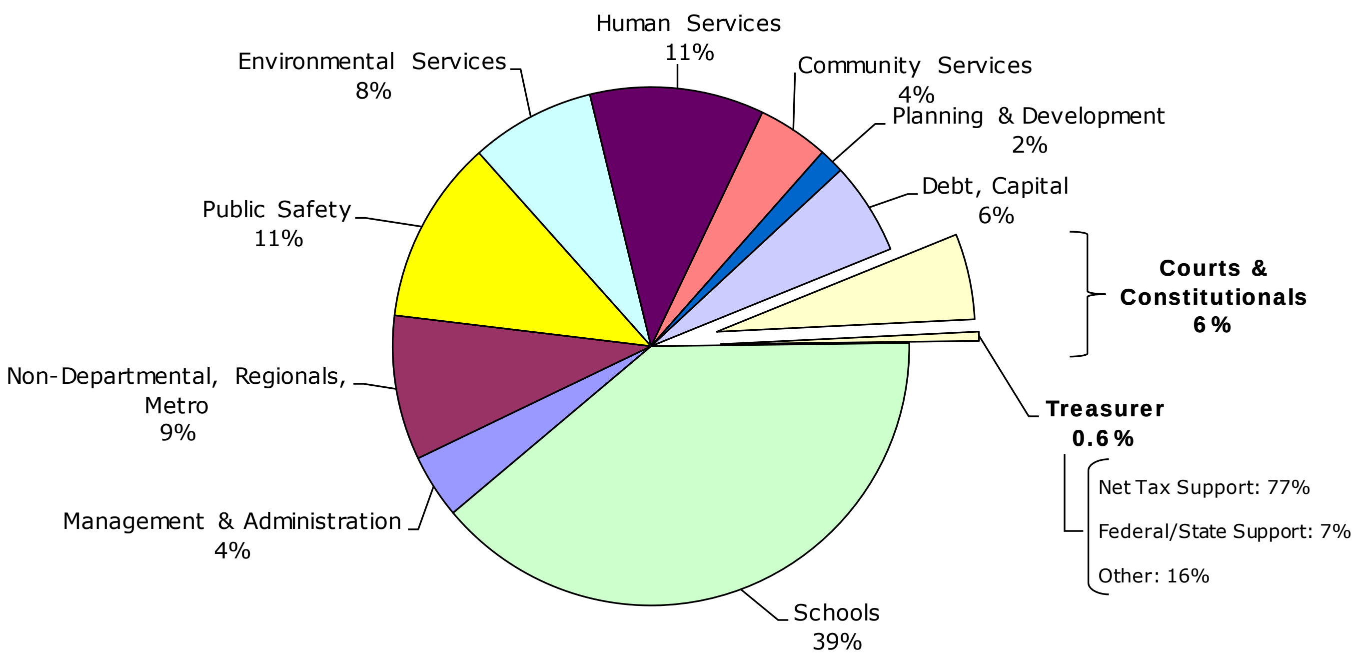
703-228-3255
treasurer@arlingtonva.us

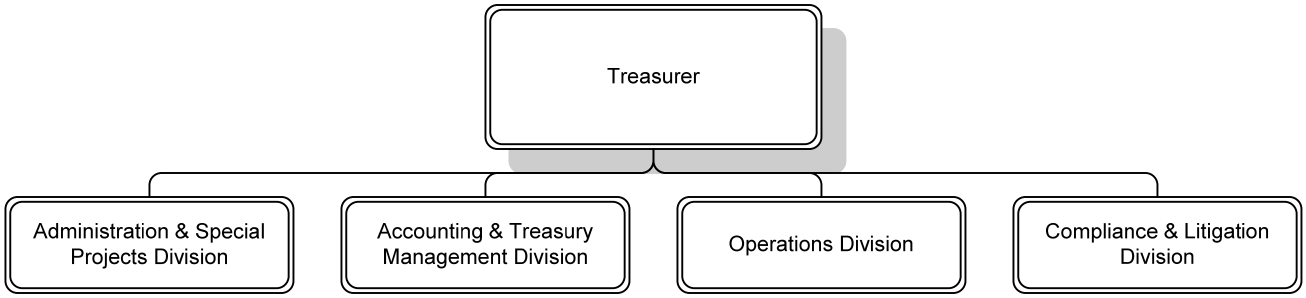
Our Mission: To receive, safeguard, and disburse County funds

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 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Administration & Special Projects
- Administration
- Special Projects & Information Systems

Accounting
- Accounting
- Treasury Management

Operations
- Customer Service
- Management Information & Billing

Compliance
- Collections
- Liens
- Enforcement
- Litigation

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Treasurer's Office is $7,182,170, a two percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

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

↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($3,057).

↓ Fee revenue decreases 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 decrease 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).

↑ Grant revenue increases 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.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$6,017,522	$6,357,303	$6,507,184	2%
Non-Personnel	861,541	678,043	674,986	-
Total Expenditures	6,879,063	7,035,346	7,182,170	2%
Fees	1,396,270	1,292,057	1,164,220	-10%
Grants	494,252	493,449	530,355	7%
Total Revenues	1,890,522	1,785,506	1,694,575	-5%
Net Tax Support	$4,988,541	$5,249,840	$5,487,595	5%
Permanent FTEs	62.00	62.00	62.00	
Temporary FTEs	0.66	0.66	0.66	
Total Authorized FTEs	62.66	62.66	62.66	

ADMINISTRATION AND SPECIAL PROJECTS

PROGRAM MISSION

To ensure optimal use of available resources and high-quality service by providing functional office-wide administrative and systems support in areas including personnel management; detailed statistical analyses; preparation and monitoring of County and State budgets; information system analysis, design, and support; communications; and special projects assigned by the Treasurer.

Administration

- Provides administrative support to the Treasurer.
- Performs and coordinates all office personnel functions.
- Oversees state and local legislative activities.
- Conducts statistical analyses and assists the Treasurer with projects necessary for reporting, presenting, and disseminating public information.

Special Projects and Information Systems

- Performs both ongoing and special one-time projects.
- Designs office forms, tax bills, and other distribution materials.
- Prepares and monitors both County and State annual budgets.
- Designs and maintains the Treasurer's website.
- Performs information systems analysis, design, testing, documentation, and programming.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and staff turnover.
- ↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($3,057).
- ↓ Fee revenue decreases 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 an increase in dog license refunds ($3,780).
- ↑ Grant revenue increases 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.

ADMINISTRATION AND SPECIAL PROJECTS

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,080,035	$1,162,302	$1,189,950	2%
Non-Personnel	444,197	170,766	167,709	-2%
Total Expenditures	1,524,232	1,333,068	1,357,659	2%
Fees	177,497	155,057	126,220	-19%
Grants	494,252	493,449	530,355	7%
Total Revenues	671,749	648,506	656,575	1%
Net Tax Support	$852,483	$684,562	$701,084	2%
Permanent FTEs	9.00	9.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	9.00	9.00	9.00	

ACCOUNTING AND TREASURY MANAGEMENT

PROGRAM MISSION

To safeguard, manage, and account for all revenues and bond proceeds received for the County Government and Public Schools, ensuring the security, proper stewardship, and availability of these funds to meet County and Public School expenditure requirements. To provide and manage banking services 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 requirements.
- Selects banking services and maintains all banking relationships.
- Manages the investment portfolio for the County and seeks to match projected cash flow requirements with investment maturities consistent with the principles of Safety, Liquidity and Yield (SLY).
- Manages the County’s bond arbitrage program.
- Prepares the Treasurer’s reports for the County Finance Board.

SIGNIFICANT BUDGET CHANGES

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

ACCOUNTING AND TREASURY MANAGEMENT

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,305,734	$1,292,209	$1,340,498	4%
Non-Personnel	6,686	8,388	8,388	-
Total Expenditures	1,312,420	1,300,597	1,348,886	4%
Total Revenues	-	-	-	-
Net Tax Support	$1,312,420	$1,300,597	$1,348,886	4%
Permanent FTEs	11.00	11.00	11.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.00	11.00	11.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total Number of Bank Accounts for County and Schools at June 30	93	92	90	94	94	94
Number of Bank Accounts Managed at June 30	58	57	55	59	63	63
Bank reconciliation within accounting close date	100%	100%	100%	100%	100%	100%
Number of months investment performance outperforms 90-day T-bill rate benchmark	12/12	12/12	12/12	12/12	12/12	12/12
Balance of Funds at June 30	$619,967,140	$649,929,875	$720,594,780	$731,574,292	n/a	n/a
Balance of Unexpended Bond Proceeds at June 30 (SNAP – State Non-Arbitrage Program)	$252,006,369	$265,089,771	$192,720,320	$338,179,591	n/a	n/a
Investment Interest Income (Cash Basis)	$4,403,355	$3,598,755	$5,818,222	$7,068,521	$8,800,000	$9,240,000

ACCOUNTING AND TREASURY MANAGEMENT

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Meet or exceed the Department of Management and Finance monthly closing schedule	100%	100%	100%	100%	100%	100%
Number of audit exceptions in the annual state funds audit report	0	0	0	0	0	0
Number of significant audit (outside) exceptions included in the final audit report attributable to the Treasurer's Office	0	0	0	0	0	0

- The Treasurer's Office has oversight of the County and Public Schools accounts but does not perform reconciliation activities on the Schools accounts. Managed bank accounts, by contrast, are reconciled by the Treasurer's Office (daily or monthly) and include traditional checking and savings as well as investment accounts at banks (e.g. money market, CD).
- FY 2017 managed account totals reflect an increase over FY 2016 because additional investment accounts were opened in FY 2017. The estimate of 63 accounts in FY 2018 and FY 2019 is based on the recent transition of reconciliation activities for several accounts from DMF to the Treasurer's Office.
- The Balance of Funds at June 30 includes cash from all funds except for SNAP. However, the Treasurer's Office is unable to estimate future fund balances because they are reliant on actions by the County Board and planned expenditures by the County.
- The Balance of Unexpended Bond Proceeds (SNAP) is affected by both bond issuance activity and spend/reimbursement activity. In FY 2017, bonds were issued in the amount of $225 million. Future estimates are highly dependent on market driven future issuance levels as well as project expenditures. The Treasurer's Office is unable to predict future balances.
- Investment interest income is provided on a cash basis, and includes earnings on unexpended bond proceeds (SNAP portfolio). Investment interest income increased from FY 2015 through FY 2017 due to the increased size of the portfolio and higher market rates. The estimated increase for FY 2018 reflects a combination of the larger portfolio, including a larger SNAP portfolio and a rising interest rate environment.

PROGRAM MISSION

The mission of the Operations Division is to manage all revenue transactions, post assessments provided by other County agencies to the system of record, create accurate tax bills, manage all aspects of mail services for the Treasurer's Office, and issue various County licenses. In addition, we maximize customer convenience through face-to-face, telephone, and written customer service, and by providing convenient and accessible methods of payment.

The Operations Division is comprised of two sections: Customer Service and Management Information and Billing.

Customer Service

- Processes all directly remitted County revenue as well as payments received by other County departments and agencies.
- Provides service to the public through in-person customer service, operating a call center during business hours, and responding to email to help customers understand their obligations and resolve problems.
- Transmits payment files for nightly posting to the accounts receivable systems.
- Provides frontline County services, among other activities, by issuing County vehicle decals and dog licenses, accepting applications and payments for residential zone parking permits, as well as managing the sale and maintenance of Easy Park devices.
- Provides support for the Arlington County online payment portal (CAPP). 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.

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, 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 though lockbox, mortgage tax services, vehicle fleet accounts, and other alternative customer payment options.
- Works closely with programmers and vendors to ensure accuracy and efficiency of the system of record.

SIGNIFICANT BUDGET CHANGES

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

OPERATIONS

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,294,611	$1,561,075	$1,582,685	1%
Non-Personnel	362,088	276,915	276,915	-
Total Expenditures	1,656,699	1,837,990	1,859,600	1%
Total Revenues	-	-	-	-
Net Tax Support	$1,656,699	$1,837,990	$1,859,600	1%
Permanent FTEs	18.00	18.00	18.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	18.00	18.00	18.00	

PERFORMANCE MEASURES

Customer Service Section

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average time to process and mail a dog license (in minutes)	6	6	6	6	6	6
Percentage of Real Estate Registrations completed within one week	63%	76%	88%	95%	95%	95%
Percentage of emails answered within 2 business days	100%	100%	100%	100%	100%	100%
Average time on a phone call (minutes)	3	4	4	4	4	4

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average time a taxpayer waits for assistance at a counter (in minutes)	6	6	6	6	6	6
Real Estate returned mail items processed	924	969	2,959	2,900	2,900	2,900
Number of cashier payments	148,793	111,317	91,377	95,676	95,000	95,000
Dog license payments received	$62,789	$69,085	$68,929	$69,981	$72,000	$74,700
Dog license sales (accounts)	3,570	3,805	3,859	3,949	4,000	4,100
Manual real estate registration transfers	6,158	5,242	6,512	6,487	6,300	6,600
Customer email responses	5,934	6,390	7,423	7,195	8,000	7,500
Percentage of dog licenses processed within 4 business days	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Customer maintenance work items completed	24,388	19,766	21,166	30,532	21,000	20,550
Customer phone calls answered	36,394	33,080	34,282	31,640	32,000	29,000

- The number of Real Estate returned mail items increased in FY 2016 when the office began researching and remailing returned real estate assessment letters issued by the Department of Real Estate Assessments.
- In FY 2017, the number of cashier payments increased primarily driven by payments made in person or by mail to the office for agency collections and parking tickets, as well as Business License, Real Estate and Personal Property taxes. The overall trend for in-person payments will likely remain fairly consistent.
- The number of manual real estate registration transfers fluctuates with the number of real estate sales and transfers.
- The FY 2018 estimate for the number of customer email responses reflects a surge in customer emails received in December 2017 as a result of the federal tax bill. The increase in customer email inquiries and responses in FY 2016 was the result of increased customer outreach to educate residents on tax and decal deadlines.
- Customer maintenance work items spiked in FY 2017 due to an initiative to clear out aged, non-responsive dog license cases. Future activity levels are expected to drop back into the range of the historic average.
- Customer phone calls decreased in FY 2017 reflecting a trend towards increased online communication. The estimate for FY 2018 has been revised upward to reflect the extraordinary number of calls received during December 2017 as a result of the federal tax bill. Call volume is expected to resume its declining trend in FY 2019.

Management Information and Billing Section

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Taxpayers sent accurate original tax bills within 30 days of the due date	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of accounts billed	236,907	234,515	234,802	237,268	244,388	249,000
Number of automated payments processed (bank account debit)	38,454	42,064	42,605	45,612	48,000	50,400
Number of Tax Deposits	27	42	39	8	4100	40
Number of fleet vehicles billed through the Fleet Payment Program	7,745	8,639	9,162	10,288	11,100	11,800

OPERATIONS

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of tax bills processed through real mortgage companies and tax services	72,396	72,429	72,191	72,411	73,000	73,370
Number of transactions processed through the online payment portal (e-check and credit card)	212,447	222,827	226,473	239,907	249,507	262,000
Number of transactions processed through the wholesale & retail lockbox system	255,901	236,870	182,044	168,240	160,000	152,000
Number of refunds issued	23,189	16,303	15,929	17,854	18,474	19,684
Decal Revenue	$4,981,832	$4,982,387	$4,934,901	$5,001,539	$5,000,000	$5,000,000
Decal Issuance	159,701	159,745	187,516	186,545	187,000	187,000

- The number of automated payments processed continued to increase in FY 2017, as more taxpayers chose this convenient payment option.
- Tax deposits has been added as a performance measure this year to highlight the effort put forth in manually accepting, processing and maintaining tax deposits. In FY 2018, the number increased as a result of the federal tax bill.
- The number of vehicles billed through the Fleet Program increased in FY 2017, due primarily to more and more consumers choosing to lease rather than purchase new vehicles for personal use.
- The number of online payments rose in FY 2017 and is expected to continue to follow this national trend, as in-person and lockbox transactions continue to decline.
- Lockbox transactions continued to decline in FY 2017, as taxpayers used alternative payment methods, as reflected in the increases in automated and online payment options.
- The increase in decal issuance for FY 2016 was the result of a reporting change. Previously, decal issuance was counted as the number of active vehicle personal property tax accounts that were issued a decal by the end of the fiscal year. Beginning with FY 2016, the cumulative number of decals both issued and reissued to vehicles throughout the year is being reported.

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 County and Ronald Reagan Washington National Airport.
- Collects delinquent accounts for numerous county agencies and departments as well as delinquent court debt (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 commercial accounts receivable.
- Offsets funds owed to the debtor by the County.
- 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.
- 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.
- Liquidates assets by holding public auctions or by other appropriate legal methods.
- Utilizes court payment system and transfers data files.

Litigation

- Answers legal questions and interprets statutes and regulations.
- Pursues uncollected accounts through Motions for Judgment in General District Court.
- Files and litigates all claims in Bankruptcy Court.
- Tracks, pursues, and responds to inquiries on judgments.
- Targets delinquent real estate for sale.
- Works with the Treasurers' Association of Virginia to reform and enhance tax collection tools and other laws affecting treasurers.

COMPLIANCE AND LITIGATION

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and staff turnover.
- ↓ Revenue decreases 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).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,337,142	$2,341,717	$2,394,051	2%
Non-Personnel	48,570	221,974	221,974	-
Total Expenditures	2,385,712	2,563,691	2,616,025	2%
Fees	1,218,973	1,137,000	1,038,000	-9%
Grants	-	-	-	-
Total Revenues	1,218,973	1,137,000	1,038,000	-9%
Net Tax Support	$1,166,739	$1,426,691	$1,578,025	11%
Permanent FTEs	24.00	24.00	24.00	
Temporary FTEs	0.66	0.66	0.66	
Total Authorized FTEs	24.66	24.66	24.66	

PERFORMANCE MEASURES

Compliance and Litigation Division

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Delinquent clearances: total clearances	$35,520,548	$30,611,322	$30,741,169	$32,299,734	$29,200,000	$29,069,000

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Administrative collection fees - Compliance	$745,997	$524,407	$678,139	$769,672	$585,000	$585,000
Administrative collection fees - Court Collections	$390,967	$454,691	$424,613	$431,747	$315,000	$284,000
Compliance: total clearances/FTEs	$1,480,023	$1,241,335	$1,245,615	$1,309,803	$1,184,104	$1,178,792
Delinquent clearances: business license	$6,001,296	$4,532,180	$6,077,238	$7,458,800	$6,000,000	$6,000,000

COMPLIANCE AND LITIGATION

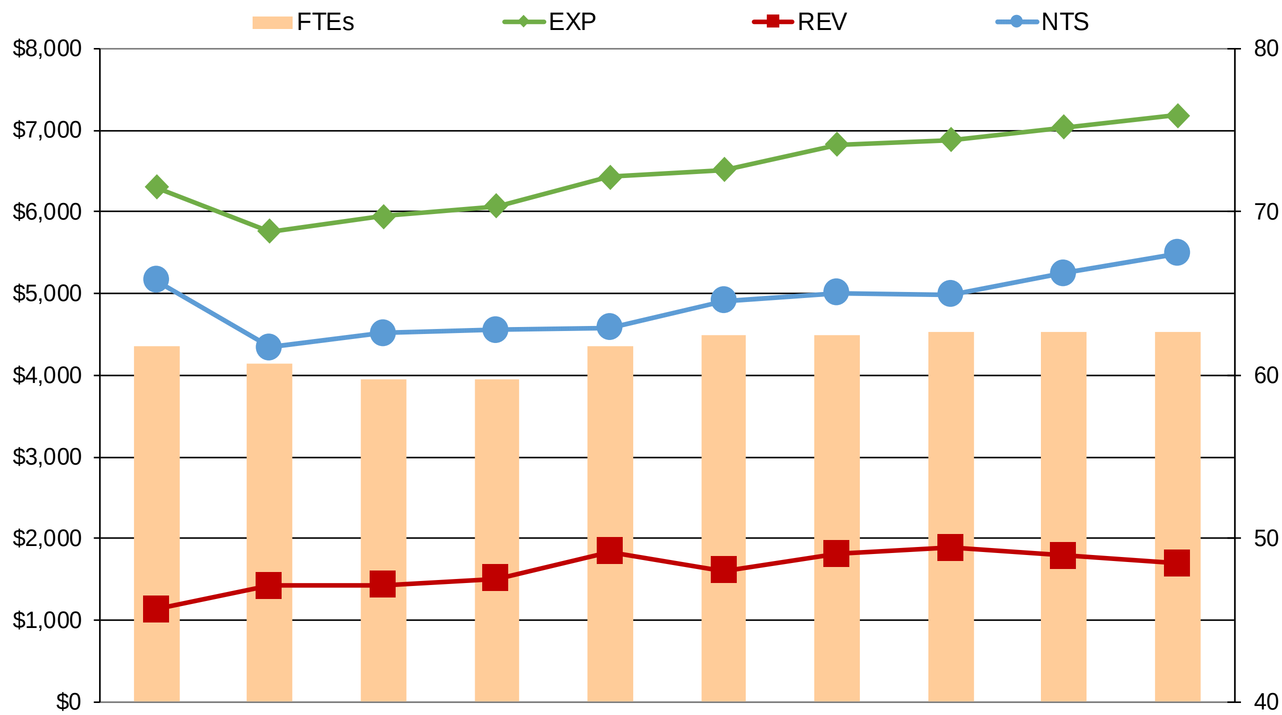
Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Delinquent clearances: other debt	$802,658	$393,797	$559,669	$627,002	$600,000	$600,000
Delinquent clearances: other taxes	$2,512,233	$1,475,683	$2,040,959	$2,404,783	$2,400,000	$2,400,000
Delinquent clearances: parking tickets	$3,954,861	$3,679,305	$2,981,536	$3,325,137	$3,300,000	$3,300,000
Delinquent clearances: personal property	$13,216,652	$9,231,159	$9,092,573	$9,371,522	$8,000,000	$8,000,000
Delinquent clearances: real estate	$6,393,760	$8,711,728	$7,362,944	$6,611,282	$7,000,000	$7,000,000
Delinquent clearances: courts	$1,502,181	$1,608,372	$1,499,198	$1,299,789	$1,000,000	$900,000

- Total delinquent clearances increased in FY 2017 due to collection of a large agency account and an increase in collection of business license taxes. FY 2018 and FY 2019 are projected to decline due to a decrease in personal property delinquency.
- Administrative collection fees - Compliance include the commissions earned for collection of delinquent accounts assigned by County agencies. Collection fees vary from year to year based on the clearances for the fiscal year and are also dependent on the number of accounts assigned for collection.
- Administrative collection fees - Court Collections represents fees earned on the collection of delinquent court fines, costs, forfeitures, penalties and restitution, and is subject to change annually. FY 2014 was the first full year of collection for the courts. Fees from court collections increased during FY 2015 as the result of collectors having more expertise in collecting court accounts. FY 2016 was the first year under a new court collections commission structure; as a result of the new revenue-sharing formula mandated by the state, $24,030 of the Court Collection fees earned in FY 2016 had to be submitted to the state in FY 2017; $17,552 of the Court Collection fees earned in FY 2017 had to be submitted to the state in FY 2018. These fees are based on delinquent clearances for Courts, which are expected to decrease in FY 2018 and FY 2019.
- The calculation for total clearances/FTE includes 0.66 FTEs, which prior to FY 2015 were contracted by the county.
- In FY 2017, delinquent clearances for business licenses included several high-dollar clearances, which do not occur every year.
- Delinquent clearances for other debt is highly variable and dependent on debt assigned to the Treasurer's Office by other County agencies.
- The decrease in delinquent clearances for other taxes (primarily meals tax) in FY 2015 can be attributed to staff turnover and training. In FY 2016, clearances increased as the result of improved reporting and a more experienced collection staff. Clearances continued to increase in FY 2017, reflecting the additional resources dedicated to the collection of delinquent meals taxes.
- Delinquent clearances for parking tickets are dependent upon the number of parking tickets issued. A new parking ticket system was implemented late in FY 2016 resulting in lower issuance during the transition period.
- Delinquent clearances for personal property continue to decrease as a result of procedures initiated in FY 2013 which target aged balances from prior years. Clearances are expected to

decrease in FY 2018 based on fewer accounts going delinquent and the lower dollar amount of personal property delinquencies.

- An increase in delinquent real estate clearances is anticipated for FY 2018 because of an increase in the tax rate for CY 2017 and an increase in the number of properties eligible for tax sale.
- Delinquent clearances for courts decreased in FY 2017 and is expected to continue to decline in FY 2018 and FY 2019 because new rules enacted by the Supreme Court of Virginia will decrease the number of delinquent accounts referred to the Treasurer for collection.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Actuals	FY 2017 Actuals	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$6,300	$5,761	$5,943	$6,068	$6,423	$6,516	$6,821	$6,879	$7,035	$7,182
REV	$1,136	$1,425	$1,430	$1,512	$1,840	$1,607	$1,812	$1,891	$1,786	$1,695
NTS	$5,164	$4,336	$4,513	$4,556	$4,583	$4,909	$5,009	$4,988	$5,250	$5,488
FTEs	61.75	60.75	59.75	59.75	61.75	62.41	62.41	62.66	62.66	62.66

Fiscal Year	Description	FTEs
FY 2010	▪ Eliminated an Administrative Assistant IV position ($44,641, 1.0 FTE) in the Operations Division.	(1.0)
	▪ Added funding for an overstrength position ($79,841) in the Administration and Special Projects Division.	
	▪ Decreased personnel expenses by $164,182 in anticipation of higher staff turnover during FY 2010 and elimination of temporary position (0.4).	(0.4)
FY 2011	▪ Eliminated a Treasury Specialist position ($78,814, 1.0 FTE) in the Compliance Division.	(1.0)
	▪ Reduced the non-personnel budget for unclassified services ($1,000), consultants ($1,500), county publications ($2,000) and wearing apparel ($1,792).	
FY 2012	▪ Transfer of 1.0 FTE to the Department of Technology Services for support of the ACE system.	(1.0)
FY 2013	▪ No significant changes.	
FY 2014	▪ Added two limited-term collector positions ($119,426), non-personnel and consultant expenses ($25,950), and revenue ($445,376) to enable the Treasurer's office to collect over $15.0 million in overdue Circuit Court and General District Court debt. The positions will be eliminated when the fees generated from court collections do not fully offset the costs associated with program.	2.0
	▪ Held Management Specialist position vacant for six months ($57,926).	
	▪ Increased grant funds due to a partial restoration of cuts in local aid from the State ($21,135) and an increase in State Compensation Board reimbursements ($13,666).	
FY 2015	▪ Increased fee revenues due to increased compliance collections ($250,000), a change in the methodology of court collections ($99,624), additional dog licensing fee revenue ($10,000), and iPark device fee revenue ($1,200).	
	▪ Increased grant funds due to an increase in State Compensation Board reimbursements ($7,290).	
	▪ Added 0.66 FTEs to the Compliance division in order to convert three enforcement agents form contractors to part-time employees.	0.66

Fiscal Year	Description	FTEs
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. ▪ 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). ▪ Decreased grant revenues due to a decrease in State Compensation Board reimbursements ($1,170).	0.25
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).	

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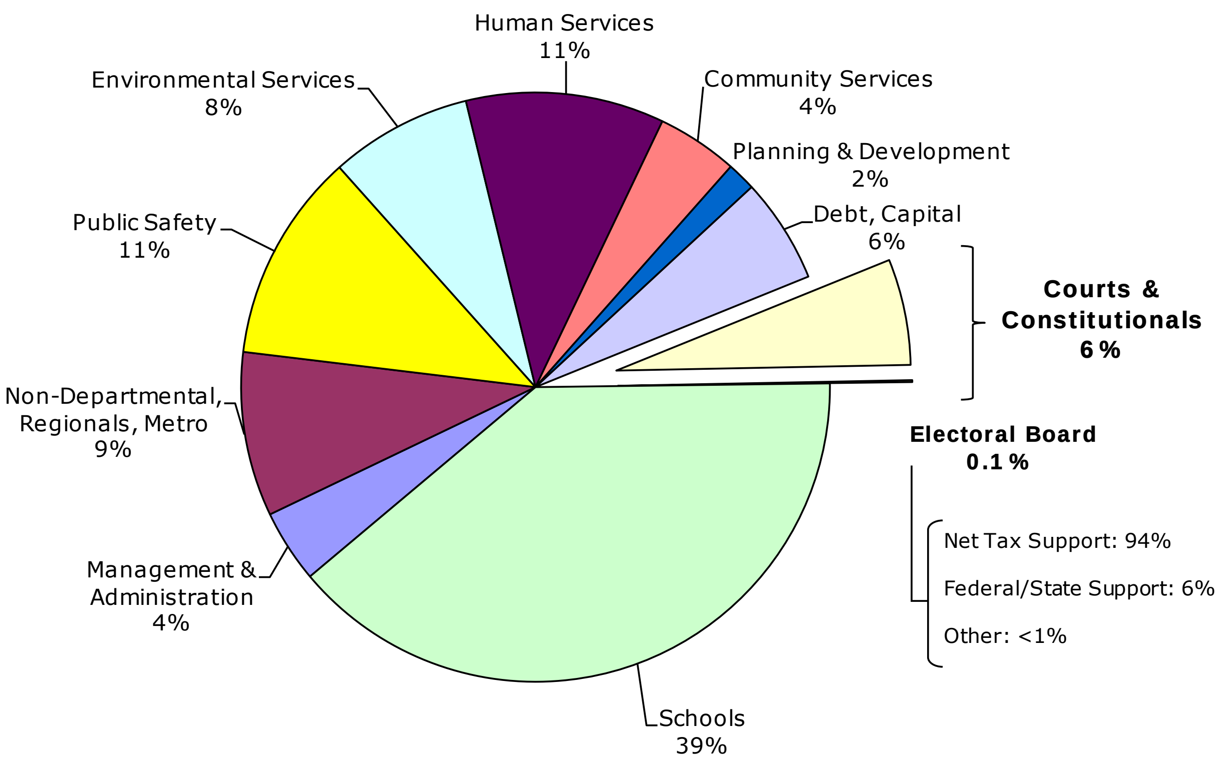
OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION
Linda Lindberg, Registrar
2100 CLARENDON BLVD., SUITE 320, ARLINGTON, VA 22201
703-228-3456
voters@arlingtonva.us

***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 2019 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 2019 proposed expenditure budget for the Electoral Board is $1,342,468, a two percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

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

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$939,666	$802,072	$828,492	3%
Non-Personnel	539,404	513,976	513,976	-
Total Expenditures	1,479,070	1,316,048	1,342,468	2%
Fees	-	200	200	-
Grants	85,164	83,232	83,232	-
Total Revenues	85,164	83,432	83,432	-
Net Tax Support	$1,393,906	$1,232,616	$1,259,036	2%
Permanent FTEs	6.60	6.60	6.60	
Temporary FTEs	1.80	1.80	1.80	
Total Authorized FTEs	8.40	8.40	8.40	

OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION

PROGRAM MISSION

To maintain an accurate list of registered voters and to administer elections fairly and efficiently in an open, transparent, and equitable manner.

- Conduct all elections including the general election and any special elections or primary elections that may occur.
- Register voters and update voter records.
- Provide outreach and education programs including quality training for election officers (poll workers).

SIGNIFICANT BUDGET CHANGES

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

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$939,666	$802,072	$828,492	3%
Non-Personnel	539,404	513,976	513,976	-
Total Expenditures	1,479,070	1,316,048	1,342,468	2%
Fees	-	200	200	-
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Total Revenues	85,164	83,432	83,432	-
Net Tax Support	$1,393,906	$1,232,616	$1,259,036	2%
Permanent FTEs	6.60	6.60	6.60	
Temporary FTEs	1.80	1.80	1.80	
Total Authorized FTEs	8.40	8.40	8.40	

OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION

PERFORMANCE MEASURES

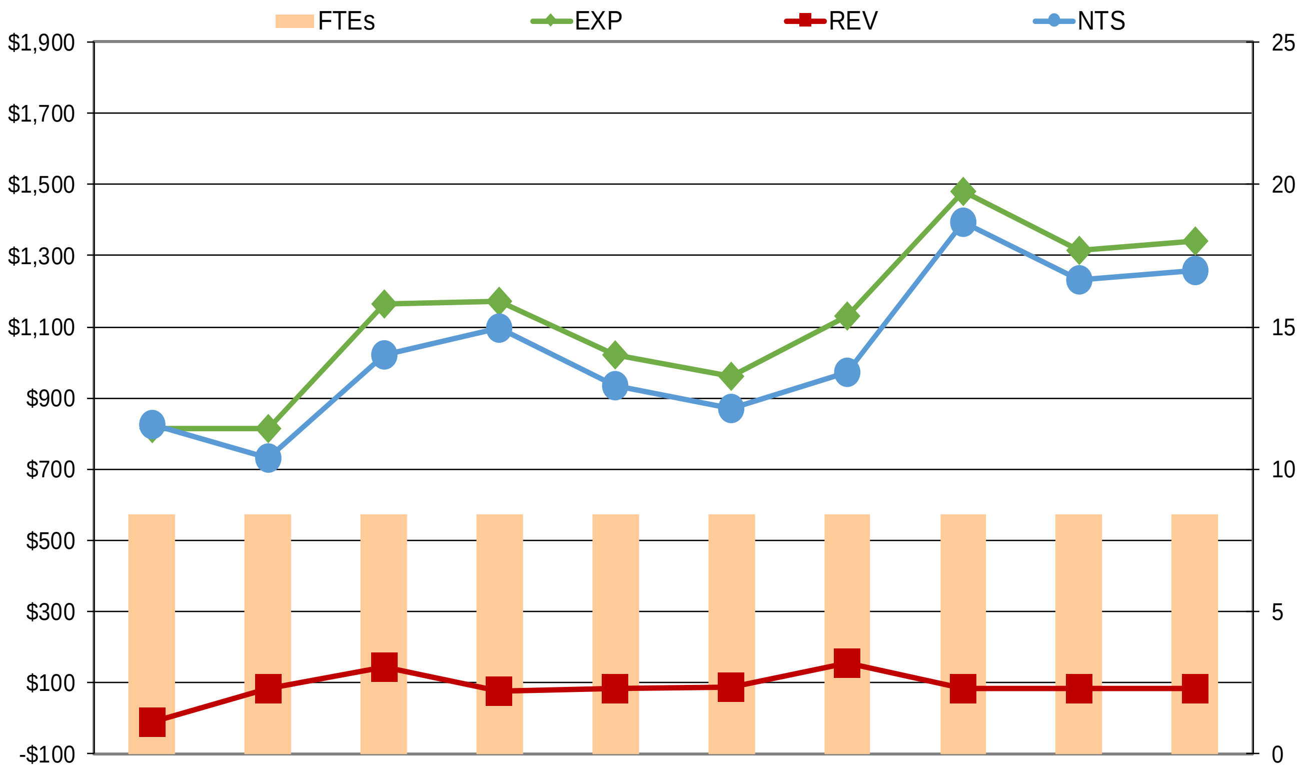
Critical Measures	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Actual	CY 2018 Estimate	CY 2019 Estimate
Address changes within Arlington	10,427	8,397	9,587	13,129	15,000	9,000
Number of absentee ballots mailed (November Election)	3,087	1,139	12,704	5,996	6,500	3,000
Number of data entry transactions	48,622	66,370	64,796	73,099	80,000	70,000
Number of Election Officers at polls (November)	373	299	571	365	380	300
Number of in person absentee voters (November Election)	4,641	1,733	26,832	8,497	10,000	2,500
Number of new voters registered	8,819	10,596	23,500	10,307	11,000	11,000
Number of volunteer hours utilized	51	45	350	36	60	30
Percent of registered voters voting (November)	48%	27%	83%	59%	60%	30%
Percentage of Election Officers attending training classes (November)	100%	100%	100%	100%	100%	90%
Total active registered voters (November)	141,085	134,772	148,032	143,813	146,000	150,000
Total inactive registered voters (November)	20,775	16,503	20,998	17,375	20,000	17,000
Total voters voting (November)	67,949	36,968	122,023	85,382	78,000	43,500
Transfers in from rest of State	4,451	4,109	11,087	6,680	7,000	5,000

- These measures are based on calendar year (CY) estimates.
- Critical measure actuals and estimates can fluctuate significantly from year to year and are directly related to the number and complexity of the elections held in any given year. Many of the measures are higher in CY 2016 due to the higher interest and turnout for Presidential elections. Due to the cyclical nature of elections, CY 2019 activity and estimates will be similar to CY 2015, but also reflect an increasing trend toward in-person and mail absentee voting, a steadily increasing overall population, and an increase in list maintenance activities run by the Department of Elections.
- Data entry includes all voters added or changed in our database. This includes new voters, voters with address changes, voters that transferred from or to another jurisdiction in Virginia, corrections, name changes, removal of inactive voters, and reactivating previously inactive voters, removal of deceased, non-citizen, felon, or voters who moved out of state, and voters whose registration applications were denied for missing information.
- The number of in person absentee voters increased significantly in CY 2016 due to high voter turnout for the Presidential Election.
- The number of volunteer hours utilized is dependent on the types of elections being held and the issues listed on the ballot in any given year.
- Inactive registered voters are registrants who have been sent but not responded to a confirmation mailing and have not voted.
- The measure "Transfers in from rest of State" represents voters who have moved to Arlington County from another Virginia voting jurisdiction.

OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION

- Elections in CY 2014 include the November 4, 2014 General and Special Election for the offices of U.S. House of Representatives (8th District), County Board, School Board (2 seats), and Treasurer; the Special Election on August 19, 2014 for the 48th House Delegate Districts affecting 13 precincts; the Democratic Primary on June 10, 2014 for the office of U.S. House of Representatives; and the Special Election on April 8, 2014 for County Board.
- Elections in CY 2015 include the November 3, 2015 General Election for Senate of Virginia (30th, 31st, and 32nd Districts), Virginia House of Delegates (45th, 47th, 48th, and 49th Districts), the Constitutional offices of Clerk of Circuit Court, Commonwealth's Attorney, Sheriff, Commissioner of Revenue, and Treasurer; County Board (two seats); and School Board; and the Democratic Primary on June 9, 2015.
- Elections in CY 2016 include the November 8, 2016 General Election for the offices of President and Vice President of the United States, U.S. House of Representatives (8th District), County Board, School Board (two seats), and Constitutional Amendments; the June 14, 2016 Democratic Primary for County Board; and the March 1, 2016 Dual Presidential Primary.
- Elections in CY 2017 include the November 7, 2017 General Election for the offices of Governor, Lieutenant Governor, Attorney General, Virginia House of Delegates (45th, 47th, 48th, and 49th Districts), County Board, and School Board; and a Dual Primary on June 13, 2017.
- Elections in CY 2018 include the November 6, 2018 General Election for the offices of U.S. Senate, U.S. House of Representatives (8th Congressional District), County Board, and School Board; and a June 12, 2018, Primary for County Board.
- Elections in CY 2019 include the November 5, 2019 General Election for Senate of Virginia (30th, 31st, and 32nd Districts), Virginia House of Delegates (45th, 47th, 48th, and 49th Districts), the Constitutional offices of Clerk of Circuit Court, Commonwealth's Attorney, Sheriff, Commissioner of Revenue, and Treasurer; County Board (two seats); and School Board; and the Democratic Primary on June 11, 2019.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$815	$815	$1,164	$1,172	$1,020	$960	$1,130	$1,479	$1,316	$1,342
REV	-$11	$85	$144	$77	$84	$89	$157	$85	$83	$83
NTS	$826	$730	$1,020	$1,095	$936	$871	$973	$1,394	$1,233	$1,259
FTEs	8.40	8.40	8.40	8.40	8.40	8.40	8.40	8.40	8.40	8.40

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added a one-time lump-sum payment of $500 for employees ($3,786). ▪ Personnel decrease reflects the removal of one-time funds budgeted for the November 2008 presidential election including additional temporary staff ($82,568) and overtime for permanent employees ($4,072); the removal of funds budgeted for a possible June 2010 congressional primary including additional temporary staff ($3,000) and overtime for permanent employees ($3,100). ▪ Non-personnel decrease reflects the removal of one-time funds budgeted for the November 2008 presidential election ($59,175) and the removal of funds budget for a possible June 2010 congressional primary ($46,695). ▪ Revenue decreased due to anticipated reductions in funding from the State Board of Elections ($3,546).	
FY 2011	▪ Non-personnel decreases reflect a reduction in election officers in all precincts by two or three workers in November 2010 and in June 2011 ($25,449) and the elimination of issuing cell phones to chief election officers ($800).	
FY 2012	▪ Personnel includes the County Board's approval of a one percent one-time lump sum payment for employees at the top step ($561). Personnel expenses also increase because additional temporary staff and overtime are needed to implement the four primaries/elections and redistricting in FY 2012 ($109,339), employee step increases, a six percent increase in the County's cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections, partially offset by a decrease in some position salaries due to turnover. ▪ Non-personnel expense increases include the printing and mailing costs for redistricting ($137,750) as well as the additional costs for the four primaries/elections in FY 2012 including Electoral Board, Election Officers, operating supplies, building rental, and software costs ($203,435). On-going costs for automated systems and equipment have also increased ($20,483). ▪ The FY 2012 budget includes revenue from the state for reimbursement of the presidential primary ($90,000), which is partially offset by a decrease in state revenue for reimbursement of salaries ($4,793).	
FY 2013	▪ The County Board added one-time funding related to the CY 2012 Presidential election ($342,407). ▪ Decreased revenue due to a reduction in state aid ($4,400). ▪ Removal of FY 2012 revenue for the Presidential Primary election ($44,752).	
FY 2014	▪ Increased revenue due to the restoration of state aide cuts ($4,400) and an increase in the salary reimbursement level ($2,264). ▪ Reduced funding for election officers ($16,800).	

Fiscal Year	Description	FTEs
	▪ Eliminated FY 2013 one-time funding for the Presidential election ($342,407).	
FY 2015	▪ Revenue decreased based on the projected reimbursement percentage from the State ($30,456).	
FY 2016	▪ Revenue increased based on State reimbursement for the 2016 Presidential Primary ($65,700) and a two percent increase for State Compensation Board reimbursements ($1,700).	
FY 2017	▪ The County Board added one-time funding related to the CY 2016 Presidential Election ($479,691). ▪ Revenue decreased due to the removal of one-time revenue for the Presidential Primary election in June 2016 ($72,400), offset by a two percent increase for State Compensation Board reimbursements ($1,600).	
FY 2018	▪ Expenses decreased due to the elimination of one-time funding for the calendar 2016 Presidential Election ($479,691). ▪ Revenue increased due to an increase for State Compensation Board reimbursements ($1,632).	

Department of Public Safety Communications and Emergency Management
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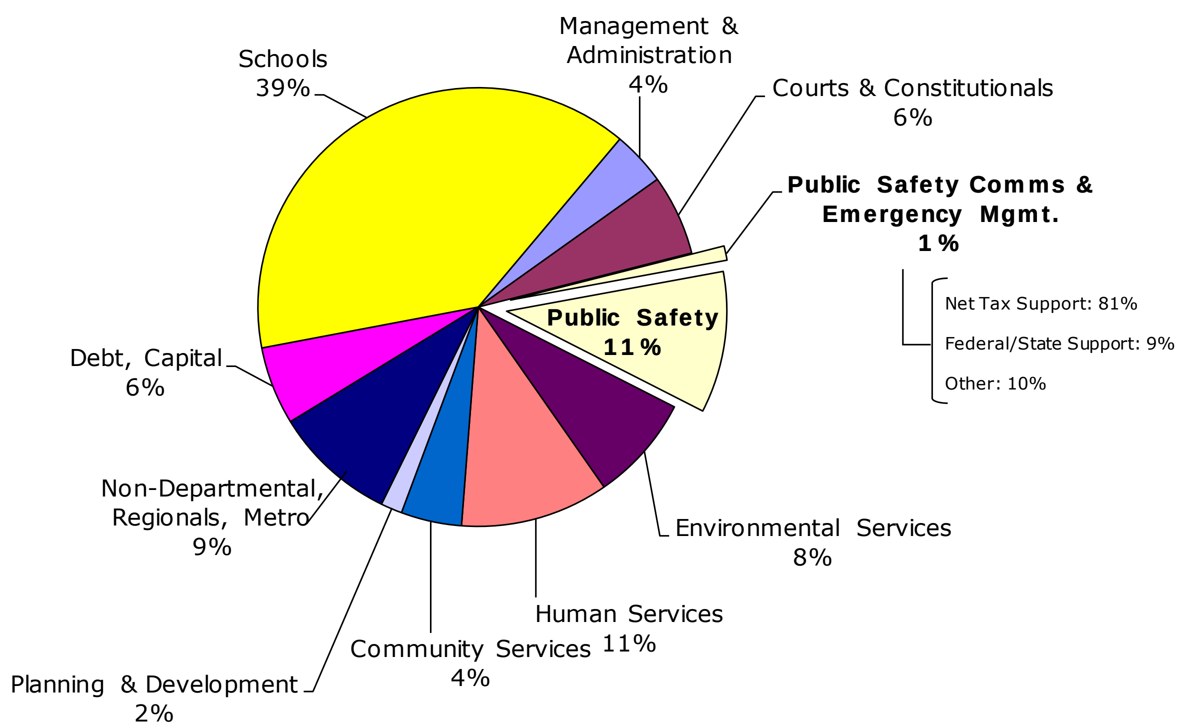
Our Mission: To coordinate emergency preparedness and response capabilities, resources and outreach for the Arlington Community

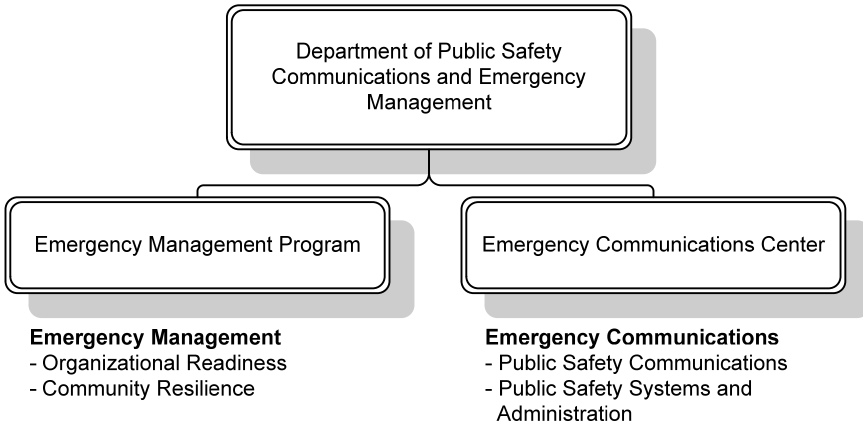
The mission of the Department of Public Safety Communications and Emergency Management (DPSCEM) is to coordinate emergency preparedness and response capabilities, resources and outreach for the Arlington community. The mission will be achieved through the success of the four outcome areas defined in the 2018 – 2020 departmental strategic plan: enhancing core capabilities to achieve organizational readiness; providing an adaptive and agile environment for the collection and dissemination of public safety information; strengthening the community by preparing vulnerable populations through education, outreach and coordination; and improving organizational efficiencies for the delivery of departmental priorities and initiatives.

To accomplish these goals, DPSCEM programs include emergency planning and emergency exercises/drills; 24/7 public safety communication; coordination and dispatch; public education; and volunteer management. DPSCEM provides the leadership, coordination, and operational planning that enables the County's response to, and recovery from, the impact of natural, man-made, and technological hazards.

FY 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Department of Public Safety Communications and Emergency Management (DPSCEM) is $13,452,872, an eight percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases primarily due to the acceptance of a new grant program, Complex Coordinated Terrorist Attack (CCTA) grant in FY 2018 ($619,890), as well as increases in Urban Area Securities Initiative (UASI) grant personnel costs ($103,257), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by a transfer of one position to the Police Department to support the Public Safety Information Technology program ($96,356, 1.0 FTE), and the reduction itemized below.
- ↑ Non-personnel increases due to increases in UASI grant program costs ($42,033), contractual obligations for radio system maintenance ($86,025), 9-1-1 phone system ($44,162), Computer Aided Dispatch (CAD) maintenance costs ($8,195), rental building increase ($801), and the annual expense for maintenance and replacement of County vehicles ($1,616). Expenditures also include the City of Alexandria's share of 9-1-1 system maintenance ($169,482), as agreed to by County Board action in FY 2018, which supports the regional 9-1-1 phone system and Arlington's role as primary fiduciary agent for this project. The costs for City of Alexandria are offset by revenue in the form of a transfer from the City.
- ↑ Fee revenue increases due to the reimbursement 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) which is partially offset by a decrease in the 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).
- ↑ Grant revenue increases primarily due to an expected UASI grant awards to be received in FY 2019 ($145,290) and receipt of the CCTA grant ($619,890).

FY 2019 Proposed Budget Reduction

Emergency Management

↓ Elimination of one vacant Emergency Management Specialist that provides community outreach and education services ($175,321, 1.0 FTE).

IMPACT: Fewer staff will be available to perform outreach, host events, and provide education to vulnerable populations which could result in a reduction in the percentage of the Arlington population receiving outreach. Department staff will work to minimize any potential impact through leveraging volunteers, training videos, and focusing outreach on the most vulnerable in the community.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$8,332,424	$8,902,634	$9,587,946	8%
Non-Personnel	3,407,191	3,590,162	3,942,476	10%
Sub-total Expenditures	11,739,615	12,492,796	13,530,422	8%
Intra-County Charges	(77,550)	(77,550)	(77,550)	-
Total Expenditures	11,662,065	12,415,246	13,452,872	8%
Fees	1,503,934	1,291,223	1,293,174	-
Grants	485,942	486,217	1,251,164	157%
Total Revenues	1,989,876	1,777,440	2,544,338	43%
Net Tax Support	$9,672,189	$10,637,806	$10,908,534	3%
Permanent FTEs	74.50	76.50	74.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	74.50	76.50	74.50	

EMERGENCY MANAGEMENT

PROGRAM MISSION

To coordinate Arlington County's Emergency Management program to ensure our community remains resilient and sustainable. The activities below meet the four strategic outcome goals outlined in the Department's 2018 – 2020 Strategic Plan.

Organizational Readiness

- Develop and maintain critical County emergency management plans and capabilities to prepare for, respond to and recover from emergencies and disasters.
- Coordinate County resources in order to facilitate the management of emergencies, disasters, and significant events through the operation and management of the Emergency Operations Center (EOC) in accordance with the procedures outlined in the County's Emergency Operations Plan (EOP).
- Manage the Arlington Network for Community Readiness (ANChoR) and coordinate with emergency management volunteer groups such as the Community Emergency Response Team (CERT), Medical Reserve Corps (MRC), and the Radio Amateur Civil Emergency Service (RACES) as force multipliers for emergency preparedness.
- Work with regional and County stakeholders on innovative solutions to common challenges and issues facing communities within the National Capital Region.
- Coordinate the County 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.
- 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.

Community Resilience

- Conduct public outreach 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 and faith-based groups within vulnerable populations to be able to provide outreach, education and coordination of emergency preparedness services to assist in the event of an emergency.
- Review, analyze, and disseminate timely information to the community through public alerting vehicles (Arlington Alert) as well as through County operated media platforms. Continue work with community media partners to further amplify message to the Arlington community and beyond.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases primarily due to the addition of the Complex Coordinated Terrorist Attack (CCTA) grant ($619,890). Personnel increases also reflect normal increases to UASI grants ($103,257), an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases are due to an increase in UASI grant related expenses ($42,033) and adjustments to the annual expense for maintenance and replacement of County vehicles ($2,396).
- ↑ Grant revenue increases primarily due to expected UASI grant award levels to be received in FY 2019 ($145,290) and the inclusion of the CCTA grant ($619,890).

EMERGENCY MANAGEMENT

FY 2019 Proposed Budget Reduction

↓ Elimination of one vacant Emergency Management Specialist that provides community outreach and education services ($175,321, 1.0 FTE).

IMPACT: Fewer staff will be available to perform outreach, host events and provide education to vulnerable populations which could result in a reduction in the percentage of the Arlington population receiving outreach. Department staff will work to minimize any potential impact through leveraging volunteers, training videos, and focusing outreach on the most vulnerable in the community.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,027,279	$2,093,355	$2,575,877	23%
Non-Personnel	224,499	205,349	249,778	22%
Total Expenditures	2,251,778	2,298,704	2,825,655	23%
Grants	485,942	486,217	1,251,164	157%
Total Revenues	485,942	486,217	1,251,164	157%
Net Tax Support	$1,765,836	$1,812,487	$1,574,491	-13%
Permanent FTEs	17.00	16.00	15.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	17.00	16.00	15.00	

PERFORMANCE MEASURES

Organizational Readiness

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of Emergency Operation Center (EOC) Activations	7	6	9	5	8	7
Percent of Emergency Support Functions (ESFs) with 3 or more members completing all Emergency Management Training Requirements	65%	71%	71%	71%	90%	90%
Percent of Employees Signed up for Arlington Alert	N/A	65%	62%	63%	73%	78%
Percentage of FEMA's Core Capabilities addressed by Training & Exercise Program	N/A	16%	38%	59%	63%	75%
Percent of County Continuity of Operations Plans (COOP) updated per year	100%	100%	100%	100%	100%	100%

- In FY 2017, DPSCEM conducted over 100 trainings and exercises which are a key part of developing emergency management functionality and broadly support the National Preparedness Goal and 19 of the 32 specific capabilities developed by FEMA. By addressing these core capabilities, Arlington is comprehensively improving the way we prevent, mitigate, respond to, and recover from emergencies. For more information about FEMA's core capabilities: https://www.fema.gov/core-capabilities.

- The EOC serves as the communications and resource center during an emergency and is staffed by DPSCEM and Emergency Support Function (ESF) personnel. The EOC is activated when there is an imminent threat to the Arlington community (e.g., weather, life/safety), and during high profile special events that impact the community such as 4th of July and the Marine Corps Marathon.
- There are 17 ESFs groups established in the Arlington County EOP, whose members must be trained in emergency operation protocols and procedures. Beginning in the second half of FY 2018, staff will offer certificate programs and updated curriculum, leading to higher training rates.
- A Continuity of Operations Plan (COOP) is mandated for each department in the County. Departments annually review and implement recommendations to their plans.
- The County's Employee Alert System (EAS) or Arlington Alert 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.

Community Resilience

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of Arlington population reached through Outreach and Engagement Programs	N/A	N/A	10%	9%	10%	10%
Percent of outreach events focused on vulnerable populations	N/A	N/A	N/A	24%	50%	75%
Percent of Arlington Population Registered for Arlington Alert	N/A	9%	10%	10%	11%	11%

- Outreach and Engagement includes direct (face-to-face) engagement, advertising, and printed materials. The performance target of 10 percent (approximately 22,000 Arlingtonians) is established by the National Capital Region (NCR) as a target for all communities. Other tools for outreach and engagement, such as social media, can maximize our reach to the Arlington community, but may not be considered direct engagement.
- 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 who have access and functional needs. In FY 2019, the goal will be to have 75 percent of the department's outreach activities focused on these populations, with the remaining 25 percent reserved for general outreach. With a reduction in outreach staff, the number of events will decline by roughly 10 percent, reducing the total number of events to between 90 and 120 in a fiscal year.
- Arlington Alert continues to add new registrations on an annual basis, with over 10 percent of the population now registered for this specific tool. The target of 11 percent would be one of the highest in the NCR and studies show that enrollment community-wide alerting systems typically reach a ceiling at 10 percent of the population. The goal of 11 percent of the population requires that staff continue to add new registrants at a rate of 10-15 percent per year to keep up with population growth.

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 cut across all four strategic outcome goals outlined in the Department's 2018 – 2020 Strategic Plan.

Public Safety Communications

- Manage the ECC Training Program which consists of recruiting staff, maintaining training records, developing and updating lesson plans, conducting training, and serving as an educational resource for staff on a day-to-day basis.
- Receive and process 9-1-1 emergency and non-emergency requests for service and dispatch Police, Fire and Emergency Medical Services (EMS) via radio.
- Receive and process calls for information and resources from the residents of Arlington County, as well as the residents from surrounding jurisdictions.
- Assist with the coordination of emergency response efforts during emergency situations and make necessary notifications regarding critical calls, emergencies, or significant activities within the County.
- Provide ongoing feedback to supervisors and command staff regarding employee performance and the delivery of service to provide quality assurance support to the Emergency Medical Dispatch (EMD) program.

Public Safety Systems and Administration

- Manage the County's radio system for all radio system users. The radio system is a vital component of the ECC, as all calls for service to the Fire Department (including EMS) and the Police Department are dispatched via radio.
- Manage and develop the ECC 9-1-1 emergency call handling system, which includes direct involvement with landline, wireless, text and Voice over Internet Protocol (VoIP) 9-1-1 technology.
- Evaluate the availability of 9-1-1 and emergency communication technology and systems for collaboration with regional partners in order to improve operational effectiveness, coordination and delivery of service to the public safety partners and the community.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases reflect employee salary increases, an increase in the County's cost for health insurance, and retirement contributions based on current actuarial projections, partially offset by the transfer of one position to the Public Safety Information Technology (PSIT) program in the Police Department ($96,356, 1.0 FTE) to support public safety systems.

↑ Non-personnel increases due contractual obligations for the radio system maintenance ($86,025), 9-1-1 phone system ($44,162), Computer Aided Dispatch (CAD) maintenance costs ($8,195) and rental building increase ($801); offset by a reduction to the annual expense for maintenance and replacement of County vehicles ($780). Increasess also include the City of Alexandria's share of 9-1-1 system maintenance ($169,482), as agreed to by County Board action in FY 2018 which supports the regional 9-1-1 phone system and Arlington's role as primary fiduciary agent for this project. The costs for City of Alexandria are offset by revenue in the form of a transfer from the City.

↑ Fee revenue increases due to an increase in the reimbursement 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) which is partially offset by a decrease in the

EMERGENCY COMMUNICATIONS

Commonwealth of Virginia's jurisdictional allocation for 9-1-1 revenue beginning in FY 2019 ($169,707) due to a re-structuring of the program.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$6,305,145	$6,809,279	$7,012,069	3%
Non-Personnel	3,182,692	3,384,813	3,692,698	9%
Sub-Total Expenditures	9,487,837	10,194,092	10,704,767	5%
Intra-County Charges	(77,550)	(77,550)	(77,550)	-
Total Expenditures	9,410,287	10,116,542	10,627,217	5%
Fees	1,503,934	1,291,223	1,293,174	-
Grants	-	-	-	-
Total Revenues	1,503,934	1,291,223	1,293,174	-
Net Tax Support	$7,906,353	$8,825,319	$9,334,043	6%
Permanent FTEs	57.50	60.50	59.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	57.50	60.50	59.50	

PERFORMANCE MEASURES

Public Safety Communications

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of "priority 1" emergency calls processed and sent to dispatch within 90 seconds	86%	91%	92%	91%	92%	92%
Percent of Shifts at or above Minimum Staffing	64%	72%	67%	56%	55%	70%
Percent of Emergency Communications Technicians (ECT) Qualified as ECT III	57%	62.5%	62.5%	55.7%	70%	75%
Vacancy Rate for Emergency Communication Technician Positions	8.4%	6.0%	9.8%	17%	12%	12%

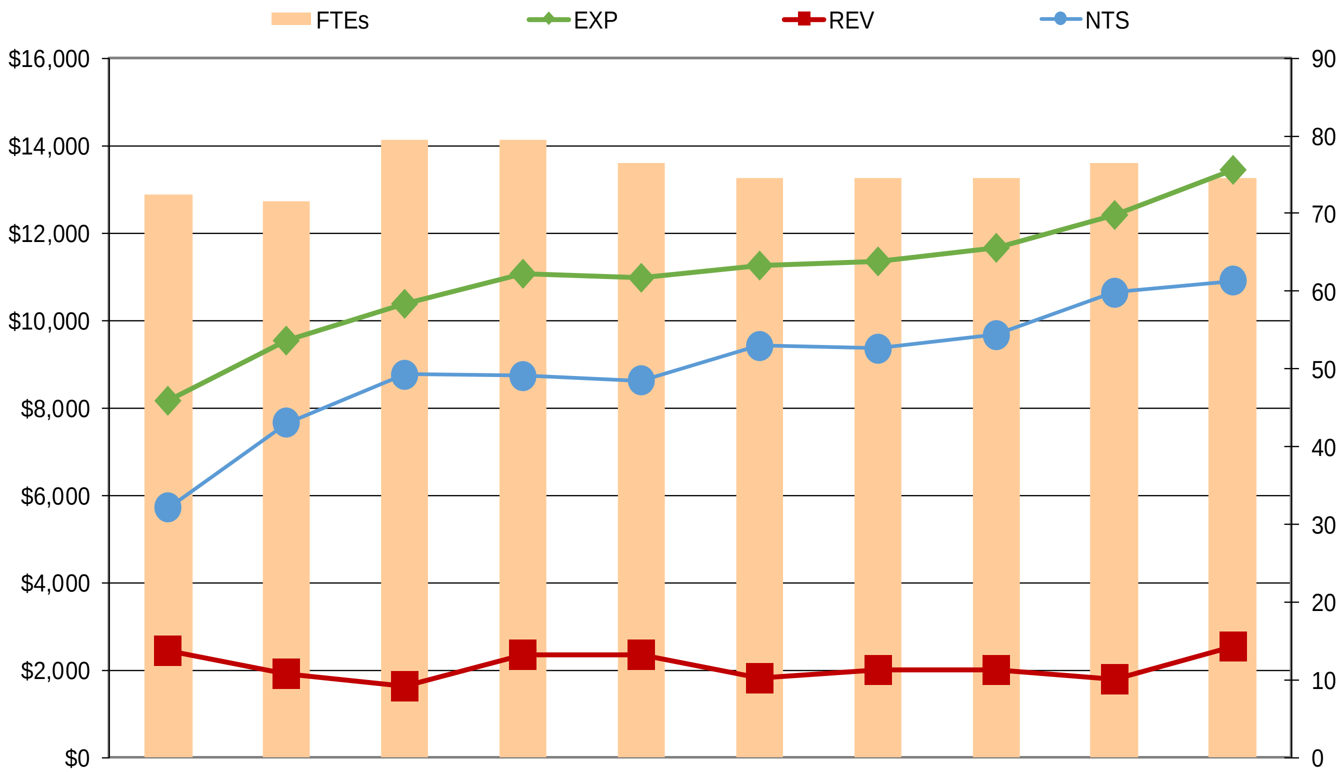
Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of Incoming 9-1-1 Calls from a Wireless Device	74%	76%	76%	76%	76%	76%
Total Number of all Calls (Incoming and Outbound Calls for Service)	458,462	496,587	472,541	446,217	465,000	440,416
Total Number of Incoming Emergency Calls	100,349	108,223	101,186	93,333	105,000	95,000
Total Number of Incoming Non-Emergency Calls	218,237	229,316	228,477	223,245	220,000	212,082

EMERGENCY COMMUNICATIONS

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total Number of Outbound Calls	139,876	159,048	142,878	129,639	140,000	133,333

- Minimum staffing is defined as a combination of number of individuals per shift (10), as well as the appropriate skills per shift. Over the past few years, ECC has received increased staffing, which has helped in meeting the number of individuals per shift, however, some staff are still in training, and therefore not proficient in the full range of skills required per shift and would not be counted towards minimum staffing. The focus in FY 2018 and FY 2019 will be on improving the training cycle to deliver new hires to each shift in a more timely manner.
- A fully trained ECT III has the ability to perform multiple tasks on a shift and can assist in multiple areas, providing the supervisor with flexibility for staffing. With four shifts of 12 staff, a 70 percent target ensures that between eight and nine staff members per shift will have reached the highest level of ECT training, and that the remaining positions can be filled by staff at various stages of their professional development (ECT I and ECT II).
- DPSCEM is working towards the goal of an 8 percent vacancy rate. A vacancy rate of eight percent equates to a total of four vacancies out of 52 positions, an average of one per shift. FY 2017 vacancy rates were abnormally high, and led to roughly two vacancies per shift through the first two quarters. While this is a higher number of vacancies than desired, staff focus in FY 2018 and FY 2019 will be on training recent hires and moving them through the training certification process as quickly as possible. This may lead to higher vacancy rates, but improved performance in minimum staffing and certification levels.
- The descriptions of the various call types have been updated to provide better clarity on the nature of those calls. The total number of calls in the ECC reflect a combination of emergency 9-1-1 calls, non-emergency calls for information, and outbound calls to support staff and program partners, such as WMATA and surrounding jurisdictions.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
EXP	$8,153	$9,547	$10,386	$11,071	$10,966	$11,242	$11,342	$11,662	$12,415	$13,453
REV	$2,438	$1,896	$1,628	$2,339	$2,340	$1,819	$1,993	$1,990	$1,777	$2,544
NTS	$5,715	$7,651	$8,758	$8,732	$8,626	$9,423	$9,349	$9,672	$10,638	$10,909
FTEs	72.50	71.50	79.50	79.50	76.50	74.50	74.50	74.50	76.50	74.50

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($41,593).	
	▪ Increased funding for electricity ($16,316), telephone charges ($3,555) and fuel charges ($9,347); partially offset by a reduction in County vehicle charges ($2,048).	
	▪ Increased fee revenues due to an increase in the estimated reimbursement for wireless service costs ($76,000).	
FY 2011	▪ Eliminated a grant-funded position for which the funding ends in FY 2010 ($84,208; 1.0 FTE).	(1.0)
	▪ Added funding for maintenance contracts due to the upcoming expiration of the extended warranty for the Motorola radio system ($580,682).	
	▪ Decreased revenues due to the elimination of a grant-funded position ($84,208), lower projections in reimbursements for wireless service costs ($321,820) and Falls Church reimbursements ($4,068), partially offset by increases in grant budgets for higher level positions ($65,366).	
FY 2012	▪ The County Board added a one percent one-time lump sum payment for employees at the top step.	
	▪ Converted 4.0 overstrength FTEs into permanent positions and reallocated 4.0 permanent FTEs from Non-Departmental ($473,861) and added funding for overtime ($174,747) and for upgrading supervisory positions ($89,000).	8.0
	▪ Added funding for contractual increases ($58,217) partially offset by a reduction in the electricity budget based on reduced usage ($10,273).	
FY 2013	▪ Increased revenues in reimbursement for wireless service costs ($352,380) based on actual receipts and grant revenues due to adjustments made for grant-funded positions ($44,833).	
	▪ Decrease in 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.	
	▪ Increase in the reimbursement from the City of Falls Church for services provided by the County ($190,603).	
FY 2014	▪ Transferred National Incident Management System (NIMS) Grant Coordinator position and associated grant revenue from OEM to the Fire Department ($125,000).	(1.0)
	▪ Transferred a position to the Department of Technology Services in the role of Public Safety Technology Officer ($56,784).	(1.0)

Fiscal Year	Description	FTEs
	▪ 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 increase 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 ongoing funding for in-building wireless connectivity maintenance ($10,000) and the full appropriation of UASI grant non-personnel ($62,753). ▪ Fee revenue increased due to higher projections in Falls Church reimbursements based on the FY 2016 budget and reconciliation of prior year payments with actual expenditures ($102,336), as well as an increase to the wireless E-911 reimbursement from the Commonwealth of Virginia ($37,208). ▪ Grant revenue increased due to UASI grants expected to be received in FY 2016 ($66,073).	
FY 2017	▪ Non-personnel increased to reflect 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 slightly 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 (3.0 FTEs). 2.0
- Non-personnel increased due to a transfer of funds from the Police Department to the Emergency Communications Center for Computer Aided Dispatch (CAD) contract management ($215,551), contractual obligations for 9-1-1 phone system and radio system maintenance ($50,825), emergency communication contracts ($1,100), grant expense increases fully offset by revenue ($6,641), rental building increases ($772), and adjustments to the annual expense for maintenance and replacement of County vehicles ($463).
- Fee revenue decreased due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($153,781).
- Grant revenue increased due to Urban Area Security Initiative grants (UASI) that are expected to be received in FY 2018 across four grant programs ($41,660).
- In FY 2018, 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 took action to transfer a position to the Police Department to support the Public Safety Information Technology program ($96,356).* *(1.0)*

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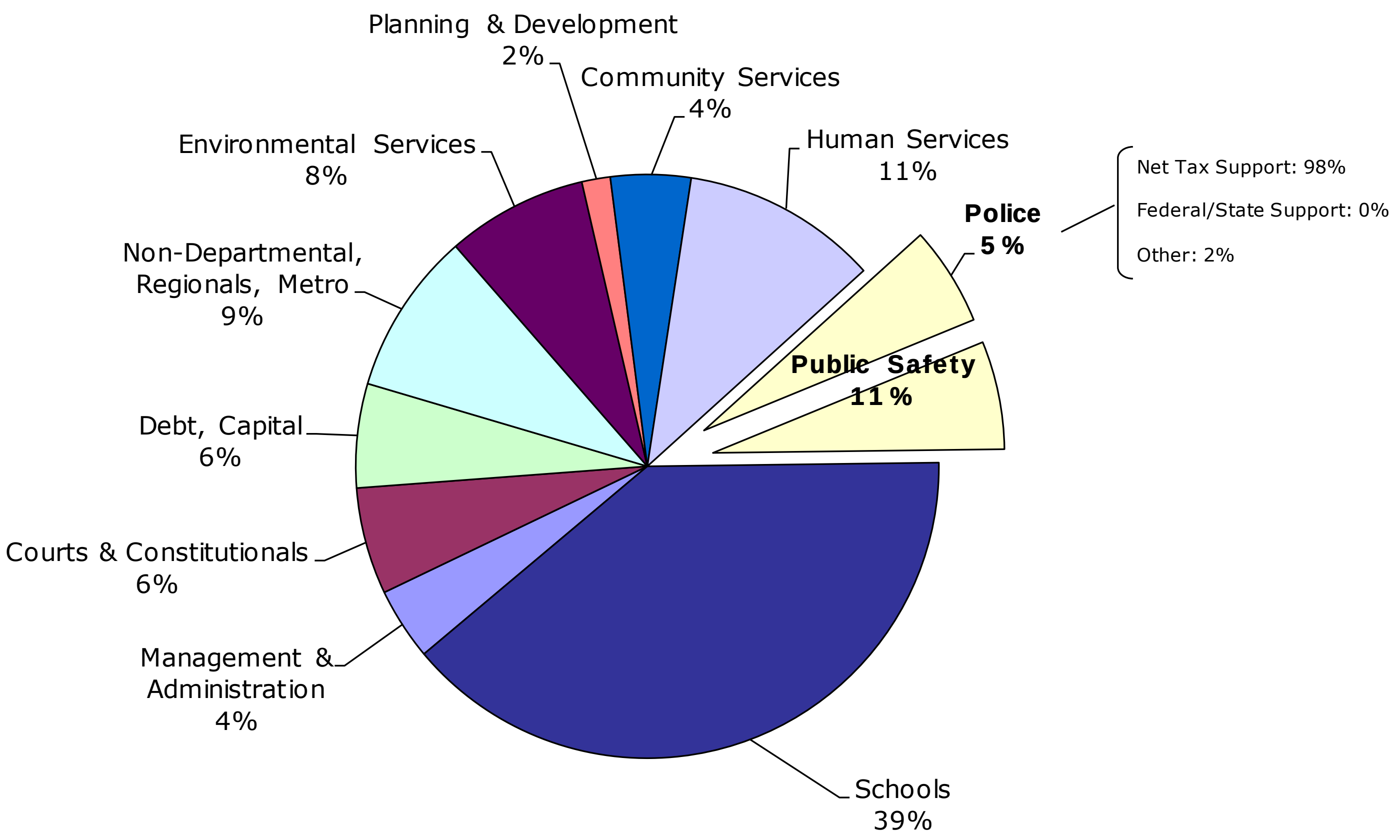
ARLINGTON
VIRGINIA

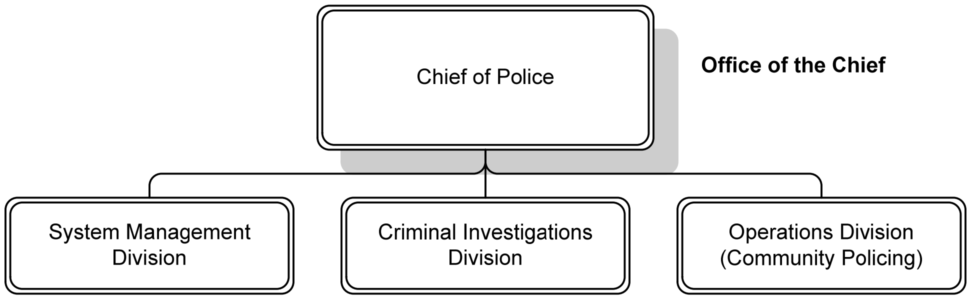
POLICE DEPARTMENT
M. Jay Farr, Chief
1425 N. COURTHOUSE RD., ARLINGTON, VA 22201
703-228-4040
police@arlingtonva.us

Our Mission: To reduce the incidence of crime and to improve the quality of life in Arlington County by making it a place where all people can live safely and without fear

FY 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



System Management Division

Management and Administration

Human Resource Management

Information and Technology Management

Support Management

Criminal Investigations Division

Criminal Investigations Section

Organized Crime Section

Homeland Security

Operations Division (Community Policing)

Management and Administration

Patrol Section

Police Districts

Special Operations Section

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Police Department is $69,991,450, a three percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, the addition of a Senior Public Safety Technology Specialist ($131,147, 1.0 FTE) transferred from the Department of Public Safety Communications and Emergency Management as part of the Public Safety Information Technology personnel re-organization. In addition, personnel increases due to a 2.5 percent pay adjustment for sworn uniformed employees up to the rank of Police Sergeant and the merging of PI and PII job classes as part of the first year of a five-year classification maintenance study for all job classes in the County. These changes are partially offset by the reduction below.
- ↑ Non-personnel increases 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 decreases due to in the conclusion of the Community Oriented Policing Sources (COPS) Grant ($7,184).

FY 2019 PROPOSED BUDGET REDUCTION

Special Operations Section

- ↓ Elimination of two vacant Public Service Aides ($151,764, 2.0 FTEs) that help with school crossings and special events, when needed, and other duties as assigned.

<u>IMPACT</u>: The Department has 16 Public Service Aides positions which handle a variety of tasks including parking ticket violations, school crossing guard assistance and special event

management. Over the last few years, due in part to difficulty in hiring, the department has maintained service at a reduced level of staffing. The elimination of these two vacant positions will not impact current operations of the Police Department.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$58,664,666	$61,005,553	$62,883,700	3%
Non-Personnel	7,387,909	7,033,364	7,117,750	1%
Intra-County Charges	(11,899)	(10,000)	(10,000)	-
Total Expenditures	66,040,676	68,028,917	69,991,450	3%
Fees	1,452,965	1,058,900	1,058,900	-
Grants	174,664	7,184	-	-100%
Seized Assets/Reimbursements	339,583	-	-	-
Total Revenues	1,967,212	1,066,084	1,058,900	-1%
Net Tax Support	$64,073,464	$66,962,833	$68,932,550	3%
Permanent FTEs	471.00	471.00	470.00	
Temporary FTEs	5.00	5.00	5.00	
Total Authorized FTEs	476.00	476.00	475.00	

Note: Seized Assets/Reimbursements are appropriated annually through the closeout process and are not included in the proposed/adopted budgets.

OFFICE OF THE CHIEF

PROGRAM MISSION

To preserve and protect the citizens of Arlington County by ensuring that effective administration and high quality services are provided by the Operations, Criminal Investigations, and Systems Management Divisions of the Department.

- Provide effective leadership to the Department.
- Conduct internal investigations and oversee grievance process.
- Gather and analyze terrorism-related intelligence.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. The FY 2019 proposed budget reflects the following position transfers:
  - The transfer in of one Administrative Assistant V reclassified as a Communications Specialist I from the Operations Management Section ($73,615, 1.0 FTE).
  - The transfer in of one Senior Public Safety Technology Specialist from the Department of Public Safety Communications and Emergency Management ($131,147, 1.0 FTE) as part of a Public Safety Information Technology re-organization.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,693,452	$2,849,329	$3,198,614	12%
Non-Personnel	89,294	88,904	88,904	-
Total Expenditures	2,782,746	2,938,233	3,287,518	12%
Fees	29,494	2,000	2,000	-
Total Revenues	29,494	2,000	2,000	-
Net Tax Support	$2,753,252	$2,936,233	$3,285,518	12%
Permanent FTEs	21.00	19.00	21.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	21.00	19.00	21.00	

OFFICE OF THE CHIEF

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Cost per resident for Police services	$251.54	$253.37	$268.27	$261.29	$269.67	$276.58
Officer to Resident Ratio	1.66	1.66	1.67	1.65	1.64	1.65
Part I Offenses per 100,000 Daytime Population	1,293	1,271	1,318	1,106	1,220	1,220
Part II Offenses per 100,000 Daytime Population	2,679	2,439	2,720	2,121	2,407	2,407

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Daytime Population	298,400	296,800	288,000	302,300	295,000	295,000

- The officer to resident ratio is the number of officers for every one thousand residents.
- Part I offenses include murder, rape, aggravated assault, breaking and entering, robberies, larcenies, and motor vehicle theft.
- Part II offenses include non-aggravated assault, arson, forgery and counterfeiting, fraud, embezzlement, stolen property, weapons offenses, prostitution, sex offenses, drug abuse violations (sale/manufacturing and possession), gambling, and other minor offenses.
- Daytime population estimates obtained from the Department of Community Planning, Housing, and Development. In order to provide the most accurate information, all other estimates were calculated using linear regression.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To ensure the efficiency and integrity of the functions providing infrastructure support to the Police Department through the effective administration of Support Management, Training and Human Resources, Information and Technology, and Fiscal and Grant Management.

- Provide the Department with the services, support, and other resources needed to fulfill its mission, including management and oversight of fiscal resources and grants management.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, increases due to pay reclassifications for public safety positions, and retirement contributions based on current actuarial projections. In addition, personnel increases due to a 2.5 percent pay adjustment for sworn uniformed employees up to the rank of Police Sergeant and the merging of PI and PII job classes as part of the first year of a five-year classification maintenance study for all job classes in the County.

↓ Grant revenue decreases due to the conclusion of the the Community Oriented Policing Services (COPS) Grant ($7,184).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,348,078	$1,792,444	$1,937,317	8%
Non-Personnel	123,685	51,069	51,069	-
IntraCounty Charges	(4,704)	-	-	-
Total Expenditures	1,467,059	1,843,513	1,988,386	8%
Fees	251,850	291,700	291,700	-
Grants	174,664	7,184	-	-100%
Total Revenues	426,514	298,884	291,700	-2%
Net Tax Support	$1,040,545	$1,544,629	$1,696,686	10%
Permanent FTEs	9.00	10.00	10.00	
Temporary FTEs	7.00	7.00	7.00	
Total Authorized FTEs	16.00	17.00	17.00	

HUMAN RESOURCES MANAGEMENT

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 the Department with the services, support, and other resources needed to fulfill its mission, including recruitment, training and career development, and personnel and payroll management.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. The FY 2019 proposed budget reflects the following position transfers:

- The transfer in of one Records Assistant IV reclassified as an Administrative Assistant IV from the Organized Crimes Section ($72,725, 1.0 FTE).
- The transfer out of one Police Officer II reclassified as a Police Officer I to the Patrol Section ($81,275, 1.0 FTE).

↑ Non-personnel increases due to contractual increases for tasers ($132,178).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,440,313	$3,119,740	$3,169,322	2%
Non-Personnel	186,569	339,895	472,073	39%
Total Expenditures	3,626,882	3,459,635	3,641,395	5%
Total Revenues	-	-	-	-
Net Tax Support	$3,626,882	$3,459,635	$3,641,395	5%
Permanent FTEs	23.00	22.00	22.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	23.00	22.00	22.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of recruits who successfully completed the Field Officer Training Program	90%	85%	90%	74%	N/A	N/A
Police officers hired	25	24	20	23	22	22

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Agency training hours: Training hours per recruit	1,633	1,664	1,701	1,696	1,670	1,670
Total Agency training hours	56,071	71,099	64,600	52,618	63,000	63,000
Total number of recruit applications	565	530	700	286	N/A	N/A

- The number of officers hired is based on the number of vacancies created by officers leaving County employment due to retirements, resignations, or terminations.
- Officers average 40 training hours per year.
- Lower total agency training hours in FY 2014 are due to hiring several experienced officers from other jurisdictions that did not need to complete Academy training.
- Due to volatility in recruiting, we are unable to estimate future values for the number of recruit applications.

INFORMATION AND TECHNOLOGY MANAGEMENT

PROGRAM MISSION

To maintain the efficiency and integrity of the Information and Technology Management Section through the proper administration and management of essential support functions within the Police Department.

- Provide the Department with the services, support, and other resources needed to fulfill its mission, including: records management; information management planning and research; information systems; and false alarm enforcement.
- Serve as the liaison between the Police Department, various media outlets, and the public.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer of positions as part of a departmental reorganization. These decreases are partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. The FY 2019 proposed budget reflects the following position transfers:
  - The transfer in of one Administrative Technician I from the Support Management Division ($64,565, 1.0 FTE).
  - The transfer in of one Warehouse Technician I from the Support Management Division ($71,016, 1.0 FTE).
  - The transfer in of one Records Assistant IV from the Criminal Investigations Section ($82,751, 1.0 FTE).
  - The transfer out of one Policer Officer II to the Patrol Section ($125,141, 1.0 FTE).
  - The transfer out of two Police Corporals to the Patrol Section ($267,028, 2.0 FTEs).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,512,906	$1,490,185	$1,271,697	-15%
Non-Personnel	961,058	604,713	604,713	-
Total Expenditures	2,473,964	2,094,898	1,876,410	-10%
Fees	(1,140)	-	-	-
Total Revenues	(1,140)	-	-	-
Net Tax Support	$2,475,104	$2,094,898	$1,876,410	-10%
Permanent FTEs	21.00	15.00	15.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	21.00	15.00	15.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Availability of the Criminal Justice Records Management System (CJRMS) server (percent based on 8,760 hours per year)	99.97%	98.00%	99.82%	99.90%	N/A	N/A
Availability of the Mobile Data System infrastructure (percent based on 8,760 hours per year)	99.97%	98.00%	99.98%	99.96%	99.96%	99.96%
False alarm fines/penalties assessed	$174,910	$197,120	$145,0220	$120,000	$120,000	$120,000
Number of false alarm calls responded to by the Police Department	3,434	3,272	3,130	3,100	3,100	3,100

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Accident reports processed	2,915	2,777	3,029	2,558	2,500	2,500
Criminal arrests processed (adult)	4,749	4,222	4,368	3,622	3,500	3,500
Number of alarm systems registered	548	583	603	658	600	600
Records Unit information requests processed	15,472	17,208	19,442	17,431	16,000	16,000

- CJRMS stores critical response, case, and inmate data for the Police and Sheriff's Departments. Starting in FY 2017, the new Criminal Justice System Records Management System "went live," but is still in the project phase of implementation. Most Records Unit information requests will be processed electronically going forward and will be able to provide system availability estimates for FY 2018 and FY 2019 once the system has been accepted and the project has been closed.
- The Mobile Data System (MDS) Infrastructure is a critical system that supports multiple agencies within the County. The infrastructure supports the Mobile Data Computers (MDCs) which are used in public safety vehicles to communicate with the Emergency Communications Center and other public safety officers in the County. The MDCs are essentially heavy-duty laptops that increase the efficiency of information sharing, investigations, and records management across the public safety agencies. The availability of the MDS Infrastructure to maintain communication in the field and the flow of information between agencies is essential to the response of public safety during times of emergency response. The goal is to maintain 98 percent availability of the MDS in order to minimize downtime so that communication in the field and the flow of information can be maintained.
- The decrease over time in information requests processed is due to two factors. The first factor is the reduction in requests for individual record checks for employment and/or immigration. Some agencies are receiving this information through other means and therefore fewer requests are being made to the Unit. The second factor is the increased use of the Intellinetics application by other units within the Police Department, the Courts, and the Commonwealth Attorney's Office to retrieve incident or accident reports from the Records Management Unit.

SUPPORT MANAGEMENT

PROGRAM MISSION

To maintain the efficiency and integrity of the Support Management Section through the proper administration and management of essential support functions within the Police Department.

- Provide the Department with the services, support, and other resources needed to fulfill its mission, including: fleet management, licensing services, impound operations, telephone reporting and call diversion, and property and evidence management.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases are primarily due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the transfer of one Administrative Technician I ($64,565, 1.0 FTE) and one Warehouse Technician I ($71,016, 1.0 FTE) to the Systems Management Division - Information Technology Section.

↓ Non-personnel decreases are primarily due to the adjustment and consolidation of maintenance and replacement expenses for Police vehicles ($47,792).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,731,485	$1,949,459	$1,981,569	2%
Non-Personnel	3,855,649	4,037,674	3,989,882	-1%
Total Expenditures	5,587,133	5,987,133	5,971,451	-
Total Revenues	-	-	-	-
Net Tax Support	$5,587,133	$5,987,133	$5,971,451	-
Permanent FTEs	19.00	18.00	16.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	19.00	18.00	16.00	

PERFORMANCE MEASURES

Support Management Section

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of in-person customer contacts at the Police front counter	7,036	7,823	7,665	6,303	6,300	6,300
Percent of incident reports processed by the Telephone Reporting Office	17%	26%	23%	23%	23%	23%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Cab inspections	667	831	653	733	700	700
Number of incident reports completed by the Telephone Reporting Office	2,709	2,567	2,938	2,596	2,500	2,500
Renewal hackers licenses issued	698	653	626	536	500	500

- Prior to FY 2014, the public was given the option to contact the Parking Administrative Unit by fax, email, mail, or in-person causing a decrease in in-person contacts for the year. During FY 2014, the Front Counter added two additional hours of service per day which resulted in an increase in in-person contacts.
- The Telephone Reporting Office provides additional options for the community to report crimes and incidents. Community based policing efforts are supported by taking calls for service and police incident reports via telephone and internet. Resident service requests of a non-emergency nature may be diverted to this office, thus freeing up patrol officers to respond to more critical calls for service.
- The average incident report takes an officer approximately an hour to complete (including driving time). Therefore, the Telephone Report Office performs the work of approximately one sworn position each year (based on 2,080 hours per year).
- FY 2017 actuals and FY 2018 estimates for cab inspections are based on the recent County Board decision to allow an additional 60 cab licenses to the existing total of 600 cab licenses.

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.

- Identify and arrest perpetrators of criminal offenses.
- Recover and return stolen property to its rightful owner.
- Investigate and prepare cases to ensure successful prosecution in court.
- Identify and resolve recurrent community problems.
- Develop investigative problem solving and crime prevention initiatives.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. In addition, personnel increases due to a 2.5 percent pay adjustment for sworn uniformed employees up to the rank of Police Sergeant and the merging of PI and PII job classes as part of the first year of a five-year classification maintenance study for all job classes in the County. The FY 2019 proposed budget reflects the following position transfers:
  - The transfer in of three Police Corporals from the Organized Crime Section ($419,690, 3.0 FTEs).
  - The transfer out of one Records Assistant IV to the Information Technology Section ($82,751, 1.0 FTE).
  - The transfer out of one Police Lieutenant to the Special Operations Section ($200,895, 1.0 FTE).
  - The transfer out of one Police Officer II to the Patrol Section ($90,383, 1.0 FTE).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$10,371,638	$10,440,586	$10,752,816	3%
Non-Personnel	367,158	292,385	292,385	-
Intra-County Charges	(7,195)	-	-	-
Total Expenditures	10,731,601	10,732,971	11,045,201	3%
Total Revenues	-	-	-	-
Net Tax Support	$10,731,601	$10,732,971	$11,045,201	3%
Permanent FTEs	73.00	71.00	71.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	73.00	71.00	71.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Clearance rate (assigned cases)	78%	70%	66%	58%	58%	58%
Identification of offenders made through fingerprints	119	95	110	171	180	190

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Cases per investigator	243	80	76	66	69	72
Cases receiving Investigative Intern Review	N/A	660	504	301	475	525
Number of cases assigned for further investigation	2,597	2,409	2,266	1,967	2,065	2,168
Number of cases received	8,180	8,152	7,476	5,965	6,263	6,576
Number of cases successfully resolved	1,785	1,727	1,497	1,143	1,200	1,260
Number of cases that involve a joint investigation with Child Protective Services (CPS)	113	70	71	105	88	90
Number of license plates run in the License Plate Reader (LPR) system by CID personnel	N/A	N/A	N/A	5,461	5,600	5,600
Number of death investigations	155	189	217	225	215	215
Number of searches performed by Digital Forensics Unit detectives	N/A	425	436	410	450	500

- 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 cases will be solved and therefore assigned include: whether the crime occurred in another jurisdiction, whether police information reports indicate that a crime occurred, whether after speaking with a victim it is determined that a crime was not committed, whether the victim wishes to press charges, and whether a case will be prosecuted. In FY 2016, there was a decrease due to a decrease in crime and staffing.
- The increase in identification of offenders made through fingerprints in FY 2014 and FY 2015 is due to filling staff vacancies.
- Starting in FY 2015, the formula for cases per investigator changed to cases assigned for investigation divided by detective. Prior to FY 2015, the numerator was all cases, hence the decline in the measure.
- The number of cases assigned for further review decreased from FY 2016 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.
- 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.

- In FY 2017, the number of cases received is lower due to the integration of a new RMS system and how reports are captured. For example, LFA's are now grouped into one report if they are in the same geographic area. In the past, each LFA had an individual report.
- Prior to FY 2017, ACPD listed the number of cases where a License Plate Reader (LPR) was used to assist. This has been changed to the number of license plates run in the LPR by CID personnel to allow for a more accurate account of how often LPR technology is being utilized during CID investigations.

ORGANIZED CRIME SECTION

PROGRAM MISSION

To identify, arrest, and prepare for prosecution of the 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 the relationship between organized criminal groups, gangs, vice, and/or drug violators.
- Assist in the timely identification of emerging crime patterns and criminal methods of operation.
- Assist Districts in developing tactical strategies, investigative problem solving, and implementing crime prevention initiatives.
- Identify, arrest, and prosecute the perpetrators of criminal offenses.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer out of three Police Corporals to the Operations Division-Patrol Section ($419,690, 3.0 FTEs) and one Records Assistant IV reclassified to an Administrative Assistant IV to the Systems Management Division – Human Resources Section ($72,725, 1.0 FTE). These decreases are partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,162,555	$3,139,686	$2,782,179	-11%
Non-Personnel	647,997	470,628	470,628	-
Total Expenditures	3,810,552	3,610,314	3,252,807	-10%
Seized Assets/Reimbursements	339,583	-	-	-
Total Revenues	339,583	-	-	-
Net Tax Support	$3,470,969	$3,610,314	$3,252,807	-10%
Permanent FTEs	23.00	22.00	18.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	23.00	22.00	18.00	

Note: Seized Assets/Reimbursements are appropriated annually through the closeout process and are not included in the proposed/adopted budgets.

ORGANIZED CRIME SECTION

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Clearance rate percentage (for Drug Enforcement/Vice Unit initiated/assigned cases only)	85%	110%	99%	95%	95%	95%
Number of cases successfully resolved (for Drug Enforcement/Vice Unit cases only)	241	301	298	189	260	260
Number of opioid related overdoses (fatal and non-fatal) during the calendar year	10	10	45	65	65	65
Number of opioid related incidents during the calendar year	N/A	73	122	132	132	132
Number of gang related incidents in the County	N/A	160	139	98	110	110

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Cases per investigator (for Drug Enforcement/Vice Unit initiated/assigned cases only)	33	34	43	35	35	35
Number of cases initiated/assigned	59	75	96	100	100	100

- The clearance rate increased during FY 2015 due to improved efficiencies being implemented in case management, investigators becoming more experienced in handling vice/narcotics cases, and a concerted effort to complete a backlog of data entry and documented closeouts of OCS cases from prior years.
- The incidents involving gangs and overall gang activity is increasing in the County.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To maintain and establish peace and order in Arlington County by providing effective administration and specialized support services to the Patrol, Police Districts, and Special Operations Sections of the Police Department.

- Provide and manage the necessary resources to establish and maintain peace and order in Arlington.
- Provide specialized support and assistance in order to significantly assist and address law enforcement activities and missions critical to the reduction of criminal activity.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. In addition, personnel increases due to a 2.5 percent pay adjustment for sworn uniformed employees up to the rank of Police Sergeant and the merging of PI and PII job classes as part of the first year of a five-year classification maintenance study for all job classes in the County. These increases are partially offset by the transfer of one Administrative Assistant V reclassified as a Communications Specialist I to the Office of the Chief ($73,615, 1.0 FTE).
- All non-personnel funds for the Patrol Section are budgeted in the Operations Division Management and Administration Section.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$4,405,735	$6,116,038	$6,433,907	5%
Non-Personnel	291,819	222,168	222,168	-
Intra-County Charges	-	(10,000)	(10,000)	-
Total Expenditures	4,697,554	6,328,206	6,646,075	5%
Fees	8,555	15,200	15,200	-
Total Revenues	8,555	15,200	15,200	-
Net Tax Support	$4,688,999	$6,313,006	$6,630,875	5%
Permanent FTEs	24.00	25.00	24.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	24.00	25.00	24.00	

PATROL SECTION

PROGRAM MISSION

To establish and maintain peace and order in Arlington through the coordination of officers in various shifts 24 hours-a-day, seven days-a-week.

- Respond to calls for police service.
- Identify and resolve recurrent community problems.
- Conduct preliminary investigations of criminal offenses and motor vehicle accidents.
- Detect and arrest violators of criminal and motor vehicle laws.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the transfer of positions as part of a departmental reorganization, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. The FY 2019 proposed budget reflects the following position transfers:
  - The transfer in of two Police Corporals from the Systems Management Division – Information Technology Management Section ($267,028, 2.0 FTEs).
  - The transfer in of one Police Officer II position from Systems Management Division – Information Technology Management Section ($125,141, 1.0 FTE).
  - The transfer in of two Police Officer II positions from Special Operations ($180,766, 2.0 FTEs).
  - The transfer in of one Police Officer II position from Criminal Investigations Section ($90,383, 1.0 FTE).
  - The transfer in of one Police Officer I from Systems Management Division – Human Resources Section ($81,275, 1.0 FTE).
  - The transfer out of one Administrative Technician II to Special Operations ($106,344, 1.0 FTE).
  - The transfer out of one Police Sergeant to Special Operations ($151,971, 1.0 FTE).

- All other non-personnel funds for the Patrol Section are budgeted in the Operations Division - Management and Administration line of business.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$21,360,084	$20,995,013	$21,988,444	5%
Non-Personnel	52,086	-	-	-
Total Expenditures	21,412,170	20,995,013	21,988,444	5%
Total Revenues	-	-	-	-
Net Tax Support	$21,412,170	$20,995,013	$21,988,444	5%
Permanent FTEs	174.00	183.00	188.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	174.00	183.00	188.00	

PATROL SECTION

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate
Constituent service calls (dispatched calls which do not result in a report being taken or an arrest being made)	89,751	73,308	78,309	73,455	75,000	75,000
Response time for priority 1 calls (received from dispatch to arrival)	4:37	4:58	4:49	4:46	4:50	4:50
Total number of arrests (includes adult, juvenile, felony, misdemeanor, and DUI)	5,088	4,573	4,649	3,778	4,450	4,450

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate
Daytime population	298,400	296,800	288,000	302,300	295,000	295,000
Number of accident reports filed	2,916	2,777	3,029	3,982	3,200	3,200
Number of adult arrests	4,742	4,573	4,372	3,521	4,155	4,155
Number of calls for Patrol Service (total number of dispatched calls for service)	101,042	91,552	87,013	80,864	86,000	86,000
Number of DUI arrests	704	584	527	455	500	500
Number of felony arrests	1,259	1,282	1,487	1,539	1,400	1,400
Number of incident reports filed	15,328	12,222	13,282	11,962	12,000	12,000
Number of juvenile arrests	346	350	277	257	295	295
Number of misdemeanor arrests	3,810	3,278	3,162	3,629	3,300	3,300
Number of moving violations (including warnings)	54,432	44,195	39,780	34,838	39,000	39,000
Total Part I offenses	3,859	3,771	3,796	3,343	3,600	3,600
Total Part II offenses	7,995	7,238	7,833	6,413	7,100	7,100

- The total number of arrests has decreased from the prior fiscal year. This decrease is a result of calls for service being down. Also, crime continues to be at low levels in Arlington County.
- Daytime population estimates were obtained from the Department of Community Planning Housing and Development (CPHD). In order to provide the most accurate information, all other estimates were calculated using linear regression.
- Offense actuals may be modified due to case reclassifications which can occur once offenses are investigated by detectives in the Criminal Investigations Division.
- Part I offenses include murder, rape, aggravated assault, breaking and entering, robberies, larcenies, and motor vehicle theft.
- Part II offenses include non-aggravated assault, arson, forgery and counterfeiting, fraud, embezzlement, stolen property, weapons offenses, prostitution, sex offenses, drug abuse violations (sale/manufacturing and possession), gambling, and other minor offenses.
- The number of calls for Patrol Service does not include canceled calls or duplicate calls.

POLICE DISTRICTS

PROGRAM MISSION

To maintain and establish peace and order using Community Policing strategies.

Police Districts

- Provide management, support, and respond to community issues in designated districts.

SIGNIFICANT BUDGET CHANGES

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

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,132,186	$2,947,732	$3,057,874	4%
Non-Personnel	8,279	6,000	6,000	-
Total Expenditures	3,140,465	2,953,732	3,063,874	4%
Total Revenues	-	-	-	-
Net Tax Support	$3,140,465	$2,953,732	$3,063,874	4%
Permanent FTEs	20.00	20.00	20.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	20.00	20.00	20.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of community events/meetings attended by district officers	218	263	383	730	500	500
Number of GRAMS for the Police Department (excluding towing issues and internal inquiries)	39	34	32	30	30	30

- The Government Response and Memorandum System (GRAMS) is a workflow tracking system that allows the County Board to communicate with County departments and employees through the County Manager. The District Teams work as liaisons to address many issues that are brought to the attention of the County Board and County Manager. GRAMS responses are used to both answer residents' questions and to inform all Board members on community issues. A GRAM is initiated when an individual or group contacts the County Board or County Manager's Office to seek assistance with an issue. The District Teams work as liaisons to address issues that are brought to the attention of the County Board and County Manager. It is the goal of the District Teams that residents and business owners can work with District Teams to resolve issues quickly and, therefore, reduce the number of GRAMS created.

SPECIAL OPERATIONS SECTION

PROGRAM MISSION

To maintain peace and order in Arlington and surrounding jurisdictions through the efficient management and administration of significant special events, specialized services, and law enforcement programs.

- Respond to and coordinate calls for significant events and special details.
- Ensure compliance with County motor vehicle and parking ordinances.
- Ensure the safety of children at designated school crossing areas.
- Manage the Photo Red Light Enforcement Program.
- Manage special events requiring Police staffing.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to increases in employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the reduction below. The FY 2019 proposed budget reflects the following position transfers:
  - The transfer in of one Administrative Technician II from the Operations Patrol Section ($106,344, 1.0 FTE).
  - The transfer in of one Police Lieutenant from the Criminal Investigations Section ($200,895, 1.0 FTE).
  - The transfer in of one Police Sergeant from the Operations Patrol Section ($151,971, 1.0 FTE).
  - The transfer out of two Police Officer II positions to the Operations Patrol Section ($180,766, 2.0 FTEs).

FY 2019 PROPOSED BUDGET REDUCTION

↑ Elimination of two vacant Public Service Aides ($151,764, 2.0 FTEs) that help with school crossings and special events, when needed, and other duties as assigned.
IMPACT: The Department has 16 Public Service Aides positions which handle a variety of tasks including parking ticket violations, school crossing guard assistance and special event management. Over the last few years, due in part to difficulty in hiring, the department has maintained service at a reduced level of staffing. The elimination of these two vacant positions will not impact current operations of the Police Department.

SPECIAL OPERATIONS SECTION

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$5,081,160	$5,507,378	$5,608,043	2%
Non-Personnel	804,316	919,928	919,928	-
Total Expenditures	5,885,476	6,427,306	6,527,971	2%
Fees	824,623	750,000	750,000	-
Total Revenues	824,623	750,000	750,000	-
Net Tax Support	$5,060,853	$5,677,306	$5,777,971	2%
Permanent FTEs	64.00	61.00	62.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	64.00	61.00	62.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of escorts/dignitary protections provided	240	225	203	233	260	260
Number of special events staffed by Police employees	106	98	104	101	105	110

- The number of escorts/dignitary protections provided decreased in FY 2015 because the Police Department eliminated escorts for celebrities, dignitaries, and professional sports teams unless there was a safety and/or security need. The Department anticipates an increase in dignitary escorts due to the newly-elected President coming to the Pentagon more frequently, as well as foreign dignitaries staying in local hotels to visit the newly-elected President. Funeral escorts are increasing in FY 2017 and FY 2018. FY 2016 appears to be an anomaly and does not trend with historical data.
- 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.

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 ensure a comprehensive terrorism strategy is implemented.
- Work cooperatively and collaboratively with state, local, and federal agencies in maintaining partnerships.

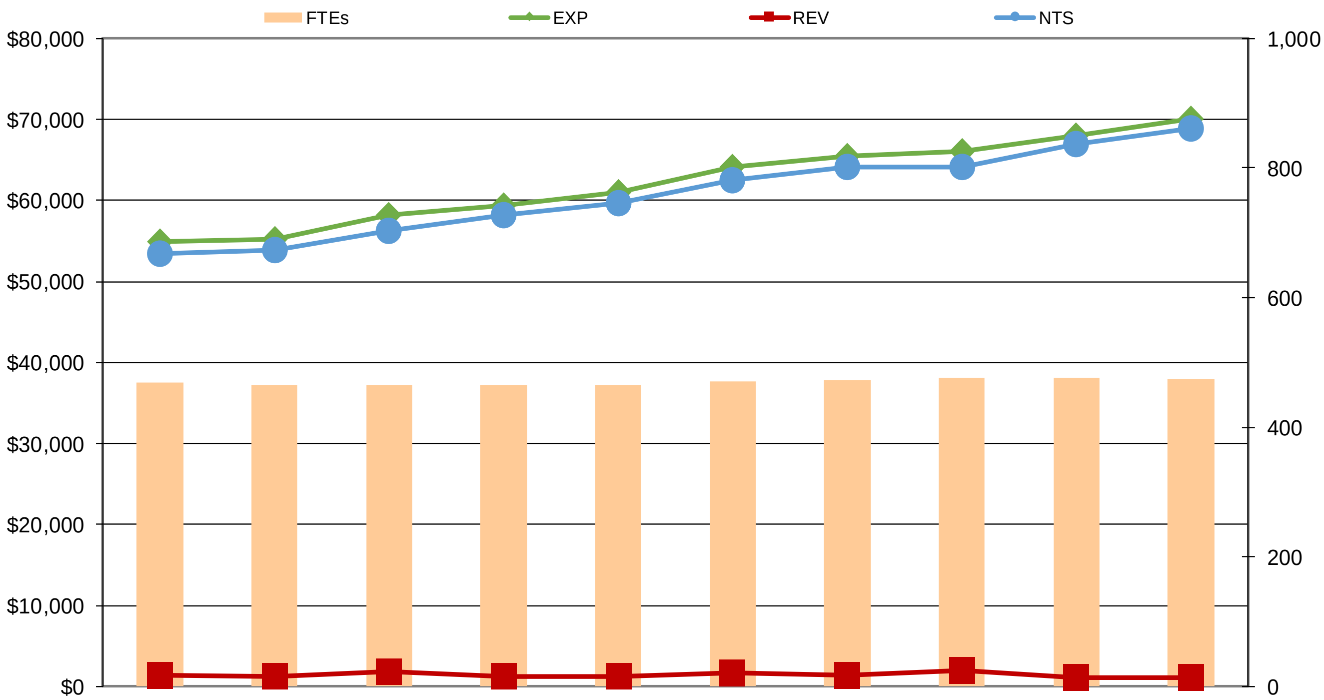
SIGNIFICANT BUDGET CHANGES

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

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$425,075	$657,963	$701,918	7%
Non-Personnel	-	-	-	-
Total Expenditures	425,075	657,963	$701,918	7%
Fees	-	-	-	-
Total Revenues	-	-	-	-
Net Tax Support	425,075	657,963	701,918	7%
Permanent FTEs	5.00	5.00	5.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	5.00	5.00	5.00	

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$54,894	$55,241	$58,157	$59,296	$60,965	$64,188	$65,439	$66,041	$68,029	$69,992
REV	$1,410	$1,314	$1,866	$1,182	$1,248	$1,696	$1,369	$1,939	$1,066	$1,059
NTS	$53,484	$53,927	$56,291	$58,114	$59,717	$62,492	$64,070	$64,102	$66,963	$68,933
FTEs	469.00	465.00	466.00	466.00	466.00	470.00	472.00	476.00	476.00	475.00

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($268,490).	
	▪ Non-personnel expenses reflect increases in fuel ($145,591) and telephone and communications ($16,369) as well as adjustments to electricity, gas, and water ($18,618), and one-time County training funds in anticipation of new COPS grant supported positions ($43,506). These increases are partially offset by decreases in charges for County owned vehicles ($195,686) and building repairs ($15,000).	
	▪ Revenue increased due to an anticipated grant award from the COPS Hiring Recovery Program to restore sworn officer positions which were eliminated in the proposed budget (6.00 FTEs; $480,532). The increase was partially offset by decreases in revenue from fees ($73,000) and other grants ($111,000) to better reflect the current and anticipated economic climate.	
	▪ Eliminated one of four Identification Technician positions in the Forensic Identification Unit ($77,108).	(1.0)
	▪ As part of Department-wide administrative reductions, funds were decreased for overtime pay ($86,324), memberships ($4,800), training ($24,000), travel ($5,378), consultants ($108,741), recruitment ($15,155), postage ($1s1,832), printing ($23,915), subscriptions and books ($9,790), office supplies ($50,906), operating supplies ($50,906), wearing apparel ($50,905), operating equipment ($100,000), rental of privately owned vehicles ($73,049), telephone and paging services ($14,714), equipment repair ($8,379), and unclassified services ($500).	
	▪ De-appropriated six positions and the corresponding grant revenue after the Department did not receive an anticipated COPS Hiring Grant ($480,532; 6.0 FTEs).	(6.0)
FY 2011	▪ The County Board added one-time funding for operating supplies to cover additional expenses that will be incurred due to the parking ticket fee increase that goes into effect on July 1, 2010 ($20,000).	
	▪ Eliminated one of two Office of Emergency Management Liaison positions (1.0 FTE; $153,762) and one of three Corporals responsible for background investigation (1.0 FTE; $116,830).	(2.0)
	▪ Eliminated a vacant Management Specialist V position, one of two positions that serve as Public Information Officers (1.0 FTE; $82,369).	(1.0)
	▪ Eliminated one of three Records Assistant positions (1.0 FTE; $44,078).	(1.0)
	▪ Reduced funding for training based on not receiving the COPS Hiring Recovery Grant ($43,506).	
FY 2012	▪ The County Board increased authorized over-strength positions from five to ten and provided one-time funding for 50 percent of the cost of the positions ($354,645).	
	▪ The County Board approved funding for the continuation of two positions	1.0

Fiscal Year	Description	FTEs
	previously funded with grant funds: the Grants to Encourage Arrest Policies and Enforcement of Protective Orders (GEAP) program ($67,718, 1.0 FTE) and the Gang Task Force grant (115,339).	
	▪ The County Board approved a one percent one-time lump sum payment for employees at the top step.	
	▪ Increased funding for critical maintenance services of public safety information technology systems ($307,946), annual maintenance and replacement of County vehicles ($213,989), and normal contractual increases ($2,039) partially offset by adjustments to fuel ($150,000), contract expenses for the Photo Red Light Enforcement Program ($184,800) and the deduction of one-time funding added in FY 2011 for operating supplies related to the parking ticket fee increase ($20,000).	
	▪ Decreased revenues in Photo Red Light Enforcement Program to reflect current number of intersections monitored ($369,600), other miscellaneous fees ($4,000), grant revenue due to the loss of the Gang Task Force grant ($108,025) and elimination of prisoner travel expense reimbursements ($1,000) which are now credited to travel expense.	
	▪ Increased revenues in taxicab licenses ($25,000) and concealed weapons ($900).	
FY 2013	▪ The County Board added funding for enhanced weekend and holiday staffing for the entertainment districts ($60,000).	
	▪ The County Board approved two additional holidays for FY 2013 ($107,500).	
	▪ One-time funding included for overstrengths ($339,170 in personnel, $40,830 in non-personnel).	
	▪ One position was added for the Photo Red Light program ($66,794).	1.0
	▪ A grant funded position was eliminated.	(1.0)
	▪ Increased funding for vehicle fuel ($106,500).	
	▪ Increased funding for maintenance services of public safety information technology (IT) systems ($26,625) and Public Safety Network ($65,000).	
	▪ Added equipment funding for new recruits ($40,830).	
	▪ Increased contract funding for Photo Red Light for eight additional cameras ($371,308).	
	▪ Reduced the annual expense for the maintenance and replacement of County vehicles ($94,902).	
	▪ Revenue increased for higher projections for the Photo Red Light Enforcement Program based on the current number of intersections monitored and prior year actual revenues ($125,000), and additional Photo Red Light revenues for eight new cameras ($558,688).	
	▪ Taxicab license revenue increased based on prior year actuals ($20,000).	
FY 2014	▪ Revenue from impound vehicles storage fees increased ($10,000).	
	▪ Removed one-time funding for overstrength positions ($339,170) and	

Fiscal Year	Description	FTEs
	recruit equipment ($40,830).	
	▪ Added funding for pay reclassifications for public safety positions ($1,032,677).	
	▪ Reduced the annual expense for the maintenance and replacement of County vehicles ($5,947).	
	▪ Added funding for maintenance of public safety information technology systems ($48,416).	
	▪ Increased Intra-county charges reflecting an administrative fee to cover costs associated with staffing special events ($10,000).	
	▪ Increased hourly rate from $50 to $60 per hour charged for sworn staff working special events ($100,000).	
FY 2015	▪ The County Board added one-time funding for additional overtime to address the costs associated with pub crawl events ($42,000).	
	▪ The County Board added one-time funding to continue participation in the Regional Gang Task Force ($25,000).	
	▪ Added funding for three Police Officer positions ($373,789) for the implementation of a Community Oriented Policing Services (COPS) Grant.	3.0
	▪ Transferred a Public Safety Technology Manager ($171,805) from the Department of Technology Services to the Police Department.	1.0
	▪ Added one-time funding for non-personnel expenses related to the COPS grant ($113,156).	
	▪ Increased fees for accident reports, background checks, and police report verifications ($31,920).	
	▪ Grant revenue increased due to the receipt of a COPS Grant ($245,669).	
FY 2016	▪ The County Board reduced the personnel budget to adjust for expected vacancies ($189,619).	
	▪ Transferred 2.0 FTEs from the Fire Department for the consolidation of public safety information technology ($248,473).	2.0
	▪ Added one-time funding for additional overtime for the Rosslyn Pedestrian Safety Initiative during peak traffic congestion period ($176,400).	
	▪ Fee revenue increased due to an increased concealed weapons revenue ($18,000), partially offset by reductions in storage/boot fees ($10,000) and taxicab license revenue ($5,000) based on prior year actuals.	
	▪ Grant revenue decreased due to adjustments to the Community Oriented Policing Services (COPS) grant ($60,795).	
	▪ Included ongoing funding for continued participation in the regional gang task force ($25,000) and additional overtime to provide additional staffing in the Clarendon business district to meet weekend and special event demands ($113,378), both of which had been funded in prior fiscal years by the County Board with one-time funds.	

Fiscal Year	Description	FTEs
FY 2017	▪ Added funding for the addition of six patrol officers ($491,500) to provide support to the Operations Division in order to help maintain minimum staffing levels to ease call-back overtime and mandatory hold-overs so Police can carry out day-to-day core Police services. ▪ Added one-time funds for wearing apparel and equipment for the new patrol officers ($124,722, one-time). ▪ Added funds for contractual increases in the parking ticket system ($149,000) and transportation by others ($23,384). ▪ Transferred funds for Public Safety Information Technology (PSIT) activities from the Office of Emergency Management, Fire Department, and the Sheriff's Department ($38,453). ▪ Decreased funds for adjustments to the annual expense for maintenance and replacement of County vehicles ($125,038). ▪ Revenue increases in false alarm fines ($15,000), solicitor permit revenue ($3,500), and taxicab license revenue ($5,000). ▪ Revenue decreased due to a reduction in the Community Oriented Policing Sources Grant (COPS) ($161,783) and a decrease in the impound vehicle storage fee revenue ($10,000).	6.0
FY 2018	▪ Added funding for the reclassification of three vacant Public Service Aide positions to free up uniform resources for additional patrol support ($40,544). ▪ Transferred funds to the Office of Emergency Management and the Fire Department for their portions of the Records Management System/Computer Aided Dispatch Costs (291,485). ▪ Removed one-time funding for wearing apparel and equipment for the officers hired in FY 2017 ($124,032). ▪ Decreased fuel charges ($274,145). ▪ Added funds for the new Criminal Justice Records Management System for Police and Sheriff ($163,365). ▪ Added funds for contractual increases ($60,343). ▪ Added funds for the adjustment to the annual expense for maintenance and replacement of County vehicles ($152,140). ▪ Added funds for training and armory associated with the opening of the new firing range, which is partially funded by the reallocation of Peumansend Creek Regional Jail closure savings ($148,700). ▪ Decreased grant revenue due to the conclusion of the Community Oriented Policing Sources (COPS) Grant ($15,907). ▪ Decreased red light camera fee revenue ($133,688), vehicle boot fee revenue ($5,000), false alarm fine revenue ($30,000), and taxicab license revenue ($27,000). ▪ Increased patrol camp fees from $65 to $95 ($10,400) and increased various charges associated with hand license fees ($4,800).	

Fiscal Year	Description	FTEs
	▪ *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*

ARLINGTON
VIRGINIA

FIRE DEPARTMENT
James Bonzano, Chief
2100 CLARENDON BLVD., SUITE 400, ARLINGTON, VA 22201
703-228-3362
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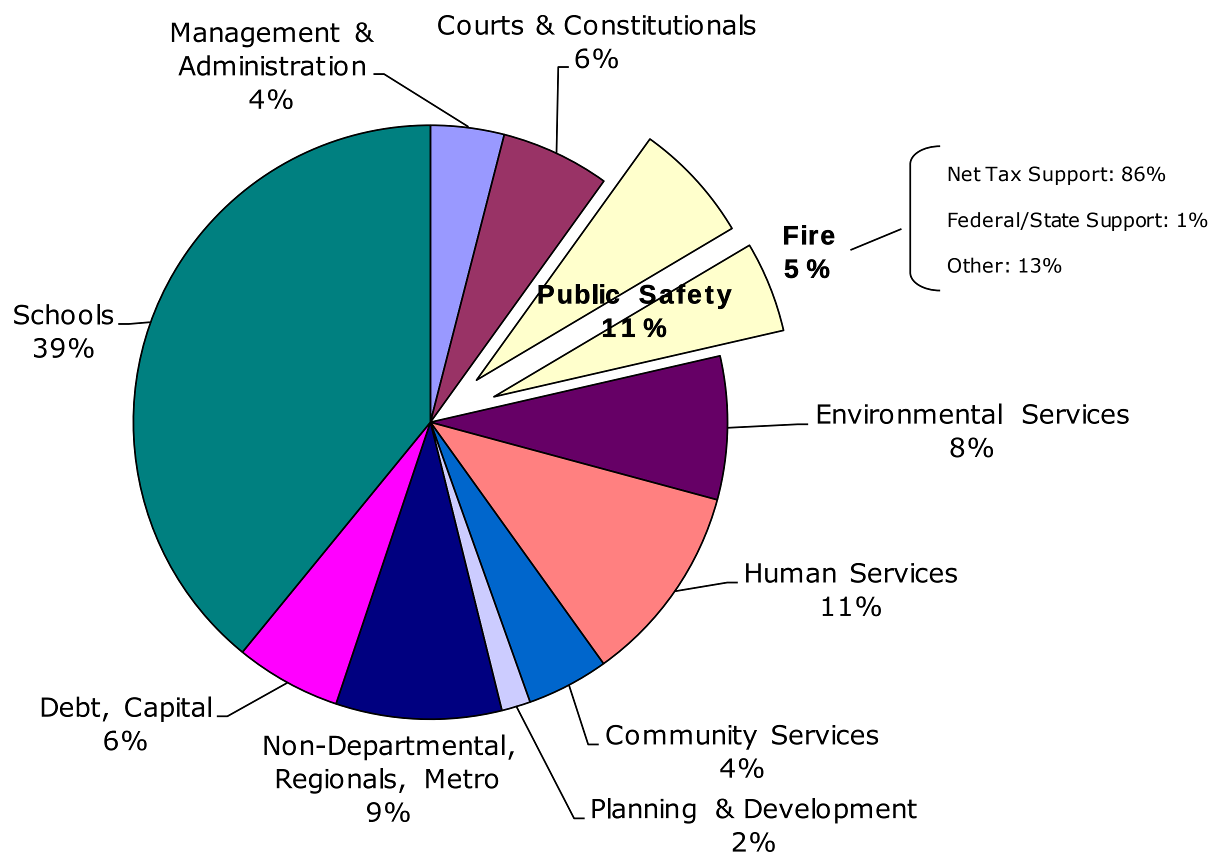
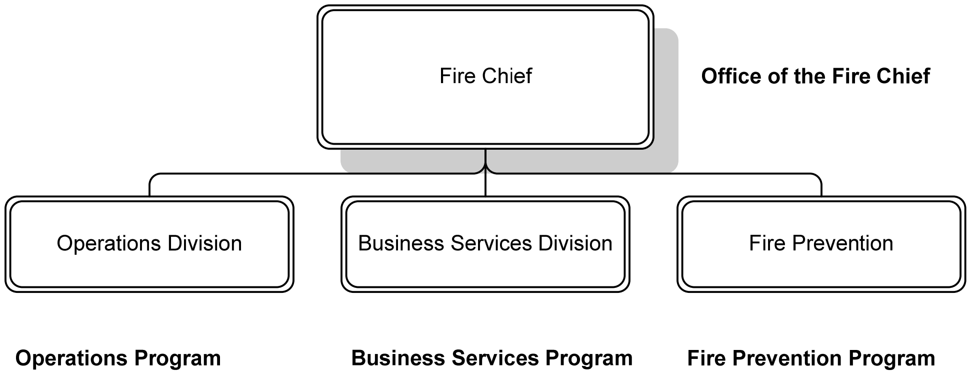
Our Mission: To mitigate threats to life, property and the environment through education, prevention, and effective response to fire, medical, and environmental emergencies

FY 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Fire Department is $62,885,709, a five percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases due to the addition of nine Firefighter/EMT I positions ($750,000, 9.0 FTEs) to begin staffing for the implementation of a Kelly Day schedule, employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and a four percent pay adjustment for sworn uniformed employees as part of the first year of a five-year classification maintenance study for job classes in the County. These increase are partially offset by the removal of one-time funding for a second recruit class ($759,286) and the reduction itemized below.
- ▪ Similar to FY 2018, two Fire recruit classes will be held in FY 2019 to meet existing staff attrition and the addition of the nine firefighters highlighted above. 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.
- ↓ Non-personnel decreases primarily due to the removal of one-time funding for second recruit class of 20 recruits ($268,120), partially offset by adjustments to the annual expense for the maintenance and replacement of County vehicles ($96,713).
- ↑ Fee revenue increases due to an increase in Fire System Test fees ($334,200) and higher projections in the Falls Church reimbursements based on the FY 2018 actual budget and reconciliation of prior year payments with actual expenditures ($556), partially offset by a reduction in permit fees ($28,250) and special events fees ($50,000) collected based on FY 2016 and FY 2017 actuals.
- ↓ Grant revenue decreases due to the transfer of the National Incident Management System (NIMS) grant funds to the Department of Public Safety Communications and Emergency Management ($125,000), offset by an increase in the Four for Life Emergency Medical Services Grant ($2,884).

FY 2019 Proposed Budget Reduction

Business Services Division

- Elimination of vacant civilian position, yet to be identified, based on department vacancies ($85,000, 1.0 FTE).

  IMPACT: The loss of this position creates a reduction in efficiency of the Fire Department's administrative processes and an increased workload on other department employees, potentially affecting day to day operations in the field.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$51,037,442	$52,018,405	$55,278,413	6%
Non-Personnel	6,997,130	7,772,525	7,607,296	-2%
Total Expenditures	58,034,572	59,790,930	62,885,709	5%
Fees	7,262,764	7,946,473	8,202,979	3%
Grants	929,499	954,186	832,070	-13%
Total Revenues	8,192,263	8,900,659	9,035,049	2%
Net Tax Support	$49,842,309	$50,890,271	$53,850,660	6%
Permanent FTEs	332.00	332.00	340.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	332.00	332.00	340.00	

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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. The FY 2019 proposed budget reflects the following position transfers:
  - The transfer in of three Deputy Fire Chief positions ($761,946, 3.0 FTEs), one Physician position ($272,274, 1.0 FTE), and one Physician Assistant position ($163,492, 1.0 FTE) from the Operations Division.
  - The transfer out of one Fire/EMS Battalion Chief position ($196,943, 1.0 FTE), a Fire/EMS Captain II position ($203,709, 1.0 FTE), and a Fire/EMS Captain I position ($184,745, 1.0 FTE) to the Operations Division.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,564,718	$1,515,809	$1,868,755	23%
Non-Personnel	52,414	3,600	3,600	-
Total Expenditures	1,617,132	1,519,409	1,872,355	23%
Fees	206,980	150,000	150,000	-
Total Revenues	206,980	150,000	150,000	-
Net Tax Support	$1,410,152	$1,369,409	$1,722,355	26%
Permanent FTEs	9.00	6.00	8.00	
Temporary FTEs	-	-	-	
Authorized FTEs	9.00	6.00	8.00	

PROGRAM MISSION

To reduce or eliminate threats to life, property, and the environment through effective emergency and non-emergency response to requests for service.

- Operations 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 Operations 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.
- 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 in rental units, and develop pre-plans for responses to various buildings.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of nine Firefighter/EMT I positions ($750,000, 9.0 FTEs) to begin staffing for the implementation of a Kelly Day schedule, employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and a four percent pay adjustment for sworn uniformed employees as part of the first year of a five-year classification maintenance study for job classes in the County. The FY 2019 proposed budget also reflects the following position transfers:
  - The transfer in of one Fire/EMS Battalion Chief position ($196,943, 1.0 FTE), one Fire/EMS Captain II position ($203,709, 1.0 FTE), and one Fire/EMS Captain I position ($184,745, 1.0 FTE) from the Office of the Fire Chief.
  - The transfer in of two Fire/EMS Captain II positions ($319,494, 2.0 FTEs), two Fire/EMS Captain I positions ($342,772, 2.0 FTEs), and four Fire/EMS Lieutenant positions($655,270, 4.0 FTEs) from the Fire Prevention Office.
  - The transfer out of three Deputy Fire Chief positions ($761,946, 3.0 FTEs), one Physician position ($272,274, 1.0 FTE), and one Physician Assistant position ($163,492, 1.0 FTE) to the Office of the Fire Chief.
  - The transfer out of one Warehouse Coordinator position ($90,411, 1.0 FTE) and two Fire/EMS Captain II positions (413,018, 2.0 FTEs) to the Business Services Division.
  - Similar to FY 2018, two Fire recruit classes will be held in FY 2019 to meet existing staff attrition and the addition of the nine firefighters highlighted above. 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.
- ↓ Non-personnel expenditures decrease primarily due to the removal of one-time funding for recruitment of a second recruit school ($35,704).
- ↓ Fee revenue decreases due to projected Special Event fees based on FY 2016 and FY 2017 actuals ($50,000), partially offset by higher projections in the Falls Church reimbursements based on the FY 2018 actual budget and reconciliation of prior year payments with actual expenditures ($556).
- ↓ Grant revenue decreases due to the transfer of the National Incident Management System grant to the Department of Public Safety Communications and Emergency Management as

OPERATIONS PROGRAM

part of the FY 2017 closeout process ($125,000), partially offset by an increase in the Four-for-Life Emergency Medical Services grant ($2,884).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$45,845,272	$46,316,840	$50,170,886	8%
Non-Personnel	1,173,467	994,324	964,309	-3%
Total Expenditures	47,018,739	47,311,164	51,135,195	8%
Fees	2,293,972	2,700,973	2,651,529	-2%
Grants	923,870	954,186	832,070	-13%
Total Revenues	3,217,842	3,655,159	3,483,599	-5%
Net Tax Support	$43,800,897	$43,656,005	$47,651,596	9%
Permanent FTEs	295.00	293.00	305.00	
Temporary FTEs	-	-	-	
Authorized FTEs	295.00	293.00	305.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average response time for all incidents (in minutes)	4.8	4.4	4.4	4.1	4.1	4.1
Average response time for Fire incidents (in minutes)	4.6	4.4	4.3	4.2	4.2	4.2
Average response time for EMS incidents (in minutes)	4.7	4.4	4.5	4.1	4.1	4.1
Average response time for Public Service (non-emergency) incidents (in minutes)	4.9	4.9	4.6	4.2	4.2	4.2
Average response time for on-scene to patient side (in minutes)	2.8	2.8	2.7	2.9	2.8	2.8
Percentage of emergency incidents reached within four minutes of dispatch	57%	59%	58%	61%	60%	60%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Advanced Life Support (ALS) training hours	20,172	16,496	19,156	18,840	21,256	21,256
Basic Life Support (BLS) training hours	15,360	14,320	24,240	23,336	21,160	18,080
Firefighter training hours	128,644	129,280	145,494	163,320	171,000	169,080
Fire incident responses	6,286	6,657	6,608	6,842	6,600	6,600
Hazardous materials responses	857	830	819	919	850	850
Public service non-emergency responses	1,744	1,859	1,672	1,798	1,770	1,770
Emergency Medical Services (EMS) incident responses	15,150	15,521	15,441	15,158	15,500	15,500

OPERATIONS PROGRAM

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Bomb Squad responses	6	15	10	5	8	8

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Technical Rescue Team responses	8	14	21	12	15	15
Swiftwater responses	1	1	2	1	2	2
Total Arlington units responding to all incidents	54,401	56,643	61,654	55,159	58,000	58,000

- 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.
- Basic Life Support training hours decreased in FY 2017 due to less recruits in recruit school compared to the prior fiscal year. These hours fluctuate based on the number of recruit schools planned by the Department each fiscal year. The FY 2018 estimate is based upon a budgeted recruit school of 31 recruits. The FY 2019 estimate is based upon a budgeted recruit school of 20 recruits.
- 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 2019, recruit school hours are based on 40 recruits for a total of 38,400 hours, which is a total of 169,080 hours.

BUSINESS 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.

- 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 support for all programs concerning expenditures and revenues of the Department, including developing, implementing, monitoring, and managing the Department's yearly financial plan, and managing the ambulance billing and fee collection 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.
- Coordinates all health related issues for uniformed members of the Department, including: all pre-employment, periodic, annual, and special physicals for members of the Hazardous Materials Response Team; coordinates with the Department of Human Services (DHS) for other health related services and with DHS and outside contractors to assist members returning to duty from occupational injuries or illnesses.
- Provides recruit training in addition to the daily training required for all Firefighters and Medics. Training for recruits is provided in-house by several uniformed personnel from other programs throughout the Department, in addition to the small dedicated training staff assigned to the Department's Training Academy.
- Provides administrative support to Department personnel, including recruitment and processing of applicants, payroll, personnel actions, maintenance of employee records, promotional processes, and other related services. Administrative support functions include human resources management and administrative/clerical support.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, increases in retirement contributions based on current actuarial projections, and the transfer of positions as part of a Departmental reorganization, partially offset by the reduction below. The FY 2019 proposed budget reflects the following position transfers:
  - The transfer in of one Warehouse Coordinator position ($90,411, 1.0 FTE) from the Operations Division.
  - The transfer in of two FIRE/EMS Captain II positions ($413,018, 2.0 FTEs) from the Operations Division.
  - The transfer out of a Fire Inspector position ($110,880, 1.0 FTE) to the Fire Prevention Office.

BUSINESS SERVICES PROGRAM

- ↓ Non-personnel decreases primarily due to the removal of one-time funding for a recruit school of 20 recruits ($33,756) and a decrease in wearing apparel ($198,359), partially offset by adjustments to the annual expense for the maintenance and replacement of County vehicles ($96,713).

FY 2019 Proposed Budget Reduction

- ↓ Elimination of vacant civilian position, yet to be identified, based on department vacancies ($85,000, 1.0 FTE).

  IMPACT: The loss of this position creates a reduction in efficiency of the Fire Department's administrative processes and an increased workload on other department employees, potentially affecting day to day operations in the field.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,429,695	$827,894	$1,134,379	37%
Non-Personnel	5,687,956	6,697,782	6,562,568	-2%
Total Expenditures	7,117,651	7,525,676	7,696,947	2%
Fees	3,369,800	3,851,500	3,851,500	-
Total Revenues	3,369,800	3,851,500	3,851,500	-
Net Tax Support	$3,747,851	$3,674,176	$3,845,447	5%
Permanent FTEs	11.00	7.00	8.00	
Temporary FTEs	-	-	-	
Authorized FTEs	11.00	7.00	8.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Department facilities passing safety inspection	100%	100%	100%	100%	100%	100%
Total number of EMS Calls	15,332	15,547	15,441	15,158	15,500	15,500
Total number of transports	10,684	10,205	9,538	8,921	9,000	9,000
Total number of diversions	4,648	5,342	5,903	6,237	6,500	6,500

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Capital projects underway	1	2	2	2	2	2
Number of grants accepted/received	3	5	2	2	2	2

- The total number of diversions includes signed waivers of service by callers, who refused service by Arlington County EMS personnel.

FIRE PREVENTION PROGRAM

PROGRAM MISSION

To reduce threats to life, property and the environment through education, inspection, enforcement, and community service.

Code Enforcement

- Enforces the Fire Prevention Code and enforces requirements in the County code in order to ensure public building safety. These functions are accomplished through comprehensive Fire Prevention Code inspections and ongoing training in the community.

Investigations

- Investigates the causes of fires, explosions and environmental crimes, and renders safe all identified hazardous devices. Investigations are conducted to determine the origin and cause of fires or explosions and determine the circumstances or persons responsible for spills, leaks, and/or cleanup of environmental incidents.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer of positions as part of a Department reorganization. These decreases are partially offset due to employee salary increases, an increase in the County's cost for employee health insurance, and increases in retirement contributions based on current actuarial projections. The FY 2019 proposed budget reflects the following position transfers:
  - The transfer in of one Fire Inspector position ($110,880, 1.0 FTE) from the Business Services Division.
  - The transfer out of two Fire/EMS Captain II positions ($319,494, 2.0 FTEs), two Fire/EMS Captain I positions ($342,772, 2.0 FTEs), and four Fire/EMS Lieutenant positions ($655,270, 4.0 FTEs) to the Operations Division.

↑ Fee revenues increase due to an increase in Fire System Test fees ($334,200) offset by a reduction in permits fees collected based on FY 2016 and FY 2017 actuals ($28,250).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,197,757	$3,357,862	$2,104,393	-37%
Non-Personnel	83,293	76,819	76,819	-
Total Expenditures	2,281,050	3,434,681	2,181,212	-36%
Fees	1,392,012	1,244,000	1,549,950	25%
Grants	5,629	-	-	-
Total Revenues	1,397,641	1,244,000	1,549,950	25%
Net Tax Support	$883,409	$2,190,681	$631,262	-71%
Permanent FTEs	17.00	26.00	19.00	
Temporary FTEs	-	-	-	
Authorized FTEs	17.00	26.00	19.00	

FIRE PREVENTION PROGRAM

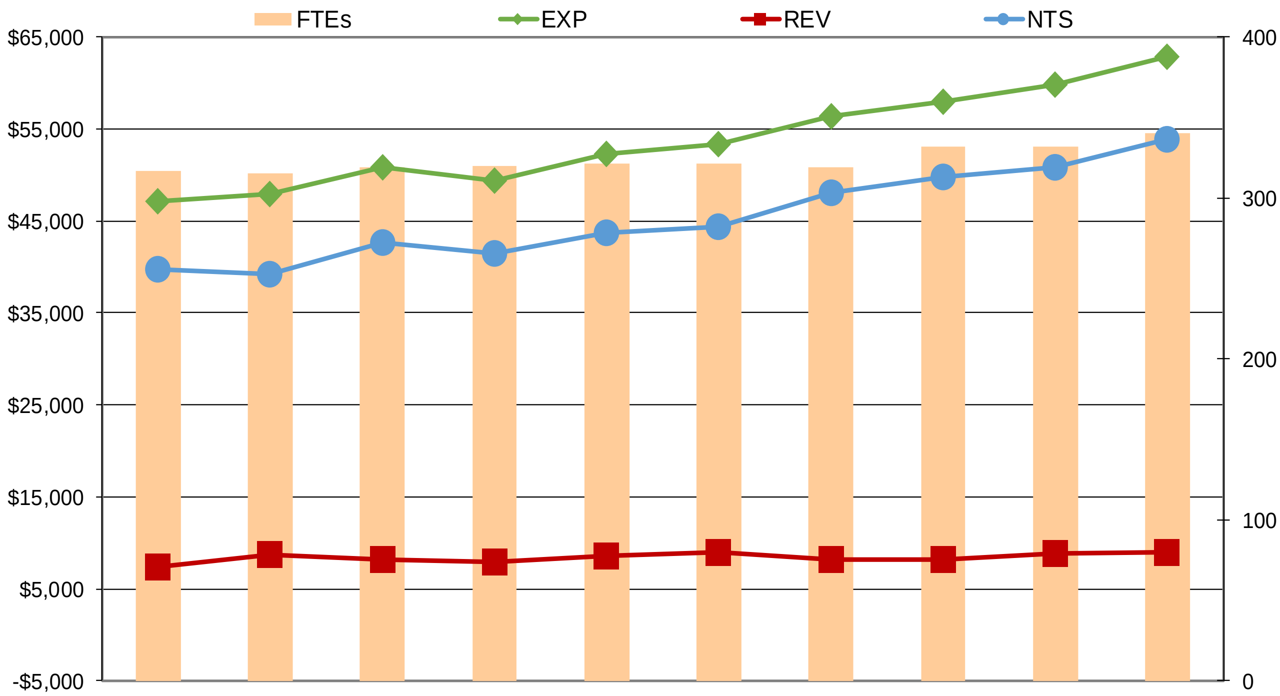
PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of fire deaths	2	3	1	2	0	0
Number of large loss fires (greater than $50,000)	8	11	11	11	10	10
Environmental crimes investigated	9	10	18	3	7	7
Estimated non-vehicle fire loss (in millions)	$2.9	$5.1	$3.1	$2.9	$3.0	$3.0
Fires investigated	86	80	108	228	200	200
Violations cited	3,655	3,159	3,864	4,109	3,900	3,900

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Fire Prevention Code permits issued	1,096	977	1,058	1,327	1,200	1,200
Inspections conducted	2,838	2,380	2,711	3,283	3,200	3,200
Percentage of fire protection systems tested and inspected	93%	93%	81%	82%	85%	85%
Number of smoke detectors installed	120	928	655	591	600	600

- The increase in fires investigated for FY 2017 is due to more accurate data extraction. In prior years, this data was compiled from FOIA (Freedom of Information Act) reports, which generally only captured fires of significance. This year, the data was extracted from the Fire RMS program based upon the Fire Marshal's selection of "investigate" as their action type. This method provides a more accurate view of the actual investigations and captures both significant and less significant incidents.
- Violations cited is a reflection of the inspection process working as designed. The increase for FY 2017 was due to new properties entering the program. More violations are found in "first visit" buildings, which typically decline as the routine inspection cycle progresses.
- The Inspection Program includes all Fire Prevention Code, fire protection systems, and hazardous materials inspections.
- The 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. Numbers listed are all for a calendar year. The number of smoke detectors installed significantly increased in 2015 with the inception of this initiative.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$47,138	$47,908	$50,813	$49,378	$52,274	$53,390	$56,349	$58,035	$59,791	$62,886
REV	$7,354	$8,729	$8,182	$7,873	$8,614	$9,029	$8,234	$8,192	$8,901	$9,035
NTS	$39,784	$39,179	$42,631	$41,505	$43,660	$44,361	$48,115	$49,842	$50,890	$53,851
FTEs	316.55	315.00	319.00	320.00	321.00	321.00	319.00	332.00	332.00	340.00

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($181,862).	
	▪ Increased funding for utilities ($45,910), rental of County vehicles ($186,204), fuel charges ($48,331), telephone and communications charges ($9,314) and uniformed physicals contract ($10,284).	
	▪ Eliminated a Field Telecommunications position ($77,648, 1.0 FTE) and an Administrative Support position ($76,510, 1.0 FTE); reduced funding for personal protective clothing ($200,000), repairs to buildings and equipment ($33,795) printing ($3,289), postage ($1,680) and subscriptions ($2,233); and eliminated the pre-incident planning software on Mobile Data Computers in response apparatus and vehicles ($39,938).	(2.0)
	▪ One-time reductions were made in funding for recruit physicals and psychological testing ($57,131), recruit wearing apparel ($169,320), and active recruitment ($34,167).	
	▪ Eliminated a Battalion Chief position at the Training Academy ($185,449, 1.0 FTE).	(1.0)
	▪ Eliminated a Battalion Chief position, a Captain position, and a Supply Clerk position ($393,258, 3.0 FTEs) in Logistics.	(3.0)
	▪ Eliminated the Public Education position ($83,821, 1.0 FTE) and added three Inspector positions and one Administrative support staff ($332,354, 4.0 FTEs) in Fire Prevention.	3.0
	▪ Eliminated a grant funded HAZMAT position at the Pentagon ($186,215, 1.0 FTE), rescheduled the FY 2010 recruit class to FY 2011 ($1,227,320), and reduced employee training $(32,266) and subscriptions ($1,600).	(1.0)
	▪ *Increased the temporary Operational Director position by 0.25 FTEs as part of the FY 2009 Closeout.*	*0.25*
	▪ Increased revenues due to an increased projection in the City of Falls Church reimbursement ($261,142), ambulance transport revenue ($100,000), and additional inspection fee revenues ($332,354), partially offset by decreases in the SAFER grant ($77,333) and the HAZMAT Pentagon grant ($169,493).	
FY 2011	▪ The County Board approved $759,633 in additional personnel funding for new recruit class in FY 2011. This is in addition to the $855,750 proposed by the County Manager for a total of $1,615,383.	
	▪ Eliminated a Battalion Chief position assigned to the Office of Emergency Management ($182,848, 1.0 FTE).	(1.0)
	▪ Eliminated one of two Emergency Medical Services Battalion Chief positions through attrition and reduce contracted training services in order to upgrade the temporary Operational Medical Director position in the Office of the Fire Chief to a permanent full-time position (net reduction: $67,444, 0.55 temporary FTE).	0.55
	▪ Increased funding for recruit physicals, psychological examinations and fingerprinting ($26,965), personal protective clothing ($96,278) and recruitment ($34,167).	

Fiscal Year	Description	FTEs
	▪ Increased fee revenues due to higher projections for ambulance transport fees ($300,000), partially offset by lower projections for Falls Church billing ($58,915). ▪ Decreased grant revenues due to the final year of the SAFER grant ($56,000), partially offset by an increase in the National Medical Response Team grant ($29,880).	
FY 2012	▪ The County Board restored the Battalion Chief position in Logistics that was eliminated in FY 2010 ($197,913, 1.0 FTE).	1.0
	▪ The County Board approved a one percent one-time lump sum payment for employees at the top step.	
	▪ Added funding for three Community Inspector positions for fire protection systems testing ($298,124, 3.0 FTEs) and for a recruit class in FY 2012 ($264,860).	3.0
	▪ Increased funding for computers, phones, uniforms and auto fund charges for the new Community Inspector positions ($12,889). ▪ Decreased annual expenses for County vehicle charges ($196,929), fuel charges ($100,000) and personal protective clothing ($11,466). ▪ Increased fee revenues in systems testing ($332,800) due to the addition of the three Community Inspectors, and higher projections for ambulance transport fees ($35,000), partially offset by lower projections for permitted buildings inspections ($158,269) and Falls Church reimbursements ($106,259).	
FY 2013	▪ 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. ▪ Elimination of overtime expense funded by the National Medical Response Team (NMRT) contract. ▪ Conversion of 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. ▪ Additional 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). ▪ Additional costs for maintenance, repairs, and fuel for Falls Church fire apparatus and medic unit ($95,000), which are reimbursed by the City. These increases are partially offset by a decrease in the Falls Church reimbursements for other services ($11,729). ▪ Reallocation of funding from the Fire Department to the Department of Environmental Services for station bay door maintenance and repairs ($50,000).	

Fiscal Year	Description	FTEs
	▪ 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 increases 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) 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	▪ Transfer of 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).	(2.0)

Fiscal Year	Description	FTEs
	▪ 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).	
FY 2017	▪ The County Board added funding for an additional four Firefighter/EMT I positions to staff a peak time medic unit ($332,468, 4.0 FTEs).	4.0
	▪ The County Board also added one-time funding for wearing apparel for the additional positions ($73,584).	
	▪ Added funding for eight Firefighter/EMT I positions ($664,936, 8.0 FTEs) 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, 1.0 FTE).	9.0
	▪ Increased funding for wearing apparel funded by the Fire Programs grant ($34,484), increases in wearing apparel for the additional Firefighter/EMT I positions ($147,168, one-time funding) and recruit class costs ($19,245). ▪ Increased funding for operating equipment funded by Four-for-Life grant ($4,101). ▪ Transferred funding to the Police Department for Public Safety Information Technology (PSIT) activities ($16,151). ▪ Decreased contractual services funding due to conversion of a contract Physician Assistant (PA) to a permanent position ($137,327). ▪ Increased fee revenue because of a rate increase in ambulance fees ($750,000), partially offset by a projected decrease in volume of ambulance transports ($200,000). ▪ Increased miscellaneous fee revenues ($150,000). ▪ Fee revenue decreased due to lower Falls Church reimbursement ($132,664). ▪ Decreased in 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).	

Fiscal Year	Description	FTEs
	▪ 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).	

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DEPARTMENT OF ENVIRONMENTAL SERVICES
Greg Emanuel, Director
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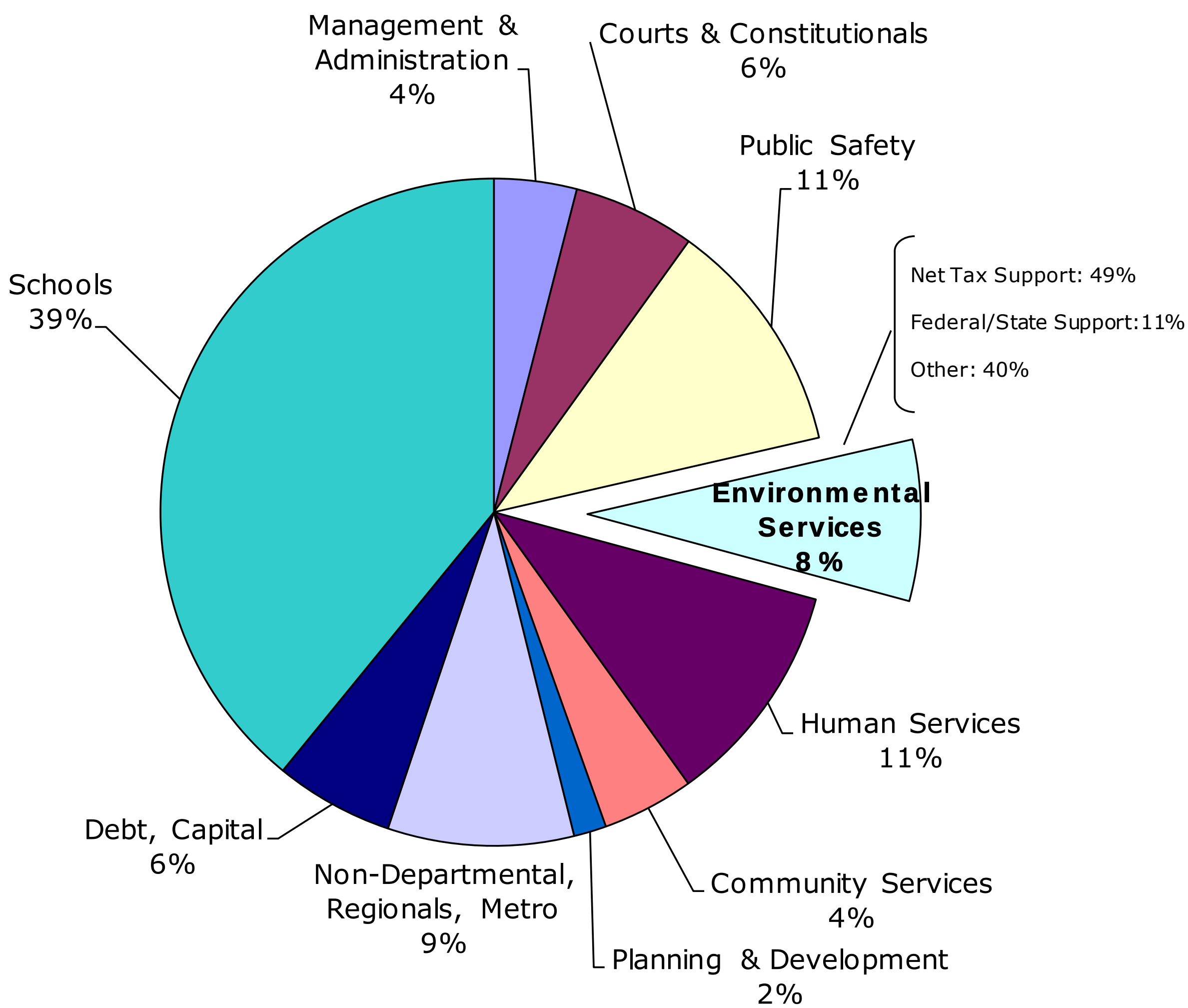
Our Mission: To make Arlington County a vibrant, accessible and sustainable community through strategic transportation, environmental and capital investment projects, while providing excellent customer service, operations, and maintenance in a safe and healthy environment for all.

FY 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

DES Director

Office of the Director

Decision Support

Sustainability & Environmental Management

Stormwater Management

Printing & Mail Services

Transportation & Development

Transportation Program Support
- Transportation Capital Program Management
- Regional Transportation Planning
- Community Relations and Engagement

Transportation Planning & Capital Project Management

Transit Program
- Arlington Transit (ART)
- Paratransit Services (STAR)
- Metrorail & Metrobus Operations Coordination
- Technology Projects
- Capital Coordination

Development Services

Commuter Services Program

Transportation Engineering & Operations
- Traffic Operations
- Residential Permit Parking
- Transportation System Management & Design Program
- Street Lights
- On-street Parking Management
- Off-street Parking Management
- Traffic Signs
- Traffic Signals
- Pavement Markings

Transportation Capital Fund

Ballston Public Parking Garage

Ballston Public Parking Garage – Eighth Level

Crystal City, Potomac Yard, & Pentagon City Tax Increment Financing Area Fund

Facilities & Engineering

Facilities Design & Construction

Engineering Bureau

Real Estate Bureau

Capital Assets Support

Facilities Management Services
- Facilities Maintenance
- Custodial Services
- Warehouse & Carpool

Operations

Operations Management

Solid Waste Bureau
- Customer Service
- 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

Utilities Services Office

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 2019 proposed expenditure budget for the Department of Environmental Services (DES) is $99,358,598, a three percent increase over the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases primarily due to the transfer in of an Assistant Permit Administration Manager from the Development Fund ($127,444, 1.0 FTE), the addition of a Building Engineer position for maintenance of the Buck property (1.0 FTE, $96,260), the conversion of a Trades Worker from a temporary to permanent position to assist with cleaning along Columbia Pike ($6,026, 1.0 permanent FTE), as well as employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections. These increases are partially offset by the transfer out of two Budget Analyst positions responsible for managing transportation capital spending to Transportation Capital Funds ($191,859, 2.0 FTEs), a Transportation Program Manager responsible for developing and managing capital projects to Transportation Capital Funds ($163,678, 1.0 FTE), the transfer of an Administrative Assistant position to the Stormwater Fund ($93,972, 1.0 FTE), an increase of personnel charges to capital funds as a result of an increased emphasis on scoping new capital projects ($247,062), an increase in personnel charges out to capital funds for real estate projects ($116,600), and the reductions itemized below.
- ↑ Non-personnel expense increases in a variety of areas throughout the department.
  - o Transit Programs: 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), the cost of credit card transition fees ($50,000), and the reductions itemized below.
  - o Facilities: Contractual increases ($312,058) and funding for preventive and corrective maintenance at the Buck property ($136,500), partially offset by the reductions itemized below.
  - o Solid Waste: Contractual increases ($22,961) and funding to support additional cleaning services on Columbia Pike ($10,359), partially offset by the reductions itemized below.
  - o Water Sewer and Streets: 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).
  - o Arlington Initiative to Rethink Energy (AIRE): Added one-time funding for a consultant study to update the Community Energy Plan (CEP) ($100,000).
  - o Other increases include additional contractual increases ($17,000), primarily offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($201,565).
- ↑ Fee revenue adjustments are in the following areas:
  - o Solid Waste: 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).

- o Transit: Increase in 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), partially offset by the reductions itemized below.
- o Other increases include a proposed 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 proposed 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 proposed 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), a reduction in credit card transaction fees ($50,000), and the reductions itemized below.

↓ Grant revenue decreases due to a reduction in reimbursement from the Virginia Department of Transportation for maintenance of state owned signals on Fairfax Drive as a result of the transfer of a portion of Fairfax Drive to the County ($83,000).

↓ FTEs decrease by 4.5 due to the reductions itemized below, the transfer of a Transportation Program Manager and two Budget Analysts to the Transportation Capital Fund, and the transfer of an Administrative Assistant to the Stormwater fund. The FTE decreases are partially offset by the addition of a Building Engineer for maintenance of the Buck property, the conversion of a trades worker from temporary to permanent to support cleaning along Columbia Pike, and the transfer in of an Assistant Permit Administration Manager from the Development Fund.

- ▪ The parking meter rate is proposed to increase by $0.25 per hour with an extension of enforcement hours from 8 a.m. – 6 p.m. to 8 a.m. - 8 p.m.
- ▪ The Household Solid Waste Rate is proposed to increase from $314.16 to $316.16 as a result of cost increases for refuse, recycling, and yard waste collection from single family, duplexes, and townhouses.
- ▪ Chapter 22 and Chapter 23 development-related fees are proposed to increase in order to support increased cost recovery of resources required to process, review and approve site civil engineering plans, building plans, and public right-of-way use permits; review and approval of subdivision plats and the administration of public improvement bonds.
- ▪ The Multi-family and Commercial Recycling Program inspection fees are proposed to increase to establish a progressive fee structure that will be based on the business or property type to improve equity in the bearing of program costs rather than the previous flat rate inspection fee structure.

FY 2019 Proposed Budget Reduction

Office of the Director

↓ Eliminate a vacant Chief of Staff Position ($85,000, 1.0 FTE).
IMPACT: FOIA and GRAM coordination and responses will be impacted across the department. Responses to the DES constituent email address and phone calls will be delayed as tasks will be distributed across the department. Administrative functions of this position will be delegated to and absorbed by others within the Department.

↓ Eliminate a part-time, filled Communications Specialist ($34,906, 0.5 FTE).
IMPACT: This would reduce the communications team from 3.5 to 3.0 FTEs in the DES General Fund, resulting in a redistribution of work regarding resident inquiries and community interaction, particularly for projects in transportation planning, facilities and engineering.

Transit Program

- Eliminate Arlington Transit (ART) Route 92 ($348,457 non-personnel; $27,084 fee revenue; $61,602 transfer from other funds).

  IMPACT: Alternate transit service would not be provided in this area. Access to destinations on the route would be accessible via walking from the Crystal City Station (Metrorail and VRE). Additionally, Capital Bikeshare locations provide another alternative in this area. Transit staff will reassess ridership potential after the completion of the Long Bridge Aquatic Facility.

- Eliminate Arlington Transit (ART) Route 54 ($121,801 non-personnel; $24,801 fee revenue).
  IMPACT: While convenient stops in the neighborhoods will be eliminated, alternative service in this area will be offered on nearby arterials: via Metrobus Route 1A & 1B on Wilson Blvd and Metrobus Route 2A on Washington Boulevard.

Transportation Engineering and Operations (TE&O)

- Elimination of a filled Administration/ Front Desk Support position ($74,000, 1.0 FTE).
  IMPACT: Administrative support duties would be reassigned across TE&O staff and temporary contract staff would replace full time coverage of the front desk on the 9th floor. Customer service hours for the Residential Parking Permit Program (RPPP) would be reduced from 8:00 AM to 5:00 PM to 8:00 AM to 1:00 PM Monday through Friday.

Facilities Management Services

- Eliminate evening porter at Arlington Mill Community Center ($25,000).
  IMPACT: Day porter staff will now be provided for eight hours per day, Monday – Friday. Service hours will be adjusted to meet DPR peak period needs. Outside of the selected services hours, DPR staff will need to set up events. Restroom/Locker rooms and other public areas will not be cleaned during the off-peak service hours.

- Eliminate a vacant Custodian position ($44,000, 1.0 FTE).
  IMPACT: While the Custodian position will be eliminated, $10,000 in funding will remain to provide contractor support when needed to cover for employees who are off due to vacations or sick leave, roughly ten hours per week. Project work and miscellaneous tasks previously performed by the floating staff custodian will be delayed as the reduced capacity will result in other staff or custodial supervisors performing these duties.

- Eliminate a second window cleaning each year in all County Buildings ($48,000).
  IMPACT: County buildings would have their windows cleaned once per year instead of twice annually. Complaints may be received from citizens in higher profile glass buildings (i.e. Justice Center and Arlington Mill).

- 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).
  IMPACT: The Pilot Program would reduce custodial services in private areas of the Justice Center from five days per week to three days per week. Public areas, including all restrooms, would still be serviced five days per week. In non-public areas, County staff would have to bring their trash to a centralized location for pick up and would have to maintain their own space on service reduction days.

Arlington Initiative to Rethink Energy (AIRE)

- Facility energy projects, rebates, and consultant funding ($554,312).
  IMPACT: Reducing contracted services and facility energy projects ($250,000) will require Pay-As-You Go capital (PAYG) resources to meet the future goals of the CEP as it relates to facility maintenance investments. Elimination of the homeowner energy rebate program and

the reduction of consultant funding ($304,212) will reduce specific education and outreach efforts to residential homeowners.

Solid Waste Bureau

↓ Eliminate monthly paper shredding services ($20,000)
IMPACT: The free shredding service will no longer be provided. The private sector provides this service, charging roughly $1 per pound as an industry average.

FY 2019 Proposed Realignment

Solid Waste Bureau

↓ Move street sweeping expenses to the Stormwater Fund ($399,290).
Impact: This action shifts the entire cost of the sweeping program from the General Fund to the Stormwater Fund. If the construction program envisioned in the CIP is maintained, this shift could be one of the reasons to propose a future increase in the dedicated Stormwater Fund tax rate.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$37,096,990	$40,518,090	$41,246,000	2%
Non-Personnel	58,213,159	58,135,476	60,510,467	4%
Subtotal	95,310,149	98,653,566	101,756,467	3%
Intra-County Charges	(2,209,815)	(1,984,896)	(2,397,869)	21%
Total Expenditures	93,100,334	96,668,670	99,358,598	3%
Fees	33,401,505	32,935,838	37,195,264	13%
Grants	11,512,205	11,234,092	11,151,092	-1%
Transfer In From Other Funds	691,561	1,102,740	2,431,072	120%
Total Revenues	45,605,271	45,272,670	50,777,428	12%
Net Tax Support	$47,495,063	$51,396,000	$48,581,170	-5%
Permanent FTEs	393.50	397.50	393.00	
Temporary FTEs	7.50	7.50	7.50	
Total Authorized FTEs	401.00	405.00	400.50	

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 of several functions including finance, budget, purchasing/procurement, grants 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 the DES in the General Fund, the Stormwater, Utilities, Automotive Equipment, and Printing Funds; skilled assistance with disciplinary and other employee relations matters; management of special programs; and advice and assistance to management on sensitive organizational issues.
- Provide organizational capacity development through facilitating conflict resolution; establishing work standards, leadership development, process redesign, and training; assisting newly formed organization units improve effectiveness; assisting with change management; and externally providing facilitation of public processes, including those with multiple conflicting inputs or sensitive issues.

Communications

- Coordinate internal departmental communications and develop comprehensive strategies, programs, and vehicles to inform and educate the public of DES services and initiatives.
- 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.

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

- Provide internal support to the department and external information services to the community. It includes three units: DES Technology, Geographic Information System (GIS) and Mapping Center, and the newly created Program Management Unit.
- 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.

OFFICE OF THE DIRECTOR

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer in and reclassification of a Human Resources Specialist from Facilities Design & Construction ($130,074, 1.0 FTEs), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the reductions below.
- ↑ Intra-County Charges increase due to the allocation of costs for reimbursable services to the Utilities Fund ($24,853), partially offset by the reductions itemized below.

FY 2019 Proposed Budget Reduction

- ↓ Eliminate a vacant Chief of Staff Position ($85,000, 1.0 FTE).
  IMPACT: FOIA and GRAM coordination and responses will be impacted across the department. Responses to the DES constituent email address and phone calls will be delayed as tasks will be distributed across the department. Administrative functions of this position will be delegated to and absorbed by others within the Department.

- ↓ Eliminate a part-time, filled Communications Specialist ($34,906, 0.5 FTE).
  IMPACT: This would reduce the communications team from 3.5 to 3.0 FTEs in the DES General Fund, resulting in a redistribution of work regarding resident inquiries and community interaction, particularly for projects in transportation planning, facilities and engineering.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,321,776	$3,582,949	$3,655,221	2%
Non-Personnel	436,797	284,507	284,507	-
Subtotal	3,758,573	3,867,456	3,939,728	2%
Intra-County Charges	(1,098,926)	(1,241,331)	(1,266,184)	2%
Total Expenditures	2,659,647	2,626,125	2,673,544	2%
Total Revenues	-	-	-	-
Net Tax Support	$2,659,647	$2,626,125	$2,673,544	2%
Permanent FTEs	22.00	24.00	23.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	22.00	24.00	23.50	

MAPPING PROGRAM (GIS)

PROGRAM MISSION

To 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.
- 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.
- Support mapping for the Emergency Operations Center (EOC) and the Office of Emergency Management as well as provide geospatial data to Computer Aided Dispatch (911).

SIGNIFICANT BUDGET CHANGES

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

↑ Non-personnel increases due to the increased cost of contract services ($17,000).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$990,517	$948,481	$1,011,648	7%
Non-Personnel	205,767	221,259	238,259	8%
Subtotal	1,196,284	1,169,740	1,249,907	7%
Intra-County Charges	(114,498)	(91,225)	(91,225)	-
Total Expenditures	1,081,786	1,078,515	1,158,682	7%
Fees	1,710	40,000	40,000	-
Total Revenues	1,710	40,000	40,000	-
Net Tax Support	$1,080,076	$1,038,515	$1,118,682	8%
Permanent FTEs	7.00	7.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.00	7.00	7.00	

PERFORMANCE MEASURES

Mapping Program (GIS)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of GIS work requests meeting customer target dates	92%	92%	92%	93%	93%	93%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of GIS data layers maintained	300	315	320	325	328	332

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 Management

- 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

- 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.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer out of two Budget Analyst positions responsible for managing transportation capital spending to Transportation Capital Funds ($191,859, 2.0 FTEs), partially offset by the transfer in and reallocation of a Principal Planner position from the Transportation Planning Bureau to an Assistant Transportation Deputy Director ($172,934, 1.0 FTE), employee salary increases, an increase in the County’s cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$841,765	$942,580	$929,800	-1%
Non-Personnel	16,776	15,000	15,000	-
Total Expenditures	858,541	957,580	944,800	-1%
Revenues	-	-	-	-
Net Tax Support	$858,541	$957,580	$944,800	-1%
Permanent FTEs	8.00	8.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	8.00	7.00	

TRANSPORTATION PLANNING & CAPITAL PROJECT MANAGEMENT

PROGRAM MISSION

To plan, program, and implement infrastructure and transportation options in collaboration with business interests, neighborhoods, County advisory groups, and regional agencies to foster a livable community—now and in the future.

- Develop long-range plans for transportation infrastructure and services within Arlington and regionally for Northern Virginia and the metro area, including transportation elements of the Department of Community Planning, Housing and Development-led area plans.
- Develop and track Arlington's ten-year Transportation Capital Program, focusing on the Transportation Capital Fund as well as federal and state sources, and ensure compatibility with state and regional programs.
- Develop and manage capital projects for Complete Streets, BikeArlington, WALKArlington, and Neighborhood Complete Streets and coordinate Arlington's input to Virginia Department of Transportation's (VDOT) capital projects.
- Provide staff support for five County transportation advisory groups: the Transportation Commission, Complete Streets Commission, Transit Advisory Committee, Bicycle Advisory Committee, and Pedestrian Advisory Committee.
- Manage and coordinate the taxicab program and ensure compliance with the Taxicab Ordinance.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to an increase in charges to capital funds as a result of an increased emphasis on scoping new capital projects ($247,062) and the transfer of a Principal Planner position ($141,775, 1.0 FTE) to the Transportation Program Support Unit, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to a transfer in from Environmental Management Programs to cover the cost of printing services ($19,763), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($2,490).
- ↓ Intra-County charges decrease due to the transfer out of a Principal Planner position that previously charged a portion of their work to capital funds ($15,940).

TRANSPORTATION PLANNING & CAPITAL PROJECT MANAGEMENT

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,551,031	$1,527,024	$1,292,117	-15%
Non-Personnel	212,459	128,222	145,495	13%
Subtotal	1,763,490	1,655,246	1,437,612	-13%
Intra-County Charges	-	(15,940)	-	-100%
Total Expenditures	1,763,490	1,639,306	1,437,612	-12%
Fees	127,050	119,500	119,500	-
Total Revenues	127,050	119,500	119,500	-
Net Tax Support	$1,636,440	$1,519,806	$1,318,112	-13%
Permanent FTEs	16.00	16.00	15.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.00	16.00	15.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Bike and pedestrian collisions	161	149	168	154	140	129
Transportation capital projects - projects initiated	17	17	19	15	13	15
Transportation capital projects - projects ongoing	50	54	63	72	76	79
Transportation capital projects -projects completed	17	13	8	9	20	12

TRANSIT PROGRAM

PROGRAM MISSION

To plan, design, implement, and operate in an open and responsive manner a full range of high quality transit services and facilities that are sustainable, reliable, safe, and accessible to all residents, employees, and visitors.

Arlington Transit (ART)

- Plan, operate, and manage the Arlington Transit (ART) bus system.
- Manage the County's passenger service facilities program, including the Shirlington Station as well as all bus shelters and stops within Arlington.
- 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 Operations 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 27 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).

Technology Projects

- Develop and deploy Advanced Public Transportation Systems (APTS) to provide customer information, monitor service performance, increase safety, and improve operations.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of a Transportation Program Manager responsible for developing and managing capital projects to Transportation Capital Funds ($163,678, 1.0 FTE), partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to 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), and the addition of a Metro Route 22 overlay service serving Marymount via Walker Chapel/Ballston/Shirlington ($1,537,235). Additionally, there is an increase in the cost of operating supplies for the light maintenance facility ($20,000), consultant expenses ($12,333) and equipment repair ($115,710), partially offset by adjustments to the annual expense for maintenance and replacement of county vehicles ($51), fuel expenses ($64,086), and the reductions itemized below.
- ↑ Fee revenue increases due to the enhancement of ART routes 41 and 45, 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), partially offset by the reductions itemized below.

↑ Transfer from other funds increases due to a transfer in of Transportation Capital Funds to offset the costs of the additional ART services ($1,411,276), partially offset by the reductions itemized below.

FY 2019 Proposed Budget Reductions

↓ Eliminate Arlington Transit (ART) Route 92 ($348,457 non-personnel; $27,084 fee revenue; $61,602 transfer from other funds).

IMPACT: Alternate transit service would not be provided in this area. Access to destinations on the route would be accessible via walking from the Crystal City Station (Metrorail and VRE). Additionally, Capital Bikeshare locations provide another alternative in this area. Transit staff will reassess ridership potential after the completion of the Long Bridge Aquatic Facility.

↓ Eliminate Arlington Transit (ART) Route 54 ($121,801 non-personnel; $24,801 fee revenue).

IMPACT: While convenient stops in the neighborhoods will be eliminated, alternative service in this area will be offered on nearby arterials: via Metrobus Route 1A & 1B on Wilson Blvd and Metrobus Route 2A on Washington Boulevard.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$890,227	$1,126,270	$1,034,664	-8%
Non-Personnel	15,883,812	17,252,045	19,673,286	14%
Total Expenditures	16,774,039	18,378,315	20,707,950	13%
Fees	4,141,053	4,504,752	5,020,312	11%
Grants	4,407,143	4,421,042	4,421,042	-
Transfer From Other Funds	655,840	1,067,019	2,395,351	124%
Total Revenues	9,204,036	9,992,813	11,836,705	18%
Net Tax Support	$7,570,003	$8,385,502	$8,871,245	6%
Permanent FTEs	8.00	8.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	8.00	7.00	

PERFORMANCE MEASURES

Transit Program

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Annual passengers trips served in Arlington: Arlington Transit (ART)	2,837,023	2,821,980	3,111,575	3,403,439	3,291,600	3,341,600
Annual passengers trips served in Arlington: Total (all services)	74,003,295	74,135,504	68,603,409	64,557,974	66,518,000	63,510,000

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Annual passengers trips served in Arlington: Metrobus	14,317,320	14,274,548	13,431,125	12,125,361	11,894,000	11,894,000
Annual passengers trips served in Arlington: Metrorail	55,864,897	56,191,205	51,136,200	47,376,700	47,374,600	47,374,600
Annual passengers trips served in Arlington: Virginia Railway Express	965,196	829,137	821,016	868,097	793,500	793,500
ART On-Time Performance	97.25%	98.90%	96.00%	90.00%	92.00%	95.00%
ART passenger trips/hour	25.95	18.13	21.20	19.45	19.00	19.00
ART percent cost-recovery	30.08%	30.07%	29.00%	25.00%	28.00%	28.00%

- Annual passenger trips served in Arlington, Metrorail and Metrobus ridership are impacted by inclement weather days, a full-day system shutdown, and SafeTrack activities beginning in FY 2017.

Paratransit

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
STAR passengers per revenue hour	2.30	2.60	2.16	2.11	2.20	2.40

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
ADA-certified residents	1,538	1,629	1,711	1,688	1,750	1,750
Annual passenger trips served in Arlington: MetroAccess	18,859	18,634	17,076	18,630	18,900	18,900
Annual passengers trips served in Arlington: STAR	88,458	85,429	86,417	86,455	86,600	86,950

- The passengers per revenue hour productivity statistic will improve as more clients who use STAR to commute to work set consistent pick-up times that can be grouped, which is being monitored closely.
- Other MetroAccess and STAR rides have been diverted through the transit-travel-training provided by WMATA and the ENDependence Center of Northern Virginia to fixed route transportation (ART, Metrorail and Metrobus). Residents certified to ride MetroAccess (and STAR) ride ART, Metrorail, and Metrobus free. Since July 2010, when ART began allowing MetroAccess and STAR users to ride free, ridership on ART by wheelchair users has tripled.

Transit Bus Stop Projects

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
ADA-access improvements	20	23	41	13	35	30
New amenities added (benches/trash receptacles)	5/3	3/6	7/8	3/2	10/5	10/5
New and replacement shelters (with benches)	14	16	12	15	15	8

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; right-of-way use permits; and building, site grading, plumbing, and demolition plans.
- Enforce pertinent County codes that include Street and Development Construction, Subdivisions, Floodplain Management, Erosion and Sediment Control, Stormwater Detention, and the Chesapeake Bay Preservation Ordinance, in compliance with review and approval timeframes mandated by the State Code.
- Review and issue a variety of permits regulating water and sanitary sewer connections, land disturbance activities, construction in public rights-of-way, and traffic management on development projects.
- Review, develop, negotiate, and prepare development conditions associated with special exceptions for consideration and approval by the County Board.
- Manage a public improvement bond program to ensure, through performance agreements and bonds, developers build the infrastructure required by their development plans.
- Inspect and approve all public infrastructure built by developers on special exception or by-right projects, prior to acceptance for operation and maintenance by DES.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer in of an Assistant Permit Administration Manager from the Development Fund ($127,444, 1.0 FTE), employee salary increases, an increase in the County’s cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($8,314).
- ↑ Fee revenue increases due to a proposed 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 proposed 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 stormwater fee revenue ($185,000).
- Chapter 22 and Chapter 23 development-related fees are proposed to increase in order to support increased cost recovery of resources required to process, review and approve site civil engineering plans, building plans, and public right-of-way use permits; review and approval of subdivision plats and the administration of public improvement bonds.

DEVELOPMENT SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,589,248	$3,082,689	$3,312,170	7%
Non-Personnel	177,871	317,952	309,638	-3%
Intra-County Charges	(397,001)	-	-	-
Total Expenditures	3,370,118	3,400,641	3,621,808	7%
Fees	1,923,369	1,464,000	1,472,640	1%
Total Revenues	1,923,369	1,464,000	1,472,640	1%
Net Tax Support	$1,446,749	$1,936,641	$2,149,168	11%
Permanent FTEs	30.00	30.00	31.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	30.00	30.00	31.00	

PERFORMANCE MEASURES

Development Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Land disturbance permits issued	347	309	376	374	448	500
Public right-of-way permits issued	1,383	1,398	1,501	1,725	2,000	2,300
Transportation right-of-way permits issued	3,771	3,827	4,316	5,021	6,000	6,800

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Building, plumbing, and demolition permits reviewed	7,583	7,382	8,017	7,576	9,090	10,900

- Increases in FY 2018 and FY 2019 are based on an estimated overall increase in construction activity throughout the County.

COMMUTER SERVICES PROGRAM

PROGRAM MISSION

Provide Arlington residents, employees, businesses, and visitors with transportation options, information, and services to support a vibrant and livable community.

- Operate four Commuter Store® retail locations at Ballston, Rosslyn, Crystal City, and Shirlington and three Mobile Commuter Stores that sell transit fare media and Capital Bikeshare memberships, offer travel advice, maps, timetables, ride-matching services, and information about bicycling.
- Engage and support the business community through a business-to-business sales organization called Arlington Transportation Partners (ATP). ATP works directly with employers, residential property managers, developers, schools, and hotels to implement commuter benefit programs and customized traveler information that promotes transportation options to employees, building tenants, residents, and visitors. ATP also works directly with developers, in conjunction with the Arlington County Commuter Services (ACCS) Site Plan team, to make it easy to implement the Transportation Demand Management (TDM) site plan requirements.
- Manage the Commuter Information Center (CIC) operation of the 703.228.RIDE call center, respond to email inquiries for ART and Commuter Stores®, and fulfill Commuter-Direct.com® fare media sales.
- Market ART and Metrobus routes, iRide (student transit), Arlington's 'Car-Free Diet', Spanish language, and diversity campaigns.
- Operate 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.
- Maintain a family of internet sites and social media 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.
- Provide multi-modal trip planning services through CarFree AtoZ and real time departure and arrival information for all transportation options through CarFree Near Me websites. Maintain information displays of real time information for multi-modal services at various locations throughout Arlington including bus stops, office buildings, and apartment/condo complexes.
- Promote transportation options with education and outreach services such as Arlington's Car-Free Diet (CFD), Bike Arlington, and Walk Arlington through events, seminars, instructional classes, retail partners, street team outreach, and videos. These efforts are coordinated with other DES and County programs.
- Promote safety through the Share Our Streets – Be a PAL (Predictable, Alert, Lawful) campaign conducted by Bike and Walk Arlington and Arlington's Car-Free Diet.
- Market, plan, and manage the operations of Arlington's Capital Bikeshare (CaBi) program in coordination with regional partners in the District, Alexandria, Fairfax County, and Montgomery County.
- Develop transportation demand management (TDM) measures for the site plan development process, and facilitate and enforce implementation.
- Conduct customer service and TDM/transportation impacts research through ACCS' Mobility Lab. This research and development lab collaborates with other researchers and practitioners to provide innovative, creative, and often tech-based solutions to transportation issues.

COMMUTER SERVICES PROGRAM

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to vacancies hired at lower than budgeted amounts, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$343,542	$536,602	$506,312	-6%
Non-Personnel	8,363,530	8,401,606	8,401,606	-
Total Expenditures	8,707,072	8,938,208	8,907,918	-
Fees	2,511,332	2,455,000	2,455,000	-
Grants	6,342,888	6,062,235	6,062,235	-
Total Revenues	8,854,220	8,517,235	8,517,235	-
Net Tax Support	($147,148)	$420,973	$390,683	-7%
Permanent FTEs	4.00	4.00	4.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.00	4.00	4.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Arlington Transit Partners (ATP) "employer services" members	676	737	812	878	910	950
Average daily single occupancy vehicle (SOV) trips eliminated	41,142	42,891	43,889	44,000	45,000	49,400
Capital Bikeshare (CaBi) trips originating in Arlington	191,961	231,387	263,111	277,970	305,000	350,000
Commuter stores customers (annual)	164,430	212,821	337,644	365,256	375,000	380,000
CommuterPage.com® site visits	1,848,633	1,929,686	2,243,670	2,240,139	2,250,000	2,260,000
Daily reduction of carbon dioxide (CO_2) emissions (in tons)	710,000	741,900	744,000	754,000	756,000	749,000
Daily vehicles miles eliminated	755,703	782,400	813,925	825,000	825,000	825,000
Members providing transit benefit	434	434	440	440	450	460

COMMUTER SERVICES PROGRAM

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
ATP member employees	137,000	145,745	148,441	152,000	154,000	156,000
ATP residential members	310	315	319	325	335	342
ATP residential units	66,187	66,931	68,244	72,133	73,000	75,000
Capital Bikeshare (CaBi) bicycles	493	598	640	698	828	848
Capital Bikeshare (CaBi) stations	70	81	85	92	107	110
Car-Free Diet pledges	11,585	8,065	9,500	7,758	8,550	7,875
Car-Free Diet retail partners	384	416	442	495	519	540
Commuter information center calls (annual)	115,000	88,067	132,019	73,973	72,000	70,000
Distribution of brochures (annual)	496,000	411,421	454,800	470,615	450,000	430,000
Percent of fare media sales on internet - CommuterDirect.com	89%	89%	89%	89%	89%	89%

- Arlington Transit Partners (ATP) "employer services" members are companies in Arlington that provide Transportation Demand Management (TDM) or Commuter Benefits programs to their employees.
- ATP member employees is the number of employees working at the ATP Member Companies.
- ATP residential members is the number of apartment and condominium complex managers participating in the program and ATP residential units is the number of units in those complexes.
- Car-Free Diet Retail Partners are retail establishments that provide a transit map and a take-one box with local transit bus schedules and transportation-related brochures.
- The spike in Commuter information center calls in FY 2016 is due to the Federal transit benefit increasing from $125/month to $255/month in January 2016, resulting in a higher number of customers calling to update their accounts.
- 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 from bulk and individual orders from the Internet. It includes the number of brochures taken out of Commuter Stores (about 1/3 of that number). It does not include direct mail pieces delivered by the ACCS Marketing Section or regular mailings to ATP clients.

TRANSPORTATION ENGINEERING AND OPERATIONS

PROGRAM MISSION

To plan, design, and operate transportation engineering aspects of streets along with their networks and relationships with other 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 ordinances, and recommend work zone safety controls.
- Manage databases related to work order processing, traffic collisions, and data processing.
- Coordinate the installation of traffic signs and pavement markings by County staff and contractors.

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.

Transportation System Management and Design Program

- Evaluate and recommend intersection improvements, corridor studies for multi-modal improvements, spot safety studies for operational improvements, school flasher design, and street light coordination and design.
- 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.

Street Lights

- Install, maintain, and repair approximately 7,400 County-owned street lights. Track the operation of over 11,000 Dominion Virginia Power street lights including reporting outages and processing invoices for energy usage.

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.

Off-street Parking Management

- Manage the operations and maintenance of the Arlington Mill Community Center garage, Barcroft Parking garage, and other parking facilities managed by Arlington County.

Traffic Signs

- Fabricate, install, maintain, and remove/relocate signs to provide safe and orderly use of County streets.
- Provide support for emergency detours, data collection, message boards, temporary signs, special projects, special fabrication for other departments, and pavement markings.

Traffic Signals

- Install, operate, and maintain all electrical and electronic traffic control equipment.
- Manage and operate the computerized traffic signal control system that provides centralized control for 294 signalized intersections in the County.

Pavement Markings

- Design and maintain pavement markings to ensure delineation and alignment for safer mobility of pedestrians, bicycles, and vehicles.

SIGNIFICANT BUDGET CHANGES

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

↑ Non-personnel primarily increases due to non-discretionary contractual increases ($95,797), one-time funding for a residential parking permit study ($223,232), additional funding for markings as a result of the transfer to the County of a portion of Fairfax Drive ($15,000), partially offset by the removal of one-time funding for a trail light assessment ($80,000), one-time funding for operating equipment and software ($5,150), adjustments to the annual expense for maintenance and replacement of County vehicles ($70,733), and a reduction in the transfer to the Automotive Equipment Fund for the Street Light program one-time purchase of a vehicle ($32,000).

↑ Fee revenue increases due to a proposed 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), right-of-way fee rate increases ($112,000), and an increase in right of way revenue exclusive of the proposed rate increase ($100,000), partially offset by the cost of credit card transition 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 as a result of the transfer of a portion of Fairfax Drive to the County ($83,000).

FY 2019 Proposed Budget Reductions

↓ Elimination of a filled Administration/ Front Desk Support position ($74,000, 1.0 FTE).
IMPACT: Administrative support duties would be reassigned across TE&O staff and temporary contract staff would replace full time coverage of the front desk on the 9th floor. Customer service hours for the Residential Parking Permit Program (RPPP) would be reduced from 8:00 AM to 5:00 PM to 8:00 AM to 1:00 PM Monday through Friday.

TRANSPORTATION ENGINEERING AND OPERATIONS

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$5,570,302	$6,276,525	$6,397,539	2%
Non-Personnel	5,521,037	5,305,093	5,470,686	3%
Total Expenditures	11,091,339	11,581,618	11,868,225	2%
Fees	10,308,324	10,158,000	14,095,000	39%
Grants	733,628	750,815	667,815	-11%
Total Revenues	11,041,952	10,908,815	14,762,815	35%
Net Tax Support	$49,387	$672,803	($2,894,590)	-
Permanent FTEs	56.00	59.50	58.50	
Temporary FTEs	0.10	0.10	0.10	
Total Authorized FTEs	56.10	59.60	58.60	

PERFORMANCE MEASURES

Residential Permit Parking

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average processing time for new block/extended hours (weeks)	14	14	16	16	N/A	N/A
Number of households receiving permits and passes in the residential permit parking program (RPPP)	8,950	8,817	9,060	9,287	9,300	9,300
Number of petitions requests received for new blocks and extended hours	15	8	32	41	0	0

- Residents submit a petition to request permit parking on their block and to extend current permit parking restrictions.
- The number of households receiving permits and passes is expected to remain level for FY 2018 and FY 2019 as there will be no addition of new households to the program.
- Petition requests are projected as zero for FY 2018 and FY 2019 until a thorough review of the program is complete.
- In FY 2018 and FY 2019, staff will conduct an extensive data-gathering and public-engagement effort to develop recommended changes to the program. This effort will require a large commitment in staff resources and contracted services.

Transportation System Management and Design Program

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Safety modifications	55	30	35	45	60	60
Safety studies	N/A	N/A	106	157	160	165

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Permanent Count stations	30	24	40	1	5	5
Traffic counts - total	123	165	330	245	250	250

- 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 safety and access for all users. Increase in safety modifications is projected due to an increase in requests.
- 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 (i.e., any type of roadway reconfiguration that changes roadway lane use or traffic patterns in favor of enhancing accessibility and safety for all modes of travel), 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 measures to improve safety and access. Increase in safety studies is projected due to an increase in requests.
- Previously, TE&O staff requested traffic count data from a contractor and gathered the data on an "as needed" basis. The decrease in the number of traffic counts collected in FY 2017 is due to the number of requests being gathered and the tremendous amount of turnaround time between requests and when data was actually provided. In order to combat this issue, staff purchased equipment to collect count data with in-house staffing (interns) and solicited assistance from ACPD which has helped decrease the backlog of requests.
- The initial project to install Permanent Count Stations was executed in phases. The final initial phase was completed in FY 2016. The lower number of installations in FY 2017 is a result of the completion of the initial phases of installation. Additional installations will continue on a case-by-case basis, which is reflected in the lower estimates for FY 2018 and FY 2019.

Street Lights Program

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average Response Time (Days) for County Streetlights - Major (Underground) Repairs	N/A	N/A	N/A	120	45	45
Average Response Time (Days) for County Streetlights - Minor Repairs	N/A	N/A	N/A	30	15	15
County Owned Streetlights	N/A	N/A	7,350	7,660	7,710	7,860

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Dominion Virginia Power (DVP) owned streetlights	11,600	11,800	11,300	11,150	11,150	11,100
Trouble calls received for County Streetlights	N/A	N/A	1,956	1,450	1,400	1,350
Trouble calls received for DVP Streetlights	N/A	N/A	2,305	2,043	1,900	1,900

- The County streetlights count is based on the County's asset management information. Street light estimates are adjusted based on Dominion Virginia Power street audits and reflect the impacts of County projects and private development.
- One working supervisor and one technician were approved for the streetlight program in FY 2018. With the additional staff added in FY 2018, County streetlight trouble calls are anticipated to further reduce.
- In FY 2017, the decrease in trouble calls for County lights is due to proactive maintenance of County LED streetlights where the system automatically notifies responders of streetlight outages and the reduction in maintenance of streetlights due to LED conversion.
- Estimated number of calls for County streetlights in FY 2019 is decreased as staff expect the additional resources added in FY 2018 and proactive maintenance will help lower number of outages and issues across the County.
- A decrease in trouble calls for DVP streetlights in FY 2018 and FY 2019 is due to a projected yearly field assessment to be completed by the additional staff added in FY 2018.
- One senior streetlight engineer was hired in FY 2018 in addition to an existing streetlight design engineer. This addition is expected to improve streetlight planning, share current work load, and engage Dominion Energy for better service delivery.

On-Street Parking Management

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Metered parking spaces	5,467	5,534	5,572	5,835	5,860	5,900

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Meter revenue ($000)	$7,348	$7,018	$7,924	$8,435	$9,105	$12,880
Meters failed per month	369	230	228	242	245	247
Percent of meters put back in service within 24 hours	99%	99%	99%	99%	99%	99%
Revenue per metered space	$1,344	$1,268	$1,422	$1,446	$1,554	$2,183

- Meter revenue includes coin collection from all meters and credit card revenue from multi-space meters.
- The FY 2019 estimate for meter revenue and revenue per metered space reflect the proposed parking meter rate and extension of enforcement hours.

Traffic Signs Program

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Signs maintained	8,900	5,670	3,336	7,128	7,300	7,500

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
New installation of overhead street name blades and regular signs	40	13	10	20	28	36
Percent of emergency signs repaired within 24 hours - Stop, Yield and Do No Enter	92%	95%	98%	96%	97%	98%
Signs fabricated	3,000	3,621	2,448	2,773	2,400	2,400
Signs in inventory (added & removed)	113,440	114,439	117,760	123,364	126,800	130,000
Temporary signs installed	12,000	15,670	24,291	13,258	20,200	24,000

- Signs maintained indicates the number of signs that were replaced, repaired, removed, or relocated. In FY 2016, the number of signs maintained decreased due to a staffing shortage and installing street name blades with new improved hardware that required additional labor hours to put signs together prior to installation. In FY 2017, the number of signs maintained increased due to full staffing and installation of signs in two Civic Associations on the North and South sides of Arlington.

- New overhead and regulatory sign installations decreased in FY 2016 due to an additional safety mechanism and hardware that was required to install overhead signs and that in turn required additional labor.
- Sign fabrication in FY 2016 decreased due to a significant decrease in the volume of work orders submitted by Courthouse staff and other County agencies. In FY 2017, sign fabrication, gradually increased; however, we anticipate a decrease FY 2018 and FY 2019 due to staffing and the number of work orders submitted.
- Replacing single head meters with Multi Meters has resulted in a reduction in the number of temporary signs installed on single head meters in FY 2017. Temporary signage is anticipated to increase in FY 2018 and FY 2019 due to an increase in special events around the County. Based on historical trends, the number of special events has increased incrementally year after year. On average the number of events have increase by approximately nine percent each year. Temporary signage is used to restrict on-street parking within the limits of a special event.

Traffic Signals Program

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
New traffic signals installed	6	6	1	1	3	1
Signals rebuilt/upgraded	23	11	5	8	15	15

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total number of Closed Circuit Television (CCTV) cameras	142	156	171	191	291	306
Signals optimized	78	36	23	42	95	90
Traffic signals in service	299	294	295	296	299	300
Trouble calls received/addressed	2,000	2,200	2,150	2,000	1,975	1,975

- For new traffic signals installed, the new mid-block signal on Lynn St was constructed in FY 2017. For FY 2018, there are two new signals planned as part of developments at Glebe Road and 7th St. N. and on Old Dominion Drive at the planned Stratford School exit. For FY 2018, a new signal is planned at Columbia Pike and S. Frederick St. as part of the Columbia Pike Multimodal project.
- For signals rebuilt/upgraded, the increase in FY 2014 was due to an increased amount of capital and State funding available for signal upgrades, which included the Crystal City Transitway signal rebuilds. The FY 2016 decrease is due to completions of several large projects including the transitway and developer's projects in FY 2015. In FY 2017, there was a combination of developer projects, capital improvement projects, and signal specific rebuilds. The increase in FY 2018 is due to the anticipated construction of several projects including the Lee Highway Esplanade Project (five signal rebuilds) and the Ballston mall redevelopment (four signal rebuilds).
- CCTVs are used to monitor traffic conditions and facilitate incident responses. The large estimated increase in FY 2018 will be due to the completion of the Phase III Fiber Project which will add approximately 100 CCTV cameras at the existing intersections. The FY 2019 increase is due to normal intersection upgrades.

- Signal optimization is done on a recurring basis with either capital or State funding. In FY 2017, 42 signals were optimized along Glebe Road and others were optimized due to changes in traffic patterns (both temporary and permanent). The Crystal City and Ballston-Rosslyn corridors are expected to be optimized during FY 2018 and FY 2019.
- Trouble calls received incorporate signal maintenance and signal analysis calls made through Public Stuff and other portals. The implementation of the Customer Care & Communications (C3) system is expected to moderately reduce the number of calls in upcoming years.

Pavement Marking Program

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Maintenance of marking material (linear feet)	57,950	69,682	58,215	42,553	65,000	65,000
New marking material installation (linear feet)	69,587	272,651	231,590	262,465	265,500	268,500

- Maintenance of lines in FY 2016 decreased due to competing priorities early in the marking season. The marking contractor's resources were designated to projects with higher priorities and to install markings on the resurfaced streets.
- Maintenance of lines decreased in FY 2017 due to a shortage in staffing resources and contracting resources. The Bureau was transitioning between the end of the current contract and the initiation of a new contract, so the productivity of remarking/refreshing of pavement markings decreased.
- The significant increase in new lines for FY 2015 is due to Road Diet projects which require additional markings for dedicated bicycle amenities and vehicular operational measures. These treatments require more material which results in an increase in the linear footage of new markings.
- In FY 2017, there were a number of Road Diet 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 was previously in place which results in an increase in the linear footage of new markings.
- In the future years, it is estimated that the rate of new markings being installed will slow down due to a decrease in viable Road Diet projects. As the installation of new markings decreases, maintenance of marking material will increase since the effort will involve replacing existing material instead of adding new material.

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.
- Administer the capital project database (CAP Track).
- Prioritize and prepare budget plans for capital needs funded through annual Pay-As-You-Go (PAYG) allocations.

SIGNIFICANT BUDGET CHANGES

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

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$529,594	$433,335	$453,279	5%
Non-Personnel	992	12,574	12,574	-
Total Expenditures	530,586	445,909	465,853	4%
Total Revenues	-	-	-	-
Net Tax Support	$530,586	$445,909	$465,853	4%
Permanent FTEs	3.00	3.00	3.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	3.00	3.00	3.00	

ENGINEERING BUREAU

PROGRAM MISSION

To design, build, and maintain capital infrastructure projects.

- Provide professional and technical expertise to prepare preliminary engineering analyses and final designs for County transportation, street improvement, facility, and utility system projects.
- Conduct field surveys and produce base sheets providing topographic information essential for the preparation of plans and designs for construction of public improvement projects; prepare necessary plats for property acquisitions; review submitted plats for encroachments, vacations, and easements; and serve as the County's expert in land disputes.
- Oversee and manage the construction of capital infrastructure projects.
- Inspect and maintain more than 50 vehicular and pedestrian bridges in the County.

SIGNIFICANT BUDGET CHANGES

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

↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($25,701).

↑ Intra-County Charges increase due to the allocation of costs for reimbursable services to the Utility Fund ($7,019).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,781,928	$2,959,152	$3,017,522	2%
Non-Personnel	448,295	447,552	421,851	-6%
Subtotal	3,230,223	3,406,704	3,439,373	1%
Intra-County Charges	(78,717)	(95,012)	(102,031)	7%
Total Expenditures	3,151,506	3,311,692	3,337,342	1%
Total Revenues	434	-	-	-
Net Tax Support	$3,151,072	$3,311,692	$3,337,342	1%
Permanent FTEs	51.00	51.00	51.00	
Temporary FTEs	0.30	0.30	0.30	
Total Authorized FTEs	51.30	51.30	51.30	

PERFORMANCE MEASURES

Engineering Bureau

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Cost value of projects built	N/A	$11.5M	$11.5M	$20.0M	$22.0M	$35.0M
Cost value of projects designed	N/A	$10.0M	$11.5M	$33.0M	$28.0M	$34.0M

- The number of projects designed and built each year depends on the size and complexity of each project; therefore, the future performance measure will be the dollar value of projects for which construction plans have been completed and the dollar value of projects for which construction management services have been provided.

FACILITIES DESIGN AND CONSTRUCTION

PROGRAM MISSION

To plan, design, and manage the construction and renovation of County facilities. The program has expanded this year to include the management of major new transit facilities and infrastructure improvement projects that support bus and rail. Projects include new surface transit improvements such as the Crystal City Potomac Yard Transitway and transit initiatives for Columbia Pike.

- 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 and storage spaces.
- Conduct assessments of County facility utilization and develop short and long-term recommendations for optimal use of present and planned County facilities.
- Develop short and long-term capital needs assessments for Capital Improvement Program planning, make recommendations for Pay-As-You-Go (PAYG) allocations, and assess bond funding needs.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer out of a Facilities Project Specialist position to the Office of the Director ($148,357, 1.0 FTEs), partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,119,462	$951,793	$846,855	-11%
Non-Personnel	222,251	152,922	152,922	-
Total Expenditures	1,341,713	1,104,715	999,777	-9%
Total Revenues	-	-	-	-
Net Tax Support	$1,341,713	$1,104,715	$999,777	-9%
Permanent FTEs	9.00	9.00	8.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	9.00	9.00	8.00	

PERFORMANCE MEASURES

Facilities Design and Construction

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Capital project expenditures ($000's)	$33,000	$38,000	$12,000	$22,300	$40,000	$34,000
Capital projects in design and construction	15	21	16	15	15	12

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Interior expenditures ($000's)	$796	$783	$1,120	$1,200	$1,300	$1,350
Interior renovation/repair activities	504	550	664	665	670	680

- Interior renovation/repair activities have been restated from prior years' measures to show furnishings, relocations/repairs, interiors furnishing, and interior refresh activities for individual facilities included in capital projects.

REAL ESTATE BUREAU

PROGRAM MISSION

To ensure that County agencies have the property and facilities necessary to fulfill their missions and to foster the County's economic and fiscal sustainability.

- Acquire and dispose of real property to support various County Departments' individual core missions.
- Negotiate and administer leases and licenses for the County, either as lessor or lessee to maximize the County's flexibility in its use of real property.
- Process vacations of and encroachments upon County real property in a manner that benefits the County and the community.
- Acquire right-of-way real estate interests that support many of the County's capital improvement projects and provide a benefit to the County.
- Obtain development easements that require improvements to private property as part of a negotiated site plan process.
- Negotiate partnership agreements with private developers to maximize public benefit.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to an increase in charges to capital projects ($116,600), partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($2,066).
- ↓ Revenue decreases due to a decrease in the value of leases currently under agreement with the County ($70,702).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,102,330	$1,096,486	$1,069,987	-2%
Non-Personnel	77,405	67,779	65,713	-3%
Total Expenditures	1,179,735	1,164,265	1,135,700	-2%
Total Revenues	1,659,677	852,406	781,704	-8%
Net Tax Support	($479,942)	$311,859	$353,996	14%
Permanent FTEs	10.00	9.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.00	9.00	9.00	

REAL ESTATE BUREAU

PERFORMANCE MEASURES

Real Estate Bureau

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Encroachments/vacations	16	22	15	16	10	18
Number of leases approved	19	19	14	18	21	20
Number of properties acquired	10	4	4	5	12	9
Other real estate agreements completed	10	11	15	27	21	24
Right of way agreements acquired	104	72	94	119	78	99

FACILITIES MANAGEMENT SERVICES

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 Maintenance

- Provide 24/7 maintenance and repair services to over 80 County facilities to ensure that they are safe, functional, clean, comfortable, and energy efficient.
- Provide contract and construction management services for the Facilities Management Bureau and Fresh AIRE capital projects, equipment repair and replacement projects, and design/construction and mechanical, electrical, and plumbing review.
- Provide contract services for security contracts, monitoring of facility security 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 Courthouse Plaza.

Custodial Services

- Provide comprehensive janitorial cleaning services to over 80 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 Courthouse Plaza.

Warehouse and Motor Pool

- Provide and manage supply needs for Facilities Maintenance, Custodial Services, and Print Shop.
- Maintain the electronic security system in Courthouse Plaza and Court Square West.
- Manage the employee parking program for the Justice Center, Courthouse Plaza, and Court Square West.
- Provide and manage a fleet of County vehicles that are not assigned to specific programs and are available for County staff on a short-term, as-needed basis.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of a Building Engineer position ($96,260, 1.0 FTE) for maintenance of the Buck property, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the reductions itemized below.
- ↑ Non-personnel increases due to contractual increases ($312,058), funding for preventive and corrective maintenance at the Buck property ($136,500), and adjustment to custodial contracts ($7,598), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($52,803), and the reductions itemized below.

FY 2019 Proposed Budget Reductions

- Eliminate evening porter at Arlington Mill Community Center ($25,000).
  IMPACT: Day porter staff will now be provided for eight hours per day, Monday – Friday. Service hours will be adjusted to meet DPR peak period needs. Outside of the selected services hours, DPR staff will need to set up events. Restroom/Locker rooms and other public areas will not be cleaned during the off-peak service hours.

- Eliminate a vacant Custodian position ($44,000, 1.0 FTE).
  IMPACT: While the Custodian position will be eliminated, $10,000 in funding will remain to provide contractor support when needed to cover for employees who are off due to vacations or sick leave, roughly ten hours per week. Project work and miscellaneous tasks previously performed by the floating staff custodian will be delayed as the reduced capacity will result in other staff or custodial supervisors performing these duties.

- Eliminate a second window cleaning each year in all County buildings ($48,000).
  IMPACT: County buildings would have their windows cleaned once per year instead of twice annually. Complaints may be received from citizens in higher profile glass buildings (i.e. Justice Center and Arlington Mill).

- 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).
  IMPACT: The Pilot Program would reduce custodial services in private areas of the Justice Center from five days per week to three days per week. Public areas, including all restrooms, would still be serviced five days per week. In non-public areas, County staff would have to bring their trash to a centralized location for pick up and would have to maintain their own space on service reduction days.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change ‘18 to ‘19
Personnel	$5,103,394	$6,141,894	$6,295,713	3%
Non-Personnel	10,966,470	10,726,603	10,966,956	2%
Subtotal	16,069,864	16,868,497	17,262,669	2%
Intra-County Charges	15,768	-	-	-
Total Expenditures	16,085,632	16,868,497	17,262,669	2%
Fees	70,600	95,000	95,000	-
Total Revenues	70,600	95,000	95,000	-
Net Tax Support	$16,015,032	$16,773,497	$17,167,669	2%
Permanent FTEs	60.00	60.00	60.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	60.00	60.00	60.00	

PERFORMANCE MEASURES

Custodial Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of inspections in compliance with standards	94%	96%	96%	96%	97%	97%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Inspections completed per year	216	220	219	228	230	232
Work orders processed per year	151	155	157	149	155	155

ENVIRONMENTAL MANAGEMENT PROGRAMS

PROGRAM MISSION

To protect and enhance the environment by providing policy direction, planning services, technical resources, and administrative and organizational support.

- Administer the County's Municipal Separate Storm Sewer System (MS4) Permit required under State and federal regulatory programs and implement the County's Stormwater Infrastructure and Watershed Management programs.
- Implement a variety of public education and outreach campaigns to engage the public in efforts to protect and improve the health of local streams and the Chesapeake Bay; to enhance energy efficiency and reduce carbon emissions; and to ensure that the public understands and participates in efforts to make Arlington a sustainable community.
- Provide a wide range of sustainability and green building services through the Arlington Initiative to Rethink Energy (AIRE), including technical review of building proposals to encourage the design and construction of energy efficient and environmentally sustainable public and private facilities in Arlington County.
- Provide environmental and organizational leadership and administrative support for the AIRE Program and the Stormwater Management Program. Both programs are funded through a portion of the Residential Utility Tax (RUT) revenues and have separate budget descriptions for each program in the proposed budget (see lines of business titled "Arlington Initiative to Rethink Energy (AIRE)" in the General Fund and "Stormwater Management Fund" in the Other Funds section).

SIGNIFICANT BUDGET CHANGES

- In FY 2019, Environmental Management Programs have shifted resources to other programs within the Department.
- ↓ An Administrative Assistant position was transferred to the Stormwater Fund ($93,972, 1.0 FTE).
- ↓ Non-personnel funding was transferred to Transportation Planning and Capital Project Management ($19,763).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$234,078	$89,416	-	-100%
Non-Personnel	20,245	19,763	-	-100%
Total Expenditures	254,323	109,179	-	-100%
Total Revenues	-	-	-	-
Net Tax Support	$254,323	$109,179	-	-100%
Permanent FTEs	2.50	1.00	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	2.50	1.00	-	

PROGRAM MISSION

The Arlington Initiative to Rethink Energy (AIRE) helps our community make smart decisions about energy and supports individual actions that improve and sustain Arlington's quality of life. We are 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.
- 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.
- Provide creative public education events and resources to residents and businesses to encourage energy efficiency, energy security, cost savings, and greenhouse gas reduction.

ACCOMPLISHMENTS

- Energy use per square foot across County facilities fell one percent during FY 2017. A number of modest efficiency upgrades in several County facilities contributed to this improvement. The County remains on track to meet its Better Building Challenge goal of a 20 percent improvement in energy usage per square foot by 2022.
- The third annual Arlington solar co-op facilitated the installation of solar photovoltaic systems on 41 more homes in FY 2017, increasing the three-year total to 126 homes with over 768 kW of capacity. The co-op is organized by Virginia Sun and promoted by AIRE and Arlingtonians for a Clean Environment (ACE).
- The Green Home Choice (GHC) program has certified over 315 homes, 87 of them in FY 2017. A GHC home uses an average of 42 percent less energy than code-built new homes. Each GHC renovation uses 55 percent less energy per square foot than pre-renovation, on average. A new Green Home Choice Kitchen and Bath certification programs was launched in FY 2017.
- A residential energy rebate program was launched in July 2016, providing incentives to residents who install highly-efficient heating and cooling equipment and/or water heaters, or install insulation or perform duct sealing. More than 600 rebates have been issued to date, nearly 500 of which were in FY 2017. Projects completed thus far are estimated to reduce more than 500 tons of greenhouse gas emissions per year with total annual energy savings of over $25,000 for residents.
- AIRE and Arlington Public Libraries partnered to create an Energy Lending Library that loans thermal cameras to patrons, a LED bulb sampler, and a selection of books on home energy savings. In FY 2017, the Energy Lending Library received three awards for innovation and creativity from regional and national organizations, and the concept is being emulated by other jurisdictions in the region and nationally.
- Arlington is the **first community in the world** to achieve the LEED for Communities Platinum certification from the U.S. Green Building Council. Arlington's Platinum certification recognizes the County's leadership in creating a sustainable and resilient urban environment by reducing greenhouse gas emissions, managing stormwater, ensuring economic prosperity and focusing on education, equity, health, and safety for all its residents and businesses.
- In FY 2017, Arlington made significant progress toward becoming the first Virginia locality to offer a Property-Assessed Clean Energy (PACE) financing program for commercial properties. PACE financing provides affordable, long-term financing for capital projects that improve the

energy performance or water efficiency of commercial buildings. Program launch is expected in FY 2018.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel expenses decrease due to adjustments to the annual expense for maintenance and replacement of County vehicles ($9,979), a decrease in travel expenses ($1,428), contracted services ($41,458), and the reductions itemized below, partially offset by the addition of one-time funding for a consultant study to update the Community Energy Plan (CEP) ($100,000).
- ↓ Fee Revenue decreases to align the revenue budget with the projected expenses ($551,062). The AIRE program is funded through the Residential Utility Tax (RUT) and only a portion of RUT necessary to cover expenses allocated to AIRE.

FY 2019 Proposed Budget Reductions

- ↓ Facility energy projects, rebates, and consultant Funding ($554,312).

  IMPACT: Reducing contracted services and facility energy projects ($250,000) will require Pay-As-You Go capital (PAYG) resources to meet the future goals of the CEP as it relates to facility maintenance investments. Elimination of the homeowner energy rebate program and the reduction of consultant funding ($304,212) will reduce specific education and outreach efforts to residential homeowners.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,046,802	$1,252,622	$1,332,003	6%
Non-Personnel	1,102,703	895,546	388,369	-57%
Total Expenditures	2,149,505	2,148,168	1,720,372	-20%
Fees	1,653,185	2,148,168	1,720,372	-20%
Total Revenues	$1,653,185	$2,148,168	$1,720,372	-20%
Net Tax Support (Utilization of Fund Balance)	$496,320	-	-	-
Permanent FTEs	7.00	8.00	8.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.00	8.00	8.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Change in GHG emissions across the community (in tons of CO2) from prior year	-15,000	- 3,814	- 46,033	-10,000	- 20,000	-25,000
Change in GHG emissions across the County operations (in tons of CO2) from prior year	- 455	- 152	- 4,099	-880	- 1,200	-1,200
Percent of decrease in energy consumption in County facilities from year to year	- 1%	+1%	- 5%	-1%	-1%	-2%

- Change in GHG emissions for the community are based on data from local energy utilities and reflect local economic activity, weather, and the results of the AIRE program partnering with businesses and residents on a variety of clean energy programs.
- Change in GHG emissions in tons of CO_2 for County operations reflects the impact of energy efficiency projects, green power purchases, and changing fuel mixes in the County as the County strives to reduce Arlington County government services GHG emissions by 25 percent in 2020, from a 2007 baseline.

OPERATIONS MANAGEMENT

PROGRAM MISSION

To provide leadership and oversight to the Operations Service Area, which encompasses the Equipment Bureau, the Solid Waste Bureau, Water, Sewer, and Streets Bureau, and the Water Pollution Control Plant.

- 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 of the Trades Center complex's needs with other agencies (Arlington County Public Schools, Department of Parks and Recreation, Arlington County Police Department, Animal Welfare League of Arlington, and the Arlington County Fire Department), including common area improvements, parking, snow removal, security infrastructure, and general maintenance.
- Ensure safe work practices and systems throughout the Operations Service Area to ensure the safest work environment possible.

SIGNIFICANT BUDGET CHANGES

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

↓ Intra-County Charges decrease due to an adjustment in eligible reimbursable expenses for services provided within the organization ($2,249).

OPERATIONS MANAGEMENT

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$359,554	$356,667	$388,215	9%
Non-Personnel	18,580	20,687	20,687	-
Subtotal	378,134	377,354	408,902	8%
Intra-County Charges	(197,764)	(211,337)	(209,088)	-1%
Total Expenditures	180,370	166,017	199,814	20%
Total Revenues	-	-	-	-
Net Tax Support	$180,370	$166,017	$199,814	20%
Permanent FTEs	2.00	2.00	2.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	2.00	2.00	2.00	

SOLID WASTE BUREAU

PROGRAM MISSION

The Solid Waste Bureau's mission is to make Arlington a more attractive and sustainable place to live, work, and play for current and future generations. We will accomplish this by preserving natural resources, recovering resources, and providing community cleanliness services. The Solid Waste Bureau strives to provide cost-effective, convenient, and comprehensive solid waste services to County residents.

Customer Service

- Provide customer service support and process service requests for Solid Waste Bureau (SWB); Traffic Engineering and Operations (TE&O); Water, Sewer, and Streets Bureau; and Utility Services programs.
- Provide recorded information and request services to residents 24/7 through integrated voice response and integrated web response systems (IVR/IWR).

Residential Refuse and Recycling Collections

- Manage the collection of refuse, recycling, year-round yard waste, appliances, scrap metal, and electronics waste, using private contractors, for approximately 33,200 single-family and duplex households.

Residential Solid Waste Disposal and Recyclables Processing Contract Administration

- Perform contract management for 27,100 tons of residential garbage disposal at Covanta Arlington/Alexandria Waste-to-Energy facility.
- Provide contract management for 14,000 tons of single-stream recyclables collected from curbside, drop-off centers, and County and APS facilities.
- Administer agreement for year-round processing of approximately 3,000 tons of residential yard waste materials.

Business/Multi-family Recycling Compliance

- Administer and enforce the Refuse 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, and program outreach for designated County and APS facilities.

Community Drop-Off Recycling Centers

- Provide recycling center collection and maintenance services to two area recycling centers.

Education and Outreach

- Collaborate with DES Communication staff to inform and educate program users about County waste reduction efforts and other Bureau services through educational materials and service guides.

SOLID WASTE BUREAU

Supplemental Residential Services (SWB Operations)

- Provide special collection of brush, holiday trees, auto batteries, in addition to providing mulch and dirt delivery to residential refuse collection customers.

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 for County related maintenance and construction projects, and clean usable soil products.
- Provide recycling center collection and maintenance services.

Leaf Collection

- Collect loose leaves raked to the curb.
- Provide bio-degradable bag collection weekly during the leaf season.

Street Sweeping and Litter Control

- Provide residential, commercial, and bike lane sweeping.
- Collect litter in commercial areas, in bus stops, along on-street bike routes, and along heavily traveled pedestrian routes.
- Provide bus stop and bus shelter maintenance.
- Perform graffiti removal.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the reclassification of a temporary Trades Worker, added at FY 2017 closeout, to a permanent position to assist with cleaning along Columbia Pike ($6,026, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($134,629) and the reductions and realignment itemized below, partially offset by contractual increases ($22,961) and funding to support additional cleaning services on Columbia Pike ($10,359).
- ↑ Revenue increases due to an increase in the Household Solid Waste Rate ($66,400), an increase in commercial and multi-family recycling inspection fee ($142,597), and an increase in commercial and multi-family recycling inspection fee revenue, exclusive of the fee increase ($87,727).
  - The Household Solid Waste Rate is proposed to increase from $314.16 to $316.16 as a result of cost increases for refuse, recycling, and yard waste collection from single family, duplexes, and townhouses.
  - The Multi-family and Commercial Recycling Program inspection fees are proposed to increase to establish a progressive fee structure that will be based on the business or property type to improve equity in the bearing of program costs rather than the previous flat rate inspection fee structure.
- ↑ Intra-county charges increase due to the proposed realignment below.

SOLID WASTE BUREAU

FY 2019 Proposed Budget Reductions

- Eliminate monthly paper shredding services ($20,000).
  IMPACT: The free shredding service will no longer be provided. The private sector provides this service, charging roughly $1 per pound as an industry average.

FY 2019 Proposed Realignment

- Move street sweeping expenses to the Stormwater Fund ($399,290).
  Impact: This action shifts the entire cost of the sweeping program from the General Fund to the Stormwater Fund. If the construction program envisioned in the CIP is maintained, this shift could be one of the reasons to propose a future increase in the dedicated Stormwater Fund tax rate.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,690,084	$4,502,508	$4,745,728	5%
Non-Personnel	10,207,073	10,095,647	9,974,338	-1%
Subtotal	13,897,157	14,598,155	14,720,066	1%
Intra-County Charges	(338,677)	(330,051)	(729,341)	121%
Total Expenditures	13,558,480	14,268,104	13,990,725	-2%
Fees	10,925,363	11,044,012	11,340,736	3%
Grants	28,546	-	-	-
Transfer from other funds	35,721	35,721	35,721	-
Total Revenues	10,989,630	11,079,733	11,376,457	3%
Net Tax Support	$2,568,850	$3,188,371	$2,614,268	-18%
Permanent FTEs	46.00	45.00	46.00	
Temporary FTEs	6.10	6.10	6.10	
Total Authorized FTEs	52.10	51.10	52.10	

PERFORMANCE MEASURES

Solid Waste Generation and Disposal (includes residential, commercial, and institutional)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
County's overall recycling and diversion rate as confirmed by Virginia Department of Environmental Quality	47.2%	44.5%	47.0%	48.5%	50.0%	51.0%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
MSW generation per capita (tons)	.96	.90	.89	.85	.86	.86
Total Tons of MSW Generated	205,549	196,068	184,285	189,400	194,400	197,300

- Overall MSW generation is expected to see limited growth due to changes in the waste stream including less paper generation (due to impact of digital media).

Multi-family Recycling Compliance

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of recycling compliance inspections performed by Inspectors	N/A	1,424	1,683	3,500	1,500	2,300
Percent of commercial properties in full compliance	98%	43%	36%	45%	55%	60%

- 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.
- The SWB hired additional temporary staff in FY 2016 and FY 2017 to conduct inspections at all properties and to inform property owners about new code changes resulting in increased inspection numbers. An emphasis was placed on education and data gathering during these visits to establish baseline understandings rather than enforcing compliance.
- Program efforts for FY 2018 are focused on bringing properties into compliance which requires more staff time per property resulting in a reduced number of inspections.
- Recycling Outreach staff began issuing Notice of Violations, Order of Corrections, and Civil Penalties in FY 2018, which is increasing compliance.

Government Facilities

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of waste recycled from Arlington County Agencies	N/A	N/A	N/A	31%	35%	40%

- Perform contract management for weekly trash, recyclables, and food scraps collection for approximately 40 County-owned facilities and manage data collection from scales on the collection vehicles.

Residential Services Program

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average missed collections (trash, recycling, organics) per month	133	106	55	174	213	175
Curbside recycling tonnage	15,263	14,271	14,064	13,733	13,800	13,800
Curbside trash tonnage	34,423	33,757	31,577	27,027	27,000	25,000
Curbside yard trimmings tonnage	220	460	3,098	7,242	8,000	8,000
Customer satisfaction with residential services	93%	90%	90%	95%	90%	90%

- The number of missed collections increase for FY 2018 is the result of many factors that include contractor staffing changes, increased usage of the organics cart, increased number of customers, and the increased convenience of reporting a missed collection through the expanded use of the County’s report-a-problem application.
- Collected yard trimmings are composted at the Loudon Composting yard from May through October and the Earth Products Yard from November through April.
- The established standard for customer satisfaction is 90 percent based on monthly customer service surveys that ask county citizens to rate programs.

Sweeping/Litter Control Program

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of lane miles swept	9,662	11,211	11,404	11,257	11,000	11,000

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Sweeper material collected (tons)	2,647	2,347	1,891	1,367	1,500	1,500

- 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.

SOLID WASTE BUREAU

- 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.
- Added 14.4 miles of on-street bike lanes in FY 2017 which is reflected in the annual tonnage estimates.

WATER, SEWER, AND STREETS BUREAU

PROGRAM MISSION

The mission of the General Fund portion of the Water, Sewer, and Streets Bureau is to maintain the County's streets, sidewalks, and stormwater infrastructure.

Concrete Maintenance

- Address deficiencies in concrete curbs, gutters, and sidewalks in low density residential areas and in designated high-density and commercial areas.
- Repair concrete curbs, gutters, and sidewalks prior to repaving streets to prevent damage to new pavement.
- Make repairs pursuant to complaints and provide out-of-cycle maintenance. Crews also supplement other maintenance and small construction needs.

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 slurry seal paving, 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. Teams and their equipment are also available for snow removal and other emergency needs.

Emergency Response

- Keep main arteries open for public transportation and emergency vehicles during snow storms and promptly treat all remaining streets as needed following storms.
- Remove debris and address stormwater issues for hurricanes and other weather related emergencies.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual services ($2,625), adjustments to the annual expense for maintenance and replacement of County vehicles ($105,236), and additional 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).

WATER, SEWER, AND STREETS BUREAU

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$4,031,356	$4,711,097	$4,957,227	5%
Non-Personnel	4,331,096	3,770,719	3,968,580	5%
Total Expenditures	8,362,452	8,481,816	8,925,807	5%
Fees	79,408	55,000	55,000	-
Total Revenues	79,408	55,000	55,000	-
Net Tax Support	$8,283,044	$8,426,816	$8,870,807	5%
Permanent FTEs	52.00	53.00	53.00	
Temporary FTEs	1.30	1.30	1.30	
Total Authorized FTEs	53.30	54.30	54.30	

PERFORMANCE MEASURES

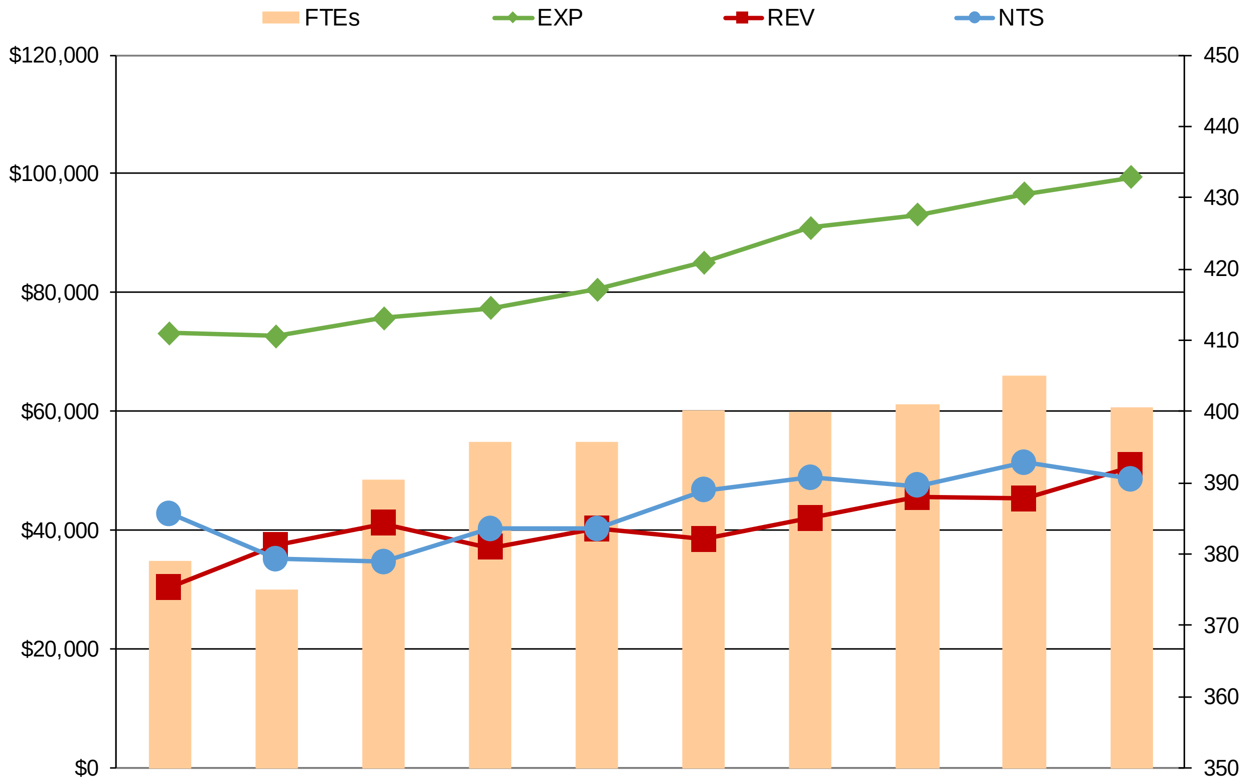
Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Asphalt Maintenance Cost per Lane Mile	$3,407	$2,039	$2,132	$1,431	$2,000	$2,000
Curb, Gutter, and Sidewalks Repaired and Replaced (measured in Linear Feet)	N/A	N/A	N/A	12,446	15,000	15,000
Number of Potholes Repaired	6,959	11,336	9,988	3,623	5,000	5,000
Pavement Condition Index (PCI)	N/A	66	68	71	74	75
Percent Lane Miles of County Streets Paved in Calendar Year	7.7%	9.1%	9.2%	9.0%	8.0%	7.5%
Snow Mobilization/Snow Operations (Days)	N/A	N/A	9/20	10/14	10/15	10/15
Snow Ops Salt Usage/Winter (Tons)	11,900	10,400	7,000	3,700	8,000	8,000

- FY 2018 and FY 2019 estimates for maintenance operations are based on all asphalt maintenance work divided by lane miles. Lane miles in Arlington County have been increased from 974 to 1,051 in FY 2018.
- Curb, Gutter, and Sidewalks Repaired and Replaced – The unit of measure equates volume of concrete used in all repairs into an equivalent linear footage of curb, gutter, and sidewalk combined.
- Potholes Repaired fluctuates based on the number of weather events and temperature changes. In FY 2017, there was limited snow and winter weather as well as increased paving efforts throughout the County.
- In FY 2015, the method in which Pavement Condition Index is measured changed from visual to laser. For comparison purposes, only the PCI values measured with the laser method are displayed.
- Snow Mobilization/Snow Operations Days – Snow mobilizations consist of the days' crews and

equipment are mobilized to prepare for winter precipitation and includes pretreatment on roads. Snow Operation Days are consecutive days worked for a particular event clearing streets, bridges, etc.

- The decrease in FY 2016 salt usage is due to having fewer events requiring salt was added as a new measure to be used. While the blizzard occurred in FY 2016, the overall number of events requiring salt were lower.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$73,187	$72,722	$75,750	$77,420	$80,534	$85,162	$90,929	$93,100	$96,669	$99,359
REV	$30,369	$37,491	$41,117	$37,145	$40,257	$38,503	$42,005	$45,605	$45,273	$50,777
NTS	$42,818	$35,231	$34,633	$40,275	$40,277	$46,659	$48,924	$47,500	$51,396	$48,581
FTEs	379.00	375.00	390.50	395.70	395.70	400.20	400.00	401.00	405.00	400.50

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($212,841).	
	▪ Increased funding for non-discretionary contract increases ($845,176), refuse contract increases ($233,022), and County vehicle charges ($210,370), partially offset by the removal of one-time costs and loan payments for the Chain Bridge Road Sewer District ($94,429).	
	▪ Electricity and water/sewer budgets were adjusted based on FY 2008 actual consumption and anticipated utility rate increases ($415,191). This is partially offset by the transfer of electricity savings ($91,037) from the Department of Environmental Services to the County's Master Lease budget in FY 2010. The County is currently engaged in a capital project in the Arlington County Detention Facility and Police/Courts building to retrofit the building, making it more energy efficient and lowering utility costs. The annual debt service payments will begin in FY 2010 and will be paid from the utility savings generated from the affected buildings.	
	▪ Revenue increases include higher farebox receipts from ART routes due to a full year of the ART 77 route and elimination of paper transfers on ART routes ($93,360), a revised estimate of state reimbursement for local transit expenses ($560,894), an increase in development services revenue ($114,006) for fee increases charged to developers, an increase in the volume of parking meter usage ($149,937) and permit right-of-way fees ($100,000), partially offset by reductions in court maintenance fees ($15,000), a decrease in Water, Sewer and Street revenue ($30,000) and a decrease in the value of leases under agreement with the County ($186,825).	
	▪ Due to changes at the state level on the administration of the commercial real estate tax, staff time must be charged directly to transportation related projects. This administrative change results in a decrease in personnel charges ($293,351) offset by eliminating the reimbursement from the Transportation Investment Fund.	
	▪ Eliminated one of two Technology Support staff ($73,267).	(1.0)
	▪ Eliminated one of two Organizational Development support staff (72,279).	(1.0)
	▪ Replaced the Deputy Director position with a staff assistant position ($65,263).	
	▪ Eliminated a planner position ($105,035) in the Transportation Planning Program.	(1.0)
	▪ Transit specific non-personnel expenditures reflect the balance of full year costs for Arlington Transit (ART) Route 77 ($309,468), ART service fuel cost increases ($159,540) and an increase in payments to METRO for Smart Trip support ($45,150).	

Fiscal Year	Description	FTEs
	▪ Conversion of WMATA bus routes 24P and 22B to ART bus services results in a net tax support increase to the DES budget of $731,545. This conversion lowers the County subsidy to WMATA by $1,081,230 resulting in a savings to the County of $349,685.	
	▪ Eliminated contract funding for Development Services inspection contracts ($135,000).	
	▪ Eliminated one of six Trades Worker positions on the signs and marking team ($63,841) in Transportation Engineering and Operations.	(1.0)
	▪ Eliminated a support architect assigned to facility master planning ($79,792) in Facilities, Design and Construction.	(1.0)
	▪ Eliminated one of seven Construction Management Specialists ($42,516) in the Engineering Bureau.	(1.0)
	▪ Eliminated one of two administrative staff ($58,631) responsible for providing staff support to the Capital Asset Management and Facilities Design and Construction program.	(1.0)
	▪ Transferred the Fresh AIRE program coordinator from the Facilities Maintenance program to the Fresh AIRE program (1.0 FTE, $117,765). The transfer of this position to a dedicated utility tax will eliminate general fund support for the Fresh AIRE program.	
	▪ Reductions in Facilities Management Services reflect the move from yearly window cleaning at County Facilities to bi-annual cleaning ($10,000), the reduction in garage cleaning services to as-needed basis ($15,000), and the elimination of a Custodial Worker position ($46,920).	(1.0)
	▪ Transfer a Planner from the Environmental Planning Office ($99,535) to the Stormwater Management Fund.	(1.0)
	▪ Solid Waste Bureau fee increases reflect increases for delivered material ($58,908), an increase in permit fees associated with refuse trucks ($4,294), and the establishment of Multi-Family/Business Environmental Compliance Fee ($125,400) in order to fund the costs related to the Multi-Family/Business Recycling Compliance program.	
	▪ Reduction in maintenance support to the Columbia Pike corridor from 2.0 FTE to 1.0 FTE in the Solid Waste Bureau ($45,669).	(1.0)
	▪ The Household Solid Waste Rate (HSWR) reflects an increase ($614,708) of $19.12, or 6.2 percent over the FY 2009 rate, resulting in a new base annual rate of $325.68. The rate increase includes: non-discretionary contractual increases for refuse and recycling ($13.00), funding for the second vacuum pass for leaf collection in lieu of termination of that service ($5.84), and brush collection overtime ($0.28) in order to maintain customer service levels with brush collection and to keep debris out of the sewer system.	
	▪ Eliminated 6.0 technician positions (one team) in the Water, Sewer and Streets Bureau ($302,000).	(6.0)
	▪ Reduced concrete maintenance contract by 50% ($250,000).	

Fiscal Year	Description	FTEs
FY 2011	▪ The County Board added expenses (6.0 FTE, $662,000, including $100,000 in one-time funding for equipment) associated with the transfer of ownership of Columbia Pike from the Virginia Department of Transportation to Arlington County Government beginning in FY 2011. County ownership of Columbia Pike also results in a $141,437 loss in traffic signal reimbursement from the Commonwealth of Virginia, partially offset by a $25,000 increase in parking meter revenue and $10,000 increase in highway permit fees in areas along Columbia Pike.	6.0
	▪ The County Board transferred the remaining stormwater costs in the General Fund to the Stormwater Fund (10.0 FTEs, $1,311,800 expense, $50,000 revenue, for a net tax support savings in the General Fund of $1,261,800).	(10.0)
	▪ The County Board adopted increases to fees relating to right-of-way permits ($25,000), fees for plan revisions, erosion, sediment control and maintenance of traffic reviews ($35,000), and tour bus vehicle parking ($90,000 revenue, with associated expenses of $77,000 in one-time costs for new meters, and $13,000 in ongoing related expenses).	
	▪ The County Board adopted an increase in the Leaf Collection Program component of the Household Solid Waste rate of $14.80 ($479,679) to fully fund the collection and disposal of leaves. The Household Solid Waste Rate (HSWR) reflects a total increase of $18.56 ($682,923), or 5.79 percent over the FY 2010 rate, resulting in a new annual rate of $344.24. The rate also reflects an increase in the number of households receiving service.	
	▪ Non-personnel increases reflect non-discretionary contractual increases ($332,750), refuse contract increases ($242,887), the transfer of funding related to custodial work for the Westover Library from the Department of Libraries ($128,124), transit-specific increases itemized below ($1,164,052) and an adjustment to the annual expense for the maintenance and replacement of County vehicles ($6,750), partially offset by reductions itemized in the lines of businesses below.	
	▪ Transit-specific non-personnel increases reflect contractual increases related to bus operations and CNG fuel costs ($175,730), the balance of full year costs for improvements to ART 41 ($69,874), ART 75 ($47,350), and ART 74 ($162,380); October 2010 implementation of ART 41 weekday enhancement ($148,454); ART 75 midday service enhancement scheduled for April 2011 ($88,810) and creation of ART 45, an all-day weekday route that would improve transit service for clients and employees of the new Department of Human Services headquarters ($471,454).	

Fiscal Year	Description	FTEs
	▪ Revenue increases include higher fare box receipts from new and expanded routes ($493,424), developer contributions for ART routes 72-74 ($37,500) and ART 45 ($67,500), a revised estimate of state reimbursement for local transit expenses ($1,342,140), an increase in state reimbursement for local transit expenses as a result of new and expanded bus routes ($257,860), fees charged to taxicab companies to cover the cost of the Taxicab program ($115,000), an increase in plastic, cans and glass recycling revenue ($33,864), revenue from sale of white goods ($7,638) and miscellaneous fees ($503), additional fees from parking meters ($200,000). These increases are partially offset by a reduction in traffic signal reimbursement from the Commonwealth of Virginia ($62,163 excluding the revenue loss associated with Columbia Pike, and in addition to $186,490 cut in the FY 2010 revised budget), miscellaneous fees ($6,116), development services revenue ($184,220) due to a decline in various plan review fees from developers, a decrease in the value of leases currently under agreement with the County ($28,520), and a decline in revenue from single stream (curbside recycling) ($32,245) and mulch and wood chip sales ($18,725).	
	▪ Adjusted STAR back-office operations and program management practices to improve overall cost efficiency of the program ($115,000), and implemented minor adjustments to local transit route schedules/span of service to improve route productivity ($54,000).	
	▪ Eliminated one of four Planner positions upon incumbent's retirement in early January 2011 ($59,701).	(1.0)
	▪ Eliminated one of five Construction Management Specialists positions ($85,342).	(1.0)
	▪ Reduced signal and street light power consumption and associated Dominion Virginia Power charges by 15 percent ($374,610) through the conversion of County lights to more energy efficient luminaries (principally LED) and selective removal of redundant street lights.	
	▪ Eliminated three partially General Fund supported engineer positions allocated to the Neighborhood Conservation Program (NC) ($92,249). The majority of the personnel cost are charged to capital for work on NC projects.	
	▪ Charged Arlington County Public Schools (APS) for maintenance of Schools Boundaries application and other APS-specific GIS services ($32,000).	
	▪ Reduced and restructured cleaning and custodial services provided to County facilities and programs, excluding areas principally used by the public ($135,538), and reduced the electricity budget for centrally managed facilities by $80,000.	

Fiscal Year	Description	FTEs
	▪ Eliminated Solid Waste consultant funding for FY 2011 including funds for the Pay-as-you-throw (PAYT) study ($85,000), which is partially funded by the HSWR ($40,000). Eliminating consultant funding in FY 2011 reduced the HSWR by $1.24 per year.	
	▪ Eliminated snow hauling from commercial areas after snow storms in excess of 6" to 8" ($200,000).	
	▪ Includes two positions ($190,583) originally added through supplemental appropriations to help manage the increase in ART routes and the County's Taxicab program.	2.0
FY 2012	▪ Personnel includes the County Board's approval of a one percent one-time lump sum payment for employees at the top step ($64,981).	
	▪ The County Board approved 2.0 FTE for capital project staffing: 1.0 FTE Design Engineer in Engineering and 1.0 FTE Capital Projects Manager in Transportation Planning (positions will be charged to the capital funds; there will be no cost to the General Fund). Operating expenses ($14,690) for those positions are included in the non-personnel expense and reimbursed through Intra-County Charges.	2.0
	▪ The County Board restored 2.0 FTEs in Development services: a Construction Management Specialist ($113,137) and a Planner position ($123,336).	2.0
	▪ The County Board added support of the Community Energy Plan (CEP) by adding a two-year limited term FTE ($204,000 over two years) for CEP implementation planning and $365,000 in one-time funding for implementation consulting services.	1.0
	▪ The County Board added 0.5 FTE in Facilities Management Services for support of additional square footage added to the County ($40,918).	0.5
	▪ The County Board added direct ART bus service from Columbia Heights West to the Warren G. Stambaugh Human Services Center on Washington Boulevard. Funding will be reallocated from Metro contingency funds.	
	▪ Conversion of 0.5 Temporary FTE to 0.5 Permanent FTE in Facilities Management Services for support of additional square footage added to the County.	
	▪ Reallocation of 3.0 FTE from Non-Departmental for transportation capital project staffing: 1.0 FTE Senior Capital Projects Coordinator, 1.0 FTE Streetcar Program Manager, and 1.0 FTE Design Team Engineer (Complete Streets). These positions will be charged to the capital funds and there will be no cost to the General Fund.	3.0
	▪ In FreshAire, two overstrength positions continue to be funded.	
	▪ Transfer of 1.0 FTE from the Printing Fund for the Safety Program.	1.0
	▪ Transfer of 1.0 FTE from the Utilities Fund to centralize the Communications effort.	1.0

Fiscal Year	Description	FTEs
	▪ Reallocation of 5.0 FTE from Non-Departmental for converting the Heating, Ventilation, and Air Conditioning (HVAC) preventative maintenance from contract to in-house personnel.	5.0
	▪ Non-personnel expense includes the County Board approved one-time funding of $365,000 for Community Energy Plan (CEP) implementation consultants and operating expenses related to 2.0 FTE approved by the County Board for capital projects ($14,690). The Non-Personnel category as a whole decreases less than one percent due to a change in responsibility for HVAC preventative maintenance ($549,280), elimination of FY 2011 one-time capital expenses for multi-space parking meters ($77,000), elimination of FY 2011 one-time snow removal equipment funding ($100,000), reduction in the costs of refuse collection ($232,210) and disposal fees at the Waste-To-Energy Plant ($379,306) due to the success of single stream recycling, electricity savings due to upgrading lighting to LED ($82,353) and energy efficiencies in facilities ($50,000), and reallocating funds to personnel in Fresh Aire ($162,290). These decreases are partially offset by increases related to Fire Station 3 maintenance ($66,326), transferring responsibility of maintenance from Department of Technology Services (DTS) to DES for the Network Operations Center (NOC) ($279,000), addition of mandated weekly fire pump testing ($42,224), an adjustment to the annual expense for the maintenance and replacement of County vehicles including additional expenses for new HVAC maintenance staff vehicles ($16,109), monthly web service fees for additional multi-space meters ($88,744), operating expenses related to staffing for capital projects ($22,160), additional recycling carts ($10,268), increase in the master lease payment for the tub grinder ($45,974), and non-discretionary contractual increases ($187,837).	
	▪ Transit-specific non-personnel increases reflect non-discretionary contractual increases related to bus operations ($274,693), the balance of full year costs for improvements to ART 41, 42, 74, 75, and 87 ($95,542), additional costs for maintenance and support of the ART bus system real-time information system ($18,330), fuel services at the WMATA facility ($10,944), and maintenance at the ART facility ($15,859).	
	▪ Intra-County Charges increase due to personnel expenses for those positions being charged back to other funds and departments, as well as for the Communications effort, Safety Program, and non-personnel expenses related to the 3.0 FTEs reallocated for capital projects.	

Fiscal Year	Description	FTEs
	▪ Revenue increases include higher fare box receipts from new and expanded ART routes ($245,766), and increases in recycling revenues including plastic, cans and glass recycling revenue ($11,136), sale of white goods ($10,728), and curbside recycling ($105,500), which is partially offset by a reduction in construction related permit revenues ($75,000), recycling civil penalties decrease due to increased compliance ($33,540), and decrease in lease agreements managed ($11,244).	
	▪ The parking meter revenue reflects a rate increase of $0.25 per hour on long and short term parking as well as the installation of additional multi-space meters ($2,043,230). The rate for short term parking (4 hours or less) will increase from $1.00/hour to $1.25/hour. The rate for long term parking (4 or more hours) will increase from $0.75/hour to $1.00/hour.	
	▪ The Household Solid Waste Rate (HSWR) reflects a decrease of $18.52 ($582,811), or 5.38 percent less than the FY 2011 rate, resulting in a new annual rate of $325.72. The rate reflects a decrease in the number of tons of refuse disposed of at the Waste-To-Energy Plant and a decrease in the cost of refuse collection.	
	▪ Appliance pick-up fee decreased from $20 per appliance to a $10 administrative fee per site visit (regardless of the number of appliances) ($27,250).	
FY 2013	▪ 2.0 FTEs were added in the Engineering Bureau to provide critical staffing needed to implement capital projects (positions will be charged to capital funds; there is no cost to the General Fund).	2.0
	▪ 1.0 FTE was added for a Parking Planner in Transportation Engineering and Operations through a reallocation of non-personnel consultant funding for parking planning services ($64,407).	1.0
	▪ Six months of one-time funding was added to fund the addition of 2.0 FTEs in Development Services for the Permitting and Customer Service Section ($92,526).	2.0
	▪ 0.2 FTE was transferred from the Utilities Fund to the Office of the Director in the General Fund for expanded human resource service support.	0.2
	▪ Personnel increases reflect the reclassification of positions identified to be substantially below comparative pay studies.	
	▪ Transit expenses increase to reflect an increase in fuel costs for expanded bus service and rate increase ($186,743), rent for the ARTHOUSE bus maintenance facility ($72,835), and bus operating maintenance expenses ($75,477). Transit revenue includes higher fare box receipts from expanded ART routes ($200,000) and higher business contributions for ART service ($91,940).	

Fiscal Year	Description	FTEs

- 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).
- 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.

Fiscal Year	Description	FTEs
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 (0.5 FTE; $23,125 one-time; $50,000 ongoing).	
	▪ 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).	
	▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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
	▪ Reallocated funding to add a Street Light Technician ($81,436).	1.0

Fiscal Year	Description	FTEs
	▪ 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.	

Fiscal Year	Description	FTEs
	▪ Eliminated one-time funding which delayed the implementation date from July 1, 2013 to January 1, 2014 for STAR zone 2 and 3 rate increases in participant co-payments ($22,453). ▪ Eliminated one-time funding for the purchase of vehicles for Arlington Mill Community Center ($74,140). ▪ Intra-County Charges reflects an increase in the allocation based on eligible reimbursable expenses for services provided within the organization ($66,309) and the additional allocation to the Utilities Fund for the Design Standards Engineer ($7,272). ▪ The County Board adopted an ART fare increase of $0.25 per trip, which is expected to generate $300,000 in additional fare revenue. ▪ 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).	

Fiscal Year	Description	FTEs
	▪ Arlington County Commuter Services (ACCS) contractual increases due to the addition of a contract for MTA Commuter Bus fare media sales ($248,379). ▪ Arlington County Commuter Services (ACCS) revenue increases due to the addition of a contract for MTA Commuter Bus fare media sales as well as an increase in MTA MARC commuter rail fare media sales ($625,000), partially offset by a decrease in corresponding federal and state grant revenue ($376,619). ▪ Reduced revenue from curbside recycling ($134,000), partially offset by a net increase in the County in the value of leases currently under agreement with the County ($33,849). ▪ Eliminated FY 2015 one-time funding for contractual program management support for the conversion to Permits Plus ($150,000). ▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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).	
	▪ 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.	
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).	

Fiscal Year	Description	FTEs

- 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).
- 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.
- *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).*

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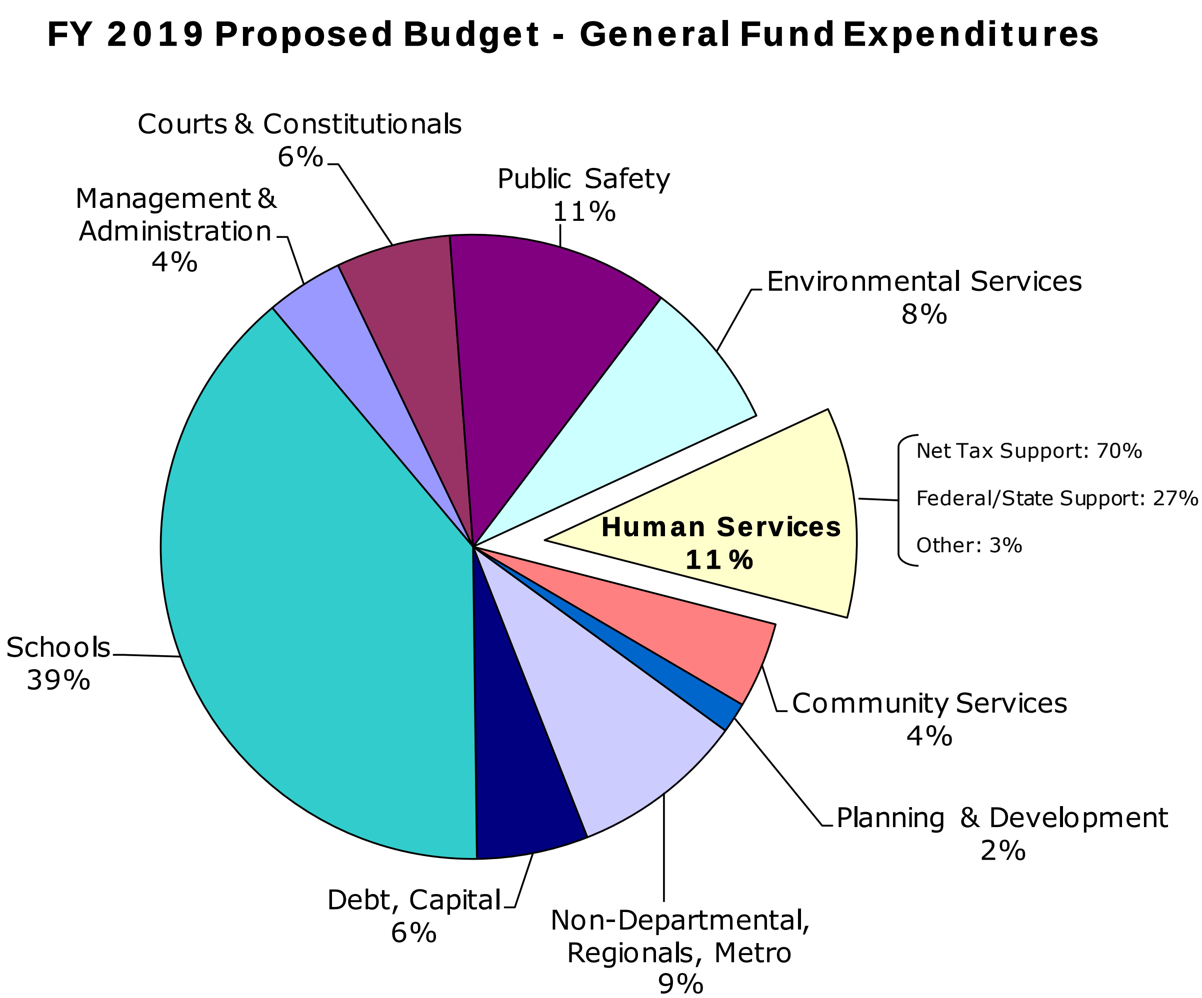
Our Mission: Strengthen, protect, and empower those in need

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.



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

Section 8 Housing Assistance
- 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 Section 8 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
- Customer Service Center

Agency on Aging

Adult Day Programs

Adult Services
- Adult Social Services
- Adult Protective Services
- Nursing Case Management
- In-Home Services
- Volunteer Guardianship and Personal Advocate Services

Senior Adult Mental Health Program
- Regional Older Adult Facilities Mental Health Support Team
- Mary Marshall Assisted Living Residence

Developmental Disability Services
- Support Coordination
- Habilitation and Supported Employment
- Transportation
- Residential Services

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Department of Human Services (DHS) is $138,794,705, a one percent increase over the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, adjustments to retirement contributions based on current actuarial projections and the addition of 2.3 FTEs described in further detail below, partially offset by the reductions itemized below.
- ↓ Non-personnel decreases primarily due to the reductions itemized below, the removal of FY 2018 one-time funding for the Housing Grants Program ($1,600,000) and the 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). The decreases are 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), addition of Pre-employment physicals budget ($176,269), and additional funding for the RAFT Program for Discharge Planning ($373,443).
- Total funding for housing grants is $8,707,329, consisting of $8,000,220 in ongoing funding and $707,109 in one-time funding. Total funding decreases by $446,426 but is funded at a level expected to meet demand for service.
- The FY 2019 budget for the Behavioral Healthcare Division reflects an internal reorganization designed to improve the care provided to clients with co-occurring mental health and substance use disorders by integrating the services. The new structure replaces the Mental Health and Substance Abuse Bureaus with two new bureaus: The Residential and Specialized Clinical Services Bureau and the Outpatient Clinical Services Bureau. The Recovery Program is transferred to Management and Administration.

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 new client fees for sexually transmitted infections testing, pharmaceuticals and clinic visits ($12,000).
- ↑ Increase in revenue additional funding for RAFT Program for Discharge Assistance Planning ($500,000).
- ↑ Increase in the WIC Breastfeeding Peer Counselor grant ($9,060).
- ↑ Increase in funding for Virginia Department of Health Cooperative award ($41,736).
- ↑ Increase in funding Child Welfare Substance Abuse ($18,671).
- ↑ Increase due to the three-year grant from Virginia Foundation for Healthy Youth ($149,999).
- ↑ Increase in funding for Title IV-E Adoption Assistance ($102,091).
- ↑ Increase due to an adjustment to the projected amounts for the Agency on Aging Area Plan ($56,298).
- ↑ Increase in Medicaid Prescreening ($10,000).
- ↑ Increase in funding for Virginia Department of Social Services (VDSS) Programs ($568,739).
- ↓ Decrease in Emergency and Preparedness Program grant ($17,594).
- ↓ Reduction in Parent-Infant Education Grant ($18,438).

- ↓ Reduction in Tuberculosis Grant ($2,000).
- ↓ Reduction in the Customer Service Center from the Agency on Aging Area Plan ($76,481).
- ↓ Reduction in Refugee Resettlement ($16,125).
- ↓ Decrease in grant funding for Title IV-E Foster Care Assistance ($38,571).
- ↓ Decrease in grant funding for Special Needs Adoption ($135,889).
- ↓ Decrease due to a reduction to the community living home based care program ($41,657) as part of the Agency on Aging Area Plan.
- ↓ Decrease due to a reduction to the Virginia Department of Behavioral Health and Developmental Services (VDBHDS) allocation ($49,623).
- ↓ Conclusion of the Childcare Quality Initiative Grant ($20,914).

The FY 2019 proposed permanent staffing level is 691.82 FTEs, a decrease of 13.7 FTEs over the FY 2018 adopted budget. The FTE changes are due to the reductions itemized below, internal reallocations itemized in the lines of business summaries, partially offset by the increases explained directly below:

- ↑ Increase of a Mental Health Therapist II ($102,061, 1.0 FTE) and an Administrative Specialist ($43,686, 0.5 FTE) to the RAFT Program.
- ↑ Increase of a Psychiatrist position ($207,042, 1.0 FTE) 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.
- ↑ Increase of an Administrative Assistant IV position ($3,800, 0.05 FTE), which was approved by the County Board at the close-out of FY 2017.
- ↑ Increase of an Administrative Technician I ($50,484, 0.75 FTE) transferred from the Housing Choice Voucher Program to the Economic Independence Division's Management & Administration.
- ↓ Decrease of an unfunded Volunteer Services Program Coordinator (1.0 FTE) temporarily transferred to the Community Planning & Housing Development Fund for the One-Stop Arlington Permitting Initiative.

FY 2019 Proposed Budget Reductions:

Department Management and Leadership

- ↓ Elimination of a filled Administrative Technician responsible for tracking, retrieving and delivering archived records ($81,017, 1.0 FTE). 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.

  IMPACT: This would require program staff to track their own records and contact contractors directly. Guidance on archiving process and special projects related to moving records to be shared among other staff. Without centralized control there will be an increased potential for errors in records retention and destruction.

Public Assistance

- ↓ Elimination of a vacant Eligibility Worker ($105,493, 1.0 FTE) that evaluates whether clients qualify for a variety of public assistance programs.

  IMPACT: The impact is minimal due to decreasing caseloads across a variety of public assistance programs. The position's caseload of 700 would be redistributed to the remaining

12 eligibility workers. Due to the implementation of a more streamlined application process, workers will be able to absorb the additional cases with minimal impact.

Employment Services

↓ Elimination of 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.

IMPACT: The reduction proposal will scale down services commonly available on-line while preserving case management and training for high need clients. In recent years, the AEC has seen a significant decline in clients seeking services. The decline is mostly attributed to very low unemployment in Arlington – currently 2.45 percent; the lowest in Virginia. In addition, the availability of on-line employment resources has further reduced the demand for services. From FY 2014 – FY 2017:

- Clients enrolled in active case management fell by 24 percent
- Clients visiting the Resource Center decreased by 40 percent
- Employment Services Specialist caseloads fell by 38 percent
- ESL instruction slots decreased by 2 percent

The proposed staff reduction at the Arlington Employment Center will impact the staff at multiple levels.

Reductions in REEP, the English as a Second Language program operated by Arlington Public Schools, will include the elimination of two of six administrative positions as well as increasing revenue. No ESL or scholarship slots will be impacted; the current number served will remain at 3,385 annually. The reduction of administrative support and pursuing revenue opportunities will result in a reduction of the County's grant from $817,583 to $645,682, or $171,901. REEP will partially offset the county's grant decrease by replacing County funding for a site coordinator with federal grant funds and by implementing a revenue-generating Test of English as Foreign Language (TOEFL) class in response to student demand. Additionally, REEP is exploring the transfer of Wakefield High School ESL classes to the Sequoia Plaza location to increase efficiency in program delivery.

Management and Administration – Public Health Division

↓ Elimination of a filled Office Supervisor position in the Financial and Administrative Support Services ($95,603, 1.0 FTE).

IMPACT: This is part of a larger initiative to streamline administrative support across DHS. The position's job duties including administrative tasks supporting public health clinics and supervision for seven staff will be transferred to the Administrative Officer, increasing the position's direct reports from three to ten. Redistributed administrative duties include satisfying vital records requests and reporting requirements, supporting front desk operations across the Public Health Division (including School Health) and purchasing and payables tasks. In addition, the health record quality assurance function would be assigned to the Management and Budget Specialist position in the Management & Administration Unit. The additional management duties assigned to the Administrative Officer would require subordinate staff to operate more independently with increased decision making authority.

↓ Elimination of 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 FTE).

IMPACT: This is part of a larger initiative for DHS to contract out pharmacy services. By contracting out pharmacy services to a private pharmacy provider at Sequoia, DHS will provide more efficient pharmacy operations at a lower cost. By co-locating pharmacy services with mental health and primary care providers, client outcomes will improve through easier access to medications. Currently, the nursing staff and clinicians serve as back-up for pharmacy staff in both divisions, which takes time away from client care. Having the pharmacy on-site will take County staff out of primary medication management, including responding to prescription refilling and prior authorization requests. Much of this can be managed by private pharmacy staff. The anticipated start date for a retail pharmacy to begin is October 1, 2018, assuming that all contracting policies and procedures are fulfilled. This initiative also includes the reduction of the Psychiatric Services' Administrative Technician described below.

Community Health Services

↓ Elimination of a vacant Management Specialist ($105,727, 1.0 FTE) which serves as the Clinic Practice Manager for all Public Health clinics including: family planning, maternity care, immunization, and sexually transmitted infections.

IMPACT: Eliminating this position will require these duties be given to nurses and nursing supervisors, requiring more coordination among more people, increasing the likelihood of scheduling error, slower review of health record data and identification of practice and cost inefficiencies and areas of ineffectiveness.

Laboratory Services

The Laboratory Services Program is proposed for elimination. Of the six current positions, four will be eliminated and the two remaining positions and contracted services funding will be transferred to other lines of business. The changes are outlined below:

↓ Elimination of 4.0 FTEs
- Eliminate a filled Laboratory Section Supervisor ($140,063, 1.0 FTE).
- Eliminate filled Laboratory Technologists ($309,296, 3.0 FTEs).

↓ Transfer 2.0 FTEs and $83,238 in contracted services funding:
- Transfer Laboratory Assistants ($187,385, 2.0 FTEs) to the Community Health Services Bureau.
- Transfer of $83,238 in contracted services to Management and Administration ($1,212) and the Community Health Services Bureau ($82,026).

IMPACT: Reducing lab positions will require clinic staff to be retrained how to draw blood. While we anticipate Lab Corp will be able to provide a phlebotomist onsite as they do for other medical offices, if the high volume of clients impacts Lab Corps' capacity to provide timely phlebotomy, clinic staff will need to assist with blood drawing. If and when any of these aforementioned activities are conducted by the clinic staff or the communicable disease staff, this will reduce their time providing direct clinical service or disease surveillance and investigation work to additional clients. This reduction will result in one of five tests sent out to an external laboratory and will require nurses and clinic aides in the traditional clinics and in the communicable disease unit to be retrained on how to properly package, store, and ship laboratory specimens to LabCorp in order to prevent interruption in service delivery. Urinalysis, pregnancy, HIV and glucola testing will be provided in-house. The wet prep test to diagnose gynecological conditions will be sent to a contracted laboratory. Clinic staff would have to learn to prepare medical waste for proper transport and decontamination, and how to sterilize medical instruments for reuse in the clinics.

Psychiatric Services

- ↓ Elimination of 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, 1.0 FTE). This also includes a reduction in funds for a contract Pharmacist ($17,200).

  IMPACT: See Management & Administration – Public Health Divison's Administrative Technician elimination for a description of the reduction impact.

Specialized and Residential Services – Behavioral Healthcare Division

- ↓ Eliminate non-essential contingency funding for Behavioral Health Division contracts ($80,000).

  IMPACT: There is no impact from this reduction as vendors historically did not meet the eligibility requirements for a bonus.

Developmental Disabilities Services

- ↓ Reduce funding for the residential program that provides adults with developmental disabilities with independent living options, supervised apartments, and group homes ($300,000).

  IMPACT: There will be no impact on client care as result of this reduction. Additional Medicaid waivers provided by the state will allow the county to meet demand with less local tax support.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$69,388,554	$73,685,722	$75,352,837	2%
Nonpersonnel	65,492,711	63,742,486	63,776,890	-
Intra-County Charges	(355,516)	(326,212)	(335,022)	3%
Total Expenditures	134,525,749	137,101,996	138,794,705	1%
Fees	1,921,407	2,313,083	2,708,570	17%
Federal Share	17,798,995	15,573,084	16,129,202	4%
State Share	21,745,822	21,095,430	21,523,150	2%
Other	767,724	628,556	783,726	25%
Total Revenues	42,233,948	39,610,153	41,144,648	4%
Net Tax Support	$92,291,801	$97,491,843	$97,650,057	-
Permanent FTEs	697.82	705.52	691.82	
Temporary FTEs	3.00	3.00	4.50	
Total Authorized FTEs	700.82	708.52	696.32	

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).

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.

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.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

- Provide leadership and coordination and recommend policies designed to promote accountability in the administration of programs and operations.
- Manage the final lifecycle stages of records in compliance with federal and state records retention laws.

Facilities Operations

- Provide a safe, clean, appealing, and functional working environment by managing facilities, vehicles, and mail delivery.
- Assist in maintaining buildings occupied by the Department through facility management and liaison with building owner management, the Department of Environmental Services (DES), and vendors for building systems maintenance, custodial services, parking garage management, electronic access, and security services.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the transfer in of a Business Systems Analyst I ($110,304, 1.0 FTE) and a Business Systems Analyst III ($134,022, 1.0 FTE) from the Behavioral Health Division. These increases are partially offset by the reduction itemized below.

↑ Non-personnel increases due to contractor increases associated with the reduction itemized below ($12,000), non-discretionary contractual services costs associated with Sequoia Plaza ($172,407), utilities expense for Head Start ($19,146), transfer of funds from the Behavioral Health Division for the annual electronic health record license ($119,437), and normal contractual increases ($26,162), offset by a reduction to the annual expense for the rental of county vehicles ($30,831), a decrease for credit card fees ($10,000), and adjustments to the Sequoia Plaza rent ($1,302).

↑ Federal share revenue increases due to federal pass through administration allocation ($82,926).

↓ State share revenue decreases based on a projected decrease in state reimbursement for various administrative and eligibility services ($48,802).

↓ Other revenue decreases due to credit card company fees ($10,000) previously budgeted as an expense.

FY 2019 Proposed Budget Reduction

↓ Elimination of a filled Administrative Technician responsible for tracking, retrieving and delivering archived records ($81,017, 1.0 FTE). 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.

IMPACT: This would require program staff to track their own records and contact contractors directly. Guidance on archiving process and special projects related to moving records to be shared among other staff. Without centralized control there will be an increased potential for errors in records retention and destruction.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$6,190,951	$6,692,665	$7,172,595	7%
Non-Personnel	4,020,675	3,606,141	3,913,160	9%
Total Expenditures	10,211,626	10,298,806	11,085,755	8%
Fees	-	-	-	-
Federal Share	489,878	398,093	481,019	21%
State Share	118,284	162,522	113,720	-30%
Other	(542)	-	(10,000)	-
Total Revenues	607,620	560,615	584,739	4%
Net Tax Support	$9,604,006	$9,738,191	$10,501,016	8%
Permanent FTEs	56.10	57.10	58.10	
Temporary FTEs	-	-	-	
Total Authorized FTEs	56.10	57.10	58.10	

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide leadership and management oversight to the Economic Independence Division.

Management and Administration

- Coordinate and oversee services in housing, employment, and public financial assistance by partnering with federal, state, local, and community organizations to achieve positive client outcomes.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, overseeing the division's financial management, managing grants and contracts, offering training, ensuring compliance with all relevant laws and requirements, evaluating staff performance, and ensuring effective collaboration with community partners.

Customer Service Center

- Serve as the first point of contact for clients and visitors seeking services by providing effective reception, triage, information and referral, registration, and administrative support.
- Provide rapid and comprehensive telephone information and referral through management of the call center.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. Personnel expenses also reflect the following transfers:
  - Transfer in of an Administrative Technician I ($80,199, 1.0 FTE) from the Housing Choice Voucher Program, and another Administrative Technician I ($74,005, 1.0 FTE) from Management and Administration in the Aging and Disability Services Division.
  - Transfer out of an Administrative Technician I ($60,557, 1.0 FTE) to Employment Services and another Administrative Technician I ($31,220, 0.4 FTE) to Housing Assistance and Homeless Programs.
- ↑ Non-personnel increases due to a Sequoia Plaza rent increase ($45,103) and reallocation of telephone and communications from Community Assistance ($11,218) and Employment Services ($4,101).
- ↑ Federal share revenue increases based on a projected increase in federal reimbursement for various administrative and eligibility services ($67,304).
- ↓ State share revenue decreases based on a projected decrease in state reimbursement for various administrative and eligibility services ($43,841).

MANAGEMENT AND ADMINISTRATION

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,932,689	$2,115,829	$2,274,578	8%
Non-Personnel	1,344,792	1,623,422	1,683,844	4%
Total Expenditures	3,277,481	3,739,251	3,958,422	6%
Federal Share	936,127	863,275	930,579	8%
State Share	105,375	145,999	102,158	-30%
Total Revenues	1,041,502	1,009,274	1,032,737	2%
Net Tax Support	$2,235,979	$2,729,977	$2,925,685	7%
Permanent FTEs	21.40	22.40	23.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	21.40	22.40	23.00	

PERFORMANCE MEASURES

Customer Service Center

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Calls abandoned prior to being answered	5%	5%	6%	5%	5%	5%
Callers who received accurate information to connect them to services	99%	99%	98%	98%	98%	98%
Quality of consultant information: average evaluation score for consultants	100%	98%	100%	100%	98%	98%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Calls received in the Call Center	50,735	51,606	50,023	46,683	47,000	47,000
Total walk-in visits	62,167	58,739	58,654	56,010	55,000	55,000
Total clients assessed by consultants	6,595	7,443	6,790	6,201	6,100	6,100
Wait time for consultants from point of registration: percent of customers waiting 15 minutes or less to see consultants	78%	81%	77%	82%	80%	80%
Quality of Call Center telephone interaction: call quality scores	99%	99%	99%	99%	98%	98%
Front Desk customer satisfaction: percent of customers satisfied with front desk service	98%	99%	99%	99%	98%	98%

- Customer Service Center performance measures were renamed in FY 2018 to better describe the data being reported and align to the performance measurement plan.
- In FY 2017, Calls received in the Call Center decreased due to innovative use of technology in routing clients directly to online services and external service providers.

- In FY 2017, the Total clients assessed by consultants measure was adjusted to include Telephone Assessments rather than only Walk-in Assessments. FY 2015 and FY 2016 data was updated with the adjusted measure.

- Call quality score is determined by evaluating calls utilizing a monitoring assessment form consisting of five skill areas: greeting, communication, technical, call handling, and closing.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 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.

Community Corrections

- Ensure the safety of residents by providing oversight to individuals placed on probation directly by the General District Court.
- Assist individuals released on probation with transitioning out of incarceration and into a productive role in society by providing supportive and rehabilitative services to the individuals and their families.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of a Human Services Clinician II ($106,610, 1.0 FTE) to Employment Services and an unfunded Volunteer Services Program Coordinator (1.0 FTE) temporarily transferred to the Community Planning & Housing Development Fund for the One-Stop Arlington Permitting Initiative. These decreases are partially offset by employee salary increases, an increase in the County’s cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the reallocation of telephone and communications ($11,218) to Management and Administration, partially offset by the Gates of Ballston rent increase ($841).
- ↓ Intra County Charges decrease due to the transfer of the Arlington Mill rental income to Fees ($39,920).
- ↑ Fees increase due the to the transfer in and annual increase of the Arlington Mill rental income from Intra County Charges ($61,575).
- ↑ Federal share revenue increases based on a projected increase in federal reimbursement for various administrative and eligibility services ($189,624).
- ↓ State share revenue decreases based on a projected decrease in state reimbursement for various administrative and eligibility services ($111,593), partially offset by an increase in the state portion of the Comprehensive Community Corrections Act and Pretrial Services Act Grant Program ($2,876).

- ↑ Other revenue increases due to the projected reimbursement from the City of Falls Church for the Comprehensive Community Corrections Act and Pretrial Services Act Grant Program ($2,106).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,414,846	$2,407,902	$2,483,857	3%
Non-Personnel	737,360	1,028,424	1,018,047	-1%
Intra-County Charges	(55,461)	(39,920)	-	-100%
Total Expenditures	3,096,746	3,396,406	3,501,904	3%
Fees	-	-	61,575	-
Federal Share	1,114,051	910,305	1,099,929	21%
State Share	403,897	675,906	567,189	-16%
Other	12,268	13,487	15,593	16%
Total Revenues	1,530,216	1,599,698	1,744,286	9%
Net Tax Support	$1,566,530	$1,796,708	$1,757,618	-2%
Permanent FTEs	25.25	26.25	24.25	
Temporary FTEs	-	-	-	
Total Authorized FTEs	25.25	26.25	24.25	

PERFORMANCE MEASURES

Clinical Coordination

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Client report of effectiveness of services: Number and percent of customers surveyed who agreed that services helped them with their presenting problems (e.g., housing, economic, food or medical needs)	40/95%	72/96%	68/99%	33/94%	59/98%	59/98%
Economic functioning: percent of clients with adequate/high or improved score at exit	71%	77%	84%	87%	85%	85%
Housing stability: percent of clients with adequate/high or improved score at exit	80%	86%	91%	84%	86%	86%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Client office visits	4,953	4,010	3,636	3,277	3,000	3,000
Number and percent of Emergency Financial Assistance households served	430/97%	341/99%	324/97%	280/96%	300/97%	300/97%
Amount of Emergency Financial Assistance (EFA) funds spent	$273,599	$266,968	$254,035	$270,491	$272,000	$272,000
Quality of documentation: average client file score	95%	92%	88%	92%	91%	91%
Timeliness of closing cases: number and percent of cases closed within 30 days of last contact	157/91%	122/27%	127/30%	189/34%	210/35%	210/35%
Client satisfaction: number and percent of clients surveyed who agree or strongly agree that staff worked well with them	43/98%	82/99%	67/98%	34/95%	59/98%	59/98%

- Clinical Coordination performance measures were renamed in FY 2018 to better describe the data reported and to align with the performance measurement plan.
- The "Economic functioning: percent of clients with adequate/high or improved score at exit" indicator uses a six-point scale to measure how often a client has deposited money into a bank account, received income, paid bills on time, and put money aside for savings over the last 12 months. Clinicians record a baseline indicator at the start of service, and a final indicator at the end of service. In FY 2016, "Economic functioning: percent of clients with adequate/high or improved score at exit" increased significantly due to the implementation of the Centralized Assessment System (CAS) which allowed for longer term case management to ensure clients' needs were fully met. Before CAS implementation, client cases were considered closed immediately after receiving services.
- The "Housing stability: percent of clients with adequate/high or improved score at exit" indicator uses a six-point scale to measure the stability, safety, sustainability, and appropriateness of a client's housing, with a score of one (adverse) meaning a client is currently homeless, and a score of six (optimal) meaning a client has had a stable living arrangement for the last 12 months. Clinicians record a baseline indicator at the start of service, and a final indicator at the end of service.
- "Client office visits" are down due to staff being able to better stabilize households so that they need fewer return to trips for services. For example, in FY 2016 the amount that a person could receive in a one month from Emergency Financial Assistance (formerly General Relief Emergency) went from $1,000 to $2,000 which allowed Clinical Coordination Program to spend less time stabilizing certain households. The maximum benefit a client could receive during the fiscal year is $2,000.
- As mentioned above, CCP was able to obtain the maximum benefit from Emergency Financial Assistance (EFA) in one month instead of having to split between months. Therefore, the number of EFAs went down, but the program spent more money. The average amount for an EFA in FY 2017 was $966 whereas in FY 2016 the average was $788.
- The FY 2018 and FY 2019 estimates for the amount of EFA funds spent are based on using the full amount of budgeted funds.
- In FY 2015, the client file audit tool was revised to more effectively evaluate the thoroughness and accuracy of the required documentation. This led to an increase average client file score beginning in FY 2016.

- In FY 2015, the data collection process for "Timeliness of closing cases: number and percent of cases closed within 30 days of last contact" changed significantly. A new report was created in the Efforts-to-Outcomes system that looks at all active cases within the fiscal year. The small percentage of cases closed within 30 days of last contact can be partially attributed to this change, as well as staff's adjustment to using the new Homeless Management Information System (HMIS), implemented in FY 2015. In FY 2017, case closure was a priority during supervision and case record review. Staff developed corrective action plans as needed.
- The number of surveys collected went down. This was due to surveys being collected during slower periods of the month. For FY 2018 we plan to administer surveys during busier periods of the month, usually the 2nd week of the month, as well as work with CSC staff to ensure that all clients receive the survey with their initial paperwork.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Community Outreach

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Monthly educational programs conducted for citizenship and life skills	55	65	75	77	79	79
Monthly educational programs provided (Computer, Special Events/Recreation)	36	20	23	28	27	27
Total information and referral requests: walk-in, telephone, home visits	3,786	2,333	3,596	4,861	5,000	5,000
Number of monthly participants all sites	1,334	1,886	2,674	2,675	2,675	2,675
Number of new special event programs provided yearly to address emerging community needs	15	50	105	98	95	95

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of volunteers per month	96	145	197	184	190	190
Number of volunteer hours per month	560	522	595	588	596	596

- Community Outreach performance measures were renamed in FY 2018 to better describe the data reported and to align with the performance measurement plan.
- In FY 2014 the re-structuring of the program's data management system impacted program data measures. The program gained one part-time staff person in early FY 2015; as a result, most program measures increased slightly.
- In FY 2016, an increase in the number of monthly educational programs occurred due to the addition of a citizenship tutoring class for Arabic speaking seniors.
- In FY 2015, there was a decrease in "Total information and referral requests: walk-in, telephone, home visits" due to the increased complexity of and staff time spent on individual client cases. Additionally, a new assessment tool for intake was introduced with staff effort focused more on individualized assistance. In FY 2016 and FY 2017, information and referral requests increased due to an increase in the number of programs and participants.

- The number of monthly participants for all programs increased in FY 2016 due to an increase in the number of overall programs being offered, including the tailoring program to assist with income generation and the immigration forum with community partners. In FY 2017, the number decreased due to a decrease in the number of overall volunteers after a review of volunteer needs/roles by program.
- The number of new special event programs increased in FY 2016 due to new partnerships both within and outside of Arlington County government, such as, Buckingham Cooks and Somali and Nubi Community Meetings.
- In FY 2015 and FY 2016, the program experienced an increase in the number of volunteers per month due to the increase in the number of programs being offered.
- In FY 2017, the program experienced a decrease in the number of volunteers per month due to a careful review of volunteer needs/roles by program. In some cases, fewer volunteers were needed/required for program operation, reducing the overall count.
- In FY 2016, the number of volunteer hours per month increased as a result of the increase in the number of volunteers during the fiscal year.
- In FY 2017, the number of volunteer hours per month decreased as a result of the decrease in the number of volunteers during the fiscal year.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Community Corrections

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of offenders completing treatment services	83%	85%	81%	86%	84%	84%
Percent of offenders successfully completing probation	66%	70%	60%	55%	62%	62%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of offenders successfully completing probation	108	80	87	89	85	85
Percent of offender customers rating services as satisfactory or better	100%	100%	100%	91%	91%	91%
Percent of primary customers rating services as satisfactory or better	100%	100%	100%	100%	100%	100%
Total number of offenders served	211	160	198	183	180	180

- In FY 2017, the Community Corrections Unit was transferred to the Department of Human Services to consolidate the unit with staff providing similar support services within the community. All performance measures associated with the Community Corrections Unit will be included in the budget for the Department of Human Services.
- From FY 2015 through FY 2017, staff vacancies and onboarding periods for new staff affected the percent of offenders successfully completing probation. The FY 2018 and FY 2019 estimates show an anticipated return to normal operating levels.

- From FY 2014 through FY 2015, the number of offenders served declined due to an extended vacancy in a probation officer position.

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 Ten Year Plan to End Homelessness.

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.

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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, adjustments in employee benefits elections, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the transfer in of an Administrative Technician I ($31,220, 0.4 FTE) from Management and Administration.

↓ Non-personnel decreases due to the removal of one-time funding for the Housing Grant Program ($446,426) and the Arlington Food Assistance Center ($50,000), partially offset by increases in the Project Planning Grant ($1,800) and non-discretionary contractual increases ($49,584).

- The total funding for the Housing Grant Program in the FY 2019 Proposed Budget is $8,707,329 consisting of $8,000,220 in ongoing funding and $707,109 in one-time funding.

- ↑ Federal share revenue increases due to the projected increase in the Project Planning Grant ($1,800).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,538,150	$1,485,146	$1,609,822	8%
Non-Personnel	16,736,973	16,312,751	15,867,709	-3%
Total Expenditures	18,275,123	17,797,897	17,477,531	-2%
Fees	20	-	-	-
Federal Share	37,112	72,200	74,000	2%
State Share	449,470	-	-	-
Other	74,120	15,000	15,000	-
Total Revenues	560,721	87,200	89,000	2%
Net Tax Support	$17,714,402	$17,710,697	$17,388,531	-2%
Permanent FTEs	14.00	15.00	15.40	
Temporary FTEs	-	-	-	
Total Authorized FTEs	14.00	15.00	15.40	

PERFORMANCE MEASURES

Housing Grants

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Amount of money available per month for non-rental expenses with and without Housing Grant for families	$1,363/ $798	$1,358/ $779	$1,431/ $890	$1,449/ $912	$1,475/ $920	$1,490/ $930
Amount of money available per month for non-rental expenses with and without Housing Grant for persons with disabilities	$644/ $10	$657/ $18	$680/ $35	$668/ $44	$670/ $45	$675/ $50
Amount of money available per month for non-rental expenses with and without Housing Grant for residents age 65+	$662/ $143	$663/ $128	$679/ $136	$670/ $97	$670/ $100	$677/ $102

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average number of households served per month	1,219	1,302	1,299	1,229	1,220	1,180
Total number of new applications processed	1,647	1,624	1,408	1,330	1,290	1,215

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of initial applications processed accurately according to Housing Grant policies	93%	93%	93%	94%	93%	94%
Percent of ongoing reviews processed accurately according to Housing Grant policies (within 60 days)	96%	97%	95%	96%	96%	96%
Percent of initial applications processed on time according to Housing Grant policies (within 60 days)	97%	96%	96%	97%	96%	96%
Percent of ongoing reviews processed on time according to Housing Grant policies	98%	98%	96%	98%	97%	97%

- Housing Grants performance measures were renamed in FY 2018 to better describe the data reported and to align with the performance measurement plan.
- Households are reporting difficulty in locating housing, and without sufficient affordable housing available, fewer households are applying for the program.
- The minimum age requirement increased from age 62 to age 65 in FY 2014.
- FY 2018 actual number of households served may be less than the FY 2018 estimate of 1,220 households served because it is anticipated that current Housing Grant recipients who live at Culpeper Gardens, about 60 households, will be transitioning to a Project Based Housing Choice Voucher program.
- FY 2019 estimate includes a reduction in households due to Culpeper Gardens households moving to the Housing Choice Voucher program.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Real Estate Tax Relief

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Annual number of households approved	997	940	932	915	908	900
Number of applications processed	1,087	1,022	1,012	990	970	950
Real Estate Tax Relief deferred/exempted revenues (reported by calendar year)	$4,232,471	$4,218,957	$4,163,132	$4,138,521	$4,400,000	$4,200,000

- Deferred/exempted revenues may increase in FY 2018 and FY 2019 even though the number of applications processed and number of households approved are expected to decrease due to increasing property values.
- Real Estate Tax Relief program changes have been recommended by the working group, who were tasked to study the program, however these changes have not yet been adopted. The policy changes, if adopted, are projected to reduce program participation in FY 2018 and FY 2019.

Homeless and Shelter Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of participants exiting to permanent housing: Individual Shelters	34%	17%	36%	43%	49%	57%
Percentage of participants exiting to permanent housing: Family Shelters	82%	76%	82%	86%	87%	88%
Percent of adults in family shelter leaving the program with maintained or increased income	34%	45%	75%	73%	72%	70%
Percent of individuals housed at the shelters serving adults only who leave with increased or maintained income, excluding emergency weather beds	18%	N/A	66%	66%	66%	66%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Emergency shelter clients served at individuals shelters, excluding emergency weather beds	172	160	283	294	305	317
Hypothermia clients served using the emergency weather beds at the HSC	464	454	128	138	149	161
Emergency shelter clients served at family shelters	195	203	180	168	160	153

- Homeless and Shelter Services performance measures were renamed in FY 2018 to better describe the data reported and to align with the performance measurement plan.
- The Homeless Management Information System (HMIS) Progress Report for FY 2016 and forward captures whether income has been maintained or increased. Data for FY 2014 to FY 2015 measures the percent that increased income, but does not include the percent that maintained income.
- The percent of individuals housed at the shelter serving adults only who leave with increased income is not available for FY 2015, as exit information was not consistently collected. This was due to the implementation of a new Homeless Management Information System (HMIS). Data collection has improved, and this information is available beginning in FY 2016.
- The A-SPAN Homeless Services Center (HSC) opened in October 1, 2015, more than doubling the capacity for homeless individuals.
- The increase in year-round shelter beds for homeless individuals beginning October 1, 2015, has reduced the count of emergency weather beds. HSC has 25 emergency weather beds.

Supportive Housing

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Permanent Supportive Housing (PSH) tenants who remain in permanent housing	251/81%	282/79%	233/92%	265/93%	279/93%	293/93%
Approved applicants who obtain housing	194/77%	260/81%	59/57%	68/69%	67/68%	67/68%
Effectiveness of housing support services: full documentation of efforts to provide/arrange services to maintain housing	22/50%	15/34%	26/50%	36/63%	39/65%	43/68%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Occupied PSH households at end of fiscal year	190	201	220	251	281	300
New committed affordable units (CAFs) secured each year for PSH	31/9%	25/7%	9/4%	19/7%	24/8%	24/8%
Timeliness of obtaining housing: median months from approval to move-in for applicants	5	7	4	3	4	4
Case manager home visits completed every 90 days	682/90%	520/65%	715/82%	749/76%	922/85%	1,007/85%
Landlord satisfaction: leasing office staff surveyed who are satisfied with PSH services	25/83%	8/89%	17/100%	20/100%	18/90%	24/95%

- Supportive Housing performance measures were renamed in FY 2018 to better describe the data reported and to align with the performance measurement plan.
- “Permanent Supportive Housing (PSH) tenants who remain in permanent housing” was revised in FY 2016 to report the tenants served during the current fiscal year in PSH who remained in permanent housing at the end of the fiscal year. Data was collected on tenants who were housed in PSH at any time during the fiscal year. For FY 2014 and FY 2015, data for tenants served in previous fiscal years was included.
- “Approved applicants who obtain housing” was revised in FY 2016 to report the applicants served during the current fiscal year. For prior years, data for applicants served were cumulative since FY 2010. The number is projected to increase in FY 2018 due to 40 units that are funded by the Virginia Department of Behavioral Health and Development Services.
- Audited cases may fully document, partially document, or fail to document efforts to provide or arrange for appropriate support services to maintain tenants in housing. In FY 2015, 34 percent of randomly audited cases fully documented and 66 percent partially documented efforts to provide services to maintain tenants in housing. The decrease in number and percent of cases fully documenting attempts to provide services to maintain tenants in housing is attributed to home visits not being done every 90 days, which is now part of the definition of full documentation. In FY 2016, 50 percent of randomly audited cases were fully documented and 42 percent were partially documented. In FY 2017, these percentages improved to 63 percent of cases fully documented and 33 percent partially documented.
- “Occupied PSH households at end of fiscal year” reflects households subsidized by local or federal or state funds. The number includes current households, households filling new units,

and households filling vacant units. Growth in FY 2017 and FY 2018 are attributed to a state contract to house an additional 40 PSH clients.

- Committed Affordable Units (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.
- In FY 2015, "Timeliness of obtaining housing: median months from approval to move-in for applicants" increased due to construction delays for the Shell and Buckingham Village units, which accounted for 23 percent of all placements.
- "Case manager home visits completed every 90 days" was revised in FY 2015 to track the percent of home visits conducted every 90 days, as opposed to every quarter, in order to more accurately measure the frequency of home visits.
- The tracking of the number and percent of home visits conducted will be revised in FY 2018. In FY 2018, home visits in which the case manager attempted a visit, but the client refused the visit will be counted as a completed home visit.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Rapid Re-Housing

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of people assisted with a housing subsidy and case management annually	N/A	295	298	310	318	326

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average length of stay in months for people leaving the program	14.7	6.8	8.8	9.4	11.1	13.1
Percent of adults who leave with increased or maintained income at program exit	67%	46%	71%	80%	86%	93%

- In FY 2014, Rapid Re-housing programs served families only.
- In FY 2016, the income measure changed to maintained or increased income due to change in HMIS report. Data for FY 2014 and FY 2015 measures percent that increased income, but does not include percent that maintained income.
- The Rapid Re-housing programs reflected here receive funding from local, state, and federal sources. Prior year data adjusted accordingly.

PUBLIC ASSISTANCE

PROGRAM MISSION

To improve the lives of low income residents by effective administration of financial, medical, and supplemental nutrition programs structured and funded by federal, state, and local governments.

General Relief

- Provide financial support and access to medical care 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, or are children under 19 years old.

Temporary Assistance to Needy Families (TANF)

- Provide financial stability to families with related minor children whose income is too low to adequately meet the children's needs by providing a monthly subsidy to the family, generally accompanied by medical insurance.

Energy Assistance

- Help individuals and families meet heating and cooling needs by paying a portion of their primary utility costs.

Refugee Services

- Ease the transition of refugees while they acclimate to the United States and work towards employment by providing a monthly payment and Medicaid.

Title IV-E

- Ensure proper care for eligible children in foster care and provide ongoing assistance to children with special needs receiving adoption subsidies.

Child Care Subsidy

- Provide a childcare subsidy mandated for Temporary Assistance to Needy Families (TANF) and Virginia Initiative for Employment not Welfare (VIEW) recipients with eligible children and other low-income working families earning up to 185 percent of the federal poverty level.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases are due to the reduction itemized below and are partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases primarily due to reductions in the Auxiliary Grants ($65,158) and Refugee Resettlement Programs ($16,125) based on FY 2017 service levels, and a partial reallocation of General Relief Program funds to Employment Services ($65,803).
- ↑ Federal share revenue increases due to an increase in federal reimbursement for various administrative and eligibility services ($413,110), partially offset by decreases in the

Outstationed Eligibility Worker Program ($34,667) and the Refugee Resettlement Program reimbursement grant based on FY 2017 service levels ($16,125).

- ↓ State share revenue decreases due to the projection for state reimbursement for various administrative and eligibility services ($243,114) and the state portion of the Auxiliary Grants Program ($52,126).

FY 2019 Proposed Budget Reduction

- ↓ Elimination of a vacant Eligibility Worker ($105,493, 1.0 FTE) that evaluates whether clients qualify for a variety of public assistance programs.

  IMPACT: The impact is minimal due to decreasing caseloads across a variety of public assistance programs. The position's caseload of 700 would be redistributed to the remaining 12 eligibility workers. Due to the implementation of a more streamlined application process, workers will be able to absorb the additional cases with minimal impact.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$4,193,629	$4,330,259	$4,314,133	-
Non-Personnel	881,620	1,081,309	935,215	-14%
Total Expenditures	5,075,249	5,411,568	5,249,348	-3%
Federal Share	2,528,050	2,161,420	2,523,738	17%
State Share	959,889	1,238,153	942,913	-24%
Other	31,560	-	-	-
Total Revenues	3,519,499	3,399,573	3,466,651	2%
Net Tax Support	$1,555,750	$2,011,995	$1,782,697	-11%
Permanent FTEs	48.25	48.25	47.25	
Temporary FTEs	0.50	0.50	0.50	
Total Authorized FTEs	48.75	48.75	47.75	

PERFORMANCE MEASURES

Public Assistance Bureau

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of financial (TANF and General Relief) applications processed accurately	97%	97%	97%	100%	95%	95%
Percent of financial (TANF and General Relief) applications processed on time	97%	98%	99%	99%	99%	99%

General Relief

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average number of households assisted with General Relief Maintenance per month	87	86	93	83	87	87
Average number of households assisted with General Relief Medical per month	50	50	25	21	21	21

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
General Relief Maintenance expense	$172,902	$150,884	$215,208	$217,953	$220,000	$220,000
General Relief Medical expense	$97,164	$88,836	$24,501	$19,691	$19,691	$19,691
Number of General Relief Maintenance applications processed annually	267	257	200	207	200	200

- 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, thereby affecting the annual General Relief Maintenance Expense. In FY 2016, the SSI reimbursement level was reduced, therefore the General Relief Maintenance Expense increased.
- General Relief Medical Expense decreased in FY 2016 due to the Governors Access Plan insurance which provides prescription coverage to a large number of General Relief Maintenance clients thereby reducing the applications, clients, and expenses paid through the General Relief Medical coverage.

Auxiliary Grants

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average number of persons assisted per month	82	76	75	68	68	68
Number of applications processed	16	16	15	24	18	18
Percent processed within 45 days	94%	100%	97%	100%	100%	100%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Auxiliary Grant expense	$558,451	$538,065	$498,907	$453,547	$453,547	$453,547

- The average number of persons assisted per month in FY 2015 has been corrected.
- The decrease in Auxiliary Grant expense in FY 2016 and FY 2017 was due to a reduction in active participants due to changes in circumstances such as relocation, household composition, and income – this trend is expected to continue in FY 2018 and FY 2019.

Supplemental Nutrition Assistance Program (SNAP)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of eligible people participating in SNAP Program in June of each year	38%	36%	35%	32%	31%	31%
Amount of benefits issued in June of each year	$923,257	$892,628	$825,964	$769,434	$700,000	$700,000

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of households participating in June of each year	5,037	4,697	4,455	4,109	4,000	4,000
Number of applications processed each year	2,918	2,783	2,642	2,627	2,600	2,600
Percent of applications processed within timeframe	99%	99%	99%	99%	99%	99%
Percent of cases calculated correctly that were reviewed locally (FFY)	96%	95%	90%	84%	90%	90%

- As a result of the reinstatement in FY 2015 of the Able Bodied Adults Without Dependent Children provision in state policy, the number of households/percent of eligible people participating in the SNAP Program in June of each year, as well as the amount of benefits issued in June of each year, decreased. This policy requires that participants in this program must be involved in a work activity. Participants who do not meet this criteria can only receive three months of benefits in a 36 month period.
- In FY 2017, there was a decrease in the Percent of cases calculated correctly that were reviewed locally due to implementation of recent state policy changes.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Medical Assistance

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total Medical Assistance households	10,106	10,726	12,408	12,581	12,495	12,495
Total applications received	4,845	5,091	4,731	4,774	4,180	4,180
Applications processed on time	96%	98%	99%	99%	90%	90%

- Medical Assistance performance measures were renamed in FY 2018 to better describe the data reported and to align with the performance measurement plan.
- "Total Medical Assistance households" increased in FY 2015 and FY 2016 due to the implementation of the Affordable Care Act.
- "Total applications received" from FY 2014 to FY 2016 has been updated with revised numbers from the State of Virginia.
- "Applications processed on time" in FY 2015 has been updated with revised numbers from the State of Virginia.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Temporary Assistance for Needy Families

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 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	$481/$159	$528/$207	$667/$116	$762/$351	$621/$208	$621/$208
Number/percent of VIEW participants employed or engaged in other work activities	180/92%	167/93%	151/94%	127/97%	131/95%	131/95%
Percent of VIEW participants still employed after three months	65%	60%	65%	70%	80%	80%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total applications	519	506	406	415	411	411
Payment accuracy rate for internal audits	97%	97%	98%	97%	95%	95%
Processing timeliness for initial applications	97%	98%	99	99%	99%	99%
Processing timeliness for redeterminations	99%	97%	95%	96%	96%	96%
Unduplicated households receiving benefits	416	374	352	N/A	300	300
Unduplicated individuals receiving benefits	1,107	1,008	978	N/A	700	700

- Temporary Assistance for Needy Families performance measures were renamed in FY 2018 to better describe the data reported and to align with the performance measurement plan.
- Amount of income available to meet basic needs with TANF increased in FY 2016 and FY 2017 due to COLA of 2.5% provided by the state.
- In FY 2018, the amount of income that a household has available for living expenses as a TANF recipient is projected to decrease as most TANF recipients time out of the program, are not employed, and have a very low earning potential.
- "Number/percent of VIEW participants employed or engaged in other work activities" in FY 2015 has been updated with revised numbers from the State of Virginia.
- FY 2017 data for unduplicated households and individuals receiving benefits are not available from the State of Virginia.
- The unduplicated households and individuals receiving benefits has steadily decreased due to eligibility restrictions. People may only receive TANF for a total of 60 months, and only

for 24 successive months, at which point they are ineligible to receive a benefit for two years. Staff anticipate that trend to continue in FY 2018 and FY 2019.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Energy Assistance

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of applications processed	1,549	1,717	1,810	1,864	1,864	1,864
Percent processed by deadline	100%	100%	100%	100%	100%	100%
Yearly number of households assisted	1,515	1,454	1,492	1,585	1,585	1,585

Refugee Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average monthly households assisted	12	17	8	8	8	8
Number of applications processed	38	26	19	29	29	29
Percent processed within 45 days	100%	100%	100%	100%	100%	100%
Refugee Services expense	$36,348	$47,120	$30,371	$30,742	$30,742	$30,742

- The number of applications processed each year depends upon the awarding of refugee status by the State Department.

Child Care Subsidy

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Amount of income available for non-childcare expenses with/without subsidy - Fee-based families	N/A	$1,283/$464	$1,510/$302	$1,382/$360	$1,382/$360	$1,382/$360
Amount of income available for non-childcare expenses with/without subsidy - Head Start families	N/A	$1,198/$676	$1,633/$564	$1,892/$778	$1,892/$778	$1,892/$778

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of children receiving subsidy from local funds (County)	0	0	6	17	17	17
Number of children in Head Start /Early Head Start	162	162	92	40	40	40
Number of children in fee- based care	261	204	113	104	104	104
Number of children whose families receive VIEW/TANF	161	131	64	58	58	58
Quality control payment accuracy rate: internal reviews calculated correctly	95%	100%	95%	93%	95%	95%
State funds spent for fee paying families: percent spent and amount of allocation	83%/ $1,486,154	78%/ $1,827,817	81%/ $1,538,218	86%/ $1,338,218	85%/ $1,600,000	85%/ $1,600,000
Total number of children receiving day care subsidy	584	497	269	202	202	202

- Child Care Subsidy performance measures were renamed in FY 2018 to better describe the data reported and to align with the performance measurement plan.
- 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. Several performance measures were new for FY 2015 and no prior year data is available.
- In FY 2014, the number of children receiving subsidies from local funds decreased to zero due to the fact that all locally-funded cases were transferred to state funding. In FY 2016, there was an increase in the number of children from immigrant families who did not qualify for state funding.
- In FY 2016, the "Number of children in Head Start / Early 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.
- During SFY 2016, new state policy mirroring TANF policy was introduced requiring childcare families to refer absent parents to the Division of Child Support Enforcement Office. Many families receiving childcare subsidy declined services when informed of this policy at their annual review. This resulted in a decrease in subsidies to financially eligible families.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

EMPLOYMENT SERVICES

PROGRAM MISSION

To promote the economic well-being and stability of residents and area employers by providing convenient, comprehensive employment services to job seekers and employers.

Job Search and Placement

- Conduct job seeker assessments to determine services needed.
- Provide access to job search information under the guidance of employment staff.
- Offer intensive assistance to job seekers needing the help of a case manager and job developer with the goal of placement into employment.

Skills Training

- Develop job seeker technical skills by developing an individualized training plan leading to enrollment in a specialized skills training program.

English as a Second Language Training

- Prepare job seekers with limited English proficiency by providing English language training through the Arlington Education and Employment Program (REEP).

Workforce Board and Consortium

- Provide management of the Alexandria/Arlington Regional Workforce Council (RWC), which provides oversight over federal Workforce Innovation and Opportunity Title I funds.
- Provide management of the Arlington/Alexandria Workforce Development Consortium that facilitates partnerships between the RWC, local businesses, and the County government.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases are due to the reduction itemized below and are partially offset by employee salary increases, an increase in the County’s cost for employee health insurance, retirement contributions based on current actuarial projections and the following transfers:
  - Transfer in of an Administrative Technician I ($60,577, 1.0 FTE) from Management and Administration and a Management Specialist ($106,610, 1.0 FTE) from the Community Assistance Bureau.
  - Transfer out of an unfunded Administrative Assistant (0.25 FTE) to the Housing Choice Voucher Program.
- ↓ Non-personnel decreases due to the reduction itemized below ($171,901), decreases in the Workforce Innovation and Opportunity Act (WIOA) Grant ($147,462), Supplemental Nutrition Assistance Program Employment and Training (SNAPET) Grant ($2,628), and telephone and communications ($4,101) to Management and Administration. Decreases are partially offset by increases due to the reallocation of an Employment Services Specialist budget ($97,254) from personnel to non-personnel, a partial reallocation of General Relief Program funds from Public Assistance ($65,803), and an increase in Virginia Initiative for Employment Not Welfare (VIEW) Grant ($38,895).
- ↓ Federal share revenue decreases due to the reduction in the SNAPET Grant ($3,081) and WIOA Grant ($147,462), partially offset by an increase in the VIEW Grant ($22,106).
- ↓ State share revenue decreases due to the reduction in VIEW Grant ($1,166) and SNAPET Grant ($2,208).

↑ Other revenue increases due to an increase in One Stop Workforce Center co-location revenue ($5,000).

FY 2019 Proposed Budget Reduction:

↓ Elimination of 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.

IMPACT: The reduction proposal will scale down services commonly available on-line while preserving case management and training for high need clients. In recent years, the AEC has seen a significant decline in clients seeking services. The decline is mostly attributed to very low unemployment in Arlington – currently 2.45 percent; the lowest in Virginia. In addition, the availability of on-line employment resources has further reduced the demand for services. From FY 2014 – FY 2017:

- Clients enrolled in active case management fell by 24 percent
- Clients visiting the Resource Center decreased by 40 percent
- Employment Services Specialist caseloads fell by 38 percent
- ESL instruction slots decreased by 2 percent

The proposed staff reduction at the Arlington Employment Center will impact the staff at multiple levels.

Reductions in REEP, the English as a Second Language program operated by Arlington Public Schools, will include the elimination of two of six administrative positions as well as increasing revenue. No ESL or scholarship slots will be impacted; the current number served will remain at 3,385 annually. The reduction of administrative support and pursuing revenue opportunities will result in a reduction of the County's grant from $817,583 to $645,682, or $171,901. REEP will partially offset the county's grant decrease by replacing County funding for a site coordinator with federal grant funds and by implementing a revenue-generating Test of English as Foreign Language (TOEFL) class in response to student demand. Additionally, REEP is exploring the transfer of Wakefield High School ESL classes to the Sequoia Plaza location to increase efficiency in program delivery.

EMPLOYMENT SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,931,466	$3,142,666	$2,557,016	-19%
Non-Personnel	1,489,132	1,508,108	1,383,968	-8%
Total Expenditures	4,420,598	4,650,774	3,940,984	-15%
Federal Share	908,964	945,660	817,223	-14%
State Share	19,785	47,084	43,710	-7%
Other	80,954	75,000	80,000	7%
Total Revenues	1,009,704	1,067,744	940,933	-12%
Net Tax Support	$3,410,894	$3,583,030	$3,000,051	-16%
Permanent FTEs	32.25	31.25	27.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	32.25	31.25	27.00	

PERFORMANCE MEASURES

Employment Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Placement rate of case managed clients: number/percent placed in employment	573/80%	531/76%	503/76%	403/71%	450/75%	469/75%
Average wage at time of placement into employment	$16.09	$16.86	$15.81	$14.87	$15.00	$15.50
Case managed clients still employed after six months	481/84%	446/84%	397/79%	290/72%	338/75%	359/78%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of newly enrolled case managed clients	718	703	663	572	600	625
Average time from initial assessment to placement into employment for case managed clients (months)	5.0	3.6	3.6	3.7	3.5	3.5
Number of visits to Resource Room through Job Seeker Services	13,668	12,205	8,806	11,109	11,500	12,000
Percent of customers responding to a survey who reported high satisfaction	97%	97%	97%	97%	98%	98%
Number of employer events	95	95	80	101	90	95
Number of employers exhibiting at Arlington Teen Summer Expo	44	57	56	59	55	55

EMPLOYMENT SERVICES

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of students attending Arlington Teen Summer Expo	772	900	1,322	1,401	1,400	1,400
Number of employers posting opportunities at Arlington Teen Summer Expo	202	231	113	145	150	150
Number of job readiness workshops facilitated by AEC Youth Program staff	51	76	59	61	N/A	N/A
Number of students attending job readiness workshops facilitated by AEC Youth Program staff	1,011	1,136	1,331	1,231	N/A	N/A
Satisfaction rate among Arlington Teen Summer Expo exhibitors	100%	100%	100%	100%	100%	100%
Satisfaction rate among Arlington Teen Summer Expo youth participants	N/A	92%	93%	92%	98%	98%

- Employment Services performance measures were renamed in FY 2018 to better describe the data reported and to align with the performance measurement plan.
- In FY 2014, FY 2015 and FY 2016, the "Average wage at time of placement into employment" increased as a result of the "Veterans to IT" program. Participants in this program had an average wage at placement of approximately $86,000 per year. The wage at placement goal for the AEC is $14.50per hour which is the County's Living Wage.
- A decrease in the "Case managed clients still employed after six months" in FY 2015 through FY 2017 are attributed to a decline in "work-ready" individuals and an increase in those "harder to serve" due to low skill and/or educational levels. The program continues to increase the number of clients who are referred to occupational skills training/English-as-a-Second Language programs to increase their marketability.
- The decrease in the "Number of newly enrolled case managed clients" in FY 2015 through FY 2017 is attributed to an improvement in the overall economy resulting in fewer people seeking employment. The numbers, however, are anticipated to increase due to more intense program outreach and marketing efforts in FY 2018 and FY 2019.
- In FY 2017, the data reporting process for "Average time from initial assessment to placement into employment for case managed clients (months)" was improved. Calculations for FY 2015 and FY 2016 Actuals have been adjusted using the new technology.
- The decrease in "Number of visits to Resource Room through Job Seeker Services" in FY 2016 is attributed to an improvement in the overall economy resulting in fewer people seeking employment. The numbers, however, increased in FY 2017 and are anticipated to continue to increase due to more intense program outreach efforts.
- The decrease in "Number of employer events" in FY 2016 is attributed to an improvement in the overall economy resulting in decreased employer demand. The numbers, however, increased in FY 2017 due to a change in approach to program outreach and marketing efforts.
- The number of students attending the Arlington Teen Summer Expo increased significantly in FY 2016 and FY 2017 due to enhanced marketing efforts, student outreach, and greater coordination with Arlington Public Schools. This trend is expected to continue in the future.
- In FY 2014 and FY 2015, the number of employers posting opportunities at the Arlington Teen Summer Expo was higher because that number included duplicate employers. In FY 2016, the number declined due to a tracking system error. The error resulted in the use of a new tracking

tool that reports employers unduplicated. In FY 2017, the number increased as more employers sought the opportunity due to the improving economy.

- In FY 2016 and FY 2017, federal funding for youth programs shifted to focus more on out-of-school youth. This led to a lower number of workshops held for youth in-school. Based on these changes, job readiness workshops will no longer be offered in FY 2018 and FY 2019.
- The satisfaction rate among Arlington Teen Summer Expo youth participants was a new measure for FY 2015, and no prior year data is available.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 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 and test emergency response plans.

Occupational Health

- Ensure a healthier County workforce.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections and the transfer in of an Administrative Technician ($77,414, 1.0 FTE) from the School Health Bureau, partially offset by the reductions itemized below.

↑ Non-personnel increases due to the addition of pre-employment physicals budget ($176,269), Sequoia Plaza rent increase ($59,803), medical malpractice insurance premiums ($19,380), and a contractual increase ($2,610). In addition, there is a transfer in of employment agency temporaries funds from the Community Health Services Bureau ($1,333) and Laboratory Services Bureau ($1,212).

↓ State share decreases due to a reduction in the Emergency and Preparedness Program grant ($17,594), which is offset by an increase in the District Epidemiology grant ($5,000).

FY 2019 Proposed Budget Reductions:

↓ Elimination of a filled Office Supervisor position in the Financial and Administrative Support Services ($95,603, 1.0 FTE).

IMPACT: This is part of a larger initiative to streamline administrative support across DHS. The position's job duties including administrative tasks supporting public health clinics and supervision for seven staff will be transferred to the Administrative Officer, increasing the position's direct reports from three to ten. Redistributed administrative duties include satisfying vital records requests and reporting requirements, supporting front desk operations across the Public Health Division (including School Health) and purchasing and payables tasks. In addition, the health record quality assurance function would be assigned to the Management and Budget Specialist position in the Management & Administration Unit. The additional management duties assigned to the Administrative Officer would require subordinate staff to operate more independently with increased decision making authority.

↓ Elimination of 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 FTE).

IMPACT: This is part of a larger initiative for DHS to contract out pharmacy services. By contracting out pharmacy services to a private pharmacy provider at Sequoia, DHS will provide more efficient pharmacy operations at a lower cost. By co-locating pharmacy services with mental health and primary care providers, client outcomes will improve through easier access to medications. Currently, the nursing staff and clinicians serve as back-up for pharmacy staff in both divisions, which takes time away from client care. Having the pharmacy on-site will take County staff out of primary medication management, including responding to prescription refilling and prior authorization requests. Much of this can be managed by private pharmacy staff. The anticipated start date for a retail pharmacy to begin is October 1, 2018, assuming that all contracting policies and procedures are fulfilled. This initiative also includes the reduction of the Administrative Technician position described in the Pcychiatric Services line of business.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,841,622	$2,899,222	$2,926,398	1%
Non-Personnel	2,588,044	2,420,212	2,680,819	11%
Total Expenditures	5,429,666	5,319,434	5,607,217	5%
Federal Share	110,487	-	-	-
State Share	969,029	1,373,843	1,361,249	-1%
Other	13,124	-	-	-
Total Revenues	1,092,640	1,373,843	1,361,249	-1%
Net Tax Support	$4,337,026	$3,945,591	$4,245,968	8%
Permanent FTEs	22.50	23.50	22.50	
Temporary FTEs	1.50	1.50	1.50	
Total Authorized FTEs	24.00	25.00	24.00	

PERFORMANCE MEASURES

Emergency Preparedness and Response (EP&R)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of emergency exercises and drills which Division staff conducted or in which staff participated	15	12	10	20	20	20
Percent compliance with annually required data reported to the Centers for Disease Control	100%	100%	100%	100%	100%	100%
Percent compliance with Centers for Disease Control standards for planning and management of medical material (Strategic National Stockpile)	97%	N/A	N/A	N/A	N/A	N/A
Met Project Public Health Ready Criteria (Yes/No)	Yes	N/A	N/A	N/A	N/A	Yes
Percentage of Public Health Division employees compliant with state and federal National Incident Management trainings (IS100, ICS200 and ICS700)	94%	91%	89%	95%	95%	95%
Total Number of Active Medical Reserve Corps (MRC) Volunteers	415	415	448	447	447	447

- 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 percent compliance with Centers for Disease Control (CDC) standards for planning and management of medical materials (Strategic National Stockpile) was eliminated by the CDC in FY 2015. These were national standards and CDC rated each locality's compliance annually. Starting in FY 2016, national standards and compliance ratings were replaced by self-assessment survey instruments which 1) do not result in an overall score; 2) change from year to year; and 3) do not provide commensurate data to report. As a result of this change, it is no longer possible to provide commensurate data from year to year.
- Project Public Health Ready (PPHR) is a recognition process conducted by NACCHO (National Association of County and City Health Officials). Conducted every five years, it is a national peer review of local public health emergency response plans to assess the jurisdiction's readiness to respond to various types of emergencies. In order to pass the review, the jurisdiction must meet all criteria. The next PPHR review is in FY 2019.
- 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. Data for FY 2014 – FY 2016 previously included only results for ICS 100 and ICS 700. Results for completion of ICS 200 have now been added to this measure. Therefore, FY 2017 results include all three trainings and data for FY 2014 – FY 2016 have been updated to include all three trainings as well.
- The overall increase in the number of MRC volunteers from FY 2014 to FY 2017 is likely due to the outreach efforts of the part-time grant funded coordinator. The estimates for FY 2018 and FY 2019 are based on FY 2017 actuals.

Occupational Health

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of County employees attending Occupational Safety and Health (OSHA) required trainings	1,086	608	199	5,058	5,000	5,000
Percent of County employees receiving follow-up referrals after health risks were detected on screening	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
County employee attendance at worksite health or safety (non-OSHA) programs	1,319	888	1,237	7,445	7,000	7,000
Number of County employees screened for health and safety risks who were able to perform the job	2,553	2,903	2,493	2,832	2,800	2,800
Number/percent of OSHA defined abnormal hearing tests getting appropriate follow-up	9/100%	5/100%	1/100%	0/100%	0/100%	0/100%
Percent of all County employees screened for work health and safety risks who were able to perform the job	99%	99%	100%	99%	99%	99%

- The estimates for FY 2018 and FY 2019 are based on FY 2017 actuals.
- The overall number of County employees attending OSHA required trainings and worksite health or safety (non-OSHA) programs decreased between FY 2014 and FY 2016. Reports for those years were based largely on paper records and participation in on-line training was difficult to capture. Beginning in FY 2017, the County's Office of Risk Management began implementing new systems for centralized tracking of these measures. The FY 2017 data, obtained via reports provided by County Departments, was the first step in that process. Future system refinements will include both survey and automated components.
- 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. Some of the increase in FY 2015 was the result of new and more stringent criteria regarding Department of Transportation (DOT) and Commercial Driver's License examinations. The majority of the decrease in FY 2016 was due to more staff having received a two-year versus one-year DOT certification. The increase in FY 2017 was largely due to a voluntary immunization status/vaccination update program for employees potentially exposed to vaccine-preventable illness.
- The number/percent of OSHA defined abnormal hearing tests getting appropriate follow up varies from year to year.

Management and Administration

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of budgeted third party revenue received	98%	98%	98%	98%	98%	98%

- FY 2018 and FY 2019 are based on FY 2017 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, adults age 60 and older, and adults referred from the Refugee Clinic.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current acturial projections, and the transfer in of Laboratory Assistants ($187,385, 2.0 FTEs) from the Laboratory Services program. The increases are partially offset by the reduction itemized below.
- ↓ Non-personnel decreases primarily due to the transfer of the following funds to Management and Administration ($1,333), School Health Bureau ($49,376) and the Community Health Protection Bureau ($36,601). These decreases are partially offset by a transfer in of contractual services ($82,026) from Laboratory Services due to the closure of the program.
- ↑ Fee revenue increases due to new client fees for sexually transmitted infections testing, pharmaceuticals and clinic visits ($12,000), projected revenue increases from family planning Medicaid ($4,986), immunization client fees ($3,694),and maternity client fees ($12,750). These increases are partially offset by decreases due to a reduction in medical billing receipts ($5,818), maternity Medicaid ($834), and dental client fees ($2,000).
- ↑ Federal share revenue increases due to an increased award for the WIC Breastfeeding Peer Counselor grant ($9,060).
- ↑ State share revenue increases due to an increase from the Virginia Department of Health Cooperative Award for mandated programs ($41,736), which is partially offset by a reduction in the Family Planning Grant ($4,988).

FY 2019 Proposed Budget Reduction

- ↓ Elimination of a vacant Management Specialist ($105,727, 1.0 FTE) which serves as the Clinic Practice Manager for all Public Health clinics including: family planning, maternity care, immunization, and sexually transmitted infections.

  IMPACT: Eliminating this position will require these duties be given to nurses and nursing supervisors, requiring more coordination among more people, increasing the likelihood of scheduling error, slower review of health record data and identification of practice and cost inefficiencies and areas of ineffectiveness.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$5,075,880	$5,544,967	$5,775,013	4%
Non-Personnel	551,595	760,247	754,963	-1%
Total Expenditures	5,627,475	6,305,214	6,529,976	4%
Fees	152,074	141,371	166,149	18%
Federal Share	659,633	743,093	752,153	1%
State Share	1,614,340	1,129,481	1,166,229	3%
Total Revenues	2,426,047	2,013,945	2,084,531	4%
Net Tax Support	$3,201,429	$4,291,269	$4,445,445	4%
Permanent FTEs	53.50	55.50	56.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	53.50	55.50	56.50	

PERFORMANCE MEASURES

Family Planning Program

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total clients served	2,854	2,762	2,569	2,658	2,650	2,650
Total number of client visits	5,486	5,254	4,829	4,902	4,900	4,900
Total number of outreach events	29	39	37	29	30	30
Percent of teens encouraged to have parental involvement in their decisions regarding reproductive health	N/A	N/A	100%	99%	99%	99%
Average total wait time for family planning visits (in minutes)	44	44	44	31	31	31
Percentage of clients responding to an annual survey who report satisfaction with services	98%	97%	98%	100%	98%	98%
Percent of clients approved for a LARC (long acting reversible contraceptive) who receive it within 1 week	N/A	N/A	N/A	27%	27%	27%
Percent of pregnancies among existing family planning clients conceived at least 18 months after a previous birth	N/A	N/A	N/A	85%	85%	85%
Percent of clients reporting a planned pregnancy when receiving the results of a positive pregnancy test result	N/A	N/A	N/A	48%	48%	48%

- The overall decrease in clients served since FY 2014 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 limited 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. The increase in clients served between FY 2016 and FY 2017 may be the result of more targeted and effective outreach efforts.
- The variation in the number of visits per year since FY 2014 is commensurate with the change in the number of clients served per year.
- The variation in the number of outreach events since FY 2014 is due to two factors. Between FY 2014 and FY 2016, the team was focused on increasing the number of events they attended. Beginning in FY 2017, using the attendance data from the previous years, the team prioritized events that reached the greatest number of people. Therefore, the number of events decreased.
- Title X is a Federal program designed to provide contraceptive supplies and information to all who want and need them, with priority given to persons from low-income families. The percent of teens encouraged to have parental involvement in their decisions regarding reproductive health is a new measure which began in the fourth quarter of FY 2016 (April – June) and is a Title X requirement that teens be encouraged to involve their parents in these decisions. In FY 2017, one teen client was counted as not having had a parental conversation regarding reproductive health. It was later learned that the conversation occurred yet was not documented at the time of reporting.
- The Average Total Wait Time is within the parameters established by Title X, which requires that wait time not exceed 60 minutes. The decrease from FY 2016 to FY 2017 was due to improvements in staff and client scheduling.

- The following measures were new in FY 2017 and therefore no prior years' data are reported: Percent of clients approved for a LARC who received it within one week; percent of pregnancies among existing family planning clients conceived at least 18 months after a previous birth; and percent of clients reporting a planned pregnancy when receiving the results of a positive pregnancy test result. These are discussed in more detail in the performance measurement plan which is available at the link below.
- Between FY 2014 and FY 2016, the percent of clients responding to an annual survey who report satisfaction with services reflects the average score of the two (2) Virginia Department of Health (VDH) surveys done during the fiscal year (one in December and one in June). In FY 2017, VDH changed the survey. The question about overall satisfaction was included only in the December survey; VDH removed it from the June survey. Therefore, the FY 2017 results include only the December survey. For FY 2018 and beyond, VDH will require a minimum of two (2) client surveys per year and will allow local health departments to use their own surveys. The Arlington County Public Health Division (ACPHD) survey will reinstate the question about overall satisfaction.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here:

  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Maternity Care

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of low birth weight infants born to clients served through 36 weeks	2.4%	4.0%	4.9%	2.0%	2.0%	2.0%
Percent of pre-term deliveries among clients served through 36 weeks	3.4%	5.8%	4.9%	2.8%	2.8%	2.8%
Percent of women enrolling in prenatal care in the first trimester of pregnancy	65%	65%	67%	66%	66%	66%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total clients served	750	746	731	694	690	690
Total client visits	4,433	4,743	4,666	4,563	4,560	4,560
Percent of clients who got all critical tests on time at admission visit	99%	100%	100%	100%	100%	100%
Percent of clients who got all critical tests on time at first clinician visit	100%	100%	100%	100%	100%	100%
Percent of clients who got all critical tests on time between 15 and 21 weeks	100%	99%	99%	99%	99%	99%
Percent of clients who got all critical tests on time between 24 and 28 weeks	95%	96%	95%	95%	95%	95%
Percent of clients who got all critical tests on time between 35 and 37 weeks	100%	100%	100%	100%	100%	100%
Client satisfaction with services (annual survey)	100%	99%	100%	100%	100%	100%
Percent of clients who received services in their preferred language	98%	97%	100%	98%	98%	99%

- 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 and none were identified.
- The decrease in clients served since FY 2014 is likely due to a combination of two factors: 1) the decrease in the number of uninsured pregnant women living in Arlington; and 2) the limited 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.
- The increase in total client visits between FY 2014 and FY 2015 was mainly because data on walk-in visits by maternity clients began to be included in the total client visits (accounting for approximately two-thirds of the increase in total visits); and a weekly treatment to prevent pre-term labor began being prescribed more frequently than in prior years (based on individual client characteristics and needs), therefore increasing the number of visits for some clients. The decrease in the number of visits between FY 2015 and FY 2017 is commensurate with the decrease in the number of clients.
- This program has a performance measurement plan. The data above align with that plan.

  You can read this program's complete FY 2017 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Immunization Clinic (OIC)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total clients served (all services)	4,225	3,986	4,079	4,088	4,088	4,088
Total visits (all services)	6,409	6,829	6,874	7,126	7,126	7,126
Total OIC Services: immunizations (including flu) and Tuberculosis Skin Tests (TSTs) administered	11,926	12,399	13,601	12,583	12,583	12,583
Cases of reportable vaccine-preventable diseases among Arlington children and adults immunized at Immunization Clinic	2	0	0	1	1	1

- Data include services provided at the Open Immunization Clinic (OIC) only.
- 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.
- Fewer clients were served in FY 2017 compared with FY 2014, however, the total number of visits per year increased during that same time frame. This was due to an increased proportion of clients who are children. The vaccination schedule for children typically requires multiple doses and therefore multiple visits.
- This program has a performance measurement plan in place for services provided at OIC, excluding influenza vaccine and TST. The plan measures whether appropriate vaccines are offered at the time of the clinic visit children aged seven to under 19 years old. You can read this program's complete FY 2017 plan here:

  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Maternal-Child Nutrition [Women, Infants and Children Program (WIC)]

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 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	77%	86%	92%	82%	82%	82%
Percent of overweight children ages 2 to 5 moving towards a healthier weight	31%	38%	24%	25%	25%	25%
Percent of Women, Infants and Children (WIC) breastfeeding infants who were ever breastfed	88%	88%	89%	91%	91%	91%
Percent of Women, Infants and Children (WIC) breastfeeding infants who are breastfed at 6 months	52%	54%	42%	61%	61%	61%
Percent of Women, Infants and Children (WIC) breastfeeding infants who are breastfed at 1 year	29%	19%	21%	29%	29%	29%
Percentage of clients responding to an annual survey who agreed or strongly agreed that the information they received was clear	99%	99%	99%	100%	100%	100%
Percentage of clients responding to an annual survey who report overall satisfaction with services	99%	99%	99%	99%	99%	99%
Percent of clients responding to an annual survey who said that services were provided in an easily understood language	99%	98%	98%	100%	100%	100%
Monthly average number of active clients	2,848	2,708	2,618	2,397	2,397	2,397

- Data for FY 2014 was obtained through both the WICNet system and its replacement, Crossroads. Data for FY 2015 and subsequent years was obtained through the Crossroads system only.
- 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 (13 or less in each year); therefore even small changes in the number of underweight children often account for the variations in percentages. While the percentage increased from FY 2014 to FY 2016 and decreased in FY 2017, data review did not reveal a specific cause for any of the changes.
- The percent of overweight children ages two to five who are overweight moving toward a healthier weight decreased between FY 2015 and FY 2016. Data review did not reveal a specific cause for the change.
- The percent of WIC breastfeeding infants who are breastfed at 6 months and those who are breastfed at one year decreased between FY 2015 and FY 2016. This change may be attributable to the continued impact of the FY 2014 decrease in state funding, which reduced the number of breastfeeding counselors and therefore the number of telephone contacts with WIC breastfeeding mothers. The increase between FY 2016 and FY 2017 is due to a combination of several factors: 1) Remaining 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.

- The overall decrease in the monthly average number of WIC clients reflects eligible clients relocating outside of Arlington for economic reasons.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Chlamydia rate per 100,000 population	307	357	414	403	403	403
Number of new Chlamydia cases	655	804	897	889	889	889
Gonorrhea rate per 100,000 population	51	68	67	99	99	99
Number of new Gonorrhea cases	110	155	146	219	219	219
Syphilis rate per 100,000 population	17	17	21	22	22	22
Number of new Syphilis cases	37	34	46	49	49	49
Perinatal Hepatitis B cases	11	12	17	13	13	13
HIV rate per 100,000 per population	30	20	10	9	9	9
Number of new HIV cases	65	45	24	20	20	20
Total number of HIV tests performed	1,993	1,678	1,738	1,426	1,426	1,426
Number of HIV positive clients receiving AIDS Drug Assistance Program services	216	120	119	97	97	97
Total number of sexually transmitted disease clinic visits (includes HIV)	2,431	2,301	2,275	1,793	1,793	1,793
Percent of patients completing satisfaction surveys indicating satisfaction with services	100%	100%	98%	98%	98%	98%

- The above rates were calculated using the July 1, 2016 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).
- FY 2018 and FY 2019 estimates for disease rates are calculated based on July 1, 2016 population estimates from the Arlington County Department of Community Planning and Housing Development.
- Overall, the number of cases of each sexually transmitted infection varies from year to year based on individual client characteristics. Arlington's FY 2014 - 2017 increases in the number of Chlamydia, Gonorrhea and Syphilis cases mirror regional and national trends. Arlington's decrease in the number of new HIV cases during the same period mirrors national trends but does not mirror state and regional numbers. There was no discernable pattern that explained those variations.
- The total number of HIV tests performed and STI Clinic visits varies from year to year based on individual client characteristics. The overall decline in both measures between FY 2014 and FY 2017 is due to the overall decrease in the number of clients and the resulting decrease in

the number of visits. The decline in both measures between FY 2016 and FY 2017 is due to the reduction in clinic hours. The STI program previously ran a Monday afternoon and a Thursday evening clinic. The Monday clinic had low attendance rates historically and it was eliminated in November 2016. Clients who couldn't be seen in our clinic were referred to other jurisdictions to receive comparable services.

- The number of HIV positive clients receiving AIDS Drug Assistance Program (ADAP) services has decreased since FY 2014 for several reasons. The number decreased between FY 2014 and FY 2016 as more individuals became enrolled in the Affordable Care Act (ACA). The number decreased further between FY 2016 and FY 2017 because clients that received services at the Inova Juniper Program (IJP) were given the option to continue to receive their medications through the ADAP program or to receive them from IJP, their HIV medical provider. In October 2016, 19 of 56 IJP clients decided to transfer their medication pick up to IJP's Falls Church location because it was more convenient.
- The ADAP program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here:

  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Dental Clinic

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total client visits	1,880	1,884	1,856	1,889	1,889	1,889
Total number of clients	753	745	760	809	809	809
Percentage of clients that indicated overall satisfaction with Dental clinic	100%	100%	100%	100%	100%	100%
Percentage of clients that indicated that information was clear	100%	100%	100%	100%	100%	100%
Percentage of clients that indicated that they were able to get an appointment when needed	98%	95%	86%	81%	81%	81%
Percentage of adult appointment slots utilized by adults	88%	90%	89%	91%	91%	91%
Percentage of children's appointments slots utilized by children	64%	65%	68%	75%	75%	75%
Percentage of open appointment slots (both adult and children) utilized	84%	87%	93%	92%	92%	92%
Percentage of all clinic appointment slots utilized	85%	87%	86%	85%	85%	85%
Number/percent of preventive visits at which clients who were offered and received all appropriate preventive care	N/A	784/97%	790/98%	847/98%	847/98%	847/98%
Number/percent of clients completing corrective treatment plan within 6 months	N/A	146/81%	402/86%	405/86%	405/86%	405/86%
Number/percent of clients who return for a new preventive treatment plan in 12 months	N/A	89/52%	480/59%	481/59%	481/59%	481/59%

- 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.
- Some performance measures for the Dental Clinic were new for FY 2014 and FY 2015; no data is available for FY 2014 and only partial year data is available for FY 2015.

- 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.
- The increase in clients between FY 2016 and FY 2017 is due to an increase in the number of children seen. The number of adult clients was similar in FY 2016 and FY 2017. The increase in children, as well as the increase in appointment utilization for children, is likely due to increased outreach efforts at Arlington Public Schools.
- The percentage of clients that indicated that they were able to get an appointment when needed decreased between FY 2016 and FY 2017. Ninety-nine percent of children obtained an appointment when needed; clients age 60 and over experienced a delay. In FY 2016, Arlington Public Health Dental Program began sharing the dental suite with Arlington Free Clinic dental program and Neighborhood Health. This meant that the second of the two chairs in the suite became unavailable to DHS for a greater portion of each week. The net result was that 270 more uninsured Arlingtonians obtained access to dental care. However, DHS adult clients experienced some delay in getting follow up appointments.
- Adults utilized the majority of their appointment slots and most of the open slots in FY 2017.
- Utilization of appointment slots reserved for children increased in FY 2017. This is related to the increase in the number of clients that are children (see above). Overall, however, these appointments remained underutilized. This may be because working parents may find it difficult to leave work and lose pay to bring children in for preventive dental care. To accommodate the working parents of children, the program adjusted the appointment schedule to give children early morning appointments, late afternoon appointments, and have evening hours on Monday reserved exclusively for children. Surveys of the parents show that these times work best for them.
- The percentage of open appointment slots (both adult and children) utilized remained steady between FY 2016 and FY 2017.
- All unused children's slots were made available to adults. This brought total utilization of all clinic appointment slots to 85 percent.
- Appropriate preventive care includes an examination, cleaning, oral hygiene education, oral cancer screening, and fluoride varnish for clients ages 13 years and younger.
- The increase in the number of preventive visits is due to the increase in the number of new clients that are children, for whom the initial visit is preventive.
- Data for clients completing a corrective treatment plan within six months is reported based on the end of the six-month period. Therefore, the data include some clients who began care in FY 2016 and completed care in FY 2017.
- The number of clients completing corrective treatment plans remained about the same between FY 2016 and FY 2017. This measure was initiated in January, 2015 so FY 2015 only includes six months of data. FY 2016 and FY 2017 data include the entire year.
- The percent of clients completing corrective treatment plans remained the same between FY 2016 and FY 2017. Beginning in FY 2016, the plan included only those portions of the dentist's recommendations with which the client agreed to comply. Utilizing this collaborative approach may have contributed to increased completion of these plans.
- Data for clients who return for a new preventive treatment plan in 12 months includes some clients beginning initial care in FY 2016 and completing care in FY 2017.
- The number of clients who returned for a new preventive treatment plan in 12 months remained about the same between FY 2016 and FY 2017. This measure was initiated in

January 2015 so FY 2015 only includes only six months of data. FY 2016 and FY 2017 data include the entire year.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 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 nursing 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 for uninsured students.

Parent Infant Education (PIE)

- Screen and assess developmental disabilities and delays.
- Provide physical, occupational, speech, and educational therapy.
- Coordinate services for families, assist families to access resources and provide parent support and training.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. The increase is partially offset by the transfer out of an Administrative Technician ($77,414, 1.0 FTE) to Management and Administration.
- ↑ Non-personnel increases due to the transfer in of employment agency temporaries ($43,017), operating supplies ($3,359), and contracted services ($3,000) from the Community Health Services Bureau. These increases are partially offset by a reduction for the budgetary realignment ($9,701) from the Parent Infant Education program (PIE).
- ↓ Fee revenues decrease due to a reduction in anticipated revenues from PIE Medicaid reimbursements ($18,438), PIE client fees ($3,500), and Arlington Public Schools summer program reimbursements for clinic aides ($963).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$6,124,933	$6,255,778	$6,375,438	2%
Non-Personnel	987,170	907,062	946,737	4%
Total Expenditures	7,112,103	7,162,840	7,322,175	2%
Fees	164,774	192,961	170,060	-12%
Federal Share	1,045,487	1,005,227	1,005,227	-
Total Revenues	1,210,261	1,198,188	1,175,287	-2%
Net Tax Support	$5,901,842	$5,964,652	$6,146,888	3%
Permanent FTEs	65.52	64.52	63.52	
Temporary FTEs	-	-	-	
Total Authorized FTEs	65.52	64.52	63.52	

PERFORMANCE MEASURES

School Based Health Clinics

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total number of students enrolled (School enrollment as of September 30)	23,116	24,529	25,238	26,152	27,879	28,708
Students with medical notifications	6,577	7,747	8,169	6,726	6,995	7,006
Total Number of Clinic visits	118,189	138,567	138,465	145,571	153,706	157,477
Percent of controlled substances (medications) administered per protocol	N/A	N/A	N/A	99.7%	99.7%	99.7%
Percent of Individual health care plans that meet all appropriate standards for the condition	N/A	N/A	N/A	88%	88%	88%
Total Vision Screenings	8,181	8,795	9,767	10,184	10,200	10,200
Total Hearing screenings	8,040	8,422	9,593	9,983	10,000	10,000
Percent of mass vision screenings completed	92%	95%	98%	100%	100%	100%
Percent of mass hearing screenings completed	92%	93%	98%	100%	100%	100%
Number of referrals made for services	1,579	1,929	2,062	2,128	2,100	2,100
Number of 6th grade students excluded from school for not receiving Tdap vaccination	0 of 1,598	4 of 1,696	7 of 1,830	6 of 1,962	6 of 2,156	6 of 2,179
Percent of parents responding to customer satisfaction survey indicating overall satisfaction with service	90%	92%	91%	94%	94%	94%
Percent of school staff responding to survey who indicate overall satisfaction with services	90%	83%	87%	91%	91%	91%

- 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. In September 2016 (FY 2017), some minor conditions that had previously required medical notification were reclassified and no longer needed a notification.
- For clinic visits, each school level estimate for FY 2018 and FY 2019 was created by calculating the average number of clinic visits per student over four years and applying that average to the APS estimate for student population at elementary, middle, and high school levels.
- Overall, the number of clinic visits per school level varies from year to year based on a combination of factors, including the number of students at each school level (elementary, middle, and high), the number of students with chronic health conditions that require a clinic visit, students' ability to self-manage their chronic health care needs, and school health staffing.
- The number of clinic visits increased between FY 2014 and FY 2015., The data regarding FY 2014 clinic visits was likely under-reported due to school health staff vacancies. Those vacancies were filled in FY 2015 and therefore clinic visits were more consistently entered and reflected in the increased visits in FY 2015. The number of clinic visits increased again between FY 2016 and FY 2017. This is likely attributable to the combination of two (2) factors: 1) increased enrollment; and 2) very few "snow days" in FY 2017, so there were more days during the winter when school was open.
- The measures "Percent of controlled substances (medication) administered per protocol" and "Percent of individual health care plans that meet all appropriate standards for the condition" were new in FY 2017.
- The number of referrals increased between FY 2014 and FY 2015. The majority of the increase was in vision referrals. This is likely the result of using new vision screening tools.
- 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.
- The percent of school staff who indicate overall satisfaction with services declined between FY 2014 and FY 2015. This was likely the result of a reduction in the number of Public Health Nurse (PHN) positions and an increase in the number of PHN vacancies, which led to an increased need to rely on Arlington Public Schools (APS) staff who were designated by the principals to provide health services. PHN vacancies were filled in FY 2016 and may have contributed to the rise in school staff satisfaction between FY 2015 and FY 2017.

Parent Infant Education (PIE)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total Clients referred	360	448	478	468	468	468
New Individualized Family Service Plans (IFSPs)	286	271	342	339	339	339
Number of Active Clients (new and ongoing IFSP's, unduplicated count)	556	540	625	653	653	653
Number of assessment hours provided by PIE therapists	302	367	367	445	445	445
Number of therapy hours provided by PIE therapists	824	786	845	668	668	668
Number of therapy hours provided by contracted therapists	8,809	8,131	7,836	6,366	6,366	6,366
Total direct therapy hours (travel, documentation, teaming peer consultation and administrative time not included)	9,633	8,917	8,681	7,034	7,034	7,034
Percentage of clients receiving services in a language other than English	N/A	18%	19%	20%	20%	20%
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)	143/59%	160/70%	222/78%	260/99.6%	260/99.6%	260/99.6%
Number/percent of clients offered to start services listed in the IFSP within 30 days of signing the IFSP	277/97%	265/99%	334/99%	341/99.7%	341/99.7%	341/99.7%
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: positive social emotional skills	41/55%	61/64%	79/68%	72/55%	72/55%	72/55%
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: acquisition and use of knowledge and skills	42/68%	80/64%	107/73%	109/59%	109/59%	109/59%
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: use of appropriate behaviors to meet their needs	58/76%	81/70%	140/73%	106/63%	106/63%	106/63%

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number/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	71/88%	75/85%	74/81%	34/86%	34/86%	34/86%
Number/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	70/92%	81/92%	86/95%	36/93%	36/93%	36/93%
Number/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	75/92%	80/91%	88/97%	36/92%	36/92%	36/92%

- An Individualized Family Service Plan (IFSP) is a federally required plan that identifies the needs of the child and lays out how those needs will be met. It is a plan of care for the child with which both the program and the family agree.
- The number of new IFSPs varies because after intake/screening, 1) some children who are referred are found to be ineligible for services; and 2) some families decline services.
- The number of assessment hours provided by PIE (staff) therapists varies based on 1) individual family/child characteristics; 2) the time needed to perform the assessments; and 3) changes in workload. The number of assessments performed by PIE (staff) therapists increased between FY 2016 and FY 2017. This was the result of an initiative to bring more assessment work in-house and, thereby, reduce reliance on contract therapists for this function.
- The total number of direct therapy hours (the combination of hours provided by PIE therapists and contract therapists) declined overall between FY 2014 and FY 2017 because of the combination of factors described below.
- The number of therapy hours provided by PIE (staff) therapists decreased overall between FY 2014 and FY 2017. Although this trend reversed somewhat between FY 2015 and FY 2016 as previous staff vacancies were filled, it continued to decline between FY 2016 and FY 2017. This was because, as stated above, staff therapists were assigned more assessments and therefore conducted fewer hours of therapy. The therapy was outsourced to contracted (private) providers.
- As a result of outsourcing more therapy, the number of therapy hours provided by contracted providers would have been expected to increase between FY 2016 and FY 2017. However, it decreased during that period. This was because the region was still negatively impacted by the loss of one of the area's largest vendors, which had gone out of business suddenly during FY 2015. The shortage of contract therapists continued until a new vendor contract was finally put in place in January, 2017 (mid way through FY 2017). Contract therapy hours have increased since that time.
- The number/percent of children offered an IFSP within 45 days of referral was low in FY 2014 due to staff vacancies which resulted in the creation of a wait list. By May of 2014, positions were filled and 100 percent of children had an IFSP within 45 days of referral. At the end of

the first quarter of FY 2015 there were staff vacancies again, requiring reinstitution of a wait list. As staffing has stabilized, this percent has returned to pre-FY 2014 levels and is reflected in the FY 2018 and FY 2019 projections.

- 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. This may be attributable to the following: 1) Greater scrutiny of all discharge summaries by the technical assistance team leader to ensure that all therapists were consistently applying ratings in the same way (inter-rater reliability); and 2) for the first time, all new contract therapists received training on the proper use of the tool within one year of hire. The increased scrutiny and improvements in training may have caused therapists to be more stringent when rating children.
- While the percent of parents who agree, strongly agree or very strongly agree that early intervention services helped their family remained relatively constant between FY 2014 and FY 2017, the number of parents responding to the survey declined between FY 2016 and FY 2017. This 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 number of responses throughout the state declined by about the same rate. The state is planning to make improvements to the methodology in forthcoming years.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 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 on site.
- 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).
- Manage clients with active or latent tuberculosis.

SIGNIFICANT BUDGET CHANGES

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

↑ Non-personnel increases due to the transfer in of postage ($1,450), rental of operating equiment ($560), consultants ($5,542), employment agency temporaries ($26,927), office supplies ($1,728), operating supplies ($6,257), and contracted services ($9,458) from the Community Health Services Bureau. These increases are partially offset by reductions in cellular telephone ($2,800), travel ($5,438), laundry and cleaning ($1,100), departmental subscriptions/books ($2,025), memberships ($540), and employee training ($3,418).

↓ Fee revenue decreases due to a reduction in anticipated revenues from chest clinic client fees ($407), restaurant application and plan review fees ($16,233), as well as refugee services reimbursements ($2,000). These decreases are partially offset by an increase in swimming pool license revenue ($3,195).

↓ Federal share revenue decreases due to a reduction in the Tuberculosis Program grant ($2,000).

COMMUNITY HEALTH PROTECTION

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,013,940	$3,121,783	$3,242,387	4%
Non-Personnel	265,103	176,658	213,259	21%
Total Expenditures	3,279,043	3,298,441	3,455,646	5%
Fees	326,408	346,640	331,195	-4%
Federal Share	45,000	45,000	43,000	-4%
State Share	695,504	785,227	785,227	-
Total Revenues	1,066,912	1,176,867	1,159,422	-1%
Net Tax Support	$2,212,131	$2,121,574	$2,296,224	8%
Permanent FTEs	30.00	28.50	28.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	30.00	28.50	28.50	

PERFORMANCE MEASURES

Restaurant Inspection

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number/percent of food establishments in enforcement process brought into compliance	151/98%	113/98%	90/99%	35/100%	35/100%	35/100%
Number of food establishments closed for imminent health hazards	20	23	23	10	10	10
Number of confirmed foodborne outbreaks associated with a licensed Arlington food establishment	0	1	0	0	Unpredictable	Unpredictable

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total number of establishments	1,071	1,067	1,080	1,067	1,067	1,067
Total number of risk factor plus and risk factor inspections completed	2,250	2,247	2,145	2,210	2,210	2,210
Number of food establishment inspections per Environmental Health Specialist FTE	421	401	451	461	461	461
Number/percent of inspections completed for food establishments requiring 1 inspection per year (calendar year measure)	511/100%	513/100%	499/100%	471/100%	471/100%	471/100%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number/percent of inspections completed for food establishments requiring 2 inspections per year (calendar year measure)	455/74%	694/100%	555/94%	534/99%	534/99%	534/99%
Number/percent of inspections completed for food establishments requiring 3 inspections per year (calendar year measure)	859/100%	780/100%	965/100%	1031/100%	1031/100%	1031/100%
Number/percent of inspections completed for food establishments requiring 4 inspections per year (calendar year measure)	40/100%	56/100%	80/100%	84/100%	84/100%	84/100
Number of complaints of foodborne illness	72	60	70	77	Unpredictable	Unpredictable
Number of known individuals affected by foodborne illness outbreaks	N/A	36	N/A	N/A	Unpredictable	Unpredictable
Enforcement Action 1: number of Notices of Alleged Violation	129	105	78	31	31	31
Enforcement Action 2: number of Fact Finding Conferences	28	27	20	7	7	7
Enforcement Action 3: number of Notices of Intent to Revoke License	8	7	2	0	0	0
Enforcement Action 4: number of Revocation Hearings	5	7	2	0	0	0
Enforcement Action 5: number of Licenses Revoked	3	3	1	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 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 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. For example, the number of inspections/FTE rose between FY 2015 and FY 2017. There were multiple staff vacancies, therefore each available FTE was assigned more inspections. The number of inspections/FTE remains above the FDA standard of 280-320 per FTE.
- Establishments are assigned one, two, three or four inspections per year based on specific risk-based factors. The number of inspections per year meets or exceeds the state standard of one inspection per establishment per year (two inspections per establishment per year for schools). After meeting the required state standard of one inspection per year, staff prioritized those establishments scheduled for three or four inspections per year, as those establishments prepare more complex food and/or serve higher risk patrons. Among the establishments in the two inspections per year category, schools were the highest priority and all those inspections were completed. All other establishments that were assigned two inspections per year were the last priority because they posed the least risk due to their particular combination of risk factors.
- The number of routine and risk factor inspections of permanent food service establishments declined in the two inspections/year category within CY 2014 and again from CY 2015 – 2017 due to staff vacancies and/or unavailability.
- The number of complaints of foodborne illness varies from year to year based on the individual characteristics of the dining public. It is not predictable.
- The number of known affected individuals within the outbreaks is based solely on individuals identified as part of an official investigation by Environmental Health.
- All five (5) enforcement actions declined between FY 2016 and FY 2017. 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 close 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 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Pool Inspection

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total Year Round Water Recreational Facilities (calendar year measure)	60	56	55	54	54	54
Total Seasonal Water Recreational Facilities (calendar year measure)	236	240	245	245	245	245
Total Water Recreation Facilities (calendar year measure)	296	296	300	299	299	299
Number/percent of required inspections for Year Round Water Recreation Facilities completed (calendar year measure)	157/94%	165/99%	158/100%	150/100%	150/100%	150/100%
Number/percent of required Pre-Opening inspections for Seasonal Water Recreation Facilities completed (calendar year measure)	235/99%	240/100%	242/100%	244/99.5%	244/99.5%	244/99.5%
Number/percent of required Routine inspections for Seasonal Water Recreation Facilities completed (calendar year measure)	471/99%	480/100%	484/100%	490/100%	490/100%	490/100%
Timeliness of database entry of inspection results	N/A	52%	78%	70%	70%	70%
Reported illnesses, injuries or deaths associated with a licensed Water Recreational Facility (fiscal year measure)	N/A	1	10	0	Unpredictable	Unpredictable
Number of facility closures due to imminent health hazards	N/A	27	29	12	12	12

- Water Recreation Facilities (WRFs) include swimming, wading and diving pools, spas and interactive water features (e.g., spray grounds) that have treated, re-circulated water. Some swimming pools are open year-round; most operate seasonally, from May or June through September.
- There are three types of inspections for WRFs: Pre-opening (scheduled, completed prior to issuing license and facility opening); routine (unannounced, comprehensive) and follow up (unannounced, for re-inspecting items that were not in compliance at the time of the routine inspection).
- Inspections of Water Recreational Facilities are calculated on a calendar year basis.
- Timeliness of database entry of inspection results is a measure that was first established in CY 2014. Data is 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.

- The number of reported illnesses, injuries or deaths associated with a licensed facility and the number of facility closures due to imminent health hazards are measures that were established in FY 2015. Data for this measure is dependent upon reports from those facilities.
- The 10 reported illnesses, injuries or deaths in FY 2016 were comprised of three near-drownings, two injuries and five illnesses associated with two separate outbreaks associated with WRF's. The one reported event in FY 2015 was an injury.
- 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 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Hotel Inspection

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of hotels licensed annually	43	43	43	44	44	44
Total Number of hotel inspections	46	46	47	49	49	49
Number of complaints	5	6	11	10	Unpredictable	Unpredictable
Percent of routine annual inspections completed	100%	100%	100%	100%	100%	100%
Percent of inspections entered on time	N/A	N/A	N/A	91%	91%	91%
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 2018 and FY 2019 are based on FY 2017 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.
- The percent of routine annual inspections completed is a calendar year measure.
- Timeliness of database entry of inspection results is a measure that was first established in FY 2017. Data is pulled from HealthSpace, a state database. The Public Health Division standard for the hotel program is that inspections are to be entered within two (2) business days. Results reported are based on a review of all Arlington hotel records.
- Enforcement is a multi-step process (per the categories listed) and each step affords the owner the opportunity to correct the pattern of violations and to come into compliance.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Animal Control

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of animals quarantined for exposure to rabid animals or for biting humans	185	179	207	267	250	250
Number of animals vaccinated for rabies prevention	677	795	669	615	615	615

- FY 2018 and FY 2019 estimates were updated based on FY 2017 actuals.
- The FY 2016 number of animals quarantined for exposure to rabid animals or for biting humans has been updated to include previously unavailable information.
- The number of animals quarantined for exposure to rabid animals or for biting humans varies from year to year. The increase in FY 2017 may be due new state requirements that all bites be investigated. Additionally, recent rabies cases have raised public awareness so more people may be reporting bites than in previous years.
- 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 decrease between FY 2015 and FY 2017 was due to fewer animals having been brought to the clinic both from Arlington and from surrounding jurisdictions. The increase in other sources for rabies vaccinations (e.g., some CVS locations periodically host rabies vaccination clinics) may have also contributed to the decline.

Rodent Control Program

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of rodent complaints investigated	223	210	204	164	164	164
Number/percent of contacts initiated within the appropriate timeframe (one business day) regarding rodents INSIDE a residence or establishment	N/A	N/A	46/92%	29/94%	29/94%	29/94%
Number/percent of contacts initiated within the appropriate timeframe (three business days) regarding rodents OUTSIDE a residence or establishment	N/A	N/A	151/97%	133/100%	133/100%	133/100%
Cases of rodent-borne illnesses reported in Arlington residents	0	0	0	0	0	0

- The number of rodent complaints investigated each year may be influenced by changes in the amount of new construction in the County. New construction tends to disrupt rodent habitats, making rodent activity more apparent.

- The number/percent of contacts initiated within the appropriate timeframe for service requests regarding rodents inside and outside a residence or establishment are new measures; routine data collection began in FY 2016.

Disease Surveillance and Investigation Program

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of communicable disease investigations	1,210	1,253	1,266	1,495	1,495	1,495
Confirmed and probable cases	Unavailable	386	477	478	478	478
Number/percent of Communicable disease investigation initiated within required VDH timeframes	Unavailable	159/90%	148/92%	175/95%	175/95%	175/95%
Number/percent of clients who received recommendations for individual control measures according to VDH criteria and timeframe	Unavailable	27/90%	51/96%	38/95%	38/95%	38/95%
Number of outbreak investigations conducted	16	19	25	37	37	37
Number/percent of outbreak reports completed and submitted to VDH within mandated reporting timeframe	Unavailable	17/89%	25/100%	34/92%	34/92%	34/92%
Potential rabies exposure investigations	Unavailable	89	143	270	270	270
Number/percent of clients completing prophylaxis to prevent rabies as recommended	Unavailable	30/81%	44/79%	54/69%	54/69%	54/69%

- The number of communicable diseases varies from year to year, affecting the number of communicable disease investigations.
- FY 2015 and FY 2016 data for "Number of communicable disease investigations" and "Number of outbreak investigations conducted" have been updated to eliminate the reporting of duplicative data by the Virginia Department of Health (VDH).
- The number of communicable disease investigations increased from FY 2015 to FY 2016 primarily because of investigations related to the Zika virus. The significant increase between FY 2016 and FY 2017 was attributable to a change in state law regarding reporting of animal bites. Beginning in FY 2016, all reports of animal bites were required to be reviewed by the local health department, not just those involving unknown and/or unvaccinated dogs.
- The measure "Initiation of investigation within required VDH timeframes" is based on timeframes set by VDH. The percent of investigations initiated within those timeframes increased between FY 2015 and FY 2017. Staff turnover and extended vacancies occurred during the early portion of that period, as did workload increases due to unexpected public health emergencies such as Zika. As staffing capacity, stabilized and other workload issues decreased, timely initiation of investigations increased.
- Both the number and the percent of clients who received recommendations for individual infection control measures increased between FY 2015 and FY 2016. The number of cases of (that is, clients who become ill with) the specific diseases that are included in the measure naturally fluctuates from year to year. The percent of those for whom public health staff made recommendations within the specified timeframes for individual disease control measures are designed to interrupt ongoing transmission of the disease and are established by VDH. Examples include environmental cleaning, social distancing, and medications.

- The number of outbreaks varies from year to year, affecting the number of outbreak investigations conducted. In FY 2016, there were ten concurrent investigations in the January/March time-period.
- Potential rabies exposure investigations increased substantially between FY 2016 and FY 2017 due to the change in state law cited above.
- The percent of clients completing treatment to prevent rabies (prophylaxis) declined between FY 2015 and FY 2017. During that same period, the number of clients to whom the prophylaxis was recommended increased. When the state law changed requiring all bites be reported to the local health department (see above), more bites were reported to public health. This led to a corresponding increase the number of clients who received recommendations for prophylaxis. Some of those clients knew the animal that bit them and did not believe they were at risk for rabies and did not comply with the recommendation.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Tuberculosis (TB) Medical Case Management

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number/percent of clients with active TB who completed or are on schedule to complete treatment according to protocol	N/A	19/100%	18/95%	16/94%	16/94%	16/94%
Number/percent of clients with latent TB infection starting medications who completed or are on schedule to complete treatment	163/84%	240/86%	165/83%	173/85%	173/85%	173/85%
LTBI treatment completion by type: INH or Rif: Number/percent of clients who completed or are on schedule to complete treatment	89/82%	126/81%	98/80%	109/84%	109/84%	109/84%
LTBI treatment completion by type: 3 –HP: Number/percent of clients who completed or are on schedule to complete treatment	74/84%	114/91%	67/86%	64/86%	64/86%	64/86%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of clients (unduplicated)	1,296	1,273	914	862	862	862
Total active cases of treatment	N/A	19	22	20	20	20
New active TB cases (diagnosed in Arlington or transferred from other jurisdictions)	12	12	14	14	14	14
Clients with Latent TB on treatment	197	280	200	204	204	204
Visits (all settings)	4,999	5,245	3,754	3,730	3,730	3,730
Directly Observed Therapy (DOT) visits	1,251	1,289	1,376	1,524	1,524	1,524
Number of children under age 6 who start TB preventive therapy	17	14	13	15	15	15
Percent of clients with active TB disease who were started on the recommended treatment regimen and initiated DOT	N/A	100%	100%	100%	100%	100%

COMMUNITY HEALTH PROTECTION

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of identified contacts to an active TB case who were assessed to determine their infectious status	N/A	91%	71%	76%	76%	76%
Percent of clients with active TB disease who met the criteria for a safe hospital discharge to the community	N/A	100%	100%	75%	100%	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 increase between FY 2014 and FY 2015 was due to the number of individuals beginning treatment as a result of the high school investigation which included 200 contacts, representing two-thirds of all contacts assessed in FY 2015. This investigation involved students at an Arlington high school, where parents ensured their children were tested and testing occurred during the school day. That investigation was atypical.
- 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 to six 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. There has been an overall decrease in TB clients from FY 2014 to FY 2017. However, in FY 2015, the high school investigation mentioned above temporarily increased the number of clients in that age group, masking the overall downward trend. The decrease in clients between FY 2015 and FY 2016 is the result of the absence of that atypical situation, combined with the continued overall decrease in clients.
- 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. The high school investigation of FY 2015 mentioned above caused an atypical increase in visits for that year.
- The number of Directly Observed Therapy (DOT) visits increased between FY 2016 and FY 2017 due to an increase in complex TB cases on extended treatment. Arlington provides DOT for non-residents working in the County to ensure compliance and reduce the spread of TB in Arlington and other jurisdictions do the same.
- The number of children under six years of age starting on TB preventive therapy depends upon the number of children under six living in Arlington whose circumstances have put them at risk of developing active TB.
- 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 FY 2015 percent is atypical due to the high school investigation mentioned earlier. This is in contrast to other settings involving adult contacts. The percent of contacts assessed decreased between FY 2015 and FY 2016 because affected individuals left the area and/or documentation

of follow-up was not provided. The challenge to a successful contact investigation is that there is no legal mandate to compel contacts to agree to be tested. The estimates for FY 2018 and FY 2019 are based on CY 2016 and Virginia Department of Health rates.

- The percent of clients with active TB disease who met the criteria for a safe hospital discharge to the community decreased between FY 2016 and FY 2017. 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. There were a total of four (4) clients in this category in FY 2017. One of the four was hospitalized out of state. An approved treatment plan was in place for this client and the case manager made the required home visit. However, because the client was hospitalized out of state, the case manager was unable to make a hospital visit. This situation was an anomaly and the future safe hospital discharge rate is expected to return to FY 2015/FY 2016 levels.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

LABORATORY SERVICES

PROGRAM MISSION

To identify specific infectious and chronic diseases.

- Diagnose parasites, sexually transmitted infections, anemia, and pregnancy on site.
- Manage samples for complex diagnostic testing at reference laboratories, including outbreak investigation and rabies identification at the state research laboratory.
- Screen samples for select bacterial agents of bioterrorism or emerging infectious diseases for further testing.

SIGNIFICANT BUDGET CHANGES

FY 2019 Proposed Budget Reduction

The Laboratory Services Program is proposed for elimination. Of the six current positions, four will be eliminated and the two remaining positions and contracted services funding will be transferred to other lines of business. The changes are outlined below:

↓ Elimination of 4.0 FTEs

- Eliminate a filled Laboratory Section Supervisor ($140,063, 1.0 FTE).
- Eliminate filled Laboratory Technologists ($309,296, 3.0 FTEs).

↓ Transfer 2.0 FTEs and $83,238 in contracted services funding:

- Transfer Laboratory Assistants ($187,385, 2.0 FTEs) to the Community Health Services Bureau.
- Transfer of $83,238 in contracted services to Management and Administration ($1,212) and the Community Health Services Bureau ($82,026).

IMPACT: Reducing lab positions will require clinic staff to be retrained how to draw blood. While we anticipate Lab Corp will be able to provide a phlebotomist onsite as they do for other medical offices, if the high volume of clients impacts Lab Corps' capacity to provide timely phlebotomy, clinic staff will need to assist with blood drawing. If and when any of these aforementioned activities are conducted by the clinic staff or the communicable disease staff, this will reduce their time providing direct clinical service or disease surveillance and investigation work to additional clients. This reduction will result in one of five tests sent out to an external laboratory and will require nurses and clinic aides in the traditional clinics and in the communicable disease unit to be retrained on how to properly package, store, and ship laboratory specimens to LabCorp in order to prevent interruption in service delivery. Urinalysis, pregnancy, HIV and glucola testing will be provided in-house. The wet prep test to diagnose gynecological conditions will be sent to a contracted laboratory. Clinic staff would have to learn to prepare medical waste for proper transport and decontamination, and how to sterilize medical instruments for reuse in the clinics.

LABORATORY SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$621,838	$560,410	-	-
Non-Personnel	108,557	83,238	-	-
Total Expenditures	730,395	643,648	-	-
State Share	37,475	-	-	-
Total Revenues	37,475	-	-	-
Net Tax Support	$692,920	$643,648	-	-
Permanent FTEs	6.00	6.00	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	6.00	6.00	-	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Accuracy of lab results: Percent of proficiency tests completed accurately (industry benchmark is 80%)	99%	100%	98%	98%	99%	N/A
Timeliness of lab results: Number and percent of clinical staff responding to survey reporting that results are provided in a timely manner.	114/99%	51/100%	53/98%	52/96%	51/99%	N/A
Timeliness of lab results: Number and percent of wet prep specimens turned around in 15 minutes or less.	434/100%	401/100%	361/98%	321/100%	320/100%	N/A

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of Unduplicated clients served by Lab excluding [excluding Women, Infants & Children (WIC) clients].	4,110	3,871	3,813	3,556	3,600	N/A
Number of tests conducted by ACPHD Lab	29,293	29,479	25,671	27,182	27,000	N/A
Number of blood draws by ACPHD Lab	7,630	7,568	7,855	7,433	7,400	N/A
Number of tests conducted by external labs	4,566	4,537	6,190	4,670	4,600	N/A
Number of instrument sterilization cycles	318	358	622	196	200	N/A
Pounds of regulated medical waste decontaminated	1,941	2,031	1,764	1,975	1,900	N/A
Number and percent of clients responding to a survey who agreed or strongly agreed that laboratory staff were professional	354/98%	401/99%	328/100%	198/99%	200/99%	N/A

LABORATORY SERVICES

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number and percent of clients responding to a survey who agreed or strongly agreed that they were, overall, satisfied with laboratory services	414/99%	384/99%	323/100%	185/100%	185/100%	N/A
Number and percent of clinical staff responding to a survey who agreed or strongly agreed that laboratory staff were helpful	108/96%	50/98%	54/100%	52/96%	50/96%	N/A
Number and percent of clinical staff responding to a survey who agreed or strongly agreed that laboratory staff were responsive	106/97%	50/98%	54/100%	53/98%	50/98%	N/A
Number and percent of clinical staff responding to a survey who are, overall, satisfied with laboratory services	109/97%	50/98%	54/100%	53/98%	50/98%	N/A
Number of deficiencies noted on regulatory inspections (CLIA)	N/A	0	N/A	3	N/A	N/A
Number of deficiencies noted on regulatory inspections (DEQ)	0	0	0	0	0	N/A

- The Laboratory Services Program is proposed for elimination. Therefore, performance measures are not being estimated for FY 2019.
- The FY 2014 results on "Timeliness of lab results: number and percent of clinical staff responding to survey who agree or strongly agree that laboratory results are provided in a timely manner" reflects that the survey frequency was twice per year. Because survey findings were similarly positive in both applications of the FY 2014 survey, and at staff request, survey frequency was reduced to once per year. The subsequent actuals and future estimates reflect this change. The decrease in the percentage of clinical staff reporting that lab results were timely between FY 2015 to FY 2016 is likely due to lengthy staff vacancies in each of these years.
- The number of wet prep specimens received and sampled is dependent upon the number of clients and the clinician's evaluation of necessity.
- The timeliness of wet prep specimens turned around in 15 minutes or less declined between FY 2015 and FY 2016. This was because two percent of the lab forms reviewed did not have complete time stamp information and therefore were not counted as having met the 15 minute requirement. The remaining 98 percent of the lab forms were complete and met the requirement. In FY 2017, laboratory staff were retrained on the importance of time stamping laboratory requisition slips before and after testing. This contributed to the 100 percent timeliness of all wet prep specimens.
- The number of unduplicated clients served by the Lab varies from year to year based on the number of clients seen in the clinics and the clinician's evaluation of necessity. It does not include WIC clients because WIC data is collected in a federally required system that the County cannot access. The overall decrease in the number of clients served between FY 2014 and FY 2017 reflects a corresponding decrease in the number of Maternity and Family Planning and STI clients. The FY 2016 decrease was not as evident because the lab began serving Chest clinic clients during that year.
- The number of blood draws by ACPHD lab increased between FY 2015 and FY 2016 because of the FY 2016 addition of clients from the Chest Clinic.

LABORATORY SERVICES

- The number of tests conducted is dependent on the number of clients and the clinician's evaluation of necessity.
- The tests conducted by ACPHD laboratory staff include communicable disease tests which diagnose parasites and sexually transmitted infections and clinical tests which diagnose anemia, pregnancy, and urinary tract infections.
- The tests conducted by external labs include blood typing for maternity clients, screening tests for diseases such as hepatitis, rubella, sickle cell, tuberculosis and clinical tests which monitor the client's overall health, such as liver and kidney function tests.
- In FY 2016, the lab moved from its prior location to the DHS campus at Sequoia Plaza. The lab was closed for three months (July – September, 2015) to provide time for disassembly of equipment from the old location and reassembly of it in the new location. Fewer tests could be done on-site during this period; many had to be sent to external labs. This affected three measures: 1) the number of tests conducted by the ACPHD lab decreased; 2) the number of tests sent out to external labs increased; and 3) the amount of regulated medical waste decreased. The lab was fully operational at the new site in October 2015. In FY 2017, each of these measures returned to previous levels.
- The FY 2016 lab closure also affected the number of instrument sterilization cycles. Instrument sterilization had to be conducted in a smaller autoclave which would fit into the lab's small, temporary space. Using a smaller autoclave meant that fewer instruments could be sterilized per cycle, therefore the number of instrument sterilization cycles increased for that year. In FY 2017, there was a decrease in the number of sterilization cycles relative to FY 2015. This decrease can be attributed to the change in pap guidelines over the past few years which has led to a decline in the number of pap smears performed, thus resulting in a decrease in the number of lab tools requiring sterilization.
- The number of clients responding to surveys regarding laboratory services varies from year to year. In FY 2017, WIC clients were not included in the survey because WIC administered a state-required survey instead of the local survey.
- The FY 2015 decrease in the number of clinical staff who responded to the survey was the result of the change in methodology described in the first bullet above.
- CLIA (Clinical Laboratory Improvement Amendments) conducts inspections every two years to determine compliance with CLIA regulations. The inspector reviews data for the two years prior to the date of the inspection. In FY 2017, during the July 2016 inspection, three deficiencies were identified. All three deficiencies have been corrected and Quality Assurance/ Quality Control measures have been implemented.
- DEQ (Department of Environmental Quality) conducts annual inspections to determine compliance with Virginia Regulated Medical Waste Management Regulations.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

PROGRAM MISSION

To provide leadership and management to the Behavioral Healthcare Division.

Management and Administration

- Ensure high quality services that meet the needs of individuals seeking services.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, overseeing the Division's financial management, managing grants and contracts, offering training, ensuring compliance with all relevant laws and requirements, evaluating staff performance, and ensuring effective collaboration with community partners.
- Provide support to and implement policies of the Arlington Community Services Board (CSB).

SIGNIFICANT BUDGET CHANGES

The FY 2019 Proposed Budget for the Behavioral Healthcare Division reflects an internal reorganization designed to improve the care provided to clients with co-occurring mental health and substance use disorders by integrating the Mental Health and Substance Abuse services. The new structure replaces the Mental Health and Substance Abuse Bureaus with two new bureaus: The Outpatient Services Bureau and the Specialized and Residential Services Bureau. The Recovery Program is transferred to Management and Administration.

- ↓ Personnel decreases due to the transfer out of a Business Systems Analyst I ($110,304, 1.0 FTE) and a Business Systems Analyst III ($134,022, 1.0 FTE) to the Department Management and Leadership. These decreases are partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, and the transfer in of a Management Analyst ($118,331, 1.0 FTE) from Outpatient Services.
- ↑ Non-personnel increases due to the transfer in of the Recovery Program operating budget ($150,597) from Outpatient Services, normal contractual increases ($2,473), Sequoia Plaza rent increase ($58,700), and the reallocation of operating budget from Client Services Entry ($2,596). The increases are partially offset by the transfer out of contracted services to Department Management and Leadership ($119,437), operating budget to Specialized and Residential Services ($63,081) and contracted services to Outpatient Services ($29,650).
- ↑ State Share revenue increases due to the transfer of the Recovery Program to Management and Administration ($171,199).

MANAGEMENT AND ADMINISTRATION

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,087,385	$1,389,548	$1,361,446	-2%
Non-Personnel	2,447,646	2,324,115	2,326,313	-
Total Expenditures	3,535,031	3,713,663	3,687,759	-1%
Fees	531	750	750	-
State Share	343,697	167,952	339,151	102%
Total Revenues	344,228	168,702	339,901	101%
Net Tax Support	$3,190,803	$3,544,961	$3,347,858	-6%
Permanent FTEs	13.00	13.00	12.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	13.00	13.00	12.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total number of individuals served in the Division	3,848	3,785	4,286	4,485	4,600	4,800

- The FY 2018 and FY 2019 estimates for the number of individuals served are based on past actuals.

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.

Wellness Program

- To create an environment that integrates and promotes the emotional, psychological, and physical welfare of the clients served. Reduce health risk factors for individuals with serious mental illness through engagement in health-related programming. There are four wellness programs in the Behavioral Healthcare Division: InShape, Smoking Cessation Program, NEW-R (Nutrition, Exercise and Wellness for Recovery), and indoor walking groups.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the following changes:
  - Addition of a Psychiatrist through a reallocation of non-personnel funds ($207,042, 1.0 FTE).
  - Addition of a grant-funded Administrative Assistant IV position ($3,800, 0.05 FTE).
  - Addition of a temporary grant-funded Mental Health Therapist III position ($64,000, 1.0 FTE).
  - Transfer in of a Nurse Practitioner ($82,352, 0.55 FTE) from Client Services Entry.
  - Increases are offset by the reduction itemized below and the transfer out of a Human Services Aide ($38,967, 0.5 FTE) to the Residential and Specialized Services Bureau.
- ↓ Non-personnel decreases due to a reduction on contract pharmaceutical funds ($17,200), the reallocation of non-personnel funds for the creation of a Psychiatrist position ($207,042) and an Administrative Assistant IV position ($3,800), and the reallocation of non-personnel funds to the Specialized and Residential Services Bureau ($8,166). The decreases are partially offset by normal contractual increases ($14,710), the transfer in of the pharmaceutical budget from the Outpatient Services Bureau ($107,795) and the reallocation of personnel funds to the pharmaceuticals budget ($4,083).
- ↓ Fee share revenue decreases due to a realignment of budget to actual revenue received ($63,480), partially offset by an increase in insurance and client fees ($10,100).
- ↑ State share revenue increases due to a transfer of State Pharmacy grant funding ($81,191) from Outpatient Services, Law Reform grant funding from Client Services Entry ($39,919), and one-time Regional Pharmacy Assistance funding ($64,000).

PSYCHIATRIC SERVICES

FY 2019 Proposed Budget Reduction

- Elimination of 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, 1.0 FTE). This also includes a reduction in funds for a contract Pharmacist ($17,200).

  IMPACT: This is part of a larger initiative for DHS to contract out pharmacy services. By contracting out pharmacy services to a private pharmacy provider at Sequoia, DHS will provide more efficient pharmacy operations at a lower cost. By co-locating pharmacy services with mental health and primary care providers, client outcomes will improve through easier access to medications. Currently, the nursing staff and clinicians serve as back-up for pharmacy staff in both divisions, which takes time away from client care. Having the pharmacy on-site will take County staff out of primary medication management, including responding to prescription refilling and prior authorization requests. Much of this can be managed by private pharmacy staff. The anticipated start date for a retail pharmacy to begin is October 1, 2018, assuming that all contracting policies and procedures are fulfilled. This initiative also includes the reduction of the Administrative Technician position described in the Public Health Division – Management and Administration line of business.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,806,837	$2,474,346	$2,843,287	15%
Non-Personnel	1,131,404	942,467	832,847	-12%
Total Expenditures	2,938,241	3,416,813	3,676,134	8%
Fees	166,610	226,480	173,100	-24%
Federal Share	328,097	-	-	-
State Share	250,165	485,084	670,194	38%
Total Revenues	744,871	711,564	843,294	19%
Net Tax Support	$2,193,370	$2,705,249	$2,832,840	5%
Permanent FTEs	13.15	18.10	18.20	
Temporary FTEs	-	-	1.00	
Total Authorized FTEs	13.15	18.10	19.20	

PSYCHIATRIC SERVICES

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of individuals reporting their symptoms have improved since receiving psychiatric services	89%	95%	92%	90%	90%	90%
Percentage of Psychiatric visits at which individuals demonstrated improvement in symptoms	87%	89%	85%	84%	85%	85%
Percent of visits in which individuals demonstrated adherence to medication regimen	88%	89%	90%	91%	90%	90%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average number of days from referral to initial evaluation in CFSD, ADSD, BHD	N/A	21/21/30	14/21/21	14/38/21	14/30/21	14/30/21
Average score of chart reviews reflecting alignment with evidence-based practice/number of charts reviewed	89%/106	90%/84	88%/150	89%/95	90%/105	90%/ 150
Number of clients served (unduplicated)	1,863	1,785	1,817	1,942	1,950	2,050

- Percentage of individuals reporting their symptoms have improved since receiving psychiatric services met the goal of 90 percent in FY 2017. This was achieved by ensuring Medical Doctors s and Nurse Practitioners have adequate time to spend with clients, involving clients in decision making, providing medication and wellness education. Staff anticipate the rate to stay at 90 percent into FY 2018 and FY 2019.
- Percentage of psychiatric visits at which individuals demonstrated improvement in symptoms was at 84 percent. Factors that may impact rating include: level of engagement; adherence to the treatment plan; and, choice of evidence-based medication management and therapy. BHD met the goal of 21 days for an individual to be seen for an initial psychiatric evaluation by adjusting staffing resources and streamlining the evaluation process. Child & Family Services can see clients in 7-14 days. BHD wait period for initial psychiatric evaluations remained the same while wait time for Aging & Disability Services clients increased due to recruitment challenges. By FY 2019, all units expect to implement a rapid access policy to reduce wait times.
- The number of clients served in FY 2017 reflects an overall trend of increased individuals served in the Division. The increase is expected to persist and further expand given the implementation of Same Day Access, which has nationally been shown to increase volume and level of engagement in services.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

WELLNESS

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of clients showing reduced body mass index (BMI)/ girth measurements	N/A	N/A	N/A	68%/60%	75%/65%	80%/75%
Percent of Smoking Cessation/ InSHAPE clients who quite tobacco use	N/A	N/A	N/A	21%/20%	25%/25%	30%/30%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Fidelity to evidence-based models for wellness programs	N/A	N/A	N/A	100%	100%	100%
Percent of participants attending scheduled sessions InShape/ New-R	N/A	N/A	N/A	92%/14%	98%/50%	100%/60%
Percent of program participants who have a health report card	N/A	N/A	N/A	N/A	100%	100%

- In FY 2017 Psychiatric Services implemented the InShape Program and began to monitor Body Mass Index (BMI) to inform psychopharmacological treatment. InShape incorporates individualized health mentorship to help clients improve their health status. In FY 2017, 68 percent of clients participating in the InShape program had reduced BMI, and 60 percent had reduced abdominal girth, another marker for metabolic syndrome.
- In FY 2017 Psychiatric Services started to help clients stop tobacco use. Both the Smoking Support Group and InShape Program showed a quit rate of approximately 20 percent in FY 2017. It is expected that quit rates will increase over the coming years as these programs continue to develop.
- Evidence-based practice (EBP) is an approach to healthcare wherein health professionals use the best evidence possible. The EPB's being used are InShape, NEW-R, and Dimensions: Tobacco Free Program. Maintaining the fidelity of evidence-based models of practice insures the evidence from research is being utilized to deliver care. InShape is an evidence-based intervention, and the program demonstrated 100 percent fidelity to the model in FY 2017 utilizing a standardized fidelity measure.
- A high percentage of clients are engaged in their InShape appointments. NEW-R is an evidence-based curriculum designed to help clients become more educated and active in making better nutritional choices. This is a manualized program run in group format. It is a new program from the Community Services Board, and the lower engagement levels reflect some initial challenges in setting up the staffing and groups. It is expected that engagement will improve in FY 2018.
- Research increasingly links client engagement and activation to improved health outcomes. Development of a health report card that is shared with the client gives the client concrete feedback regarding their healthcare status and presents an opportunity to enhance the opportunity to dialogue about their health status and engage in activities to make positive changes. Report cards are being implemented in FY 2018.

CLIENT SERVICES ENTRY

PROGRAM MISSION

To ensure individuals receive timely and comprehensive assessment, evaluation, and access to appropriate services.

Assessment and Intake

- Through Same Day Access, 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 abuse 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.

Discharge Planning

- Provide individuals leaving state psychiatric hospitals with access to mental health and substance abuse services within the Arlington community. Ensure individuals are successfully connected to community services prior to leaving the hospital.

Jail Diversion / Forensic Case Management

- Promote community stability and prevent further involvement in the criminal justice system for those individuals identified as having a mental health disorder. Provide services including assessments, crisis counseling, referral to other community services, and coordination of basic needs.

Homeless Case Management

- Promote independence and recovery to ensure homeless individuals receive appropriate mental health and substance abuse services and housing resources. Provide assessment, short-term case management, medical and counseling services, and individual support to seriously mentally ill and substance abusing adults who do not access services through traditional paths.

Project Peace

- Advance effective and efficient education, prevention, protection and support services through a community-wide initiative to end domestic violence and sexual assault in the Arlington Community.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. These increases are partially offset by the transfer of a Nurse Practitioner ($82,352, 0.55 FTE) to the Psychiatric Services Bureau.
- ↑ Non-personnel increases due to the reallocation of personnel funds to contracted services ($58,506) and an increase in contracted services for the Magistrate grant ($28,195). These increases are partially offset by the reallocation of operating funds to personnel to fund grant employee increases ($19,095), a transfer of telephone and communications ($2,596) to Management and Administration, and a transfer of regional programs ($21,809) and operating supplies ($1,476) to Outpatient Services.

CLIENT SERVICES ENTRY

- ↓ Fees decrease due to a realignment of budget to actual revenue received ($14,000).
- ↓ Federal share revenue decreases because of a reduced allocation of a Federal Mental Health block grant ($2,587).
- ↑ State share revenue increases due to an appropriation for Same Day Access implementation ($213,300), Magistrate funding ($28,195), and the transfer of Discharge Assistance funding ($110,000) from Outpatient Services. The increase is partially offset by the transfer of Law Reform grant funding to Psychiatric Services ($39,919).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,195,067	$3,373,187	$3,494,823	4%
Non-Personnel	2,315,657	1,951,115	1,992,840	2%
Total Expenditures	5,510,724	5,324,302	5,487,663	3%
Fees	14,957	33,180	19,180	-42%
Federal Share	100,006	85,188	82,601	-3%
State Share	3,063,805	2,912,805	3,224,381	11%
Total Revenues	3,178,768	3,031,173	3,326,162	10%
Net Tax Support	$2,331,956	$2,293,129	$2,161,501	-6%
Permanent FTEs	33.60	32.55	32.00	
Temporary FTEs	0.50	0.50	0.50	
Total Authorized FTEs	34.10	33.05	32.50	

PERFORMANCE MEASURES

Assessment and Intake

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Clients are successfully linked to ongoing services (attended at least 1 ongoing service within 60 days of intake)	N/A	N/A	80%	88%	90%	92%
Clients believe they will get the help they need / know the next step	N/A	N/A	100%/100%	98%/100%	95%/95%	95%/95%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Clients' needs assessed appropriately	N/A	N/A	100%	99%	95%	95%
Clinical documentation compliance	N/A	N/A	92%	92%	90%	90%
Total number of clients receiving intake assessments (unduplicated)	N/A	N/A	605	645	800	800
Number of days from screening to intake	N/A	8	13	13	5	N/A

- The percentage of clients successfully linked to ongoing services is expected to improve with the implementation of Same Day Access. Same Day Access is expected to simplify the process of entry to services. Clients will have faster access to ongoing services which will increase engagement in those services and responsiveness. This increase is incorporated into FY 2019 projection.
- Clients getting the help they need and knowing the next steps in the admission process will continue to improve with the implementation of Same Day Access (SDA), as clients' needs will be addressed more quickly.
- With the implementation of Same Day Access there is expected to be a slight decrease in clients' needs being assessed appropriately, due to the abbreviated intake process.
- The total number of clients served is expected to increase with the implementation of Same Day Access in FY 2019.
- The number of days from screening to intake will no longer be tracked due to the implementation of Same Day Access. The implementation of the process resulted in the elimination of screenings and waitlists and instead offered the full intake ondemand.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Emergency Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of clients who received only one episode of care	77%	78%	78%	82%	85%	85%
Percentage of contacts that resulted in community dispositions	N/A	76%	74%	69%	70%	70%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of assessments/progress notes completed within 1 business day	91%/53%	92%/84%	93%/88%	91%/87%	95%/90%	95%/90%
Percentage of documentation that meets regulatory standards	N/A	N/A	80%	91%	90%	95%
Total clients served (unduplicated)	1,322	1,364	1,479	1,604	1,700	1,750
Total Temporary Detention Orders (TDO) completed by staff	373	396	493	491	550	672

- The percentage of clients who received only one episode of care increased due to improvement in linkage to ongoing services. Another reason this continues to increase is individuals residing outside of the County, who receive one episode of care. It is expected that this will continue throughout FY 2019.
- There has been a decrease in the number of clients being returned to the community which may relate to steadily rising TDO numbers since November 2016. Emergency Services continues to work diligently to divert people from hospitalization but severity of the individuals' symptoms often precludes that option.
- The percentage of documentation that meets regulatory standards improved significantly in FY 2017 as management stressed the imperativeness of documentation standards through weekly supervision.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Discharge Planning

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Clients connected with Arlington community-based treatment services	87% (48/55)	88% (75/85)	83% (58/70)	86% (44/51)	90% (50/55)	90% (50/55)
Clients discharged to Arlington who remain out of the State Hospital longer than 30 days after discharge	93% (51/55)	91% (77/85)	76% (53/70)	69% (35/51)	77% (42/55)	75% (41/55)
Individuals discharged from hospital to stable housing placements in Arlington	69%	53%	50%	63%	67%	70%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average number of days in hospital for clients discharged who were/were not on the Extraordinary Barriers List	435/62	361/32	263/71	89/68	86/63	85/60
NVMHI clients receiving discharge services at least every 14 days who were/were not on the extraordinary barriers list	N/A	N/A	69%/81%	75%/95%	80%/100%	80%/100%
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.)	117	142	139	130	125	125

- The average number of clients who connected to outpatient treatment services increased slightly in FY 2017. The discharge planning team continues to work with hospital staff and various community partners to discharge clients back to the community as soon as clinically appropriate.
- The percentage of individuals who were re-hospitalized within thirty days increased in FY 2017 due to an overall increase in the severity of individual symptoms. The vast majority of clients are not re-hospitalized largely due to prompt access to needed resources and coordination of care.
- Individuals discharged to stable housing increased from FY 2016 to FY 2017 due to increased regional funding and placement options such as the new Intensive Community Residential Treatment (ICRT) stepdown beds. There continues to be a significant number of individuals being served at the state hospital who are discharged to shelters. However, as Arlington County has developed strong homeless outreach services, consumers who are discharged to shelters continue to receive service.
- The length of stay for EBL individuals decreased significantly, which is a result of the decrease in the number of Arlington consumers placed on the EBL as well as the discharge of numerous long term consumers from the hospital. The number of days that non-EBL individuals

remained in the hospital decreased slightly, likely due to the severity of individual symptoms and an appropriate placement to address their needs.

- The total number of consumers served at NVMHI continues to decrease as a result of limited bed space at the state facility, changes to the Virginia Code in 2014, and efforts being made by Emergency Services staff to divert individuals to private facilities when appropriate.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Jail Diversion / Forensic Case Management

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average hours spent by officers with individuals experiencing mental health crises	2.05	2.18	2.13	3.32	2.25	2
Individuals brought to Crisis Intervention Center (CIC) in lieu of arrest	106	100	108	113	120	130
Number of consumers seen at state hospital for forensic evaluation	52	41	40	54	50	45
Number of consumers seen in jail after referral from police, magistrate, jail-based medical staff, or mental health staff	212	249	191	192	200	210
Number of consumers served by the jail diversion team	268	269	246	286	300	310
Percent of Arlington residents diverted from jail who are not re-arrested within 30 days	93%	88%	92%	97%	98%	99%
Percent of Arlington residents diverted from jail who are still in treatment at 30 days	89%	90%	90%	82%	90%	95%

- The average hours spent by officers with individuals experiencing a mental health crisis and in need of hospitalization continues to be low but did increase between FY 2016 and FY 2017. This is due to the hospital's inability to consistently accept Transfer of Custody from Arlington officers as well as the number of juvenile cases, who required transportation to specialized facilities.
- Arlington County Police, Arlington County Sheriff's Deputies and Metropolitan Washington Airport Authority continue to consider diversion of individuals to the CIC for treatment and evaluation versus incarceration. Sustained Crisis Intervention Team training for local law enforcement is crucial in continuing to increase the number of individuals brought to the CIC in lieu of arrest. Furthermore, in order to increase collaboration between DHS and public safety agencies, roll call trainings will be completed, when necessary, in order to address emerging issues and emergency services staff will be completing a "ride along" once per month in FY 2018.
- Arlington County sends a large number of individuals from the detention facility to the hospital for inpatient restoration services. This is due to various reasons; however, feedback provided by the Department of Behavioral Health Services indicates referrals by staff are appropriate.
- The number of individuals seen in jail after referral from the Police, Office of the Magistrate, jail-based mental health and medical staff remained steady in FY 2017. It is expected that the number of individuals engaged by the forensic jail diversion team will continue to increase as programming expands.

- The overall number of individuals who were served in FY 2017 increased as a result of increased admissions to Western State Hospital, creation of the Bond Diversion Program, and an increase in the number of Competency to Stand Trial evaluations performed for the court.
- The percent of Arlington residents diverted from jail who are not re-arrested within 30 days continues to be high. It is expected that this will continue into FY 2018.
- There was a slight decrease in individuals remaining connected to treatment between FY 2016 and FY 2017. If individuals cannot be placed at County shelters, the likelihood that an individual will disengage from services increases. However, the forensic team hopes to address this in FY 2018 with the creation of re-entry beds at the Residential Program Center shelter. Overall, the percent of Arlington residents diverted from jail who are still in treatment at 30 days continues to be high and it is expected that this trend will continue.
- The CIT program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Homeless Case Management

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number/percentage of consumers linked to mental health or substance abuse services after discharge from Treatment on Wheels/Homeless Case Management programs	43/28%	33/20%	63/29%	46/22%	50/25%	53/28%
Number/percentage of consumers linked to physical healthcare	N/A	28%	37%	33%	35%	40%
Number/percentage of consumers linked to psychiatric services	N/A	56%	54%	45%	50%	54%
Number/percentage of consumers linked to stable housing from Treatment on Wheels/Homeless Case Management programs	26/17%	38/25%	57/27%	51/22%	55/20%	58/23%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Clinical documentation compliance	N/A	N/A	N/A	85%	95%	95%
Number of identified individuals served (unduplicated), and Number of outreach clients (unduplicated)	N/A	166/ N/A	215/ N/A	230/370	235/375	240/380
Time from referral to scheduled screening	N/A	N/A	8.6	10.7	8	8

- The decrease in percentage of consumers linked to Behavioral Healthcare Services after discharge from TOW may likely be due to the increased number of homeless individuals with co-occurring mental health and substance abuse related issues. As more individuals are housed through the Ten Year Plan to End Homelessness initiative, the remaining continue to present other complex challenges. However, by expanding services and adding open shelter hours and groups, TOW was able to reach-out to more consumers.
- The number/percentage of consumers linked to psychiatric services has fluctuated in part due to changes made to services provided and offered at time of intake completion via the TOW program. As part of the intake process, TOW/PATH staff introduce clients to other services,

including psychiatry and primary care services. Staff are able to arrange and oversee a direct link to psychiatric services through the CSB. This direct connection results in a fairly high level of linkage to psychiatry for clients.

- The TOW/PATH program recognizes the importance of access to primary health care. Clients are offered a referral to the Neighborhood Health program at intake. Linking clients to Neighborhood Health can be more challenging than linkage to internal psychiatric services, since Neighborhood Health is a separate entity. Since Neighborhood Health will begin to have more hours available on campus, it is anticipated more clients will be connected to the primary healthcare.
- The number/percentage of consumers linked to stable housing from TOW has increased over a period of three years. However, TOW is still facing some significant struggles with regards to housing clients. Arlington County has been able to meet the goals of housing a large amount of people, and now are left to house the clients with the highest barriers to housing. This remaining population are the hardest to house due to a variety of barriers. BHD is exploring additional housing resources to meet the need of this population.

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 Abuse Outpatient Treatment

- Prevent adverse social, legal, and medical conditions in individuals resulting from alcohol and drug dependency.
- Provide assessment, individual and group therapy, alcohol and drug education courses, relapse prevention services, psychological evaluations, urinalysis and referral to community-based support groups with the goal of assisting individuals meet their recovery goals.

SIGNIFICANT BUDGET CHANGES

The FY 2019 budget for the Outpatient Services Bureau reflects an internal reorganization within the Behavioral Healthcare Division to improve the care provided to clients with co-occurring mental health and substance use disorders by integrating Mental Health and Substance Abuse services. Clarendon House and Mental Health Residential Services programs are transferred to the Specialized and Residential Services Bureau (previously the Substance Abuse Bureau). The Recovery Program is transferred to Management and Administration. Substance Abuse Outpatient Services is integrated into the new Outpatient Services Bureau.

- ↑ Personnel increases due to employee salary increases, an increase in the County’s cost for employee health insurance, retirement contributions based on current actuarial projections, and the transfer in of the Substance Abuse Outpatient Program ($1,159,563, 10.50 FTEs) from Specialized and Residential Services. These increases are partially offset by the transfer out of the Clarendon House Program to the Specialized and Residential Services ($1,005,936, 12.0 FTEs), and the Recovery Program to Management and Administration ($118,3319, 1.0 FTE).

- ↓ Non-personnel decrease due to the transfer of the operating budget for Mental Health Residential Services ($2,409,976) to Specialized and Residential Services, operating budget for the Recovery Program ($150,597) to Management and Administration, operating budget for Clarendon House Program ($70,529) to Specialized and Residential Services, and pharmaceuticals to Psychiatric Services ($107,795). These decreases are partially offset by normal contractual increases ($5,283), the transfer in of Substance Abuse Outpatient Services ($58,597), the transfer in of non-personnel funds from Client Services Entry ($23,285) and Management and Administration ($29,650).
- ↓ Fee revenue decreases due to the transfer of Clarendon House fees to Specialized and Residential Services ($491,558) and an adjustment to reflect past actuals ($17,500). These decreases are partially offset by the transfer in of Substance Abuse Outpatient revenue ($48,000) from Specialized and Residential Services, an increase in Adult Mental Health and Substance Abuse Client Fees ($16,900), and Adult Mental Health Medicaid Clinic fees ($38,000).
- ↓ State Share revenue decreases due to the transfer of Mental Health Residential Services to Specialized and Residential Services ($1,142,723) and Psychiatric Services ($81,191), Discharge Assistance funding to Client Services Entry ($110,000), Clarendon House Program ($128,029) and Recovery Program revenue to Management and Administration ($171,199), transfer of Department of Behavioral Healthcare State funding to Specialized and Residential Services ($8,000) and a decrease in Department of Behavioral Healthcare State funding ($1,500). These decreases are partially offset by the transfer in of Substance Abuse Outpatient revenues ($684,322).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$6,612,210	$6,563,923	$6,752,498	3%
Non-Personnel	3,281,125	3,135,076	487,994	-84%
Total Expenditures	9,893,335	9,698,999	7,240,492	-25%
Fees	1,681,096	1,811,638	1,405,480	-22%
State Share	3,317,255	3,178,042	2,219,722	-30%
Total Revenues	4,998,351	4,989,680	3,625,202	-27%
Net Tax Support	$4,894,984	$4,709,319	$3,615,290	-23%
Permanent FTEs	65.50	63.30	60.80	
Temporary FTEs	-	-	-	
Total Authorized FTEs	65.50	63.30	60.80	

PERFORMANCE MEASURES

Program for Assertive Community Treatment (PACT)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number/Percentage of consumers served living in independent housing	67/73%	74/74%	64/61%	74/70%	70/67%	74/70%
Number/Percentage of consumers served who are hospitalized	21/22%	24/24%	25/24%	28/26%	25/23%	27/25%
Number/Percentage of consumers who are competitively employed	7/8%	5/5%	8/8%	15/14%	11/10%	11/10%
Percentage of consumers satisfied with services received	91%	95%	96%	93%	95%	95%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Score on program fidelity scale measuring alignment with Virginia’s evidence-based model (out of 5)	N/A	N/A	4.4	4.5	4.5	4.5
Percentage of documentation samples compliant with documentation standards	72%	72%	71%	84%	90%	90%
Percentage of services provided in the community	84%	84%	80%	79%	80%	80%
Total consumers served	91	100	105	106	102	105

- The percent of clients in independent housing increased in FY 2017, due primarily to an increase in available permanent supported housing apartments made available by a state grant. It is expected that 70 percent of clients will remain in independent in FY 2019.
- The number and percent of persons hospitalized has been generally consistent over the past three years and is expected to remain so through FY 2019.
- The percent of clients employed has varied from over the past three years and is expected to remain around 10 percent.
- The number of persons served by PACT has varied slightly over the last three years from 100 to 106. It is expected that the number served will be within this range through FY 2019.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Mental Health Community Support Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of hospitalizations	156	139	117	125	129	130
Percentage of clients with high or improved community life functioning levels	N/A	38%	39%	29%	N/A	N/A

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of consumers served (unduplicated)	N/A	1,349	1,333	1,389	1,458	1,531
Percentage of consumers satisfied with services received	92%	97%	98%	98%	95%	97%

- The number hospitalizations varied between 117 and 139 over the past several years and is expected to remain within that range through FY 2019. The number of hospitalizations in FY 2016 and FY 2017 is below the research-based benchmark of 0.10 hospitalizations per person served.
- The percentage of clients with high or improved community life functioning levels will not be reported for FY 2018 and FY 2019 due to implementation of a new outcome measurement tool.

Employment Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number/Percent of consumers employed who remain in job for 90 days	79/57%	85/77%	95/74%	121/86%	96/80%	100/80%
Number/Percentage of new consumers served with supported employment who obtained employment in the community	65/59%	50/52%	69/49%	65/51%	73/50%	75/50%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average satisfaction score with Job Avenue services	100%	97%	94%	100%	100%	100%
Fidelity score indicating to what extent program adheres to evidence-based model	92%	92%	90%	90%	92%	92%
Number of referrals to Job Avenue	156	137	193	211	200	200
Total consumers served with supported employment	334	356	315	321	340	350

- The percent of clients employed who remain in their job 90 days or more has ranged from 74 percent to over 86 percent over the past three years. During that time, a more intense follow-up and refining of the referral process has been accomplished by educating case managers about how to better support clients who are willing to work. These outcomes are expected to continue.
- The percent of new clients who obtained employment has varied around 50 percent for the past three years and is expected to continue within that range. This exceeds the national, research-based benchmark of 40 percent.
- The percent conformance with a nationally recognized scale of fidelity to the best practice supported employment model has been consistently high and will continue at 92 percent.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Substance Abuse Outpatient Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number/percent of clients discharged who met most or all treatment plan goals	271/69%	267/72%	188/67%	159/59%	275/65%	300/65%
Percent of clients in treatment more than 90 days	81%	73%	75%	67%	75%	75%
Percentage of clients who report improved functioning as a direct result of services received	97%	93%	100%	95%	95%	95%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of clients receiving outpatient services	609	569	496	480	600	650
Percentage of clients surveyed who reported satisfaction with services received	90%	92%	100%	100%	100%	100%

- Of clients engaged in services, the percentage of clients who did not complete treatment has decreased over the past four years due to difficulties assisting clients in maintaining sobriety in a shelter environment. Factors causing this decrease are related to co-occurring diagnosis and the difficulty in client's commitment their treatment plan. In FY 2018 there are additional resources being utilized to encourage clients to seek assistance and complete programs to reintegrate them back into the community.
- The percent of clients in treatment more than 90 days conforms to the national benchmarks of engagement in treatment. A contributing factor to the reduction in clients engaged over 90 days in FY 2017 is changes in immigration policies. Several clients reported that they stopped attending because of concerns that there may be repercussions due to their immigration status.
- Clients who are engaged in services continue to report positive feedback on their experience of care and confidence in the quality of services they are receiving.
- The number of clients receiving services dropped slightly in FY 2017. However, due to the implementation of process changes in program philosophy and practice, it is anticipated that the number served will increase in FY 2018 and FY 2019.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

SPECIALIZED AND RESIDENTIAL 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 Abuse 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 Services

- 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)

- 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.

Abusers Intervention Program (AIP)

- The Arlington County Abuser Intervention Program (AIP) aims to eliminate domestic violence in the Arlington community through early intervention, community support, education, and public awareness.

Jail / Mental Health Treatment

- Provide assessment, prevention, crisis intervention, treatment, and case management to program participants while they are incarcerated to facilitate reentry into the community and prevent reoffending.

SIGNIFICANT BUDGET CHANGES

The FY 2019 budget for the Specialized and Residential Services Bureau reflects an internal reorganization within the Behavioral Healthcare Division which is designed to improve the care provided to clients with co-occurring mental health and substance use disorders by integrating the Mental Health and Substance Abuse services. Substance Abuse Outpatient program is transferred to the Outpatient Bureau (previously the Mental Health Bureau). The Clarendon House program and Mental Health Residential Services are integrated into the new Specialized and Residential Services Bureau.

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the transfer in of the Clarendon House Program ($1,005,936, 12.0 FTEs) and a Human Services Aide ($38,967, 0.5 FTE) from Psychiatric Services. These increases are partially offset by the transfer out of the Substance Outpatient Bureau ($1,159,563, 10.5 FTEs) to the Outpatient Services Bureau.
- ↑ Non-personnel increases due to a transfer-in of the Mental Health Residential Services ($2,409,976) and Clarendon House Programs ($70,529) from Outpatient Services; contractual increases ($22,929); and a transfer of non-personnel funds from Management and Administration ($63,081) and from Psychiatric Services ($8,166). The increases are partially offset by the transfer of Substance Abuse Outpatient Services ($58,597) to the Outpatient Services Bureau and reductions itemized below.
- ↑ Intra-County Charges increases due increased funding from Sheriff's Department ($48,730) to align with personnel cost.
- ↑ Fee revenue increases due to the transfer in of Clarendon House Program fees from Outpatient Services ($491,558) and an increase in third party reimbursements and direct client fees ($9,280). These increases are partially offset by the transfer of Substance Abuse Outpatient Services fees to Outpatient Services ($48,000), and a decrease in Clarendon House Client Fees ($878).
- ↓ Federal Share revenue decrease due to a decrease in HIDTA grant funding ($4,050).
- ↑ State Share revenue increases due to a transfer of Mental Health Residential Services ($1,142,723) and the Clarendon House Program ($128,029) from Outpatient Services Bureau, and a transfer of Department of Behavioral Health and Developmental Services State funding from Outpatient Services ($8,000). The increases are partially offset by the transfer of Substance Abuse Outpatient revenues ($684,322) to the Outpatient Services Bureau.

FY 2019 Proposed Budget Reduction:

- ↓ Eliminate non-essential contingency funding for Behavioral Health Division contracts ($80,000).

  IMPACT: There is no impact from this reduction as vendors historically did not meet the eligibility requirements for a bonus.

SPECIALIZED AND RESIDENTIAL SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,844,774	$3,522,936	$3,610,052	2%
Non-Personnel	1,915,000	2,172,662	4,598,746	112%
Intra-County Charges	(155,929)	(155,929)	(204,659)	31%
Total Expenditures	4,603,845	5,539,669	8,004,139	44%
Fees	81,579	77,180	529,140	586%
Federal Share	819,454	765,770	761,720	-1%
State Share	1,122,963	1,153,883	1,748,313	52%
Total Revenues	2,023,996	1,996,833	3,039,173	52%
Net Tax Support	$2,579,849	$3,542,836	$4,964,966	40%
Permanent FTEs	32.00	33.00	35.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	32.00	33.00	35.00	

PERFORMANCE MEASURES

Substance Abuse Residential Treatment

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of clients served who successfully completed residential treatment	72% (40/56)	72% (28/39)	71% (25/35)	55% (31/56)	58%	60%
Percentage of clients served who successfully completed the RPC detox program	83% (184/224)	81% (181/224)	56% (86/153)	51% (80/156)	57%	60%
Percentage of residential treatment clients discharged who were provided further treatment	95% (38/40)	89% (25/28)	92% (23/25)	93% (52/56)	93%	95%
Percentage of RPC detox unduplicated clients discharged who were provided further treatment	39% (72/184)	57% (103/181)	55% (47/86)	72% (112/156)	75%	75%
Percentage of residential treatment clients reporting improved functioning as a direct result of services received	93%	100%	100%	84%	85%	90%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Compliance with documentation requirements	N/A	70%	89%	70%	80%	80%
Number of unduplicated Residential / Detox clients served	N/A	48/175	35/158	63/156	70/175	70/175
Percentage Bed Utilization for Detox / residential treatment	N/A	49%/ 29%	56%/ 29%	50%/ 51%	55%/ 50%	55%/ 50%
Percentage of clients surveyed who reported satisfaction with residential treatment services received	93%	90%	N/A	86%	90%	90%

- Clients who successfully completed residential treatment exceeded the benchmark by nine percent. Those completing Detox were 16 percent below the benchmark. This is partially due to a social detox without medication assistance. The goal for FY 2019 is to provide medical detox, which will enable people to undergo the withdrawal with less discomfort and be successful.
- The percentage of residential treatment clients reporting improved functioning as a direct result of services received continue to be positive. Services have generally been effective in engaging clients through successful program completion and active case management has successfully helped transition most clients to further treatment. An improved survey methodology was implemented in FY 2017, resulting in more extensive client feedback regarding areas of dissatisfaction such as inconsistent or unclear program expectations. It is anticipated that the level of satisfaction will increase due to a higher level of oversight by the Contract Manager.
- The percentage of clients who completed Detox and were provided further treatment increased significantly. This may be due to increased engagement by Community Services Board staff while clients are in Detox. The percentage of people discharged with further treatment from residential services remains very high. Both will likely continue in the upcoming years.
- Documentation continues to be an area for improvement. The team is looking at more portable means to allow them to document while in the field. Additionally, the Compliance team is doing monthly meetings to assess the paperwork and make suggestions for improvement. With these two strategies, the documentation should improve moving forward.
- Generally speaking, the clients report satisfaction with the residential treatment services. The satisfaction was four percent lower but it is anticipated that this will increase with increased supervision of the vendors.
- Utilization rates increased significantly. There are several reasons for this; one being that the Early Recovery program was closed for a portion of FY 2016 which decreased the numbers; however, it did remain open throughout FY 2017. Additionally, the Program Manager has been working with Phoenix House to address concerns in programming which has resulted in improvements so the County has increased the use of these services.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Mental Health Residential Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of consumers satisfied with services received	92%	95%	96%	97%	95%	95%
Total number of consumers served in crisis stabilization	124	151	125	141	147	145
Total number of consumers served in group homes and assisted living facilities	36	31	35	33	35	35

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total number of consumers served in Contract Support Services Program	83	47	51	49	52	55
Total number of consumers served in supportive housing programs	191	194	204	220	250	250
Total number of consumers served in transitional housing	32	34	34	22	34	34

- The percentage of residential service consumers satisfied with services has been consistently high the past four years, ranging from 92 to 97 percent. This trend is expected to continue.
- The number of consumers serviced in crisis stabilization increased from FY 2016 to FY 2017. This number tends to fluctuate dependent on need. It is estimated that it will fall in the range of 140-150 moving forward.
- The increase in consumers served in supportive housing programs is due partly to a grant recently awarded by the Department of Behavioral Health and Developmental Services. This will increase after the grant positions are filled.

Clarendon House

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number/ Percentage of consumers served who are hospitalized	21/ 16%	14/ 11%	15/ 13%	11/ 9%	10%	10%
Number/Percentage of members served living in independent housing	97/ 73%	100/ 78%	93/ 73%	87/ 71%	104/ 80%	104/ 80%
Number/Percentage of members served who are engaged in employment-related activities	45/ 34%	54/ 42%	56/ 44%	45/ 37%	47%	50%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of budgeted Medicaid revenue received for Case Management/Day Program	N/A	96%/82%	101/70%	96%/81%	96%/88%	96%/80%
Percentage of consumers satisfied with services received	N/A	83%	87%	93%	90%	90%
Total consumers served	132	128	128	122	129	130

- The percentage of persons in independent housing has decreased in the past fiscal year. With continued support of clients and program changes, it is expected the percentage will increase slightly in FY 2019.
- The percentage of clients engaged in employment-related activity will continue to vary between 40 to 45 percent. There are continuing efforts to increase the percentage of clients included in employment-related services using the part time peer vocational specialist dedicated specifically to Clarendon House. Clients who participate in Clarendon House have a diagnosis of a serious mental illness and many have no prior work history or interest in pursuing work. With support, the percentage of clients will remain steady.
- The percentage of persons hospitalized generally varies between 10 to 15 percent. This is consistent with similar programs offered to the target population. In FY 2017, it was nine percent which may be impacted by the intensive case management services provided. This number should remain relatively stable moving forward.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here:

  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Jail / Addictions, Corrections and Treatment (ACT)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of inmates assessed using HIDTA funded case management services	61	57	39	19	20	20
Total Number/Percentage of participants completing program successfully	70/ 84%	33/ 75%	49%/82%	47/ 78%	80%	80%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Client satisfaction with services	N/A	92%	91%	76%	85%	90%
Documentation timeliness within 24 hours of the intervention	N/A	21%	82%	70%	85%	85%
Number of female clients served on the ACT unit	14	16	10	20	15	15
Number of male clients served on the ACT unit	69	67	67	66	70	70
Wait time male/ female (months)	N/A	N/A	N/A	3.5/ 2	3/1.5	3/ 1.5

- The number of female participants completing ACT successfully is much lower than males due to the census of the jail. Women make up about 11 percent of the overall jail population. This number will not increase significantly due to the overall jail population.
- The number of clients who complete the program successfully remains stable and should continue to do so moving forward.
- Satisfaction scores were lower than usual in FY 2017. The survey is an annual snapshot and may be impacted by the cohort in the program at that time. The client satisfaction survey will be assessed in FY 2018 to see if results are impacted by the cohort.
- Documentation is assessed in two ways. The first is the timeliness of the work, the second is the quality. This is reflected in the two measurements. The team has been working on

improving the timeliness and quality of the paperwork (compliance) and both are expected to improve.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Batterers Intervention Program

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number completing the Batterers Intervention Program	54	54	35	56	55	55

- The number of people completing the Batterers Intervention Program is dependent on how many people are referred from the Juvenile and Domestic Court. People are referred after conviction for domestic violence. The program is 18 weeks long. To successfully complete the program, the person must meet all expectations including attendance, participation, and payment of fees.
- The calculation methodology was updated using the electronic health record and previous years' data was revised.

Jail / Mental Health Treatment

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of surveys in which clients stated services helped them deal more effectively with problems	N/A	N/A	94%	92%	95%	95%
Number of suicide attempts/number of completed suicides	5/0	4/0	6/0	7/0	7/0	7/0

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Arlington clients referred to CSB Services	N/A	N/A	90%	95%	95%	95%
Clients housed in the mental health unit receiving at least one service or attempted service weekly	N/A	N/A	84%	94%	90%	95%
Documentation compliance	N/A	N/A	95%	77%	80%	90%
Documentation timeliness within 24 hours of the intervention	46%	46%	79%	91%	92%	92%
Number of Clients (unduplicated)	782	673	1,005	988	1,000	1,000

- Managing suicide attempts is a primary goal of the team. There were seven attempts made in FY 2017, no attempt resulted in a successful suicide. The rate of successful suicides in the U.S. is 13.4 per 100,000, in jail that rises to 46 per 100,000. The means of tracking suicide attempts has been changed from reliance on the jail-based statistics to having the Jail MH team track the number which is a more accurate method. Moving forward, it is anticipated that the attempts will remain steady and that there will be no completed suicides.
- Satisfaction with services has remained high and stable for the past two years since the surveys have been completed. This should continue in the future.

- The clients housed in the Mental Health Unit (MHU) that received services weekly appears to be a large increase but this is related to how it was captured. Clients of the MHU are generally seen daily but this is not reflected in the documentation. The way the time was captured was altered to be more accurate.
- The number of clients served by the Jail Mental Health team increased substantially in FY 2016. Factors for the increase are change in staff, and additional staff, and restructuring of the program to focus on specific high-risk units (women, co-occurring diagnosis, and the re-entry population). This should remain stable moving forward. The data collection method was changed and the client count was revised to allow for year over year comparison.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here:

  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide leadership and management oversight to the Child and Family Services Division.

- Promote excellent customer service in all program areas.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, overseeing the Division's financial management, managing grants and contracts, providing training, ensuring compliance with all relevant laws and requirements, evaluating staff performance and promoting effective collaboration with community partners.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases are due to the transfer of one Human Services Aide VI and two Human Services Specialists to Child Welfare ($259,080, 3.0 FTEs), partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases are due to administrative services transfer to Behavioral Healthcare ($25,033) and Child Welfare ($20,000). The decreases are offset by increases in Sequoia Plaza rent ($35,217) and contractual services ($4,926).
- ↑ Federal share revenue increase due to the projected reimbursement for eligible positions and administrative costs ($366,961).
- ↑ State share revenue increase due to the projected reimbursement for eligible positions and administrative costs ($10,772).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,417,624	$2,590,723	$2,390,324	-8%
Non-Personnel	1,698,080	1,727,049	1,722,159	-
Total Expenditures	4,115,704	4,317,772	4,112,483	-5%
Federal Share	1,844,204	1,233,188	1,600,149	30%
State Share	300,144	437,995	448,767	2%
Total Revenues	2,144,348	1,671,183	2,048,916	23%
Net Tax Support	$1,971,356	$2,646,589	$2,063,567	-22%
Permanent FTEs	24.00	23.00	20.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	24.00	23.00	20.00	

PLANNING AND SUPPORT SERVICES

PROGRAM MISSION

To coordinate the ancillary and support services for the Child and Family Service Division that promote community well-being, and to provide access to quality child care services.

Early Childhood Development

- License and monitor day care centers, family day care homes, as well as private, parochial, and technical schools.
- Reduce risks to children by ensuring compliance with day care quality standards.

Parent Education and Project Family

- Provide parenting classes, community education, and online parenting resources.
- Participate in community initiatives to strengthen and support families.
- Strengthen families by using "hands-on" instruction and modeling to teach parenting skills.
- Work with parents to develop an understanding of child growth, development, and health.

Arlington Partnership for Children, Youth, and Families

- Community-led advisory group comprised of 16 appointed community volunteers along with County and School staff to support community efforts around children, youth, and families.
- Identify community needs through research and surveys, engage the community to find ways to meet the needs, and advocate for improved policies and programs.
- Publish reports on the status of children, youth and families to inform the school and county boards, as well as the community, of needs to assist with planning and coordination of services in Arlington.

Children's Services Act (CSA)

- Provide high quality, child centered, family focused, cost effective, community-based services to children and families with multiple and complex behavioral issues.
- Provide an array of services and coordinate reimbursements that support children and families in the foster care and adoption system.
- Ensure compliance with local, state, and federal regulations relative to contracted services and reimbursements.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to staff vacancies filled at higher salary levels, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases are due to increases in the budget for the Children's Services Act (CSA) for anticipated rate increases by the state ($102,551), increase in Sequoia Plaza Rent ($309), and contractual services ($428). The increases are partially offset by the elimination of the Childcare Quality Initiative Grant by the state ($24,750) and adjustments to the annual expense for maintenance and replacement of County owned vehicles ($770).
- ↓ Federal share revenue decreases due to the elimination of the Childcare Quality Initiative Grant ($20,914).
- ↑ State share revenue increases due to the projected reimbursement for CSA ($51,276).

↓ Other revenue decreases due to federal policy changes that requires child care providers to obtain a fingerprint background check, which cannot be provided by the Child Care Licensing Office ($3,000).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$979,674	$1,011,772	$1,071,311	6%
Non-Personnel	3,576,088	3,961,828	4,039,596	2%
Total Expenditures	4,555,762	4,973,600	5,110,907	3%
Federal Share	72,020	20,914	-	-100%
State Share	1,567,090	1,651,343	1,702,619	3%
Other	1,720	3,000	-	-100%
Total Revenues	1,640,830	1,675,257	1,702,619	2%
Net Tax Support	$2,914,932	$3,298,343	$3,408,288	3%
Permanent FTEs	10.50	10.25	10.25	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.50	10.25	10.25	

PERFORMANCE MEASURES

Child Care Licensure and Support

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Child Care Centers licensed	69	72	72	78	65	65
Family day care homes licensed	160	146	148	150	135	135

- In FY 2017 the number of Child Care Centers and family day care homes has increased slightly, however, it is anticipated that this number will decrease next year as some centers have expiring licenses that have not sought renewal.

Parent Education

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of families with no repeat instances of child abuse or neglect	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of class participants who were referred by Child Protective Services (CPS)	N/A	14	18	16	24	24
Percentage increase in participants showing improved parenting skills post class (Family functioning)	N/A	35%	59%	68%	68%	68%
Total number of class participants	N/A	N/A	31	30	40	40

- In FY 2018, it is anticipated that the number of class participants referred by CPS will increase to 24 as a result of adding two Spanish speaking classes during this year. Additionally, there has been an increased outreach effort to encourage staff to use the Parent Education Program as a resource for parents involved in CPS cases.
- The number of participants who were referred by CPS was a new measure implemented during FY 2015. Therefore, the FY 2016number increased based on including a whole year of data.
- In FY 2017, 68 percent of participants increased their test score. Thus, well over one half of the program participants increased family functioning resilience from pre- to post-program implementation. An analysis of the survey data indicates that the average scores increased from 5.6 to 6.0 (from pre- to post- test means). The maximum eligible score is 7.0.
- FY 2016 is the first measurement year in which data was collected for the total number of class participants.

CSA Administration

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of alignment between level of need and level of service requested (Child and Adolescent Needs and Strength or CANS assessment core match)	32%	44%	59%	51%	60%	60%
Percentage of cases completing home-based services in less than 180 days	66%	73%	63%	66%	70%	70%
Percentage of cases for which other funding sources were considered prior to seeking CSA funds	90%	96%	91%	93%	95%	95%

- Percentage of CANS Tool submitted that are completeIn FY 2016, the percentage of cases completing home-based services in less than 180 days decreased due to the expansion of eligibility criteria for Medicaid-funded intensive in-home services, which decreased referrals for home-based services through FAPT.
- In FY 2016, the percentage of cases for which other funding sources were considered prior to seeking CSA funds decreased due to incomplete documentation.
- In FY 2017, the percentage of CANS tool submitted current (within 90 days) measure was modified to align more closely with State and local policy, thus raising the bar for compliance.
- In FY 2017, staff were introduced to a new data entry system, including a change in the assessment tool for child welfare staff. The modification of this system presented a learning curve for staff and therefore impacted the timeliness of completion of the assessment.
- In FY 2016, the number of children served by CSA decreased as there was a continuous effort to use alternative funding sources. Staff expect that trend to continue.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 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

- Coordinate and/or provide services designed to achieve family reunification.
- Recruit, train and license foster families to ensure that foster children are placed in nurturing and safe homes.
- Match foster families with abused or neglected children supporting both children and foster families during the transition to this temporary care arrangement.

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, license, and train permanent families
- Support adoptive families to meet children's and families' needs.

Independent Living

- The federally mandated program assists youth 14 years of age and older currently in foster care and young adults formerly in foster care that have requested services in obtaining basic life skills, education, and employment preparation necessary to become self-sufficient adults.
- In July 2016, Virginia implemented the Fostering Futures program, which offers housing and other supports to youth 18 to 21 years old. To access these enhanced supports, youth who are medically able must be enrolled in school, participating in post-secondary education, or employed.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the transfer in of one Human Services Aide VI and two Human Services Specialists ($259,080, 3.0 FTEs) from Management and Administration.
- ↑ Non-personnel increases are due to grant funding increases for Adoption Incentive ($3,988), Child Welfare Substance Abuse ($22,096), IV-E Adoption ($204,181), Fostering Futures ($72,533), Respite ($1,950), Independent Living ($2,565) and increase in administrative services ($20,000) from Management and Administration. These increases are partially offset by funding decreases for Foster Parent Training ($8,200), Employee Training ($400), Family Preservation ($22,254), Special Needs Adoption ($135,889) and IV-E Foster Care ($77,140).
- ↑ Federal share revenue increases due to projected reimbursement for eligible positions and administrative costs ($102,592), Independent Living ($2,565), Adoption Incentive ($3,988), IV-E Adoption ($102,091) and Fostering Futures ($36,267). These increases are offset by funding decreases for IV-E Foster Care ($38,571), Family Preservation ($18,805) and Foster Parent Training ($1,693).
- ↓ State share revenue decreases are due to grant funding decreases for IV-E Foster Care ($38,571), Special Needs Adoption ($135,889) and Employee Training ($112). These decreases are offset by funding increases for IV-E Adoption ($102,091), Child Welfare Substance Abuse ($18,671), Respite ($1,950), Fostering Futures ($36,267) and increase in projected reimbursement for eligible positions and administrative costs ($13,625).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,064,719	$3,217,401	$3,582,168	11%
Non-Personnel	2,707,355	2,577,959	2,661,389	3%
Total Expenditures	5,772,074	5,795,360	6,243,557	8%
Fees	960	-	-	-
Federal Share	2,867,390	2,388,446	2,576,878	8%
State Share	1,743,472	1,955,586	1,953,618	-
Total Revenues	4,611,822	4,344,032	4,530,496	4%
Net Tax Support	$1,160,252	$1,451,328	$1,713,061	18%
Permanent FTEs	30.50	30.50	33.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	30.50	30.50	33.50	

PERFORMANCE MEASURES

Child Protective Services (CPS)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of children stabilized with their families after receiving Ongoing CPS Services	N/A	N/A	88%	92%	92%	92%
Percentage of children who were victims of founded maltreatment within two years of a previous finding	1%	0%	1.6%	1%	1%	1%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of assessments	307	224	189	314	300	300
Number of families served by CPS ongoing	N/A	N/A	56	69	69	69
Number of information and referral calls	3,440	3,132	3,273	2,744	2,744	2,744
Number of investigations	96	80	96	101	101	101
Number of investigations which resulted in a finding of abuse or neglect dispositions	46	45	53	45	45	45

- Percentage of children stabilized with their families was not measured prior to FY 2016. In FY 2017, the cases of 51 families were closed to CPS Ongoing Services. In 47 cases (92 percent), children were stabilized with their families. In the remaining 4 cases, 5 children were removed and placed in foster care.
- In FY 2017, the number of assessments and investigations increased from FY 2016 as a result of the increase in the number of calls screened-in by the hotline. As the number of validated calls increases, the number of assessments and investigations will also subsequently increase.
- In FY 2016, the number of assessments decreased due to cases being of a more serious nature and getting referred to investigation rather than family assessment.
- In FY 2017, the number of information and referral calls decreased as a result of an enhanced effort to provide mandated reporter training to community stakeholders. By providing the community with education regarding the appropriate use and purpose of the CPS hotline, there was a reduction in the amount of information/referral calls.
- Prior to FY 2016, the number of families served by CPS ongoing was not measured.
- In FY 2016, the number of investigations which resulted in a finding of abuse or neglect dispositions increased due to higher number of incidents and referrals of serious nature.

Foster Care

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of new foster families certified	11	13	23	13	13	13
Number of total certified foster families	42	48	59	59	59	59
Percentage of foster families retained through the end of the fiscal year	N/A	88%	87%	81%	85%	85%
Percentage of placements that allow children in foster care to continue services with their own providers seen prior to foster care	N/A	88%	96%	90%	90%	90%
Percentage of placements that enable children in foster care to remain in their original school districts	N/A	87%	90%	86%	85%	85%
Percentage of placements that lasted until the child was discharged from foster care	N/A	89%	80%	91%	85%	85%
Percentage of placements with a child's relatives, siblings or child-specific placements	N/A	63%	47%	52%	65%	65%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average number of children served monthly	92	83	92	98	98	98
Average number of children served monthly in congregate care	12	15	13	8	8	8
Average number of children served monthly in purchased therapeutic foster home	26	21	20	26	26	26
Average number of children served monthly in regular foster care	19	26	38	41	41	41
Percentage of families certified within 90 days	72%	77%	68%	93%	95%	95%

- In FY 2017, the number of new foster families certified decreased. A contributing factor to this reduction was the delay of the completion of home studies. Certification requires completion of a home study. Family availability for home study interviews and unexpected changes in family status can impact completion of this final step. Additionally, families from the Fall 2016 and the Spring 2017 training had their home studies delayed due to the lack availability of two out of three home study contractors. Due to this delay, these foster families were unable to be certified within the fiscal year. To remedy this issue, a contract addendum was created to increase the number of allowable home studies completed by the available contractor prior to assigning any additional home studies.
- In FY 2017, the percentage of foster families retained through the end of the fiscal year decreased slightly. This year 13 families left the foster care program and are no longer accepting children. Of the 13 families, 5 were kinship families whose cases closed due to adoption or custody. One family that fostered for over 10 years retired. Three families had changing family dynamics such as moving out of state and medical emergency. The remaining four families left the program due to an inability to meet the needs of children. As a result, the percentage of foster families decreased slightly from the FY 2016 percentage.

- In FY 2017, the percentage of placements that allow children in foster care to continue services with their own providers decreased by 6 percent. Twenty-six children were placed with therapeutic foster care (TFC) agencies because Arlington County foster homes were not available. TFC placements do not typically maintain school and service continuity, as these homes are often outside of the Arlington community.
- In FY 2017, the percentage of placements that enable children in foster care to remain in their original school districts decreased as a result of some youth entering care who previously attended D.C. schools. Children entering care who attend school out-of-state cannot continue their school placement once they are in the custody of Arlington County DHS.
- In FY 2017, the percentage of placements that lasted until the child was discharged from foster care increased by 10 percent. In FY 2017, DHS provided training in trauma-informed care and mental health first aid to help families support children with complex needs. The FY 2018 projection was based on the average of FY 2016 and FY 2017, recognizing that placement stability of children with complex needs can be challenging to maintain.
- In FY 2017, the percentage of placements with a child's relatives, siblings or child-specific placements slightly increased from FY 2016. There are many factors that contribute to agencies barriers with kinship/sibling placements which include the foster family's availability to accept a large sibling group together, differing needs including medically fragile children and siblings entering care at different times. Maintaining family continuity through promoting kinship care is prioritized. Placing siblings together in the same foster home when appropriate contributes to this goal and is also prioritized.
- In FY 2017, there was a heightened focus and effort regarding kinship placement. Two consultations with a kinship care expert were held to focus on the unique needs of kinship care providers and how to better support those needs.
- In FY 2017, the number of children served increased slightly from 92 to 98. It is expected that as the number of CPS calls and investigations increases, the number of children in care will increase as well.
- In FY 2017, the number of youth served in Foster Care (in therapeutic foster homes and by DHS) has increased as the number of youth in congregate care settings has decreased. This is a result of the agency's diligence in ensure that youth are being placed in the least restrictive environment. The calculation of average number of children served monthly was updated in FY 2017 to include all youth in foster care, and prior years' data has been revised accordingly.
- In FY 2017, the percentage of families certified within 90 days increased substantially. The overall number of families certified were fewer in 2017 (14) than in 2016 (23). The smaller number of families was a factor in the higher percentage of families certified in 2016. Additionally, an online training tool was implemented to help families prepare for home studies.
- This program has a performance measurement plan. The data above aligns with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Family Partnership Meeting (FPM)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average satisfaction score with FPMs for family members / service providers	3.5/3.6	3.5/3.6	3.6/3.6	3.6/3.7	3.5/3.5	3.5/3.5
Percent of children in foster care who had a Family Partnership Meeting (FPM) and who left foster care within 12 months	59%	40%	62%	53%	60%	60%
Percent of youth at risk of removal who remained in the home at least 90 days after a Family Partnership Meeting	93%	94%	76%	95%	90%	90%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of children served in at-risk and removal FPMs	85	93	83	99	99	99
Number of children served in placement- and goal-change FPMs	67	10	9	25	25	25
Percent of FPMs held within 14 days for youth at risk of removal	100%	95%	94%	94%	100%	100%
Percent of removal meetings held before the Court hearing	100%	89%	94%	100%	100%	100%

- Surveys are given to all FPM participants at the end of each meeting with an option to complete the survey in Spanish. Results are scored on a scaled of 1 (Strongly Disagree) to 4 (Strongly Agree).
- In FY 2017, the percent of children in foster care who had an FPM and who left foster care within 12 months decreased as a result of some youth being reunified with family members that they previously did not have a relationship with and/or were unprepared to provide long term care. Additional time was necessary to ensure that relationship building and preparation took place prior to placement.
- In FY 2016, the percent of children in foster care who had a FPM and who left foster care within 12 months increased due to an updated calculation methodology. Data now excludes children who either were adopted or had goals other than reunification or placement with relatives.
- In FY 2017, the percent of youth at risk of removal who remained in the home at least 90 days after a Family Partnership Meeting increased substantially because staff implemented weekly management team reviews of CPS high risk cases. Therefore, youth at high risk of removal were identified earlier and interventions were put in place. This directly correlated to an increase in FPM’s in FY 2017.
- In FY 2016, the percent of youth at risk of removal who remained in the home at least 90 days after a Family Partnership Meeting decreased due to the fact that efforts to implement plans developed by the families in the FPM were truncated or eliminated by the court process for seven children from five families.
- In FY 2018, it is anticipated that the percentage of FPM’s held within 14 days for youth at risk of removal will increase. The agency is working to train all child welfare supervisors to facilitate FPMs. Additionally, child welfare staff will develop a contract with an outside vendor to provide FPM facilitation services. The addition of these elements will likely increase the percentage of meetings held within 14 days.

- In FY 2017, the percentage of removal meetings held before the court hearing increased to 100 percent. In FY 2015, child welfare was able to implement a process of ensuring that these meetings were held on time. As a result of successful implementation, this percentage has been increasing each year.
- In FY 2017 the number of children served in placement and goal-change FPM's increased. There was an increased focus on ensuring goal change FPM's were being held prior to permanency hearings, as advised by state policy.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Adoption

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of children who exited foster care to adoptive homes within 24 months	19	7	8	9	9	9

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of children with finalized adoption receiving adoption subsidy	114	121	120	125	125	125

- In FY 2017, the calculation methodology for the number of children who exited foster care to adoptive homes within 24 months was updated to include all youth with finalized adoptions who are receiving adoption subsidies. Prior years' data has been revised accordingly.
- In FY 2017, the calculation methodology for the number of children with finalized adoption receiving adoption subsidy was modified to provide a more accurate number for children who exited foster care to adoptive homes within 24 months, and prior years' data has been revised accordingly.
- Adoption refers to all the cases still being supported by Child and Family Services Division.

Independent Living

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of youth 18+ who left foster care having earned a HS diploma/GED	100%	58%	80%	100%	80%	80%
Percent of youth 18+ who left foster care who had a relationship with at least one supportive adult	84%	74%	100%	75%	80%	80%
Percent of youth 18+ who left foster care who had achieved at least adequate economic stability	84%	34%	60%	75%	60%	60%
Percent of youth 18+ who left foster care who had achieved at least adequate housing stability	83%	34%	80%	75%	80%	80%

CHILD WELFARE

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of youth 18+ who left foster care who were working full-time or in an education/training program	100%	40%	80%	75%	80%	100%
Percentage of youth 18+ who retained or reapplied for health insurance after exiting care	N/A	N/A	50%	75%	50%	50%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of youth served in foster care between ages 14 and 20	45	40	50	55	55	55
Percent of youth age 16 through 21 years old who had Transitional Living Plan (TLP) completed on time	93%	86%	59%	67%	75%	75%

- The overall number of youth 18+ who exit care each year is low – approximately 5-6 youth per year. Therefore, the impact of each youth's outcomes on the Actual and Estimated Critical Measures above is high.
- In FY 2016 and FY 2017, the percent of youth 18+ who left foster care having earned a HS diploma/GED increased because fewer youth with significant mental health and/or substance abuse issues exited care.
- In FY 2017, the percent of youth 18+ who left foster care who had a relationship with at least one supportive adult decreased. Five out of the five youth who exited in 2016 had a relationship with a supportive adult. Three of the four youth who exited in 2017 had a relationship with a supportive adult.
- In FY 2016 and FY 2017, the percent of youth 18+ who left foster care who achieved at least adequate economic stability increased. The three youth rated as having at least adequate economic stability either had full-time employment or were being supported by their former foster families.
- In FY 2017, the percentage of youth 18+ who left foster care who achieved at least adequate housing stability decreased from FY 2016. In FY 2016 the ratio was 4 out of 5 youth had adequate housing stability and in 2017 it was 3 out of 4 youth.
- In FY 2017, the percentage of youth 18+ who left foster care who were working full-time or in an education program decreased slightly from 2016. In FY 2016, the ratio was 4 out of 5 youth were working full-time or in an education program and in 2017 it was 3 out of 4 youth.
- In FY 2016, a new measure was added to assess whether or not youth were successful in maintaining health insurance coverage after closing. In FY 2017, three out of four youth remained in Virginia and maintained coverage. Because youth who leave Virginia are not automatically qualified for Medicaid in other states, FY 2018 and FY 2019 projections anticipate the level of coverage declining.
- In FY 2017, the percent of youth age 16 through 21 years old who had a TLP completed on time increased. One contributing factor to the timeliness of the TLP meeting is the readiness of the youth in care. Upon entry into foster care, a youth has often experienced varying levels of trauma and/or familial discord and therefore is not in a position to discuss goals and services at that time.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

PROGRAM MISSION

To promote the healthy functioning and recovery for children and youth with emotional disturbance, mental illness, and/or substance abuse disorders.

Intake Services

- Evaluate the strengths and needs of children and families and provide appropriate and timely services.
- Mental health therapists conduct mental health/substance abuse assessments, formulate diagnoses, and provide service recommendations.

Child Advocacy Center

- Screen, diagnose, and treat children and youth.
- Conduct mental health screening and assessment with youth and their families.
- Perform forensic interviews with children who may have been sexually and/or severely physically abused.
- Ensure a coordinated community response to intervene, protect, and treat victims of child abuse by convening and facilitating an inter-agency multidisciplinary services team that includes Police, Child Protective Services, the Commonwealth's and County Attorneys' Offices, Public Health, and Mental Health Services.

Outpatient Therapy

- Provide individual, family and group therapy.
- Coordinate services with other child serving agencies and private providers.
- Provide early intervention and prevention-oriented counseling. Provide behavioral consultation and intervention services to parents and care providers of children with behavioral and mental health disorders.
- Train parents and care providers in behavioral management techniques to reduce the risk of child abuse and out-of-home placement.

Outpatient Case Management

- Provide short-term, home-based, family-centered therapeutic services to stabilize high risk behaviors for those children and youth with severe impairments.
- Contract therapeutic recreational and/or respite services.
- Provide advocacy, career development and life skills counseling, linkage to community resources, and mentoring to help youth ages 14-17 with behavioral and/or emotional disorders or mental illness transition to adulthood successfully.
- Provide education and alternate coping strategies for youth regarding drugs and alcohol.
- Provide referral for short-term substance abuse residential services for youth with severe abuse or dependency.
- Implement evidence-based prevention programs approved by the Federal Center for Substance Abuse Prevention and character-building activities to promote healthy life choices.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the addition of a temporary grant funded Management Specialist for the Arlington County Child Advocacy Center ($37,240, 0.5 FTE).
- ↑ Non-personnel increases are due to administrative services transfer from Management and Administration ($25,033), Sequoia Plaza rent ($720), and a three-year grant from the Virginia Foundation for Healthy Youth ($149,999).
- ↓ Fee revenue decrease due to the reduction of Community Services Board client fees to align with previous years actual ($30,500).
- ↑ Federal share revenue increases due to adjustment of the Drug Prevention grant to align with state allocation ($3,000).
- ↑ State share revenue increases due to the new state allocation for the New Same Day Access Grant ($50,000). This increase is partially offset by the elimination of Community Services Board revenue ($5,000).
- ↑ Other revenue increase due to the three year grant from Virginia Foundation for Healthy Youth ($149,999).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,757,726	$2,892,715	$3,065,071	6%
Non-Personnel	2,037,794	1,893,611	2,069,363	9%
Total Expenditures	4,795,520	4,786,326	5,134,434	7%
Fees	117,463	141,500	111,000	-22%
Federal Share	242,482	221,245	224,245	1%
State Share	1,700,304	1,646,489	1,691,489	3%
Other	187,936	140,232	290,231	107%
Total Revenues	2,248,185	2,149,466	2,316,965	8%
Net Tax Support	$2,547,335	$2,636,860	$2,817,469	7%
Permanent FTEs	26.00	25.75	25.75	
Temporary FTEs	-	-	0.50	
Total Authorized FTEs	26.00	25.75	26.25	

PERFORMANCE MEASURES

Centralized Intake Unit

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of children and families connected to ongoing services	80%	97%	92%	93%	95%	95%
Percentage of clients diverted from court involvement	69%	78%	13%	57%	35%	35%
Percentage of parents understanding the next step in obtaining services	N/A	98%	100%	97%	95%	95%
Percentage of parents who believe they will get the help they need	N/A	98%	98%	96%	95%	95%
Percentage of youth understanding what the next step is	N/A	84%	91%	91%	90%	90%
Percentage of youth who believe they will get the help they need	N/A	87%	91%	92%	90%	90%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of information and referral calls handled	822	739	928	992	992	922
Percentage of referrals scheduled for assessments within 10 calendar days	41%	83%	86%	90%	93%	93%
Percentage of required Intake Assessment documentation data elements complete	93%	95%	95%	95%	95%	95%
Percentage of staff reporting usefulness of psychological evaluations in work with clients	91%	100%	91%	88%	90%	90%

- In FY 2016, the percentage of clients diverted from court involvement decreased due to a decrease in the number and nature of eligible diversion cases. The primary source of diversion cases in FY 2016 came from the truancy committee. Fewer cases were referred by the Arlington Public Schools for truancy intervention, and the cases that were referred reflected more challenging circumstances. The Department of Juvenile Justice has shifted priorities to decrease the use of the court mandated services for low risk youth. In FY 2017, the percentage of clients diverted from court involvement increased to 57 percent. It is anticipated that the percentage of youth diverted from court involvement will decrease in FY 2018 because the Court Liaison position is currently vacant. Current recruitment efforts are in place to fill the vacant position.
- In FY 2016 and FY 2017, the number of information and referral calls received increased due to enhanced community outreach events.
- In FY 2016 and 2017, the percentage of staff reporting usefulness of psychological evaluations in work with clients decreased due to respondents reporting that evaluation results were needed sooner. The program is working with referral sources to improve understanding of timeframes required for evaluations
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Outpatient Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of clients who achieve their treatment goals at discharge	78%	92%	92%	93%	95%	95%
Percentage of parents completing surveys who report satisfaction with services	93%	91%	90%	88%	90%	90%
Percentage of seriously emotionally disturbed consumers maintained in the community with outpatient treatment	85%	85%	85%	77%	80%	80%
Percentage of youth completing surveys who report satisfaction with services	78%	74%	75%	76%	80%	80%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of client services documentation completed within one business day	81%	84%	82%	88%	93%	93%
Client show rate	84%	81%	81%	80%	80%	80%
Total consumers receiving services	366	341	336	300	300	300
Number of youth receiving intensive and routine case management services	127	107	68	57	57	57
Number of youth transitioned to adult behavioral health services	12	7	18	40	40	40

- In FY 2017, 93 percent (154/165) of clients achieved some or all of their treatment objectives at discharge. In FY 2016, 92 percent (130/141) achieved some or all objectives at discharge. The high rate of discharges with partial or full achievement of stated objectives reflects a close collaboration with clients to support their expressed goals and facilitate discharge when their goals are met.
- In FY 2017, 81 parent surveys were completed that included six rated statements. Parents reported 88 percent satisfaction. In FY 2017, 115 youth surveys were completed that included six rated statements. Youth reported 76 percent satisfaction.
- In FY 2017, the percentage of seriously emotionally disturbed consumers maintained in the community with outpatient treatment decreased. Contracted crisis response services were used to maintain youth in the community when possible. At times, the contractor did not have the capacity to accept new referrals. The contractor has since designated a staff person for Arlington County to enhance accessibility which may increase the percentage in FY 2018 and onward.
- In FY 2017, the percentage of client services documentation completed within one business day improved significantly. A focused effort on documentation has included rigorous chart reviews and training.
- In FY 2017, the total number of clients receiving services decreased due to an increase in the use of private insurance and community resources.
- In FY 2017, the number of youth receiving intensive care management services decreased as a result of families using private insurance to engage in outpatient services with other community providers.

- In FY 2017, the number of youth transitioned to adult behavioral services increased as a result of designation of a staff contact person to ensure that youth were able to transition to adult services without service disruption. Staff anticipate that trend to continue.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Child Advocacy Center

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of children receiving forensic interviews by Child Advocacy Center staff	97	123	147	166	166	166

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of children referred to the CAC	150	153	189	205	270	270
Percentage of children interviewed at the CAC meeting case acceptance criteria	69%	84%	78%	64%	75%	75%

- In FY 2016 and FY 2017, the number of children referred to the CAC increased as a result of ongoing efforts to focus more on allegations of physical abuse than in previous years. Historically, the primary focus of the CAC was for allegations of sexual abuse. The expansion of this criteria has had a direct impact on the number of children being referred to the CAC. Additionally, there has been increased effort ensure that the CAC is appropriately utilized.
- In FY 2017, there were more children eligible for forensic interviews in FY 2017 (258) than in FY 2016 (175). While the number of interviews for physical abuse and neglect has increased, additional outreach to investigators is being performed to ensure that all appropriate referrals receive interviews.
- The accreditation expectation is that 75 percent of children meeting criteria receive a forensic interview, therefore the FY 2018 estimate corresponds with that expectation.

Child and Family Substance Abuse and Early Intervention

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of youth demonstrating increased knowledge of the effects of alcohol, tobacco, and other drugs	83	191	14	54	200	250

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of presentation participants	83	207	628	1,965	1,500	1,500
Number of presentations given	33	46	36	69	40	40

- The number of youth demonstrating increased knowledge decreased in FY 2016 due to a specific middle school program not being implemented. In FY 2017, improved data collection resulted in an increase in the number of youth reported. As a result of the improved data collection method, it is estimated that more youth will demonstrate increased knowledge in FY 2018.
- In FY 2016, the number of presentation participants increased while number of presentations given decreased due to the type of presentations given. The program did fewer presentations but on a larger scale such as conferences and workshops.
- In FY 2017, the number of presentation participants increased due to the fact that the prevention team worked closely with the Teen Network Board and conducted symposiums with the youth.
- In FY 2017 the number of presentations increased because additional staff was hired to double efforts toward the number of presentations. This number also increased due to enhanced teaming efforts with all area High Schools and Middle schools to provide presentations. It is estimated that the number of presentations given in FY 2018 will decrease due to a current vacancy in prevention. However, current recruitment efforts are in place to fill the vacant position.

PROGRAM MISSION

To provide leadership and management oversight to the Aging and Disability Services Division and act as the point of entry and central resource center for customers.

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.

Customer Service Center

- Enhance quality of life and promote independent living for older adults age 60 years and over and individuals with disabilities.
- Provide information, referrals, and advocacy for older adults, individuals with disabilities, and their caregivers in accessing community resources.
- Provide Medicare counseling and related insurance counseling, information, and outreach to Medicare beneficiaries and their caregivers in Arlington.
- Plan and coordinate services for older adults, individuals with disabilities, and their caregivers.
- Provide emergency services and crisis stabilization.
- Conduct intakes, comprehensive assessments, make appropriate referrals, and provide short term case management.
- Provide outreach to community groups and organizations regarding resources and services available for older adults and individuals with disabilities.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases are primarily due to the transfer out of a Administrative Technician I ($74,005, 1.0 FTE) to the Economic Independence Division, Management and Administration line of business, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the transfer in of one Administrative Assistant V ($38,609, 0.50 FTE) from the Adult Services Program.
- ↓ Non-personnel decreases due to a reduction for transportation services ($46,771) and is partially offset by the Sequoia Plaza rent increase ($3,467) and internal reallocations from the Adult Day Program ($110) and Developmental Disabilities Services ($4,000).
- ↑ Fees increase due to increased collections in the Guardianship Report Filing Fees ($300).
- ↓ Federal share revenue decreases because of a reduction to the allocation to the Customer Service Center from the Agency on Aging Area Plan ($76,481).
- ↓ State share revenue decreases due to the internal reallocation of all revenue for the Virginia Insurance Counseling Assistance Program (VICAP) to the Agency on Aging ($20,998).

MANAGEMENT AND ADMINISTRATION

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,072,311	$1,133,651	$1,129,578	-
Non-Personnel	250,035	268,116	228,922	-15%
Total Expenditures	1,322,346	1,401,767	1,358,500	-3%
Fees	1,341	700	1,000	43%
Federal Share	810	76,481	-	-100%
State Share	-	20,998	-	-100%
Total Revenues	2,151	98,179	1,000	-99%
Net Tax Support	$1,320,195	$1,303,588	$1,357,500	4%
Permanent FTEs	11.05	11.05	10.55	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.05	11.05	10.55	

PERFORMANCE MEASURES

Management and Administration

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percentage of budgeted third party reimbursement revenue received	102%	155%	98%	94%	100%	100%

- FY 2014 and FY 2015 actuals were aided by increased fee collections.
- The percent decrease in FY 2017 is attributed to fewer Medicaid eligible particpants than expected at the Adult Day Program. With the implementation of the state's Commonwealth Coordinated Care Plus (CCC Plus) managed care program, this trend is not expected to continue.

Customer Service Center

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of requests for information and assistance	4,607	4,630	4,650	4,663	4,655	4,670
Customers in poverty receiving face to face services	N/A	N/A	502	525	530	530
Completion of case management work within 90 days	95%	94%	99%	98%	98%	98%
Quality of customer experience: Clarity of information	N/A	N/A	98%	98%	98%	98%
Quality of customer experience: Wait time	N/A	N/A	100%	100%	98%	98%
Quality of customer experience: Quality interaction with staff	N/A	N/A	100%	100%	98%	98%

- The completion of case management within 90 days increased in FY 2016 due to quicker referrals to ongoing programs, and therefore reducing the need to keep cases open for longer periods of time.
- Measures indicated as "N/A" were new for FY 2014 and FY 2015.

Volunteer Guardianship and Personal Advocate Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of DHS clients in the Volunteer Guardianship Program with a founded Adult Protective Services case	0	0	0	0	0	0

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of DHS clients with a guardian	95	170	180	N/A	N/A	N/A
Number of DHS clients with a volunteer guardian	N/A	N/A	34	38	40	40
Number of guardianship petitions initiated by DHS	N/A	N/A	11	14	15	17
Number of volunteer guardians who participate in the program	34	37	37	37	39	39

- In FY 2015, the number of DHS clients with a guardian increased because 70 additional cases were identified through clients served in the Regional Older Adult Facilities Mental Health Support Team (RAFT) Program, Senior Adult Mental Health, and Mental Health and Substance Abuse Services.
- In FY 2016, the increase in the number of DHS clients with a guardian is due to individuals with developmental disabilities identified and included in the number of guardians.
- In FY 2016, The number of DHS clients with a volunteer guardian was added to provide the number of active DHS clients served by a volunteer guardian at the end of the fiscal year.
- In FY 2016, The number of guardianship petitions initiated by DHS was added to provide insight into the number of guardianship petitions initiated by DHS. This measure reflects the guardianship and/or conservatorship petitions filed by DHS in which a guardian and/or conservator was succesfully appointed.
- The number of volunteer guardians who participate in the program includes attorneys serving clients pro bono. From year to year, volunteer guardian participation fluctuates due to attrition and recruitment of new volunteers.
- In FY 2017, the performance measures for the Volunteer Guardianship Program were updated to more accurately reflect the scope and impact of the program. The number of DHS clients with a guardian is no longer being tracked as a metric. There are mutliple entry points into guardianship, therefore it is no longer a relevant metric.

AGENCY ON AGING

PROGRAM MISSION

To ensure adults age 60 years and over remain integral members of the community and to ensure service and system improvements through leadership and policy guidance. This unit is one of 622 Area Agencies on Aging (AAA) in a national network established by the Federal Older Americans Act.

Planning and Advocacy

- Facilitate the collaboration of service providers in an effort to develop new or modified private and/or public programs.
- Administer Area Plan for Aging Services and manage federal and state funds appropriated under the Older Americans Act, including contracts with non-profit and proprietary agencies.
- Provide education to the community and identify services to assist older adults in accessing appropriate community supports, distribute publications, and make presentations.
- Provide staff assistance to the Commissions on Aging and Long Term Care Residences.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to a Sequoia Plaza rent increase ($1,912), contracted services related to the Agency on Aging Area Plan allocations ($11,199), the regional contribution to the Ombudsman Program ($94), an internal reallocation from the Adult Day Program ($625), and the Culpepper Garden Community ($7,414).
- ↓ Federal Share revenue decreases due to an adjustment to the projected amounts for the Agency on Aging Area Plan ($93,236).
- ↑ State Share revenue increases due to an adjustment to the projected amounts for the Agency on Aging Area Plan ($56,298).
- ↓ Other revenue decreases due to an adjustment to the allocation of the rent receipts for the Cherrydale Health and Rehabilitation Center ($599).

AGENCY ON AGING

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$348,745	$362,159	$380,362	5%
Non-Personnel	1,034,228	1,051,636	1,072,880	2%
Total Expenditures	1,382,973	1,413,795	1,453,242	3%
Federal Share	344,733	414,161	320,925	-23%
State Share	301,255	217,450	273,748	26%
Other	240,080	253,880	253,281	-
Total Revenues	886,068	885,491	847,954	-4%
Net Tax Support	$496,905	$528,304	$605,288	15%
Permanent FTEs	3.00	3.00	3.00	
Temporary FTEs	0.50	0.50	0.50	
Total Authorized FTEs	3.50	3.50	3.50	

PERFORMANCE MEASURES

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of grants received	13	12	10	10	12	12
Number of programs funded through the AAA	13	12	10	10	12	12

- The number of grants received was lower in FY 2015 due to the Vertical Village grant ending. In FY 2016, the number of grants received decreased due to the phase out of the liquid nutrition program and the conclusion of grant funding for the Door thru Door Program. The projected increases in the FY 2018 and 2019 estimates are related to the expansion of the No Wrong Door and Options Counseling programs: Care Coordination for Elderly Virginians and Chronic Disease Self-Management Education.
- The number of programs funded through the AAA were lower in FY 2016 is due to the conclusion of grant funding for Door thru Door program. The FY 2018 and 2019 estimates are related to the expansion of the No Wrong Door and Options Counseling programs: Care Coordination for Elderly Virginians and Chronic Disease Self-Management Education.

Arlington Area Plan for Aging Services

The Area Plan is supported with Older Americans Act funds, state funds and local funds, as well as reimbursement from the U.S. Department of Agriculture and client contributions.

	FY 2017 Actual	FY 2018 Adopted*	FY 2019 Proposed	% Change '18 to '19
Administration and Long Term Care Coordination	$348,745	$362,159	$380,362	5%
Information and Assistance/Customer Service	237,541	252,743	263,063	4%
Homemaker Service	156,764	522,940	431,547	-17%
Home Delivered Meals	101,293	150,000	243,090	62%
Senior Centers with Congregate Meals	94,621	148,536	150,764	1%
Transportation - Medical and Nutrition	45,799	65,000	65,000	-
Long-Term Care Ombudsman	47,442	48,000	48,000	-
Legal Assistance	43,935	43,935	43,935	-
Money Management	35,367	47,238	37,238	-21%
Total Expenditures**	1,111,506	1,640,551	1,662,999	1%
Total Revenues	389,027	574,193	582,050	1%
Net Tax Support	$722,479	$1,066,358	$1,080,949	1%

* In FY 2018, the methodology of the allocation of resources for the Area Plan for Aging Services was modified to reflect a reorganization of business process and actual spending.

** Administration and Long-Term Care Coordination, Information and Assistance/Customer Service, Homemaker Service, Home Delivered Meals (includes state, federal and local funding), Transportation-Medical and Nutrition (medical appointments and grocery loops), Long-Term Care Ombudsman, and Money Management are reflected across multiple lines of business in the Aging and Disability Services Division in the Department of Human Services. The Senior Centers with Congregate Meals program can be found in the Department of Parks and Recreation. Legal Assistance is funded in Regionals.

ADULT DAY PROGRAM

PROGRAM MISSION

To improve the quality of life for individuals 18 and older with age-related or developmental disabilities and their families to enable them to remain living independently in the community.

Arlington Adult Day Program

- Provide a structured and comprehensive program of day activities including health care monitoring, nursing care and support, medication management, personal care, therapeutic recreation, special therapies, and nutritional guidance to adults with cognitive and/or physical impairments.
- Provide nutritious noontime meal and two snacks.
- Provide respite and support to caregivers of those participating in the day program.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the transfer of non-personnel funds from Development Disability Services to cover personnel costs in the Adult Day Program ($10,000).
- ↓ Non-personnel decreases due to internal reallocations to the Senior Adult Mental Health Services ($6,940), Developmental Disability Services ($2,500), Agency on Aging ($625), and Management and Administration ($110), partially offset by an increase for contractual services ($831).
- ↓ Fees decrease due to a reduction of daily participant fees revenue to align budget with past actuals ($5,000).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$681,128	$744,989	$766,327	3%
Non-Personnel	132,010	113,975	104,631	-8%
Intra-County Charges	(73,932)	(74,013)	(74,013)	-
Total Expenditures	739,206	784,951	796,945	2%
Fees	158,490	180,000	175,000	-3%
Total Revenues	158,490	180,000	175,000	-3%
Net Tax Support	$580,716	$604,951	$621,945	3%
Permanent FTEs	8.75	8.75	8.75	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.75	8.75	8.75	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of caregivers responding to a survey who report that their family member's quality of life has improved	95%	100%	93%	100%	93%	93%
Percent of caregivers responding to a survey who report that their own quality of life has improved	94%	100%	100%	100%	90%	90%

- In FY 2015, fewer caregivers responded to the survey, but all reported improved quality of life. In FY 2016, five participants left the program due health problems. This may have impacted caregiver response rates. The target satisfaction rating is 93 percent for family members and 90 percent for caregivers.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total unduplicated number of participants	60	61	56	55	55	55
Average daily attendance	22.0	20.5	19.0	21.0	22.0	22.0
Average monthly census	39	36	34	38	36	36
Utilization rate (client days attended/capacity)	88%	82%	76%	84%	84%	88%
Compliance with state licensing requirements: Length of license received/maximum length possible	3/3	3/3	3/3	3/3	3/3	3/3

- The FY 2016 decrease in participants is due to five participants having additional health challenges that resulted in them leaving the program.
- The average daily attendance estimates for FY 2018 and 2019 are expected to increase due to current participants choosing to attend more days per week.
- The decrease in the utilization rate in FY 2015 and FY 2016 is the result of one less person in attendance on average per day. In FY 2017, attendance returned to previous levels. Average daily attendance, monthly census and utilization rate are impacted by clients with additional health challenges who miss days more frequently due to illness, hospitalizations, medical appointments, and inclement weather.
- This program has a performance measurement plan. The data above align with this plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

PROGRAM MISSION

To promote independent living and ensure the safety of older adults aged 60 years and over and individuals with disabilities residing in the community and to increase awareness of adult and elder abuse, neglect, and exploitation.

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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the transfer out of one Administrative Assistant V ($38,609, 0.50 FTE) to Management and Administration and one Mental Health Therapist II ($54,024, 0.50 FTE) to Senior Adult Mental Health Services.
- ↓ Non-personnel decreases due to a reduction to Virginia Department of Social Services (VDSS) in-home services ($2,050) and the homemaker program allocation in the Agency on Agency Area Plan ($129,008), partially offset by increases for Sequoia Plaza rent ($8,697) and contractual services ($21,858).
- ↑ Federal Share revenue increases due to increases in the state reimbursement for various administrative and direct care services ($50,213) and Medicaid Prescreening ($10,000), partially offset by a reduction to the community living home based care program ($41,657) as part of the Agency on Aging Area Plan.
- ↑ State Share revenue increases due to increases in the VDSS allocation ($6,661), partially offset by a reduction to the Community Living Program ($4,573) as part of the Agency on Aging Area Plan.

ADULT SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,058,767	$2,066,685	$2,092,129	1%
Non-Personnel	2,111,692	2,373,523	2,273,020	-4%
Total Expenditures	4,170,459	4,440,208	4,365,149	-2%
Fees	-	2,500	2,500	-
Federal Share	1,021,330	909,183	927,739	2%
State Share	197,139	343,365	345,453	1%
Other	6,916	13,000	13,000	-
Total Revenues	1,225,385	1,268,048	1,288,692	2%
Net Tax Support	$2,945,074	$3,172,160	$3,076,457	-3%
Permanent FTEs	19.00	20.00	19.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	19.00	20.00	19.00	

PERFORMANCE MEASURES

Adult Social Services

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of nursing home and community-based waiver screenings	115	113	158	214	215	215
Percent of cases where monthly/quarterly/annual contact requirements are met	N/A	88%	100%	100%	100%	100%
Percent of clients who live in the most independent and least restrictive setting	N/A	43%	68%	89%	80%	80%
Percent of nursing home pre-admission screenings that occur within 30 days of referral	N/A	80%	73%	95%	95%	95%
Total number of clients needing intensive intervention	361	352	44	9	9	9
Total number of clients receiving Adult Services and Adult Services Home Based Care	N/A	486	480	534	481	498
Total number of clients served	528	520	537	552	538	542

- Measures indicated as "N/A" were new for FY 2015 and were not previously tracked.
- The number of nursing home and community-based waiver and pre-admission screenings increased in FY 2017 based on recent trends in screening requests, as well as an internal reorganization to improve scheduling and processing.

- For percent of cases where monthly/quarterly/annual contact requirements are met, FY 2015 was the first-year data was collected and not all contacts were being logged. A more systematic approach was implemented for FY 2016.
- The increase for percent of clients who live in the most independent and least restrictive setting is attributed to the increase number of screenings by the dedicated staff. More screenings completed will equate to more individuals identified as being able to living independently.
- For FY 2016 and beyond, the data collection method for the total number of clients needing intensive intervention was changed to only include intensive case type designations. Intensive case designations are those that require one contact (phone or face-to-face) per month with either the client or the client's caregiver. Previously this measure included all encounters.
- The total number of clients served increased by 32 from FY 2015 to FY 2017. This increase is due to partnering with Senior Adult Mental Health on complex cases requiring mental health therapy and case management, as well as increased transfers from the Customer Service Center and Adult Protective Services. The increase for FY 2016 is attributed to reassessments of clients at assisted living facilities. Staff anticipate an increase in nursing home placements which will decrease the total number of clients by this program.
- The increase for percent of clients who live in the most independent and least restrictive setting is attributed to the increase number of screenings by the dedicated staff. More screenings completed will equate to more individuals identified as being able to living independently.
- The percent of nursing home pre-admission screenings that occur within 30 days of referral decreased in FY 2016 due to increased demand and limited staff availability. In FY 2017, a staff member was dedicated solely for pre-admission screenings, resulting in the FY 2017 increase.

Adult Protective Services (APS)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of clients with reduced risk factors after three months of intervention or at case closure	96%	98%	100%	100%	97%	97%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total number of clients served	312	304	325	308	313	315
Percent of APS investigations initiated within 24 hours	100%	100%	100%	100%	100%	100%
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	131/49%	127/51%	70/28%	93/39%	97/39%	101/41%
Number/percent of founded APS investigations: Neglect	109/83%	94/74%	48/69%	66/71%	78/80%	87/86%
Number/percent of founded APS investigations: Abuse	7/5%	6/5%	8/11%	6/7%	8/8%	8/8%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number/percent founded APS investigations: Exploitation	15/12%	27/21%	14/20%	21/23%	21/22%	21/21%
Number/percent of APS clients found to be abused, neglected or exploited who accept services	111/85%	114/90%	61/87%	67/72%	81/84%	92/91%
Percent of investigations completed within 45 days	100%	100%	100%	100%	100%	100%
Average number of investigations per worker per year	87	80	85	80	85	85
Percent of APS clients who had no prior investigations	N/A	N/A	86%	84%	90%	90%

- FY 2016 the total number of clients served increased due to more unfounded cases seeking and accepting services. However, the number of substantiated cases decreased due to less cases determined to be founded. 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 increase in the FY 2018 and FY 2019 estimates for the number of founded APS investigations categorized as neglect are consistent with a statewide increase in self-neglect cases. Self-neglect cases are defined as evictions, hoarding, and medical non-compliance.
- There was a nine percent increase of founded APS exploitation investigations from FY 2014 to FY 2015. The increase can be attributed to the increased reporting by financial institutions, which have set up specialized fraud units specifically geared to the protection of seniors.
- The number/percent of APS clients found to be abused, neglected or exploited who accept services will fluctuate from year to year based on the client choice to accept services or not.
- Measures marked "N/A" above were new for FY 2016 and not previously tracked.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Nursing Case Management and In-Home Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number and percent of patients with hypertension who maintain blood pressure within established norm for the client	78/91%	68/91%	68/96%	61/92%	63/90%	63/90%
Number and percent of clients with medications pre-poured who are adherent to their medication regimen	64/97%	49/97%	36/98%	46/94%	48/95%	48/95%
Number and percent of new clients with fewer ER visits per quarter after admission compared to the quarter before admission	10/39%	6/75%	8/80%	8/73%	11/70%	11/70%

- The number of clients pre-poured decreased in FY 2015 due to fewer total admissions into the program. For FY 2016, the decrease in number is related to a change in the adherence strategy. For FY 2017 the increase is due to staff adjusting practices to be able to maintain tracking on the same level of clients as in FY 2015. This is more reflective of the number of clients receiving this service.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Nursing Case Management: Number of persons served	302	303	446	439	445	445
Nursing Case Management: Average caseload per nurse case manager	24	21	21	21	22	22
Nursing Case Management: Average all clients served per nurse case manager	27	24	27	27	29	29
Nursing Case Management: Number and percent of new care plans initiated within 10 working days of admission	28/100%	24/100%	22/100%	25/100%	29/95%	29/95%
Nursing Case Management: Number and percent of care plans updated quarterly based on chart reviews	73/100%	70/100%	63/98%	64/100%	60/95%	60/95%
Home-Based Community Living Program: Number of persons served and maintained in their home	356	350	355	328	350	350
Home-Based Community Living Program: Percent of clients surveyed who are satisfied with services	93%	93%	99%	94%	95%	95%

- Nursing Case Management: Number of persons served has been revised for FY 2014, due to a revised data collection method. The FY 2016 increase in Nursing Case Management: Number of persons served is attributed to staff roles and new coverage arrangements to see more clients with short-term needs for assessment or consultation.
- 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.
- In FY 2017 the name of the Home-Based Cluster Care Program was changed to the Home-Based Community Living Program. In FY 2017, 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. Going forward, staff expect demand to return to FY 2016 levels.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

SENIOR ADULT MENTAL HEALTH SERVICES

PROGRAM MISSION

To promote and enhance the independent living of individuals 60 and older with a mental illness and individuals 18 and older with an intellectual or developmental disability and mental health needs.

Senior Adult Mental Health Program

- Prevent premature institutionalization and maximize the quality of life for older adults with serious mental illness.
- Provide multi-disciplinary psychiatric services to older adults with serious mental illness.
- Provide mental health services to adults with intellectual and developmental disabilities and mental health needs.
- Provide in-home mental health services to older adults unable to come into the office for traditional mental health services due to physical, cognitive or emotional impairments.

Regional Older Adult Facilities Mental Health Support Team (RAFT)

- Reduce state hospitalizations for residents of Northern Virginia age 65 years and older who have serious mental illness and/or dementia with behavioral problems.
- Provide intensive mental health treatment in long-term care facilities.

Mary Marshall Assisted Living Residence

- Provide assisted living housing and services for low-income older adults with serious mental illness and disabilities. The Mary Marshall Assisted Living Residence has been operational since November 2011. 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. Local Arlington net tax support is used to cover the difference between those funding sources and the total cost required to operate the residence.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County’s cost for employee health insurance, retirement contributions based on current actuarial projections, and the transfer in of a Mental Health Therapist II ($54,024, 0.50 FTE) from the Adult Services Program, as well as the addition of a Mental Health Therapist II ($102,061, 1.0 FTE) and an Administrative Specialist ($43,686, 0.50 FTE) to the RAFT Program.
- ↑ Non-personnel increases due to Sequoia Plaza rent ($2,513), contractual services ($37,631), internal reallocations from the Adult Day Program ($6,940), and additional funding for the RAFT Program for Discharge Planning ($373,443), partially offset by a reduction to non-personnel for personnel increases ($11,645) and adjustments to the annual expense for the maintenance and replacement of County vehicles ($1,337).
- ↑ State share revenue increases due to the Virginia Department of Behavioral Health and Developmental Services Same Day Access Grant ($6,700) and additional funding for the RAFT Program for Discharge Assistance Planning ($500,000).
- ↓ Fees revenue decreases due to collections of Medicaid fees to match prior year actuals ($3,900).
- ↑ Other revenues increase due to an annual three percent increase to the allocation of the rent receipts for the Cherrydale Health and Rehabilitation Center ($11,664).

SENIOR ADULT MENTAL HEALTH SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,440,098	$1,380,979	$1,623,135	18%
Non-Personnel	3,218,853	3,088,893	3,496,438	13%
Intra-County Charges	(12,427)	-	-	-
Total Expenditures	4,646,524	4,469,872	5,119,573	15%
Fees	179,608	187,281	183,381	-2%
Federal Share	602,584	502,597	502,597	-
State Share	555,960	558,351	1,065,051	91%
Other	118,249	114,957	126,621	10%
Total Revenues	1,456,401	1,363,186	1,877,650	38%
Net Tax Support	$3,190,123	$3,106,686	$3,241,923	4%
Permanent FTEs	12.70	12.50	14.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	12.70	12.50	14.50	

PERFORMANCE MEASURES

Senior Adult Mental Health Program (SAMH)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total number of adults served	246	250	258	272	270	270
Total number of persons receiving case management and mental health therapy	183	186	191	200	208	216

- For FY 2013 and FY 2014 the total number of adults served reflects only older adults. For FY 2015 and beyond, data includes persons receiving psychiatric and intellectual and development disability services.
- The FY 2017 actual increase and FY 2018 and FY 2019 estimates are based on an expected shift of some clients from the Behavioral Health Division to the Senior Adult Mental Health Program.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of home visits per year	522	520	573	1,001	1,040	1,080
Percent of charts that meet quality documentation requirements	N/A	75%	88%	86%	90%	90%
Percent of clients meeting quality of life target of good or very good	N/A	N/A	58%	56%	60%	64%
Percent of older adults maintained in the community and out of a nursing home	92%	97%	98%	99%	98%	98%
Percent of older adult treatment cases not psychiatrically hospitalized	98%	98%	98%	N/A	N/A	N/A

SENIOR ADULT MENTAL HEALTH SERVICES

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of progress notes that are entered within one business day.	N/A	92%	94%	93%	90%	90%

- The number of home visits per year increased in FY 2017 due to the natural aging of our client population, a loss of mobility by current and onboarding clients and a Permanent Supportive Housing client population, who require home visits each quarter.
- Percent of charts that meet quality documentation requirements increased in FY 2016 because the program adjusted business practices and strategic planning. In FY 2017, a new documentation requirement was added, therefore raising the documentation standards. DHS considers 90 percent quality documentation as meeting expectations.
- The data for percent of charts that meet quality documentation requirements for FY 2015 and FY 2016 have been revised to resolve a data calculation error.
- “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.
- Measures indicated "N/A" for FY 2014 and FY 2015 were not previously tracked and are new. Percent of older adult treatment cases not psychiatrically hospitalized is now indicated as “N/A” because SAMH has discontinued tracking this measure.
- The data for percent of progress notes that are entered within one business day for FY 2015 and FY 2016 have been revised to resolve a data calculation error.
- This program has a performance measurement plan. The data above align with that plan. You can read this program’s complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Regional Older Adult Facilities Mental Health Support Team (RAFT)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of clients maintained in the community after discharge or diversion from psychiatric hospitalization	96%	98%	100%	100%	98%	98%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of clients served	57	59	61	63	64	66
Percent of clients and family members satisfied with services	100%	100%	100%	98%	98%	98%
Percent of professional partners satisfied with services	100%	100%	98%	98%	98%	98%
Percent of progress notes entered in a business day	83%	88%	92%	97%	90%	90%

- There was an increase in clients served during FY 2014-2015 due to greater client turnover among clients for reasons such as client death and moving to facilities not served by RAFT.

- The FY 2018 and FY 2019 estimates are based on anticipated growth of the RAFT program due to more individuals coming out of state psychiatric facilities.
- Percent of progress notes entered within one business day significantly increased in FY 2014 due to adjusted business practices. The percentage continued to increase in FY 2015-2016 due to these adjustments. DHS considers 90 percent timely documentation as meeting expectations. RAFT focused on quality of documentation in addition to timeliness in FY 2015, FY 2016, and through FY 2017. Additionally, the FY 2016 percentage has been updated to match the performance measurement plan which was recently completed.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Mary Marshall Assisted Living Residence

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Mary Marshall Average Monthly Census	50	51	52	52	52	52

- The Mary Marshall Assisted Living Residence, which opened in November 2011, is a 52-bed facility that provides supportive housing with assisted living services to low-income seniors with serious mental, intellectual/developmental, and/or physical disabilities.

DEVELOPMENTAL DISABILITY SERVICES

PROGRAM MISSION

Safeguard and protect children and adults with intellectual and developmental disabilities while optimizing their functioning and independence.

Support Coordination

- Helps individuals access services that are available, based on individual needs and preferences.
- Assesses and monitors services.
- Advocates for individuals in response to changing needs.
- Reimburses eligible families for disability-related expenses for which there is no alternative funding.

Supported Employment and Habilitation

- Provides employment opportunities and job coaching to improve social, personal, and work-related skills.
- Provides life-skills training, and social and leisure activities for self-care, task learning, and community integration.

Transportation

- Provides transportation between home and employment sites or habilitation programs, for persons unable to safely use public transportation, and who have no other transportation options.

Residential Services

- Provides intensive residential services in group homes, including training and assistance in basic daily living skills.
- Provides residential services for those living in private homes and apartments.
- Provides respite care to relieve primary caregivers.

SIGNIFICANT BUDGET CHANGES

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

↓ Non-personnel decreases due to the reduction itemized below, an internal reallocation to Management and Administration ($4,000), and a reduction to non-personnel due to a transfer of funds for personnel increases for the Adult Day Program ($10,000). The decrease is partially offset due to a Sequoia Plaza rent increase ($4,664), an internal reallocation from the Adult Day Program ($2,500), and an increase in contractual services ($90,978).

↑ Fees increase to reflect a higher collection rate for transportation fees ($2,000).

↓ State share revenue decreases due to a reduction to the Virginia Department of Behavioral Health and Developmental Services (VDBHDS) allocation ($49,623).

FY 2019 Proposed Budget Reduction:

- ↓ Reduce funding for the residential program that provides adults with developmental disabilities with independent living options, supervised apartments, and group homes ($300,000).

  IMPACT: There will be no impact on client care as result of this reduction. Additional Medicaid waivers provided by the state will allow the county to meet demand with less local tax support.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,141,544	$2,404,081	$2,459,089	2%
Non-Personnel	7,924,723	6,652,889	6,437,031	-3%
Intra-County Charges	(57,767)	(56,350)	(56,350)	-
Total Expenditures	10,008,500	9,000,620	8,839,770	-2%
Fees	557,932	782,540	784,540	-
State Share	1,909,523	807,872	758,249	-6%
Total Revenues	2,467,455	1,590,412	1,542,789	-3%
Net Tax Support	$7,541,045	$7,410,208	$7,296,981	-2%
Permanent FTEs	20.30	22.50	22.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	20.30	22.50	22.50	

PERFORMANCE MEASURES

Support Coordination

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of individuals receiving services in the least restrictive environment: active cases	100%	100%	N/A	N/A	N/A	N/A
Percent of individuals whose services were implemented as planned: active cases	100%	100%	N/A	N/A	N/A	N/A
Number of adults receiving ID services who are found to have been abused, neglected or exploited	2	2	N/A	N/A	N/A	N/A
Number/Percent of individuals who had an annual conversation regarding community-based employment	N/A	N/A	174/94%	163/96%	172/100%	180/100%
Number/Percent of individuals who were employed or working toward employment	N/A	N/A	76/93%	69/92%	75/95%	79/95%

- Starting in FY 2016 three measures were removed from the Support Coordination performance plan: 1) Percent of individuals receiving services in the least restrictive environment: active cases; 2) Percent of individuals whose services were implemented as planned: active cases; and 3) Number of adults receiving ID services who are found to have been abused, neglected, or exploited. The program added two performance measures in FY 2016: 1) Percent of individuals who had an annual conversation regarding community-based employment; and 2) Percent of individuals who were employed or working toward employment. Data was not collected on these measures prior to FY 2016 and are indicated as "N/A" above. These changes reflect the program's alignment with state priorities.

- The individuals who had an annual conversation regarding community-based employment is expected to increase in FY 2018 and FY 2019 due to more emphasis during Support Coordination contacts.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total number of individuals served	443	507	513	502	525	549
Subset: Number of active individuals	202	204	218	235	246	257
Subset: Number of monitored individuals	51	225	267	223	233	244
Subset: Number of inactive individuals	190	N/A	N/A	N/A	N/A	N/A
Subset: Number of Arlington-based individuals residing in state institutions	23	21	5	5	5	5
Number and percent of family members responding to a survey who expressed satisfaction with support coordination services	64/93%	51/95%	56/91%	58/91%	63/95%	68/95%
Number and percent of mandatory face-to-face contacts completed on time: active cases	1,281/95%	1,232/99%	1,130/98%	1,343/98%	1,386/99%	1,402/99%
Number of assessments and evaluations	N/A	78	56	44	46	48

- Estimated increases in number of individuals served assume that one-third of all applicants will be found eligible and begin receiving services. The FY 2018-2019 estimates are projected to increase due to an anticipated increase in children and youth referred for services from Arlington Public Schools.
- From FY 2013-2014 the measures did not separate out totals for the number of assessment and evaluations. These metrics were included in active, inactive, and monitored individuals.
- Effective March 2013, the active individual category includes those receiving enhanced support coordination as per a new state definition and requirement.
- For subset number of inactive individuals, inactive was merged with monitored case management services in October 2014. Individuals receiving inactive support coordination (inactive individuals) receive services at least semi-annually but do not have person-centered plans. In FY 2015, the subset of inactive individuals was discontinued (indicated with "N/A" above), and all individuals served are now counted as individuals who receive monitoring services.
- In FY 2013, a settlement agreement between the Commonwealth and United States Department of Justice included plans to close state institutions. This will move 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 FY 2015-2017 actuals, and as well as FY 2018 and FY 2019 estimates for all critical and supporting measures.

- The reduction in the number of individuals residing in state institutions in FY 2016 is due to the closing of the Northern Virginia Training Center in January 2016.
- The number of mandatory face-to-face contacts decreased in FY 2016 due to a regulatory change by the Department of Behavioral Health and Developmental Services no longer requiring that everyone in a five bed or larger group home be visited every 30 days. The increase in FY 2017 was attributed to more individuals who required a 30 day contact. This occurs when clients experience a significant status change (medications, discharges from facilities, or hospitalizations).
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Supported Employment and Habilitation

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average hourly earnings: Supported employment group models	$10.04	$8.30	$9.50	$8.94	$10.00	$10.10
Average hourly earnings: Supported employment individual models	$12.21	$12.26	$12.28	$10.84	$11.50	$12.00

- In FY 2015, the decrease in hourly earnings for group models was attributed to individuals being new to their jobs, which translates to lower hourly wages. With experience, the average hourly wages increased in FY 2016.
- Individual models are demonstrating increased hourly wages in FY 2015-2018 due to individual job opportunities and increased emphasis on job development and placement.
- In FY 2017 the decrease in hourly wage in both group and individual models is due to a higher response rate from contracted providers when asked to report hourly wages for the individuals served. The FY 2018-2019 estimated hourly wage for the group model is expected to increase because most individuals will now be paid minimum hourly wage.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Clients served: Habilitation services	135	140	146	148	149	153
Clients served: Supported employment group	36	42	41	41	43	41
Clients Served: Supported employment individual	22	27	29	26	29	30
Percent of clients responding to a survey who rated habilitation and supported employment services received as satisfactory or better	92%	99%	96%	95%	96%	97%
Percent responding to a survey rating transportation service received as satisfactory or better	96%	99%	97%	94%	95%	97%

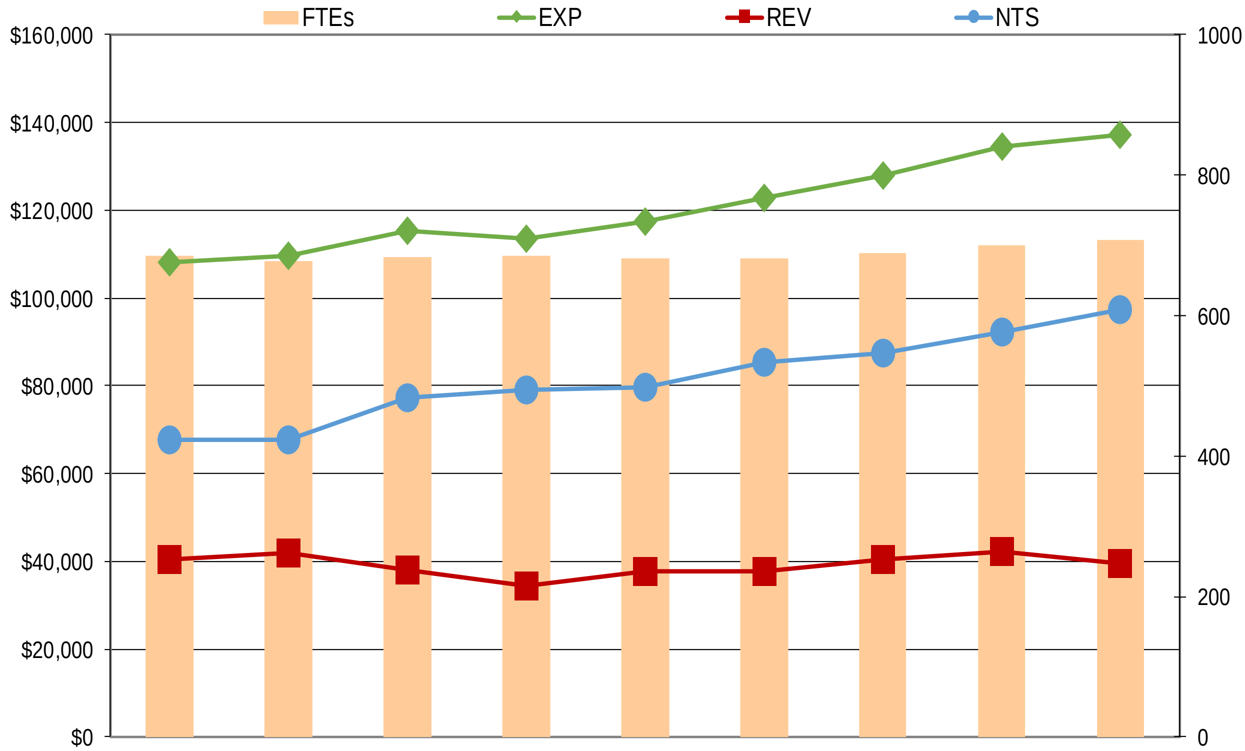
- The key drivers of clients served include client's choice of program upon admission, converting to another type of program based on client choice, as well as coordinating and planning with Arlington Public Schools for the graduates entering the community.

Residential Services

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Clients served: intensive congregate	84	83	91	89	83	83
Clients served: in-home supports	21	22	26	34	26	23
Clients served: respite care	5	9	5	2	5	5
Clients served: supervised congregate	22	22	25	24	23	23
Percent of consumers/advocates surveyed rating services as satisfactory or better	97%	100%	94%	91%	95%	95%

- The FY 2016 increase for the intensive congregate program shows an increase as a result of two new group homes coming online to support the state mandated discharges from the closure of the State Training Centers. The decreases for FY 2017-2019 are the result of incentivized providers (under the new Waiver Redesign) to support individuals in smaller homes/settings.
- In FY 2014 and 2015, the respite care program experienced an increase due to emergency cases. Ongoing usage is on an as needed basis.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed Budget
EXP	$108,138	$109,678	$115,347	$113,480	$117,358	$122,965	$127,949	$134,525	$137,102	$138,795
REV	$40,405	$42,042	$38,166	$34,337	$37,826	$37,653	$40,559	$42,234	$39,610	$41,145
NTS	$67,733	$67,636	$77,181	$79,143	$79,532	$85,312	$87,390	$92,291	$97,492	$97,650
FTEs	685.89	677.29	683.09	685.84	680.54	681.54	688.79	700.82	708.52	696.32

Fiscal Year	Description	FTEs
FY 2010	▪ County Board added funding for a one-time lump-sum payment of $500 for employees ($391,770).	
	▪ County Board added $60,143 for the Arlington Street People's Assistance Network (A-SPAN) for an outreach worker for the Latino population and one part-time case manager for Opportunity Place.	
	▪ County Board added $122,000 for Nuevo Dia, a regional residential substance abuse treatment program for Spanish speakers.	
	▪ Increases for rent at the Department of Human Services' headquarters building ($132,045).	
	▪ Increases for operating costs for a variety of nonprofit service providers, similar to increases received by County programs ($70,334).	
	▪ Increases for a variety of nonprofit service providers, based on contractual obligations ($163,967).	
	▪ Increases for contractual requirements across the Department ($70,470).	
	▪ Electricity and water/sewer budgets were adjusted based on FY 2008 actual consumption and anticipated utility rate increases ($433,620).	
	▪ In Community Health Protection, increase the Restaurant Application Review fee for each food establishment from $65 to $100 to match every other jurisdiction in the state ($56,000). This fee increase was adopted by the Board at the October 18, 2008 meeting.	
	▪ Decrease in Virginia Department of Health Cooperative funds due to state budget cuts ($250,549).	
	▪ Decrease in a grant from Center for Substance Abuse Treatment that supported the Nuevo Dia residential treatment program ($125,000).	
	▪ Decrease in state funding for Community Service Boards ($381,000).	
	▪ Increase of 5.20 FTEs for fully state-funded positions to support post-Virginia Tech tragedy changes in Virginia law related to mandated mental health emergency services, outpatient therapy and case management.	5.20
	▪ Increase of 0.50 FTE for a fully state-funded position to provide substance abuse treatment and HIV prevention.	0.50
	▪ Reduce $15,040 of $92,169 in operating costs such as supplies, travel, and training in Departmental Management and Leadership.	
	▪ Reduce contractual security guard costs ($139,083) by eliminating day time coverage at 3033 Wilson Boulevard, evening coverage at Fenwick, and Saturday coverage at Edison.	
	▪ Reduce $3,500 of $7,300 for window cleaning at 3033 Wilson Boulevard.	
	▪ Eliminate the 0.50 FTE ($38,188) for Special Projects Coordinator.	(0.50)
	▪ Eliminate one of four FTEs ($50,465) providing accounting technician services.	(1.0)
	▪ Eliminate the one FTE ($112,109) functioning as the Department's Records Management Supervisor.	(1.0)
	▪ Reduce $50,488 of $201,415 in operating costs such as supplies, travel, and training in the Economic Independence Division.	
	▪ Eliminate $6,500 for prescription assistance for public assistance clients.	

Fiscal Year	Description	FTEs
	■ Reduce $15,000 of $36,817 in operating costs such as supplies, travel, and training in the Public Health Division.	
	■ Reduce two of 9.50 FTEs ($114,646) for the Women and Infant Children (WIC) Program.	(2.0)
	■ Eliminate contract funds ($87,000) to Whitman Walker Clinic for medical case management for residents who are HIV positive or diagnosed with AIDS.	
	■ Eliminate two of five FTEs ($201,613) in Vector Control: one working supervisor FTE and one inspector FTE and reduce non-personnel costs ($25,605).	(2.0)
	■ Eliminate one FTE ($81,442) functioning as a pharmacy technician in Disease Surveillance and Investigation.	(1.0)
	■ The County Board adopted a Safety Net Plan for critical emergency assistance programs due to rising economic needs of the most vulnerable populations in Arlington. This plan includes: ■ Adds two FTEs ($144,564) in Customer Service Entry, increasing three Eligibility Workers to five. ■ Adds one position ($79,194, 1.0 FTE) in Social Services in Crisis Assistance increasing seven Social Workers to eight. ■ Increases funding for emergency lodging, increasing funding from $21,000 to $41,000. ■ Includes $25,000 for a dental program for low-income adults. ■ Increases $823,000 for various housing assistance programs, including the following: $300,000 for housing grants, $105,000 for Arlington Food Assistance Center (AFAC), $88,000 for emergency cash assistance through Arlingtonians Meeting Emergency Needs (AMEN), $230,000 for permanent supportive housing, and $100,000 for transitional housing. ■ Increases General Relief by $43,902 for a total budget of $579,450. ■ Includes funding of $30,000 for SSI/SSDI Outreach Access and Recovery Initiative (SOAR) to continue the pilot program initiated in FY 2009.	3.0
	■ Reduce Homeowner Grant Program budget by $471,340, from $1,418,327 to $946,987. (The total Homeowner Grant Program is reduced to $885,809 due to the elimination of a position in the Public Assistance line of business that primarily manages the Homeowner Grant program.) Eliminate one of five ($61,178) supervisory FTEs in Public Assistance. Eliminated supervisory position primarily managing the Homeowner Grant Program.	(1.0)
	■ Eliminate one remaining FTE ($44,353) functioning as the laboratory administrative assistant.	(1.0)
	■ Eliminate 0.50 of three ($37,184) FTEs working as a laboratory technician.	(0.50)
	■ Eliminate a contract ($21,105) for administrative support to the Mental Health Bureau.	
	■ Eliminate 0.50 FTE ($30,826) providing administrative support services to the Treatment on Wheels homeless program.	(0.50)

Fiscal Year	Description	FTEs
	■ Reduce the youth emergency fund from $18,000 to $17,500 for young adults with mental illness in need of housing, food, and supplies.	
	■ Eliminate one hour per week ($2,210) for peer support services to youth with mental illnesses living in community group settings.	
	■ Reduce $100,000 of a $1.4 million contract for residential services for adults with mental illness.	
	■ Reduce $69,222 out of a $2 million contract for residential substance abuse treatment for adults.	
	■ Eliminate one of four FTEs ($84,842) that provides case management services for residents in substance abuse residential facilities and homeless shelters.	(1.0)
	■ Reduce one of six FTEs ($98,708) in the jail's ACT substance abuse program.	(1.0)
	■ Eliminate two of five FTEs ($146,283) in Child Care Licensure and Support.	(2.0)
	■ Eliminate $176,326 in federal pass through matching funds for child care subsidies for families earning higher than the federal poverty guidelines.	
	■ Reduce $31,159 out of $179,823 in non-personnel contractual services for parent education classes for families with infants and children to age 17.	
	■ Reduce $15,000 in operating costs such as supplies, travel, and training in Agency on Aging.	
	■ Eliminate contract ($17,243) to evaluate about 25 older adults and adults with disabilities for assistive devices.	
	■ Eliminate 0.75 FTE ($47,528) that provides counseling on Medicare, Medicaid, and other health insurance issues to older adults.	(0.75)
	■ Eliminate 0.80 of one FTE ($83,903) that manages the Volunteer Guardianship Program; consolidate program management with Personal Services Volunteer Program.	(0.80)
	■ Consolidate Madison and Walter Reed Adult Day Programs resulting in the elimination of the contract for $387,195 for Walter Reed Adult Day Program.	
	■ Eliminate 0.6 FTE ($25,363) providing administrative support to nursing case management.	(0.60)
	■ Eliminate one FTE ($92,277) Senior Public Health Nurse who supervises 4.5 FTEs providing home health services to older adults and adults with disabilities.	(1.0)
	■ The County Board added funding for mental health worker positions ($184,412) providing mental health case management.	2.50
FY 2011	■ The County Board added $500,000 for housing grants, partially funded through the elimination of the Homeowner Grant program ($305,000). This funding is in addition to $600,000 for housing grants that was added as part of the safety net adjustments in the FY 2011 Proposed Budget.	
	■ The County Board replaced lost state funding for the Northern Virginia Family Service Healthy Families program ($29,405).	

Fiscal Year	Description	FTEs
	▪ Reduce support to non-profit organizations by one percent, excluding non-profit organizations providing safety net services such as food, emergency services, shelter and clothing ($104,808).	
	▪ Non-personnel expenditures decrease due to the rent abatement resulting from the Department of Human Services' headquarters relocation to the Sequoia building ($2,053,039). This savings has been reallocated to the General Fund's transfer out to capital to support needed building improvements.	
	▪ Increase of 0.50 grant funded FTE for the Drug Free community program.	(.50)
	▪ Increase of 0.50 grant funded FTE for the Drug Free Community program.	0.50
	▪ Increase 3.50 FTEs for fully state-funded positions to support diversion from hospitalization for persons with serious mental illness.	3.50
	▪ Eliminate Administrative Assistant ($71,927) in Director's Office.	(1.0)
	▪ Eliminate Accounting Technician ($63,869) in Financial Management Bureau.	(1.0)
	▪ Eliminate a Management Specialist/Trainer position ($72,491) in Information Systems Bureau.	(1.0)
	▪ Eliminate Employment Services Specialist ($34,007) from the Employment Services Bureau.	(0.50)
	▪ Eliminate the one clinic aide position ($60,731) providing immunization review of childhood immunization schedules.	(1.0)
	▪ Eliminate one administrative technician position ($58,385) providing administrative support to public health clinics.	(1.0)
	▪ Eliminate one Public Health Nurse ($85,966) providing medical case management for at-risk children.	(1.0)
	▪ Eliminate one Administrative Assistant position ($46,166) in the School Health Bureau.	(1.0)
	▪ Eliminate Parent-to-Parent Grant ($17,000) for the support group for parents of children with developmental disabilities.	
	▪ Eliminate 1.0 FTE ($78,195) providing rodent control.	(1.0)
	▪ Eliminate a laboratory assistant position ($30,488) providing laboratory services, primarily blood drawing.	(0.50)
	▪ In FY 2010 and FY 2011, the state reduced funding for Community Services Board programs. In response to these state cuts, the County de-appropriated funding in FY 2010, and the FY 2011 budget includes the following reductions:	

Fiscal Year	Description	FTEs
	▪ Consultants ($38,000), training ($2,769) and operating supplies ($2,741) in Behavioral Healthcare Administrative Services.	
	▪ Contract services ($27,041) and client emergency fund ($13,650) in Customer Service Entry in the Behavioral Healthcare Division.	
	▪ Employee phone charges ($2,000), client emergency funds ($2,000), consultants ($14,490), and recruitment ($3,000) in the Program for Assertive Community Treatment (PACT) program.	
	▪ Reduction in building repair ($8,000) for Clarendon House.	
	▪ Reduction in contract services ($128,953) in Mental Health Residential Services.	
	▪ Day program support and vocational contract funding ($109,484).	
	▪ In FY 2010 and FY 2011, the state reduced funding for the Agency on Aging. In response to these state cuts, the County de-appropriated funding in FY 2010 and the FY 2011 budget reflects a reduction in funding for home delivered meals ($8,479).	
	▪ In FY 2010 and FY 2011, the state reduced funding for the In-Home Services program. In response to these state cuts, the County de-appropriated funding in FY 2010, and the FY 2011 budget includes a reduction in contracted services for in-home/companion services for adults unable to care for themselves without assistance ($60,355).	
	▪ Eliminate 20 hours of contracted administrative support ($18,000) in Behavioral Healthcare Administrative Services.	
	▪ Eliminate funding ($10,000) for online training tool in Behavioral Healthcare Administrative Services.	
	▪ Eliminate 0.50 FTE mental health therapist position ($47,393) supervising homeless case management services in the Behavioral Healthcare Division's Customer Service Entry unit.	(0.50)
	▪ Reduce psychiatric services contract budget by $38,940.	
	▪ Eliminate youth transition emergency fund ($17,500) in Mental Health Community Support Services.	
	▪ Reduce contracted service ($78,076) providing residential supports and case management to clients with serious mental illness.	
	▪ Reduce one therapist/substance abuse counselor position ($72,491) providing substance abuse outpatient treatment services.	(1.0)
	▪ Reduce contracted substance abuse residential services ($210,000).	
	▪ Eliminate 0.80 FTE ($54,412) in Community and School-Based Mental Health Services providing student behavioral management training to parents and other caregivers.	(0.80)
	▪ Eliminate the mental health therapist position ($103,585) serving the "Batterers Intervention Program". Revenue decreased by $7,500, resulting in net tax support savings of $96,085.	(1.0)
	▪ Eliminate administrative assistant position ($65,318) in Agency on Aging.	(1.0)
	▪ Eliminate the Assistant Director position ($88,461) at Walter Reed Adult Day Health Care.	(1.0)

Fiscal Year	Description	FTEs
	■ Reduce Community Care Home contracts for adult foster care by $20,000.	
	■ Eliminate 0.80 FTE ($67,506) providing in-home nursing case management, medication monitoring, nutrition screening and coordination with health practitioners for older adults and adults with disabilities.	(0.80)
	■ Added funding for nine months of operating costs for the Mary Marshall Assisted Living Residence ($1,806,250)	
FY 2012	■ Increased rent for services relocated from 3033 Wilson Boulevard to Sequoia Plaza ($1,373,661)	
	■ Additional safety net funds were appropriated in the areas of rental subsidies and general relief ($1,259,832)	
	■ Contractually obligated increases ($52,893) combined with reductions associated with the move to Sequoia in the areas of service costs ($117,244) and lower electricity costs ($266,357) were realized in the base budget	
	■ Transfer of a position in the School Health Clinics back to Arlington Public Schools ($116,032)	(1.0)
	■ The County Board added funding to serve children with serious emotional, mental, and substance abuse issues ($327,003)	4.0
	■ The County Board added funding for a Mental Health Therapist in the jail ($80,000)	1.0
	■ The County Board added funding for mental health and substance abuse vocational services (one-time $100,000)	
	■ The County Board added ongoing funding for Doorways shelter funding gap ($163,054)	
	■ The County Board added funding for Aging Services Vertical Village Concierge pilot program (one-time $30,000 to cover two years)	
	■ The County Board added funding for pilot program to combat adolescent substance abuse (one-time $130,000 to cover two years)	
	■ The County Board added funding for safety net programs, including $224,561 for housing grants in addition to the FY 2011 base (one-time funding), additional funding for emergency housing needs ($200,000 one-time) and pilot for homeless single adults ($50,000 one-time), support for A-Span outreach worker ($70,000), and support for the Healthy Families Program Restoration ($59,000).	
	■ The County Board added funding for development grant for Arlington Free Clinic (one-time $40,000 to cover two years)	
	■ The County Board added funding for primary care/behavioral healthcare integration for Alexandria Neighborhood Health Systems Inc (one-time $40,000 to cover two years)	
	■ Increased grant funded position to support jail diversion for individuals identified with mental health issues.	1.0
	■ Transferred position from Section 8 fund to Department of Human Services General Fund.	0.80
	■ Transfer of one FTE in School Health Clinics to the Arlington Public Schools.	(1.0)

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).	

Fiscal Year	Description	FTEs
	■ Eliminated FY 2012 one-time funding for a variety of projects ($740,431).	
	■ Due to a decrease in Community Development Block Grant (CDBG) funds, replaced lost CDBG funding with local funding for two Employment Specialist positions ($177,342). One position funded with ongoing funds, and one with one-time funds to allow a transition period.	
	■ Revenue decrease in the Virginia Department of Health (VDH) mandated restaurant application fee from $285 to $40 annually ($177,500).	
	■ Elimination of 0.50 FTE previously funded by a Sexual Assault Grant that was not renewed.	(0.50)
	■ Increase of 0.25 FTE funded by a federal Drug Free Communities grant.	0.25
	■ The County Board added ongoing funding for Job Avenue ($66,000).	
FY 2014	■ The County Board added ongoing funding for intellectual disability and mental health case management ($260,000).	3.0
	■ The County Board added ongoing funding for a mental health emergency services therapist ($85,000).	1.0
	■ The County Board added ongoing funding for nursing services to mental health group homes as well as outpatient nursing care for children ($149,000).	
	■ The County Board added ongoing funding for Permanent Supportive Housing ($388,850).	
	■ The County Board added ongoing funding for residential substance abuse treatment ($50,000).	
	■ The County Board added one-time funding for a capacity building grant to the Bonder and Amanda Johnson contract serving the Nauck community ($10,000).	
	■ The County Board added one-time funding for the 2nd Chance Program ($90,000) to be utilized over two years.	
	■ The County Board added one-time funding for Culpepper Gardens Senior Center ($400,000) to be utilized over three years.	
	■ The County Board added one-time funding for the Arlington Food Assistance Center ($25,870).	
	■ The County Board added one-time funding for Arlingtonians Meeting Emergency Needs ($50,000).	
	■ The County Board added one-time funding for the Arlington Free Clinic ($50,000).	
	■ The County Board added one-time funding for the Arlington Street People's Assistance Network for a case manager for the 100 Homes Program ($50,000).	
	■ The County Board added one-time funding for Doorways for Women ($54,000).	
	■ The County Board added one-time funding for the Vertical Village program ($15,000).	

Fiscal Year	Description	FTEs
	■ 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
	■ Added non-personnel costs ($9,967), an Employment Services Specialist ($77,191) and a Social Worker ($83,326) for the Arlington Mill Community Center.	2.0
	■ Eliminated grant funded Management Specialist ($92,674) from the RAFT program.	(1.0)
	■ Eliminated state funding for the Child Care Subsidy Payment system, which was transferred back to the state from the County ($2,969,150).	
	■ Eliminated Defense Base Closure and Realignment (BRAC) center funding ($167,025).	
	■ Eliminated FY 2013 one-time funding for a variety of projects ($2,957,209).	
	■ Eliminated Virginia Tobacco Grant funding ($175,414).	
	■ Increase operating expenses for the Parent-Infant Education (PIE) Program ($174,000).	
	■ Increased rent costs for Sequoia Plaza ($174,684).	
	■ Increased one-time funding for housing grants ($1,586,493), Homeless Prevention and Rapid Re-Housing Program (HPRP) ($200,000) and ongoing funding for vocational services for adults with intellectual disabilities ($175,000).	
	■ Intra-County Charges increased due to transfer of administrative fee payment for the RAFT program ($47,250), Northern Virginia Family Services rent at Arlington Mill Community Center ($39,920) and reimbursement for two positions in Public Health ($31,438).	
	■ Reduced consulting costs for training ($20,000).	
	■ Hold a Management Specialist and an Accounting Assistant position vacant for six months ($58,383).	
	■ Eliminated one Management Specialist position ($87,276) from the Volunteer Arlington Program.	(1.0)
	■ Hold an Eligibility Worker position vacant for six months ($38,890).	
	■ Eliminated one Human Service Aide ($78,548) from Public Assistance Division.	(1.0)
	■ Reduced local day care funding for teen parents and families ($100,000).	
	■ Eliminated two Administrative Technicians ($110,607) from the Fenwick Center.	(2.0)
	■ Hold a Public Health Nurse position, a Clinic Aide position, and an Environmental Health Specialist position vacant for six months ($141,573).	
	■ Eliminated one Epidemiology Specialist ($40,394) from Community Health Services.	(0.50)
	■ Eliminated two Public Health Nurses ($179,622) providing community-based medical case management services.	(2.0)

Fiscal Year	Description	FTEs
	▪ 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 one Public Health Nurse ($108,067) and one Clinic Aide ($63,052) providing on-site health screening and immunizations for non-English speaking children.	(2.0)
	▪ Eliminated two Public Health Nurses ($193,282) providing services to Arlington Public elementary schools.	(2.0)
	▪ Hold a Psychiatric Nurse position vacant for six months ($44,013).	
	▪ Reduced funding for contracted sheltered employment workshop services for seriously mental ill adults ($32,000).	
	▪ Eliminated one Substance Abuse Lead Case Manager ($125,983) providing supervision to case managers and substance abuse services at residential facilities and homeless shelters.	(0.80)
	▪ Hold a Social Worker position vacant for six months ($38,521).	
	▪ Hold a Management Specialist position vacant for six months ($58,716).	
	▪ Reduced funding for community care program that links private homeowners with seniors who need residential and personal care services ($14,061).	
	▪ Reduced contracted home health aide services for seniors and adults with disabilities ($50,000).	
	▪ The County Board added ongoing funding for the Arlington Free Clinic ($75,000).	
FY 2015	▪ The County Board added one-time funding to establish the domestic and sexual violence hotline ($52,000), start up costs for Arlington Villages ($30,000), and Food for Others ($21,551).	
	▪ The County Board shifted funding from ongoing to one-time for the Homeless Prevention and Rapid Re-Housing Program (HPRP) ($200,000) and Housing Grants ($1,000,000).	
	▪ The County Board added one-time funding for the Crisis Intervention Team (CIT) Coordinator ($72,606).	1.0
	▪ The County Board added ongoing funding for a Clinic Aide ($66,614) for the Career Center/H-B Woodlawn.	1.0
	▪ Eliminated a grant-funded Administrative Coordinator position from the Behavioral Healthcare Division ($72,231).	(1.0)
	▪ Added $500,000 in one-time funding from FY 2013 closeout for Housing Grants.	
	▪ Increased non-personnel for the new Crisis Intervention Team Grant ($281,000), Crisis Stabilization Grant ($825,000), Child Advocacy Center Grant ($47,822), Parent-Infant Education Program (PIE) ($318,181), and Sequoia Plaza rent ($182,134).	
	▪ The addition of pro-rated expenses for the first year of operations of the Comprehensive Homeless Services Center ($708,488).	

Fiscal Year	Description	FTEs
	▪ Added funding for leadership development ($22,500 ongoing; $75,000 one-time) and ongoing funding for the Bonder and Amanda Johnson program ($79,253). ▪ Intra-County charges decrease due to the elimination of the Resource Mother's Program in the Public Health Division ($42,789). ▪ Eliminated state funding for the Comprehensive Health Investment Project (CHIP) ($126,109). ▪ Reduced federal funding for the Refugee Assistance Program ($30,000). ▪ Eliminated Family Planning Grant ($45,954). ▪ Increased grant funding for Crisis Stabilization ($825,000) and the Parent and Infant Education (PIE) Program ($318,181), and a net increase in grant funding for the Crisis Intervention Center ($209,750). ▪ Increased fees for Nursing Case Management ($13,000). ▪ Reductions were taken in a number of lines of business and reallocated within DHS for new or expanded program offerings: Doorways for Women and Families Program ($54,200), client management software ($103,000), non-profit partner organizations ($147,088), and contractual costs for Psychiatrists ($33,916). ▪ Removed FY 2014 one-time funding for HPRP ($200,000), Housing Grants ($86,493), Second Chance Program ($90,000), the Bonder and Amanda Johnson Contract ($89,253), Culpepper Gardens ($400,000), ASPAN Homeless Case Manager ($50,000), Doorways for Women and Families ($54,000), Arlington Free Clinic ($50,000), AFAC ($25,870), Arlington Thrive ($50,000), Food for Others ($21,551), and Vertical Village ($15,000).	
	▪ The County Board added a Mental Health Therapist for Jail Based Services ($85,339).	1.0
FY 2016	▪ The County Board added a Psychiatric Nurse Practitioner ($67,672). ▪ 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).	0.50
	▪ 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

Fiscal Year	Description	FTEs
	▪ 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).	
	▪ Increased funding for the Home Delivered Meal Program and Culpepper Garden ($10,774).	
	▪ Intra-County charges increase due to the number clients participating in the Intellectual and Developmental Disability Program ($41,038).	
	▪ Eliminated funding for operating expenses to senior programs ($100,000), and a net decrease for several state and federally sponsored programs ($709,522).	
	▪ Eliminated funding for the Drug Free Communities Grant ($198,887), state and federal homelessness prevention grants ($339,675), and the VIEW and Project Discovery Programs ($49,985).	
	▪ Revenues increased for Women, Infants, and Children (WIC) Program ($116,990), CSB Drug Prevention Program ($172,614), Residential Drug Abuse Program (RDAP) ($462,262), IV-E Adoption ($123,538), and the departmental managed care initiative ($224,487).	
	▪ *The County Board took action after the FY 2016 budget was adopted in May to increase parking meter rates by $0.25. The budget information in the FY 2016 Adopted Budget does not reflect the parking meter rate increase approved by the Board in June. As part of that action, the County Board appropriated one-time funding from PAYG to fund NOVASalud ($25,000).*	

Fiscal Year	Description	FTEs
	■ 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 continued to be funded in FY 2017 with reallocated base budget funds.	
	■ Revenue increased for Medicaid/Medicare and Direct Client Fees ($805,037), the Mobile Children's Crisis Stabilization Allocation Program ($414,117), PIE Program ($145,878), and increased funding for Virginia Department of Social Services Programs ($138,198). The increases are offset by decreases to Substance Abuse and Mental Health Programs ($322,500), Virginia Department of Health Grant ($207,054), federal and state Adoption Assistance Grants ($88,421), Parent-Infant Education Grant ($48,172),	
	■ Increased grant funding for the Workforce Innovation and Opportunity Act (WIOA)-Alexandria Dislocated Grant ($37,500), Crisis Intervention Team (CIT) security budget ($57,749), Parent-Infant Education (PIE) Grant ($145,878), Mobile Children's Crisis Stabilization Allocation ($414,117), Title IV-E Adoption Assistance ($62,295), and Title IV-E Foster Care Assistance ($157,263).	

Fiscal Year	Description	FTEs
	▪ 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. The majority of the position costs are reimbursed by Medicaid. Medicaid reimbursements increased by $219,408.	2.2
	▪ The County Board added on-going funding for Doorways ($129,000) and one-time funding the Arlington Food Assistance Center ($50,000).	
	▪ Added one Psychiatrist ($236,000) through a reallocation of contractual services funds. The majority of DHS psychiatrists are currently contractors. These conversions are part of a multi-year effort to move from contractors to permanent staff in this area to address retention, care quality, and standardization of services.	
	▪ Added a School Nurse ($100,413) to restore the staffing ratio of one nurse to every two schools. The School Nurse is funded from savings generated from reducing the Crystal City, Potomac Yard, and Crystal City Tax Increment Financing Area (TIF) from 33 percent to 30 percent.	1.0
	▪ Decreased housing grant funding by $524,000. Total funding for housing grants is $9,153,755, consisting of $7,553,755 in ongoing funding and $1,600,000 in one-time funding. This budget includes $1,000,000 in additional ongoing funding for housing grants, funded through a reallocation within DHS.	
	▪ Added ongoing funding for increased rent ($288,142) and contracted services ($40,493) associated with the Sequoia Plaza Complex.	
	▪ Non-personnel funding reduced in Auxiliary Grants ($11,560), Children Services Act (CSA) funding ($1,383,000) to align budget with actuals with no service impact, Parent Infant Education (PIE) Grant ($305,422),	

Fiscal Year	Description	FTEs
	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), and a temporary grant funded Management Specialist through the conversion on non-personnel funds ($37,240, 0.5 temporary FTE), and 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 FY 2017 closeout. The County Board also approved a Mental Health Therapist II position ($102,061, 1.0 FTE) and an Administrative Specialist position ($43,686, 0.50 FTE) for the RAFT Program which were approved in October 2017.*	1.55

DEPARTMENT OF LIBRARIES
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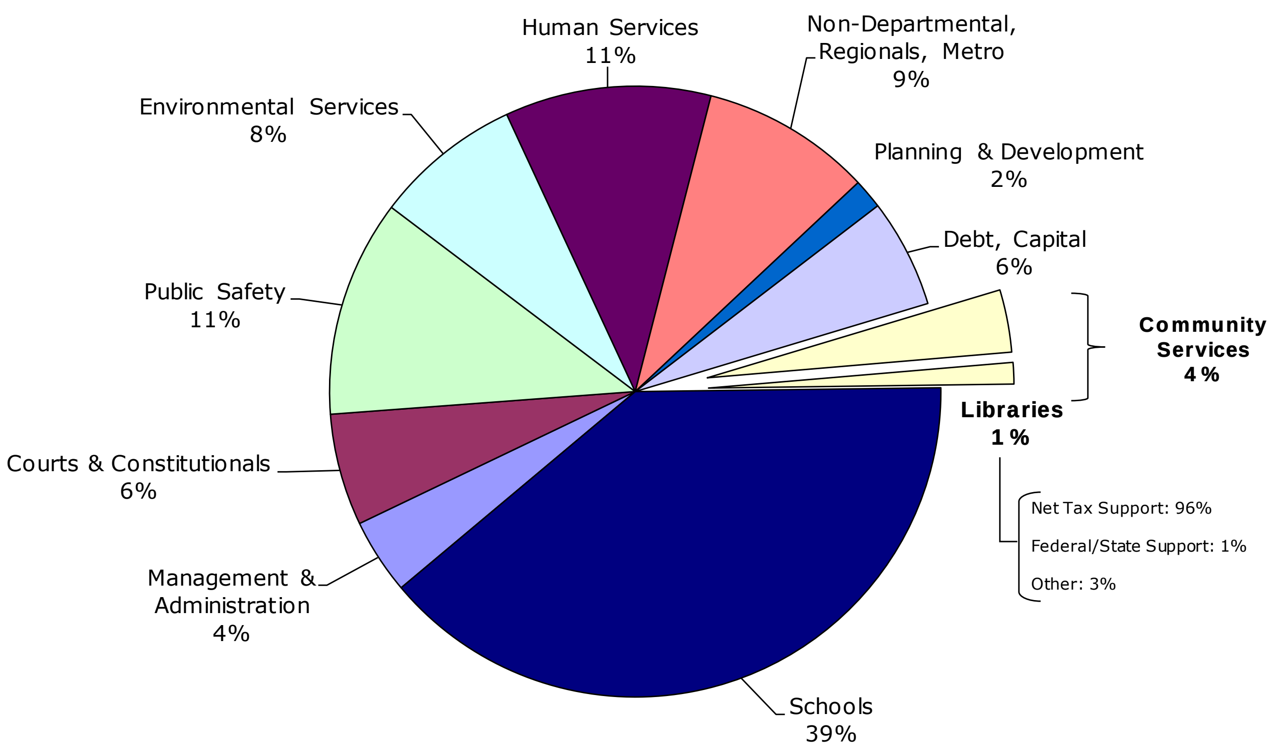
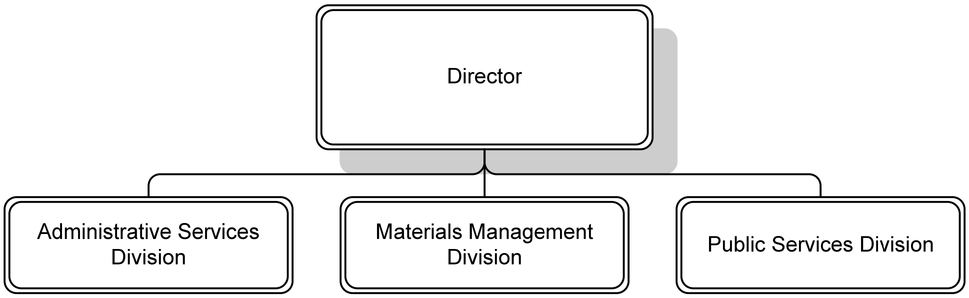
Our Mission: To provide access to information, create connections to knowledge, and promote the joy of reading for every Arlingtonian

FY 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Administrative Services
- Financial Oversight
- Personnel Management
- Program Management & Strategic Planning
- Training
- Facilities Management
- Technology
- Special Collections

Materials Services
- Acquisitions
- On-line Services
- Technical Processing of Materials

Public Services
- Central Library
- Shirlington Library
- Westover Library
- Columbia Pike Library
- Aurora Hills Library
- Cherrydale Library
- Glencarlyn Library
- Plaza Library

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Department of Libraries is $14,541,963, a one percent increase over the FY 2018 adopted budget. The FY 2019 budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the reduction itemized below.
- ↓ Non-personnel decreases due to the elimination of one-time funding for materials ($250,000) and the Pop-Up Library in Crystal City ($19,000), and adjustments to the annual expense for maintenance and replacement of County vehicles ($2,424).
- ↓ Fee revenue decreases to better align budget to actuals ($30,000).

FY 2019 Proposed Budget Reduction

Materials Services

- ↓ Elimination of a filled Library Assistant II position that handles tasks associated with processing physical materials ($74,086, 1.0 FTE).

  IMPACT: The physical processing tasks previously handled by the two library assistants would be handled by one library assistant and other staff in the Division.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$10,863,187	$11,598,923	$12,060,380	4%
Non-Personnel	2,785,737	2,753,007	2,481,583	-10%
Sub-Total	13,648,924	14,351,930	14,541,963	1%
Total Expenditures	13,648,924	14,351,930	14,541,963	1%
Fees	433,302	455,000	425,000	-7%
Grants	182,231	182,139	182,139	-
Total Revenues	615,533	637,139	607,139	-5%
Net Tax Support	$13,033,391	$13,714,791	$13,934,824	2%
Permanent FTEs	120.66	121.66	120.66	
Temporary FTEs	13.19	13.19	13.19	
Total Authorized FTEs	133.85	134.85	133.85	

PROGRAM MISSION

To ensure that the Department's staff receive the tools, services, and support required to deliver excellent customer service. Program areas include the following:

Financial Oversight

- Preparing the budget and tracking revenue and expenditures.

Personnel Management

- Hiring employees for the Department, overseeing the performance appraisal system, and providing counseling for supervisors and employees.

Program Management and Strategic Planning

- Developing plans for library service for future years and managing system-wide projects.

Training

- Locating training opportunities to provide staff with current skills, tracking training taken within the Department, and managing the training budget.

Facilities Management

- Providing delivery service between the branches and Central library, dealing with emergency building repairs, and ensuring overall security of the libraries.

Technology

- Providing technical support for electronic resources and all public access computers.

Special Collections

- The Center for Local History (formerly the Virginia Room) provides archival and digital collections, research services, and educational programs related to Arlington history.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actual projections. The FY 2019 proposed budget reflects the following position transfers:
  - The transfer in of two Librarians from Public Services ($209,265, 2.0 FTE).
  - The transfer out of a partial FTE to Materials Services for an internal reorganization ($3,395, 0.1 FTE).
- ↓ Non-personnel decreases due to the elimination of one-time funding for the Pop-Up Library in Crystal City ($19,000) and adjustments to the annual expense for maintenance and replacement of County vehicles ($2,424).
- ↓ Fee revenue decreases to better align budget to actuals ($30,000).

ADMINISTRATIVE SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,444,768	$2,608,121	$2,957,584	13%
Non-Personnel	922,714	814,845	793,421	-3%
Total Expenditures	3,367,482	3,422,966	3,751,005	10%
Fees	433,302	455,000	425,000	-7%
Grants	182,231	182,139	182,139	-
Total Revenues	615,533	637,139	607,139	-5%
Net Tax Support	$2,751,949	$2,785,827	$3,143,866	13%
Permanent FTEs	24.10	24.10	26.00	
Temporary FTEs	0.70	0.70	0.70	
Total Authorized FTEs	24.80	24.80	26.70	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of facility maintenance requests	429	443	445	445	450	450
Percent of department budget appropriation expended	98.3%	98.0%	99.0%	98.5%	100.0%	100.0%

MATERIALS SERVICES

PROGRAM MISSION

To collect, organize, and provide access to information and library resources in a timely and cost-effective manner. This includes:

- Acquisitions – purchasing books and materials in a variety of formats.
- On-line Services - library on-line catalog.
- Technical Processing of materials.

SIGNIFICANT BUDGET CHANGES

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

The FY 2019 Proposed budget reflects the following FTE reallocations:

- The transfer in of a partial FTE from Administrative Services ($3,395, 0.1 FTE).
- The transfer in of a partial FTE from Public Services for an internal reorganization ($6,234, 0.13 FTE).

↓ Non-personnel decreases due to the elimination of one-time funding for materials ($250,000).

FY 2019 Proposed Budget Reduction

↓ Elimination of a Library Assistant II position that handles tasks associated with processing physical materials ($74,086, 1.0 FTE).

IMPACT: The physical processing tasks previously handled by the two library assistants would be handled by one library assistant and other staff in the Division.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,272,123	$1,405,994	$1,472,837	5%
Non-Personnel	1,543,083	1,543,742	1,293,742	-16%
Total Expenditures	2,815,206	2,949,736	2,766,579	-6%
Total Revenues	-	-	-	-
Net Tax Support	$2,815,206	$2,949,736	$2,766,579	-6%
Permanent FTEs	14.63	14.63	13.86	
Temporary FTEs	0.62	0.62	0.62	
Total Authorized FTEs	15.25	15.25	14.48	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average anticipated wait time for reserved popular print titles	16 weeks	16 weeks	18 weeks	19 weeks	18 weeks	20 weeks
Average anticipated wait time for reserved popular e-titles	N/A	N/A	27 weeks	22 weeks	18 weeks	22 weeks
Children & teen material as a percent of total library circulation	49.4%	51.0%	48.0%	48.6%	49.0%	50.0%
Downloadable material as a percent of total library circulation	9.7%	11.2%	13.1%	15.0%	18.0%	20.0%
Downloadable material as a percentage of total library material spending	11.0%	11.0%	14.0%	28.0%	31.0%	34.0%
E-materials added to collection	5,038	6,190	16,725	24,803	26,000	24,000
Number of new library cards issued	20,076	18,889	24,405	23,704	23,000	23,000
Physical Titles added to collection	76,699	68,235	71,556	63,001	62,000	61,000
Titles added to the collection	81,737	74,425	88,281	87,804	88,000	85,000

- Average anticipated wait time for popular print titles will increase in FY 2019 due to a decreased materials budget, increased cost of materials, and a wider variety of materials (digital and print) needed for the collection.
- 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.
- The number of new library cards issued increased in FY 2016 due to outreach to students through Arlington Public Schools during the library's Summer Reading program.
- Titles added to the collection refers to all copies in the collection in all formats, including ebooks.
- Titles added to the collection and E-materials added to collection increased significantly in FY 2016 when the library invested in Hoopla, a streaming digital content option for patrons. A large number of initial titles were added to the collection for the start-up year of Hoopla.
- Physical titles and E-material titles added to the collection will decrease in FY 2019 due to a decreased materials budget and an increased cost of materials.

PUBLIC SERVICES

PROGRAM MISSION

To provide access to information, create connections among people, and promote reading and culture for every Arlingtonian and other patrons.

The libraries serving Arlington neighborhoods are:

- Central Library
- Shirlington Library
- Westover Library
- Columbia Pike Library
- Aurora Hills Library
- Cherrydale Library
- Glencarlyn Library
- Plaza Library

SIGNIFICANT BUDGET CHANGES

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

The FY 2019 proposed budget reflects the following position transfers:

- The transfer out of two Librarians to Administrative Services ($209,265, 2.0 FTEs).
- The transfer out of a partial FTE to Materials Services for an internal reorganization ($6,234, 0.13 FTE).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$7,146,296	$7,584,808	$7,629,959	1%
Non-Personnel	319,939	394,420	394,420	-
Total Expenditures	7,466,235	7,979,228	8,024,379	1%
Total Revenues	-	-	-	-
Net Tax Support	$7,466,235	$7,979,228	$8,024,379	1%
Permanent FTEs	81.93	82.93	80.80	
Temporary FTEs	11.87	11.87	11.87	
Total Authorized FTEs	93.80	94.80	92.67	

PERFORMANCE MEASURES

Central Library

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of children and young adults attending programs	28,742	26,951	35,742	41,572	42,500	44,000
Number of physical materials borrowed	949,761	920,311	876,099	840,028	820,000	815,000

Shirlington Library

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of children and young adults attending programs	10,407	13,235	15,405	12,013	15,000	15,000
Number of physical materials borrowed	276,971	258,003	252,545	234,897	220,000	215,000

Westover Library

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of children and young adults attending programs	14,210	17,090	17,949	13,442	17,000	17,000
Number of physical materials borrowed	320,607	317,295	304,428	290,018	280,000	275,000

Columbia Pike Library

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of children and young adults attending programs	9,399	7,754	6,237	8,056	8,500	8,500
Number of physical materials borrowed	193,591	187,360	170,495	158,466	150,000	145,000

Aurora Hills Library

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of children and young adults attending programs	6,238	6,227	5,494	5,633	6,000	6,500
Number of physical materials borrowed	163,477	153,736	142,118	143,161	140,000	135,000

PUBLIC SERVICES

Cherrydale Library

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of children and young adults attending programs	5,677	4,083	3,607	3,998	4,000	4,500
Number of physical materials borrowed	117,995	116,282	109,584	110,752	105,000	100,000

Glencarlyn Library

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of children and young adults attending programs	6,329	4,788	5,252	5,010	5,250	5,500
Number of physical materials borrowed	78,426	75,615	67,572	65,448	65,000	60,000

Plaza Library

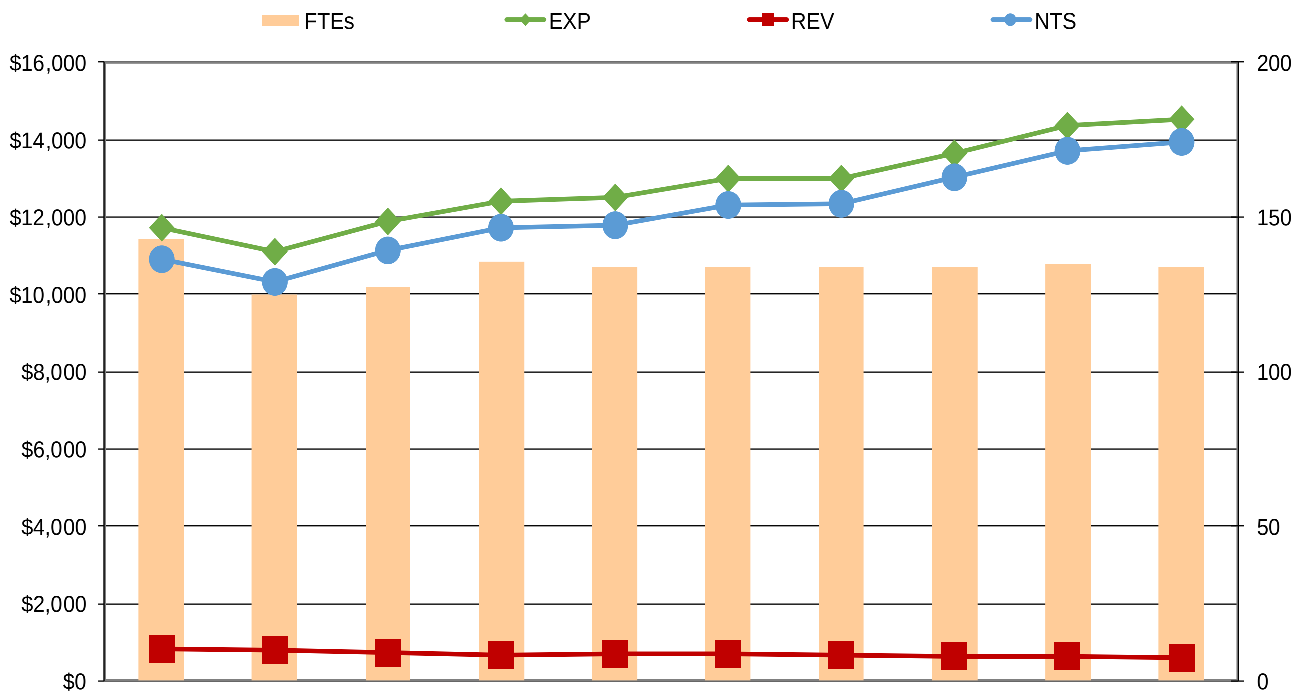
Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of physical materials borrowed	33,899	31,970	31,836	32,487	30,000	25,000

Virtual Library (E-Material)

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of materials borrowed	234,523	276,718	405,189	443,741	480,000	510,000

- In keeping with demographic trends seen across the County, the library continues to serve increasing number of children and young adults at library programs. Shirlington and Westover saw slight declines in children and young adults attending programs in FY 2017 due to staff vacancies.
- The number of physical materials continues to decline as some patrons move to digital borrowing options.
- Number of virtual materials borrowed increased significantly in FY 2016 when the library invested in Hoopla, a streaming digital content option for patrons.

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$11,709	$11,099	$11,889	$12,395	$12,493	$13,007	$12,999	$13,649	$14,352	$14,542
REV	$815	$792	$743	$676	$710	$688	$649	$616	$637	$607
NTS	$10,894	$10,307	$11,146	$11,719	$11,783	$12,319	$12,350	$13,033	$13,715	$13,935
FTEs	142.65	125.10	127.55	135.55	133.85	133.85	133.85	133.85	134.85	133.85

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($69,050).	
	▪ The County Board approved increases in Library fees and fines: the daily fine for overdue adult materials will rise from $0.20 to $0.30, while the maximum will rise from $8 to $10; the fine for a lost library card will go from $1 to $2; special handling of interlibrary loan requests from $3 to $5; interlibrary loan photocopies from $0.10 to $0.15; and computer printouts from $0.10 to $0.15. Additional revenue from these changes is $134,651 in FY 2010, which is partially offset by a decrease in the Public Library Grant due to State budget cut ($10,993).	
	▪ Closed Westover Library for 3 months beginning July, 2009 to generate one-time savings no greater than $32,000 to offset opening costs of the new facility that opens in October and to help ensure a smooth and efficient transition from the old to the new building. The new facility costs increased by $167,870 to $180,953 in FY 2010 (3/4 of a year). Two FTEs are transferred from the Cherrydale branch ($135,908).	
	▪ Eliminated a Management Specialist position and a Central Services Division Chief position ($155,099) in Administrative Services.	(1.5)
	▪ Reduced funding for training ($25,000), equipment repair ($5,000), building maintenance ($5,000), outside printing ($10,000), unclassified services ($10,000), print shop charges ($5,000), and recruitment ($1,900).	
	▪ Eliminated a Library Supervisor position ($97,627) and reduced funding for materials budget by $65,000 to $1,175,520, operating equipment ($10,000), and operating supplies ($10,000) in Materials and Technology Services.	(1.0)
	▪ Eliminated five Librarian and one Librarian Assistant positions in the branch libraries ($258,512, 3.75 FTE), which was partially offset by an increase in temporary FTEs ($3,278, 0.15 FTE).	(3.60)
FY 2011	▪ Eliminated the Administrative Assistant positions at the Central Library administrative office ($68,264).	(1.2)
	▪ Reduced the budget for temporary employees ($108,408).	(3.44)
	▪ Eliminated an Information Systems Analyst position ($127,974).	(1.0)
	▪ Reduced library materials budget by $17,604.	
	▪ Reduced Central Library hours by one hour each day of the week, reduce every branch library hours by 1 full service day per week except for Plaza Library, Glencarlyn and Cherrydale (due to service cuts taken in FY 2010), and reduce Detention Center hours by half. In FY 2011, the system will be open 384 hours per week for a reduction of 61 hours. Total reduction ($309,801), reflects savings due to reductions in temporary staff ($240,172; 7.71 temporary FTEs) and utilities due to the closure of buildings ($69,629).	(7.71)
	▪ Eliminated one of 11 Librarian positions ($92,889).	(1.0)
	▪ Eliminated two of 24 Library Assistant positions ($108,080).	(2.0)

Fiscal Year	Description	FTEs
	▪ Eliminated one of seven Librarian Supervisor positions ($88,368).	(1.0)
FY 2012	▪ The County Board funded a partial restoration of some branch library hours ($93,461, 2.45 temporary FTE).	2.45
	▪ The County Board restored $50,000 for print materials.	
	▪ The County Board added one-time funding for E-books ($115,000).	
	▪ The County Board approved a one percent one-time lump sum payment for employees at the top step ($16,464).	
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 decrease due to the reduction of one-time funding for materials ($115,000).	
	▪ Revenues decrease 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 the 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 decrease due to changes with APS participation on the County's contract for the ILS ($34,000).	
	▪ Revenues decrease 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	▪ Increase in the County's contract for the Integrated Library System (ILS) ($15,000).	
FY 2017	▪ The County Board converted proposed ongoing materials funding to	

Fiscal Year	Description	FTEs
	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.	
FY 2018	▪ The County Board added one-time funding for the Pop-Up space in Crystal City to remain open through December of 2017 ($19,000).	
	▪ Eliminated one-time funding added in FY 2017 for the creation of the Pop-Up space ($250,000) and materials ($123,077).	
	▪ Added a Youth Services Librarian ($99,500), funded from savings generated from reducing the Crystal City TIF percentage from 33 percent to 30 percent.	1.0
	▪ One-time funding added for materials ($250,000).	

DEPARTMENT OF PARKS AND RECREATION
Jane Rudolph, Director
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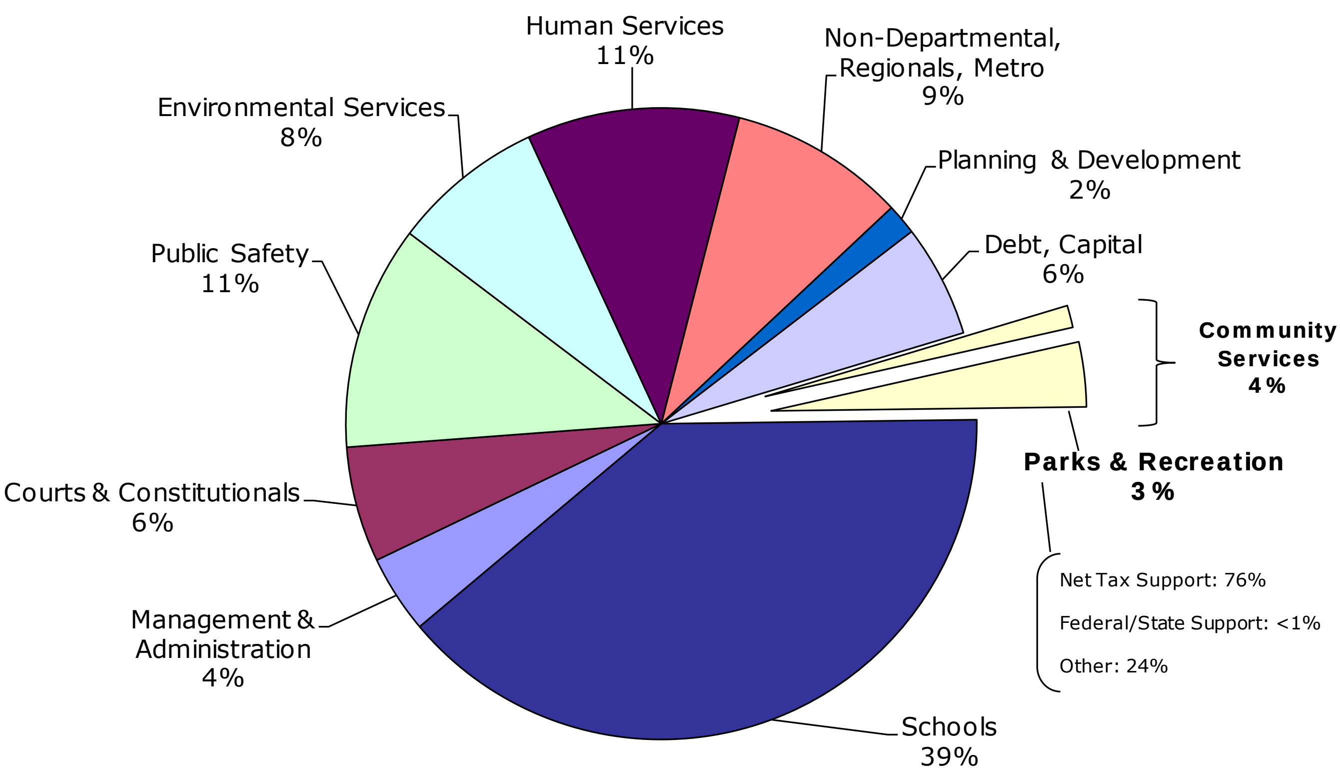
Our Mission: The Department of Parks and Recreation promotes wellness and vitality through dynamic programs and attractive public spaces.

FY 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Director's Office

Departmental Management & Leadership
- Human Resources
- Finance & Budget
- Public Relations
- Development
- Technology Resources
- Urban Agriculture and Consumer Education
- Safety

Cooperative Extension

Parks & Natural Resources

Park Management & Construction
- Park Management
- Park Construction & Facilities

Forestry & Landscaping
- Forestry Unit
- Landscaping Unit
- Invasive Plant Control

Conservation & Interpretation
- Nature Center Programming
- Historical Interpretation Programming
- Environmental Education & Park Safety
- Environmental Stewardship

Community & Recreation

Youth and Family Programs

Teen Programs

Senior Adult Programs

Therapeutic Recreation Programs

Program Resources

Athletic & Facility Services

Facilities & Operations

Classes, Sports and Camp Programs

Park Development

Planning, Design & Construction Management
- Planning
- Design
- Development

Supplemental Fees Program

Supplemental Fees Program
- Sports & Recreation
- Parks & Natural Resources

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Department of Parks and Recreation (DPR) is $42,145,456, a one percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by decreases due to the reallocation of funding from personnel to non-personnel based on program needs ($117,654, 1.33 temporary FTEs), decreased capacity in various revenue-producing programs ($47,178, 0.55 temporary FTEs) and the proposed budget reductions outlined below.
- ↑ Non-personnel increases primarily 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), the removal of a rent expense budget for a location no longer utilized by DPR ($79,110), and the proposed budget reductions outlined below.
- ↓ Revenue decreases due to an increase in the fee reduction budget based on prior years' actuals ($529,381), a decrease in site plan fee revenue ($2,000), decreases in anticipated revenues based on prior year's actuals ($20,425), a change in the vending program that eliminated any sales revenue received ($2,000), the realignment of camp offerings and related revenues

($4,618), and the proposed budget reductions outlined below. 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 proposed implementation of a 2.5 percent credit card convenience fee for all credit card transactions ($160,000).

- ↑ Permanent FTEs are increasing by 3.1 permanent positions and temporary FTEs are decreasing by 0.39 temporary positions due to the conversion of preschool programs that currently operate as a Teacher without Aide format to a Teacher with Paid Aide format. This change eliminates the parent volunteer co-op requirement and provides professional staffing at all preschool locations. This change is net tax support neutral as the cost of adding these positions will be offset by an increase in the fee structure. The expense and revenue associated with the change will be included in the Adopted FY 2019 Budget.

FY 2019 Proposed Budget Reductions

Departmental Management and Leadership

- ↓ Eliminate two large vehicles from the fleet ($46,576).
  IMPACT: The department has enough capacity within the remaining fleet of vehicles so that the removal of these vehicles will not impact daily operating activities.
- ↓ Reduce the Northern Virginia Conservation Trust (NVCT) budget to operating support only with no open space preservation funding in the base budget ($37,600).
  IMPACT: The terms of the County's agreement with the NVCT will remain in effect, dictating that these funds be made available on a cumulative basis should NVCT identify appropriate uses for those funds. Allocations for allowable expenses would be made from the County's non-departmental accounts.
- ↓ Eliminate the Volunteer Development Office ($190,600 personnel, 2.00 filled permanent FTEs; $8,633 non-personnel; $2,100 revenue).
  IMPACT: While volunteers play a vital role in the support of DPR programs and services, DPR believes that the administrative duties performed in the unit could be managed differently with minimal interruption in volunteer experience.
- ↓ Eliminate 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).
  IMPACT: Long Bridge Park can continue to be a viewing-only location for the Washington, D.C. fireworks, with the programming of various activities and entertainment eliminated.

Urban Agriculture and Consumer Education

- ↓ Eliminate support for a Virginia Cooperative Extension financial educator position ($32,583).
  IMPACT: Added by the County Board in FY 2018, the Virginia Cooperative Extension would need to pursue other funding opportunities as they did in previous years, such as grant funding, or they will no longer be able to offer the services of the financial education program. Participants in Virginia Cooperative Extension's current programs would still have access to other County programs.

Planning, Design, and Construction Management

- ↓ Eliminate one daily use vehicle from the fleet ($5,865).

IMPACT: The division has enough capacity within the remaining fleet of vehicles so that the removal of this vehicle will not impact daily operating activities.

Park Management and Construction

- ↓ Eliminate the snow blower loaner program ($20,000, 0.50 vacant temporary FTEs; $10,000 non-personnel).
IMPACT: Civic associations and community groups would no longer have access to free snow blowers during the season, which would result in less public areas cleared during snow events by these volunteers.

Facilities and Operations

- ↓ Convert program participant transportation services to contract services ($119,606, 1.50 filled permanent FTEs, 0.99 filled temporary FTEs; reallocate $52,470 from personnel to non-personnel; $9,474 revenue).
IMPACT: DPR will continue to provide program participant transportation services by contracting out the services at a more efficient cost to the County than the current service delivery model of County owned and maintained vehicles operated by County staff.
- ↓ Close Carver Center for Daytime Drop-In hours ($41,172, 1.00 filled temporary FTE).
IMPACT: DPR will end daytime drop-in hours at Carver Center from 9:00am to 3:00pm. During this timeframe, there is an average of 1-2 people who come in on a daily basis; there will be no impact to evening programs.

Program Resources

- ↓ Eliminate the Office of Community Health ($453,097, 4.00 filled permanent FTEs, 0.13 vacant temporary FTEs; $30,141 non-personnel).
IMPACT: DPR would provide less opportunities for wellness/health prevention and intervention education. Various other opportunities will remain throughout the County for the public to receive health and fitness programs and activities, including services provided by the Department of Human Services.

Classes, Sports, and Camp Programs

- ↓ Eliminate the Boxing Program ($84,373, 0.90 filled permanent FTEs; $185 non-personnel).
IMPACT: DPR has seen waning interest in the program over the past several years, with less than 10 participants per year. DPR could continue to provide some boxing opportunities through the quarterly *Enjoy Arlington* classes.

Supplemental Fees Program

- ↓ Convert program participant transportation services to contract services ($5,208).
IMPACT: DPR will continue to provide program participant transportation services by contracting out the services at a more efficient cost to the County than the current service delivery model of County owned and maintained vehicles operated by County staff.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$28,050,698	$30,025,021	$30,367,745	1%
Non-Personnel	12,030,940	11,682,380	11,807,956	1%
Subtotal	40,081,638	41,707,401	42,175,701	1%
Intra-County Charges	-	(30,245)	(30,245)	-
Total Expenditures	40,081,638	41,677,156	42,145,456	1%
Fees	9,402,935	9,971,762	9,790,450	-2%
Grants	169,725	65,468	108,717	66%
Other	358,628	240,631	250,531	4%
Total Revenues	9,931,288	10,277,861	10,149,698	-1%
Net Tax Support	$30,150,350	$31,399,295	$31,995,758	2%
Permanent FTEs	258.61	280.11	274.81	
Temporary FTEs	119.43	98.96	93.33	
Total Authorized FTEs	378.04	379.07	368.14	

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.

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, and facilities.
- Develop and manage cost-effective County-wide special events to build community and celebrate diversity.
- Facilitate effective communications that support positive community engagement.

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.

Workforce Development

- 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.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

- Manage workforce development to increase organizational capacity for high performance via execution of Arlington CARES and professional agency standards in accordance with the Commission for Accreditation of Parks and Recreation Agencies.
- Steward strategic planning and performance management with systematic evaluation in order to ensure a balanced scorecard approach.

Technology Resources

- Conduct business requirements analysis for technology solutions and implement appropriate applications, development, support, and integration to ensure the Department's mission and goals are achieved.
- Manage coordination of the department's centralized processing system (RecTrac) and work order/asset management platforms (Cartegraph).
- Coordinate with DTS on County-wide and multi-department technology implementations and initiatives.

Class, Camp, and Supplemental Program Registration

- Manage public registration process and administer schedules for classes and camps through RecTrac. Assist customers with inquiries and issues related to registration, payment, and general inquiries.
- Maintain transaction and household records for customers who register and participate in classes and camps.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the reductions itemized below, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the reductions itemized below and by adjustments to the annual expense for maintenance and replacement of County vehicles ($39,247), partially offset by increases for non-discretionary contractual services ($11,105) and the reallocation of funding for contractual services from Park Management and Construction ($60,000).
- ↓ Fee revenue decreases due to an increase in the fee reduction budget based on prior years' actuals ($529,381) and the reduction listed below, partially offset by proposed implementation of a 2.5 percent credit card convenience fee for all credit card transactions ($160,000).
- Negative fee revenue is due to the recognition of fee reductions previously accounted for in non-departmental accounts.

FY 2019 Proposed Budget Reductions

- ↓ Eliminate two large vehicles from the fleet ($46,576).
  IMPACT: The department has enough capacity within the remaining fleet of vehicles so that the removal of these vehicles will not impact daily operating activities.
- ↓ Reduce the Northern Virginia Conservation Trust (NVCT) budget to operating support only with no open space preservation funding in the base budget ($37,600).
  IMPACT: The terms of the County's agreement with the NVCT will remain in effect, dictating that these funds be made available on a cumulative basis should NVCT identify appropriate uses for those funds. Allocations for allowable expenses would be made from the County's non-departmental accounts.
- ↓ Eliminate the Volunteer Development Office ($190,600, 2.00 filled permanent FTEs; $8,633 non-personnel; $2,100 revenue).

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

IMPACT: While volunteers play a vital role in the support of DPR programs and services, DPR believes that the administrative duties performed in the unit could be managed differently with minimal interruption in volunteer experience.

- ↓ Eliminate 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).
  IMPACT: Long Bridge Park can continue to be a viewing-only location for the Washington, D.C. fireworks, with the programming of various activities and entertainment eliminated.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$4,665,356	$4,654,376	$4,612,192	-1%
Non-Personnel	3,222,236	2,622,100	2,541,149	-3%
Total Expenditures	7,887,592	7,276,476	7,153,341	-2%
Fees	(782,925)	(280,619)	(650,000)	-132%
Other	2,821	2,100	-	-100%
Total Revenues	(780,104)	(278,519)	(650,000)	-132%
Net Tax Support	$8,667,696	$7,554,995	$7,803,341	3%
Permanent FTEs	38.00	39.00	37.00	
Temporary FTEs	0.83	0.83	0.09	
Total Authorized FTEs	38.83	39.83	37.09	

PERFORMANCE MEASURES

Departmental Management and Leadership

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
$ (In millions)/% of Department Budgeted Net Tax Support Expended	$24.6/ 89%	$28.1/ 97%	$28.3/ 98%	$30.1/ 99%	$31.1/ 99%	$33.0/ 99%
$ (In millions)/% of Department Total Revenue Goal Reached	$9.7/ 100%	$9.4/ 98%	$9.7/ 101%	$9.9/ 102%	$10.3/ 100%	$10.0/ 100%
DPR Cost Recovery Percentage Budget/Actual	52%/ 58%	52%/ 53%	50%/ 56%	47%/ 49%	47%/ 47%	46%/ 46%
$ /# of Individuals Using Income-Based Fee reductions	$624,758 / 1,914	$692,900 / 2,222	$681,560 / 2,341	$807,018 /2,697	$840,000 / 2,860	$870,000/ 3,000

- Beginning in FY 2014, the Department began making mid-year budget adjustments along with long-range revenue planning to account for changes in program participation in line with DPR's cost recovery philosophy.
- The Department's actual revenue dipped slightly in FY 2015 due to the gymnastics and aquatics team and class refunds processed related to the 2014-2015 County Manager's Working Group recommendations on this matter. The total revenue includes fees, grants, reimbursements, and miscellaneous revenue.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

- The cost recovery percentage is calculated based on the total revenue and expense in the Department's fee-based lines of business in the areas of facility rentals, sports, classes, camps, and other supplemental fee programs. The variation from budget is generally attributed to staff vacancies and lower actual expenses than originally budgeted in these areas as revenue goals have been achieved in most years.
- The Department is currently reviewing fee reduction policies and procedures to determine what outreach may be possible to broaden program impact and ensure that fees are not a barrier for participation in DPR programs.

Human Resources

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of Permanent FTE Positions	248.75	248.75	249.75	255.00	280.11	274.81
DPR Permanent Employee Turnover Rate	5.2%	5.8%	6.0%	5.5%	5.5%	5.5%

- The increase in the FY 2018 estimate is due to temporary FTEs converted to permanent FTEs.
- The decrease in the FY 2019 estimate is due to proposed budget reduction options.

Public Relations

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of visits to DPR website per quarter	188,233	431,725	445,590	451,966	500,000	550,000
E-news subscribers	20,425	24,871	46,192	59,400	65,000	70,000
Number of applicants interested in holding a County-wide special event	187	215	220	236	245	255

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Facebook Fans	3,409	4,971	8,260	10,177	10,500	11,000
Twitter Followers	2,506	2,844	3,524	3,954	4,500	5,000

- The increase in web visits is consistent with the nationwide trend towards greater internet use.
- The total percentage of program registration online is reaching saturation level and therefore is expected to plateau in the future.
- 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.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

Safety

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of lost time injuries	3	6	6	3	3	3
Number of OSHA recordable injuries	22	23	26	20	18	19

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of preventable participant incidents and injuries	2	3	0	0	0	0
Number of preventable vehicle accidents	8	14	16	15	13	13

- The decrease in preventable participant injuries can be attributed to the department's commitment to park and recreation program and facility safety.

Volunteer Development

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total number of Department volunteers	10,446	13,960	13,210	11,873	13,000	13,000

- 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.
- Beginning in FY 2015, the method for calculating volunteers working on behalf of DPR was consolidated and simplified to allow for greater accuracy and to ensure that people who volunteered on both an ongoing and/or a one-time basis were properly counted. However, hours continue to be reported inconsistently across the department, resulting in a decrease in FY 2017.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of adult volunteers rating overall satisfaction with volunteer experience as "good to excellent"	100%	98%	93%	86%	90%	90%
Percent of youth volunteers rating overall satisfaction with volunteer experience as "good to excellent"	94%	99%	98%	92%	95%	95%
Number of community residents participating in partnership and planning processes	416	404	434	184	400	400

- Adult and youth volunteers surveyed quarterly have resulted in a larger survey sample than in past years when volunteers were surveyed annually. Survey results show that several volunteers selected "neutral" as their response to this question, bringing the overall average down.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

- Community residents participating in partnership and planning processes declined in FY 2017 due to the end of the Healthy Community Action Team partnership in FY 2016 which consisted of 185 residents

Class, Camp, and Supplemental Program Registration

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
RecTrac Resident Program registrations	48,159	50,477	50,670	61,882	62,000	62,000
Percent of program registration completed via web	73%	75%	70%	72%	72%	72%

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 animal sciences, 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 also 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.

URBAN AGRICULTURE AND CONSUMER EDUCATION

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the reduction below, partially offset by non-discretionary contractual increases ($897) and an increase commensurate with contractual increase for the Virginia Cooperative Extension allocation ($5,393).
- ↓ Revenue decreases due to aligning the revenue budget to actual number of plots available ($11,130).

FY 2019 Proposed Budget Reduction

- ↓ Eliminate support for a Virginia Cooperative Extension financial educator position ($32,583). IMPACT: Added by the County Board in FY 2018, the Virginia Cooperative Extension would need to pursue other funding opportunities as they did in previous years, such as grant funding, or they will no longer be able to offer the services of the financial education program. Participants in Virginia Cooperative Extension's current programs would still have access to other County programs.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$84,636	$85,921	$88,807	3%
Non-Personnel	139,055	180,763	154,470	-15%
Total Expenditures	223,691	266,684	243,277	-9%
Fees	15,263	26,000	14,870	-43%
Total Revenues	15,263	26,000	14,870	-43%
Net Tax Support	$208,428	$240,684	$228,407	-5%
Permanent FTEs	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.00	1.00	1.00	

PERFORMANCE MEASURES

County's Urban Agriculture Initiative

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of community garden plot holders	225	225	300	300	330	330

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of farmers markets	8	7	8	9	10	10

URBAN AGRICULTURE AND CONSUMER EDUCATION

- The number of community garden plot-holders increased in FY 2016 due to the expansion of 44 half-plots being constructed at the expanded Four Mile Run Gardens, the conversion of 30 full plots to 60 half-plots, and the addition of two new half-plots, with one half-plot being lost to shade.
- The number of community garden plot-holders was originally estimated to increase by 40 half-plots in FY 2017 at the expanded Lang & Glebe Community Garden. Due to construction scheduling, the project was delayed into FY 2018; the estimate of half-plots being added has been updated to 30.
- Farmers markets experienced a net decrease of one in FY 2015. The Rosslyn Market temporarily closed for site construction, the Arlington Mill Farmers Market temporarily closed for re-evaluation by the Columbia Pike Revitalization Organization (CPRO), and the Fairlington Farmers Market was launched.
- In FY 2016, a new farmers market was opened at Marymount University, in FY 2017 the Rosslyn Farmers Market reopened, and in FY 2018 the Arlington Mill Farmers Market is anticipated to reopen.

Virginia Cooperative Extension Programs 4-H Program

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of participants surveyed who gained knowledge and skills through programs	95%	98%	98%	98%	98%	98%
Percent rating the overall quality of activities as "good to excellent"	95%	98%	98%	98%	98%	98%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
4-H program: Total Participants	2,265	2,357	2,567	2,754	2,800	2,850
4-H: Camping Participants	40	73	72	61	65	70

Family and Consumer Education

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of participants/percent surveyed who gained money management and nutrition knowledge and skills through programs	11,580/ 100%	12,733/ 100%	14,376/ 100%	14,388/ 100%	14,400/ 100%	14,500/ 100%
Percent of participants rating quality of service as "excellent or good"	99%	99%	99%	99%	99%	99%

URBAN AGRICULTURE AND CONSUMER EDUCATION

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Family and consumer education information seekers	19,846	21,787	22,559	23,632	23,700	23,900
Percent of adult participants in nutrition courses who report eating more fruits/vegetables/grains after taking the course	96%/ 87%/ 96%	97%/ 88%/ 97%	97%/ 87%/ 97%	98%/ 86%/ 97%	97%/ 87%/ 97%	97%/ 87%/ 97%
Percent of adults/children in nutrition courses who reported improvement in their cooking ability after completing a course	100%/ 100%	100%/ 100%	100%/ 100%	100%/ 100%	100%/ 100%	100%/ 100%
Percent of Money Talk (a financial course for women): participants who took actions to improve their finances within three months after course completion/Total dollars saved by participants	100%/ $60,900	100%/ $23,450	100%/ $21,675	100%/ $14,500	100%/ $15,000	100%/ $15,000

- The decrease in the total dollars saved by participants in more recent Money Talk courses is most likely in response to the national trends showing a low savings rate among workers, possibly due to increased confidence in the economy, along with a lower participation rate in the follow-up survey. Follow-up surveys with earlier year participants encouragingly report continued savings success.

Agriculture and Natural Resources

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of customers rating quality of service as "good to excellent"	95%	97%	96%	97%	98%	98%
Percent of participants surveyed who adopted one or more recommended practices	90%	90%	90%	89%	91%	91%
Number of active volunteers trained in urban agriculture, sustainable landscape, and natural resource best management practices.	416	445	444	519	525	535

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Citizens seeking information	35,587	38,640	45,986	46,560	46,600	47,000
Number of participants surveyed who gained knowledge and skills through programs	1,010	1,310	15,778	15,887	15,000	15,000

- In Calendar Year 2017, the Agriculture and Natural Resources programs provided programming in urban agriculture, sustainable landscape management, and natural resource best management practices. Public education includes: container gardening, raised beds, plant disease and insect management, tree fruit management, household pest management, pesticide safety, tree health (selection, maintenance, and planting), invasive non-native pest management, drought and storm water management, and community 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 open space management pursuant to the adopted Public Spaces Master Plan.

Planning

- Steward and implement 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 Parks 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, Americans with Disabilities Act (ADA) compliance, and the Neighborhood Conservation (NC) Program.
- 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 and Pay-As-You-Go (PAYG) appropriations), site plans, the Neighborhood Conservation Program, and ADA-related compliance.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to salary adjustments for new hires in FY 2018, employee salary increases, an increase in the County’s cost for employee health insurance, benefit election changes, and retirement contributions based on current actuarial projections.

↓ Non-personnel decreases primarily due to the reduction listed below.

FY 2019 Proposed Budget Reduction

↓ Eliminate one daily use vehicle from the fleet ($5,865).
IMPACT: The division has enough capacity within the remaining fleet of vehicles for the removal of this vehicle to not impact daily operating activities.

PLANNING, DESIGN, AND CONSTRUCTION MANAGEMENT

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$911,456	$1,052,508	$1,193,140	13%
Non-Personnel	77,740	86,885	80,209	-8%
Subtotal	989,196	1,139,393	1,273,349	12%
Intra-County Charges	-	(30,245)	(30,245)	-
Total Expenditures	989,196	1,109,148	1,243,104	12%
Total Revenues	-	-	-	-
Net Tax Support	$989,196	$1,109,148	$1,243,104	12%
Permanent FTEs	20.00	20.00	20.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	20.00	20.00	20.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Capital Park Bond and PAYG Project Expenditures ($000's)	$15,553	$6,369	$8,174	$7,168	$28,000	$40,000
Capital Projects in Design and Construction	21	21	22	26	25	20

- Projected increase in expenditures in FY 2018 and FY 2019 are attributable to Long Bridge Aquatics Center, following the County Board's approval to award a Design-Build contract to Coakley-Williams in November 2017.

PROGRAM MISSION

To promote a safe, attractive, and environmentally sustainable community by providing and advancing high-quality, safe, clean, and attractive parks, open spaces, and recreational facilities.

Park Management

- Manage and maintain park areas including trails, playgrounds, athletic fields, picnic shelters, dog parks, and streams. Provide services that include snow and storm clearing, custodial, and general grounds maintenance.
- Assist in providing support for special events and programs for the County as well as the County Fair.

Park Construction and Facilities

- Provide care and non-routine maintenance, repair, or replacement of Department facilities to ensure functionality, sustainability, safety, and aesthetic appeal of park amenities.
- Renovate and maintain comfort stations, picnic shelters, fences, water fountains, spray grounds, dog parks, bridges, tennis and basketball courts, kiosks, running tracks, parking lots, parks, athletic fields, and lighting systems. Support the maintenance of community and nature center equipment (e.g. displays, cabinets, etc.).
- Repair and maintain Department-owned construction and mechanized equipment.

Athletic Field Maintenance

- Ensure all athletic fields are consistently playable and safely maintained according to appropriate seasonal maintenance schedules.
- Coordinate with the Sports Commission and Planning and Development staff on implementing field fund projects and identifying fields in need of capital replacement.

SIGNIFICANT BUDGET CHANGES

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

↑ Non-personnel increases due to contractual increases ($84,987) and an increase in expenses for field maintenance offset by revenue-sharing revenue with Arlington Public Schools (APS) below ($12,000), partially offset by a reallocation of funding for contractual services to the Administrative Line of Business ($60,000), adjustments to the annual expense for maintenance and replacement of County vehicles ($2,243), and the reduction listed below.

↑ Revenue increases due to an increase in revenue-sharing with APS related to field maintenance expenses ($12,000).

FY 2019 Proposed Budget Reduction

↓ Eliminate the snow blower loaner program ($20,000, 0.50 vacant temporary FTEs; $10,000 non-personnel).
IMPACT: Civic associations and community groups would no longer have access to free snow blowers during the season, which would result in less public areas cleared during snow events by these volunteers.

PARK MANAGEMENT AND CONSTRUCTION

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$5,022,663	$5,401,910	$5,546,642	3%
Non-Personnel	3,403,451	3,655,414	3,680,158	1%
Total Expenditures	8,426,114	9,057,324	9,226,800	2%
Fees	119,518	110,000	110,000	-
Other	322,256	233,531	245,531	5%
Total Revenues	441,773	343,531	355,531	3%
Net Tax Support	$7,984,341	$8,713,793	$8,871,269	2%
Permanent FTEs	63.00	63.00	63.00	
Temporary FTEs	9.07	8.57	8.07	
Total Authorized FTEs	72.07	71.57	71.07	

PERFORMANCE MEASURES

Park Construction and Facilities

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of lighted athletic field/court locations with all bulbs replaced on a preventive maintenance cycle of 18 locations per year (Goal=18/4-Year Cycle)	N/A	N/A	N/A	18	15	15
Number of lighted athletic field/court locations with bulbs replaced due to failure outside of regular maintenance cycle (Goal=0)	N/A	N/A	N/A	10	5	3
Number/% of DPR-operated playgrounds receiving the mandated 2 certified safety inspections per year (Goal=83/100%)	N/A	N/A	N/A	N/A	83/ 100%	83/ 100%
Number of tennis/basketball courts repainted/maintained/resealed on recommended five-year cycle (Goal=27/5-Year Cycle)	N/A	N/A	N/A	22	15	15
Number of tennis/basketball courts closed due to disrepair or unsafe playing surfaces (Goal=0)	N/A	N/A	N/A	N/A	2	0
Number of park shelters and restrooms with preventive maintenance performed annually (Goal=13/4-Year Cycle)	N/A	N/A	N/A	7	7	7
Number of park shelters or restrooms temporarily closed due to unanticipated maintenance issues annually (Goal=0)	N/A	N/A	N/A	1	0	0
Percent of restrooms meeting daily and periodic standards of cleanliness and operability over the highest use periods (March-November)	91%	91%	91%	93%	95%	95%

PARK MANAGEMENT AND CONSTRUCTION

- DPR began formalizing routine maintenance schedules in FY 2016 to better inform the public of the department's work in critical areas of park and facility maintenance and upkeep.
- According to the University Interscholastic League (UIL), the goal of athletic field and court lighting is to provide uniform and smooth lighting throughout the playing area. This implies that all bulbs should be replaced at the same time so there are no bright or dark spots along the field or court. Most lights have a bulb life expectancy of 5,000 hours; DPR experience of annual usage drives a four-year replacement cycle.
- The number of athletic field or court lights may vary from site-to-site based on standards at the time of installation, but the following holds true in general: single basketball/tennis/multipurpose courts average twelve lights/bulbs each; rectangular fields average about 20 lights/bulbs each; and diamond fields average about 32 lights/bulbs each.
- The National Recreation and Park Association (NRPA) recommends that playgrounds be inspected by Certified Playground Inspectors at least twice per year to ensure that children play in a safe and challenging environment. Although this inspection program is voluntary, the DPR playground inspection program follows this recommendation to continually monitor and maintain the safety of DPR-operated playgrounds and minimize unexpected closures or playground failures.
- According to the United States Tennis Association (USTA) and associated paint and asphalt manufacturers, tennis and basketball courts with moderate use should be on a five-eight year maintenance cycle to ensure consistent, smooth, and safe playing surfaces with no cracks, water pooling, or paint bubbling. DPR's experience of annual usage drives a five-year repair and color coat cycle goal.
- The number of courts maintained changes annually depending on the size of the courts. At a minimum, 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 USTA five-eight year cycle goal. In FY 2017, DPR was able to maintain 22 courts as more small courts were scheduled for repair.
- As part of DPR's preventive maintenance focus, staff have developed recommended schedules for regular painting and minor repairs for park restrooms and picnic shelters, with a four-year cycle goal resulting in an average of 13 restrooms/shelters per year.
- DPR maintains 30 restrooms and 20 shelters and is currently averaging a 7-year maintenance cycle.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of refuse cans serviced per week (April through October)	N/A	N/A	N/A	2,928	2,928	2,928
Percent of refuse cans serviced according to standards during April through October season	95%	95%	95%	95%	95%	95%
Number of tons of recycling collected per year	N/A	N/A	16.72	22.21	19.70	19.70
Number of tons of refuse collected per year	N/A	N/A	527.65	528.68	527.00	527.00

- DPR provides service for three specific refuse routes across the County from April to October using three refuse trucks. These three trucks service all County parks, APS (mostly athletic facilities) locations, and all street cans throughout the Rosslyn/Ballston corridor.
- DPR's refuse collection standard is for each location to receive a minimum of three pickups per week during this season.

Athletic Field Maintenance

The DPR athletic field inventory is delineated into three major maintenance categories: primary (fields generally have amenities such as on-site restrooms, press boxes, and irrigation); secondary (fields are suitable for gameplay, but do not have the amenities nor irrigation of primary fields); and open grass practice (fields receive little maintenance beyond mowing and are intended mainly for practices and community play; 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. The National Sports Turf Management Association recommends that active play on all grass be managed to allow for no more than 10 percent turf loss on an annual basis. Due to Arlington's high level of usage, this is not possible without more field inventory; therefore, Arlington follows a maintenance goal of no more than 30 percent turf loss. This number equates to a maximum number of playing hours on each field on an annual basis, along with associated nutrient management and general maintenance, keeping the fields both playable and safe. 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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number/Percent of Diamond **Grass** Athletic Fields Maintained to Arlington Maintenance Goal of Less Than 30% Turf Loss	5/16%	8/24%	5/15%	8/24%	6/18%	7/21%
Number/Percent of Rectangle **Grass** Athletic Fields Maintained to Arlington Maintenance Goal of Less Than 30% Turf Loss	7/26%	2/7%	6/22%	13/32%	9/22%	12/29%
Number/Percent of Combination **Grass** Athletic Fields Maintained to Arlington Maintenance Goal of Less Than 30% Turf Loss	1/5%	1/5%	2/11%	1/5%	2/11%	2/11%

- The annual contractor budget for athletic field maintenance is approximately $320,000 ($130,000 for irrigation maintenance and $190,000 for nutrient management). The County Board added almost $40,000 in new ongoing funding in FY 2017, resulting in more investment up to the baseline levels.
- As of FY 2017, most of the nutrient management 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. Fields that are scheduled over the Arlington goal of no more than 30% turf loss are generally the premiere fields with more scheduling requests than other fields, resulting in more maintenance funds focused on those fields.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of Grass Diamond Athletic Fields Used for All or Part of the Year	32	33	34	33	32	32
Number of Grass Rectangle Athletic Fields Used for All or Part of the Year	27	27	27	24	25	25
Number of Grass Combination Athletic Fields Used for All or Part of the Year	19	19	19	18	18	18

FORESTRY AND LANDSCAPING

PROGRAM MISSION

To manage, maintain, enhance, and protect the County's urban forests, natural, and landscaped areas.

Forestry Unit

- Perform tree maintenance, hazardous tree removal, and technical assessments of trees in County parks, street rights-of-way, and open spaces.
- Implement strategies for staff, volunteers, and residents to preserve and enhance tree canopy coverage and forest health County-wide.
- Review development and right-of-way plans to ensure compliance with tree preservation and planting requirements, including compliance with the Chesapeake Bay Preservation Ordinance.

Landscaping Unit

- Plant trees on County property, install and maintain landscaping in parks, street islands, and on the grounds of community centers.

Invasive Plant Control

- Combine volunteer, staff, and contractor resources to help control invasive plants on County property.

SIGNIFICANT BUDGET CHANGES

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

↑ Non-personnel increases due to contractual increases ($12,574).

↓ Revenue decreases due to a decrease in site plan fee revenue ($2,000).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,351,512	$2,548,237	$2,641,059	4%
Non-Personnel	721,801	689,825	702,399	2%
Total Expenditures	3,073,313	3,238,062	3,343,458	3%
Fees	92,005	95,000	93,000	-2%
Other	1,857	5,000	5,000	-
Total Revenues	93,862	100,000	98,000	-2%
Net Tax Support	$2,979,451	$3,138,062	$3,245,458	3%
Permanent FTEs	30.00	30.00	30.00	
Temporary FTEs	1.88	1.88	1.88	
Total Authorized FTEs	31.88	31.88	31.88	

PERFORMANCE MEASURES

Forestry Unit

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Street Trees Planted by the County/ Trees Removed/ Net Gain (Loss)	673/ 620/ 53	804/ 545/ 259	565/ 710/ (145)	870/ 558/ 312	820/ 610/ 210	820/ 610/ 210
Number/Percent of Street Trees Pruned Annually	1,100/ 6%	765/ 4%	1,100/ 6%	1,201/ 6%	1,000/ 5%	1,000/ 5%
Average Pruning Cycle Rate for Street Trees (Goal = 5 years)	16.2	25.4	16.6	16.2	19.5	19.5
Number of Trees Distributed to Public through Tree Distribution and Tree Canopy Fund Programs	812	577	515	481	500	500
Number of Site Plans Reviewed for Tree Impacts during Construction and Development	765	761	957	1,015	800	800

- 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.
- 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.
- One-time budget increases for street tree planting in FY 2013 ($52,500), FY 2014 ($22,500), and FY 2015 ($30,000) resulted in net gains of trees on County property in all three years, despite high tree loss due to the derecho storm in June 2012 and subsequent tree removal. The FY 2018 and FY 2019 estimates reflect the amount of trees planted now supported by the Stormwater Fund.
- The overall tree maintenance budget is approximately $275,000, divided between tree removal and cleanup, watering, and pruning.
- After planting, street trees become well-established after about two years and then require periodic maintenance and pruning.

Landscaping Unit

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Total Square Footage of Landscape Beds Maintained by DPR' s landscape unit	N/A	N/A	392,606	432,523	443,223	450,933
Percent of landscaping maintained according to Department standards (Goal = 100%)	N/A	N/A	82%	80%	85%	85%

- The landscape area inventory was updated in 2016. There are 129 landscape installations currently maintained. Each landscape bed was measured, maintenance and expectation needs identified, and each bed was assigned a "Priority Level". There are four (4) "Priority Level" maintenance standards defined based on visibility/visitation and allocation of available maintenance resources.

- Landscape standards are based on the appropriateness of items planted and layout of the landscape beds along with viability, removal/replacement of dead plants and debris, minimal weeds, and appropriate levels of mulching.
- In FY 2018, new and renovated landscape areas at Butler Homes, Woodstock, Virginia Highlands, Tyrol Hills, Quincy, Stewarts, Fort Barnard, and Woodlawn Parks are expected to come on-line for renovation. In FY 2019, new landscape areas are expected to come on-line for renovation at Barcroft, Oakland, Dawson Terrace, Mosaic, Stafford, Powhatan Skate Park, McCoy, and Nellie Custis.

Invasive Plant Control

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of acres "actively managed" for invasive plant control as part of the 10-year plan.	145	193	213	168	220	225
Number of acres in 10-year plan that are being managed at "maintenance level."	0	0	0	51	74	104

- In FY 2012, a 10-year plan to focus on invasive plant control efforts in ecologically significant areas was initiated. Beginning in FY 2013, annual funding of $100,000 was appropriated for this plan, with this amount being added to the ongoing base in FY 2015.
- "Actively managed" acreage refers to areas treated and/or re-treated for the specific objective of controlling the spread and/or reducing the density of invasive plants. The goal of this program is to move acres to maintenance level.
- "Maintenance level" acreage refers to the total area maintained in an invasive plant-free state following active management, so that one percent or less of the originally infested area requires annual or periodic maintenance. FY 2017 is the first year that infested areas actively managed for several previous years reached maintenance level status.
- In addition to acreage managed for invasive plant control through the 10-year plan, approximately 16 acres in Lubber Run Park are currently managed at "maintenance levels" through a dedicated ongoing planned gift to the department for this purpose.
- On the capital side, the Neighborhood Conservation (NC) program engages in "actively managing" invasive plant control in neighborhood sites. The current NC plan for FY 2011 – FY 2026 projects a total of 73 acres of active management.
- As part of the ongoing efforts to conform to Stormwater standards, the Department of Environmental Services (DES) also projects a total of 30 acres of active invasive management in the next three years.

CONSERVATION AND INTERPRETATION

PROGRAM MISSION

To provide opportunities for Arlington residents and visitors to enhance their understanding and appreciation of Arlington County's natural and historical resources.

Nature Center Programming

- Provide effective information, exhibits, scheduled interpretative programs, camps, and special events at Gulf Branch and Long Branch Nature Centers for drop-in and registered visitors.

Historical Interpretation Programming

- Provide natural, historical, and cultural interpretive programs and special events at Fort C. F. Smith, and an effective rental program at the Hendry House.

Environmental Education and Park Safety

- Enforce park rules and regulations (Park Safe program), provide information for park and trail users, and celebrate the County's natural resources with special events and other seasonal programs.

Environmental Stewardship

- Implement recommendations from the Natural Resources Management Plan.

SIGNIFICANT BUDGET CHANGES

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

↑ Non-personnel increases due to contractual increases ($1,905).

↑ Revenue increases due to increases based on actuals for camp revenues ($4,000).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$894,566	$936,024	$963,630	3%
Non-Personnel	158,531	143,739	145,644	1%
Total Expenditures	1,053,097	1,079,763	1,109,274	3%
Fees	35,040	30,000	34,000	13%
Total Revenues	35,040	30,000	34,000	13%
Net Tax Support	$1,018,057	$1,049,763	$1,075,274	2%
Permanent FTEs	10.00	10.00	10.00	
Temporary FTEs	1.16	1.16	1.16	
Total Authorized FTEs	11.16	11.16	11.16	

PERFORMANCE MEASURES

Nature Center and Historical Interpretation Programming

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of participants in Environmental Awareness Activities reporting increased awareness of Arlington's natural resources in Arlington	96%	98%	97%	96%	97%	97%
Percent of participants in Environmental and Cultural Awareness Activities reporting a satisfaction level of "good" or "high" with programming services	96%	98%	98%	95%	98%	98%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of Visitors (Annually) at Long Branch and Gulf Branch Nature Centers	20,153	18,276	20,914	20,612	21,000	21,500
Number of Participants in Environmental Awareness Activities Both at Nature Centers and in the Community	14,782	15,994	15,904	16,270	16,500	17,000
Number of Participants in Cultural Awareness Activities Both at Fort CF Smith and in the Community	2,963	3,264	2,172	3,188	3,500	4,500

- The decline in number of participants in cultural awareness activities in FY 2016 was due to a decrease in activities related to staff availability. Based on the FY 2017 actuals, the FY 2018 and FY 2019 estimates reflect an anticipated return to previous levels of activities available based on staffing adjustments.

Environmental Education and Park Safety

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of Park Safe issuances, incidents, graffiti, animal violations, alcohol, and disruptive behaviors.	1,613	1,560	1,506	1,576	1,580	1,500

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.

- Operate 16 facilities (13 community centers and three smaller facilities: Carlin Hall, Dawson Terrace and the Gunston Bubble), including daily operations, facility scheduling, and coordination of the fitness membership program.
- Manage the DPR facility reservations and permit system and monitor all program use of athletic fields and facilities in County parks and Arlington Public School sites designated for community use.
- Manage the Department's program-related transportation services.
- Maintain transaction and household records for customers who register for and participate in classes and camps.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the reductions itemized below.
- ↑ Non-personnel increases due to contractual increases ($10,212) and a reallocation of funds as part of the reduction listed below, partially offset by the annual expense for maintenance replacement of County vehicles ($18,182).
- ↓ Fee revenue decreases due to decreased capacity in facility rentals for various construction closures ($9,000) and the reduction below.

FY 2019 Proposed Budget Reductions

- ↓ Convert program participant transportation services to contract services ($119,606, 1.50 filled permanent FTEs, 0.99 filled temporary FTEs; reallocate $52,470 from personnel to non-personnel; $9,474 revenue).
  IMPACT: DPR will continue to provide program participant transportation services by contracting out the services at a more efficient cost to the County than the current service delivery model of County owned and maintained vehicles operated by County staff.
- ↓ Close Carver Center for Daytime Drop-In hours ($41,172, 1.00 filled temporary FTEs).
  IMPACT: DPR will end daytime drop-in hours at Carver Center from 9:00am to 3:00pm. During this timeframe, there is an average of 1-2 people who come in on a daily basis; there will be no impact to evening programs.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$4,465,210	$4,633,172	$4,719,970	2%
Non-Personnel	1,483,539	1,383,592	1,428,092	3%
Total Expenditures	5,948,749	6,016,764	6,148,062	2%
Fees	1,024,411	1,167,000	1,148,526	-2%
Total Revenues	1,024,411	1,167,000	1,148,526	-2%
Net Tax Support	$4,924,338	$4,849,764	$4,999,536	3%
Permanent FTEs	36.53	34.53	33.03	
Temporary FTEs	34.30	35.42	33.43	
Total Authorized FTEs	70.83	69.95	66.46	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of customers rating the quality of services at fitness facilities "good to excellent"	97%	94%	87%	91%	95%	95%
Percent of users rating the quality of customer service provided by Facilities Scheduling and Operations staff throughout the reservation process and onsite experience as "Strongly Agree & Agree" in the areas of: being knowledgeable & courteous, processing requests in a timely manner, room setup, and providing quality customer service	86%	83%	88%	85%	88%	88%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of DPR fitness memberships issued	3,753	3,847	2,940	3,067	3,075	3,100
Hours reserved in community center rooms	152,452	151,548	170,538	155,740	156,000	156,100
Number of local and long-distance trips on DPR-owned and operated buses and coaches	423	403	459	397	400	400

- The survey questions related to the percent of customers rating the quality of facility scheduling as "good to excellent" measure were changed between FY 2014 and FY 2015, causing its slight decline.
- The number of DPR fitness memberships issued for the fiscal year includes full year and partial year memberships for unique individuals. In FY 2016, DPR introduced the new Office of Senior

Adult Programs (OSAP) Gold Pass (which included OSAP membership and unlimited fitness room use at all facilities). This new pass led to a decline in fitness-only memberships, but an increase in OSAP memberships.

- In FY 2017, senior programs previously located in leased space at Culpepper Gardens Community Center were relocated to DPR community centers. This has led to a decrease in reserved hours made by other groups.
- In FY 2016, a new public survey covering all the processes related to scheduling and onsite management was instituted to give a full picture of the customer service experience to assist staff with making process improvements. One of the improvements already made was the incorporation of the Facilities Scheduling phone line into the DPR Call center, eliminating the possibility of a customer being directed to voicemail, which has directly attributed to the increase in satisfied customers.

Athletic Field Scheduling

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 that maintenance-related usage goal and illustrates the amount of time on fields that is under DPR control. Arlington Public School (APS) usage and the effect of community drop-in time has not yet been analyzed.

Based on maintenance standards recommended by the National Sports Turf Management Association and staff experience, Arlington follows a maintenance goal of no more than 30 percent annual turf loss, 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.

FACILITIES & OPERATIONS

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Hours Reserved on **Grass** Athletic Fields (Diamond, Rectangle, and Combination Fields)	54,132	54,612	60,463	63,788	66,000	70,000
Hours Reserved on Open **Grass** Practice Level Fields	6,210	6,248	6,325	5,670	6,000	6,000
Hours Reserved on **Synthetic** Athletic Fields (Diamond and Rectangle)	18,368	18,604	21,761	22,294	22,300	23,300
Number of Synthetic and Grass Athletic Field Reservations Processed (Diamond, Rectangle, and Combination)	1,566	1,870	1,528	1,325	1,450	1,500
Percent of customers rating the quality of services at fitness facilities "good to excellent"	97%	94%	87%	91%	95%	95%
Total Number of **Grass** Combination Athletic Fields Scheduled in ***Excess*** of Arlington Maintenance Goal/percent of All Fields (Goal = 0/0%)	7/37%	6/32%	11/58%	14/78%	6/32%	6/32%
Total Number of **Grass** Diamond Athletic Fields Scheduled in ***Excess*** of Arlington Maintenance Goal/percent of All Fields (Goal = 0/0%)	8/25%	10/29%	15/44%	16/48%	11/33%	11/33%
Total Number of **Grass** Rectangle Athletic Fields Scheduled in ***Excess*** of Arlington Maintenance Goal/percent of All Fields (Goal = 0/0%)	3/11%	3/11%	2/4%	2/18%	2/7%	2/7%

- Projections for synthetic field reservations are based on total primetime available hours (evenings, weekends, and summer) for the current inventory of one synthetic diamond and 13 synthetic rectangles. In FY 2018, two of those rectangle fields will be closed for renovations.
- Historical data for scheduling primary and secondary fields shows that a high number of fields are scheduled within the maintenance goal range. However, over the period of FY 2013-FY 2017, fields that are over this range exceed by an average over 30 percent, showing that a relatively small number of fields have been over-scheduled over the past several years.
- 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. On average, DPR schedules about 6,000 hours a year on these fields. While the goal is not to increase scheduled use on these fields, DPR must balance the growing demand for field space to hold practices and games against the demand on turf maintenance and the need for community unstructured areas.
- Overall grass field reservations are projected to exceed the total number of hours prescribed by the Arlington Maintenance Goal beyond FY 2018 even as steps are taken to spread play and maintenance across the inventory through more efficient scheduling as defined by the Athletic Field Allocation Policy (i.e. Sport User Group Policy).

FACILITIES & OPERATIONS

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of Grass Combination Athletic Fields Available for Scheduling for All or Part of the Year (Primary/Secondary)	8/11	8/11	8/11	7/11	8/11	8/11
Number of Grass Diamond Athletic Fields Available for Scheduling for All or Part of the Year (Primary/Secondary)	11/21	11/21	13/21	13/20	13/20	13/20
Number of Grass Rectangle Athletic Fields Available for Scheduling for All or Part of the Year (Primary/Secondary)	17/10	17/10	17/10	17/9	17/11	17/11
Number of Open Grass Practice Fields Available for Scheduling for All or Part of the Year	14	15	18	18	18	18
Percent of Grass **Primary/Secondary** Combination Fields Scheduled to Arlington Maintenance Goal of Less Than 700 Annual Hours	63%/ 27%	50%/ 82%	50%/ 50%	43%/ 9%	50%/ 50%	50%/ 50%
Percent of **Primary/Secondary** Grass Diamond Fields Scheduled to Arlington Maintenance Goal of Less Than 900 Annual Hours	55%/ 86%	31%/ 90%	31%/ 71%	8%/ 80%	8%/ 80%	8%/ 80%
Percent of **Primary/Secondary** Grass Rectangle Fields Scheduled to Arlington Maintenance Goal of Less Than 800 Annual Hours	88%/ 90%	82%/ 100%	88%/ 91%	82%/ 100%	88%/ 91%	90%/ 92%
Total Available Annual Primetime **Grass** Athletic Fields Hours (Including Scheduled Open Grass Practice Fields)	100,910	104,490	104,926	113,140	112,000	112,000
Total Programmed Annual Hours **Grass** Athletic Field Time (Diamond, Rectangle, and Combination) Available for Scheduling Under DPR Maintenance Goal	62,800	63,700	65,656	65,500	65,700	65,900

- In FY 2017, fields at Arlington Science Focus Elementary, Abingdon Elementary, Dawson Terrace Park, and Highview Park were closed for renovations for significant periods of time.
- In FY 2019, the following natural grass fields are expected to be closed for renovation and/or capital maintenance projects: Benjamin Banneker Rectangle (Primary); Fairlington Rectangle (Primary); HB Woodlawn Rectangle (Secondary to be Upgraded to Primary); Madison Manor Combination Field (Secondary to Be Upgraded to Primary); and Gunston Diamond (Secondary to be Upgraded to Synthetics).
- Rectangular fields average percent over the goal increased significantly due to an additional field scheduled over the goal. While DPR continues to manage towards its goal, it does expect only slight decreases from this point on because of increasing demand.
- The percent of primary diamond fields dropped in FY 2018 due to increased scheduled use on some lighted high school and softball diamonds in order to meet demand.

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 young children, ages one thru five, early childhood programs designed as an introduction to recreation programs, which foster healthy, creative, and active building blocks for children.

Family Programs

- Provide family recreation programs to ensure socially appropriate asset building experiences that will positively influence young people's development and family relationships.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by a decrease due to the realignment of camp offerings and related revenues ($28,600, 0.40 temporary FTEs).
- ↑ Non-personnel increases due to contractual increases ($177).
- ↓ Fee revenue decreases due to realignment of camp offerings and related revenues ($4,618).
- ↑ Permanent FTEs are increasing by 3.10 permanent positions and temporary FTEs are decreasing by 0.39 temporary positions due to the conversion of preschool programs that currently operate as a Teacher without Aide format to a Teacher with Paid Aide format. This change eliminates the parent volunteer co-op requirement and provides professional staffing at all preschool locations. This change is net tax support neutral as the cost of adding these positions will be offset by an increase in the fee structure. The expense and revenue associated with the change will be included in the Adopted FY 2019 Budget.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,420,899	$1,740,994	$1,748,668	-
Non-Personnel	106,881	71,977	72,154	-
Total Expenditures	1,527,780	1,812,971	1,820,822	-
Fees	929,792	820,453	815,835	-1%
Total Revenues	929,792	820,453	815,835	-1%
Net Tax Support	$597,988	$992,518	$1,004,987	1%
Permanent FTEs	10.10	10.10	13.20	
Temporary FTEs	10.99	11.61	10.82	
Total Authorized FTEs	21.09	21.71	24.02	

YOUTH AND FAMILY PROGRAMS

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of parent/guardian rating overall satisfaction with Youth and Family Programs as "good to excellent"	N/A	N/A	N/A	N/A	95%	95%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of DPR cooperative playgroup enrollments	N/A	N/A	211	429	429	429
Number of DPR preschool enrollments	103	113	123	138	138	138
Number of elementary after school enrollments	144	135	45	45	45	0
Number of OST Program total enrollments (include break blast & holiday)	N/A	N/A	209	360	400	400
Overall satisfaction of OST School Year programs (Break Blast & Holiday)	N/A	N/A	97%	98%	97%	97%

- As of FY 2016, the elementary after school program was reduced to one site following the transfer of two DPR afterschool programs to APS Extended Day. In FY 2019, the elementary after school program located at Lubber Run will be transitioned to APS Extended Day management while the new Lubber Run facility is under construction.
- The DPR Cooperative Playgroup program began in FY 2016 as a transition from parent-run cooperative playgroups. They are scheduled for 16-week sessions three times per year at Madison and Lee Community Centers. In FY 2017, the program was expanded to include Fairlington Community Center, resulting in an increase in enrollment.

TEEN PROGRAMS

PROGRAM MISSION

To provide enjoyable and accessible leisure opportunities that enhance satisfaction in community life by benefiting teens emotionally, socially, physically, and cognitively.

- Provide programs and opportunities for teens with a focus on prevention of risky behavior that reflect an asset building framework, which positively influence young people's development.
- Create options for healthy engagement that increase physical activity, engage teens as resources, and contribute to County initiatives.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to benefit election changes, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases primarily due to the addition of expenses related to increased capacity in various programs offset by revenue below ($5,525).
- ↑ Fee revenue increases due to added capacity in programming, with associated expense increases detailed in the non-personnel bullet above ($6,500).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$965,228	$1,044,509	$1,032,107	-1%
Non-Personnel	47,743	31,067	36,599	18%
Total Expenditures	1,012,971	1,075,576	1,068,706	-1%
Fees	84,098	73,338	79,838	9%
Total Revenues	84,098	73,338	79,838	9%
Net Tax Support	$928,873	$1,002,238	$988,868	-1%
Permanent FTEs	7.00	7.00	7.00	
Temporary FTEs	6.47	6.69	6.69	
Total Authorized FTEs	13.47	13.69	13.69	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of participants showing leadership and engagement in community	98%	99%	99%	99%	99%	99%
Percent of youth participants demonstrating positive pro-social behavior while engaged in inter-agency program collaborations	99%	99%	99%	99%	99%	99%
Percent of youth reporting overall program satisfaction as "good to excellent"	99%	98%	98%	99%	98%	98%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of participants attending programs	31,359	35,091	35,000	37,500	37,500	37,500
Number of participants in Teen Civic Engagement opportunities	335	296	386	256	325	325

- 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 evaluated on their leadership and engagement in community. These are asset-building activities.
- Teen participants were evaluated on their positive pro-social behavior in teen Summer Junior Jams, Teen Afterschool Programs (four locations), and the T-MAD program.
- The number of participants attending programs is a duplicated count. If one teen attends two events, it is counted as two participants. The actual participant numbers for FY 2016 and
- FY 2017 reflect registered participants plus an estimate for drop-in programs.
- The teen civic engagement measure includes multiple forms of service-oriented civic engagement by teens in the following programs: Youth Congress, T-MAD, Teen Summer Junior Jam program (six locations), DJ services at county events, and middle school clubs that engage in community service. In FY 2015, the measure dipped slightly as private events attended by TEAM staff were removed from the calculation of service-oriented public activities. In FY 2017, the measure was updated to remove TEAM events in the calculation; future years are expected to increase as the number of opportunities with the T-MAD program continues to grow.

SENIOR ADULT PROGRAMS

PROGRAM MISSION

To enhance the physical and mental well-being of Arlington's diverse 55 and over population through programs and activities that foster wellness, a sense of purpose, social involvement, and successful aging.

- Manage five Countywide senior centers, including three multi-purpose centers with congregate meal sites.
- Promote and provide diverse classes and programs, as well as senior sports, fitness, and travel programs to enhance and promote successful aging and prevent isolation.
- Provide leadership and volunteer activities for seniors to foster active and productive engagement in community life.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the removal of a rent expense budget for a location no longer utilized by DPR ($79,110), partially offset by increases due to contractual increases ($5,466) and additional expenses related to increased grant funds ($43,249).
- ↑ Revenue increases due to increases based on prior year trends ($705) and an increase in anticipated grant funds ($43,249).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,311,073	$1,459,484	$1,508,491	3%
Non-Personnel	298,265	411,296	380,901	-7%
Total Expenditures	1,609,338	1,870,780	1,889,392	1%
Fees	307,855	144,308	145,013	-
Other	31,694	-	-	-
Grants	169,725	65,468	108,717	66%
Total Revenues	509,274	209,776	253,730	21%
Net Tax Support	$1,100,064	$1,661,004	$1,635,662	-2%
Permanent FTEs	13.58	13.58	13.58	
Temporary FTEs	5.65	5.16	5.16	
Total Authorized FTEs	19.23	18.74	18.74	

SENIOR ADULT PROGRAMS

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of individuals registered with the Office for Senior Adult Programs (OSAP)	5,534	5,580	6,779	6,442	6,500	6,500
Percent of registered participants who report they are better able to follow a healthy lifestyle due to their participation	88%	87%	85%	91%	91%	91%
Percent of registered participants who report they value social contact with people in the programs	89%	89%	89%	89%	89%	90%
Percent of total senior adult fitness participants who report the program meets their fitness needs and goals "always or most of the time"	97%	97%	97%	96%	97%	97%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Meals served at congregate senior nutrition sites	13,430	10,549	10,715	11,565	11,600	11,600
Number of day trips per month	14	14	15	15	15	15
Number of individuals registered with a 55+ Gold Pass with the Office for Senior Adult Programs	N/A	N/A	2,467	3,287	3,300	3,300
Number of individuals registered with a Base Pass for the Office for Senior Adult Programs	5,534	5,580	4,312	3,155	3,200	3,200
Percent of registered participants who report the activities lift their spirits	94%	91%	95%	93%	93%	93%
Percent of registered participants who report they exercise more due to their participation	81%	80%	81%	82%	82%	82%
Percent of senior fitness participants reporting their participation enhances their strength and energy	84%	92%	92%	91%	91%	91%
Volunteer hours for the senior adult travel program	3,597	3,850	3,359	3,358	3,360	3,360

- In FY 2016, the Office of Senior Adult Programs (OSAP) began offering two membership options: the base pass, allowing for access to all OSAP programs and classes, and the Gold Pass, which allows for base pass privileges and unlimited fitness visits to all DPR fitness facilities in the County.
- For the last several years, Congregate Meal programs nationwide have seen a slight decline. Arlington, like many other organizations, has been looking to rebrand the program. In the past emphasis had been on the hot meal component of the program; however, the focus has shifted to dynamic programming, the Café format and enhanced social opportunities to encourage participation. As a result, the program saw a slight increase in participation in FY 2017 and this trend is expected to continue.

THERAPEUTIC RECREATION PROGRAMS

PROGRAM MISSION

To provide enjoyable and accessible leisure opportunities that enhance satisfaction in community life by benefiting individuals of all ages and abilities socially, emotionally, physically, and cognitively.

- Provide specialized and adapted programs for individuals with disabilities of all ages who are at an increased risk due to physical, social, or developmental barriers.
- Support and advocate social inclusion in general recreation programs, workshops, and classes to ensure modifications are made.
- Facilitate participants' development and maintenance of a variety of skills to meet recreation and leisure needs of youth, teens, and adults with emotional, developmental, or physical disabilities.
- Provide workforce and volunteer development opportunities to increase knowledge of the Americans with Disabilities Act, the DPR inclusion philosophy, and overall staff competency and comfort levels in providing programs and services for people of all ability levels.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by decreases based on prior year participation which is offset by revenue below ($4,250, 0.05 temporary FTEs).

↑ Non-personnel increases due to contractual increases ($337).

↓ Revenue decreases due to decreases based on prior year trends, with associated expense decreases detailed in the personnel bullet above ($5,000).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$728,546	$811,862	$846,160	4%
Non-Personnel	37,563	32,260	32,597	1%
Total Expenditures	766,109	844,122	878,757	4%
Fees	48,657	45,000	40,000	-11%
Total Revenues	48,657	45,000	40,000	-11%
Net Tax Support	$717,452	$799,122	$838,757	5%
Permanent FTEs	5.00	6.00	6.00	
Temporary FTEs	4.87	4.87	4.82	
Total Authorized FTEs	9.87	10.87	10.82	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 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	86%	77%	84%	84%	83%	85%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of adults (18+) with disabilities served in general recreation programs with **support** from TR	11	15	14	17	20	22
Number of adults (18+) with disabilities served in specialized TR programs and classes	133	142	124	123	125	126
Number of youth (under age 18) with disabilities served in general recreation programs with **support** from TR	222	300	307	297	303	306
Number of youth (under age 18) with disabilities served in specialized TR programs and classes	193	180	222	170	225	227

- Support from TR staff in general programs may include provision of a staff member to assist an individual 1:1 during a program or to lower the staff-to-participant ratio, making regular observations, developing accommodation plans, training, arranging for a sign language interpreter, and/or providing regular consultation.
- In FY 2016, data indicates a trend for inclusion versus adapted program offerings along with repeat participants engaging in more inclusion offerings and settings. The dip in adapted adult services is attributed to canceled classes, program life cycles ending, and less direct service done by programmers. Increases in future years are anticipated due to varying offers and increased marketing efforts.
- Youth with disabilities serviced in specialized TR programs and classes increased in FY 2016 due to staffing availability, after a decline in FY 2014 and FY 2015 due to staff vacancies. The FY 2017 decrease was due to not having a facility to operate the iCan Bike summer camp and the impact of offering less adaptive classes year round as enrollments were lower for classes that were held and classes with no enrollment or enrollment that did not meet the minimum were cancelled.

PROGRAM RESOURCES

PROGRAM MISSION

To provide resources through the Offices of Creative Resources ("OCR") and Community Health ("OCH") 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.
- Support and promote the FitArlington initiative by providing movement and nutrition educational activities to promote heart healthy lifestyles.
- Evaluate, develop, manage, and implement County-wide community health promotion and community art programs through recreation-based services.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the reduction listed below, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the reduction listed below, partially offset by contractual increases ($1,152).
- ↓ Revenue decreases due to a change in the vending program that eliminated any sales revenue received ($2,000).

FY 2019 Proposed Budget Reduction

- ↓ Eliminate the Office of Community Health ($453,097, 4.00 filled permanent FTEs, 0.13 vacant temporary FTEs; $30,141 non-personnel).
  IMPACT: DPR would provide less opportunities for wellness/health prevention and intervention education. Various other opportunities will remain throughout the County for the public to receive health and fitness programs and activities, including services provided by the Department of Human Services.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$972,271	$1,177,976	$803,600	-32%
Non-Personnel	109,181	126,441	97,452	-23%
Total Expenditures	1,081,452	1,304,417	901,052	-31%
Fees	159,526	172,000	170,000	-1%
Total Revenues	159,526	172,000	170,000	-
Net Tax Support	$921,926	$1,132,417	$731,052	-35%
Permanent FTEs	9.50	10.00	6.00	
Temporary FTEs	4.13	4.13	4.00	
Total Authorized FTEs	13.63	14.13	10.00	

PROGRAM RESOURCES

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Cumulative number of participants provided activities through the lending program	27,173	44,213	40,994	50,553	50,000	50,000
Cumulative number of participants served through specialty visits	7,171	11,651	10,988	18,291	18,290	18,290
Number of arts specialty visits	296	323	276	294	275	275
Number of kits loaned by the lending library to programs	952	1,031	940	1,072	950	950
Number of nutrition education specialty visits	101	91	60	71	70	70
Number of physical activity specialty visits	2	0	69	98	80	100
Total number of specialty visits provided	492	477	454	468	430	445

- In FY 2017, there was an increase in activities provided through the lending program as a result of providing more activities at large special events. For example, a Build, Paint, Create event served over 600 people and provided numerous activities from the lending program. This measure indicates "units of service" (activities) as opposed to unique individuals.
- The number of nutrition, physical activity, and all specialty visits fluctuates yearly based on staff availability.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of staff that attended staff lending training	220	214	237	239	250	250
Percent of staff rating the overall Lending service as "good to excellent" (to include OCH & OCR)	99%	100%	99%	99%	100%	100%
Percent of staff reporting increase comfort in delivering service as a result of training in lending program activities	99%	86%	99%	99%	100%	100%
Percent of staff reporting that they learned a new skill in training	99%	89%	97%	99%	97%	98%

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 programming to meet the needs of the community and to ensure efficiency, quality assurance, and financial accountability.
- Manage County-administered sports programming in order to support individual growth, development, sportsmanship, teamwork, and a sense of community.
- Coordinate with volunteer and non-profit sports organizations to provide developmental and competitive sports leagues in order to promote healthy and active lifestyles.
- Coordinate and manage a unified camp program in collaboration with in-house and contract service providers to ensure diverse offerings that meet community needs.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the reduction listed below and the reallocation of funds from personnel to non-personnel based on program needs ($4,784, 0.03 temporary FTEs), partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual increases ($7,583), the addition of expenses related to increased capacity in various programs, partially offset by revenue listed below ($7,225) and 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 ($4,784).
- ↑ Fee revenue increases due to increased capacity in various programs, offset by expenses above ($3,500).

FY 2019 Proposed Budget Reduction

- ↓ Eliminate the Boxing Program ($84,558, 0.90 filled permanent FTEs; $185 non-personnel).
  IMPACT: DPR has seen waning interest in the program over the past several years, with less than 10 participants per year. DPR could continue to provide some boxing opportunities through the quarterly *Enjoy Arlington* classes.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$779,961	$738,220	$669,792	-9%
Non-Personnel	556,378	613,424	632,831	3%
Total Expenditures	1,336,339	1,351,644	1,302,623	-4%
Fees	1,071,423	1,078,500	1,082,000	-
Total Revenues	1,071,423	1,078,500	1,082,000	-
Net Tax Support	$264,916	$273,144	$220,623	-19%
Permanent FTEs	6.90	6.90	6.00	
Temporary FTEs	0.23	0.23	0.20	
Total Authorized FTEs	7.13	7.13	6.20	

CLASSES, SPORTS, AND CAMP PROGRAMS

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of parents reporting that their child experienced personal growth and development by participating in County sponsored sports programs	94%	96%	97%	97%	97%	97%
Overall Quality of County Administered Sports Programs (Adult)	91%	94%	90%	94%	95%	95%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of affiliate groups	14	14	14	14	14	14
Number of registrations in adult sport leagues	12,643	12,886	12,272	12,043	12,050	12,050
Number of registrations in youth sport leagues	27,562	30,254	31,667	32,521	32,600	32,650
Number of enrollments in contracted summer camps	5,682	6,798	6,639	6,242	6,250	6,250
Enjoy Arlington Class Registrations	26,718	28,045	29,012	29,768	29,800	29,850

- 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.
- A DPR-affiliated group is a group 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.
- The decrease in registrations in adult leagues is attributable mainly to a decline in registrations in DPR-run ball hockey which changed locations and therefore had to adjust the program structure and a staff-observed shift in participation to informal social leagues. These leagues are captured in reserved hours on fields, which have continued to see increases each year.

SUPPLEMENTAL FEES PROGRAM

PROGRAM MISSION

To provide high-quality, fee-supported recreation, and leisure opportunities. Fees charged for classes and camps incorporate recovery of direct costs, which includes staff, administration, and materials.

Sports and Recreation

- Provide a variety of classes, workshops, camps, and leagues for all ages and skill-levels in arts, dance, fitness, swimming, gymnastics, sports, tennis, and personal training.

Parks and Natural Resources

- Provide conservation and interpretation programs at Long Branch and Gulf Branch nature centers and Fort C.F. Smith Park (including the rental of the Hendry House) to educate participants about the natural and cultural resources of Arlington.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the reallocation of funding from personnel to non-personnel based on program needs ($117,654, 1.33 temporary FTEs) and decreased capacity in various revenue-producing programs ($9,544, 0.07 FTEs).
- ↑ Non-personnel increases due to expenses related to increased capacity in revenue-producing programs ($77,665) and the reallocation of funding from personnel to non-personnel based on program needs changing from a staff-delivery model to a contractor-delivery model for various programs ($117,654), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($407) as well as the reduction below.
- ↑ Fee revenue increases due to increased capacity in various revenue-producing programs ($216,586).

FY 2019 Proposed Budget Reduction

- ↓ Convert program participant transportation services to contract services ($5,208).
  IMPACT: DPR will continue to provide program participant transportation services by contracting out the services at a more efficient cost to the County than the current service delivery model of County owned and maintained vehicles operated by County staff.

SUPPLEMENTAL FEES PROGRAM

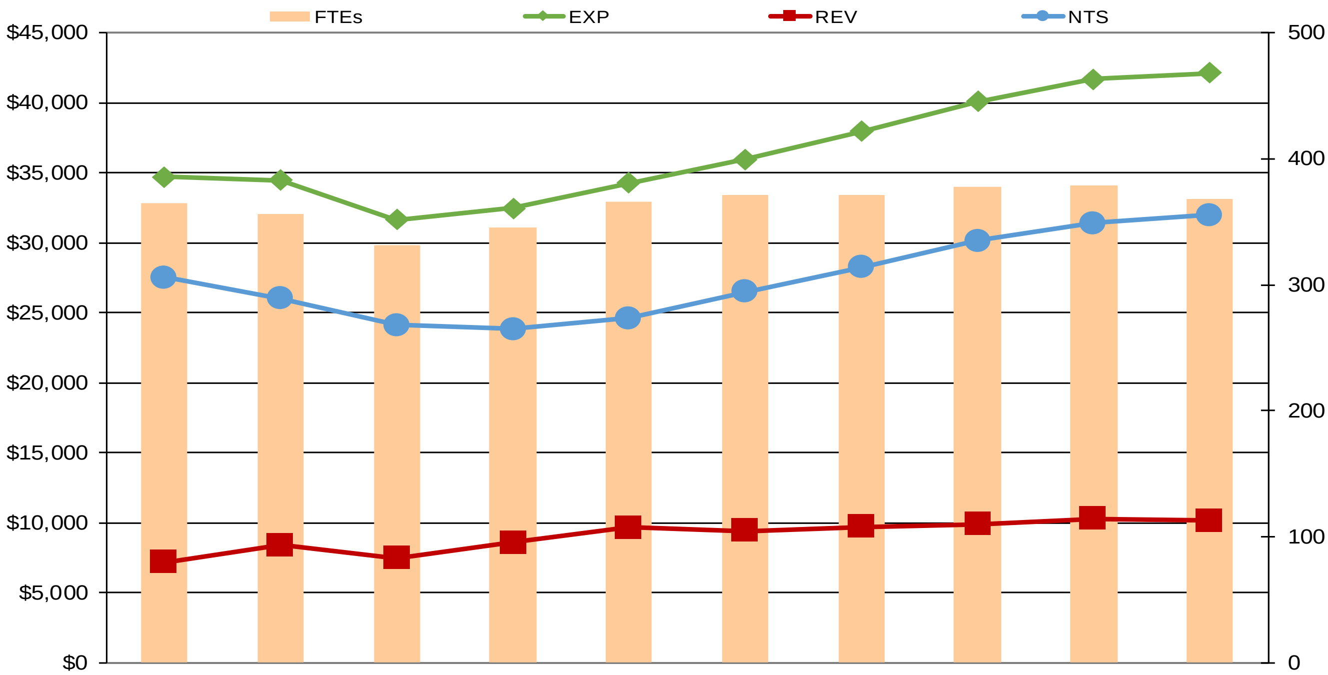
PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$3,477,321	$3,739,828	$3,993,487	7%
Non-Personnel	1,668,576	1,633,597	1,823,301	12%
Total Expenditures	5,145,897	5,373,425	5,816,788	8%
Fees	6,298,273	6,490,782	6,707,368	3%
Other	-	-	-	-
Total Revenues	6,298,273	6,490,782	6,707,368	3%
Net Revenue Support	($1,152,376)	($1,117,357)	($890,580)	20%
Permanent FTEs	8.00	29.00	29.00	
Temporary FTEs	39.84	18.41	17.01	
Total Authorized FTEs	47.84	47.41	46.01	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of parents/guardians rating overall satisfaction as "good to excellent" with DPR camps	96%	96%	96%	97%	96%	97%
Percent of customers reporting overall satisfaction of experience with DPR Enjoy Arlington classes as "good to excellent"	97%	90%	97%	97%	95%	95%

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$34,712	$34,437	$31,625	$32,469	$34,273	$35,939	$37,974	$40,082	$41,677	$42,145
REV	$7,214	$8,422	$7,507	$8,616	$9,672	$9,430	$9,706	$9,931	$10,278	$10,150
NTS	$27,498	$26,015	$24,118	$23,853	$24,601	$26,509	$28,268	$30,151	$31,399	$31,996
FTEs	364.95	355.79	330.97	345.91	365.86	371.22	370.91	378.04	379.07	368.14

**Note that in FY 2012, Cultural Affairs, Cultural Affairs' Supplemental Fee Programs, and Artisphere were transferred to Arlington Economic Development (AED).*

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($149,849).	
	▪ The County Board approved increasing the age from 55 to 62 for Senior discounts for DPRCR general recreation programs, generating $30,600 in new revenue.	
	▪ Fee revenue increases ($398,950) included fees increase for camps, fitness memberships, field rental, supplemental fee programs, preschool, pool memberships, and cultural event ticket surcharges. Increases also include funds generated from the change to age eligibility for Senior discounts (mentioned above) and funds to be raised by the community to support Gulf Branch Nature Center ($10,000). Revenue increases were partially offset by the elimination of the skate park fee ($40,992), the elimination of four camps including Teen Patahontas and Camp Patahontas, the lower estimate of plan reviews related to Chesapeake Bay Compliance and lower estimates of contributions from various senior nutrition sites.	
	▪ Increase in non-personnel expenditures for contractual obligations included: joint-use facilities with Arlington Public Schools budget from $417,722 to $433,990 ($16,268), the Culpepper Senior Center rent budget from $66,712 to $69,848 ($3,136), mowing services ($22,764). These contract increases were offset by the elimination of FY 2009 one-time funding for arts marketing ($35,000), and a $110,239 reduction related to services provide for the Rosslyn Business Improvement District, primarily for public art projects. Other non-personnel increases included: electricity, gas, and water/sewer budgets increased based on FY 2008 actual consumption and anticipated utility rate increases ($157,200); and rental charges for County owned vehicles to the Auto Fund increased $88,509.	
	▪ Personnel expenses included one-time funding for an overstrength Planner position ($78,582) to reduce the backlog of DPRCR projects not covered by capital funds.	
	▪ Eliminated one out of four park manager positions ($99,492, 1.0 FTE).	(1.00)
	▪ Reduced personnel overtime budget from $131,669 to $111,669 ($20,000) in Park Management and Construction.	
	▪ Reduced park trash pick-up budget from $168,949 to $87,659 ($81,290 combined total). Eliminated one out of three Trades Worker III positions ($33,477, 1.0 FTE). Reduced seasonal temporary employees ($17,813, 0.50 temporary FTE), trash truck ($7,500), and fuel ($22,500).	(1.50)
	▪ Reduced construction and maintenance budget from $175,570 to $45,570 ($130,000). Delayed repaving two tennis courts and other planned maintenance projects.	
	▪ Reduced operating supplies budget from $362,379 to $337,379 ($25,000) in Park Management and Construction.	
	▪ Reduced current county-wide mowing cycle of 29 annual cuttings to 24, reducing mowing contract budget from $584,260 to $482,526 ($101,734).	
	▪ Reduced park restroom cleaning budget from $160,000 to $114,275 ($45,725) by closing most park restrooms during the winter months.	
	▪ Eliminated Jail Industries contract budget of $62,655.	
	▪ Eliminated one Tree Maintenance Worker position ($49,505, 1.0 FTE).	(1.00)

Fiscal Year	Description	FTEs
	▪ Reduced annual flower budget from $41,900 to $1,900 ($40,000).	
	▪ Reduced new tree planting budget from $309,888 to $249,888 ($60,000).	
	▪ Reduced Smartscape landscaping supplies for the RCB corridor (mulching, plantings, fertilizer) from $34,000 to $20,000 ($14,000).	
	▪ Reduced temporary park ranger staff ($60,061, 1.50 temporary FTEs)	(1.50)
	▪ Eliminated one Natural Resources Specialist position ($101,459, 1.0 FTE) at the Gulf Branch Nature Center and reduced operating hours and temporary staff. The Board added revenue ($10,000) to be raised by the community.	(1.30)
	▪ Eliminated Conservation and Interpretation Unit Manager position ($75,416, 1.0 FTE).	(1.00)
	▪ Reduced recreation center operating hours ($255,962, 3.50 FTE)	(3.50)
	▪ Reduced temporary staffing ($52,744, 1.50 temporary FTEs) at athletic facilities during the spring, fall, and winter seasons, which reduced monitors from $153,762 to $101,018.	(1.50)
	▪ Eliminated skate park monitoring except for peak use times ($59,729, 1.00 permanent FTE eliminated, 0.30 temporary FTE added). There is an anticipated revenue loss of $40,992 from elimination of the skate park fee.	(0.70)
	▪ Reduced cell phones and blackberries budget from $9,136 to $4,376 ($4,760) in Facilities Coordination and Operations.	
	▪ Reduced equipment budget from $101,205 to $51,205 ($50,000) in Facilities Coordination and Operations.	
	▪ Eliminated giveaways distributed by the entire Sports and Recreation Division ($10,000) and in Department Administration ($10,000).	
	▪ Reduced the employee training budget for the entire Sports and Recreation Division from $22,976 to $12,976 ($10,000).	
	▪ Reduced the use of consultants for employee training for the entire Sports and Recreation Division from $30,100 to $20,100 ($10,000).	
	▪ Reduced four out of more than 80 summer camps (includes Teen and Camp Patahontas), savings of $77,297 (includes $62,297 for 1.75 temporary FTEs). There is an anticipated revenue loss of $61,991, for a total net savings of $15,306.	(1.75)
	▪ Restructured summer specialty visits to reduce the use of temporary employees ($4,000, 0.10 temporary FTE) from $119,228 to $115,228.	(0.10)
	▪ Reduced the number of summer field trips and lowered the payment to Arlington Public Schools for the use of the buses; the budget is reduced from $50,975 to $41,587 ($9,388).	
	▪ Reduced the Street Theater program budget from $60,000 to $13,000 (includes $29,599 for 0.80 temporary FTE) ($47,000)	(0.80)
	▪ Reduced training for summer camp directors from $55,363 to $53,486 ($1,877, 0.05 temporary FTE).	(0.05)
	▪ Reduced Community Arts temporary staff ($9,945, 0.30 FTE) providing arts training and lending services; the budget is reduced from $75,140 to $65,195.	(0.30)
	▪ Reduced temporary staff ($8,106, 0.20 temporary FTE) for senior walking	(0.20)

Fiscal Year	Description	FTEs
	club; the budget is reduced from $18,430 to $10,324	
	▪ Eliminated Therapeutic Recreation-Prevention Intervention morning summer camp transportation ($16,376).	
	▪ Reduced temporary staffing ($8,242, 0.25 temporary FTE) by moving basketball games from school locations to County community centers.	(0.25)
	▪ Reduced contractual costs from $50,000 to $37,190, related to APS custodial overtime expenses incurred for basketball games ($12,810).	
	▪ Eliminated theater technician position ($66,884, 1.0 FTE) designated to the Costume Shop.	(1.00)
	▪ Reduced personnel overtime expenses in the Cultural Development unit ($25,000), Park Management and Construction ($20,000) and in Department administration ($5,544).	
	▪ Reduced Lubber Run Amphitheatre summer programs by $6,000 (including 0.10 temporary FTE).	(0.10)
	▪ Reduced artists' fees for public performances from $32,000 to $12,000.	
	▪ Eliminated Ellipse Arts Center rent ($113,233).	
	▪ Eliminated all visual arts ($20,000) and arts education ($5,000) programs' budgets.	
	▪ The Planet Arlington World Music Festival held annually in September is eliminated ($150,000). The budget for this event is found in Non-Departmental, although the program was administered and executed by the Cultural Affairs Division of DPRCR.	
	▪ Eliminated a part-time programmer position ($45,130, 0.50 FTE) in Public Art.	(0.50)
	▪ Eliminated Administrative Assistant position ($69,575, 1.0 FTE) in Park Planning, Design and Construction Management.	(1.00)
	▪ Eliminated Design Technician position ($71,384, 1.0 FTE) in Park Planning, Design and Construction Management.	(1.00)
	▪ Reduced non-personnel discretionary spending from $14,335 to $4,335 ($10,000) in Park Planning, Design and Construction Management.	
	▪ Eliminated the Deputy Director position (for a partial year, after the retirement of the incumbent) and a Management Specialist position ($110,646, 2.0 FTEs).	(2.00)
	▪ Reduced recreation art studios' temporary employee budget from $26,534 to $14,444 ($12,090, 0.30 temporary FTE).	(0.30)
	▪ *Includes the transfer of positions to the Arlington Public Schools for operation of the swimming pools, approved as an FY 2010 supplemental appropriation.*	*(15.20)*
	▪ *Includes positions added for the Cultural Center as part of FY 2009 closeout.*	*2.00*
FY 2011	▪ The County Board added $30,000 of one-time funds for challenge grants to local arts organizations.	
	▪ The County Board added $10,000 of one-time funds (as a one-for-one challenge grant) and $18,000 of ongoing funds to support the non-profit	

Fiscal Year	Description	FTEs
	organization Sister Cities International.	
	▪ The County Board added $12,000 in funding for contractual cleaning services to enable restrooms serving parks and athletic fields to be open for an additional four weeks annually, partially restoring a budget cut in FY 2010.	
	▪ The County Board added $12,000 in personnel (0.20 permanent FTE) for tree planting activities. This addition is to mitigate the reassignment of staff from the tree planting program to invasive species program, and allows the County to replace all trees lost during the year.	0.20
	▪ The County Board adopted new fees for the summer program Junior Jam ($6,500) and afterschool programs ($83,606). The County Board also adopted a new youth sports affiliate group assessment, with the revenue ($130,000) to be used for capital costs for maintenance and replacement of athletic fields and/or scholarships for youth sports.	
	▪ Revenue increased due to the addition of income related to the Artisphere and the Courthouse farmers market, and due to increased fees for camps, preschool, summer fun camps, the rental of County facilities, and supplemental fee programs. Grant revenue increased due to the projected reimbursement for senior adult meals. Intra-county charges increased due to additional services provided to the Rosslyn Business Improvement District.	
	▪ Consolidated the Athletic Field Maintenance and the Park Management units. Eliminated one supervisor position and one of the seven Trades Worker III positions ($185,107, 2.0 FTEs).	(2.00)
	▪ Reduced contracted mowing along the I-66 trail. Eliminate mowing during April, October and November; mow only from May to September ($5,000).	
	▪ Reduced current operating hours of the County's three Spray Parks beginning the summer of 2010 to achieve a 50 percent ($20,000) savings in water cost.	
	▪ Reduced Urban Operations Initiative efforts along the Rosslyn-Ballston (RB) corridor by eliminating four of seven Senior Trades Worker positions ($219,022, 4.0 FTEs).	(4.00)
	▪ Turned off ornamental fountains in Gateway Park and eliminated contracted service of fountains ($10,000).	
	▪ Eliminated one of seven Trades Worker III positions ($39,156, 1.0 FTE) in the Landscape Unit.	(1.00)
	▪ Reduced annual tree planting on County property from 1,080 trees to 600, replacing trees lost but not increasing the number of trees ($120,000).	
	▪ Reassigned invasive plant control program to existing County staff and eliminate the contract with Virginia Cooperative Extension (VCE) ($65,799). An existing County staff member associated with tree planting (reduced above) will be reassigned to recruit and coordinate volunteers, conduct educational outreach/training, and oversee County’s control efforts.	
	▪ Eliminated contracted herbicide spraying of curbs, gutters and sidewalks ($13,000).	
	▪ Discontinued the annual "Trout Stocking" program in Four Mile Run	

Fiscal Year	Description	FTEs
	($5,954).	
	▪ Eliminated all temporary staffing ($27,182, 0.7 temporary FTE), at Long Branch and Gulf Branch Nature Centers and reduced operating supplies ($6,029).	(0.70)
	▪ Eliminated the Arlington Mill Center Manager position ($60,512, 1.0 FTE).	(1.00)
	▪ Eliminated facility operation funding for the Lee Community Center ($43,596, 1.22 temporary FTEs).	(1.22)
	▪ Eliminated staffing at Powhatan Skate Park ($21,816 0.70 temporary FTE).	(0.70)
	▪ Reduced office/operating supplies and operating equipment in the Sports and Recreation Division from $397,505 to $251,005 ($146,500).	
	▪ Eliminated Elementary Afterschool Program at Gunston Middle School ($40,136, 1.12 temporary FTE; $6,587 non-personnel).	(1.12)
	▪ Eliminated County staff operation of winter and spring holiday camps for elementary school age children ($7,010, 0.2 temporary FTE; $1,300 non-personnel). Camp revenue will be reduced by $6,051.	(0.20)
	▪ Eliminated a Teen Programmer position ($81,409, 1.0 FTE).	(1.00)
	▪ Reduced Junior Jam summer programs from nine to seven locations ($17,700, 0.50 temporary FTE and $1,000 non-personnel).	(0.50)
	▪ Eliminated two temporary positions at teen afterschool programs (location TBD) and consolidate with existing staff positions ($23,880, 0.67 temporary FTE).	(0.67)
	▪ Reduced staffing for walking groups at Culpepper Gardens, Walter Reed and Lee Centers ($9,763, 0.25 temporary FTE).	(0.25)
	▪ Reduced Senior Center Adult Transportation (SCAT) from $39,000 to $23,000 ($16,000).	
	▪ Eliminated stipends ($45,000) for affiliate youth sports groups in an effort to shift costs away from the general public and towards the specific user groups who benefit from the services.	
	▪ Eliminated Prevention Specialist Coordinator position ($63,725, 1.0 FTE).	(1.00)
	▪ Reduced overtime for events and performances in the Cultural Affairs Division from $23,725 to $18,725 ($5,000).	
	▪ Reduced equipment expenses in the Cultural Affairs Division from $8,000 to $3,000 ($5,000).	
	▪ Reduced operating supplies in the Cultural Affairs Division from $58,500 to $33,500 ($25,000) and artist fees from $16,000 to $6,000 ($10,000).	
	▪ Reduced arts grants to local organizations from $279,100 to $249,100 ($30,000).	
	▪ Eliminated Lubber Run Amphitheatre summer programs ($10,000).	
	▪ Reduced contracted services and materials and supplies spending from $12,835 to $1,500 ($11,335) in Parks Planning and Design.	
	▪ Eliminated the Administrative Assistant VI position ($71,495, 1.0 FTE).	(1.00)
	▪ Reduced support of Northern Virginia Conservation Trust (NVCT) from $150,000 to $120,000 ($30,000).	
	▪ Reduced County's annual cash contribution to Virginia Cooperative	

Fiscal Year	Description	FTEs
	Extension (VCE) by 10 percent ($10,390).	
	▪ Seven new limited term positions ($505,480, 7.0 FTEs) were added to run Artisphere. These positions were fully supported by earned income, not tax support.	7.00
FY 2012	▪ The County Board added a Natural Resources Manager to implement the Natural Resources Management Plan (1.0 permanent FTE, $99,492).	1.00
	▪ The County Board restored Friday night operating hours at the Lubber Run Community Center (0.20 temporary FTE, $8,200).	0.20
	▪ The County Board restored seasonal programming at Lubber Run Amphitheatre and other locations with $20,000 of on-going funding and $25,000 of one-time funding (0.25 FTE, $45,000).	0.25
	▪ The County Board restored park and tree maintenance funding, which will also help with snow removal efforts (3.0 permanent FTEs, $152,614).	3.00
	▪ The County Board restored winter hours for twelve park restrooms ($34,508).	
	▪ The County Board restored park operating repairs for parks and outdoor facilities including tennis/basketball courts, kiosks, shelters, and walkways ($130,000).	
	▪ The County Board provided one-time funding for tree planting ($90,000).	
	▪ The County Board provided additional one-time funding of Artisphere which decreased revenue ($183,094) and increased expenses ($316,906).	
	▪ The County Board approved a one percent one-time lump sum payment for employees at the top step.	
	▪ 4.5 FTEs (3.0 permanent and 1.5 temporary FTEs, $158,529) were reallocated from Non-Departmental for the maintenance of the new Long Bridge Park Phase I Outdoor facility, which is projected to open in the fall of 2011.	4.50
	▪ Non-personnel increased primarily due to one-time equipment ($58,905) and maintenance costs ($167,205) for Long Bridge Park Phase I Outdoor facility; Virginia Highlands Park maintenance ($6,000); Parks and Natural Resources non-discretionary contractual increases for mowing, park restroom cleaning, irrigation and fence repairs, herbicide and pesticide treatments, tree pruning, and stump removal ($19,549); Therapeutic Recreation Program classes in Supplemental Fees ($5,000); Rosslyn Spectrum utilities ($13,565); Artisphere ticketing service contract for box office operations ($115,000); and Artisphere scheduling software hosting and maintenance ($21,000). These increases were partially offset by removal of one-time arts challenge grant funding from FY 2011 ($30,000) and one-time support to the non-profit organization Sister Cities International ($10,000).	
	▪ Fee revenues increased primarily due to new synthetic turf field rentals at Long Bridge Park ($155,143); increased fees for preschool, elementary after school, most summer camps, rental fees for the use of County facilities, Senior Adult Registration fee, and Farmers' Market ($120,152); and supplemental fees increases in recreation and leisure program fees in	

Fiscal Year	Description	FTEs
	order to recover full projected direct costs and an expected increase in participation levels in these programs ($142,241). These increases were partially offset by changes in the community fitness membership, some camp and sports league revenues based on historic data ($105,269) as well as the conversion of some camp programs to contract camps ($13,342) and elimination of holiday therapeutic recreation camps ($19,393).	
	▪ Other revenues decreased due to a scheduled reduction in the amount provided to Artisphere by the Rosslyn BID for direct support of center operations ($185,000), offset by an increase in gifts and donations supporting Artisphere ($50,000).	
	▪ *Cultural Affairs, Cultural Affairs' Supplemental Fee Programs, and Artisphere were transferred to Arlington Economic Development (expense $5,284,614, revenue $1,883,658).*	*(33.77)*
FY 2013	▪ The County Board added funding to restore some weekend hours at Long Branch ($13,000) and Gulf Branch ($13,000) nature centers.	0.46
	▪ The County Board added one-time funding for invasive plant removal ($100,000).	
	▪ The County Board added one-time funding for additional tree watering ($40,304).	1.38
	▪ The County Board added one-time funding for tree planting ($52,500).	
	▪ The County Board added funding for the Northern Virginia Conservation Trust ($4,500).	
	▪ Increased funding for a full year of operation for Long Bridge Park ($76,470), partially offset by the removal of one-time equipment for Long Bridge Park Phase I Outdoor facility ($58,905). Fee revenue increases for an adjustment for full-year's synthetic turf field rentals for Long Bridge Park ($4,143).	
	▪ Addition of a Fourth of July event at Long Bridge Park ($63,285 in personnel and non-personnel expenses, 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
	▪ Increase 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
	▪ Increase 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
	▪ Additional funding for vehicle fuel ($40,600).	

Fiscal Year	Description	FTEs
	▪ Non-discretionary contractual increases ($100,813). ▪ Removal of one-time FY 2012 funding for tree planting ($90,000). ▪ Additional 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). ▪ 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).	
	▪ Addition 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
	▪ Addition 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
	▪ Addition of maintenance funding for the new sprayground at Virginia Highlands ($35,500).	
	▪ Adjustment 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).	
	▪ Removal of 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)

Fiscal Year	Description	FTEs
	▪ 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).	
	▪ Adjustments to program revenue based on expected increases in participation including the gymnastics programs ($115,083) and swimming programs ($92,805), partially offset by decreases in fitness memberships ($60,263) and judo and martial arts programs ($40,730) due to lower participation.	
	▪ Increased grant revenue due to an increase of I-66 Bike Trail Reimbursement from the State ($15,000), partially offset by a decrease in congregate meals revenue ($2,405).	
	▪ Reduced the department-wide electricity budget ($120,000).	
	▪ Reduced the Parks and Natural Resources division's fleet by two vehicles ($12,000).	
	▪ Closed fifteen park restrooms between November 15 and March 15 ($42,600).	
	▪ Increased trail permit fees from $50 to $150 ($4,500).	
	▪ Eliminate 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).	
	▪ Hold 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).	

Fiscal Year	Description	FTEs
	▪ Increase 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).	
	▪ 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

Fiscal Year	Description	FTEs
	▪ 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 revenue).	4.41
FY 2016	▪ The County Board reduced funding for Urban Agriculture ($80,000) and eliminated ongoing support for the Kids in Action after school program ($186,020 personnel, 4.71 temporary FTEs; $36,142 non-personnel; $63,746 revenue).	(4.71)
	▪ The County Board swapped ongoing ($66,250) for one-time ($66,250) funds for tree planting, and included one-time funding to provide Kids in Action support as the program is transitioned from DPR to APS during FY 2016 ($36,681 personnel, 0.60 temporary FTEs).	0.60
	▪ Added a revenue-supported Aquatics program position ($73,536, 1.0 FTE; $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)

Fiscal Year	Description	FTEs
	▪ 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 non-personnel; $68,564 revenue).	1.01
	▪ Added expenses and fee revenue in youth basketball ($41,176 non-personnel; $35,000 revenue).	
	▪ Increased capacity, personnel, and fee revenue in facilities scheduling and coordination ($13,600 personnel, 0.35 temporary FTEs; $16,000 revenue).	0.35
	▪ Increased capacity, personnel, and fee revenue in teen programs ($10,935 personnel, 0.24 temporary FTEs; $10,000 revenue).	0.24
	▪ Added new dedicated expense and revenue for Lubber Run Invasive Plant removal as a result of community donations ($5,000 non-personnel; $5,000 revenue).	
	▪ Fee revenue increases for general contract camps ($13,665), Picnic Pavilion rentals ($27,189), and youth sports leagues ($60,000).	
	▪ Decreased expenses and fee revenue in Youth and Family Programs ($45,012 non-personnel; $38,260 revenue).	
	▪ Decreased revenue in voluntary contributions in the Congregate Meals Program ($2,170).	
	▪ Decreased revenue due to a shift in the Farmers Market Management model ($13,000).	
	▪ Reduced revenue due to the Department's Cost Recovery Philosophy ($32,107) and the transfer of additional credit card transaction fees from the Treasurers line of business to the Department ($140,000).	
	▪ Converted various temporary positions to full time including temporary teacher positions in Youth and Family Programs ($49,544; conversion of 2.30 temporary FTEs to 1.26 FTEs), and a Senior Center Director position ($8,944; conversion of 0.80 temporary FTEs to 0.60 FTEs).	(1.24)
	▪ Converted seven Capital funded overstrength positions to permanent status ($12,928; 7.0 FTEs).	7.00
	▪ Authorized a Capital Asset Manager position to be funded by Pay-As-You-Go Capital with no increase to the General Fund.	1.00

Fiscal Year	Description	FTEs
	▪ 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 FTEs) and a Departmental Management Intern Position ($49,725, 1.00 temporary FTEs).	(1.50)
	▪ The County Board reduced mowing contractual services ($50,000).	
	▪ Converted revenue-supported gymnastics and aquatics class staff from temporary to permanent status ($207,355 personnel; conversion of 12.27 temporary FTEs to 11.22 FTEs; $261,955 revenue).	(1.05)
	▪ Converted revenue-supported gymnastics and aquatics team staff from temporary to permanent status ($65,455 personnel; conversion of 8.84 temporary FTEs to 9.78 FTEs; $71,799 revenue), partially offset by adjustments to projected non-personnel expenses ($3,699).	0.94
	▪ Increased capacity, personnel, and fee revenue in facilities scheduling and coordination ($46,750 personnel; 1.12 temporary FTEs; $55,000 revenue)	1.12
	▪ Increased capacity, personnel, non-personnel and fee revenue in Youth and Family Programs ($37,250 personnel; 0.62 temporary FTEs; $1,710 non-personnel; $65,835 revenue).	0.62
	▪ Increased capacity, personnel and fee revenue in teen programs ($10,625 personnel; 0.22 temporary FTEs; $12,500 revenue).	0.22
	▪ Decreased capacity in a variety of DPR programs ($23,236 personnel; 0.32 temporary FTEs), increased capacity in various revenue producing programs ($60,488 non-personnel), and increased fee revenue ($35,600), offset by reduced revenue due to a decreased capacity in camps ($20,000).	(0.32)
	▪ Increased capacity in sports programs and fee revenue ($19,550 non-personnel; $26,000 revenue).	
	▪ Increased capacity in age-based programs ($8,500 non-personnel).	
	▪ Contractual increases are related to a new GIS based Work Order Management System ($106,000), and other non-discretionary contractual increases ($224,522), offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($30,173).	

ARLINGTON VIRGINIA

ARLINGTON ECONOMIC DEVELOPMENT
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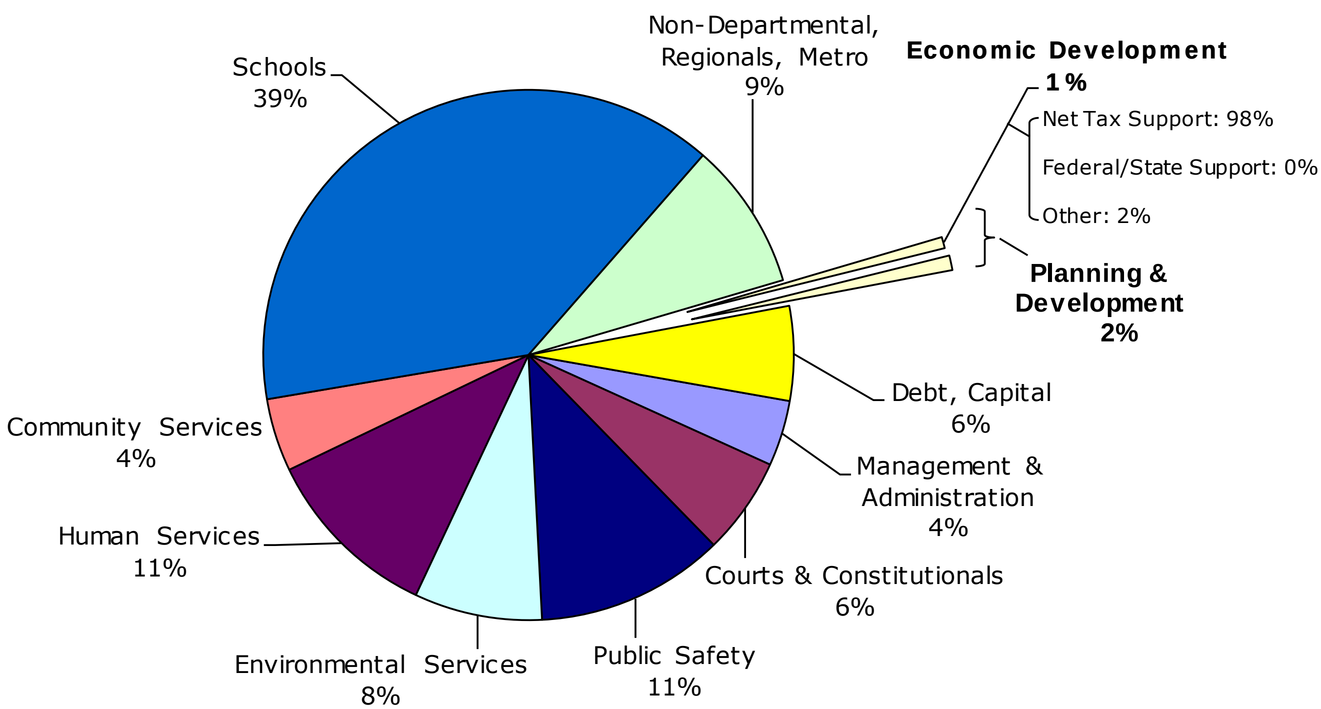
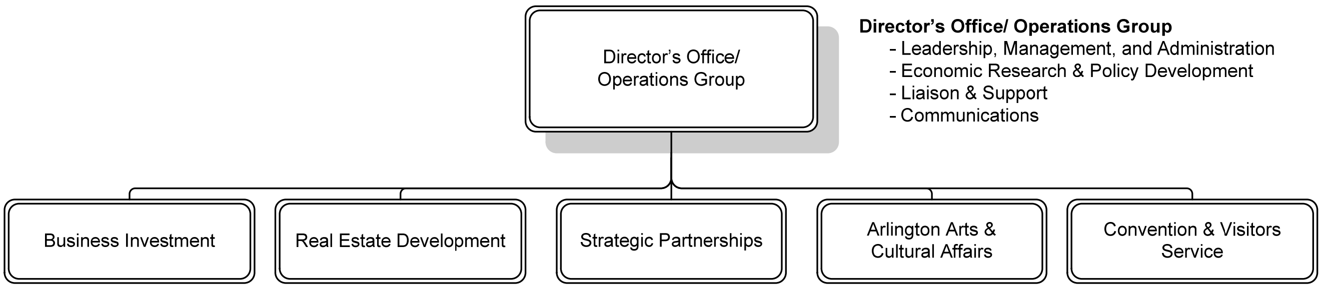
Our Mission:* *To continue to develop Arlington County as an economically vital, competitive, and sustainable community by providing leadership and services to the business, real estate development, and visitors services sectors of the Arlington economy

FY 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Director's Office/ Operations Group
- Leadership, Management, and Administration
- Economic Research & Policy Development
- Liaison & Support
- 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
- Connect Arlington Sales and marketing

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 2019 proposed expenditure budget for Arlington Economic Development is $8,715,160, a three percent decrease from the FY 2018 adopted budget. The FY 2019 budget reflects:

- ↓ Personnel decreases due to the reductions itemized below, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to removing FY 2018 one-time funding for the Columbia Pike Retail Market Study ($150,000) and Arts Challenge Grants ($30,000), the closure of Spectrum Theatre and the removal of associated expenses ($160,825), and the reductions itemized below. Decreases are partially offset by the transfer of partnership funding (CPRO and Lee Highway Alliance) from Non-Departmental ($210,500), as well as funding adjustments to the annual expense for maintenance and replacement of County vehicles ($8,250).

FY 2019 Proposed Budget Reductions

Strategic Partnerships

- ↓ Eliminate the vacant Strategic Partnerships Executive Liaison ($143,231, 1.0 FTE).

  IMPACT: Staff now responsible for backfilling the BIDs liaison role will have their responsibilities permanently reallocated, and as a result their time available for primary duties – specifically providing business development and recruitment to reduce the commercial vacancy rate – will be impacted by as much as 30 percent.

- ↓ Eliminate the funding for the Greater Washington Hispanic Chamber of Commerce (GWHCC) ($6,000).

  IMPACT: The reduction discontinues AED's formal funding to GWHCC and will necessitate that this organization reallocate or find new funding to continue the specific services facilitated and organized by BizLaunch. There would be no impact to County programs and services.

- ↓ Decrease the ongoing commitment to Arlington Sister Cities Association (ASCA) ($5,000).

  IMPACT: $5,000 represents an approximately four percent reduction of ASCA's current budget. County support is the largest single income category, followed by fundraising activities. This reduction will require the organization to reallocate resources and reprioritize its existing program goals. The organization will need to increase fundraising or cut/modify existing programs.

Real Estate Development Group

- ↓ Eliminate the Connect Arlington marketing program ($50,000) and associated vacant business development position ($115,964, 1.0 FTE).

  IMPACT: The vision of Connect Arlington as an economic development catalyst is under review. AED will not undergo any significant marketing or outreach to businesses specifically targeted for potential early-adopters or likely users of the high-speed dedicated fiber network. The position, which was envisioned to provide sector-specific business development activities by leveraging deep knowledge of fiber users and barriers to entry, will not be filled.

Cultural Affairs Division

- ↓ Eliminate the Cultural Affairs humanities program and its associated vacant position ($77,172, 0.8 FTE).

  IMPACT: The following programs would be discontinued:

  - *Moving Words:* Juried poetry competition with winning poems displayed on ART buses
  - *Little Saigon:* Oral history project documenting the Vietnamese community in Arlington
  - *Legacy businesses*: Oral history project documenting historic businesses of Lee Highway and Nauck
  - *Halls Hill Legacy Makers:* Portrait project documenting Halls Hill High view Park community leaders
  - Poet Laureate: The Poet Laureate serves as an advocate for poetry and the literary arts
  - *The Poet is In:* Mobile poetry pop-up creating customized original poems for Arlingtonians.
  - *Community Gardens:* Oral history project documenting the diverse cultural make-up of Arlington

- ↓ Eliminate the vacant Cultural Affairs new Media Curator position ($36,225, 0.5 FTE).

  IMPACT: The following types of programs would be discontinued:

  - *Full Dome Projections:* Original new media work commissioned for David M. Brown Planetarium
  - *How to Video Festival*: Juried competition to create entertaining instructional videos
  - *Outdoor Digital Projections:* Original projection commission to celebrate Dia de los Muertos event
  - *County Wandering Tours:* Artist led walking tours highlighting and reimagining the planning and evolution of the community

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$6,396,907	$6,659,543	$6,593,207	-1%
Non-Personnel	2,184,505	2,305,028	2,121,953	-8%
Subtotal	8,581,412	8,964,571	8,715,160	-3%
Intra-County Charges	(56,881)	-	-	-
Total Expenditures	8,524,531	8,964,571	8,715,160	-3%
Fees (Earned Income)	271,349	349,165	192,000	-45%
Grants	9,500	5,000	5,000	-
Other (including Gifts and Donations)	38,960	-	-	-
Total Revenues	319,809	354,165	197,000	-44%
Net Tax Support	$8,204,722	$8,610,406	$8,518,160	-1%
Permanent FTEs	48.70	50.70	47.40	
Temporary FTEs	5.50	5.50	5.50	
Total Authorized FTEs	54.20	56.20	52.90	

PROGRAM MISSION

The Director's Office/Operations Group continues to develop Arlington County as an economically vital, competitive, and sustainable community by providing leadership and services to the business, real estate development, and visitors' services sectors of the Arlington economy.

Important strategic objectives include:

1. **Management & Administration:** Provide the 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.

Programs and primary activities of the Director's Office/Operations Group include:

- Leadership, Management, and Administration
- Economic Research and Policy Development
- Liaison and Support
- Creative Economy
- Communications

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections and the transfer in of the Creative Economy Manager ($143,509, 1.0 FTE) Events and Operations Support Manager ($101,204, 1.0 FTE) from the Strategic Partnership line of business.
- ↑ Non-personnel increases due to the reallocation of marketing funds from Business Investment to better reflect accounting and resource management responsibilities ($48,950), and funds from Strategic Partnerships ($3,000) and the Creative Economy Program ($11,000) as part of the AED's reorganization, partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($1,867).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,876,116	$1,943,066	$2,292,509	18%
Non-Personnel	467,170	448,457	509,540	14%
Total Expenditures	2,343,286	2,391,523	2,802,049	17%
Total Revenues	-	-	-	-
Net Tax Support	$2,343,286	$2,391,523	$2,802,049	17%
Permanent FTEs	12.80	13.00	15.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	12.80	13.00	15.00	

PERFORMANCE MEASURES

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Public relations placements	90	113	141	162	145	155
Internet visits to AED website	127,268	122,163	117,966	145,376	130,000	135,000
Arlington Business Center (ABC) events	131	142	151	159	150	170
Arlington Business Center (ABC) events attendance	4,257	4,478	4,632	3,696	4,500	3,500
Social Media (Number of followers)						
Facebook	N/A	130	611	2,082	800	4,000
Twitter	N/A	2,422	2,965	3,290	3,500	4,000
LinkedIn	N/A	N/A	132	198	200	270
Clicks from social media to website	N/A	N/A	N/A	10,786	4,500	15,000
Total impressions for social media efforts	N/A	N/A	N/A	1,652,080	1,000,000	2,000,000

- Public relations placements refer to positive mentions of the Arlington business and real estate development community by local and national media sources as a result of direct influence by AED staff.
- The FY 2018 number of website visits to AED was originally projected to decrease because of observed trends. Across the web, the popularity of standalone pages has been in decline while social media account reach and impressions have grown as an overall part of web traffic. However, staff has not yet seen this trend manifest in the data for AED's website and have readjusted estimates for FY 2018 and FY 2019.
- 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.
- The number of ABC event attendees dropped in FY 2017 due to a shift toward more remote-access to meetings via webinar as well as a decrease in the number of

presentation-style meetings (higher seating capacity) versus workshop-style meetings (fewer available seats). Staff anticipate this trend to continue in FY 2019.

- Social Media was not tracked until FY 2015. The measure tracks engagement through number of followers for each of AED's official social media accounts.
- Clicks from Social Media to Website and Total Impressions for Social Media Efforts are new measures being tracked for FY 2018 as a way to show impact of these media utilities.

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
- Small Business Support and High Growth Entrepreneurs
- Business Intelligence
- Marketing

SIGNIFICANT BUDGET CHANGES

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

↓ Non-personnel decreases due to the reallocation of marketing funds from Business Investment to Director's Office - Communications to better reflect accounting and resource management responsibilities ($48,950).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,639,611	$1,681,421	$1,787,644	6%
Non-Personnel	509,302	500,248	451,298	-10%
Total Expenditures	2,148,913	2,181,669	2,238,942	3%
Total Revenues	-	-	-	-
Net Tax Support	$2,148,913	$2,181,669	$2,238,942	3%
Permanent FTEs	12.00	12.80	12.80	
Temporary FTEs	-	-	-	
Total Authorized FTEs	12.00	12.80	12.80	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Leased space (square feet) as a result of AED's efforts	1,172,107	1,163,379	1,838,247	1,200,896	1,000,000	1,000,000
Total number of jobs created and retained in Arlington as a result of AED's efforts (Attraction and Business Retention and Expansion efforts)	3,318	5,108	11,252	5,631	3,000	4,000
Total number of companies announcing to move to or stay in Arlington as a result of AED's efforts	40	35	44	47	44	44
Number of prospects which remained and/or expanded in Arlington as a result of AED's Business Retention & Expansion (BRE) efforts	28	24	25	22	20	20
Total number of jobs created and retained as a result of AED's Business Retention and Expansion (BRE) efforts.	1,996	4,199	8,600	2,407	1,500	2,000
Number of BizLaunch Workshop attendees	5,919	5,065	3,699	3,794	5,500	4,000
Number of BizLaunch one-on-one meetings	714	853	864	779	750	750

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Close rate on company prospects - percentage of company announcements to active prospects	24%	39%	46%	43%	40%	40%
Number of letters sent welcoming new businesses to Arlington	N/A	N/A	1,706	1,625	2,000	1,700
Number of times Arlington companies were engaged in Business Retention & Expansion (BRE) activities	N/A	N/A	N/A	489	250	400
Percentage of evaluations rating BizLaunch programs as excellent	94%	94%	94%	96%	95%	95%

- In FY 2015, nearly half of the total number of jobs retained or created as a result of AED's Business Retention and Expansion (BRE) efforts resulted from a large single project - the retention and expansion of Arlington based company the Corporate Executive Board and in FY 2016, was a result of retention efforts related to the Department of Defense in Crystal City.
- Company prospects refer to companies that are actively working with AED and considering relocating or adding additional offices in Arlington.
- FY 2016 BizLaunch Workshop Attendees was lower than anticipated due to an unanticipated long-term staff absence in the program. The FY 2018 estimate of Workshop Attendees decreased based on the number of workshops expected to be held; the program will be focused more on one-on-one consultation and other direct engagement with the existing small business community.
- BizLaunch added an additional SCORE counselor, "Counselors to America's Small Businesses," to the office during FY 2014 and was able to increase the number of one-on-one appointments. FY 2014 was the first year with a full-time consultant in the position of overseeing the BizLaunch en Español program which also increased the number of one-on-one counseling appointments as well as the number of events.
- The percentage of company announcements to original company prospects is based on square footage; the industry standard is 33 percent. In FY 2013, this measure increased due to the relocation of a large employer to Arlington.
- Two measures were added in FY 2017, "number of welcome letters sent to new businesses" and "number of times Arlington companies were engaged in BRE activities", to further reflect the output of activities within the Business Investment Group that are directed towards welcoming and retaining local businesses.

PROGRAM MISSION

The Real Estate Investment Group (REDG) builds capacity for sustainable economic growth through the thoughtful and strategic development of Arlington's urban mixed-use corridors. REDG works with county colleagues and private, non-profit, institutional, and public partners to ensure that real estate investment in Arlington is viable, regionally competitive, and in line with broader County goals and objectives.

Important strategic objectives for REDG include:

1. **Planning and Placemaking**: Provide input into ongoing County planning and regulatory processes in order to ensure County ordinances, policies, and practices create an economically vibrant and sustainable place.
2. **Competitive Building and Business Environment**: Provide outreach and information sources to our development and business community and promote County ordinances, policies, practices, and services that place Arlington in a highly competitive development and business retention/attraction position.
3. **Real Estate Analysis and Project Management:** Provide analysis of key policy issues and management of projects related to economic and fiscal impact, real estate economics, public-private partnerships, cultural facilities, and public art.

Programs and primary activities of REDG include:

- Planning process support and input
- Policy formation
- Regulations and incentives analysis
- Economic and fiscal analysis
- Project management
- Outreach and information

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the reduction listed below, partially offset by the employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the reduction listed below, partially offset by the reallocation of funding from Strategic Partnerships to better reflect the appropriate resources for employee travel and professional development ($1,500).

FY 2019 Proposed Budget Reduction

- ↓ Eliminate the Connect Arlington marketing program ($50,000) and associated vacant business development position ($115,964, 1.0 FTE).

  IMPACT: The vision of Connect Arlington as an economic development catalyst is under review. AED will not undergo any significant marketing or outreach to businesses specifically targeted for potential early-adopters or likely users of the high-speed dedicated fiber network. The position, which was envisioned to provide sector-specific business development activities by leveraging deep knowledge of fiber users and barriers to entry, will not be filled.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$326,835	$571,773	$454,449	-21%
Non-Personnel	3,532	53,750	5,250	-90%
Total Expenditures	330,367	625,523	459,699	-27%
Total Revenues	-	-	-	-
Net Tax Support	$330,367	$625,523	$459,699	-27%
Permanent FTEs	3.00	4.00	3.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	3.00	4.00	3.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Economic value of new commercial construction (in millions)	$274	$171	$87	$32	$385	$291

- For FY 2018, the majority of the increase is due to the estimated construction and delivery timeline of Central Place, as well as a number of smaller but still impactful projects such as the Marymount Ballston Offices and the Colony House – Homewood Suites Hotel.
- As of the Proposed FY 2019 budget, the previous FY 2018 estimate of $591 which appeared in the FY 2018 budget, has been revised to $385 million, as a result of an updated schedule for delivery of Ballston Quarter, which is now reflected in FY 2019.

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 2019 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

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of the Strategic Partnerships staff. The Creative Economy Manager ($143,509, 1.0 FTE) and the Events and Operations Support Manager ($101,204, 1.0 FTE) are transferred to the Director's Office. The External Events Manager is transferred to Cultural Affairs ($104,543, 1.0 FTE) and the vacant Strategic Partnerships Executive Liaison ($143,231 1.0 FTE) position is eliminated below. This reorganization aligns staff skills and experience among existing leadership to better suit the needs of AED.
- ↑ Non-personnel increases due to the transfer in of funding for CPRO ($150,000) and Lee Highway Alliance ($60,500) from Non-Departmental, partially offset by the removal of one-time funding for a retail and marketing study along the Columbia Pike corridor on behalf of CPRO ($150,000); funds reallocated to the Director's Office ($14,000), Real Estate ($1,500), and Cultural Affairs ($10,000) as part of the reorganization; and the reductions itemized below.

FY 2019 Proposed Budget Reductions

- ↓ Eliminate the vacant Strategic Partnerships Executive Liaison ($143,231 1.0 FTE).

  IMPACT: Staff now responsible for backfilling the BIDs liaison role will have their responsibilities permanently reallocated, and as a result their time available for primary duties – specifically providing business development and recruitment to reduce the commercial vacancy rate – will be impacted by as much as 30 percent.
- ↓ Eliminate the funding for the Greater Washington Hispanic Chamber of Commerce (GWHCC) ($6,000).

  IMPACT: The reduction discontinues AED's formal funding to GWHCC and will necessitate that this organization reallocate or find new funding to continue the specific services facilitated and organized by BizLaunch. There would be no impact to County programs and services.
- ↓ Decrease the ongoing commitment to Arlington Sister Cities Association (ASCA) ($5,000).

  IMPACT: $5,000 represents an approximately four percent reduction of ASCA's current budget. County support is the largest single income category, followed by fundraising activities. This reduction will require the organization to reallocate resources and reprioritize its existing program goals. The organization will need to increase fundraising or cut/modify existing programs.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$488,337	$490,388	-	-100%
Non-Personnel	363,687	521,500	$545,000	5%
Total Expenditures	852,024	1,011,888	545,000	-46%
Total Revenues	-	-	-	-
Net Tax Support	$852,024	$1,011,888	$545,000	-46%
Permanent FTEs	4.00	4.00	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.00	4.00	-	

ARLINGTON ARTS AND CULTURAL AFFAIRS

PROGRAM MISSION

Arlington Arts and Cultural Affairs Division (CAD) is charged with fostering a creative environment that encourages collaboration, celebrates community, spurs innovation, and transforms lives. This mission is accomplished by providing material support to artists, and arts organizations, in the form of grants, facilities, and theater technology; through a commitment to integrating award-winning Public Art into our built environment; and with high quality performing, literary, visual, and new media programs across the County. The recognition of a community's arts and cultural assets (and the marketing of them) is an important element of economic development.

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, new media, and curation. This also complements the international initiatives of the ACVS and BIG divisions.
2. **Community Partnerships and Engagement:** Modeling our success in the public humanities projects "Echoes of Little Saigon" (Clarendon), "Living Diversity" (Columbia Pike), and "Nauck Portraits" (Nauck), we will expand our work with diverse communities through collaboration with the Department of Parks and Recreation, Libraries, and Arlington Public Schools.
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
- Facility Management and Technical Support
- Creative Placemaking and Engagement
- Marketing
- Public Art

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the reorganization of the External Events Manager from Strategic Partnerships to Cultural Affairs ($104,543, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the reductions itemized below.
- ↓ Non-personnel decreases due to the closure of Spectrum Theatre and the removal of associated expenses ($160,825) and one-time funding for Arts Challenge Grants ($30,000), offset by non-personnel resources reallocated from Strategic Partnerships as part of that reorganization ($10,000); as well as adjustments in annual expense for maintenance and replacement of County vehicles ($10,117).
- ↓ Revenue decreases due to the removal of Spectrum Theatre from the budget ($160,825), partially offset by adjustments in fee based revenue projected to increase based on previous year's actuals ($3,660).

ARLINGTON ARTS AND CULTURAL AFFAIRS

FY 2019 Proposed Budget Reductions

- ↓ Eliminate the Cultural Affairs humanities program and its associated vacant position ($77,172, 0.8 FTE).

  IMPACT: The following programs would be discontinued:
  - *Moving Words:* Juried poetry competition with winning poems displayed on ART buses
  - *Little Saigon:* Oral history project documenting the Vietnamese community in Arlington
  - *Legacy businesses*: Oral history project documenting historic businesses of Lee Highway and Nauck
  - *Halls Hill Legacy Makers:* Portrait project documenting Halls Hill High view Park community leader
  - Poet Laureate: The Poet Laureate serves as an advocate for poetry and the literary arts
  - *The Poet is In:* Mobile poetry pop-up creating customized original poems for Arlingtonians.
  - *Community Gardens:* Oral history project documenting the diverse cultural make-up of Arlington
- ↓ Eliminate the vacant Cultural Affairs new Media Curator position ($36,225, 0.5 FTE).

  IMPACT: The following types of programs would be discontinued:
  - *Full Dome Projections:* Original new media work commissioned for David M. Brown Planetarium
  - *How to Video Festival*: Juried competition to create entertaining instructional videos
  - *Outdoor Digital Projections:* Original projection commission to celebrate Dia de los Muertos event
  - *County Wandering Tours:* Artist led walking tours highlighting and reimagining the planning and evolution of the community.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,066,008	$1,972,895	$2,058,605	4%
Non-Personnel	839,733	781,073	610,365	-22%
Subtotal	2,905,741	2,753,968	2,668,970	-3%
Intra-County Charges	(56,881)	-	-	-
Total Expenditures	2,848,860	2,753,968	2,668,970	-3%
Fees	271,349	349,165	192,000	-45%
Grants	9,500	5,000	5,000	-
Other (including Gifts and Donations)	38,960			-
Total Revenues	319,809	354,165	197,000	-44%
Net Tax Support	$2,529,051	$2,399,803	$2,471,970	3%
Permanent FTEs	16.90	16.90	16.60	
Temporary FTEs	5.50	5.50	5.50	
Total Authorized FTEs	22.40	22.40	22.10	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of County Public Art projects in development	15	17	18	19	18	22
Arlington Arts Facebook, Twitter, Instagram reach	N/A	N/A	N/A	352,914	440,000	516,000
Number of supported artists and arts organizations	46	46	44	39	39	22
Number of public performances/exhibits/ events/workshops presented by supported artists and arts organizations	N/A	N/A	N/A	301	294	235
Number of public performances/exhibits/events/workshops presented by Cultural Affairs staff	N/A	N/A	N/A	252	248	179

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of studio visitors and audiences to Lee Arts Center	4,654	4,373	4,553	4,112	4,750	4,500
Funding provided by partners for performances/exhibits/workshops/temporary and permanent public art installations curated and presented by Cultural Affairs staff (in millions)	N/A	N/A	N/A	$12.20	$45.80	$3.70
Number of artists paid for working in performances/exhibits/events/workshops/ temporary public art installations presented by Cultural Affairs staff	N/A	N/A	N/A	317	293	273

- The measure for "Arlington Arts Facebook, Twitter, Instagram reach" previously included website reach as well and has been adjusted to only reflects social media going forward. The FY 2018 estimate has been adjusted (down from 800,000) to reflect the change. The division is in the process of migrating and overhauling much of its website presence.
- The estimated reduction in supported arts organizations and performances for FY 2019 is due to strict adherence to the County policy for the arts, which requires organizations to be based in Arlington. In prior years, organizations residing outside of Arlington received support.
- Performances/exhibits/events/workshops include those managed by CAD on behalf of BIDs, DPR, Libraries, and other Economic Development divisions. These events are anticipated to decrease for FY 2019 due to anticipated decrease in positions. While project management of established programs can in some cases be administered remotely by a contractor, the creation of new programs requires staff to be working directly in the community to ensure the program is market responsive to the evolving landscape.
- Partner funding for temporary and permanent public art installations for FY 2019 declines because CAD is no longer providing this dollar value comingled with other County agency funding for capital projects. This figure reflects outside developer funding only for FY 2019.

ARLINGTON CONVENTION & VISITORS SERVICE

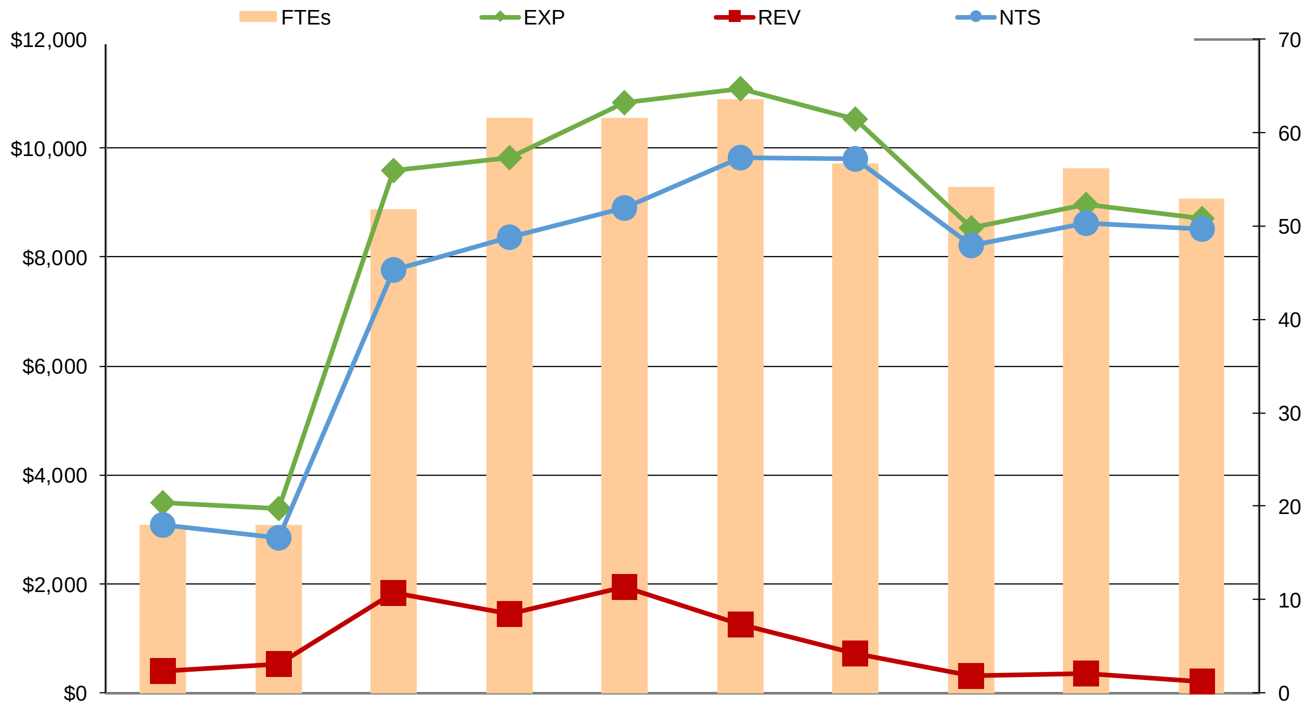
PROGRAM MISSION

The FY 2019 Proposed Arlington Convention and Visitor Service (ACVS) budget can be found in the Travel and Tourism Promotion Fund narrative. This narrative is provided to show FY 2017 actuals only.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change ‘18 to ‘19
Personnel	-	-	-	-
Non-Personnel	$1,081	-	-	-
Total Expenditures	1,081	-	-	-
Total Revenues	-	-	-	-
Net Tax Support	$1,081	-	-	-
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

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



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$3,481	$3,376	$9,587	$9,818	$10,829	$11,085	$10,523	$8,525	$8,965	$8,715
REV	$397	$538	$1,829	$1,448	$1,939	$1,254	$712	$320	$354	$197
NTS	$3,084	$2,838	$7,758	$8,370	$8,890	$9,831	$9,811	$8,205	$8,611	$8,518
FTEs	18.00	18.00	51.77	61.57	61.57	63.57	56.67	54.20	56.20	52.90

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($10,327).	
	▪ Eliminated two positions, one administrative and one technology support position ($199,794).	(2.0)
	▪ Eliminated one of six economic development specialist positions ($77,675).	(1.0)
FY 2011	▪ Reduced funding for the Ballston Science and Technology Alliance ($2,500); Rosslyn Renaissance ($10,000) and the Greater Washington Hispanic Chamber of Commerce ($650). Eliminated funding for the Greater Washington Initiative ($25,000).	
	▪ Reduced funding for the Nonprofit Technical Assistance Program ($5,000) and the Think Arlington marketing campaign ($45,000).	
	▪ Revenue decreased due to the reduction of transferred funds from a trust and agency account to support the Rosslyn Renaissance ($10,000) and the end of a state grant during the fiscal year ($74,350).	
	▪ Non-personnel expense decreased due the end of the state grant funds ($74,350).	
FY 2012	▪ The County Board approved a one-time allocation of $450,000 for promoting and marketing businesses and cultural events within Arlington County, as well as enhancing small business initiatives. The employees from the Travel and Tourism Promotion Fund will be carrying out these activities from January 1, 2012 through June 30, 2012.	
	▪ Non-personnel expenses decrease due to the elimination of funding for the Ballston Partnership ($65,000) due to the creation of the Ballston Business Improvement District, the decrease in funding for the Rosslyn Renaissance ($10,000), and decrease in lease expense for the Base Realignment and Closure (BRAC) Transition Center ($23,588). This is partially offset by the restoration of funding for Greater Washington Initiative ($25,000) and increase in the annual expense for maintenance and replacement of County vehicles ($765).	
	▪ Revenues decrease due to the reduction in funding from the Rosslyn Fund trust and agency account for the Rosslyn Renaissance ($10,000) and the end of grant funding from the Virginia National Defense Industrial Authority (VNDIA) ($28,448). An extension to the length of the grant has been awarded which will keep the BRAC Transition Center open through mid-FY 2012.	
	▪ *Cultural Affairs, Cultural Affairs' Supplemental Fee Programs, and Artisphere were transferred to Arlington Economic Development from the Department of Parks and Recreation (expense $5,284,614, revenue $1,883,658).*	*33.77*
FY 2013	▪ The County Board added an Information Technology position ($125,000).	1.0

Fiscal Year	Description	FTEs
	▪ 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 increase due to the County Board's addition of funding for a new Step 19 and an increase in the living wage.	
	▪ Personnel includes 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 has been 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 decrease 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).	

Fiscal Year	Description	FTEs
	▪ Reduced the Arlington Arts Grants Program funding from $249,100 to $199,100 ($50,000).	
	▪ *The County Board approved 2.0 marketing management FTEs as part of FY 2013 closeout ($294,983).*	*2.0*
FY 2015	▪ The County Board added one-time funding for arts challenge grants ($30,000) and tourism promotion ($200,000).	
	▪ Removed FY 2014 one-time funding for the Base Realignment and Closure (BRAC) Coordinator position ($142,137).	(1.0)
	▪ Removed FY 2014 one-time funding for arts challenge grants ($30,000) and nonprofit capacity building ($20,000).	
	▪ Added additional funding for the Hispanic Business Counselor ($50,000).	
	▪ Added ongoing funding ($158,273) for the Base Realignment and Closure (BRAC) Coordinator position.	1.0
	▪ Replaced ongoing funding with one-time for nonprofit capacity building ($45,000).	
	▪ *Added personnel approved at FY 2014 close-out to correct the allocation for a Cultural Affairs Specialist ($9,589, 0.1 FTE).*	*0.1*
FY 2016	▪ The County Board eliminated funding for Artisphere ($946,659, 14.5 FTEs, 1.0 temporary FTE) and Ballston Science and Technology 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.	

Fiscal Year	Description	FTEs
	▪ Increased fee revenue to align budget to actuals and anticipated receipts in Cultural Affairs programs ($9,000).	
	▪ The temporary FTE count was adjusted to reflect the number of budgeted hours already funded within the Department's budget. There was no change to net tax support (3.33 FTEs).	3.33
	▪ *After budget adoption, the County Board transferred Arlington Convention and Visitor Services from the General Fund to the Travel and Tourism Fund ($626,148, 5 FTEs, 0.80 Temporary FTEs).*	*5.80*
FY 2018	▪ The County Board added one-time funding for Arts Challenge Grants ($30,000) and one-time funding for AED to conduct a retail and market study along the Columbia Pike corridor on behalf of the Columbia Pike Revitalization Organization ($150,000).	
	▪ Conversion of a temporary employee from the Travel and Tourism Promotion Fund to permanent full-time to support the front desk and operations (conversion of non-personnel to personnel $60,000; 1.0 FTEs).	1.0
	▪ The transfer in of 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; 1.0 FTEs; $50,000 non-personnel).	1.0
	▪ Removal of FY 2017 one-time funding for the Marymount Non-Profit Resource Center ($25,000).	

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DEPARTMENT OF COMMUNITY PLANNING, HOUSING AND DEVELOPMENT
Claude Williamson, Director
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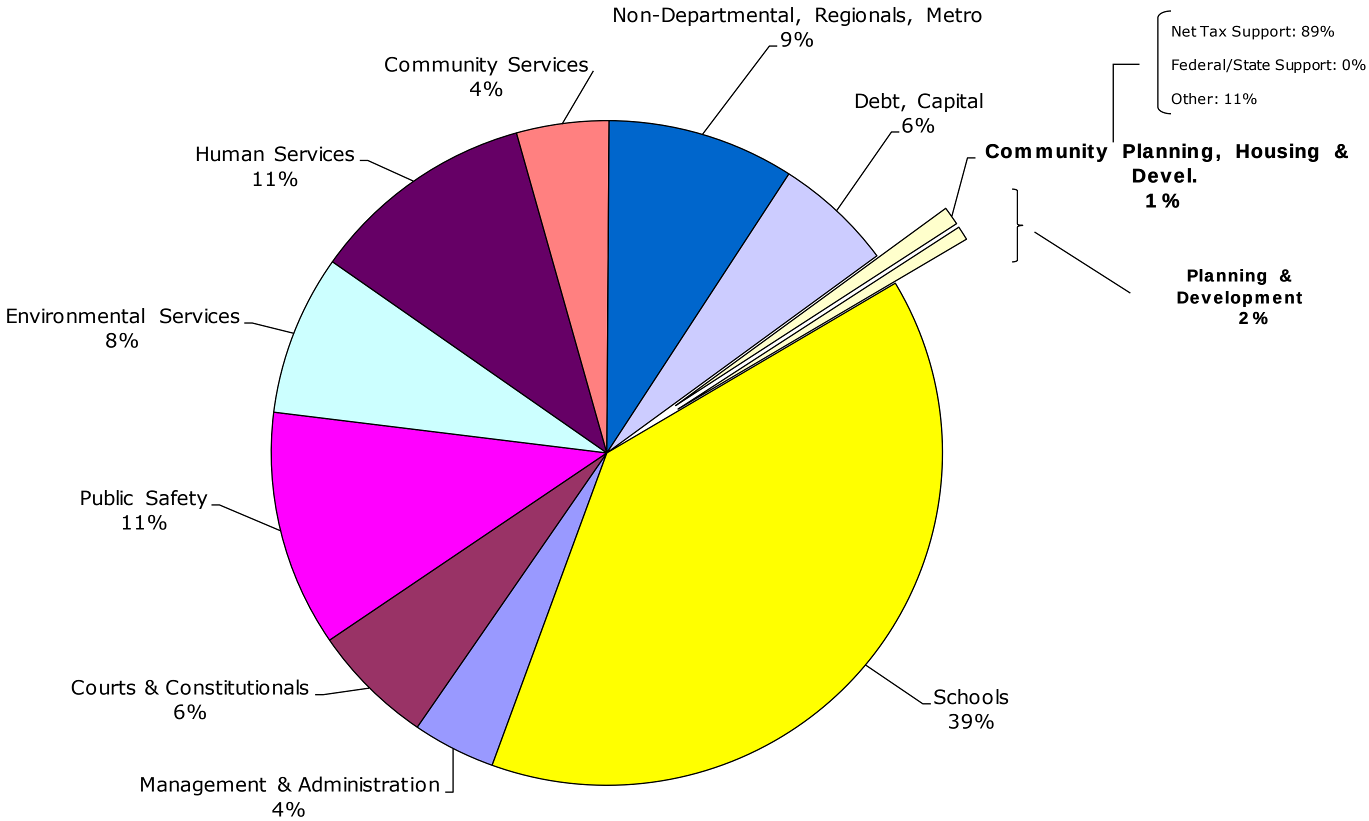
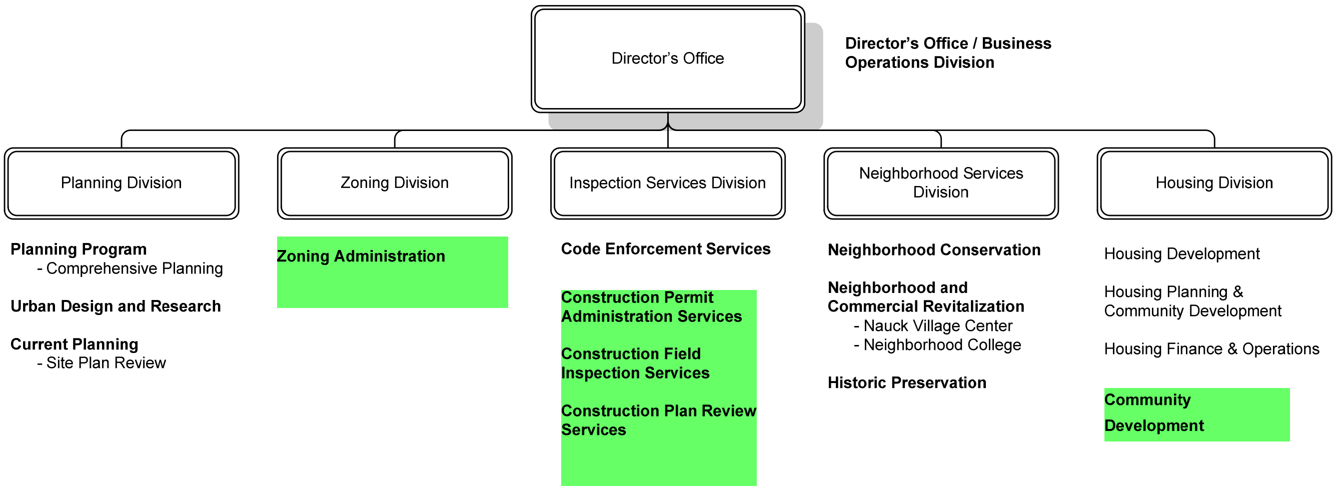
Our Mission: To promote the improvement, conservation, and revitalization of Arlington's physical and social environment

FY 2019 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Shaded programs are part of other funds.

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Department of Community Planning, Housing and Development is $11,398,408, a two percent decrease from the FY 2018 adopted budget. The FY 2019 budget reflects:

- ↑ Personnel increases due to the transfer of a Joint Facilities Advisory Committee (JFAC) support position ($116,168, 1.0 FTE) from the County Manager's Office into the Planning Division, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the reductions itemized below.
- ↓ Non-personnel decreases primarily due to the transfer of the Community Services Block Grant to the Housing and Community Development Fund ($245,550), adjustments to the annual expense for the maintenance and replacement of County vehicles ($9,651), and the reductions itemized below, partially offset by contractual increases ($5,850).
- ↑ Fee revenue increases to reflect a new Historic Preservation fee of $250 ($500).
- ↓ Grant revenue decreases due to the transfer of the Community Services Block Grant to the Community Development Fund, Fund 206 ($245,550).

FY 2019 Proposed Budget Reductions

Business Operations & Administrative Services Division

- ↓ Reduced consultant funding used to implement CPHD's department-wide training program ($35,550).

  IMPACT: The reduction will reduce consultant funds from $47,400 to $11,850, a 75 percent reduction. CPHD will stagger implementation of its Talent Management Plan over several years.

Comprehensive Program

- ↓ Elimination of a filled Administrative Assistant V position ($82,250, 1.0 FTE).

  IMPACT: A recent study of Planning Division administrative duties identified opportunities and alternative methods of service delivery. Planning administrative duties will be reassigned to planning and other administrative staff.

- ↓ Elimination of a vacant Principal Planner position ($177,483, 1.0 FTE).

  IMPACT: Eliminating this position would result in the following activities being eliminated, reduced and/or reassigned to remaining staff: management of the review, approval and implementation of Phased-Development Site Plan applications; the coordination of Crystal City Block Plan applications; assistance in transportation and public facility improvements; the coordination of the Crystal City Review Council activities; and work with developers, property/business owners, civic and neighborhood groups, the Crystal City BIDs and interdepartmental staff to coordinate planning and implementation issues.

Current Planning

- ↓ Elimination of a filled Planning Supervisor position ($182,885, 1.0 FTE).

  IMPACT: The Planning Supervisor position was reassigned in September 2017 to temporarily assist the Planning Director with special projects. The majority of the special projects currently assigned to this position will be completed by the end of the current fiscal year. Remaining special projects and any new projects will be assigned to other planning staff.

Code Enforcement Services

- ↓ Reduce a full-time vacant Code Enforcement Supervisor position into a half-time position ($68,294, 0.5 FTE).

  IMPACT: This proposed reduction eliminates a Code Enforcement Supervisor and converts a portion of the salary savings to a part-time position responsible for civic engagement activities; coordination and reporting on post-fire inspections; managing damage assessment activities during a Department of Public Safety Communications and Emergency Management activation; and responding to GRAMs and customer requests. Supervisory functions will be transferred to other CPHD management. As a result of the reduction, there may be delays in the timeliness of responding to some requests to Code Enforcement.

Neighborhood & Commercial Revitalization

- ↓ Reduce funding 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).

  IMPACT: The reduction will reduce consultant funds used for the program from $50,000 to $10,000, an 80 percent decrease. CPHD will identify alternative ways to deliver the program without consultant services and use the remaining funds for staff produced program marketing and materials.

DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$9,647,921	$10,329,450	$10,367,131	-
Non-Personnel	1,330,540	1,356,178	1,031,277	-24%
Intra-County Charges	-	-	-	-
Total Expenditures	10,978,461	11,685,628	11,398,408	-2%
Fees	1,294,350	1,288,000	1,288,500	-
Grants	169,730	245,550	-	-100%
Total Revenues	1,464,080	1,533,550	1,288,500	-16%
Net Tax Support	$9,514,381	$10,152,078	$10,109,908	-
Permanent FTEs	86.00	86.00	83.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	86.00	86.00	83.50	

DIRECTOR'S OFFICE/BUSINESS OPERATIONS DIVISION

PROGRAM MISSION

To provide the Department of Community Planning, Housing and Development (CPHD) the leadership and operational support it needs in order to promote the improvement, conservation, and revitalization of Arlington's physical and social environment.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the transfer in of a Management Analyst position ($40,664, 0.5 FTE) from the Neighborhood Conservation Division.
- ↓ Non-personnel expenses decrease due to adjustments to the annual expense for the maintenance and replacement of County vehicles ($668) and the reduction itemized below.

FY 2019 Proposed Budget Reduction

- ↓ Reduced consultant funding used to implement CPHD's department-wide training program ($35,550).

  IMPACT: The reduction will reduce consultant funds from $47,400 to $11,850, a 75 percent reduction. CPHD will stagger implementation of its Talent Management Plan over several years.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$965,184	$1,013,213	$1,184,440	17%
Non-Personnel	100,556	100,660	64,442	-36%
Total Expenditures	1,065,740	1,113,873	1,248,882	12%
Total Revenues	-	-	-	-
Net Tax Support	$1,065,740	$1,113,873	$1,248,882	12%
Permanent FTEs	8.00	7.00	7.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	7.00	7.50	

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 so as to encourage broad public participation in the ongoing project of community development.

Comprehensive Planning will focus on the following objectives:

- Provide master planning work that monitors and maintains all elements of the Comprehensive Plan.
- Develop and review County land use policy.
- Undertake sector plans, small area plans, and General Land Use Plan (GLUP) studies and amendments.
- Staff committees for long range planning and zoning ordinance reviews and amendments.
- Conduct special zoning studies and prepare Zoning Ordinance amendments.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, the transfers in of a Joint Facilities Advisory Committee (JFAC) support position ($116,168, 1.0 FTE) from the County Manager's Office, a Planning Supervisor ($162,272, 1.0 FTE) from the Current Planning Section and a Principal Planner ($60,339, 0.5 FTE) from the Neighborhood Conservation Section in the Neighborhood Services Division; partially offset by the reductions itemized below.

FY 2019 Proposed Budget Reductions

↓ Elimination of a filled Administrative Assistant V position ($82,250, 1.0 FTE).

IMPACT: A recent study of Planning Division administrative duties identified opportunities and alternative methods of service delivery. Planning administrative duties will be reassigned to planning and other administrative staff.

↓ Elimination of a vacant Principal Planner position ($177,483, 1.0 FTE).

IMPACT: Eliminating this position would result in the following activities being eliminated, reduced and/or reassigned to remaining staff: management of the review, approval and implementation of Phased-Development Site Plan applications; the coordination of Crystal City Block Plan applications; assistance in transportation and public facility improvements; the coordination of the Crystal City Review Council activities; and work with developers, property/business owners, civic and neighborhood groups, the Crystal City BIDs and interdepartmental staff to coordinate planning and implementation issues.

COMPREHENSIVE PLANNING PROGRAM

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,089,825	$2,170,667	$2,340,988	8%
Non-Personnel	113,810	64,647	64,647	-
Total Expenditures	2,203,635	2,235,314	2,405,635	8%
Total Revenues	-	-	-	-
Net Tax Support	$2,203,635	$2,235,314	$2,405,635	8%
Permanent FTEs	16.00	16.00	16.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.00	16.00	16.50	

PERFORMANCE MEASURES

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of Columbia Pike form based code applications approved	N/A	N/A	4	1	0	3
Number of major County Board approved area studies completed	2	0	3	0	1	0
Number of major County Board approved area studies underway	4	4	4	1	1	1
Number of major County Board initiated studies and special projects underway	N/A	N/A	N/A	2	3	2
Number of major County Board initiated studies and special projects completed	N/A	N/A	N/A	0	2	1
Number of special GLUP studies completed	0	0	1	1	3	1
Number of special GLUP studies underway	N/A	N/A	3	1	1	1
Number of Zoning ordinance amendments completed	2	2	7	6	8	2
Number of Zoning ordinance amendments underway	N/A	N/A	7	7	4	4

- Staff began tracking the number of approved Columbia Pike form based code applications, the number of special General Land Use Plan (GLUP) studies underway, and the number of Zoning ordinance amendments in process in FY 2016.
- The major County Board approved area studies completed in FY 2016 include the Rosslyn Sector Plan West, Rosslyn Area Plan, and Courthouse Addendum.
- The number of major County Board initiated special studies completed and underway were measures added in FY 2018.

URBAN DESIGN AND RESEARCH PROGRAM

PROGRAM MISSION

To serve as a technical resource center for urban design, demographics, development data, and targeted strategic research, and targeted planning studies. Provide services for interdivisional and interdepartmental teams, citizens, real estate professionals and Arlington County boards, commissions and committee leaders, to address complex urban planning, design and research issues. 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 and Research Section (UDR) serves as a center for urban design and strategic urban research. UDR provides an integrated approach to design and research services and has enabled the Planning Division to proactively address the following objectives:

- Undertake special short-term urban design, research, 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.
- Serve as a center for 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.
- Prepare demographic and development information, forecasts, trends, and tracking reports.

SIGNIFICANT BUDGET CHANGES

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

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$712,820	$759,607	$771,470	2%
Non-Personnel	18,456	32,490	32,490	-
Total Expenditures	731,276	792,097	803,960	1%
Total Revenues	-	-	-	-
Net Tax Support	$731,276	$792,097	$803,960	1%
Permanent FTEs	6.00	6.00	6.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	6.00	6.00	6.00	

URBAN DESIGN AND RESEARCH PROGRAM

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of community outreach events sponsored by Urban Design and Research (UDR)	7	4	9	9	8	8
Publications completed	9	10	10	10	10	9
Studies and plans initiated	2	4	2	4	4	5

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Demographic and development information requests completed	210	265	260	234	225	225
Number of administrative changes reviewed for facade changes	82	83	76	78	75	80
Number of administrative changes reviewed for landscape changes	110	90	53	50	50	50
Number of facade inspections	9	16	20	18	20	20
Number of landscape and tree protection site plans reviewed	23	45	41	50	50	50
Number of landscape plan inspections	20	20	20	24	24	24
Number of site plans reviewed	13	15	22	22	22	22

- The number of demographic and development information requests completed decreased slightly in FY 2017 due to more users accessing this information directly from the County website. Staff anticipate this trend to continue.
- The number of administrative changes reviewed for landscape change decreased in FY 2017. Staff anticipate this trend to continue.
- The number of landscape and tree protection site plans reviewed were tracked for half of FY 2014. Therefore, actuals increased in FY 2015.

CURRENT PLANNING

PROGRAM MISSION

To plan, facilitate, and regulate the physical build out of Arlington as a diverse grouping of "great places" to achieve a high quality of life for citizens and provide a robust economic return for participating individuals, households, businesses, institutions, and government. Such places will be more resilient and sustainable because they optimize existing infrastructure and resources, generate less waste and provide a solid foundation for future growth. County planning/implementation processes strive to be transparent, equitable, and easy to understand by non-professionals so as to encourage broad public participation in the ongoing project of community development.

Current Planning

- Analyzes, reviews, and prepares staff recommendations on development proposals and use permits.
- Works with citizens and developers on zoning issues, including analyzing, and developing land use and development policies.
- Provides planning and administrative services to support the Planning Commission and other appointed commissions and committees involved in the planning and development review process.
- Coordinates the development review process committee for site plans, as well as ad-hoc task forces for a variety of land use and development issues.
- Proposes and analyzes legislative changes, coordinates interdepartmental review applications, and undertakes special studies at the request of the County Board and County Manager.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of a Planning Supervisor ($162,272, 1.0 FTE) to the Comprehensive Planning Section and the reduction itemized below; offset by increases in employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to adjustments to the annual expense for the maintenance and replacement of County vehicles ($2,066).

FY 2019 Proposed Budget Reduction

- ↓ Elimination of a filled Planning Supervisor position ($182,885, 1.0 FTE).

  IMPACT: The Planning Supervisor position was reassigned in September 2017 to temporarily assist the Planning Director with special projects. The majority of the special projects currently assigned to this position will be completed by the end of the current fiscal year. Remaining special projects and any new projects will be assigned to other planning staff.

CURRENT PLANNING

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,301,805	$1,474,242	$1,113,961	-24%
Non-Personnel	56,411	70,216	68,150	-3%
Total Expenditures	1,358,216	1,544,458	1,182,111	-23%
Fees	1,193,128	1,213,000	1,213,000	-
Total Revenues	1,193,128	1,213,000	1,213,000	-
Net Tax Support	$165,088	$331,458	($30,889)	-109%
Permanent FTEs	12.00	12.00	10.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	12.00	12.00	10.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average site plan review cycle time (days)	176	305	275	180	180	180

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of administrative site plan applications	243	272	211	242	250	250
Number of site plans approved by the County Board	8	5	6	6	8	8
Number of zoning applications and reviews processed	133	174	181	199	200	200
Percent of total items on consent agenda	92%	90%	90%	90%	90%	90%
Percentage of Board reports on time for regular distribution	95%	95%	95%	95%	95%	95%

- The increase in the average site plan review cycle time in FY 2016 is due to the atypical nature of the plans received that required multiple reviews. The review time decreased in FY 2017 and is anticipated to remain at that level due to the typical nature of the site plans being reviewed.
- The number of administrative site plan applications increased in FY 2017 due to changes in state code that now require telecommunications facilities to submit administrative changes.
- The percentage of Planning Commissioners satisfied with staff reports was removed as a measure because the department is no longer conducting the survey.

CODE ENFORCEMENT SERVICES

PROGRAM MISSION

To enforce state and local property related codes at private properties to ensure the safe occupancy and use of existing structures and to improve the quality of life for Arlington residents.

The codes enforced include the Virginia Maintenance Code, a subset of the Virginia Uniform Statewide Building Code; the Condition of Private Property Ordinance; the Noise Control Ordinance; and the Sidewalk Snow Removal Ordinance.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the reduction itemized below.
- ↓ Non-personnel decreases due to the adjustments to the annual expense for the maintenance and replacement of County vehicles ($5,820).

FY 2019 Proposed Budget Reduction

- ↓ Reduce a full-time vacant Community Codes Supervisor position to a half-time position ($68,294, 0.5 FTE).

  IMPACT: This proposed reduction eliminates a Code Enforcement Supervisor and converts a portion of the salary savings to a part-time position responsible for civic engagement activities; coordination and reporting on post-fire inspections; managing damage assessment activities during a Department of Public Safety Communications and Emergency Management activation; and responding to GRAMs and customer requests. Supervisory functions will be transferred to other CPHD management. As a result of the reduction, there may be delays in the timeliness of responding to some requests to Code Enforcement.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,267,846	$1,330,133	$1,360,256	2%
Non-Personnel	161,757	156,269	150,449	-4%
Total Expenditures	1,429,603	1,486,402	1,510,705	2%
Fees	9,490	-	-	-
Total Revenues	9,490	-	-	-
Net Tax Support	$1,420,113	$1,486,402	$1,510,705	2%
Permanent FTEs	13.00	13.00	12.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	13.00	13.00	12.50	

CODE ENFORCEMENT SERVICES

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of code enforcement cases identified by staff	1,926	1,853	2,897	2,534	2,500	2,500
Percentage of code enforcement cases identified by staff	76%	75%	82%	80%	80%	80%
Total number of code enforcement cases	2,521	2,466	3,532	3,178	3,100	3,100

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of private properties cleaned of refuge and garbage, and vegetation trimmed as part of the enforcement initiative	12	13	14	10	15	15
Total number of hoarding cases	39	25	16	27	27	27

- During FY 2016, Code Enforcement staff participated in a mobile workforce pilot. The workforce pilot was part of an 18-month reorganization and redevelopment of performance expectations prepared by and for staff. The pilot effectively increased the amount of field inspection time by 25 percent which led to a 43 percent increase in productivity during the pilot. Productivity is expected to fall slightly over time but will stabilize when new permitting software projects are completed.
- The number of hoarding cases referred by the Arlington Hoarding Task Force or identified through proactive inspections increased in FY 2017 and is attributed to improved communication between first responders and Code Enforcement staff, as well as community outreach efforts with community groups.

NEIGHBORHOOD CONSERVATION

PROGRAM MISSION

To enhance residential areas by providing resident-initiated public improvements in a timely manner based upon regularly-updated neighborhood-developed plans.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of a Principal Planner ($60,339, 0.5 FTE) to the Comprehensive Planning Division and a Management Analyst ($40,664, 0.5 FTE) to the Director's Office. The decrease is partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and adjustments made to retirement contributions based on current actuarial projections.
- This program includes 3.5 FTEs who work 100 percent on bond funded projects and are charged back to the projects. The personnel budget shown below is for only the General Fund portion of their salaries, net of the amount charged to capital projects.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$418,651	$488,529	$389,770	-20%
Non-Personnel	4,281	13,950	13,950	-
Total Expenditures	422,932	502,479	403,720	-20%
Total Revenues	-	-	-	-
Net Tax Support	$422,932	$502,479	$403,720	-20%
Permanent FTEs	7.50	7.50	6.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.50	7.50	6.50	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of Neighborhood Conservation plans and updates in progress	12	14	14	15	15	16
Number of participating neighborhoods	51	52	51	51	51	51

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Plans completed within 3 years	80%	80%	80%	80%	80%	80%

NEIGHBORHOOD AND COMMERCIAL REVITALIZATION

PROGRAM MISSION

To facilitate sustainable communities through training and education, civic participation, the connection of residents to needed services, and the physical improvement of neighborhoods.

Nauck Village Center (Commercial Revitalization Program)

- Facilitating the redevelopment of the Nauck, Shirlington, and Four Mile Run area.

Neighborhood College

- Managing Neighborhood College, a civic leadership program that increases County residents' communication and conflict management skills, their knowledge of the County government and its services, and how to access services and programs.

SIGNIFICANT BUDGET CHANGES

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

↓ Non-personnel decreases due to the reduction listed below.

FY 2019 Proposed Budget Reduction

↓ Reduce funding 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).

IMPACT: The reduction will reduce consultant funds used for the program from $50,000 to $10,000, an 80 percent decrease. CPHD will identify alternative ways to deliver the program without consultant services and use the remaining funds for staff produced program marketing and materials.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$365,195	$363,932	$389,073	7%
Non-Personnel	96,008	70,989	30,989	-56%
Total Expenditures	461,203	434,921	420,062	-3%
Total Revenues	-	-	-	-
Net Tax Support	$461,203	$434,921	$420,062	-3%
Permanent FTEs	2.00	3.00	3.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	2.00	3.00	3.00	

PERFORMANCE MEASURES

Commercial Revitalization Program

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of commercial property owners, tenants and organizations receiving technical assistance on redevelopment and/or community improvement opportunities	11	13	50	25	1	N/A
Percentage of the acquisition/relocation/demolition completed toward the development of the Nauck Town Square	80%	80%	100%	N/A	N/A	N/A

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of major events held in Nauck Town Square	3	3	3	3	0	9
Number of public/private development projects/activities initiated or reviewed by the Nauck Revitalization Organization	3	3	0	1	2	1
Number of residents attending events and activities in the Nauck Village Center (Nauck Town Square)	400	375	300	275	0	0
Percentage of design work completed toward the development of the Nauck Town Square	25%	40%	65%	100%	N/A	N/A

- The FY 2016 increase in the number of commercial property owners, tenants and organizations receiving technical assistance on redevelopment and/or community improvement opportunities is due to: numerous discussions with business and property owners in Garden City concerning possible improvements to their properties and partnership opportunities with the Yorktown Civic Association as well as engaging businesses in the Four Mile Run Study Area, the Nauck Village Center, and 23rd Street (Restaurant Row) in planning and redevelopment efforts/opportunities. The Commercial Revitalization program is currently on hold for FY 2018 and FY 2019 due to a change in departmental priorities.
- Nauck Town Square design and engineering plans were completed in FY 2017. The Nauck Town Square is anticipated to be under construction in FY 2017 and FY 2018 and unavailable for public use.
- The Nauck Revitalization Organization (NRO) is a citizen advisory committee that is comprised of representatives from the Nauck Civic Association (NCA), property owners, and other community stakeholders. The activity estimates are based on the expected interest in the Four Mile Run Study.
- Monthly meetings attended by residents include the Nauck Revitalization Organization (NRO) and the Nauck Civic Association (NCA) and other meetings scheduled to address specific community issues, concerns, and activities.

Neighborhood College

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Annual enrollment in the Neighborhood College Program	27	25	25	25	25	25
Percent of the Neighborhood College participants satisfied with the program	96%	96%	96%	96%	96%	96%

HISTORIC PRESERVATION

PROGRAM MISSION

To identify, document, and inspect historically significant architectural, archaeological, and cultural resources in Arlington County and strive to preserve, promote, and protect those resources.

Historic Preservation

- Provides planning, resource identification, and design review for locally designated properties.
- Provides historic district designation, technical assistance to homeowners, and staff support to the Historic Affairs and Landmark Review Board (HALRB).

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to adjustments to the annual expense for the maintenance and replacement of County vehicles ($1,097).
- ↑ Revenue increases to reflect a new fee for processing and preparing Local Historic Designation report requests ($500). The fee is $250 per request.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$512,729	$514,406	$529,772	3%
Non-Personnel	111,769	90,855	89,758	-1%
Total Expenditures	624,498	605,261	619,530	2%
Fees	50	-	500	-
Total Revenues	50	-	-	-
Net Tax Support	$624,448	$605,261	$619,530	2%
Permanent FTEs	4.00	4.00	4.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.00	4.00	4.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of monthly inspections completed in locally designated historic districts	50	50	50	50	50	50
Percent of applicants satisfied with the Certificate of Appropriateness (CoA) process	98%	98%	98%	98%	98%	98%
Percentage of Certificate of Appropriateness (CoA) applications approved	100%	100%	100%	99%	100%	100%

HISTORIC PRESERVATION

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of Administrative Certificates of Appropriateness (ACoAs) approved by staff	15	16	31	22	25	40
Number of Certificate of Appropriateness (CoA) applications approved by HALRB	54	48	34	43	35	30
Number of Federal/State historic preservation-related compliance cases reviewed	42	37	38	42	40	40
Number of National Register of Historic Places nominations submitted for listing/total National Register listings	0/70	1/71	0/71	0/71	0/71	2/73
Number of new locally designated historic districts/total local districts	0/34	2/36	2/38	2/40	0/40	2/42
Number of preservation easements monitored annually	N/A	N/A	9	9	12	14
Percent of HALRB members satisfied with program support	98%	98%	98%	98%	98%	98%

- 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.
- A Certificate of Appropriateness (CoA) is required for all proposed exterior alterations, new construction, and demolition within a locally-designated historic district, except for painting and routine maintenance. The CoA process involves two separate, though related, meetings that are open to the public. Both of these meetings occur monthly to allow the applications to be reviewed and decided upon in a timely manner.
- The number of Administrative Certificates of Appropriateness (ACoAs) approved by staff decreased in FY 2017 due to the number of requests for items that staff had the authority to approve. It is anticipated that staff approvals will increase as existing local historic guidelines are updated and as new local historic districts are established.
- The increase in the approved CoA applications by the HALRB in FY 2017 is due to the increase of property owners within local historic districts applying for CoAs.
- Staff are currently preparing a Multiple Property Document of the African American historic resources in the County. Staff anticipate that at least one of the properties included in the study could rise to the level of National Register eligibility based on its architectural, historical, and/or cultural merit.
- The number of annual staff reviews of historic preservation easements are being tracked beginning in FY 2016.

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 that 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 through the implementation of the County's financial tools and land-use mechanisms.
- Review and underwrite multi-family and single-family loan packages using County Affordable Housing Investment Fund (AHIF) and federal funds.
- Facilitate loan approvals and closings.
- Attain site plan project inclusionary affordable units and/or financial contributions.
- Foster first-time homebuying and single-family homeownership by providing financial and technical assistance to eligible low and moderate-income households.

HOUSING PLANNING AND COMMUNITY DEVELOPMENT

- Prepare plans, such as the 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.
- 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 that developers/landlords comply with applicable relocation guidelines during redevelopment, conversion, or rehabilitation projects where residential tenants may be displaced.

HOUSING DIVISION

- Ensure compliance with requirements for federal Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and Community Services Block Grant 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.
- Facilitate community engagement through staff support to the Housing Commission, Community Development Citizens Advisory Committee, and the Tenant Landlord Commission; development of communication materials such as the bimonthly eNews and Notes publication; and outreach and education through workshops and fairs.

HOUSING FINANCE AND OPERATIONS

- 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 and develop additional financing 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 CAF portfolio.
- Support and provide technical expertise for the County's sustainability and green building efforts
- Oversee administrative functions of the Division.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the transfer of the Community Services Block Grant to the Community Development Fund ($245,550), partially offset by contractual increases ($5,850).
- ↓ Grant revenue decreases due to the transfer of the Community Services Block Grant to the Community Development Fund ($245,550).

HOUSING DIVISION

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,013,866	$2,214,721	$2,287,401	3%
Non-Personnel	667,491	756,102	516,402	-32%
Total Expenditures	2,681,357	2,970,823	2,803,803	-6%
Fees	91,682	75,000	75,000	-
Grants	169,730	245,550	-	-100%
Total Revenues	261,412	320,550	75,000	-77%
Net Tax Support	$2,419,945	$2,650,273	$2,728,803	3%
Permanent FTEs	17.50	17.50	17.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	17.50	17.50	17.50	

PERFORMANCE MEASURES

The performance measures for the Housing Division were formulated as part of the Affordable Housing Master Plan. The plan is guided by the County's Affordable Housing Policy which has three goals: Arlington will have an adequate **supply** of housing available to meet community needs; Arlington County shall ensure that all segments of the community have **access** to housing; and Arlington County will ensure that its housing efforts contribute to a **sustainable** community. The measures below are organized according to these three goals and reflect the outcomes of the Division.

Housing Supply

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of CAF units approved by County Board in the fiscal year	307	375	227	276	433	215
Number of CAF units preserved in the fiscal year (i.e., affordability extended)	101	124	0	280	177	0
Rental CAFs: Total approved in the fiscal year	307	369	219	276	429	211
Rental CAFs: County Financed	267	309	173	171	429	181
Rental CAFs: Bonus Density	40	60	46	0	0	15
Rental CAFs: Neighborhood Form-Based Code	0	0	0	105	0	15
Ownership CAFs: Total approved in the fiscal year (price-restricted ownership unit)	0	6	8	0	4	4
Ownership CAFs: County Financed (does not include Moderate Income Purchase Assistance Program loans)	0	0	0	0	0	0
Ownership CAFs: Bonus Density	0	0	8	0	4	4
Ownership CAFs: Neighborhood Form-Based Code	0	6	0	0	0	0

HOUSING DIVISION

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Rental housing stock affordable to households under 60% Area Median Income (AMI) as a percentage of the total housing supply	8.7%	9.2%	8.4%	8.2%	8.2%	8.2%
Rental CAFs: Total Number (cumulative)	6,885	7,254	7,463	7,729	8,158	8,369
Total cumulative senior CAF units	1,111	1,111	1,111	1,111	1,111	1,111
Total cumulative family-sized CAF units	3,241	3,452	3,541	3,713	4,039	4,084

- 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 "Number of CAF units approved by the County Board in the fiscal year," as well as the number of "Rental CAFs: Total approved in Fiscal Year" and "Rental CAFs: County Financed," reflect an above-average increase in FY 2018 as a result of the Park Shirlington acquisition, which added 294 CAFs to the County's inventory of affordable housing. Similarly, the "Number of CAF units preserved in the fiscal year" shows increases in FY 2017 as a result of the Culpepper and Berkeley I and in FY 2018 as a result of anticipated Colonial Village West, Berkeley II, and Queen's Court, each of which utilize County loan funds to preserve existing CAFs. FY 2019 estimates are based on known or probable projects at this time. Actuals will likely increase as projects are approved by the Board.
- 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.
- Total cumulative senior CAF units have remained constant since FY 2013 as the County has prioritized projects with family-sized units.

Housing Access

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Annual Readership of Housing Newsletter	N/A	N/A	67	828	1,000	1,200
Number of requests for housing information	5,384	4,482	4,087	2,326	2,000	1,500
Number of tenants and landlords assisted through the housing information center	1,824	1,210	1,104	934	900	900
Homeownership - homebuyer education by number of participants	251	209	219	302	250	250
Homeownership - number of Moderate Income Purchase Assistance Program (MIPAP) loans	14	6	4	4	10	10

HOUSING DIVISION

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Homeownership - number of outreach events (workshops, etc.)	17	13	17	20	20	20
Number of CAF units approved that are accessible	24	26	26	33	12	18
Percent of accessible CAF units that are occupied by persons with disabilities	N/A	48%	46%	55%	55%	55%
Percent of CAF units approved that are accessible	8%	7%	12%	12%	3%	10%
Tenant Assistance Fund - Number of Participants	26	38	35	17	108	98

- The Housing Newsletter began in May 2016 and reflects two months of readership. Readership is based on a subscriber opening the newsletter only once and multiple openings from one subscriber from the same email address are not counted. The projections are based on new monthly subscribers and given the newness of the Newsletter substantial growth is expected before readership will plateau to a core audience level.
- Prior to FY 2015, the percent of accessible CAF units that are occupied by persons with disabilities was only collected every three years.
- The County completed its transition of the MIPAP program from Arlington Housing Corporation (AHC) back to the County in FY 2017. As a result, staff anticipates additional MIPAP loans being originated in FY 2018 and FY 2019 as this program is re-started and capacity is increased.
- The decrease in approved accessible units from FY 2017 to FY 2018 is primarily due to the absence of accessible units in the newly acquired Park Shirlington, which has 294 new CAFs. This property has no accessible units because of its age (i.e. accessible units were not required when it was constructed, and have not been added since). Accessible units may be added as part of a future renovation, but no such plans have yet been approved. In FY 2019, it is anticipated that the percent of approved CAFs will increase.
- 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 2016 and FY 2017 are due to two TAFs coming to an end. In FY 2018 it is anticipated that a large increase in participants will occur due to the redevelopment of The Berkeley and the renovation of Culpepper Garden.

Housing Sustainability

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
County Loan Funds Allocated in fiscal year (rounded)	$37,100,000	$29,200,000	$26,400,000	$30,900,000	$27,000,000	$18,000,000
County Loan Funds Disbursed in fiscal year (rounded)	$27,800,000	$25,000,000	$18,500,000	$27,800,000	$45,000,000	$30,000,000
Total Number of County Loans (cumulative)	80	85	90	98	102	104

HOUSING DIVISION

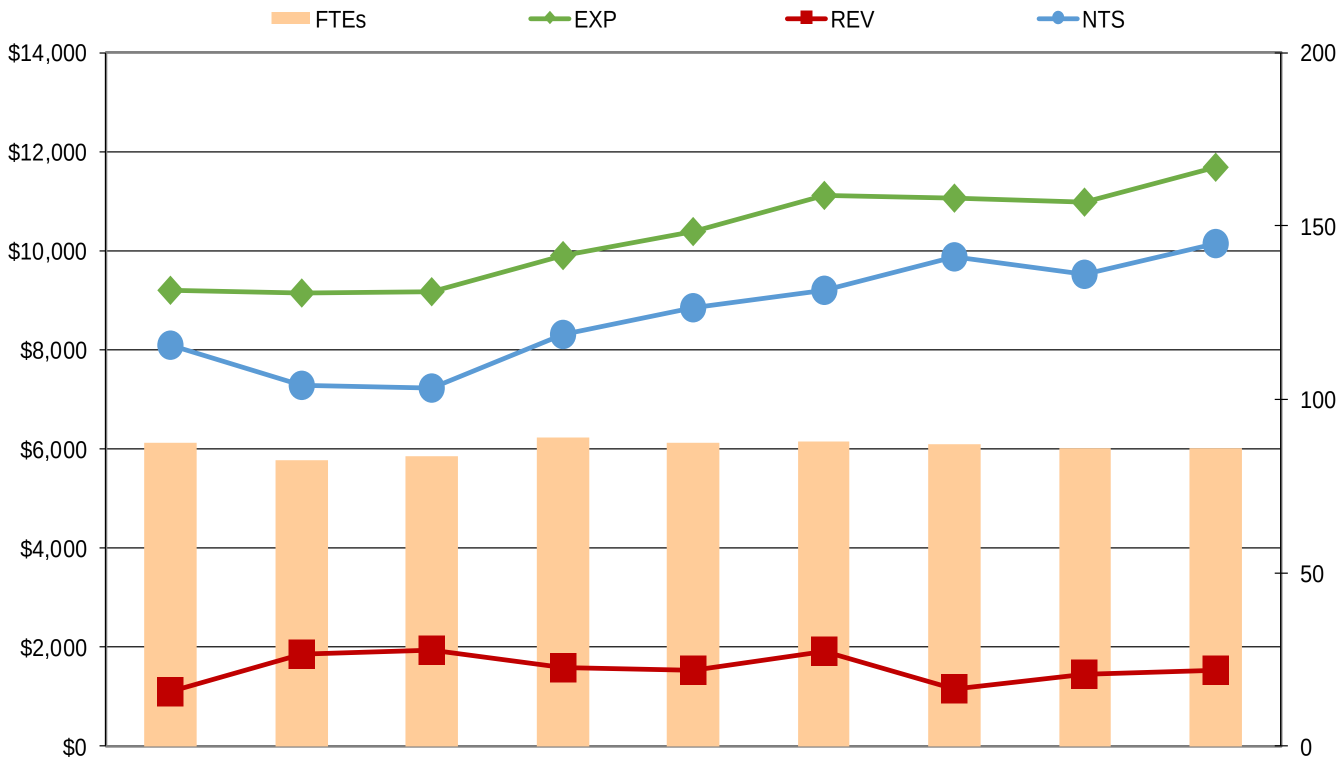
Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Cumulative value of loans originated and disbursed ($millions)	$231.16	$256.26	$274.75	$302.55	$347.55	$377.55
County loan repayments and payoffs received in fiscal year (rounded)	$16,000,000	$6,700,000	$3,600,000	$8,300,000	$4,600,000	$3,500,000
Developer Contributions received in fiscal year (rounded)	$9,600,000	$5,700,000	$5,500,000	$4,200,000	$7,400,000	$4,200,000
Leveraging Ratio for County Funds Allocated in fiscal year	1:2.4	1:3.1	1:2.5	1:5.1	1:3.5	1:3.5
Leveraging Ratio for County Funds Disbursed in fiscal year	1:2.1	1:4.9	1:3.8	1:3.3	1:3.5	1:3.5
Leveraging ratio of General Fund dollars to all other sources for fiscal year	1:10	1:12	1:10	1:17	1:14	1:14
Number of CAF units reviewed and monitored for program compliance (occupancy compliance monitoring)	2,203	3,484	2,601	3,832	3,218	3,400
Number of CAF units brought into compliance as a result of occupancy monitoring efforts	25	5	17	13	20	20
Number of projects reviewed for compliance with terms of County loan (financial portfolio monitoring)	7	3	4	14	8	12
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)	305	270	233	274	281	280
Number of CAF units brought into compliance with code as a result of physical inspection	96	76	47	70	60	70

- County Loan Funds include the annual County Board appropriation of general fund dollars to AHIF, federal funds, loan repayments, developer contributions, and recordation tax.
- Funds Allocated and Funds Disbursed include funds for multifamily development projects only and do not include annual allocations for AHIF Housing Services ($100,000-$200,000

annually), Falls Church (approximately $50,000 annually), Tenant Assistance Funds, and Buckingham Village 3 Debt Service (approximately $1.7 million annually).

- The total number of 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 2017, the 14 full property reviews included an onsite review for 8 larger owners/developers loans/properties, all 5 Telesis loans/properties, and the Views. Meanwhile, in FY 2018, staff will concentrate on APAH and AHC only and in FY 2019, will add additional owners who have only one or a few properties.
- The data for the following performance measures 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".
- 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.
- Cumulative value of loans originated and disbursed for FY 2016 includes the $2,780,578 loan made to Fort Henry Gardens (this loan represents the balance remaining on the County financing at the time of AHC's debt restructuring of this property; no new funds were wired from County accounts).
- Funds allocated for tax credit projects typically do not disburse until after tax credits are awarded. This schedule is why funds allocated and funds disbursed in a given year may not align.
- The number of CAF units brought into compliance as a result of occupancy monitoring efforts refers to corrections when property managers either set the CAF rents too high, or allow over-income tenants to lease up. While the average has been 20 corrections annually, this number will fluctuate. 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 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$9,203	$9,156	$9,174	$9,908	$10,377	$11,116	$11,051	$10,978	$11,686	$11,398
REV	$1,111	$1,867	$1,953	$1,601	$1,542	$1,922	$1,172	$1,464	$1,534	$1,289
NTS	$8,092	$7,289	$7,221	$8,307	$8,835	$9,194	$9,879	$9,514	$10,152	$10,109
FTEs	87.50	82.50	83.50	89.00	87.50	88.00	87.00	86.00	86.00	83.50

Fiscal Year	Description	FTEs
FY 2010	▪ County Board added funding for a one-time lump-sum payment of $500 for employees ($50,178).	
	▪ Reduced department-wide employee training funds by $7,000 of a $9,700 line-item budget. Eliminated the part-time Planning Coordinator position ($59,817, 0.60 FTE).	(0.60)
	▪ Reduced funding for the following non-personnel budgets in the Planning Program from $70,150 to $36,217: Postage (from $10,957 to $8,682), Travel (from $13,767 to $3,000), County Publications (from $13,800 to $5,000), Employee Training (from $10,491 to $4,000), Office Supplies (from $6,550 to $5,000), and Operating Supplies (from $9,050 to $5,000).	
	▪ Eliminated funding for one of three Planner III positions in Current Planning ($109,875, 1.0 FTE).	(1.0)
	▪ Reduced funding for Operating Supplies in Neighborhood Conservation by $3,625, from $4,625 to $1,000.	
	▪ Reduced funding for the following non-personnel budgets in Neighborhood and Commercial Revitalization from $5,175 to $4,000: Office Supplies (from $1,800 to $1,500) and Operating Supplies (from $3,375 to $2,500).	
	▪ Reduced full funding for historic markers ($15,000) and 50 percent of funding for consultant services ($60,000).	
	▪ Reduced funding for the following non-personnel budgets in Housing Division Administration from $17,900 to $8,700: Postage (from $4,000 to $2,000), Travel (from $7,800 to $3,400), Office Supplies (from $4,300 to $2,300) and Operating Supplies (from $1,800 to $1,000).	
	▪ Eliminated General Fund portion of funding of $15,000 to Arlington Housing Corporation (AHC) Inc. for resident services programs offered at AHC complexes throughout the County.	
	▪ Reduced funding of the Shirlington Employment and Education Center (SEEC) from $140,000 to $92,000. The Community Development Fund will contribute an additional $48,000 to SEEC in FY 2010 to make up for the loss of these funds.	
	▪ Eliminated a Planner IV position in Housing Planning ($111,868, 1.0 FTE).	(1.0)
	▪ Eliminated funding for one of two part-time Housing Assistant positions ($44,228, 0.5 FTE).	(0.50)
	▪ Planner III position was added in Neighborhood and Commercial Revitalization ($117,353).	1.0
FY 2011	▪ The County Board added one-time funding of $10,000 for capacity building support for Buyers and Renters Arlington Voice (BRAVO), and reduced ongoing funding by $850 to reflect the one percent reduction taken by other nonprofit partners across the County. In FY 2011 only, BRAVO's budget increases by $9,150.	

Fiscal Year	Description	FTEs
	▪ The County Board added $50,000 to run the Neighborhood College program through an outside contract. (The Planner position that previously ran the program was eliminated in FY 2011).	
	▪ Revenue decreases due to a decline in permitting activity, which is partially offset by a one percent increase in fee rates ($229,000). In addition, there is a decline in monetary tickets being issued under the Civil Penalties Program due to property owners correcting violations within the timeframe required after the first warning ticket is issued ($4,000).	
	▪ Eliminated one of six Planner positions in Current Planning ($106,347).	(1.0)
	▪ Transferred two of ten Community Code Field Inspector positions to the Zoning Office in the CPHD Development Fund ($134,398).	(2.0)
	▪ Eliminated one of three General Fund Planner positions in Neighborhood Conservation ($43,390 in General Fund Support)	(1.0)
	▪ Eliminated a Planner position ($119,293) in Neighborhood and Commercial Revitalization.	(1.0)
	▪ Eliminated base budget funding for the Neighborhood College Program ($20,000).	
FY 2012	▪ The County Board restored a planner position to address an expected increase in site plans ($105,000).	1.0
	▪ Eliminated FY 2011 one-time funds for capacity building activities for Buyers and Renters Arlington Voice ($10,000).	
	Increased the Clean-up of Property Program ($50,000).	
	▪ Increased funds ($15,000) for the Shirlington Education and Employment Center (SEEC). The additional funds added for SEEC fully offset a reduction in federal funding for SEEC (see the Community Development Fund narrative) and kept the overall County contribution to SEEC flat.	
	▪ Decreased revenue due to a decline in permitting activity ($179,000) and a decrease in the Community Services Block Grant ($63,730). This decrease is partially offset by an increase in federal grant revenue ($9,685).	
FY 2013	▪ The County Board added funding for enhanced planning capacity ($296,812).	2.50
	▪ The County Board added one-time funding to support BUGATA in its efforts to enhance tenant participation in County activities and processes ($50,000).	
	Transfer of a Home Ownership Coordinator from the Community Development Fund with one-time funding ($112,577, 1.0 FTE).	1.0
	▪ Transfer of one Planner from the Community Development Fund ($104,633, 1.0 FTE).	1.0
	▪ Addition of one Senior Housing Planner ($94,747, 1.0 FTE) and addition of operating expenses for this position ($14,700).	1.0
	▪ Addition of funding for the staff and operating costs of the Shirlington Employment and Education Center ($85,000).	

Fiscal Year	Description	FTEs
	▪ A reduction in the Community Services Block Grant ($13,053) due to declining grant revenue.	
	▪ Fees increase due to higher projected fee permitting activity ($210,000).	
	▪ Grants decrease 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, 1.0 FTE).	
	▪ Added funding for a Principal Planner position for planning and development activities related to Crystal City and Pentagon City ($112,349).	1.0
	▪ Transferred half of a Business Systems Analyst position to the CPHD Development Fund.	(0.5)
	▪ Removed one-time funding ($18,575) for the Shirlington Education and Employment Center (SEEC).	
	▪ Removed one-time funding ($50,000) for ECDC.	
	▪ Restored one-time funding ($50,000) for BUGATA.	
FY 2016	▪ Transferred half a Business Systems Analyst position to the CPHD Development Fund ($71,739).	(0.5)
	▪ The County Board eliminated a Housing Assistant ($47,977).	(0.5)
	▪ The County Board restored the FY 2015 one-time funding for BU-GATA ($50,000).	
	▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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 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 for 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, 1.0 FTE) from the County Manager's Office into the Planning Division.*	*1.0*

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ARLINGTON
VIRGINIA

NON-DEPARTMENTAL BUDGET SUMMARY

Non-departmental accounts include County-wide costs for insurance premiums and claims (including workers' compensation), fringe benefits for retirees (health and life insurance premiums), miscellaneous expenses, County building rent, overhead charges to certain County agencies, and contingents held for future County Board actions, such as the General Contingent and Affordable Housing Investment Fund.

NON-DEPARTMENTAL FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Insurance	$5,574,037	$4,341,185	$4,341,185	-
Retiree Benefits/Health Plan Adjustment	16,059,021	20,400,000	18,473,000	-9%
Miscellaneous	48,589,628	25,149,160	23,208,602	-8%
Contingents [1]	474,694	19,883,412	22,204,968	12%
Total Expenditures	$70,697,380	$69,773,757	$68,227,755	-2%

[1] The Contingent budget includes $455,962 in Federal HOME funding that is dedicated to AHIF but budgeted in the Housing and Community Development fund beginning in FY 2019.

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 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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Insurance Cost	$5,574,037	$4,341,185	$4,341,185	-
Total Expenditures	$5,574,037	$4,341,185	$4,341,185	-

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Retirees' Health & Life Insurance	$11,244,488	$12,900,000	$12,400,000	-4%
Other Post Employment Benefits (OPEB - trust)	6,850,000	7,500,000	7,000,000	-7%
Health Plan Adjustment	(2,035,467)	-	(927,000)	-
Total Expenditures	$16,059,021	$20,400,000	$18,473,000	-9%

- ↓ 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 $19.4 million in FY 2019.
- ▪ The total County employee healthcare cost increase is projected to be 5 percent from FY 2018 to FY 2019 based on the most current estimate available. Based on earlier information available, funding for a 7.5 percent increase in healthcare was budgeted in the departments' FY 2019 proposed budgets. The savings from the 2.5 percent reduction is currently set-aside in Non-Departmental. The budgeted savings of $927,000 will be spread to each of the departments in the General Fund for the final FY 2019 budget appropriation in April.

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Facility Rent and Operating Charges	$12,947,726	$12,791,319	$12,124,852	-5%
Intra-County Charges	(128,347)	(133,460)	(277,460)	108%
Consultants	1,330,720	1,597,088	555,088	-65%
Contracted Services	507,423	478,000	478,000	-
Memberships	139,226	142,008	157,523	11%
Special Events & Unclassified Services	159,876	408,500	148,000	-64%
Employer of Choice	814,515	978,700	1,189,536	22%
Housing Projects	27,492,761	-	-	-
Hiring Slowdown / Early Retirement	-	(719,756)	(752,950)	5%
Fuel & Utility Savings	-	(500,000)	(750,000)	50%
Miscellaneous	66,559	65,000	65,000	-
Short-term Financing	5,259,169	7,641,761	7,871,013	3%
IDA Debt Service on Ballston Skating Facility	-	2,400,000	2,400,000	-
Total Expenditures	$48,589,628	$25,149,160	$23,208,602	-8%

- ↓ The rent costs and operating expenses in various County facilities decreased $666,467 based upon projected costs in FY 2019 primarily driven by the renegotiated lease terms for 2100 Clarendon Boulevard.
- ↑ Intra-County charges increase due to adding a rent chargeback for the Transportation Capital Fund ($144,000).
- ↓ Consultant expenses decrease due to transferring funding for the open data initiative to the Department of Technology Services ($192,000) and the removal of the following one-time items: funding for non-profits providing services for undocumented Arlingtonians, mixed status Arlington families, and refugees ($100,000); funding for consultant services to pursue improvements and expansion of child care services in the County ($50,000); funding for the Lee Highway planning process ($500,000); and funding for the County's litigation hold software ($200,000).
- ↑ Membership expenses increase based upon projected costs for County memberships in FY 2019.
- ↓ Special events and unclassified services decrease due to the transfer of Lee Highway Alliance funding ($60,500) and Columbia Pike Revitalization Organization (CPRO) funding ($150,000) to Arlington Economic Development, and the transfer of $50,000 in CPRO funding to the Department of Environmental Services to create a permanent position to support the cleanliness operation along Columbia Pike.
- ↑ Employer of Choice program increases due to funding an increase of the Living Wage from $14.50/hr to $15.00/hr ($100,000), adding a one percent increase to the minimum and maximum of each grade/ range ($380,000), and increasing location pay from $80/ month to $110 / month for Sheriff and Police uniform positions ($110,836). These increases are partially offset by the removal of funding for the FY 2018 increase in the County transit subsidy by $50 per month ($200,000) and the removal of the FY 2018 addition of a dependent care flexible spending account (FSA) match of $500 per employee per year ($180,000), as the budget for both of these items has been spread to each Department in the General Fund.
- ↑ Increase in Early Retirement is the result of the County Manager's early retirement package provided to employees in January of CY 2018.
- ↑ An additional adjustment to the County's utility and fuel budget based on projected consumption and fuel pricing.
- ↑ Short-term financing increases to fund capital projects approved in the Adopted FY 2017-2026 Capital Improvement Plan. The debt service budget for short-term financing pays for various public safety and enterprise technology projects that have reached the end-of-life and must be refreshed. Several large investments in both public safety and enterprise technology (i.e. Endpoint Replacement, Network Equipment Refresh, Fire Station Alerting System, and Fire Breathing Apparatus) are required due to assets having reached critical replacement points ($229,252).
- ▪ The Ballston Skating Facility, the practice facility for the National Hockey League's Washington Capitals ice hockey team, which opened in November 2006, was financed with Industrial Development Authority (IDA) taxable revenue bonds. It is projected that lease payments to the IDA from the Capitals will be sufficient to pay the debt service on the bonds.

CONTINGENTS

The non-departmental accounts also hold the County Board's contingents. These contingents are appropriated funds established to cover unforeseen expense items, new projects initiated after a fiscal year has begun (General Contingent), or for a particular purpose (Affordable Housing Investment Fund).

The budget includes a $250,000 General Fund General Contingent, and a combined total of $13,719,786 in the Affordable Housing Investment Fund (AHIF), equivalent to the amount of AHIF funding included in the FY 2018 Proposed Budget. AHIF ongoing funding was increased by $1,708,800 in the FY 2019 Proposed Budget, funded by an increase proposed in the Residential and Commercial Utility tax rates, bringing the total base ongoing funding for AHIF to $5,465,626. This is augmented by total one-time funding of $7,025,628, of which $5,237,951 was added by the County Board during FY 2017 close-out, and a 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, ongoing affordable housing programs, $1,228,532 in additional recordation tax funding is available in FY 2019.

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. The updated policies include a requirement to maintain a Budget, Economic and Revenue Stabilization Contingent with a minimum balance of $4,000,000 to address unexpected events, such as major weather events or a local/regional emergency requiring immediate incurrence of cost in response; revenue declines and local or regional economic stress. These funds are one-time monies so any funds expended need to be replenished in the following fiscal years per the fiscal policies adopted by the County Board.

The Economic Development Contingent increases due to the projected funding required in FY 2019 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 $4,235,182 includes $2,735,182 in one-time funds and $1,500,000 in ongoing funding.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
General Contingent	-	$250,000	$250,000	-
Affordable Housing Investment Fund (AHIF)[1]	-	13,867,832	12,491,254	-10%
AHIF - Incremental Recordation Tax	-	1,148,580	1,228,532	7%
Economic & Revenue Stabilization Contingent	-	4,000,000	4,000,000	-
Economic Development Contingent	$474,694	617,000	4,235,182	586%
Total Expenditures	$474,694	$19,883,412	$22,204,968	12%

[1] Federal HOME funding is budgeted in the Housing and Community Development fund beginning in FY 2019. In FY 2019, $455,962 of the total $13,719,786 in AHIF funding is budgeted in the Community Development Fund.

ARLINGTON
VIRGINIA

DEBT SERVICE

The FY 2019 proposed budget includes outstanding and new money debt service on the County's General Obligation (G.O.) 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 $69,587,282, which includes $1.8 million for debt service on Buckingham Village 3. The Buckingham debt service has been budgeted in Non-Departmental and will be paid for from the Affordable Housing Investment Fund (AHIF). The FY 2019 Proposed General Fund debt service budget to be supported by non-AHIF revenues totals $67,800,000.

Payment of School bonded indebtedness is provided for in the School Debt Service Fund and is supported by a transfer from the County's General Fund. Payment of Utility bonded indebtedness (which includes sewer, advanced wastewater, and water bonds) is provided for in the Utilities Enterprise Fund and supported by user fees.

FY 2019 PRIORITIES

The FY 2019 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 $80 million in general obligation new money bonds in CY 2018 as approved in the referenda from CY 2010, CY 2012, CY 2014, and CY 2016.

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, as part of the FY 2018 Adopted Budget, the County Board adopted an updated set of policies addressing fiscal integrity and sustainability (see www.arlingtonva.us). These policies built on previous policy statements adopted by the Board in CY 2002, CY 2005, CY 2009, and CY 2014. The revised policies, coupled with expanded policies regarding County reserves, planning and budgeting, help ensure maintenance of the County's triple-A ratings. The policies include the following ratios:

- Ratio of Tax supported Debt Service to General Expenditures (10%),
- Ratio of Tax supported General Obligation Debt and Subject to Appropriation Financing to Market Value of County Taxable Real and Personal Property (3%),
- Ratio of Tax supported General Obligation Debt to Resident Per Capita Income (6%), and
- Ratio of growth in debt service should be consistent with the projected growth of revenues and not exceed the average ten-year historical revenue growth.

Charts A – E on the following pages demonstrate the County's historical and planned adherence to these debt management policies. This analysis is based on the Adopted FY 2017 – FY 2026 Capital Improvement Program (CIP) with updates for revised project cashflows where appropriate and the most recent bond issuance in May 2017.

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 General Obligation bonds must also be approved by public referendum. Certain types of debt are excluded from the referendum requirement, including revenue and refunding bonds.

By continually observing these policies, the County has maintained its credit ratings of Aaa/AAA/AAA from Moody's Investors Services, Standard & Poor's Corporation, and Fitch Ratings. These ratings were reaffirmed during the issuance of the Series 2017 General Obligation bonds in May 2017. 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. These ratings have also allowed the County to receive lower interest rates than it would otherwise have achieved.

2018 NEW MONEY BONDS

The proposed debt service budget was developed assuming a County general obligation bond sale of approximately $80 million in the spring of 2018. The initial debt service payments due in FY 2019 are approximately $5.6 million in the General Fund, and $9.5 million in the School Debt Service Fund for their issuance of approximately $95 million of bonds.

SPRING 2018 NEW MONEY BOND ISSUANCE AND REMAINING AUTHORIZED BUT UNISSUED BONDS

	Amount Issued	Remaining Authorized But Unissued
County General Obligation Bonds		
Local Parks and Recreation - Parks Maintenance Capital, Land Acquisition, Jennie Dean Park	$7.7	$33.4
Transportation – Paving, BikeArlington, WalkArlington, Street Lights, Bridge Renovation, Transportation Systems & Traffic Signals	15.2	6.7
Metro	22.4	0.0
Community Infrastructure – Neighborhood Conservation, Facilities Maintenance, Critical Systems Infrastructure, Thomas Jefferson Parking Deck, 2020 Building, Lubber Run Community Centerg, North Side Salt Facility Planning	34.2	51.2
County General Obligation Bonds	$79.5	$91.3
School General Obligation Bonds – Capacity Projects	94.8	12.0
Utility General Obligation Bonds - Water Pollution Control Plant	0.0	4.2
Total General Obligation Bonds	$174.3	$107.5

In $ millions, numbers may not add due to rounding

INTEREST EARNINGS

Interest earned on unexpended bond proceeds is used to pay debt service. The cash balances that produce interest earnings are based on the timing of bond sales and the cash demand of the construction schedules. Interest earned on unexpended bond proceeds has remained low over the past few years, but is increasing slightly with recent increases to the federal funds target rate. Minimal changes in rates are forecasted for FY 2019.

SUBJECT TO APPROPRIATION OBLIGATIONS

A "subject to appropriation" pledge represents a promise by the County to seek future appropriation, if needed, for debt service payments on certain financing. The County utilized this type of pledge for a variety of projects, as shown on Chart C. In the majority of cases, the County's support pledge has been used as credit enhancement, thereby allowing the project to be financed at a lower cost. In these cases, actual debt repayment will be made from project revenues and should not require General Fund support.

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed General Fund debt service budget is $67,800,000, an eight percent increase over the FY 2018 adopted budget, excluding the impact of bonds issued for Buckingham Village 3 debt, paid for from AHIF funds (and budgeted accordingly in Non-Departmental).

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Principal	$44,712,972	41,644,012	43,670,188	5%
Interest	17,323,432	22,981,617	25,792,094	12%
Other (1)	26,953	125,000	125,000	-
Total Expenditures (2)	62,063,357	64,750,629	69,587,282	7%
Less: Debt Service Supported by AHIF	(1,788,192)	(1,786,284)	(1,787,282)	-
Total Non-AHIF Supported Debt Service	$60,275,165	$62,964,345	$67,800,000	8%

(1) Includes trustee fees and other fees related to bond transactions. Expenditures related to cost of issuance are paid with proceeds of the bonds being issued.

(2) Includes the debt service for the IDA Revenue Bonds (2011/2013/2017)

Chart A

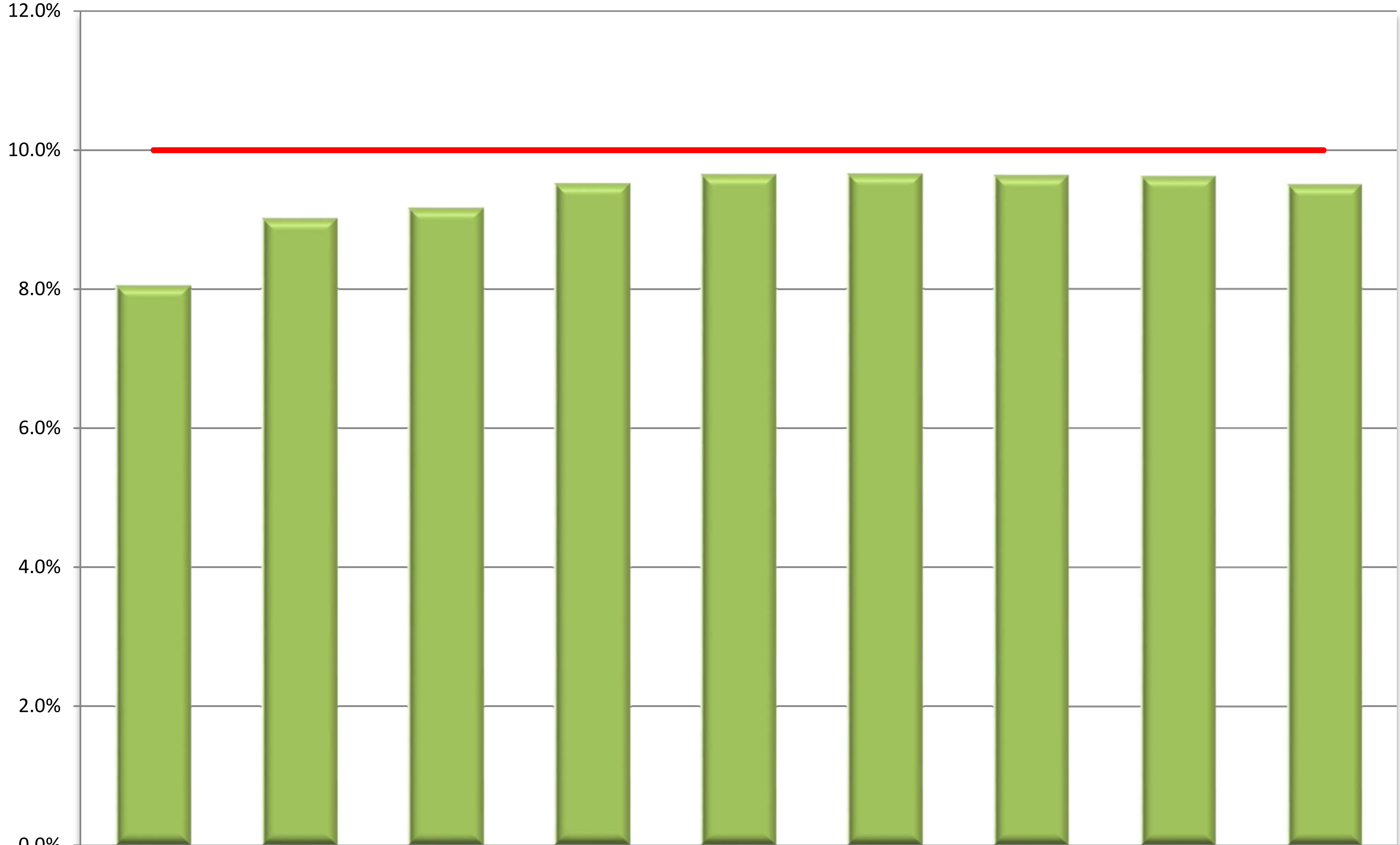
Arlington County, Virginia
Debt Ratio Forecast
Proposed FY 2019 Budget

	FY 2018 Adopted	FY 2019 Proposed	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
GENERAL OBLIGATION BONDS - COUNTY (1)	79,540,000	99,545,000	99,470,000	54,580,000	62,805,000	51,260,000	53,215,000	74,940,000	58,490,000
GENERAL OBLIGATION BONDS - SCHOOLS (1)	94,830,000	58,730,000	48,150,000	46,100,000	23,550,000	26,500,000	33,200,000	56,400,000	15,600,000
GENERAL OBLIGATION BONDS RETIRED	73,871,352	76,885,686	79,430,399	83,410,240	87,439,961	90,954,061	93,357,450	96,144,567	97,229,178
NET TAX-SUPPORTED GENERAL OBLIGATION BONDS AT END OF FISCAL YEAR (2)	993,830,847	1,075,220,162	1,143,409,763	1,160,679,523	1,159,594,562	1,146,400,500	1,139,458,050	1,174,653,484	1,151,514,306
SUBJECT-TO-APPROPRIATION BOND ISSUANCE	37,530,000	-	-	2,000,000	2,000,000	9,000,000	8,000,000	2,000,000	2,000,000
SUBJECT-TO-APPROPRIATION BONDS RETIRED	5,308,114	4,625,000	4,470,000	5,790,000	6,130,714	6,481,429	7,817,143	9,030,000	8,235,714
NET TAX-SUPPORTED BONDS AT END OF FISCAL YEAR (3)	1,114,561,545	1,191,325,859	1,255,045,460	1,268,525,220	1,263,309,545	1,252,634,055	1,245,874,462	1,274,039,895	1,244,665,003
SCHOOLS DEBT SERVICE	50,183,910	58,797,383	60,326,432	63,008,683	63,845,491	63,293,753	63,852,353	65,169,320	66,608,628
COUNTY DEBT SERVICE (4)	64,625,629	69,462,282	74,236,390	80,817,604	85,673,901	90,261,147	93,324,972	95,894,895	96,601,873
TOTAL TAX SUPPORTED DEBT SERVICE	114,809,539	128,259,665	134,562,822	143,826,287	149,519,392	153,554,900	157,177,325	161,064,215	163,210,501
% GROWTH IN TAX-SUPPORTED DEBT SERVICE COUNTY ONLY	7.3%	7.5%	6.9%	8.9%	6.0%	5.4%	3.4%	2.8%	0.7%
% GROWTH IN TAX-SUPPORTED DEBT SERVICE COUNTY / SCHOOLS	7.7%	11.7%	4.9%	6.9%	4.0%	2.7%	2.4%	2.5%	1.3%
GENERAL GOVERNMENT EXPENDITURES (5)	1,425,834,882	1,421,962,917	1,467,465,730	1,510,022,237	1,549,282,815	1,589,564,168	1,630,892,836	1,673,296,050	1,716,801,747
DEBT SERVICE AS % OF EXPENDITURES (NOT TO EXCEED 10%)	8.05%	9.02%	9.17%	9.52%	9.65%	9.66%	9.64%	9.63%	9.51%
MARKET VALUATION OF TAXABLE PROPERTY (6)	76,570,811,625	78,062,546,865	80,014,110,536	82,414,533,852	84,886,969,868	87,433,578,964	90,056,586,333	92,758,283,923	95,541,032,441
NET TAX SUPPORTED DEBT AS % OF MARKET VALUATION (3%)	1.5%	1.5%	1.6%	1.5%	1.5%	1.4%	1.4%	1.4%	1.3%
POPULATION (7)	226,100	229,400	232,700	235,030	237,360	239,690	242,020	244,350	246,680
DEBT PER CAPITA	$4,930	$5,193	$5,393	$5,397	$5,322	$5,226	$5,148	$5,214	$5,046
INCOME PER CAPITA (8)	$91,086	$92,908	$94,766	$96,661	$98,594	$100,566	$102,578	$104,629	$106,722
NET TAX-SUPPORTED GENERAL OBLIGATION DEBT TO INCOME (NOT TO EXCEED 6%)	5.4%	5.6%	5.7%	5.6%	5.4%	5.2%	5.0%	5.0%	4.7%

(1) Updated for 2017 GO Bond Issuance. 5% interest rate assumed on all other bond issuance
(2) Excludes Utilities and Transportation Capital Fund bonds
(3) Excludes credit support commitments on revenue bonds or lease-backed bond financings, includes IDA Bonds supported by the County's General Fund. For Subject to Appropriation debts, see Chart C.
(4) Includes both General Obligation and Subject to Appropriation debt. Excludes Utilities Fund, Transportation Capital Fund Debt Service, and Other debt costs
(5) Includes expenditures of General Fund and certain Special Revenue Funds of the County and School Board. Assumes 3.2% growth in FY 2020, 2.9% in FY 2021, and 2.6% in FY2022 and beyond
(6) Includes real, personal property, and Public Property. Assumes 2.5% growth in FY 2020, and 3% in FY2021 - FY2026
(7) Population growth as estimated by the Arlington County Planning Division and MWCOG Round 8.4 Forecasts.
(8) Source: Arlington County planning division 2017 estimates. Assumes 2% growth

Chart B

Ratio of Tax-Supported Debt Service
to General Expenditures
<u>Proposed FY 2019 Budget</u>
(NOT TO EXCEED 10%)



	2018	2019	2020	2021	2022	2023	2024	2025	2026
Projection	8.1%	9.0%	9.2%	9.5%	9.7%	9.7%	9.6%	9.6%	9.5%
Ceiling	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%

Chart C

Summary of Tax-Supported General Obligation Bonds & Subject To Appropriation-Type Financings (1)
Ratio of Outstanding Debt to Market Value
Proposed FY 2019 Budget
As of June 30

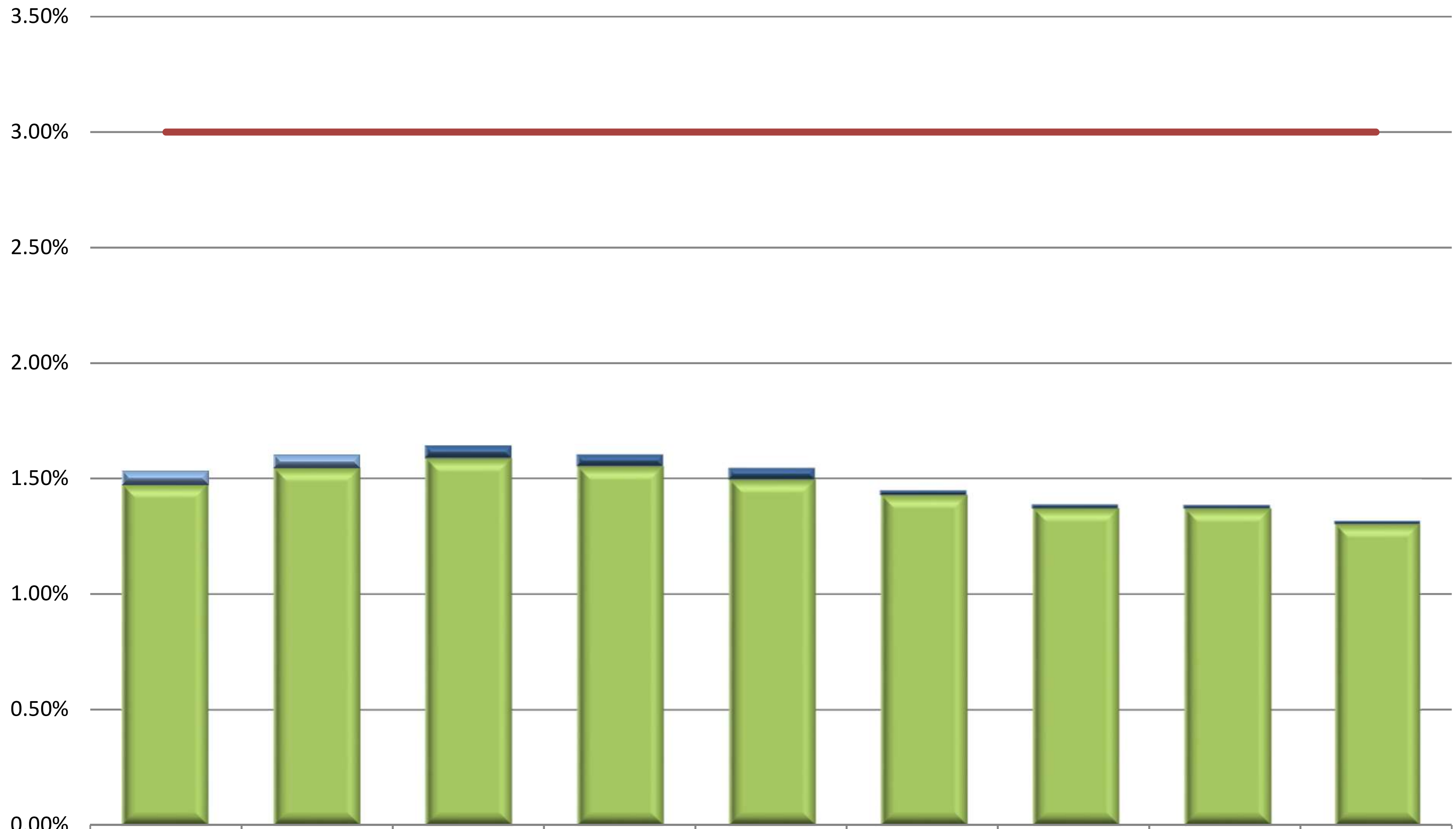
	FY 2018 Adopted	FY 2019 Proposed	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Tax-Supported General Obligation Debt	$993,830,847	$1,075,220,162	$1,143,409,763	$1,160,679,523	$1,159,594,562	$1,146,400,500	$1,139,458,050	$1,174,653,484	$1,151,514,306
Tax-Supported Subject to Appropriation ("STA") Debt									
Capital Equipment Leases (2)	23,163,355	24,844,434	24,788,637	22,074,285	19,675,610	18,597,919	16,618,866	23,359,156	26,218,036
Industrial Development Authority (IDA) Bonds (3)	110,930,000	106,305,000	101,835,000	96,045,000	90,200,000	84,290,000	78,330,000	72,300,000	67,350,000
Peumansend Creek Regional Jail	-	-	-	-	-				
No. Va. Criminal Justice Academy	-	-	-	-	-				
Subtotal	$134,093,355	$131,149,434	$126,623,637	$118,119,285	$109,875,610	$102,887,919	$94,948,866	$95,659,156	$93,568,036
Project-Supported Subject to Appropriation ("STA") Debt (4)									
Ballston Public Parking Garage	-								
IDA Lease Revenue Bonds (Ballston Skating Facility) (5)	23,095,000	21,945,000	20,740,000	19,480,000	18,155,000	16,760,000	15,290,000	13,740,000	12,100,000
Gates of Ballston (6)	23,000,000	23,000,000	23,000,000	23,000,000	23,000,000				
Subtotal	46,095,000	44,945,000	43,740,000	42,480,000	41,155,000	16,760,000	15,290,000	13,740,000	12,100,000
Total Tax-Supported General Obligation (GO) & ALL STA Financings	1,174,019,203	1,251,314,596	1,313,773,400	1,321,278,808	1,310,625,171	1,266,048,420	1,249,696,916	1,284,052,640	1,257,182,342
Total *Tax-Supported* GO and *Tax-Supported* STA Financings	1,127,924,203	1,206,369,596	1,270,033,400	1,278,798,808	1,269,470,171	1,249,288,420	1,234,406,916	1,270,312,640	1,245,082,342
Total *Project-Supported* STA Financings	46,095,000	44,945,000	43,740,000	42,480,000	41,155,000	16,760,000	15,290,000	13,740,000	12,100,000
Market Value of Taxable Property	76,570,811,625	78,062,546,865	80,014,110,536	82,414,533,852	84,886,969,868	87,433,578,964	90,056,586,333	92,758,283,923	95,541,032,441
Total *Tax-Supported* GO & ALL STA Financings as Percent of Market Value (Not to Exceed 4%)	1.53%	1.60%	1.64%	1.60%	1.54%	1.45%	1.39%	1.38%	1.32%
Total *Tax-Supported* GO & *Tax-Supported* STA Financings as Percent of Market Value	1.47%	1.55%	1.59%	1.55%	1.50%	1.43%	1.37%	1.37%	1.30%
Total *Project-Supported* STA Financings (Credit Enhancement) as Percent of Market Value (2)	0.06%	0.06%	0.05%	0.05%	0.05%	0.02%	0.02%	0.01%	0.01%

(1) Excludes Self-supporting debt in the Utility and Transportation Capital Funds. 0
(2) Includes capital equipment leases in the General Fund, Auto Fund, Utilities Fund and Schools Fund
(3) Includes the Series 2009, 2011, 2013, and 2017 IDA Revenue Bonds
(4) Debt service on these financings is intended to be repaid by user fees or tenant rental income, not by County General Fund revenues.
(5) Includes the bonds issued by the IDA in 2010 to refinance the construction of two ice rinks, the office space, and the training facility on top of the 8th Level at the Ballston Parking Garage.

Chart D

Ratio of Tax-Supported & Subject to Appropriation Financing as a Percentage of Market Value

<u>Proposed FY 2019 Budget</u>

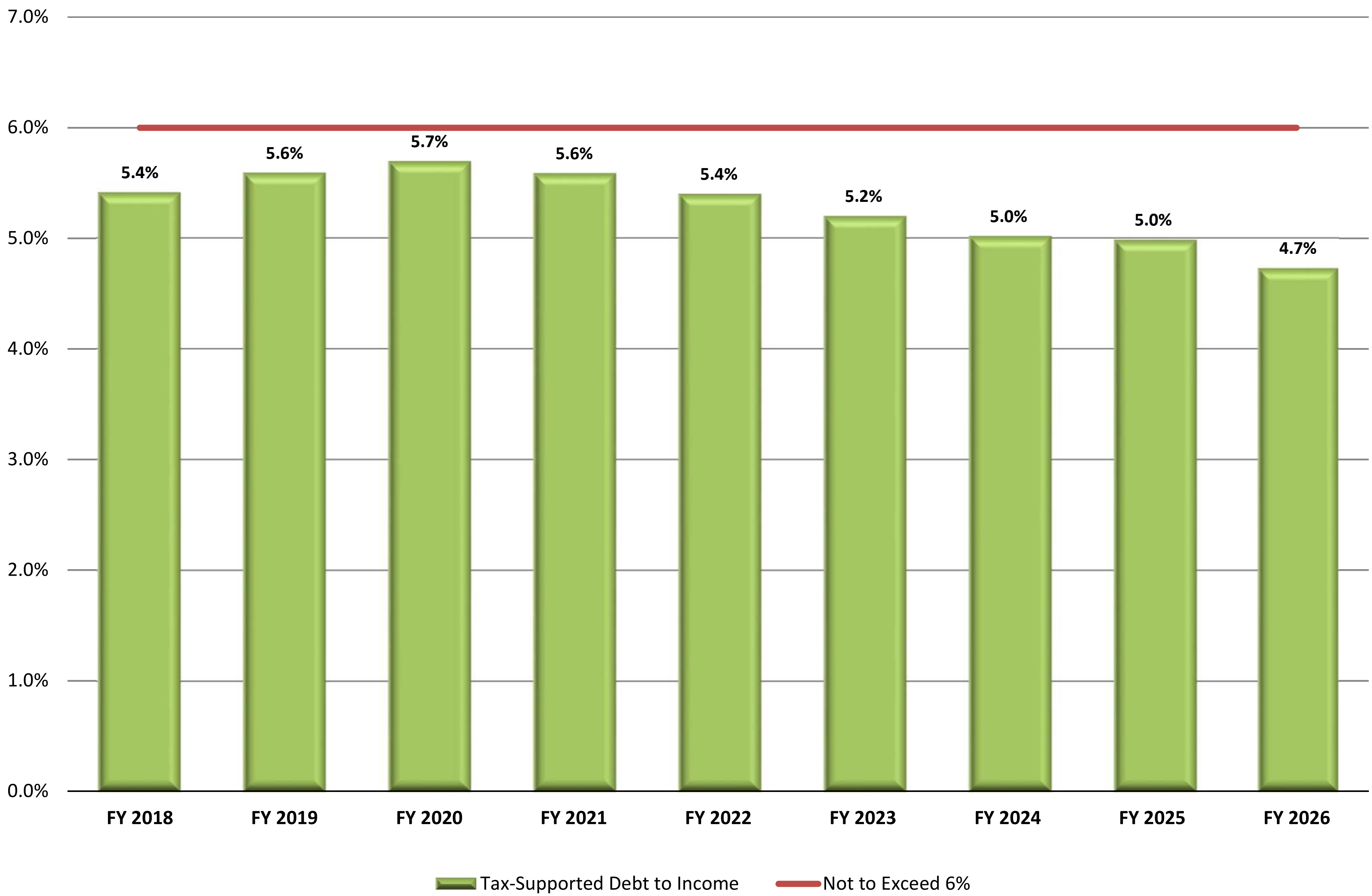


	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Project-Supported	**0.06%**	**0.06%**	**0.05%**	**0.05%**	**0.05%**	**0.02%**	**0.02%**	**0.01%**	**0.01%**
Tax-Supported	**1.47%**	**1.55%**	**1.59%**	**1.55%**	**1.50%**	**1.43%**	**1.37%**	**1.37%**	**1.30%**
Not to Exceed 3%	**3.00%**	**3.00%**	**3.00%**	**3.00%**	**3.00%**	**3.00%**	**3.00%**	**3.00%**	**3.00%**

Tax-Supported   Project-Supported   Not to Exceed 3%

Chart E

Ratio of Tax-Supported General Obligation Debt to Income
Proposed FY 2019 Budget
Not to Exceed 6%



REGIONALS / CONTRIBUTIONS

MISSION STATEMENT

To supplement organizations that provide beneficial services to Arlington residents and visitors.

Arlington County contributes to government, government-related, and non-profit organizations, which address issues and problems that have regional impacts. In addition, a number of non-profit Arlington-based organizations are funded in this account. Varied methods are applied in determining the level of funding provided to these agencies and organizations. They have been grouped into the following four categories according to their funding criteria:

Group I	Organizations whose contributions are based on a population or land use formula. These are all government or quasi-government organizations.
Group II	Organizations whose contributions are based on Arlington County's usage of the organization's services. These are all governmental organizations.
Group III	Non-profit organizations - General. These organizations are required to present a budget to the County. Requests are reviewed and decided upon individually.
Group IV	Non-profit organizations - Disability. Recommendations for funding for these organizations are made after a bi-annual competitive review by the County's Disability Advisory Commission. The last review was held in January 2018, with the next to be held in 2020.

The following section describes the purpose of these organizations and their proposed level of funding for FY 2019.

PROPOSED FY 2019 REGIONALS/CONTRIBUTIONS

		FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Group I	Metro Washington Council of Governments	$229,168	$237,234	$244,852	3%
Group I	Northern Virginia Regional Commission - General	103,186	140,807	142,015	1%
Group I	Northern Virginia Community College	30,536	30,582	30,582	-
Group I	Health Systems Agency of Northern Virginia	20,600	20,600	20,600	-
Group I	Northern Virginia Regional Park Authority	428,856	433,120	434,795	-
Group I	Northern Virginia Transportation Commission	57,038	55,451	55,451	-
Group II	Northern Virginia Criminal Justice Academy	538,716	564,212	582,560	3%
Group II	Peumansend Regional Jail	640,886	-	-	-
Group II	Northern Virginia Juvenile Detention Home	1,715,616	2,273,354	1,438,797	-37%
Group III	Friends of Guest House	47,326	46,643	46,643	-
Group III	Arlington Independent Media	484,140	564,262	363,410	-36%
Group III	CrisisLink	130,526	130,526	130,526	-
Group III	Northern Virginia Family Service	252,491	295,626	295,626	-
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	50,471	50,471	50,471	-
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	14,051	-
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	48,354	48,354	-
Group IV	Brain Injury Services	22,921	22,921	22,921	-
Group IV	National Rehabilitation and Rediscovery Foundation, Inc.	11,059	11,059	11,059	-
Group IV	Columbia Lighthouse for the Blind	22,182	29,576	29,576	-
	Total Regional Expenditure	$7,410,836	$7,531,562	$6,525,002	-13%

GROUP I: CONTRIBUTION IS BASED ON A POPULATION-DRIVEN OR LAND USE FORMULA

Metropolitan Washington Council of Governments (COG)

Arlington County's FY 2019 proposed share of the operating expenses of COG is based on its percentage of the total population for the entire metropolitan area.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$229,168	$237,234	$244,852	3%

Northern Virginia Regional Commission (NVRC)

Arlington County's FY 2019 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 2019 is based on a $0.60 per capita rate.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$103,186	$140,807	$142,015	1%

Northern Virginia Community College (NVCC)

Arlington County's FY 2019 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.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
General Contribution	$17,936	$17,982	$17,982	-
Scholarship	12,600	12,600	12,600	-
Total Contribution	$30,536	$30,582	$30,582	-

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$428,856	$433,120	$434,795	-

Northern Virginia Transportation Commission (NVTC)

Arlington County's FY 2019 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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$57,038	$55,451	$55,451	-

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$538,716	$564,212	$582,560	3%

Peumansend Regional Jail

The Regional Jail facility permanently closed on June 30, 2017 and ended its relationship with Arlington County. In the FY 2018 Adopted Budget, Operating and Capital funding previously budgeted for this regional program was reallocated to Public safety for use in the Sheriff and Police Departments.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$640,886	-	-	-

Northern Virginia Juvenile Detention Home

The County's contribution is based on the percentage of beds used at the facility over the last three fiscal years. The FY 2017 actual amount was decreased due to the Northern Virginia Juvenile Detention Home using existing fund balances to reduce the jurisdiction contribution in the fiscal year. The FY 2019 budgeted amount reflects a decrease in the percentage of beds used at the facility by Arlington County over the past three years.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$1,715,616	$2,273,354	$1,438,797	-37%

GROUP III: NON-PROFIT COMMUNITY ORGANIZATIONS

Friends of Guest House

Guest House provides housing, employment, and counseling services to female parolees.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$47,326	$46,643	$46,643	-

Arlington Independent Media

Arlington Independent Media (AIM), manages the County's public access cable television station. In December 2016, the County signed a new agreement with Comcast, Inc., which was removed the dedicated funding to AIM and other non-profit cable entities. The FY 2019 Proposed Budget continues funding to AIM; however, one-time funding provided in FY 2018 for a lease payment removed ($110,000), along with a twenty percent reduction in ongoing operating funding ($90,852).

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$484,140	$564,262	$363,410	-36%

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
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.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$252,491	$295,626	$295,626	-

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
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.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$430,455	$430,455	$430,455	-

Virginia Adult Probation and Parole

Arlington County's contribution supplements the state-set salaries of 20 Commonwealth of Virginia Adult Parole employees. The supplement attempts to keep these employees' salaries at parity with staff in the County-operated Court Services Unit of the Juvenile and Domestic Relations Court.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$50,471	$50,471	$50,471	-

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	23,457	$23,457	$23,457	-

Capital Caring (formerly Capital Hospice)

Capital Caring provides care for patients with serious, progressive illness and their families with a comprehensive program of medical and psychosocial care. Programs include home care, inpatient care, and bereavement counseling. In addition to the General Fund support for Capital Caring stated below, the County will provide approximately $50,391 in annual financial support by exempting the organization's Arlington property from real and personal property taxes.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$14,051	$14,051	$14,051	-

Ethiopian Community Development Council (ECDC)

ECDC provides information and referral, employment, housing, translation/interpretation, social, and support services to the African refugee and immigrant community.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$48,354	$48,354	$48,354	-

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$22,921	$22,921	$22,921	-

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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$11,059	$11,059	$11,059	-

Columbia Lighthouse for the Blind

Columbia Lighthouse's PRIDE (People Regaining Independence and Developing Experiences) Program provides services to individuals over 65 with vision loss. Specifically, these services include training on use of assistive devices and technology, general independent living skills, and awareness training for residents and senior center staff. Staff from the agency collaborates with local Arlington occupational therapists and other professionals who work with seniors, senior centers, and local agencies to bring services to those in need.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Total Contribution	$22,182	$29,576	$29,576	-

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY - METRO

MISSION STATEMENT

To provide financial contributions, on behalf of Arlington County, to satisfy the formula-allocated 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. The Authority's major budgetary programs are Metrorail, Metrobus, and MetroAccess operations, and the Capital Improvement Program (CIP).

FY 2019 PRIORITIES

WMATA's priorities in FY 2019 are to continue to focus on safety and service reliability while also to remain financially responsible. In 2017, the WMATA General Manager presented a plan called "Keeping Metro Safe, Reliable, and Affordable". This plan is intended to address significant capital investment needs of the agency while also seeking to control the annual growth of jurisdictional operating subsidies. As part of this plan, the General Manager proposed a three percent annual cap on operating subsidy growth, as well as cost reductions through innovation and competitive contracting where effective. The FY 2019 budget maintains this proposal, with jurisdictional subsidies capped at three percent. Other proposals such as amendments to WMATA labor union agreements, a new retirement program, and a rainy-day fund to address unforeseen budget events, will be addressed in subsequent budgets to the extent they are agreed to and approved.

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed General Fund transfer for WMATA is $40,600,000, reflecting a twelve percent increase over the FY 2018 adopted budget. While the County's gross WMATA operating subsidy remains within the General Manager's three percent cap on subsidy growth (2.7%), reductions to the County's available state transit aid, combined with regional gas tax revenues, will increase the required General Fund support for WMATA.

Major drivers for the operating budget are increases to labor and fringe costs, continued reductions in forecasted ridership on Metrobus and Metrorail, and lower projected state transit aid availability. The County's operating subsidy increase reflects the following:

- ↓ Metrobus subsidy decreases due to revisions to WMATA's indirect cost allocations, partially offset by general labor cost increases.
- ↑ Metrorail subsidy increases due to increased labor and fringe costs coupled with the impact of WMATA's indirect cost allocations.
- ↓ MetroAccess subsidy decreases due to fewer trips originating from Arlington.

BUDGET DESCRIPTION

The Metro General Manager released the proposed FY 2019 budget in December 2017. Arlington's share of the operating subsidy is approximately 7.2 percent of the total. Subsidy increases to the Metrobus and Metrorail systems are driven primarily by increased labor costs and reduced farebox revenues. WMATA's policy is to adjust fares biennially based on inflation. Fares were increased on average by 6 percent in FY 2015. However, the WMATA Board did not adopt a fare increase in FY 2017. An average fare increase of approximately 14 percent was adopted for Metrobus, Metrorail, and MetroAccess in FY 2018.

Metrorail provides over 170 million passenger trips annually and serves 11 stations in Arlington along four lines (Orange, Silver, Yellow, and Blue). Metrobus has over 11,000 bus stops and over 2,500 shelters in 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 4 million within a 1,500 square mile jurisdiction.

Capital Program

Metro's proposed FY 2019 - FY 2024 Capital Improvement Program (CIP) financial plan relies on a forecasted investment of $8.5 billion from the federal government, state and local governments, and other sources. Of the $8.5 billion six-year plan: $2.2 billion comes from federal funding; state and local contributions total $6.3 billion; other sources constitute $65 million.

Arlington's share of WMATA's proposed CIP for FY 2019 is $56 million of baseline funding. The County's contributions are funded with a combination of County General Obligation (GO) bonds, state transit aid, and gas tax revenues. As part of the FY 2019 budget process, a one-year amendment is proposed to the current Capital Funding Agreement (CFA).

Funding

Passenger and system revenues historically funded approximately fifty-one percent of the annual cost of operations. In FY 2019 it is projected that fare revenues will only cover approximately forty percent of total expenditures. The balance of operating funding comes from local jurisdictional subsidies.

The Northern Virginia Transportation Commission (NVTC) serves as fiscal agent for the Northern Virginia jurisdictions. NVTC receives state transit funds from the Department of Rail and Public Transit (DRPT) on behalf of Northern Virginia jurisdictions, and also federal funds not directly allocated to WMATA. In addition, the state collects a 2.1 percent 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 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Metrobus [1,2]	$30,664,488	$35,225,000	$34,416,820	-2%
Metrorail	25,107,076	34,650,000	37,908,548	9%
MetroAccess	823,079	830,000	806,424	-3%
Total WMATA Subsidy	56,594,643	70,705,000	73,131,792	3%
Source of Contributions				
State Transit Aid	22,751,328	29,165,345	27,990,650	-4%
Regional Gas Tax	3,500,000	4,800,000	3,700,000	-23%
Transform 66 Funding [1]	-	500,000	500,000	-
Subtotal, NVTC REVENUES	26,251,328	34,465,345	32,190,650	-7%
Transportation Capital Fund - New Bus Operating Costs[2]	-	-	341,142	-
Total Revenues/Other Sources	26,251,328	34,465,345	32,531,792	-6%
NET GENERAL FUND TAX SUPPORT [2]	**$30,343,315**	**$36,239,655**	**$40,600,000**	**12%**

[1] As part of the Transform 66 Inside the Beltway project, funding of $1 million was provided to fully fund enhanced WMATA route 2A service for two years. Net annual operating costs are estimated at $500 thousand.
[2] 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 to be funded from the transportation capital fund. $341,142 in costs are proposed in FY 2019 related to these routes.

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ARLINGTON
VIRGINIA

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 2019 proposed expenditure budget for the Ballston Quarter Tax Increment Financing Area is $537,700. The 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 & Series 2016B bond issuance. The FY 2019 budget reflects:

- ↑ Revenue increased based on an increase in real estate assessments in CY 2018 compared to CY 2017.

PROGRAM FINANCIAL SUMMARY

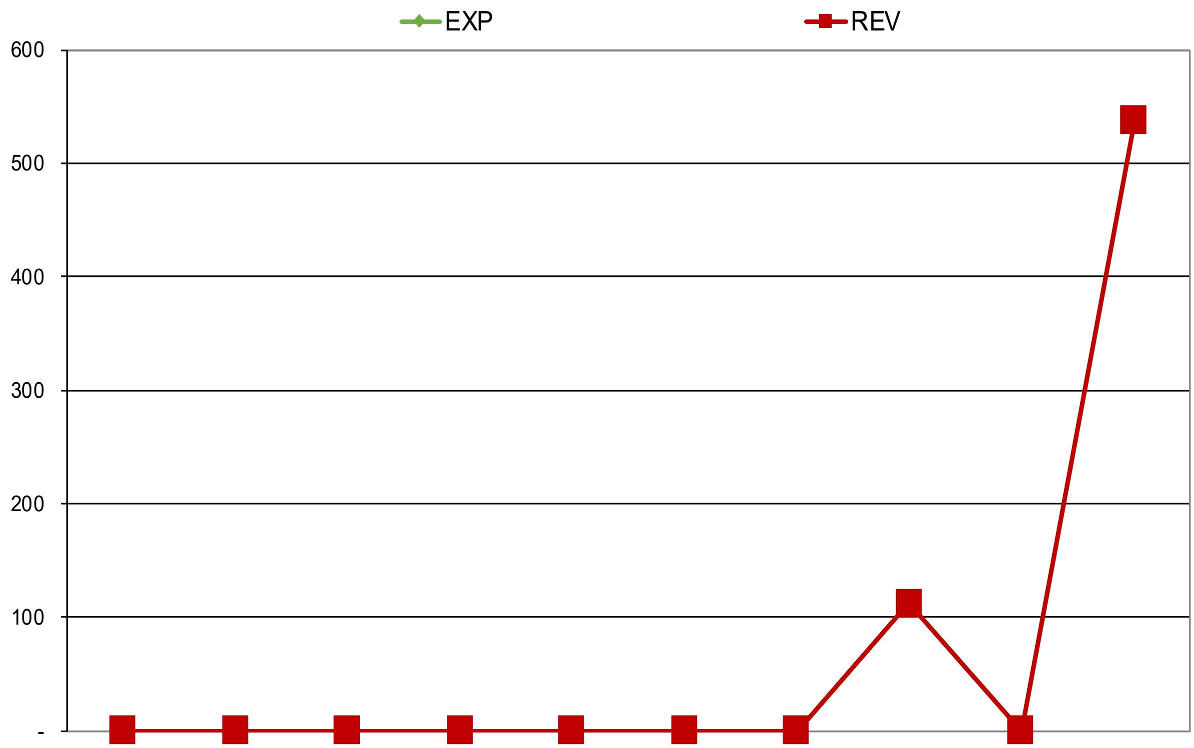
	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Debt Service	$111,785	-	-	-
Total Expenditures	111,785	-	$537,700	-
Total Revenues	$111,785	-	$537,700	-
Change in Fund Balance	-	-	-	-
Permanent FTEs	-	-	-	-
Temporary FTEs	-	-	-	-
Total Authorized FTEs	-	-	-	-

BALLSTON QUARTER TAX INCREMENT FINANCING AREA
FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
BALANCE, JULY 1	-	-	-	-
REVENUE				
Real Estate Tax	$111,785	-	$51,570	$537,700
Sales Tax	-	-	-	-
Meals Tax	-	-	-	-
TOTAL REVENUE	111,785	-	51,570	537,700
TOTAL REVENUE & BALANCE	111,785	-	51,570	537,700
EXPENSES				
Transfer to Ballston Quarter CDA Trustee	111,785	-	51,570	537,700
TOTAL EXPENSES	$111,785	-	$51,570	$537,700
BALANCE, JUNE 30	-	-	-	-

The FY 2018 re-estimate column reflects staff's current estimate that $51,570 of real estate tax revenues will be collected in FY 2018. These funds will be transferred to the Ballston Quarter CDA Trustee to fund the Project Stabilization Fund.

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	-	-	-	-	-	-	-	$112	-	$538
REV	-	-	-	-	-	-	-	$112	-	$538
Change in Fund Balance	-	-	-	-	-	-	-	-	-	-

Fiscal Year	Description	FTEs
FY 2017	▪ The Ballston Quarter CDA was created in July 2016, setting aside 65 percent of incremental personal property tax, sales tax, and meals taxes generated within the TIF district. A baseline value for these three taxes was set as of January 1, 2015. Expenditures increased based on increases in real estate assessments in the TIF district in FY 2016 compared to CY 2015.	
FY 2018	▪ Revenue projections in the tax district decreased due to decreases in real estate tax assessments in CY 2017 compared to CY 2016.	

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PROGRAM 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. 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

SIGNIFICANT BUDGET CHANGES

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 for the FY 2017 budget year with a sunset effective June 30, 2018. There is currently legislation at the state level to eliminate this sunset. The County Manager will continue to monitor developments at the state level and update the County Board as more information is available.

The FY 2019 proposed expenditure budget for the Travel and Tourism Promotion Fund is $1,546,700, a two percent increase from the FY 2018 adopted budget. The FY 2019 budget reflects:

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

- ↓ Non-personnel decreases primarily due to a decrease in funding for trade and promotion ($159,163) and reallocation of a portion of this funding for contracted services related to website maintenance ($110,000).
- ↑ Revenue increases due to projections of hotel occupancy and rates hotel ($27,500).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$673,880	$783,870	$848,045	8%
Non-Personnel	1,037,006	735,330	698,655	-5%
Total Expenditures	1,710,886	1,519,200	1,546,700	2%
Transient Occupancy Tax	1,262,988	1,272,500	1,300,000	2%
Transfer from the General Fund	626,148	246,700	246,700	-
Total Revenues	1,889,136	$1,519,200	$1,546,700	2%
Change in Fund Balance	$178,250	-	-	-
Permanent FTEs	7.00	7.00	7.00	
Temporary FTEs	0.80	-	-	
Total Authorized FTEs	7.80	7.00	7.00	

TRAVEL AND TOURISM PROMOTION FUND
FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
Beginning Balance, July 1	-	-	$178,250	-
Transient Occupancy Tax Revenue	$1,262,988	$1,272,500	1,272,500	$1,300,000
General Fund Transfer In	626,148	246,700	246,700	246,700
Total Revenues	1,889,136	1,519,200	1,519,200	1,546,700
Total Balance, Revenues and Transfers In	1,889,136	1,519,200	1,697,450	1,546,700
Personnel	673,880	783,870	783,870	848,045
Operating	1,037,006	735,330	913,580	698,655
Total Expenditures	1,710,886	$1,519,200	$1,697,450	$1,546,700
Closing Balance, June 30	$178,250	-	-	-

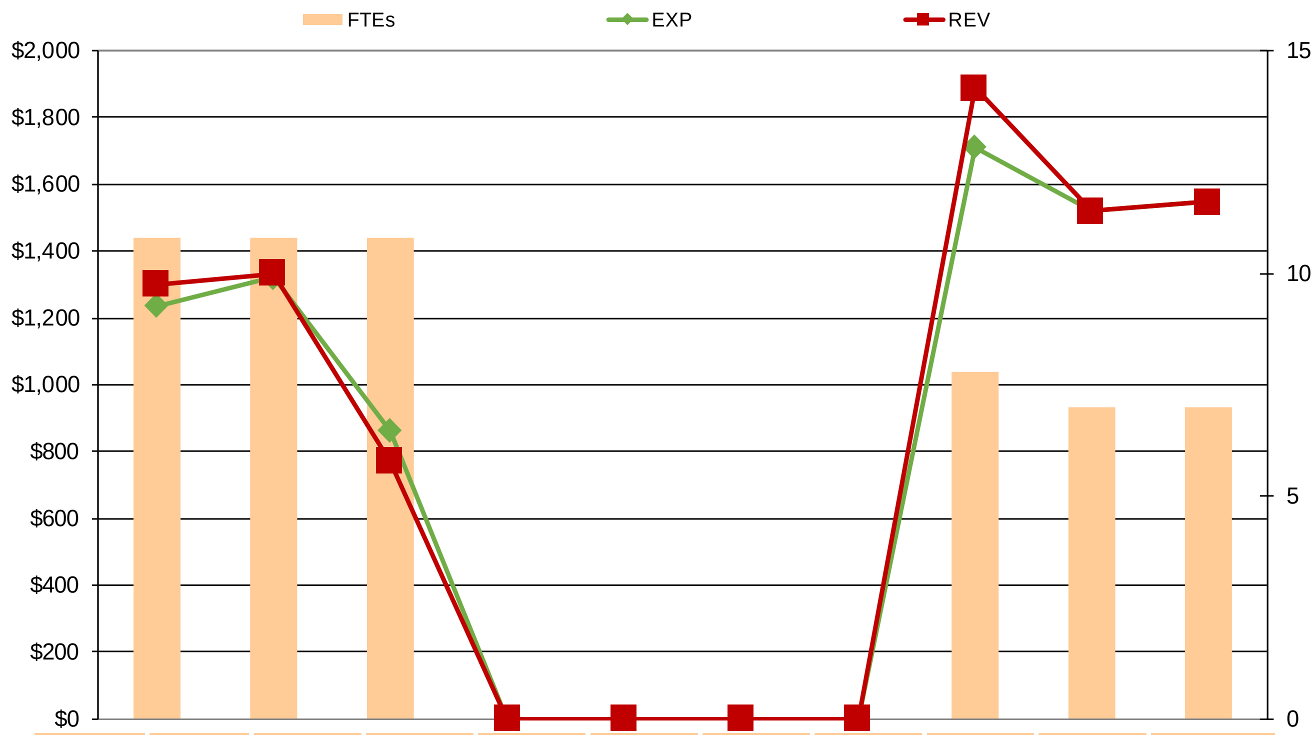
PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average daily rate of hotel rooms in Arlington	$146.44	$154.37	$157.54	$164.46	$164.00	$164.00
Hotel occupancy	72.8%	76.9%	77.2%	77.4%	77.0%	77.0%
Internet visits to ACVS	56,582	68,872	57,410	149,815	202,000	222,000
Leads for the booking of group room nights	42,111	46,305	48,257	50,575	57,000	60,000

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Conversion rate of leads to actual bookings for group room nights	57%	49%	49%	52%	50%	52%
Group room nights booked	24,077	22,875	23,920	26,391	29,000	31,000
Visitor services in-person	4,604	4,155	18,259	13,198	14,000	15,000
Visitors guides and other distributions	50,753	47,952	9,711	118,419	120,000	125,000
Visitor maps distributed	201,851	75,872	43,627	94,725	135,000	140,000

- Significant increases occurred in FY 2017 actuals for “visitors guides and other distributions” and “visitor maps distributed” due to a new visitor-materials publisher contract that allowed for an increased capacity for these distributions.
- FY 2018 estimates have been updated for the FY 2019 Proposed Budget to better reflect realized data to date. These include estimates for:
  - The average daily rate of hotel rooms in Arlington increased from $160.00 to $164.00 as a result of generally improved demand in the market;
  - Internet visits to ACVS increased from 90,000 to 202,000 as a result of the new website which was implemented during FY 2017;
  - Leads for the booking of group room nights decreased from 62,000 to 57,000 and group room nights booked decreased from 31,000 to 29,000 as a result of a staff vacancy that was focused on meeting and convention bookings;
  - Visitors guides and other distributions increased from 80,000 to 120,000 and Visitor maps distributed increased from 80,000 to 135,000 both as a result of increased effort and visibility in visitors services through the Mobile Visitor Center.

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$1,235	$1,321	$862	-	-	-	-	$1,711	$1,519	$1,547
REV	$1,301	$1,333	$771	-	-	-	-	$1,889	$1,519	$1,547
FTEs	10.80	10.80	10.80	-	-	-	-	7.80	7.00	7.00

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board approved a one-time lump-sum payment of $500 for employees ($5,000). ▪ The Travel and Tourism Promotion Fund (202) was restructured in order to absorb the functions of an eliminated General Fund position. A position was reclassified to focus on providing pre-trip and on-site support information regarding Arlington shopping and dining to increase visitor spending in the County. ▪ Reallocated Arlington Visitors Center rental/operational expenses for March-June 2010 (approximately $28,000) to neighborhood-focused visitor services initiatives in Crystal City, Rosslyn, Ballston and Pentagon City. The Visitors Center closed in February 2010 in order to facilitate improved visitor services activities in the key hotel neighborhoods stated above.	
FY 2011	▪ No significant changes.	
FY 2012	▪ Personnel expenses decrease primarily due to reduction in operations based on lower Transient Occupancy Tax (TOT) which supports this fund. The County Board has directed staff beginning January 1 to focus on other Arlington Economic Development (AED) activities such as promoting and marketing businesses and cultural events within Arlington County, as well as enhancing small business initiatives. ▪ Transient Occupancy Tax (TOT) revenues decrease by 52 percent due to the loss of the TOT for hotel stays beginning January 1, 2012. The state legislation that authorizes Arlington County to assess this additional 0.25 percent transient occupancy tax was not renewed by the State Assembly and expires on December 31, 2011. ▪ Miscellaneous revenues decrease ($2,500) due to the closure of the Visitor Center at Pentagon Row which sold County merchandise. The new Mobile Visitor Center is purely informational with no merchandise or retail sales. County merchandise can now be purchased at the Plaza Library branch location.	
FY 2013	▪ The additional Transient Occupancy Tax add-on (0.25 percent) which has supported the fund since January 1, 1991, was not re-established by the State Assembly in the spring of CY 2011. Arlington County's enabling legislation to impose this add-on tax expired on January 1, 2012. ▪ For FY 2013, the Travel and Tourism Promotion Fund will no longer exist as a Special Revenue fund. The County Board has adopted a reduced convention and visitor services program in Arlington Economic Development's General Fund budget.	

Fiscal Year	Description	FTEs
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).*	*5.80*
FY 2018	▪ An 0.80 temporary FTE was transferred to the AED Director's Office line of business in the General Fund.	(0.8)

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:

- Branding and marketing
- Physical enhancements
- Management, finance, and administration

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed budget for the Ballston Business Improvement District is $1,427,433, a seven percent decrease from the FY 2018 adopted budget. This expenditure budget includes $18,462 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 2018 real estate tax rate is $0.045 for each $100 of assessed value, no change from the CY 2018 tax rate. Due to a decrease in assessed real estate values, revenue decreases seven percent ($111,900).
- Due to a decrease in assessed values, the Ballston BID is evaluating the feasibility of a one-time tax rate increase to cover the CY 2018 revenue decrease. This one-time tax increase would not exceed a rate of $0.053 per $100 of assessed value and would generate an additional $253,766. A final recommendation on the tax rate will be made by the Ballston BID in collaboration with their Board of Shareholders and will be proposed to the County Board before the BID's Budget work session on March 19, 2018. If the rate is increased, the Adopted Budget narrative will reflect this change.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	-	-	-	-
Non-Personnel	$1,581,937	$1,539,333	$1,427,433	-7%
Total Expenditures	1,581,937	1,539,333	1,427,433	-7%
Total Revenues	1,587,597	1,539,333	1,427,433	-7%
Change in Fund Balance	$5,660	$38,484	$35,686	-7%

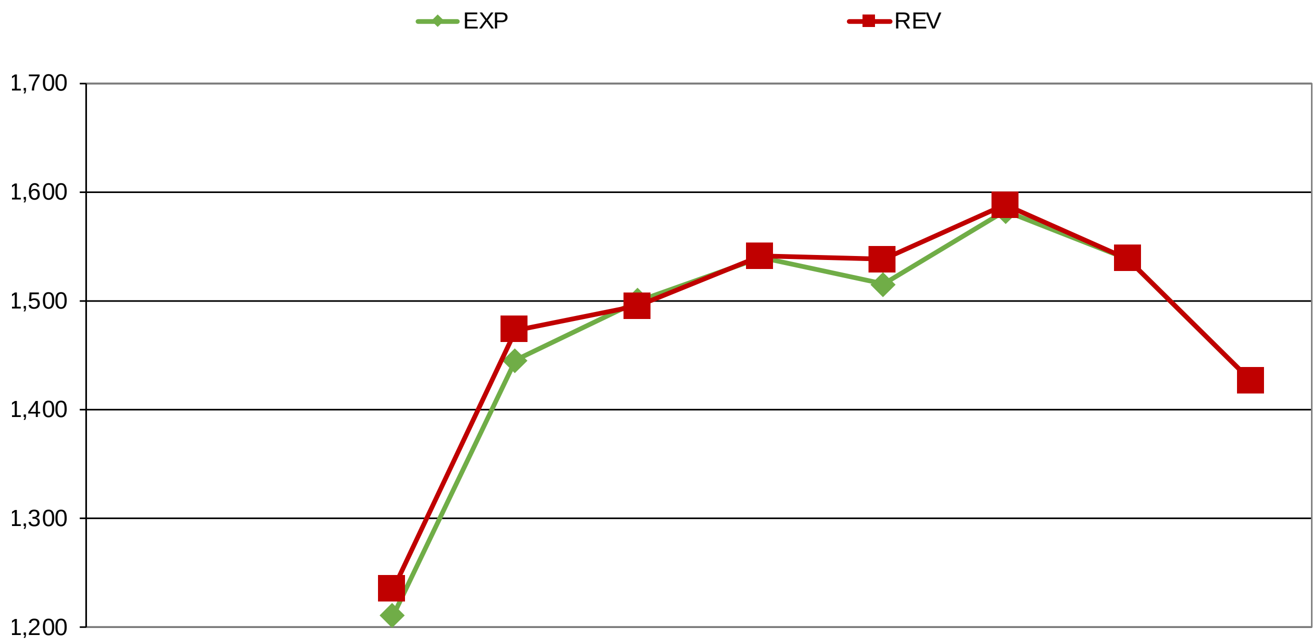
BALLSTON BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	$71,251	$30,918	$76,911	$14,426
TOTAL BALANCE	71,251	30,918	$76,911	14,426
REVENUES				
Interest Earned on Fund Balance	1,076	-	1,211	-
Special Assessment District Revenue	1,586,521	1,539,333	1,436,122	1,427,433
TOTAL REVENUES	1,587,597	1,539,333	1,437,333	1,427,433
TOTAL BALANCE AND REVENUES	1,658,848	1,570,251	$1,514,244	1,441,859
EXPENSES				
Operating Budget (incl. Admin Fee)	1,581,937	1,500,849	1,499,818	1,391,747
Drawdown Requests	-	-	-	-
TOTAL EXPENSES	1,581,937	1,500,849	1,499,818	1,391,747
Budgeted Contribution to Delinquency or Appeals	-	38,484	-	35,686
CLOSING BALANCE, JUNE 30	$76,911	$69,402	$14,426	$50,112

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 2019 proposed budget reflects a delinquency and appeals reserve addition of the maximum annual contribution cap of 2.5 percent, which results in a reserve of three and a half percent.
2) The FY 2018 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 2018 revenue is from the June 2018 and October 2018 tax payments. Therefore, the FY 2018 re-estimated revenue is not impacted by the January 2018 assessments.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP			$1,211	$1,445	$1,500	$1,540	$1,515	$1,582	$1,539	$1,427
REV			$1,235	$1,473	$1,495	$1,541	$1,538	$1,588	$1,539	$1,427

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board adopted the Ballston Business Improvement District Fund with a real estate assessment tax set at $0.045 for each $100 of assessed value.	
FY 2013	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	
FY 2014	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	
FY 2015	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	
FY 2016	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	
FY 2017	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	
FY 2018	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	

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:

- Beautification, cleaning, and maintenance
- Community activities and events
- Parking, transportation, pedestrian, and safety enhancements
- Marketing and promotion
- Homeless services
- Management and administration

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed budget for the Rosslyn Business Improvement District is $3,772,348, a one percent decrease from the FY 2018 adopted budget. The expenditure budget includes $11,818 budgeted contribution to the BID's reserve fund balance to achieve the target of five percent of the fiscal year revenues.

- ↓ The proposed CY 2018 real estate tax rate is $0.078 for each $100 of assessed value, no change from the CY 2017 tax rate. Due to a decrease in assessed real estate values, revenue decreases one percent ($41,097).

PROGRAM FINANCIAL SUMMARY

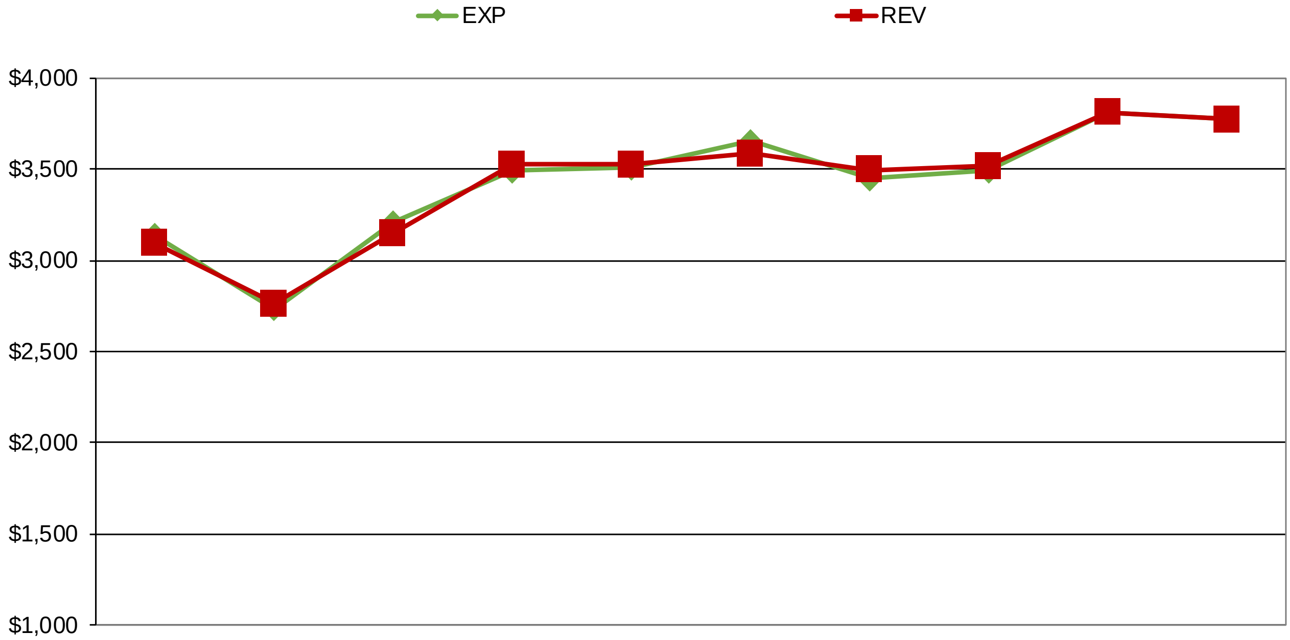
	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	-	-	-	-
Non-Personnel	$3,489,033	$3,813,445	$3,772,348	-1%
Total Expenditures	3,489,033	3,813,445	3,772,348	-1%
Total Revenues	3,517,098	3,813,445	3,772,348	-1%
Change in Fund Balance	$28,065	$13,879	$11,818	-15%

ROSSLYN BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	$153,178	$176,793	$181,243	$176,799
TOTAL BALANCE	153,178	176,793	181,243	176,799
REVENUES				
Interest Earned on Fund Balance	2,058	-	2,320	-
Special Assessment District Revenue	3,515,040	3,813,445	3,604,570	3,772,348
TOTAL REVENUES	3,517,098	3,813,445	3,606,890	3,772,348
TOTAL BALANCE AND REVENUES	3,670,276	3,990,238	3,788,133	3,949,147
EXPENSES				
Operating Budget (incl. Admin Fee)	3,487,564	3,799,566	3,605,847	3,760,530
Drawdown Requests	1,469	-	5,487	-
TOTAL EXPENSES	3,489,033	3,799,566	3,611,334	3,760,530
Budgeted Contribution to Delinquency or Appeals	-	13,879	-	11,818
CLOSING BALANCE, JUNE 30	$181,243	$190,672	$176,799	$188,617

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 2019 proposed budget reflects adherence to this reserve balance policy.
2) The FY 2018 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 2018 revenue is from the June 2017 and October 2017 tax payments. Therefore, the FY 2018 re-estimated revenue is not impacted by the January 2018 assessments.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$3,134	$2,733	$3,210	$3,491	$3,508	$3,654	$3,449	$3,489	$3,813	$3,772
REV	$3,093	$2,761	$3,146	$3,524	$3,524	$3,583	$3,494	$3,517	$3,813	$3,772

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board set the RBID tax rate at $0.080 for each $100 of assessed value.	
FY 2011	▪ The County Board set the RBID tax rate at $0.080 for each $100 of assessed value.	
FY 2012	▪ The County Board set the RBID tax rate at $0.080 for each $100 of assessed value.	
FY 2013	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	
FY 2014	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	
FY 2015	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	
FY 2016	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	
FY 2017	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	
FY 2018	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	

Our Mission: To provide supplemental services in support of successful revitalization of Crystal City and its economic development

In April 2006, the Arlington County Board, authorized by state enabling legislation, passed an ordinance to establish a Business Improvement District (BID) in Crystal City. The property owners within this geographic area have a separate and additional tax rate to fund the BID's programs. The BID's Board of Directors and committee membership, who oversee the work program, includes owners and tenants of the properties located in the District.

The Crystal City BID provides funding for:

- Marketing
- Landscaping and beautification of public areas
- Commercial visitor informational facilities and services
- Social and entertainment activities

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Crystal City Business Improvement District is $2,585,894, a four percent decrease from the FY 2018 adopted budget. This expenditure budget includes $64,647 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 2018 real estate tax rate is $0.043 for each $100 of assessed value, no change from the CY 2018 tax rate. Due to a decrease in assessed real estate values, revenue decreases four percent ($96,097).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	-	-	-	-
Non-Personnel	$2,522,936	$2,681,991	$2,585,894	-4%
Total Expenditures	2,522,936	2,681,991	2,585,894	-4%
Total Revenues	2,538,970	2,681,991	2,585,894	-4%
Change in Fund Balance	$16,034	$67,050	$64,647	-

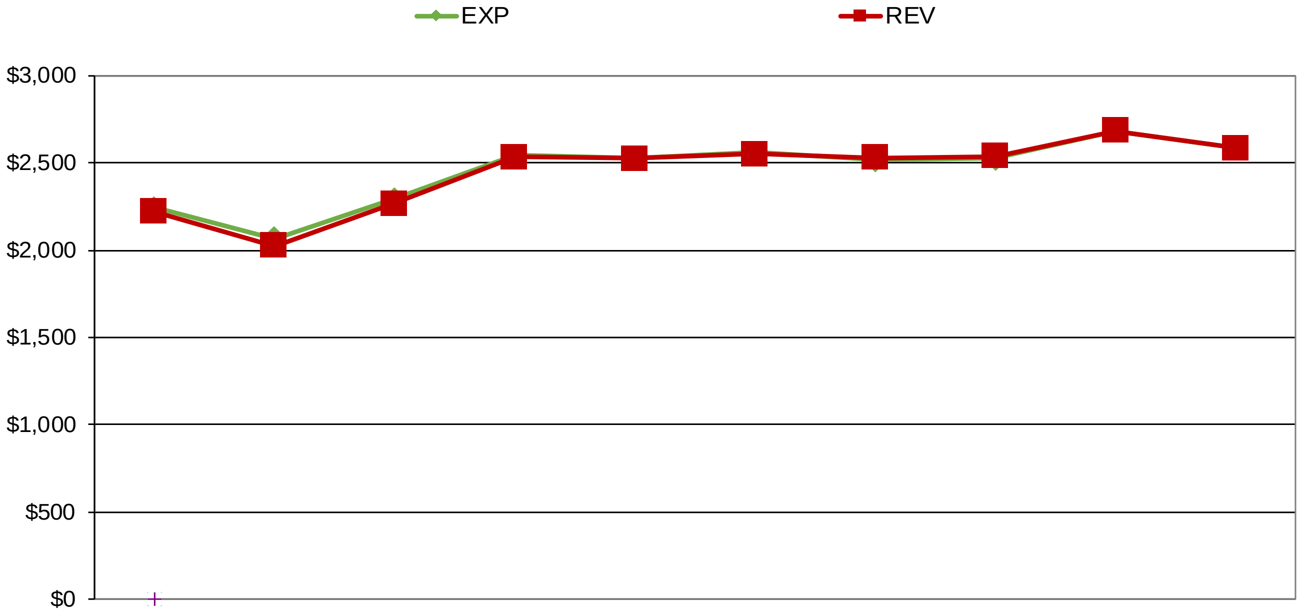
CRYSTAL CITY BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	$37,401	$59,597	$53,435	$37,524
TOTAL BALANCE	37,401	59,597	53,435	37,524
REVENUES				
Interest Earned on Delinquency/Appeals Reserve	999	-	1,352	-
Special Assessment District Revenue	2,537,971	2,681,991	2,596,826	2,585,894
TOTAL REVENUES	2,538,970	2,681,991	2,598,178	2,585,894
TOTAL BALANCE AND REVENUES	2,576,371	2,741,588	2,651,613	2,623,418
EXPENSES				
Operating Budget (Admin Fee)	2,522,936	2,614,941	2,614,089	2,521,247
Drawdown Requests	-	-	-	-
TOTAL EXPENSES	2,522,936	2,614,941	2,614,089	2,521,247
Budgeted Contribution to Delinquency or Appeals	-	67,050	-	64,647
CLOSING BALANCE, JUNE 30	$53,435	$126,647	$37,524	$102,171

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 2019 proposed budget reflects a delinquency and appeals reserve addition of the maximum annual contribution cap of 2.5 percent, which results in a reserve of four percent.
2) The FY 2018 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 2018 revenue is from the June 2017 and October 2017 tax payments. Therefore, the FY 2018 re-estimated revenue is not impacted by the January 2018 assessments.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$2,242	$2,066	$2,295	$2,540	$2,526	$2,560	$2,514	$2,523	$2,682	$2,586
REV	$2,221	$2,022	$2,270	$2,532	$2,523	$2,551	$2,529	$2,539	$2,682	$2,586

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2011	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2012	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2013	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2014	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2015	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2016	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2017	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2018	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	

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 2019 Housing and Community Development (HCD) Fund program budget includes $1,198,566 in Community Development Block Grant (CDBG) funds from the U.S. Department of Housing and Urban Development (HUD). The City of Falls Church will receive $50,807 of these CDBG grant funds under a Cooperation Agreement with the County.

The HCD Fund also includes federal HOME funds totaling $557,945 and CSBG funds totaling $235,577. The HOME program budget is funded through HUD and the CSBG program budget is funded through a grant from the U.S. Department of Health and Human Services and administered by the Virginia Department of Social Services. In prior budget years, the administrative fund portion of HOME was captured in HCD Fund while remaining HOME funds were captured in the General Fund non-departmental budget and all CSBG funds were captured in the Department of Community Planning, Housing and Development's (DCPHD) Housing Division General Fund budget. However, in November 2017, the County Board took action to move the non-departmental portion of HOME and all CSBG funds to the HCD Fund, recognizing these funds as special revenue funds. As a result, the HCD Fund now includes all CDBG, HOME, and CSBG funds, which is why the total HCD Fund budget appears higher than in prior fiscal years.

Current projections for the FY 2019 CDBG, HOME, and CSBG budgets assume level funding from FY 2018. The apparent increase in the CSBG budget is a result of unspent carryover funds from FY 2017 that are included in the total.

- ↑ Personnel increases from the adopted budget are due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actual projections.
- ↑ Non-personnel increases from the adopted budget 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.

While current projections assume level funding, the future of CDBG, HOME, and CSBG funds is uncertain. In order to ensure sustainability of the HCD Fund programs and staffing, staff is exploring several long-term strategies to fill the gap if funding for these programs is reduced. While County AHIF funds may be available to continue the County's multi-family and single-family programs, staff is trying to identify whether the County's Community Development Fund (CDF) grant program and staffing, each of which is primarily funded with federal CDBG dollars, could be maintained if federal funds decrease over the next three to five years. Options may include the following:

- *Explore ways to streamline grants administration.*
- *Develop opportunities for programs or projects that provide program income.*
- *Explore supporting CDBG-funded programs with General Funds*.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2018 Revised*	FY 2019 Proposed	% Change '18 to '19
Personnel	$474,704	$506,821	$522,375	$528,316	1%
Non-Personnel	3,147,087	714,264	1,469,713	1,463,772	-
Total Expenditures	3,621,791	1,221,085	1,992,088	1,992,088	-
Program Income/Carryover	2,774,975	-	-	-	-
Grants -CDBG	764,318	1,166,896	1,198,566	1,198,566	-
Grants - HOME	82,498	54,189	557,945	557,945	-
Grants - CSBG	-	-	235,577	235,577	-
Total Revenues**	$3,621,791	$1,221,085	$1,992,088	$1,992,088	-
Net Tax Support	-	-	-	-	-
Permanent FTEs	4.50	4.50	4.50	4.50	
Temporary FTEs	-	-	-	-	
Total Authorized FTEs	4.50	4.50	4.50	4.50	

* *FY 2018 Revised reflects the final 2018 Community Development Action Plan which was approved by the County Board on September 16, 2017 as well as adjustments made during FY 2017 closeout which were approved by the County board on November 18, 2017.*
*** *FY 2017 actuals include revenue from prior grant-years as well as carry-over funds.*

CPHD COMMUNITY DEVELOPMENT FUND, FUND STATEMENT

	FY 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Proposed	% Change '18 to '19
Beginning Balance, July 1	-	-	-	-	-
Program Income/Carryover*	$2,774,975	-	-	$70,948	-
Federal Revenue (CDBG)	764,318	$1,166,896	$1,198,566	1,198,566	-
Federal Revenue (HOME)**	82,498	54,189	557,945	557,945	-
Federal/State Revenue (CSBG)**	-	-	235,577	235,577	-
Total Balance and Revenues***	3,621,791	1,221,085	1,992,088	2,063,036	4%
Total Expenditures	$3,621,791	$1,221,085	$1,992,088	$2,063,036	4%
Closing Balance, June 30	-	-	-	-	-

** FY 2019 Proposed revenue includes $70,948 in CSBG carryover funds.*

*** The Community Development Fund now includes federal/state CSBG funds, which were previously captured in the Department of Community Planning, Housing and Development's (DCPHD) Housing Division General Fund budget and HOME funds that were previously budgeted in Non-Departmental.*

**** FY 2017 actuals include revenue from prior grant-years as well as carry-over funds.*

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of micro-enterprises assisted with loans and technical support	44	35	41	34	76	77
Number of owner-occupied units improved	17	15	14	13	15	15
Number of persons assisted through training and job placement/success rate	181/58%	199/78%	285/71%	175/73%	206/70%	223/67%
Number of persons benefiting from public service activities	1,063	1,274	1,307	757	2,409	763

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of CDBG/CSBG subgrantees	N/A	23	20	23	25	21
Number of CDBG/CSBG assisted activities	N/A	28	25	25	27	22
Number of housing events and workshops sponsored	42	41	38	46	20	20

- The values above represent outcomes for CDBG and CSBG-funded grants only (i.e., not AHIF Housing Services) in Arlington County. Falls Church also uses CDBG funds for grants, which are not accounted for in these totals.
- The FY 2018 and FY 2019 number of micro-enterprises assisted with loans and technical support reflects a higher number of clients to be served by the Enterprise Development Group (EDG) and including the Latino Economic Development Corporation as a new grantee providing small business assistance.
- The number of persons assisted through training and job placement increased in FY 2016 due to the Arlington Employment Center serving more clients than originally estimated in a computer training program for homeless individuals. In FY 2017, enrollment in job training programs such as Northern Virginia Family Services Training Futures and B21 were discontinued. The job success placement rates calculated as total number of persons completing training divided by number employed.
- The FY 2017 count of persons benefiting from public services is lower than previous years because it does not include individuals served through small grants. The FY 2019 count of persons projected to be served by public services is lower than estimates for FY 2018 because staff proposes not to fund small grants in FY 2019. More than 1,000 people are served by the small grants program.
- The number of CDBG/CSBG subgrantees 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 subgrantees and assisted activities vary annually based on the funding proposals received and the total amount of funds available.

DESCRIPTION OF FY 2019 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 2016-2020 Consolidated Plan, which include the following:

1. Create and sustain affordable housing;
2. Promote healthy and self-sufficient families;
3. Stabilize households at risk of homelessness; and,
4. Foster vibrant and sustainable neighborhoods.

In addition to affordable housing and community development programs, a portion of Housing and Community Development Fund dollars support administrative and planning functions for these programs, including funds for 4.5 FTEs within the Housing Division of the Department of Community Planning, Housing and Development. Further, as a result of a cooperation agreement, the City of Falls Church also receives a portion of the County's CDBG and HOME funds for housing and community development programs administered within that jurisdiction.

Housing and Community Development Fund programs and costs for FY 2019 may be summarized as follows:

PROGRAMS	FY 2017 TOTAL	FY 2018 TOTAL REVISED	FY 2019 TOTAL	FY 2019 CDBG	FY 2019 CSBG & TANF*	FY 2019 AHIF**	FY 2019 HOME	FY 2019 Gen Fund**
TOTAL	$2,044,833	$2,027,652	$2,485,586	$1,198,566	$306,525	$200,000	$557,945	$222,550
GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING								
Community Development Grant Funds	123,000	125,000	125,000	125,000	-	-	-	-
Multifamily Loan Fund	-	86,991	786,151	341,202	-	-	444,949	-
Single Family Programs	285,603	-	-	-	-	-	-	-
TOTAL, GOAL 1	$408,603	$297,314	$911,151	$466,202	-	-	$444,949	-
GOAL 2: PROMOTE HEALTHY AND SELF-SUFFICIENT FAMILIES								
Community Development Grant Funds	956,550	993,840	834,111	240,011	236,550	135,000	-	222,550
TOTAL, GOAL 2	$956,550	$993,840	$834,111	$240,011	$236,550	$135,000	-	$222,550
GOAL 3: STABILIZE HOUSEHOLDS AT RISK OF HOMELESSNESS								
Community Development Fund Grants	100,500	130,500	105,000	20,000	20,000	65,000	-	-
TOTAL, GOAL 3	$100,500	$130,500	$105,000	$20,000	$20,000	$65,000	-	-
GOAL 4: FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS								
NSA Small Grants - NSD	5,000	5,000	-	-	-	-	-	-
Housing Outreach Program - CPHD-HD	125,280	128,912	117,478	117,478	-	-	-	-
TOTAL, GOAL 4	$130,280	$133,912	$117,478	$117,478	-	-	-	-

PROGRAMS	FY 2017 TOTAL	FY 2018 TOTAL REVISED	FY 2019 TOTAL	FY 2019 CDBG	FY 2019 CSBG & TANF*	FY 2019 AHIF**	FY 2019 HOME	FY 2019 Gen Fund**
FEDERAL PROGRAM ADMINISTRATION/PLANNING								
Federal Administration and Planning	371,140	391,818	437,793	298,423	49,975	-	89,395	-
County Administration of Falls Church Program	5,496	5,645	5,645	5,645	-	-	-	-
TOTAL, ADMINISTRATION/PLANNING	$376,636	$397,463	$443,438	$304,068	$49,975	-	$89,395	-
TOTAL, ARLINGTON GRANT	$1,972,569	$1,953,029	$2,411,178	$1,147,759	$306,525	$200,000	$534,344	$222,550
FALLS CHURCH								
CDBG Administration - City of Falls Church	5,496	5,645	5,645	5,645	-	-	-	-
Other Falls Church Programs	66,768	68,978	68,763	45,162	-	-	23,601	-
TOTAL, FALLS CHURCH	$72,264	$74,623	$74,408	$50,807	-	-	$23,601	-
TOTAL, ARLINGTON AND FALLS CHURCH	$2,044,833	$2,027,652	$2,485,586	$1,198,566	$306,525	$200,000	$557,945	$222,550

** FY 2019 CSBG & TANF funds includes $70,948 in FY 2017 carryover funds.*
*** AHIF and General Fund dollars noted above are captured in the County's Fund 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.*

Below are descriptions of these programs and supportive functions for FY 2019.

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 2016-2020 Consolidated Plan.

Eligible organizations are nonprofit 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 (microenterprise, small business assistance) are eligible for grants up to $100,000.

A summary of proposed funding allocations appears below:

GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING

Total: $125,000 *(all CDBG)*

- **Achieve Your Dream:** $35,000 in CDBG funds for Arlington Home Ownership Made Easier, Inc. (AHOME) to conduct outreach and provide workshops to eligible prospective home buyers that will promote homeownership and prevent foreclosure for low and moderate income and minority households. EXPECTED OUTCOME: One-on-one counseling and educational workshops will result in 30 families becoming first-time Arlington home buyers.

- **Arlington Energy Masters:** $20,000 in CDBG funds for Arlingtonians for a Clean Environment (ACE) to train volunteers to weatherize apartments occupied by low-income Arlington residents and educate residents about energy efficiency measures. EXPECTED OUTCOMES: 30 volunteers will be trained; 50 units will receive energy and water conservation improvements; and 25 will receive energy and water conservation supplies and educational information through one-on-one sessions and/or workshops.
- **Volunteer Home Repair Program:** $70,000 in CDBG funds 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: $834,111 *($240,011 CDBG; $166,000 CSBG; $70,550 CSBG-TANF; $135,000 AHIF Housing Services; $222,550 General Fund)*

- **Aspiring. Skills. Determined.**: $20,000 in CDBG funds 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 OUTCOMES: 20 individuals will attend the ASD Soft Skills Club; five will receive situational assessments, work experience, or internship opportunities; and eight individuals will be placed in jobs.
- **Bridge to Work:** $20,000 in CSBG-TANF funds to Bridges to Independence to provide group training and one-on-one mentorship to help homeless clients find, secure, and retain stable employment, helping them to ultimately become and remain self-sufficient. EXPECTED OUTCOMES: Seven clients will complete assessment intake and develop an individual employment plan, and two to five clients will secure employment.
- **Buckingham Youth Brigade**: $20,000 in CDBG funds for BU-GATA to continue a program to encourage civic involvement and develop leadership among youth and their families in the Buckingham neighborhood. EXPECTED OUTCOME: 15-20 youths will be trained to access community services and educational resources, make positive decisions, and develop interpersonal and cultural competencies.
- **Career Readiness and Job Placement**: $20,000 in CSBG-TANF funds 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 OUTCOMES: 45 individuals will be trained for jobs in the culinary-arts field and 38 individuals will be placed in jobs.
- **Client Services Specialist**: $27,000 in AHIF Housing Services funds (first year of two-year grant) to Bonder and Amanda Johnson Community Development Corporation to fund a Client Services Specialist position that will connect residents with social services in the Nauck neighborhood. EXPECTED OUTCOME: Approximately 600 low-income clients will be connected with services.
- **Columbia Hills Resident Services:** $20,000 in AHIF Housing Services funds (first year of a two-year grant) to Arlington Partnership for Affordable Housing to launch a bilingual, adult-oriented resident services program at the Springs Residences. EXPECTED OUTCOMES: 50 households at the Springs Residences will participate in one or more on-site programs; and 40 households will increase their assets and/or increase stability.
- **Culpepper Volunteer Management Program**: $32,000 in AHIF Housing Services funds (first year of a two-year grant) to Arlington Retirement Housing Corporation to expand the volunteer management program at Culpepper Garden in order to provide more activities and enrichment opportunities for and improve well-being of senior residents. EXPECTED OUTCOME: 24 new resident programs will be developed, with an average of 15 participants per program.

- **Emerging Leaders:** $20,000 in CDBG funds to Edu Futuro to empower immigrant youth to achieve academically and enhance their leadership abilities through after-school programming. EXPECTED OUTCOME: 50 immigrant youth will be served through ELP I, 38 youth will complete the ELP I program and stay on track towards applying for college, and five high school seniors who graduate from ELP II program will enroll in college.
- **Employment and Training Program**: $35,011 in CDBG funds, $21,000 in CSBG funds, and $20,550 in CSBG-TANF funds to the 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 residents or those at-risk of being homeless with work experiences. EXPECTED OUTCOMES: 64 residents will receive training and full-time employment in various fields, and 90 residents trained in computer skills will attain or improve employment.
- **Empowering Immigrant Youth**: $20,000 in CDBG funds to Liberty's Promise to provide an internship and after-school civic engagement program for low-income immigrant youth at Wakefield High School. EXPECTED OUTCOMES: 37 youth will participate in the civic engagement and job skills training program, with 37 participating in job skills training and creating a resume/cover letter and nine participants completing an internship or job experience program.
- **Financial Aid Program**: $11,000 in AHIF Housing Services funds (first year of a two-year grant) to the Arlington Neighborhood Village (ANV) to connect more of the County's l ow-income seniors with services to improve well-being and connection to the community. EXPECTED OUTCOME: 27 low-income seniors provided with financial aid for ANV program.
- **Immigrant Advocacy Program:** $20,000 in CSBG funds 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 OUTCOMES: 22 Arlington County residents will be provided work permits; 55 will receive information on workers' rights; 55 will receive bilingual referrals to County and nonprofit service providers; and 16 cases will be closed in client's favor.
- **Immigration Legal Services:** $20,000 in CSBG funds to Just Neighbors for on-site legal clinics to help immigrants receive work authorizations, facilitate family unification, and assist with domestic violence issues. EXPECTED OUTCOMES: 25 low income residents will secure work authorization; 13 immigrant women and their children will become free from domestic violence through improved legal status; and 15 individuals will be assisted in applying for a green card or citizenship.
- **Job Placement and Employment Program:** $20,000 in CSBG funds and $10,000 in CSBG TANF funds to Offender Aid and Restoration (OAR) to provide employment support to individuals pre-release (while they are still incarcerated) and post-release (within the first year after release). EXPECTED OUTCOME: At least 36 Arlington clients will be enrolled pre-release and complete employment-focused courses pre-release; and 12 clients will be provided with employment assistance post-release, with 6 securing permanent employment.
- **Learning Rocks! Program**: $20,000 in CSBG funds 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: 25 youth will improve their academic skills by one grade level.
- **Mental Health Transitions:** $20,000 in CSBG funds to Community Residences, Inc. (CRI) for community living and technology support for low-income residents with serious persistent mental illness transitioning from at-risk or homeless living situations into permanent supportive housing. EXPECTED OUTCOMES: 10 low-income residents with serious persistent mental illness living in permanent supportive housing will receive individualized support, with four obtaining secured permanent supportive housing.

- **Micro-Enterprise Loan Program:** $45,000 in CDBG funds to Enterprise Development Group (EDG) for local matching funds to provide micro-enterprise development services including technical assistance, business loans, and rental assistance loans. Local match funding is necessary for EDG to leverage federal Small Business Administration (SBA) Microloan program funds. EXPECTED OUTCOMES: 10 loans will be made to micro-enterprises; $250,000 in microbusiness loans will be made; three rental assistance loans will be made; and 33 small businesses will receive technical assistance.
- **Money Smarts Program:** $20,000 in CDBG funds 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 OUTCOMES: 14 participants will achieve short-term savings goals; 20 participants will access their credit report and maintain on-time payments of their monthly financial obligations.
- **Northern Virginia Dental Clinic:** $20,000 in CSBG funds to Northern Virginia Dental Clinic (NVDC) to fill a critical gap in oral health care services for low-income, uninsured and underserved residents in Arlington. EXPECTED OUTCOMES: 180 Arlington residents will be enrolled in program; 900 appointments made available; and 18 residents will be provided emergency dental treatment.
- **Project Discovery:** $25,000 in CSBG funds to AHC, Inc. for Project Discovery, providing academic support, mentoring and college visits for low-income high school students. EXPECTED OUTCOMES: 52 youths will successfully complete program and 15 will enroll in post-secondary education.
- **Promising Futures – Housing Stability**: $20,000 in CDBG funds to Wesley Housing Development Corporation (WHDC) to fund a housing-based program that provides on-site access to services to promote self-sufficiency, including eviction prevention/intervention, counseling, job training, referrals, food assistance, and other services to low-income adults at Whitefield Commons and Knightsbridge Apartments in Buckingham. EXPECTED OUTCOMES: seven adults will obtain new or better jobs; 15 adults will improve computer literacy and achieve basic, intermediate or advanced skills; and 100 adults will obtain referral supports to maintain housing.
- **Providing Internet to Arlington Mill Residents**: $10,000 in AHIF Housing Services Funds (first year of a two-year grant) to establish a computer literacy and internet safety program and provide devices to residents who complete the course to complement the Arlington Mill Digital Inclusion Initiative. EXPECTED OUTCOME: 70 residents will be enrolled in internet and computer classes and 70 devices will be distributed.
- **Shirlington Employment and Education Center (SEEC):** $222,550 in General Fund support for SEEC staff and program support for services to day laborers. EXPECTED OUTCOMES: 100 workers will be registered per month; 100 day laborers will find jobs each month; five workers will find permanent employment per month; and 40 employers will seek employees per month.
- **Small Business Development & Microlending:** $40,000 in CDBG funds 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: eight loans will be made to small businesses and three educational workshops will be held.
- **Technology for Independence:** $20,000 in AHIF Housing Services funds (second year of a two-year grant) to Community Residences, Inc. (CRI) to provide support services including a unique package of technology supports to instill a level of independence for individuals with intellectual disabilities living at The Springs Apartments. EXPECTED OUTCOME: Maintain the technology installed and provide support for six individuals.

- **Technology Literacy:** $15,000 in AHIF Housing Services funds (second year of a two-year grant) to Arlington Partnership for Affordable Housing for a suite of technology literacy workshops and classes to enable low-income residents to strengthen their technology skills. EXPECTED OUTCOMES: 11 residents will improve basic computer, online banking, and technology skills through, and eight residents will report using online tools to search and apply for jobs.

GOAL 3: STABILIZE HOUSEHOLDS AT RISK OF HOMELESSNESS

Total: $105,000 *($20,000 CDBG; $20,000 CSBG; $65,000 AHIF Housing Services)*

- **Daily Fund Program:** $20,000 in AHIF Housing Services funds (second year of a two-year grant) to Arlington Thrive to provide emergency same-day financial assistance to Arlingtonians in crisis for needs such as rental assistance, prescriptions, medical bills, or utility bills. EXPECTED OUTCOMES: 1,250 clients will be served through the Daily Fund and $375,000 will be disbursed for emergency needs.
- **Diversion Homeless Services Program:** $20,000 in CSBG funds to Volunteers of America – Chesapeake (VOAC) to provide diversion and emergency shelter services to Arlington County residents who are at risk of homelessness or are homeless. EXPECTED OUTCOME: 80 Arlington residents will receive diversion services.
- **Eviction Prevention:** $20,000 in CDBG funds 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 OUTCOMES: Eviction prevention services will be provided to 70 families at risk of eviction, and 30 families with long-term financial issues will be referred to partner organizations.
- **Supportive Housing Project**: $45,000 in AHIF Housing Services funds (second year of a two-year grant) to Arlington Street People’s Assistance Network (ASPAN) to provide 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: Eight chronically homeless persons will be placed in permanent supportive housing with supports.

GOAL 4 - FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS

This Goal is addressed through the Other Programs section that follows.

FY 2019 COMMUNITY DEVELOPMENT FUND PROGRAM

PROGRAMS	FY 2017 TOTAL	FY 2018 TOTAL REVISED*	FY 2019 TOTAL	FY 2019 CDBG	FY 2019 CSBG & TANF*	FY 2019 AHIF**	FY 2019 Gen Fund**
TOTAL	$1,185,050	$1,254,340	$1,064,111	$385,011	$256,550	$200,000	$222,550
GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING							
Achieve Your Dream - AHOME	35,000	35,000	35,000	35,000	-	-	-
Arlington Energy Masters - ACE	18,000	20,000	20,000	20,000	-	-	-
Volunteer Home Repair - Rebuilding Together	70,000	70,000	70,000	70,000	-	-	-
TOTAL, GOAL 1	$123,000	$125,000	$125,000	$125,000	-	-	-
GOAL 2: PROMOTE HEALTHY AND SELF-SUFFICIENT FAMILIES							
Aspiring. Skills. Determined. - Service Source	30,000	-	20,000	20,000	-	-	-
Bridge to Work - B2I	-	20,000	20,000	-	20,000	-	-
Buckingham Youth Brigade - BU-GATA	19,000	20,000	20,000	20,000	-	-	-
Career Navigation - Goodwill	35,000	35,000	-	-	-	-	-
Career Readiness and Job Placement - La Cocina	-	-	20,000	-	20,000	-	-
Client Services Specialist - BAJCDC	-	-	27,000	-	-	27,000	-
Columbia Hills Resident Services - APAH	-	-	20,000	-	-	20,000	-
Culpepper Volunteer Management - Arl Retirement Housing Corp.	-	-	32,000	-	-	32,000	-
Emerging Leaders - Edu Futuro	-	20,000	20,000	20,000	-	-	-
Employment & Training Programs - AEC/DHS	183,000	167,790	76,561	35,011	41,550	-	-
Empowering Immigrant Youth - Liberty's Promise	20,000	20,000	20,000	20,000	-	-	-
Financial Aid Program - Arl Neighborhood Village	-	-	11,000	-	-	11,000	-
Immigrant Advocacy Center - Legal Aid Justice Center	20,000	20,000	20,000	-	20,000	-	-
Immigration Legal Services - Just Neighbors	20,000	20,000	20,000	-	20,000	-	-
Increase Self-Sufficiency thru Tech Literacy (APAH)	-	15,000	-	-	-	-	-
Intellectual Dev Disabilities Improvements - VOAC	-	50,000	-	-	-	-	-
Job Placement and Support - OAR	25,000	35,000	30,000	-	30,000	-	-
Learning Rocks - Aspire!	45,000	-	20,000	-	20,000	-	-
Mental Health Transitions - CRI	25,000	25,000	20,000	-	20,000	-	-
Micro-Enterprise/Rental Asst. Loan Program - EDG	45,000	45,000	45,000	45,000	-	-	-
Money Smarts - VCE	29,500	29,500	20,000	20,000	-	-	-
Northern Virginia Dental Clinic	20,000	20,000	20,000	-	20,000	-	-
Project Discovery - DHS	30,000	30,000	25,000	-	25,000	-	-

PROGRAMS	FY 2017 TOTAL	FY 2018 TOTAL REVISED*	FY 2019 TOTAL	FY 2019 CDBG	FY 2019 CSBG & TANF	FY 2019 AHIF	FY 2019 Gen Fund
GOAL 2: PROMOTE HEALTHY AND SELF-SUFFICIENT FAMILIES							
Promising Futures/Housing Stability- WHDC	24,000	24,000	20,000	20,000	-	-	-
Promotora Program - BU-GATA	50,000	50,000	-	-	-	-	
Providing Internet to Arlington Mill Residents - APAH	-	-	10,000	-	-	10,000	-
Shirlington Employment & Education Center (SEEC)	222,550	222,550	222,550	-	-	-	222,550
Small Business Assistance (BDAG)	43,500	-	-	-	-	-	-
Small Busines Development & Microlending - LEDC	-	40,000	40,000	40,000	-	-	-
Stabilization Technology Services - CRI	30,000	25,000	-	-	-	-	-
Technology for Independence - CRI	-	20,000	20,000	-	-	20,000	-
Technology Literacy - APAH	-	-	15,000	-	-	15,000	-
The Springs Resident Services - APAH	20,000	20,000	-	-	-	-	-
Training Futures - NVFS	20,000	20,000	-	-	-	-	-
TOTAL, GOAL 2	$956,550	$993,840	$834,111	$240,011	$236,550	$135,000	$222,550
GOAL 3: STABILIZE HOUSEHOLDS AT RISK OF HOMELESSNESS							
Arlington Landlord Risk Reduction Fund - Arl Thrive	25,500	25,500	-	-	-	-	-
Daily Fund Program -Arlington Thrive	-	20,000	20,000	-	-	20,000	-
Diversion Homeless Services Program - VoAC	50,000	20,000	20,000	-	20,000	-	-
Eviction Prevention - AHC	-	20,000	20,000	20,000	-	-	-
Supportive Housing Project - A-SPAN	-	45,000	45,000	-	-	45,000	-
Volunteer Coordinator - ASPAN	25,000	-	-	-	-	-	-
TOTAL, GOAL 3	$100,500	$130,500	$105,000	$20,000	$20,000	$65,000	-
GOAL 4: FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS							
NSA Small Grants - NSD	5,000	5,000	-	-	-	-	-
TOTAL, GOAL 4	$5,000	$5,000	-	-	-	-	-
TOTAL CDF GRANTS	$1,185,050	$1,254,340	$1,064,111	$385,011	$256,550	$200,000	$222,550

** FY 2019 CSBG & TANF funds includes $70,948 in FY 2017 carryover funds.*
*** AHIF and General Fund dollars noted above are captured in the County's Fund 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 2019 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.

GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING

Multifamily Loan Fund: $341,202 in CDBG funds and $444,949 in HOME funds are recommended for allocation to the Arlington County Multifamily Loan Fund for the purposes of acquiring, rehabilitating, and/or building new multifamily affordable housing. This fund also supports the County's Affordable Housing Master Plan Supply goals. EXEPECTED OUTCOME: a new housing development project using available CDBG and HOME funds.

GOAL 4 - FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS

Housing Outreach Program: $117,478 in CDBG public services funds are recommended for allocation to County staff to provide housing counseling, education, clean-up events, and technical assistance to residents of HUD designated areas, to improve their homes and neighborhood conditions, including $5,500 for two neighborhood cleanups. EXPECTED OUTCOME: 26 tenant workshops held on property maintenance, tenant rights and responsibilities, and fair housing; two neighborhood cleanup events held in Nauck and Arlington Mill neighborhoods; two Countywide events held (Home Show and Expo for homeowners, and the Health and Housing Fair for tenants).

PROGRAMS	FY 2017 TOTAL	FY 2018 TOTAL REVISED	FY 2019 TOTAL	FY 2019 CDBG	FY 2019 HOME
GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING					
Committed Affordable (CAF) Housing Services	81,811	85,323	-	-	-
Homeownership Revolving Loan Fund (CPHD-HD)	85,603	-	-	-	-
Multifamily Loan Fund	-	86,991	786,151	341,202	444,949
Single Family Programs	200,000	-	-	-	-
TOTAL, GOAL 1	$367,414	$172,314	$786,151	$341,202	$444,949
GOAL 4: FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS					
Housing Outreach Program - CPHD-HD	125,280	128,912	117,478	117,478	-
TOTAL, GOAL 4	$125,280	$128,912	$117,478	$117,478	-
TOTAL, OTHER PROGRAMS	$492,694	$301,226	$903,629	$458,680	$444,949

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 2019, $304,068 in CDBG funds, $49,975 in CSBG funds, and $89,395 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 2017 TOTAL	FY 2018 TOTAL REVISED	FY 2019 TOTAL	FY 2019 CDBG	FY 2019 CSBG	FY2019 HOME
FEDERAL PROGRAM ADMINISTRATION/PLANNING						
Federal Administration and Planning	371,140	391,818	437,793	298,423	49,975	89,395
County Administration of Falls Church Program	5,496	5,645	5,645	5,645	-	-
TOTAL ADMINISTRATION/PLANNING	376,636	397,463	443,438	$304,068	$49,975	$89,395

City of Falls Church CDBG and HOME Program Budgets

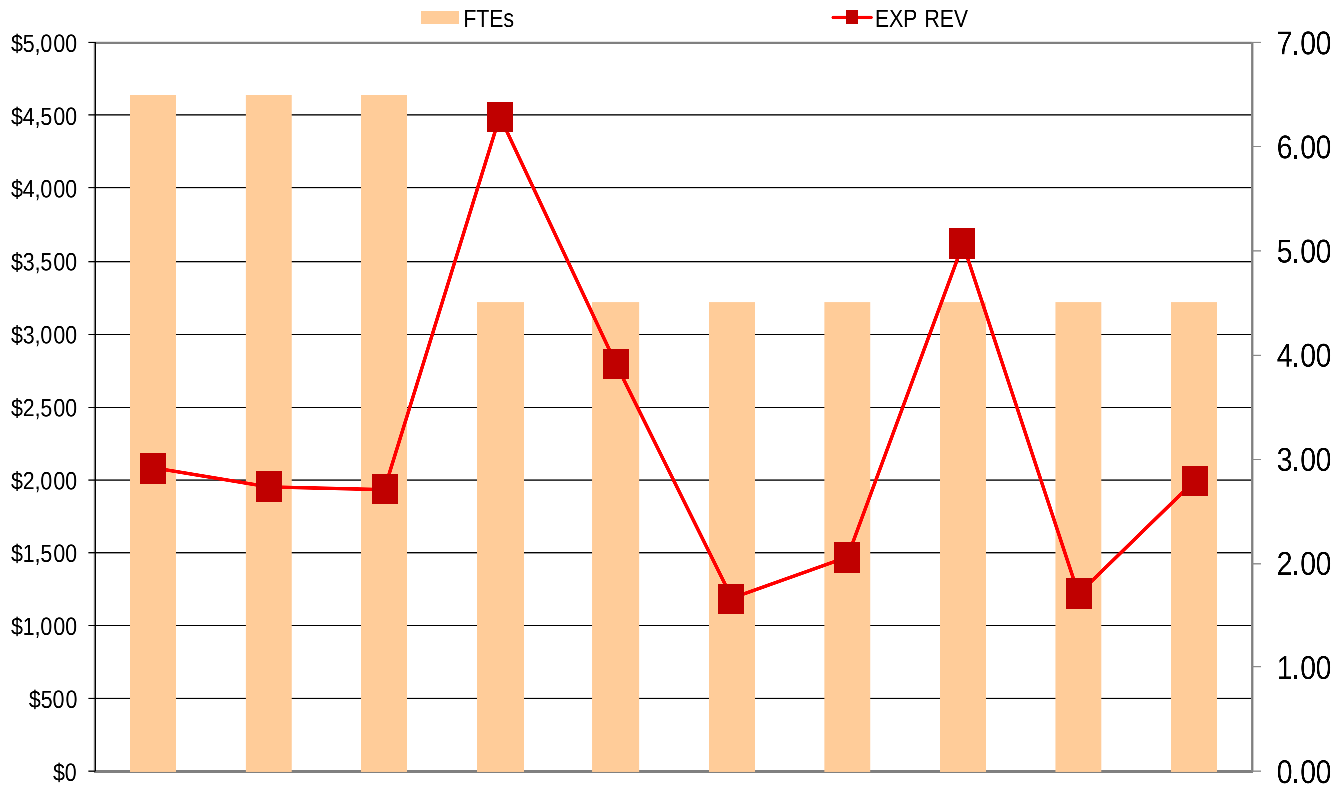
Through a cooperation agreement, the City of Falls Church receives a portion of the County's CDBG and HOME funds, estimated in FY 2019 to be $50,807 in CDBG funds and $23,601 in HOME funds, to conduct the following activities:

- **CDBG Program Administration**: $5,645 in CDBG funds to the City of Falls Church Housing and Human Services Division for program administration including program management, monitoring and assessment, environmental review, and technical assistance to sub-recipients.
- **Small Business Lending**: $5,725 in CDBG funds to ECDC Enterprise Development Group to provide small business technical assistance and loans to entrepreneurs wanting to start a business in the City or for current business owners intending to improve or expand their existing business.
- **Emergency Assistance:** $3,300 in CDBG funds to the Community Services Council to provide emergency financial rental and utility assistance to low-income residents.
- **Falls Church Housing Corp.:** $31,193 in CDBG funds to the Falls Church Housing Corporation for the removal and replacement of 12 decks at Winter Hill apartments, including the railing. They will install vinyl sleeves on the deck, cover the fascia with decking boards and the railings with vinyl sleeves. The apartments serve seniors and persons with disabilities.
- **Mt. Daniels Family Literacy Program:** $4,944 in CDBG funds to the Falls Church Public Schools for childcare services so that adults may enroll in the literacy program and homework tutoring for eligible youth.

- **Transitional Housing Homeless Rental Program:** $23,601 in HOME funds to Homestretch to provide rental assistance to transitional low income families.

PROGRAMS	FY 2017 TOTAL	FY 2018 TOTAL REVISED	FY 2019 CDBG TOTAL	FY 2019 HOME
FALLS CHURCH				
Casa De Maryland	2,185	-	-	-
CDBG Administration - City of Falls Church	5,496	5,645	5,645	-
ECDC Enterprise Development Group	-	-	5,725	-
Emergency Assistance - Community Services Council	-	3,000	3,300	-
Falls Church Housing Corp.	36,023	37,308	31,193	-
Mt. Daniels Even Start Family Literacy Program	5,761	4,946	4,944	-
Transitional Hsg. Homeless Rental Prog. - Homestretch	22,799	23,724	-	23,601
TOTAL, FALLS CHURCH	$72,264	$74,623	$50,807	$23,601

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actuals	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$2,080	$1,956	$1,937	$4,492	$2,794	$1,186	$1,468	$3,622	$1,221	$1,992
REV	$2,080	$1,956	$1,937	$4,492	$2,794	$1,186	$1,468	$3,622	$1,221	$1,992
FTEs	6.50	6.50	6.50	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.

Fiscal Year	Description	FTEs
FY 2010	▪ Federal grants increased by a net of $21,940, reflecting the addition of HOME revenue ($22,048) and a decrease in CDBG funding ($108).	
FY 2011	▪ Federal CDBG grant increased by $160,990.	
FY 2012	▪ Federal HOME grant increased by $2,347.	
FY 2013	▪ Transfer of a Home Ownership Coordinator to the General Fund with one-time funding ($112,577, 1.0 FTE).	(1.0)
	▪ Transfer of one Planner to the General Fund ($104,633, 1.0 FTE)	(1.0)
	▪ Revenues decreased due to reduced federal funds for the CDBG ($692,730) and HOME administration grant ($3,098).	
FY 2014	▪ Revenues increased due to return of multi-family revolving loan fund income to the County from AHC and these funds being used toward the acquisition of the Shell site. Federal CDBG grant decreased by $71,014. Federal HOME grant increased by $12,999.	
FY 2015	▪ The federal CDBG grant decreased by $64,036.	
	▪ Federal HOME grant revenue and expense budget transferred from DCPHD Housing Division General Fund budget to the CD Fund ($30,647). Overall, the HOME award was increased by $2,620, for a total increase of $33,826 in FY 2015.	
	▪ 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 Partnership Program (HOME) funds and Community Services Block Grant (CSBG) funds to HCD as part of a consolidation of special fund revenue that may only be spent on activities eligible under federal programs.*	

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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

- 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.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the following eliminations made as a result of administrative funding reductions implemented to produce administrative efficiencies and ensure financial sustainability:

  - A Housing Choice Supervisor ($121,654, 1.0 FTE),
  - Housing Inspector ($66,807, 1.0 FTE)
  - Two Housing Assistance Program Specialists ($180,618, 2.0 FTEs), and
  - 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.

  Personnel decreases are partially offset by a transfer in of an Administrative Assistant from Employment Services in the Economic Independence Division ($23,521, 0.25 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to adjustments made as a result of administrative funding reductions ($89,031) and a reduction in the annual expense for maintenance and replacement of County vehicles ($4,290). The decrease is partially offset by increases in Sequoia Plaza rent ($2,188), contracted services ($5,500), cellular telephone and paging services ($384), postage ($900), and memberships ($4,500).
- ↑ Housing Assistance Payments increase 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 increases 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).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Revised	FY 2019 Proposed	% Change '18 to '19
Personnel	$1,283,665	$1,496,033	$1,076,576	-28%
Non-Personnel	188,571	248,459	168,610	-32%
Housing Assistance Payments	17,319,011	17,220,201	17,425,899	1%
Total Expenditures	18,791,247	18,964,693	18,671,085	-2%
Total Revenues	18,569,022	18,844,787	18,893,941	-
Change in Fund Balance	($222,225)	($119,906)	$222,856	-286%
Permanent FTEs	17.10	17.10	12.35	
Temporary FTEs	-	-	-	
Total Authorized FTEs	17.10	17.10	12.35	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Families	$1,899/ $890	$1,974/ $1,053	$1,762/ $824	$1,540/ $635	$1,318/ $446	$1,318/ $446
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Persons with Disabilities	$1,189/ $188	$1,361/ $406	$1,153/ $180	$915/ ($46)	$1,034/ $113	$1,034/ $113
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Participants Age 62+	$1,173/ $263	$1,439/ $626	$1,283/ $408	$958/ $63	$1,121/ $236	$1,121/ $236
Inspection deficiencies corrected: Percent of units initially failing inspection and subsequently meeting Housing Quality Standards	25%/ 100%	35%/ 100%	34%/ 100%	46%/ 100%	40%/ 100%	40%/ 100%
Number of families receiving a Housing Choice Voucher	1,356	1,340	1,396	1,516	1,510	1,510
Overall lease up rate	88%	84%	88%	95%	95%	96%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number and percent of initial applications processed accurately	121/98%	215/97%	392/98%	154/100%	100/100%	100/100%
Number and percent of annual reviews processed accurately	107/96%	142/90%	174/99%	238/99%	251/99%	251/99%
Processing times for eligibility determination: Number and percent of initial applications processed within 60 days	124/100%	222/100%	402/100%	154/100%	100/100%	100/100%
Processing times for eligibility determination: Number and percent of annual reviews completed on time (within 120 days)	112/100%	158/100%	175/100%	1,396/99%	1,410/100%	1,410/100%
Number of landlords receiving housing assistance payments for the Housing Choice Voucher program	221	230	220	248	250	250
Percent of landlords receiving timely payments	100%	100%	100%	100%	100%	100%

- Housing Choice Voucher performance measures were renamed in FY 2018 to better describe the data reported and to align with the performance measurement plan.
- The amount of money available for non-rental expenses with a Housing Choice Voucher is calculated by subtracting average tenant payment from average tenant income. The amount of money available for non-rental expenses without a Housing Choice Voucher is calculated by subtracting the average contract rent from the average tenant income.
- Housing Quality Standards are the tool used by the Housing Choice Voucher Program to inspect all units prior to initial move-in, prior to transfer from one unit to another, and annually. If an apartment fails inspection, the landlord/tenant typically has 30 days to fix the violations. Failure to correct deficiencies could result in an abatement of payment to the landlord and/or termination from the program.
- The FY 2018 and FY 2019 estimates for number of families receiving a Housing Choice Voucher are based upon 96 percent lease-up of 1,588 vouchers for all voucher programs.
- In FY 2017, the "Overall lease up rate" increased due to housing specialsts managing a higher case load. The increased lease-up rate and higher workload generates additional administrative revenue.
- In FY 2018, the number and percent of initial applications processed accurately is expected to decrease due to the reduced number of applications expected due to the current high lease up rate and very low turnover rate.
- The payment accuracy rates and the processing times for eligibility determination is based on attrition of the number of participants who leave the program, and expenses for Housing Assistance Payments and appropriations.
- In FY 2017, the methodology for "Processing times for eligibility determination: Number and percent of annual reviews completed on time (within 120 days)" changed from using the supervisors' sample reviews, to including all reviews based on information entered into federal data systems.

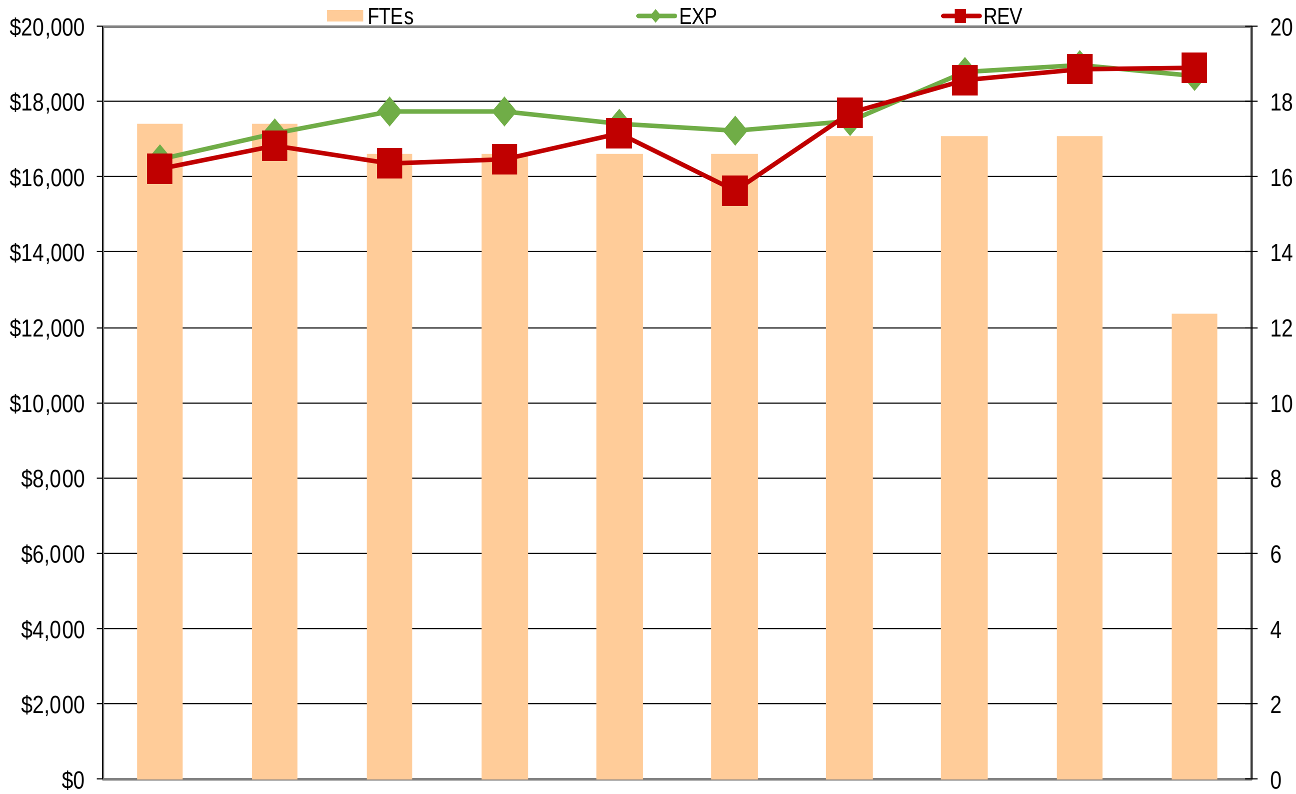
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2017 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

SECTION 8 HOUSING ASSISTANCE PROGRAM
FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
Beginning Fund Balance July 1	$432,270	$247,199	$210,045	$90,139
REVENUE				
Housing Assistance	16,823,601	16,865,568	16,865,568	17,324,191
Administrative Fees	1,338,919	1,544,140	1,544,140	1,427,142
Interest	10,420	-	-	-
Miscellaneous Revenue (Collections)	12,726	40,900	40,900	40,900
HOPWA	68,265	64,361	64,361	101,708
Shelter Plus Care (Milestones Program)	315,091	329,818	329,818	-
TOTAL REVENUE	18,569,022	18,844,787	18,844,787	18,893,941
TOTAL BALANCE & REVENUE	19,001,292	19,091,986	19,054,832	18,984,080
EXPENDITURES				
Rental Assistance Payments	17,071,541	16,865,568	16,865,568	17,324,191
HOPWA	68,265	64,361	64,361	101,708
Shelter Plus Care (Milestones Program)	315,091	329,818	329,818	-
Administration & Operations	1,336,350	1,704,946	1,704,946	1,245,186
TOTAL EXPENDITURES	18,791,247	18,964,693	18,964,693	18,671,085
Ending Fund Balance June 30	$210,045	$127,293	$90,139	$312,995

Note: The FY 2017 CAFR reflects $210,045 in deferred revenue which includes the rental assistance and administrative reserve funds.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$16,450	$17,153	$17,738	$17,734	$17,413	$17,219	$17,491	$18,791	$18,964	$18,671
REV	$16,221	$16,831	$16,366	$16,448	$17,139	$15,644	$17,710	$18,569	$18,845	$18,894
FTEs	17.40	17.40	16.60	16.60	16.60	16.60	17.10	17.10	17.10	12.35
Change in Fund Balance	-$229	-$322	-$1,372	-$1,286	-$274	-$1,575	$219	-$222	-$119	$223

Fiscal Year	Description	FTEs
FY 2010	▪ Housing Assistance Payments decrease primarily due to cost savings as a result of the transfer of administrative responsibility for the New Construction ($134,497) and Sub-Rehabilitation ($760,923) Projects effective April 1, 2008 to a Performance Based Contract Administrator in accordance with the U.S. Department of Housing and Urban Development (HUD) nation-wide directives. The tenants were unaffected by this change. There is also a $36,000 decrease in the Housing Opportunities for Persons with AIDS Program (HOPWA). The HOPWA program is decreasing due to fewer clients and a reduction in federal funding. These decreases are partially offset by increases in the Housing Choice Voucher Program ($601,698) due to the Fair Market Rate increase of 4 percent and a projection that 97 percent of allowable units from HUD will be leased by program participants, and the HUD approved increased allocation for the Moderate Rehabilitation Project ($15,036). In addition, the Shelter Plus Care (Milestones Program) increases by $24,688 due to additional participants in the program.	
FY 2011	▪ Housing Assistance Payments increase by $377,468 due to lower tenant incomes resulting from current economic conditions, from increases in the Housing Choice Voucher Program due to the Fair Market Rate increase of 3 percent, and the Department of Housing and Urban Development (HUD) approved increase for the Moderate Rehabilitation Project.	
FY 2012	▪ 50 vouchers awarded for participants in the Family Unification Program, which promotes family unification by providing rental assistance to families where the lack of affordable housing is a primary factor in the separation of children from their families.	
	▪ Transfer of 0.8 FTE to the Management and Administration section of the Economic Independence Division.	(0.80)
FY 2013	▪ Housing Assistance Payments increase by $925,356 due to a 100 percent voucher lease-up rate, and also because of the allocations for the Family Unification Program (50 vouchers) and the Moderate Rehabilitation 2 Program (35 vouchers).	
	▪ Revenue decrease due to the Department of Housing and Urban Development instructions to significantly spend down the FY 2012 Fund Balance.	
FY 2014	▪ Housing Assistance Payments increase 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 increase 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 decrease due to a 95 percent voucher lease-up rate of 1,469 vouchers ($1,264,026).	

Fiscal Year	Description	FTEs
	▪ Revenue decreases include administrative revenue ($87,651) and Housing Assistance Payments ($1,264,026). These decreases are based on a 95 percent voucher lease-up rate, due to Department of Housing and Urban Development sequestration reductions, as well as the Department of Housing and Urban Development's directive to spend down the Fund Balance.	
FY 2016	▪ *Added a Housing Specialist ($44,628) based on additional funding for the Shelter Plus Care (Milestones Program).*	*0.5*
	▪ Removed the Family Unification Program administrative budget ($60,354); increased Sequoia Plaza rent ($2,241).	
	▪ Housing Assistance Payments increased based upon 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 increases include Housing Assistance Payments based on 95 percent voucher lease-up rate of 1,469 ($969,110) and the Shelter Plus Care (Milestones Program) ($95,308). Decreases 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.	
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 projected 92 percent voucher lease-up rate of 1,588 vouchers ($124,756), a Shelter Plus Care (Milestones Program) decrease ($27,344), and HOPWA decrease ($15,042) based on the FY 2016 grant award.	
	▪ Revenue decreases include Housing Assistance Payment based on 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 increases due to increased administrative revenue ($29,093) based on the 92 percent voucher lease-up rate.	
FY 2018	▪ Increased Sequoia plaza rent ($2,401), offset by a decrease in the annual expense for maintenance and replacement of County vehicles ($458).	
	▪ Housing Assistance Payments increases based on the projected 94 percent voucher lease-up rate of 1,588 vouchers ($1,005,860) and increases to the HOPWA ($14,338) and the Shelter Plus Care (Milestones) Programs ($16,732).	
	▪ Revenue increases 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 are partially offset by a decrease in the Shelter Plus Care (Milestones) Program ($9,916).	

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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 needs with watershed management and environmental protection objectives and regulatory compliance requirements, including those of the County's Municipal Separate Storm Sewer System (MS4) permit, issued in June 2013 and scheduled for re-issuance in June 2018.
- Implement critical infrastructure and environmental quality projects consistent with the goals and strategies in the Stormwater Master Plan that was adopted as an element of the County's Comprehensive Plan in September 2014.
- Provide routine preventive 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 ensures regulatory compliance for both County and private sector operations and activities; conducts education and training activities for employees, businesses, developers, and residents; monitors streams; responds to drainage complaints; systematically addresses severe flood risks with programmed capital projects; conducts rigorous floodplain management activities to ensure regulatory compliance, accuracy, and favorable flood insurance rates for residents; installs green infrastructure and stream, pond, and wetland restoration projects to improve environmental quality and meet the aggressive requirements for the cleanup of the Chesapeake Bay; and maintains both the traditional and green infrastructure assets of the program.

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Stormwater Management Fund is $10,680,660, a five percent increase from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↑ Personnel increases due to the addition of a position that supports critical Stormwater Infrastructure program priorities, including managing the small drainage projects program ($127,354, 1.0 FTE), transfer in of an Administrative Assistant position from the General Fund to the Stormwater Fund ($62,686, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the transfer in of expenses from the General Fund for the street sweeping program ($397,290), contractual increases ($91,182); partially offset by a reduction in other operating expenses including employee training ($19,466), fuel ($6,000), operating supplies and equipment ($13,000), miscellaneous items ($5,000), and adjustments to the annual expense for maintenance and replacement of County vehicles ($1,007).

- ↓ Capital program funding decreases due to an increase in the operating budget for personnel and non-personnel expenses ($146,381).
- ↑ Revenue increases due to the increase in the CY 2018 real estate assessment tax base ($78,500) and an increase in Sediment and Erosion Control Plan Revenue and Chesapeake Bay Fee Revenue ($442,500). Of the total fee revenue increase, $292,500 will be generated from a rate increase for erosion and sediment control and land disturbance fees.
- ▪ Due to the impact of the MS4 permit, the Chesapeake Bay Total Maximum Daily Load (TDML), transfer of stormwater related operating expenses from the General Fund to the Stormwater Management Fund (tree planting, street sweeping, maintenance of stormwater facilities in parks and at County buildings), and capital requirements, an increase in the stormwater tax rate will be required in the next several years.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$4,785,177	$4,834,889	$5,058,271	5%
Non-Personnel	2,375,272	3,187,490	3,631,489	14%
Capital	7,838,906	2,137,281	1,990,900	-7%
Total Expenditures	14,999,355	10,159,660	10,680,660	5%
Total Revenues	$10,877,566	$10,159,660	$10,680,660	5%
Change in Fund Balance	($4,121,789)	-	-	
Permanent FTEs	42.00	42.00	44.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	42.00	42.00	44.00	

CAPITAL PROGRAM SUMMARY

The current Sanitary District Tax of $0.013 per $100 of assessed real property value is not proposed to increase. For CY 2018, it is estimated to generate a total of $9,688,160 in revenue, of which $1,990,900 represents the portion of the annual revenue directed towards capital projects in the budget.

The capital revenue is divided evenly between the 'Environmental Quality' and 'Stormwater Infrastructure' capital programs. The upcoming Proposed Capital Improvement Plan (CIP) FY 2019 – FY 2028 will provide project level details and 10-year projections for each program.

The Virginia Department of Environmental Quality issued the County's current MS4 permit in June 2013. This permit is significantly more comprehensive than the previous permit and includes quantitative pollution reduction requirements for the Chesapeake Bay Total Maximum Daily Load (TMDL) — a pollution budget for the Bay. The Environmental Quality projects in the adopted CIP are key components of the County's strategy to comply with the pollution reduction requirements for the Chesapeake Bay TMDL. This permit is scheduled to be re-issued in June 2018.

Based on projects and programs implemented to date, Arlington County has already met the five percent Bay TMDL pollution reduction requirement for this permit cycle. The pollutant reductions already achieved include: nitrogen—7.3 percent; phosphorus—18 percent; and sediment—14.5

percent. It is important to exceed the 5 percent requirement during this permit cycle, to meet the full requirement in three permit cycles rather than following the progressively steep implementation curve (5 percent, 35 percent, 60 percent). Of note, the Environmental Protection Agency (EPA) will be evaluating overall Chesapeake Bay restoration progress in 2018, and may amend current pollutant reduction requirements for local governments across Virginia and the Chesapeake Bay watershed to include greater reductions.

The Stormwater Infrastructure Capital Program implements the flood risk reduction and infrastructure maintenance priorities of the adopted Stormwater Master Plan and subsequent studies. This program also implements local drainage projects to address property-scale flooding.

Highlights of progress made by these capital programs are provided below.

Environmental Quality

- More than 30 watershed retrofit projects have been constructed, most recently including 11th Street Park, Northside leaf mulch facility, Patrick Henry Drive/20th Street North, John Marshall Drive, and North Kensington Street/32nd Street North.
- Four Mile Run tidal restoration project was completed in Fall 2017.
- Construction is currently underway for Williamsburg Boulevard median I and II watershed retrofit projects and Windy Run stream restoration project.
- Construction for the Donaldson Run Tributary B stream restoration project and Ballston Pond watershed retrofit project are expected in FY 2019 and FY 2020.
- Awarded innovative new contract that allows the County to purchase credits achieved through stormwater projects on private property.

Stormwater Infrastructure

- To address system capacity and flood risk issues, three projects installed 4,040 linear feet of large diameter storm sewer in the public right-of-way or public easements. They were started in FY 2017 and completed in FY 2018:
  - Sycamore at 24th Street North (construction completed December 2017).
  - West Little Pimmit Run (construction completed September 2017).
  - 9th Street North between North Liberty Street and North Livingston Street (construction completed August 2017).
- Woodmont Swale repair and stabilization (between the 2400 block of North Kenmore Street and the 2900 block of 24th Road North; currently under design, with construction anticipated in late FY 2018).
- Donaldson Run outfall and channel repair and stabilization at 24th Road North (currently under design, and construction of initial phase anticipated late FY 2018). Additional phases will be constructed in FY 2019.
- Installed 1,500 linear feet of small diameter storm sewers, which repaired existing storm sewers or addressed local drainage.
- Investigated approximately 130 drainage complaints.
- Completed repairs of several large diameter storm sewers in FY 2018.

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Cumulative number of acres treated by public retrofit projects	12.2	13.1	13.1	16.1	27.2	29.6
Lane miles swept/tons collected	9,662/ 2,646	11,210/ 2,347	11,404/ 1,891	9,992/ 1,350	9,000/ 1,500	9,000/ 1,500
Linear feet of large diameter storm sewers constructed	0	0	0	2,026	1,980	200
Major storm sewer network capital repair projects	0	0	1	1	5	5
Number of illicit discharge investigations completed	94	104	115	95	100	100
Number of new water quality facilities constructed to meet stormwater ordinance requirements	435	424	607	588	500	500
Number of private water quality facilities inspected	344	661	1,077	1,405	1,800	2,300
Number of public outreach events/ estimated number of participants	17/ 4,061	46/ 4,512	46/ 4,693	34/ 3,784	40/ 4,000	40/ 4,000
Number of StormwaterWise retrofit projects on private property*	44	0	39	31	40	40

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Catch basins cleaned	2,885	2,938	1,200	4,183	1,000	1,000
Linear feet of corrugated metal pipe replaced with reinforced concrete pipe	N/A	1,900	0	0	300	300
Linear feet of small storm sewer installed to address local drainage issue	N/A	640	2,176	2,072	1,500	1,000
Linear feet of storm sewers inspected	7,910	99,411	57,057	213,864	85,000	85,000
Local drainage complaints investigated	N/A	N/A	N/A	N/A	130	130
Number of stormwater training events/employees participating	15/984	20/788	18/1,273	17/1,163	20/800	20/800

**Note that StormwaterWise program year runs from January 1 to June 30 of the following year.*

- The increase in linear feet of large diameter storm sewers constructed in FY 2017 is due to the storm sewer upgrades at 9th and Liberty St., West Little Pimmit Run and North Rockingham Street. The drop in linear feet of large diameter storm sewers anticipated for FY 2019 is due to the required planning for the next large capital project, and the focus on outfall repairs. In addition, staff vacancies impacted available staff planning resources in FY 2018.
- New stormwater management regulations for development (required by State Law) that became effective in FY 2015, along with the increased inspection requirements in the County's new MS4 permit, have resulted in a substantial increase in the number of stormwater management facilities and associated inspection requirements.

- The StormwaterWise program, which through a lottery system provides funding for residential and commercial projects that will reduce stormwater runoff, was temporarily suspended in FY 2015 in response to a ruling by the IRS that such incentive payments to homeowners are now considered taxable income. This required a redesign of the program to ensure appropriate administrative mechanisms were in place to issue the required tax forms to homeowners through the County's non-profit partner for this program, Arlingtonians for a Clean Environment. The program resumed in FY 2016.
- 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.
- The drop in linear feet of corrugated metal pipe that is replaced with reinforced concrete pipe is due to the increasing difficulty of replacing the remaining corrugated metal pipe.
- The changes in linear feet of small storm sewer installed to address local drainage issues in FY 2017 are due to the inclusion of difficult outfall repairs and larger size pipes.
- The linear feet of storm sewers inspected was very low in FY 2014 because the first few months of FY 2014 were dedicated to catch basin inspections and cleaning. More time was dedicated toward storm sewer inspection in FY 2015.

STORMWATER MANAGEMENT FUND
FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
ADJUSTED BALANCE, JULY 1				
Reserve	$1,500,000	$1,500,000	$1,500,000	$1,500,000
Capital Reserve	20,604,730	15,044,966	16,482,941	13,021,404
TOTAL BALANCE	22,104,730	16,544,966	17,982,941	14,521,404
REVENUE				
Sanitary District Tax ($0.013 real estate tax)	9,276,016	9,609,660	9,609,660	9,688,160
Grants	1,143,567	-	-	-
Fines & Fees	457,983	550,000	550,000	992,500
TOTAL REVENUE	10,877,566	10,159,660	10,159,660	10,680,660
TOTAL REVENUE & BALANCE	32,982,296	26,704,626	28,142,601	25,202,064
EXPENSES				
Operating and Maintenance	7,160,449	8,022,379	8,221,197	8,689,760
Capital Projects	7,838,906	2,137,281	5,400,000	1,990,900
TOTAL EXPENSES	14,999,355	10,159,660	13,621,197	10,680,660
BALANCE, JUNE 30	17,982,941	16,544,966	14,521,404	14,521,404
Reserve	1,500,000	1,500,000	1,500,000	1,500,000
Capital Reserve	16,482,941	15,044,966	13,021,404	13,021,404
TOTAL BALANCE	$17,982,941	$16,544,966	$14,521,404	$14,521,404

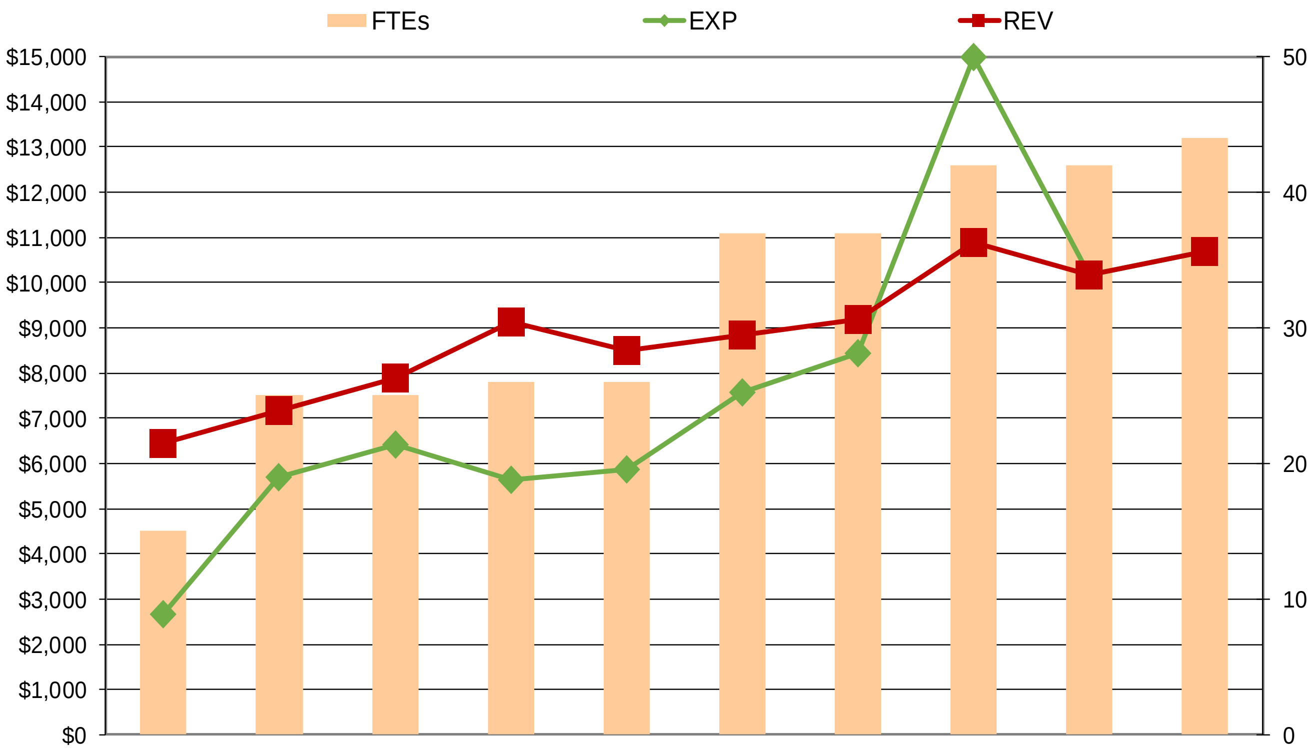
Notes:

(1) The FY 2018 re-estimate is the current projection of expenses and revenues.

(2) The change in Fund Balance from FY 2017 to FY 2018 re-estimate is due to anticipated expenditures and/or encumbrances of funds for ongoing capital projects.

(3) The FY 2019 proposed capital projects expense represents a capital allocation for the FY 2019 budget. Actual capital project expenses are expected to be higher as the capital program is executed throughout the year. The difference will be funded through the Capital Reserve.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$2,661	$5,685	$6,427	$5,627	$5,868	$7,557	$8,430	$14,999	$10,160	$10,681
REV	$6,458	$7,173	$7,896	$9,136	$8,492	$8,833	$9,185	$10,878	$10,160	$10,681
FTEs	15.00	25.00	25.00	26.00	26.00	37.00	37.00	42.00	42.00	44.00

- The Stormwater Management Fund was established by the County Board in CY 2008 by adopting a Sanitary District Tax of $0.01 per $100 of assessed real property value. In CY 2010, the Sanitary District tax rate was increased to $0.013 per $100 of assessed real property value.

Fiscal Year	Description	FTEs
FY 2010	▪ Personnel budget includes the addition of 3.0 FTEs – a Planner, a Program Coordinator and a Construction Management Specialist. In addition, a Planner position (1.0 FTE) was transferred from the General Fund to the Stormwater Management Fund. ▪ Non-personnel operating expenses decrease due to the elimination of one-time costs that were included in the FY 2009 budget ($414,883).	4.0
FY 2011	▪ The County Board adopted a $0.003 tax increase ($1,643,114) to the Stormwater Fund to cover the transfer of Stormwater costs in the General Fund to the Stormwater Fund. The increase in expenditures covers the General Fund related personnel and operating costs (10.0 FTEs, $1,346,963) with the balance of expenditures being allocated to Stormwater Capital expenses and reserves ($296,151).	10.0
FY 2012	▪ Non-personnel expenses increase to cover maintenance of stormwater quality retrofits ($203,886). ▪ Funding for capital projects increases ($335,837) as a result of a projected increase in revenue due to higher real estate assessments. ▪ Revenue increases due to higher real estate assessments ($541,764).	
FY 2013	▪ Added an Environmental Planner to address the increased stormwater site plan reviews and workload related to the County's MS4 stormwater permit ($107,537). ▪ Non-personnel expenses increase 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 increases ($45,556) as a result of a projected increase in revenue due to higher real estate assessments. ▪ Revenue increases due to higher real estate assessments ($456,488).	1.0
FY 2014	▪ Non-personnel expenses increase 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 which was previously funded by the General Fund ($60,156), 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 decrease ($461,035) in FY 2014 as a result of higher operating expenses and transfer of projects previously supported in the General Fund. ▪ Revenues increase ($2,000) due to a slight increase in the projected real estate assessments.	

Fiscal Year	Description	FTEs
	▪ Increase Inter-Department Charges for the reimbursement to the General Fund for a portion of the street sweeping program costs ($240,000). ▪ Transfer of the contribution to 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 increases primarily due to an increase in inter-departmental charges for overhead ($60,364), operating expenses related to the new positions ($67,643), and reimbursement of a portion of the street sweeping program costs ($50,896), which is partially offset by an adjustment to the annual expense for maintenance and replacement of County vehicles ($64,059). ▪ Funding for capital projects decrease ($1,022,970) as a result of adding 11.0 FTEs and other personnel expense increases. ▪ Revenues increase due to a projected increase in real estate assessment values ($569,200).	11.0
FY 2016	▪ Non-personnel increases 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 increase 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) are a critical foundational step for stormwater program delivery and compliance. ▪ Non-personnel increases due to the transfer of the responsibility of new tree planting from DPR to the Stormwater Management Fund ($205,000). ▪ Revenues increase due to a projected increase in real estate assessment values ($329,520) and fees from sediment/erosion control plan review ($200,000).	5.0
FY 2018	▪ Elimination of one-time cost for purchase of a new vehicle in FY 2017 ($24,100). ▪ Non-personnel increases due to the transfer of the responsibility of operating maintenance costs for DES and DRP 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 increase due to a projected increase in real estate assessment values ($258,190) and fees from sediment/erosion control plan review ($100,000).	

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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 and expanded transit service that support 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, and Shirlington. These commercial mixed use districts make up over half of the County's tax base, and include most of the County's office, hotel, retail, and multi-family housing stock.
- Provides a predictable stream of capital funding for transportation projects that is over and above what would be available from County general obligation bond and Pay-As-You-Go sources.
- Provides the opportunity to leverage outside sources of funding from federal, state, and regional transportation programs as well as private sector partners.
- The 2013 Virginia General Assembly enacted legislation (House Bill 2313), which raises new transportation revenues for Northern Virginia through a series of state imposed regional taxes and fees. Of these revenues, 70 percent ("Regional Funds") will be retained by the Northern Virginia Transportation Authority (NVTA) to fund regional transportation projects. The remaining 30 percent ("Local Share") will be returned on a pro rata basis to the member localities, based on the amount of revenue generated by the taxes and fees within the locality, to be used for locally selected transportation projects.
- As part of the HB 2313 legislation, localities must enact a Commercial and Industrial Property ("C&I") tax at $0.125 per $100 of real estate value or dedicate an equivalent amount for transportation. Localities that do not fully implement this tax or an equivalent amount will have revenues reduced by a corresponding amount, the proceeds of which would be redistributed regionally. The Arlington County Board adopted the required $0.125 per $100 valuation C&I tax, known as the Transportation Capital Fund (TCF) in 2008, and therefore, meets this requirement.

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed budget for the Transportation Capital Fund (TCF) is $37,225,429, based on projected current year revenues. This is a three percent decrease from the FY 2018 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 2019 execution plan compared to the revised FY 2018 plan is shown in the fund statement. The FY 2019 budget reflects:

↓ Revenues decrease based on a reduction in commercial real estate assessments ($1,246,745), partially offset by an increase in Northern Virginia Transportation Authority (NVTA) revenue projections ($148,476).

↑ Increase of 7.0 FTEs due to the addition of the following positions:

- Two Engineering positions ($276,000, 2.0 FTE) 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.

- A Community Relations Specialist position ($133,000, 1.0 FTE) to support the overall transportation capital program.
- Three positions transferred from the DES General Fund. The positions include two Budget Analysts and a Transportation Capital Program Manager ($427,000, 3.0 FTEs). A portion of the time for these positions had already been charged to capital projects and the Transportation Capital Fund (net impact $257,000).
- A Grants Compliance Specialist position currently charged to the Transportation Capital Fund but previously authorized in the County Manager's Office (1.0 FTE).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Capital Projects	$26,823,321	$37,650,698	$37,225,429	-1%
Interest on Debt	596,153	673,000	-	-100%
Total Expenditures	27,419,474	38,323,698	37,225,429	-3%
Total Revenues	48,268,744	$38,323,698	$37,225,429	-3%
Change in Fund Balance	$20,849,270	-	-	-
Total Authorized FTEs	18.0	22.0	29.0	

The FY 2019 Proposed Budget includes a total of 35.5 FTEs to support the transportation capital program. 29.0 FTEs are funded by the Transportation Capital Fund and 6.5 FTEs are funded by the Crystal City Tax Increment Fund (TIF).

- This table reflects the FY 2019 spending plan of current year revenues and does not show the use of fund balance for the total projected FY 2019 expenditures. See the Fund Statement for the execution plan.

FY 2019 MAJOR PROJECTS

Complete Streets

- Rosslyn-Ballston Corridor Improvements: Multimodal street improvements throughout the corridor that meet the planning goals outlined in the Master Transportation Plan (MTP) and area sector plans. These projects will provide significant street and sidewalk safety and functionality improvements. Projects include:
  - Lynn Street Esplanade and Custis Trail Improvements - Rosslyn: Design and Utility undergrounding completed Fall FY 2018, VDOT construction advertisement complete, award in February 2018, general construction starts Spring FY 2018.
  - Clarendon Circle Improvements – Wilson Blvd and Washington Blvd: project design, procurement, and construction award expected by the end of FY 2018, general construction to start in FY 2019.
  - Washington Boulevard Improvements – Wilson Blvd to Kirkwood Road: design completed FY 2017, land transfer and building demolitions Spring FY 2018, construction advertisement and award Summer-Fall FY 2019, utility and construction to start Spring FY 2019.
  - Wilson Blvd Phase 3A (West) - Wilson Blvd from N. Monroe Street to N. Kenmore Street: design completed Fall FY 2018, construction advertisement and award Spring FY 2018, general construction start FY 2019.
  - Wilson Blvd Phase 3B Utility Undergrounding - Wilson Blvd from N. Kansas Street to the Dominion Power Substation. Design completion Spring FY 2018, advertisement and award Summer-Fall FY 2019, construction Winter FY 2019.

  - Wilson Blvd Phase 3B (East) - Wilson Blvd from 10th Street N. to N. Lincoln Street and N. 10th Street from Wilson Blvd to N. Ivy Street: Design at 30 percent awaiting utility undergrounding design completion in Spring FY 2019, construction advertisement and award Fall FY 2019, general construction start in FY 2020.

- Crystal City, Pentagon City, Potomac Yard Street Improvements: Multimodal street improvements throughout the area that will improve connectivity, access, and enhance private redevelopment opportunities. The following will utilize significant TCF funding in FY 2019:
  - Two separate 18th Street projects will move forward into design (Crystal Drive to Bell Street and Eads to Fern).
- Columbia Pike Corridor Street Improvements: Multimodal improvements along the entire corridor that will increase pedestrian safety and access, provide improved bicycle facilities, improve traffic flow, and increase pedestrian safety at intersections. Engineering drawings will continue to be developed for four segments of Columbia Pike and construction will begin on the segment between Four Mile Run and the County line in FY 2018. Construction between Four Mile Run and the County line will continue in FY 2019 and construction between S. Oakland and S. Wakefield will begin in FY 2019:
  - Columbia Pike from Four Mile Run to S. Jefferson Street (FY 2018-FY 2021)
  - Columbia Pike from S. Oakland St to S. Wakefield Street (FY 2019-FY 2021)

- 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.
  - Old Dominion Drive Missing Link: Pedestrian safety and access improvements that include the construction of the missing section of sidewalk along the south side of Old Dominion Drive between N. Thomas Street and Fire Station #3 as well as landscaping, stormwater, and retaining wall improvements.
  - Walter Reed Dr. – 5th St. South 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.
  - Walter Reed Dr. - Arlington Mill to Four Mile Run: Pedestrian & bicycle safety and access improvements that include sidewalk/trail improvements, bus stop improvements, lane realignment, pedestrian refuge enlargement, street lighting, traffic signal upgrades, landscaping, curb extensions, and high visibility crosswalks.

- Transportation Systems & Traffic Signals: This program includes the upgrade and reconstruction of existing outdated traffic signals and also allows for the implementation of transportation operations and management systems components such as battery backup and mid-block flashers. Major Signal upgrade projects for FY 2019 include the following:
  - S. Carlin Springs Rd. at 3rd Street S.
  - S. Carlin Springs Rd. at 6th Street S.
  - S. Glebe Rd. and Arlington Ridge Rd.
  - Route 50 and Montague (pedestrian signal)

- Intelligent Transportation System (ITS): This program will allow the County to expand ITS system capabilities/upgrades with the help of recently installed fiber in the County. These projects include upgrading the County's traffic signal system to allow for integration of existing components such as video detection, uninterrupted power supply (UPS), and Polara pedestrian push buttons into the central Traffic Management Center (TMC). Additionally, in FY 2019, this program will work towards designing and installing new ITS strategies such as connected vehicles, data sharing and collection, and security enhancements.

- Strategic Network Analysis and Planning: This program will support multimodal traffic data collection services throughout Arlington County needed for traffic engineering and operation projects including:
  - Traffic counts to support various studies and analysis at select locations throughout the county to identify operational and infrastructure improvements.
  - Crash data to allow for transportation safety analyses throughout the county and subsequent implementation of safety measures on identified problem areas.
  - 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 will also support travel forecast model development efforts. The modeling program will begin with the development of an Arlington County travel demand model that can be used for service analysis and strategic planning for Arlington County as a whole. This model can be tailored for use in specific studies 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 County's roadways and assist in decision-making by ensuring that investments will yield significant positive impacts on the countywide transportation system.

Transit

- The ART heavy maintenance facilities project will provide the needed facility to maintain Arlington's growing fleet of ART buses used for local bus service. The County has increased the number of ART routes and hours of service significantly during the past 10 years. The County's approved plan for ART is to further expand from 65 to 90 buses during the next eight to ten years. In order to perform regular preventive maintenance and handle repairs and other unscheduled maintenance work, the County needs to acquire land and construct a 10-bay transit bus maintenance facility, parts storage room, offices, and gated parking area. FY 2019 funding is needed for land acquisition and the engineering and design phase for the new facility.
- Ballston Multimodal Improvements include needed 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 the bus shelters and seating, improve pedestrian circulation, establish a kiss-n-ride area, and relieve crowded conditions. The construction phase is targeted to begin in late spring 2018 and be completed in late fall 2019.
- Court House Metrorail Station Second Elevator project involves the design and construction of a second elevator from the street level to Metro's mezzanine fare gate level. The project also involves the replacement and expansion of the existing street elevator. This project meets the County's goal to have at least two street level elevators at each Metro station for back-up in the event that one elevator is out of service. Two new, modern elevators will increase access to the station mezzanine for those traveling with luggage, bicycles, strollers or by wheelchair and also better accommodate emergency services. Two new elevators will also reduce waiting time and queuing delays for station users, thereby reducing travel time. The engineering and design phase is scheduled for FY 2019.

TRANSPORTATION CAPITAL FUND
FUND STATEMENT

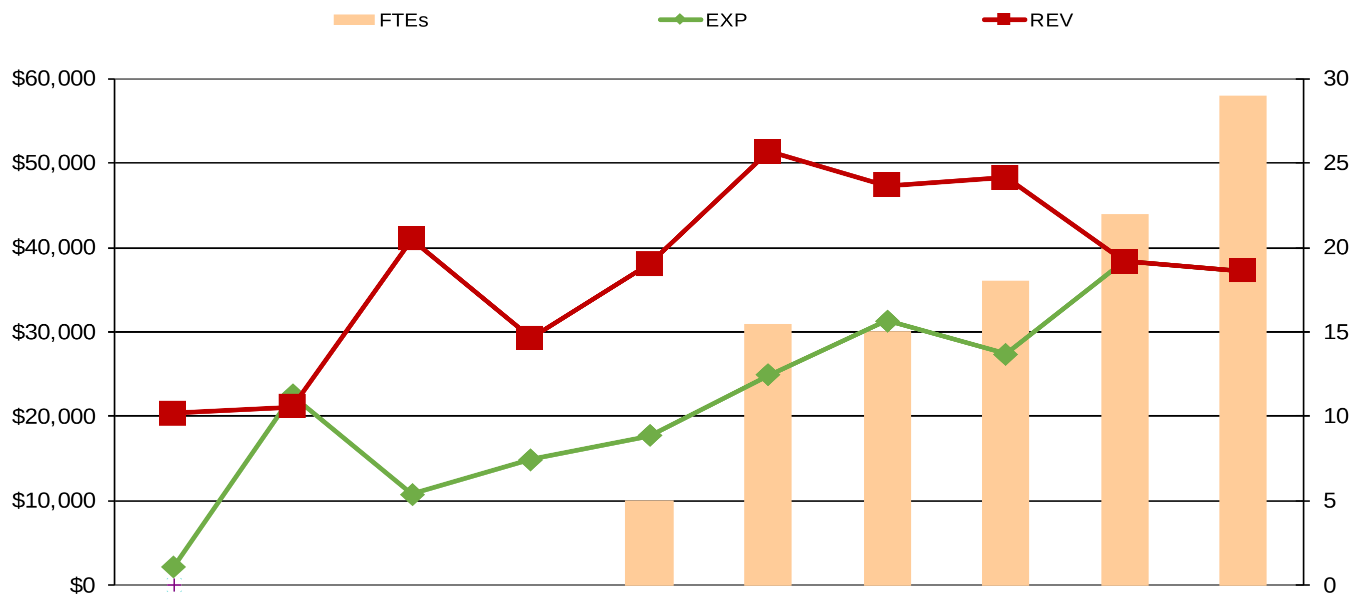
	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
ADJUSTED BALANCE, JULY 1				
Construction Reserve	$144,016,259	$137,921,265	$164,765,529	$140,157,118
Reserve	3,700,000	3,800,000	3,800,000	3,800,000
TOTAL BALANCE	147,716,259	141,721,265	168,565,529	143,957,118
REVENUES				
Commercial Real Estate Revenues	25,031,364	26,423,698	25,551,570	25,176,953
Developer Contributions	3,084,202	-	-	-
Capital Bikeshare - User Revenue	814,929	-	-	-
Misc. Revenues	656,622	-	-	-
Grant Revenues	6,384,471	-	-	-
NVTC Revenues - Local	12,297,156	11,900,000	12,139,019	12,048,476
TOTAL REVENUES	48,268,744	38,323,698	37,690,589	37,225,429
TOTAL REVENUE & BALANCE	195,985,003	180,044,963	206,256,118	181,182,547
EXPENSES				
Current Year Capital Projects	26,823,321	37,650,698	37,690,589	37,225,429
Carryover Capital Projects		26,699,302	15,858,411	23,144,571
Interest on Debt	596,153	673,000	8,750,000	-
TOTAL EXPENSES	27,419,474	65,023,000	62,299,000	60,370,000
BALANCE, JUNE 30				
Construction Reserve	164,765,529	111,121,963	140,157,118	117,112,547
Reserve [1]	3,800,000	3,900,000	3,800,000	3,700,000
TOTAL BALANCE	$168,565,529	$115,021,963	143,957,118	$120,812,547

- Most capital projects span multiple years, from design to construction completion.
- The FY 2017 Actual and FY 2018 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 2019 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.

Notes:

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 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$2,244	$22,468	$10,818	$14,883	$17,742	$24,894	$31,329	$27,419	$38,324	$37,225
REV	$20,370	$21,169	$41,007	$29,278	$38,012	$51,360	$47,353	$48,269	$38,324	$37,225
FTEs	0.00	0.00	0.00	0.00	5.00	15.50	15.00	18.00	22.00	29.00

The FY 2019 Proposed Budget includes a total of 35.5 FTEs to support major street and transit program elements. 29.0 FTEs are funded by Transportation Capital Fund and 6.5 FTEs are funded by the Crystal City Tax Increment Fund.

Fiscal Year	Description	FTEs
FY 2010	▪ In FY 2009, the Department of Environmental Services and Department of Management and Finance were authorized 6.0 FTEs to perform administrative services for the Transportation Investment Fund. These FTEs, budgeted in the respective departments, were paid for through a transfer to the General Fund from the Transportation Investment Fund. Due to changes made by the 2009 State General Assembly, only 4.0 FTEs will be paid for through the Transportation Investment Fund and these positions will be charged directly to projects in the fund and will not be shown as a transfer to the General Fund. ▪ Revenue increases reflect an increase in the assessment base of commercial properties for the CY 2009 assessment. The adopted commercial real estate tax rate is $0.125 per $100 of assessed value, which is expected to generate $21,038,453 in FY 2010. ▪ Beginning July 1, 2009, the Virginia General Assembly capped the Commercial Real Estate Tax at $0.125 per $100 of assessed valuation, down from the previous cap of $0.25. Arlington County set its rate at $0.125 beginning on July 1, 2008, so it is not able to raise the current Commercial Real Estate Tax.	
FY 2011	▪ The adopted FY 2011 revenues and expenditures decreased by 13 percent from the FY 2010 adopted budget and seven percent from the FY 2010 re-estimate, based on projections for the commercial real estate tax. These estimates were revised in January 2011 based on increased commercial tax revenue estimates. The re-estimated number was $19.7 million, compared to $18.4 million that was adopted. This re-estimate was a decrease of three percent compared to FY 2010 actuals rather than the 13 percent decrease originally anticipated. The adopted commercial real estate tax rate is $0.125 per $100 of assessed value, which is re-estimated to generate $19,735,913 in FY 2011.	
FY 2012	▪ The adopted FY 2012 revenues and expenditures increased by 14.6 percent from the FY 2011 adopted budget and 6.8 percent from the FY 2011 re-estimate, based on projections for the commercial real estate tax. The adopted commercial real estate tax rate is $0.125 per $100 of assessed value, which is expected to generate $21,082,282 in FY 2012.	
FY 2013	▪ The adopted FY 2013 revenues and expenditures increased by 13.8 percent from the FY 2012 adopted budget and 4.4 percent from the FY 2012 re-estimate, based on projections for the commercial real estate tax. The adopted commercial real estate tax rate is $0.125 per $100 of assessed value, which is expected to generate $24,000,000 in FY 2013.	

Fiscal Year	Description	FTEs
FY 2014	▪ The adopted FY 2014 revenues and expenditures increased by 0.5 percent from the FY 2013 adopted budget and FY 2013 re-estimate, based on projections for the commercial real estate tax. The adopted commercial real estate tax rate is $0.125 per $100 of assessed value, which is expected to generate $23,862,600 in FY 2014.	
	▪ There are a total of 8.0 authorized FTEs in FY 2014, of which 5.0 FTEs are funded by Transportation Capital Fund (TCF) and 3.0 FTEs are funded by Crystal City Tax Increment Fund (TIF).	5.0
	▪ *As part of the FY 2013 closeout appropriation, 10.0 new FTEs were authorized from Transportation Capital Fund to support major street and transit program elements.*	*10.0*
FY 2015	▪ Revenues and expenditures increased based on commercial real estate projections ($1,399,057) and the addition on local Northern Virginia Transportation Authority (NVTA) revenue approved by the General Assembly in 2013 ($11,400,000).	
FY 2016	▪ Revenues and expenditures decrease based on commercial real estate projections ($558,195), and Northern Virginia Transportation Authority (NVTA) revenue projections ($57,218).	
	▪ The authorized FTEs were decreased 0.5 to properly reflect the grant compliance position reporting to the Human Rights Office. The salary for this position remains fully charged to the Transportation Capital Fund.	(0.5)
	▪ As part of budget adoption, $412,000 of funding for bike-pedestrian projects were shifted from decal fees (PAYG) to HB2313 local.	
	▪ ART Service Enhancements ($155,638) and Supplemental ART service ($425,000) are funded by HB 2313 local funds.	
FY 2017	▪ Revenues and expenditures increase based on commercial real estate projections ($79,849), and Northern Virginia Transportation Authority (NVTA) revenue projections ($471,659). The revenue will be used to support major approved capital projects.	
	▪ Personnel and non-personnel increases due to the addition of two Design Engineer Team Supervisors (2.0 FTE) in the Engineering Bureau and one Principal Planner (1.0 FTE) for the Neighborhood Complete Streets Program. Other personnel changes are a reallocation of a previously approved 1.0 position in County Attorney's Office to a 1.0 Capital Programs Management Coordinator and reallocation of a previously approved 1.0 position in DES Real Estate to a 1.0 Engineering Design Section Manager.	3.0
FY 2018	▪ Revenues increase based on commercial real estate projections ($1,640,387), and Northern Virginia Transportation Authority (NVTA) revenue projections ($85,559).	
	▪ Increase of 4.0 FTEs including a Neighborhood Complete Streets Traffic	4.0

Fiscal Year	Description	FTEs
	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.	

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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 includes over 13,000 housing units. This area represents 16 percent of the County's total assessed property value. The commercial building stock in this area is aging with some of it dating back to the 1960s. Additionally, the relocation of government offices due to the Base Realignment and Closure Commission (BRAC) and changes in federal government leasing trends have affected vacancy levels in the area (the commercial vacancy rate in Crystal City was 20 percent at the end of the fourth quarter of 2017).

The Crystal City Sector Plan (The Plan) establishes a vision for supporting the revitalization of this important district, which will enable the area to continue to thrive. The Plan envisions 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. Longer term improvements include a second entrance to the Crystal City Metrorail station, enhanced surface transit, and open spaces, including a park and an urban plaza. 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.

In October 2010, the Arlington County Board established a tax increment financing area in support of the Crystal City Sector Plan and infrastructure that will also support Potomac Yard and Pentagon City. Tax increment financing (TIF) is a mechanism used to support development and redevelopment by capturing the projected increase in property tax revenues in the area and investing those funds in improvements in that area. Unlike a special district, it is not an additional or new tax; rather, it redirects and segregates the increased property tax revenues that would normally flow to the General Fund so that it can be used for a specified purpose. The amount of the tax increment revenue is 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. In the FY 2018 Adopted Budget the TIF increment was set to 30 percent, a reduction of 3 percent from the FY 2017 TIF increment.

The FY 2019 Proposed Budget recommends reducing the TIF increment from 30 percent to 25 percent, which will still provide 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. Reducing the TIF increment allows for the reallocation of property tax funding so that it can be used for other County and School needs in the proposed budget. The Crystal City, Potomac Yard, and Pentagon City TIF revenues reflect the TIF allocation at 25 percent.

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Crystal City, Potomac Yard, and Pentagon City Tax Increment Financing Area is $4,718,020, based on current year revenues. This is a 25 percent decrease from the FY 2018 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 2019 execution plan compared to the revised FY 2018 plan is shown in the fund statement. The FY 2019 budget reflects:

- ↓ Revenues and expenses decrease based on the decrease in real estate assessments in CY 2018 compared to CY 2017, and also a reduction in the TIF increment from 30 percent to 25 percent.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Capital Projects	$1,919,836	$5,644,880	$4,718,020	-16%
Capital Projects Contingency	-	$660,000	-	-100%
Total Expenditures	1,919,836	6,304,880	4,718,020	-25%
Total Revenues	7,515,703	$6,304,880	$4,718,020	-25%
Utilization of Fund Balance	**($5,595,867)**	**-**	**-**	**-**
Permanent FTEs	7.50	6.50	6.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs*	7.50	6.50	6.50	

**There are a total of 35.5 FTEs to support the transportation capital program of which 29.0 FTEs are funded by Transportation Capital Fund and 6.5 FTEs are funded by Crystal City Tax Increment Fund (TIF).*

- The baseline CY 2011 real estate assessment tax base for the TIF is $9.8 billion.
- Revenue will be used to supplement other funding sources, examples of which include grant funds, commercial real estate revenue, and bonds. The majority of capital transportation projects are funded from multiple sources.
- This table reflects the FY 2019 spending plan of current year revenues and does not show the use of fund balance for the total projected FY 2019 expenditures. See the Fund Statement for the execution plan.

FY 2019 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:

- The South Clark Street Demolition Project will remove the redundant elevated portion of South Clark Street in order to bring the roadway back to the street grade. This will allow for new development parcels to be created that will front on Route 1, furthering the goal in the Sector Plan to activate Route 1.

- The 15th Street Extension project will further enhance the Crystal City street grid by connecting South Clark Street to 15th Street South at the existing South Bell Street approach, creating a standard 4-way intersection. This replaces the existing 14th Road South routing for traffic on South Clark Street. The 15th Street Extension project will also shift the alignment of 15th Street

South in order to create a space for the new garden park as called for in the Crystal City Sector Plan. This park is not part of the road project and will be executed by the County's Department of Parks and Recreation in coordination with transportation staff in the Department of Environmental Services. An off-road 2-way bike path along Clark Street is also part of this project, connecting Army/Navy Drive to the Crystal City Metro escalator.

- Phase 4 of the Crystal Drive 2-way project, from 26th Street South to 27th Street South, will complete the connected street grid to allow better access to businesses and residences as well as improve the traffic flow.

- Route 233 Viaduct Trail Access to National Airport will add a pedestrian connection that is not currently available from the Aurora Highlands Neighborhood and the hotels on Route 1 to National Airport. It will improve the sidewalk along the viaduct and replace the pedestrian connection to Crystal Drive once the current vehicle ramp to Crystal Drive is removed.

- Preliminary engineering for a multi-purpose project on 23rd Street South from Crystal Drive to South Eads Street. The project will include removal of the median between Route 1 and Crystal Drive, shifting of the westbound lanes to the former median location, sidewalk improvements, new on-street bike lanes, intersection and signal improvements at Clark/Route 1/Eads, pedestrian crossing improvements at Route 1, closure and infill of the underground pedestrian tunnel and associated infrastructure, and sidewalk improvements at Eads Street and 23rd Street South. This complex project will have extensive public outreach and coordination with adjacent properties.

- A pedestrian connection linking Crystal City and Ronald Reagan Washington National Airport is being considered for inclusion in the Proposed FY 2019-FY 2028 CIP. This project follows on the work of the Crystal City Business Improvement District's (CCBID) 2017 preliminary planning study for this project. Concept planning and environmental documentation could begin in FY 2019. This project will require on-going coordination with several stakeholders including private property owners, Metropolitan Washington Airports Authority, and the National Parks Service.

- Project development work for the extension of the Crystal City Potomac Yard Transitway to Pentagon City began in spring of CY 2017. Staff finalized the concept design plan began and preliminary engineering. Engineering and design are scheduled to be completed in CY 2019. The Transitway will serve local travel demand within the corridor as well as enhance connections to Metrorail and improve connections to Columbia Pike. The project will provide needed transportation capacity to support the anticipated infill residential and office development in Crystal City and Pentagon City, particularly PenPlace, Pentagon Centre, and Metropolitan Park.

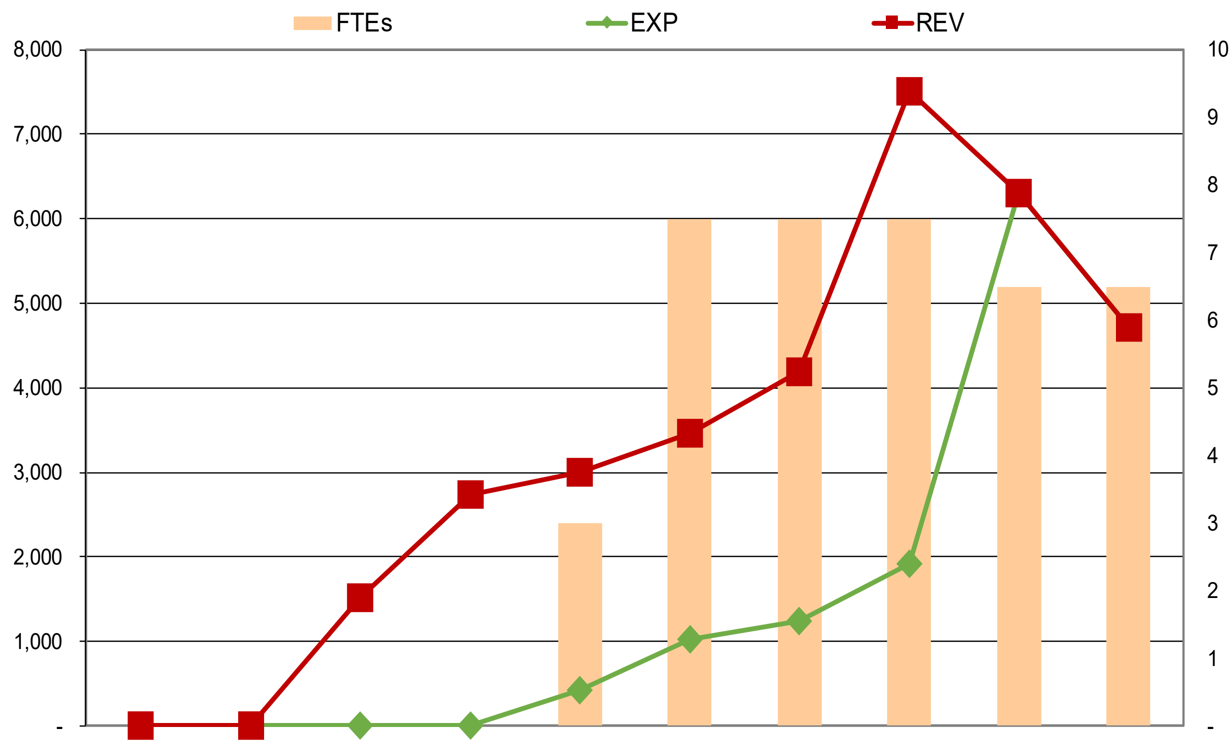
CRYSTAL CITY, POTOMAC YARD, AND PENTAGON CITY TAX INCREMENT FINANCING AREA FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
ADJUSTED BALANCE, JULY 1				
Construction Reserve	$12,219,031	$13,367,631	$17,244,898	$18,699,748
Reserve	-	570,000	570,000	520,000
TOTAL BALANCE	12,219,031	13,937,631	17,814,898	19,219,748
REVENUES				
Tax Increment Area	5,396,172	6,304,880	5,185,850	4,718,020
Developer Contributions	780,000	-	-	-
Grant Revenues	1,339,531	-	-	-
TOTAL REVENUES	7,515,703	6,304,880	5,185,850	4,718,020
TOTAL REVENUES & BALANCE	19,734,734	20,242,511	23,000,748	23,937,768
EXPENSES				
Capital Projects - Current Year	1,919,836	6,304,880	3,781,000	4,718,020
Capital Projects - Carry-Over	-	295,120	-	8,696,980
Contingency	-	660,000	-	-
TOTAL EXPENSES	1,919,836	7,260,000	3,781,000	13,415,000
BALANCE, JUNE 30				
Construction Reserve	17,244,898	12,342,511	18,699,748	10,042,768
Reserve [2]	570,000	640,000	520,000	480,000
TOTAL BALANCE	$17,814,898	$12,982,511	$19,219,748	$10,522,768

Notes:

1. Most capital projects span multiple years from design to construction completion. The FY 2017 Actual and FY 2018 Re-Estimate columns reflect that funding for capital projects is carried forward each fiscal year; ending balances fluctuate reflecting the carryover of these funds. The FY 2019 proposed budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are staffs' best estimates based on preliminary plans, and design and construction schedules.
2. Balances equivalent to a minimum of ten percent of annual budgeted TIF revenues are held in a reserve in accordance with the County Board's financial and debt policies.

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	-	-	-	$12	$418	$1,030	$1,243	$1,920	$6,305	$4,718
REV	-	-	$1,520	$2,735	$3,003	$3,467	$4,196	$7,516	$6,305	$4,718
FTEs	-	-	-	-	3.00	7.50	7.50	7.50	6.50	6.50

Fiscal Year	Description	FTEs
FY 2012	▪ The Tax Increment Financing Area (TIF) was established by the County Board in October 2010, with an initial allocation of 33 percent of the incremental real estate tax revenue over the base of $9.8 billion going to the TIF. The adopted General Fund CY 2011 real estate tax rate is $0.945 (excluding the stormwater tax) for each $100 of assessed value, and 33 percent of the estimated tax base of the FY 2012 increment of $292 million, or $455,449 will initiate this fund. The revenue includes only a partial year (the June 2012 tax payment). The adopted budget assumes a three percent growth in the real estate tax base. Subsequent to adoption of the FY 2012 budget, real estate values increased 9.8 percent between CY 2011 and CY 2012, yielding a revised revenue estimate of $1,520,200.	
FY 2013	▪ The budget increases due to: a full year of revenue collection compared to a partial year's revenues in FY 2012; an increase in the real property tax rate from $0.945 to $0.958 per $100 of assessed value (excluding the stormwater tax); and, an assumed increase of three percent over the CY 2012 assessed value of property in the area.	
	▪ The portion of real estate revenue dedicated to the TIF in the area remains at 33 percent in FY 2013.	
FY 2014	▪ Revenue projections in the tax district decreased due to a decline in real estate assessments in CY 2013 compared to CY 2012. The program is able to accommodate decreased funding due to recent adjustments to project timelines. As a result, the impact on project development in the short-term is negligible.	
	▪ There are a total of 8.0 authorized FTEs, of which 3.0 FTEs are funded by the Crystal City Tax Increment Fund and 5.0 FTEs are funded by the Transportation Capital Fund.	3.0
	▪ *There are a total of 23.0 FTEs to support major street and transit program elements of which 15.5 FTEs are funded by the Transportation Capital Fund and 7.5 FTEs are funded by the Crystal City Tax Increment Fund. Of the total Crystal City TIF FTE's, 3.0 FTEs were funded at FY 2014 adoption and 4.5 FTEs were funded at FY 2013 closeout.*	4.5
FY 2015	▪ Revenue projections in the tax district increased due to increases in real estate tax assessments in CY 2014 compared to CY 2013, as well as some adjustments to the CY 2013 assessments that increased revenue estimates for FY 2014.	
FY 2016	▪ Revenue projections in the tax district decreased due to decreases in real estate tax assessments in CY 2015 compared to CY 2014.	
FY 2017	▪ Revenues and expenditures increased based on the tax district increase due to increases in real estate assessments in CY 2016 compared to CY 2015.	

Fiscal Year	Description	FTEs
FY 2018	▪ Revenues increase 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)

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Our Mission: To provide a supplemental financial mechanism to fund affordable housing initiatives needed to mitigate the impact of redevelopment along Columbia Pike.

In December 2013, the Arlington County Board established a tax increment financing area to help finance affordable housing initiatives in support of the Columbia Pike Neighborhoods Area Plan.

In 2009, the Land Use and Housing Study process began to study the multi-family housing areas along Columbia Pike with the goal of producing the next major plan for Columbia Pike. The process was completed in July 2012 and resulted in the adoption of the Columbia Pike Neighborhoods Area Plan (the Plan). This 30-year plan establishes the future vision for the primarily multi-family residential areas located between the commercial nodes along the Columbia Pike corridor. The Plan established a goal of preserving all existing 6,200 market rate affordable units (MARKS). Columbia Pike Tax Increment Financing Area (TIF) revenues will be utilized to fund affordable housing initiatives needed to mitigate the impact of redevelopment along Columbia Pike, particularly related to the preservation of affordable housing. TIF revenues will be used to fund the Transit Oriented Affordable Housing Fund (TOAH Fund). The TOAH Fund is a tool designed to help affordable housing developers utilizing the Low Income Housing Tax Credit program meet certain cost restrictions imposed by the Virginia Housing & Development Authority (VHDA). The TOAH Fund will be used to help pay for certain County fees and infrastructure costs of these projects to the extent necessary to meet the VHDA cost restrictions.

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. By resetting the calculated tax base for the district, no new FY 2018 funding was directed to the district. However, existing fund balances remained 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. In FY 2019, revenues are based on 1.6 percent growth in real estate tax assessments in the TIF area.

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed budget for the Columbia Pike Tax Increment Financing Area is $150,730 reflecting 1.6 percent growth in real estate tax assessments in the TIF area.

- ↑ Revenue projections in the tax district increase due to increases in real estate assessments from CY 2018 to CY 2019.
- FY 2019 revenue projections increase from the FY 2018 Adopted Budget due to the CY 2018 real estate assessment increase of 1.6 percent which will be recovered in June 2019 real estate payments.

PROGRAM FINANCIAL SUMMARY

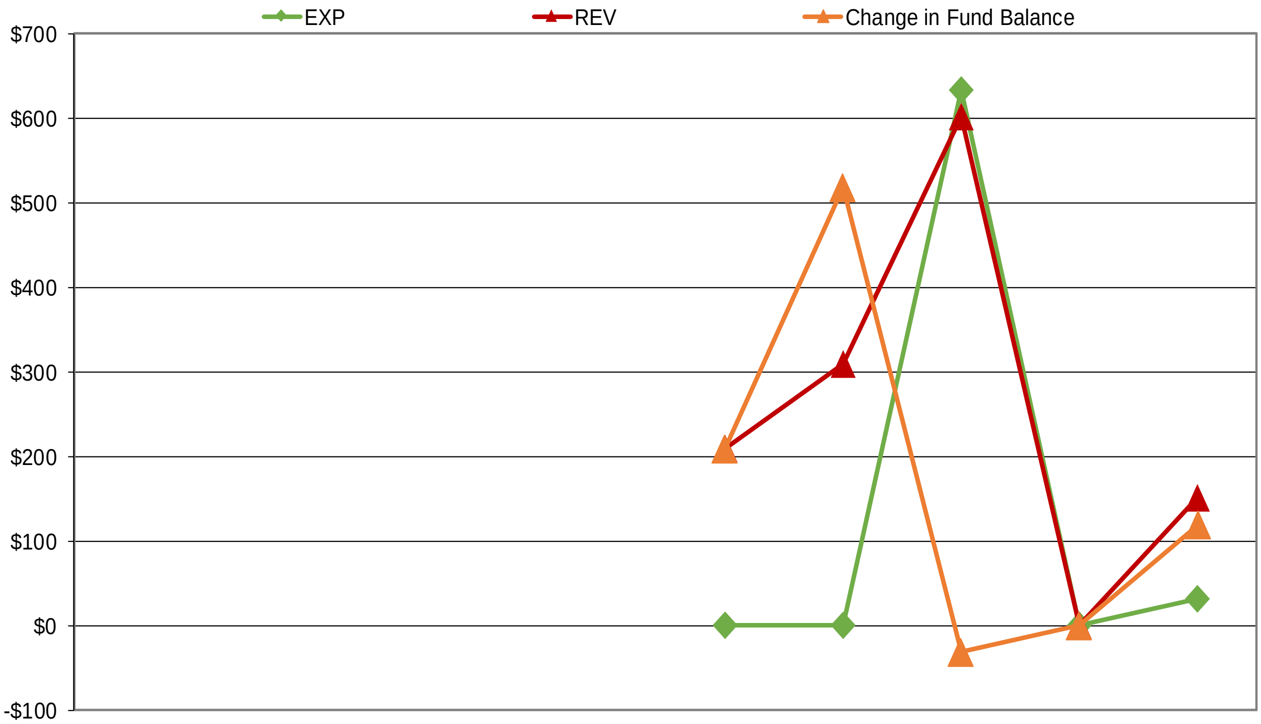
	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '17 to '18
Personnel	-	-	-	-
Non-Personnel	$632,875	-	$150,730	-
Total Expenditures	632,875	-	150,730	-
Total Revenues	601,844	-	$150,730	-
Change in Fund Balance	($31,031)	-	-	-
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

COLUMBIA PIKE TAX INCREMENT FINANCING AREA FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE*	FY 2019 PROPOSED
ADJUSTED BALANCE, JULY 1				
Fund Balance	$486,506	$365,479	$455,475	$295,352
TOTAL BALANCE	486,506	365,479	455,475	295,352
REVENUES				
Tax Increment Area	601,844	-	-	150,730
TOTAL REVENUES	601,844	-	-	150,730
TOTAL BALANCE AND REVENUES	1,088,350	365,479	455,475	446,082
EXPENSES				
TOAH Fund	632,875	-	160,123	23,850
TOTAL EXPENSES	632,875	-	160,123	23,850
CLOSING BALANCE, JUNE 30	$455,475	365,479	$295,352	422,232

* FY 2018 Re-Estimate column reflects staff's current estimate that $112,423 used for the Gillam Place East and West affordable housing development and $47,400 will be used for the Arlington Mill Dark Fiber Project. An additional $47,400 will be used for the Arlington Mill Dark Fiber Project in FY 2019 and FY 2020. There are no Columbia Pike affordable housing development proposals that have been submitted through the FY 2018 Notice of Funding Availability (NOFA) for County loan funds and therefore the only project that may use FY 2019 Transit Oriented Affordable Housing Fund (TOAH Fund) revenue would be an out-of-cycle acquisition.

EXPENDITURE AND REVENUE TRENDS



	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP						-	-	$633	-	$32
REV						$209	$309	$602	-	$151
Change in Fund Balance						$209	$518	($31)	-	$119

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 increase due to a full year of tax collections and increases in real estate assessments from CY 2015 to CY 2016.	
FY 2017	▪	Revenue projections in the tax district increase due to increases in real estate assessments from CY 2016 to CY 2017.	
FY 2018	▪	The County Board adjusted the TIF's baseline assessed value to CY 2018 and adjusted the funding allocation to the district in FY 2018. By resetting the calculated tax base for the district, no new FY 2018 funding will be directed to the district. However, existing fund balances will remain in the fund and future real estate tax revenue over the CY 2018 base year will be allocated to the Columbia Pike TIF based on the incremental real estate tax revenue percentage adopted by the County Board.	

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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 2019 proposed expenditure budget for the Utilities Fund is $89,490,459, a less than one percent decrease from the FY 2018 adopted budget. The FY 2019 budget reflects:

- ↑ Personnel increases due to the addition a Public Engagement Specialist ($127,381, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by charge-backs to capital.
- ↓ Non-personnel decreases 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), adjustments to the annual expense for maintenance and replacement of County vehicles ($18,301), operating costs associated with the asset management software ($4,885), ongoing operating expenses for the new position ($1,220), and one-time funding for the new position ($4,000).
- ↓ Debt service decreases due to repayment of General Obligation Bonds for various Utilities Fund capital projects and the repayment of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the Water Pollution Control Plant (WPCP) ($613,007).
- ↑ Other expenses increase due to higher overhead charges based on FY 2019 projections ($343,061).
- ↓ Revenue decreases 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 interest income ($25,000).
- ↑ Fund Balance Utilized increases from the prior year by $589,448 and reflects the planned drawdown of fund balance, consistent with the County's financial policies.

The total water/sewer rate is proposed to remain at $13.62 per thousand gallons (TG). The water rate and sewer rates are currently $4.53/TG and $9.09/TG respectively effective May 1, 2017. The average homeowner, using approximately 60 TG annually, spends $817 per year.

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.

Interest Earnings: Interest earned on the fund balance accrues to the Utilities Fund monthly.

Water/Sewer Billing: These charges generate approximately 94 percent of the income for the Utilities Fund. This category 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.

Water Service Connection Fee: This fee is paid by new water users for a physical connection to the water system. The fee recovers 100 percent of personnel, materials, and equipment rental costs.

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 fee on any water and sewer charges if, 30 days after the billing date, there is an outstanding balance on the account.

New Account Fee: This $25 fee is charged to new customers when they set up a new utilities account.

Turn-On 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.

Flow Test Fee: This fee is charged when developers request fire flow information necessary to do sprinkler system design.

DFU Credit Inspection Fee: This fee is charged when developers request a credit for existing drainage fixture units (DFUs) at properties that will be demolished. The credit offsets the Infrastructure Availability Fees that a developer will be charged for new construction.

Pretreatment Fee: This fee is assessed on certain businesses that introduce pollutants into the sewer system, or "Significant Industrial Users," to recover all of the costs of the industrial pretreatment program, which ensures compliance with state and federal standards.

Utility Marking Fee: This fee is charged to developers to have utility lines marked before construction begins.

Hazardous Household Material Fee: This fee is charged for the safe disposal of household waste products that contain hazardous materials and require special waste management to minimize environmental impacts (televisions, computer monitors, etc.).

Infrastructure Availability Fee: This fee is charged to developers for the capital costs associated with adding new demand on the water and sewer systems and is based on the number of drainage fixtures units added to the system. Revenues for this fee are accounted for in the Utilities Capital Pay-As-You-Go Fund.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$21,123,353	$24,406,079	$25,003,746	2%
Non-Personnel	27,609,576	29,682,602	29,117,009	-2%
Debt Service	32,012,064	31,808,987	31,195,980	-2%
Other	4,492,675	4,680,663	5,023,724	7%
Subtotal	85,237,668	90,578,331	90,340,459	-
Intra-County Revenue	(911,326)	(800,000)	(850,000)	6%
Total Operating Expenditures	84,326,342	89,778,331	89,490,459	-
Revenues	102,318,588	101,839,411	101,415,759	-
Fund Balance Utilized	-	1,510,560	2,100,000	39%
Total Revenues and Fund Balance	102,318,588	103,349,971	103,515,759	-
Transfer to Capital	13,910,500	13,571,640	14,025,300	3%
Total Transfers Out (In)	13,910,500	$13,571,640	$14,025,300	3%
Change in Fund Balance	$4,081,746	-	-	-
Permanent FTEs	241.75	244.75	245.75	
Temporary FTEs	2.20	2.20	2.20	
Total Authorized FTEs	243.95	246.95	247.95	

Note: In FY 2018, $1,510,560 from prior year fund balance will be used and in FY 2019, $2,100,000 from prior year fund balance will be used. The fund balance has been drawn down over the past few years and is projected to be above the minimum requirement, per policy, at the end of FY 2019. The County has used the fund balance to offset for rate stabilization and one-time operating and capital expenditures.

UTILITIES FUND

OPERATING STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
BALANCE JULY 1	$19,341,232	$16,662,300	$23,422,978	$18,601,528
REVENUE				
Interest	106,547	50,000	75,000	75,000
Water/Sewer Billing	96,725,428	95,606,571	96,632,000	95,606,571
Water Service Connection Fee	1,068,985	1,100,000	1,100,000	1,100,000
Water Service Discontinuation	146,055	140,000	140,000	140,000
Meter Installation	34,275	25,000	25,000	25,000
Sewage Treatment Charges	3,172,144	3,925,000	3,700,000	3,470,853
Late Fee	390,293	415,000	415,000	415,000
New Account Fee	114,825	100,000	100,000	100,000
Turn-On Fee	32,548	13,000	13,000	13,000
Flow Test Fee	10,424	7,500	7,500	7,500
Pretreatment Fee	10,400	5,200	5,200	5,200
Utility Marking Fee	224,217	195,000	195,000	195,000
Hazardous Household Material Fee	10,660	10,000	10,000	10,000
Miscellaneous Revenue	271,787	247,140	247,140	252,635
TOTAL REVENUE	102,318,588	101,839,411	102,664,840	101,415,759
OPERATING EXPENSES				
Utilities Services Office (net of intra-county billing revenue)	455,531	645,668	925,000	685,910
WSS Operations	17,394,717	18,136,317	18,350,000	18,884,085
Water Purchase	6,750,935	8,000,000	7,200,000	7,200,000
Water/Sewer Records	674,627	780,123	700,000	778,298
Water Pollution Control	22,545,793	25,726,573	24,750,000	25,722,462
Debt Service	32,012,064	31,808,987	34,308,987	31,195,980
Other	4,492,675	4,680,663	4,680,663	5,023,724
TOTAL EXPENSES	84,326,342	89,778,331	90,914,650	89,490,459
BALANCE (SUBTOTAL)	37,333,478	28,723,380	35,173,168	30,526,828
TRANSFERS OUT				
Utility Construction (Fund 519)	13,910,500	13,571,640	16,571,640	14,025,300
TOTAL TRANSFERS	13,910,500	13,571,640	16,571,640	14,025,300
TOTAL EXPENSE AND TRANSFERS	98,236,842	103,349,971	107,486,290	103,515,759
BALANCE, JUNE 30	23,422,978	15,151,740	18,601,528	16,501,528
Board-adopted Three-month Operating Reserve (excludes debt service)	$13,306,401	$14,692,336	$14,363,916	$14,786,120
Water/Sewer Rate per 1,000 gallons	$13.27	$13.62	$13.62	$13.62

Note: Fund balance declines due to the planned use of fund balance for rate stabilization and one-time operating and capital expenditures.

WATER, SEWER, STREETS BUREAU

PROGRAM MISSION

To protect the health and welfare of Arlington residents and visitors by efficiently providing safe water and sanitary sewer services.

- Purchases wholesale safe drinking water from the Army Corps of Engineers' Washington Aqueduct Division.
- Ensures adequate water flows and pressure.
- Reads, inspects, installs, and tests over 37,400 meters in the County (Water Meter Program).
- Monitors and operates the County's water system, investigates potential water leaks and water losses, and addresses resident concerns (Control Center).
- Maintains and repairs water mains, valves, fire hydrants, and other appurtenances; installs new water service connections and fire line valves; and relocates or adjusts water infrastructure in conjunction with street and utility construction (Water Construction and Maintenance Program).
- Conducts inspections and tests of valves and pumping stations, inspects and tests fire hydrants, and flushes water lines (Flushing and Inspection Program).
- Operates and maintains the County's sewage collection system.
- Maintains, flushes, and cleans sanitary sewer lines (Sewer Flushing Program).
- Identifies deficiencies in the sewer system (TV Inspection Program).
- Installs new sewer mains, adjusts or replaces manhole frames and covers that have become worn, and makes spot repairs.
- Responds to sewer stoppages and other emergencies around the clock.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to projected costs for purchased water ($800,000) and elimination of FY 2018 one-time funding ($31,000), offset by one-time funding for a Trades Center optimization study ($100,000), sewer preventative maintenance equipment rentals ($144,000), and adjustments to the annual expense for maintenance and replacement of County vehicles ($43,406).
- ↑ Revenue increases due to Lee Pumping Station lease agreements with Sprint and Omnipoint ($5,495).

WATER, SEWER, STREETS BUREAU

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$10,405,076	$11,787,996	$12,279,358	4%
Non-Personnel	13,740,576	14,348,321	13,804,727	-4%
Total Operating Expenditures	24,145,652	26,136,317	26,084,085	-
Total Revenues	1,511,425	1,505,140	1,510,635	-
Net Revenue Support	$22,634,227	$24,631,177	$24,573,450	-
Permanent FTEs	133.00	135.00	135.00	
Temporary FTEs	0.60	0.60	0.60	
Total Authorized FTEs	133.60	135.60	135.60	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of water main breaks (per 100 miles)	35.7	55.9	26.0	35.0	40.0	35.0
Public sanitary sewer backups	17	35	70	70	53	70

- The number of water main breaks varies year to year based on temperature fluctuations and system conditions. In FY 2015, a higher than average number of main breaks were due to a pressure relief valve (PRV) failure. In FY 2018, the estimate is higher based on fluctuating temperatures throughout the winter.

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Commercial meters inspected	-	-	-	81	197	200
Hydrants inspected	2,169	1,610	1,271	1,039	3,700	3,700
Sanitary sewer flushing (segments)	-	-	-	3,491	4,000	4,000
Valves inspected	3,200	3,329	2,121	3,258	4,000	4,000
Water service installations	-	-	347	309	320	320

- Valve inspection is defined as the crew making an assessment of the valve and recording its attributes. In FY 2016, valves inspected were lower than prior years as the program transitioned from contractual to in-house personnel, which required time for hiring and training of personnel.

WATER SEWER RECORDS

PROGRAM MISSION

To preserve the integrity of Arlington's water and sewer infrastructure.

- Maintain and disseminate up-to-date and accurate records of Arlington's water distribution and sewer collection system infrastructure. These records ensure that proposed construction or repair work within Arlington does not compromise the County's utilities infrastructure.
- Automate water and sewer records for incorporation into Geographic Information System (GIS) maps.
- Review building and utility permits, compute service connection fees, initiate water service installations, and administer the fire hydrant permit program.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to an increase in the projected amount of staff time spent on capital projects, partially offset by employee salary increases, an increase to the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$329,445	$314,223	$312,398	-1%
Non-Personnel	345,182	465,900	465,900	-
Total Operating Expenditures	674,627	780,123	778,298	-
Total Revenues	244,317	209,500	209,500	-
Net Revenue Support	$430,310	$570,623	$568,798	-
Permanent FTEs	4.00	4.00	4.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.00	4.00	4.00	

UTILITIES SERVICES OFFICE

PROGRAM MISSION

To bill Arlington County customers accurately and efficiently for water, sewer, and refuse services.

- Efficiently generate accurate, customer-oriented billings for approximately 37,400 water, sewer, and refuse accounts.
- Respond to customer services inquiries, administer the leak adjustment and cut off programs.
- Ensure that utilities payments are posted to customers' accounts promptly and accurately.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of a Public Engagement Specialist ($127,381, 1.0 FTE) employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the chargeback to capital for capital work ($66,300).
- ↑ Non-personnel increases due to the addition of software license costs for the asset management system ($4,885), and ongoing operating costs ($1,220), and one-time equipment costs ($4,000) associated with the Public Engagement Specialist.
- ↑ Intra-county revenue increases due to increased billings to County agencies for water and sewer use ($50,000).
- ↑ Revenue increases due to projected interest earnings ($25,000).
- Water and sewer revenue, late fees, new account fees, turn on fees, and interest are included in Utilities Services Office revenue; however, they support the Utilities Fund overall.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$984,723	$1,122,372	$1,202,509	7%
Non-Personnel	382,134	323,296	333,401	3%
Subtotal	1,366,857	1,445,668	1,535,910	6%
Intra-County Revenue	(911,326)	(800,000)	(850,000)	6%
Total Operating Expenditures	455,531	645,668	685,910	6%
Total Revenues	$97,369,642	$96,184,571	$96,209,571	-
Permanent FTEs	10.75	11.75	12.75	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.75	11.75	12.75	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Non-revenue water: percent of purchased water	13%	11%	10%	10%	10%	10%

UTILITIES SERVICES OFFICE

Percent of bills which were estimated	0.3%	1.3%	1.9%	0.9%	0.4%	0.4%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of bills issued	174,484	174,907	174,975	175,168	176,000	176,000
Number of estimated bills issued	527	2,266	3,418	1,624	750	750
Volume of non-revenue water (million gallons)	1,084.03	901.94	737.47	778.08	715.00	715.00
Volume of water billed to customers (million gallons)	7,056.95	7,219.99	6,972.44	7,265.24	7,150.00	7,150.00

- Non-revenue water is 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.
- In prior budget documents, the number of estimated bills were per 100,000 bills. For clarity and transparency, this is now being presented as the actual count.
- A higher number of estimated bills occurred during FY 2015 and FY 2016. In FY 2015, this was due to primarily to meter reads for one cycle not completed in time for the bill date. In FY 2016, this was due to the large snowstorm which prevented meter reads from being completed on time. Estimates were utilized so bills could be sent out on time to customers.
- Volume of water billed to customers varies due to factors that affect consumption, including weather, household leaks, and irrigation. FY 2016 was a lower usage year due to lower temperatures and higher than average rainfall.

WATER POLLUTION CONTROL BUREAU

PROGRAM MISSION

To protect public health and the environment through the safe and cost-effective treatment and disposal of wastewater generated in Arlington County.

- The Water Pollution Control Bureau (WPCB) treats wastewater generated in Arlington County at the Water Pollution Control Plant (WPCP).
- The WPCB also treats a portion of the wastewater from Fairfax County and the Cities of Falls Church and Alexandria.
- The WPCB also operates a Household Hazardous Material (HHM) Program that provides for the safe collection and disposal of household waste products that contain hazardous materials and require special waste management to minimize environmental impacts.
- Virginia's Departments of Environmental Quality (DEQ), Health (VDH) and Occupational Safety and Health (VOSH) and the U.S. Environmental Protection Agency (EPA) regulate the activities of the Water Pollution Control Plant.

SIGNIFICANT BUDGET CHANGES

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

↓ Non-personnel decreases due to adjustments to the annual expense for the maintenance and replacement of County vehicles ($25,105) and the elimination of FY 2018 one-time funding ($6,999).

↓ Revenue decreases due to a projected decrease in sewage treatment charges from neighboring jurisdictions ($454,147).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$9,404,109	$11,181,488	$11,209,481	-
Non-Personnel	13,141,684	14,545,085	14,512,981	-
Total Operating Expenditures	22,545,793	25,726,573	25,722,462	-
Total Revenues	3,193,204	3,940,200	3,486,053	-12%
Net Revenue Support	$19,352,589	$21,786,373	$22,236,409	2%
Permanent FTEs	94.00	94.00	94.00	
Temporary FTEs	1.60	1.60	1.60	
Total Authorized FTEs	95.60	95.60	95.60	

WATER POLLUTION CONTROL BUREAU

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Treatment cost per million gallons per day (MGD) of actual flow	$2,594	$2,644	$2,721	$2,781	$2,634	$2,742

- 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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average daily biological oxygen demand load (pounds/day)	-	-	70,000	62,000	71,000	72,000
Chemical volume per million gallons (MG) treated (pounds)	-	-	571	567	560	555
Energy used at the Plant (kilowatt hour/ Million Gallons per Day(MGD))	-	-	3,400	3,700	3,700	3,600
Household hazardous material received (pounds)	607,872	592,801	568,028	523,492	531,000	541,000
Lost time - safety (days)	-	-	46	0	25	10
Preventive maintenance completed on time (percent)	85%	92%	92%	86%	94%	100%
Total average flow (MGD: million gallons per day)	23.2	23.0	23.3	21.6	24.5	25.0

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 and sewage collection systems and also the Water Pollution Control Plant (WPCP).
- Fund-wide and miscellaneous expenditures such as rental of office space at Courthouse Plaza and state-mandated payments to the Virginia Waterworks Fund.
- The Utilities Fund's allocated share of overhead charges for work performed by both the Department of Environmental Services (DES) and non-DES General Fund agencies.

SIGNIFICANT BUDGET CHANGES

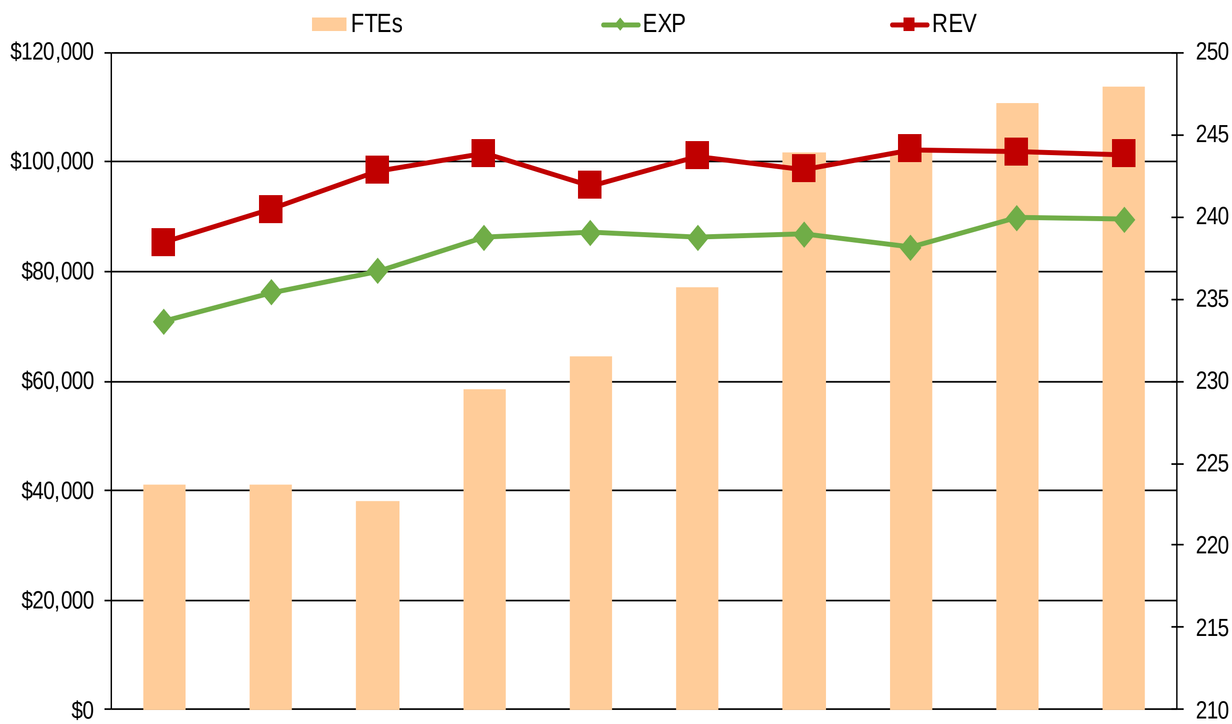
↓ Debt service decreases due to repayment of General Obligation Bonds for various Utilities Fund capital projects and the repayment of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the WPCP ($613,007).

↑ Other expenses increase due to higher overhead charges based on FY 2019 projections ($343,061).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Debt Service	$32,012,064	$31,808,987	$31,195,980	-2%
Other	4,492,675	4,680,663	5,023,724	7%
Total Operating Expenditures	36,504,739	36,489,650	36,219,704	-1%
Total Revenues	-	-	-	-
Net Revenue Support	$36,504,739	$36,489,650	$36,219,704	-1%

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$70,830	$76,129	$80,054	$86,146	$87,020	$86,157	$86,735	$84,326	$89,778	$89,490
REV	$85,247	$91,352	$98,395	$101,522	$95,637	$100,996	$98,710	$102,319	$101,839	$101,416
FTEs	223.70	223.70	222.70	229.50	231.50	235.75	243.95	243.95	246.95	247.95

Note: Beginning in FY 2012, revenue includes utilization of fund balance in addition to fees and other revenue received during the fiscal year.

Fiscal Year	Description	FTEs
FY 2010	▪ The total water/sewer rate increased $0.66 to a total of $11.20 per thousand gallons (TG), a 6.3 percent increase, which produced $2.2 million of additional revenue. The water rate increased $0.07/TG to $3.42/TG. The sewer rate increased by $0.59/TG to $7.78/TG.	
	▪ One new position was added for a Laboratory Technician at the Water Pollution Control Plant ($81,000), in order to comply with new state regulations that require meeting Certification for Non-Commercial Environmental Laboratories (NELAC) accreditation standards.	1.0
	▪ Non-personnel expenditures include increases in non-discretionary contractual costs for maintenance, construction, and equipment rental ($653,000), an increase for wholesale water purchases from the Washington Aqueduct ($238,000), an increase of $103,000 to fund the apprenticeship program at the Water Pollution Control Plant, an increase of $184,000 for County owned vehicles and fuel charges, an increase of $105,000 for a transfer to the Auto Fund for the purchase of a dump truck and tailgate roller, and a decrease of $498,000 in the transfer to capital for Pay-As-You-Go funding.	
	▪ The total water/sewer rate increases $0.54 to a total of $11.74 per thousand gallons (TG), a 4.8 percent increase, which will produce $2.8 million of additional revenue. The water rate increases $0.08/TG to $3.50/TG. The sewer rate will increase by $0.46/TG to $8.24/TG.	
FY 2011	▪ The total water/sewer rate increases $0.54 to a total of $11.74 per thousand gallons (TG), a 4.8 percent increase, which will produce $2.8 million of additional revenue. The water rate increases $0.08/TG to $3.50/TG. The sewer rate will increase by $0.46/TG to $8.24/TG.	
	▪ The Infrastructure Availability Fee (IAF) increases by $18 per drainage fixture unit (DFU) to a total of $182 per DFU, an 11 percent increase. The water IAF increases by $3/DFU to $72/DFU. The sewer IAF increases by $15/DFU to $110/DFU.	
	▪ Non-personnel expenditures include an increase of $873,520 for fuel costs associated with the new stand-by generator at the Water Pollution Control Plant, partially offset by revenue of $256,230 from the Demand Side Management Program. Other non-personnel increases are for chemicals associated with new processes at the plant that are part of the MP01 upgrade ($451,323), the apprentice program at the plant to address transition staffing needs ($442,859), an increased wholesale water purchase price from the Washington Aqueduct ($301,700), and increased insurance costs and automotive costs ($129,000).	
FY 2012	▪ The total water/sewer rate increases $0.45 to a total of $12.19 per thousand gallons (TG), a 3.8 percent increase, which will produce $2.0 million of additional revenue. The water rate increases by $0.18/TG to $3.68/TG. The sewer rate will increase by $0.27/TG to $8.51/TG.	
	▪ The FTE count in the adopted FY 2012 budget is 222.7, compared to 223.7 in the FY 2011 adopted budget. This reflects the transfer of a position from the WPCP in the Utilities Fund to the Directors Office in the General Fund.	(1.0)

Fiscal Year	Description	FTEs
	▪ Personnel includes an increase of $511,593 for overtime and standby pay for additional tank cleaning efforts at the Water Pollution Control Plant (WPCP) related to the Master Plan 2001 (MP01) project, and for the anticipated impact of the Department's Safety Policy for Maximum Hours Allowed to Work for the Water, Sewer, Streets Bureau (WSS).	
	▪ Non-personnel expenditures include an increase of $449,463 for a full year of fuel for the new standby generator facility at the WPCP; an increase of $318,925 for chemicals at the WPCP; an increase of $305,438 for contractual services associated with engineering services, tank cleaning, and water sampling; an increase of $287,284 for grit and solids hauling; an increase of $224,197 for operating and maintenance equipment and supplies; an increase of $144,705 for vehicle and equipment charges; an increase of $79,100 for safety and other training; and, an increase of $39,101 for operating costs at the recently acquired property at 2900 S. Eads Street. Debt Service increases by $2.4 million in FY 2012 primarily for repayment of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the WPCP.	
	▪ Increases are partially offset by a decrease of $477,873 in electricity costs, a decrease of $335,700 in the cost of water purchases from the Washington Aqueduct, and a decrease of $149,000 for water consumed by the WPCP.	
FY 2013	▪ The total water/sewer rate increases $0.42 to a total of $12.61 per thousand gallons (TG), a 3.4 percent increase, which will produce $5.0 million of additional revenue. The water rate increases by $0.30/TG to $3.98/TG. The sewer rate will increase by $0.12/TG to $8.63/TG.	
	▪ Personnel includes seven new FTE's (a water quality engineer and a new six-person water maintenance crew).	7.0
	▪ A partial FTE is transferred to the Department of Environmental Services General Fund budget.	(0.2)
	▪ Non-personnel expenditures increased $861,100 for chemicals, supplies, and contractual services for the process control system at the Water Pollution Control Plant.	
	▪ County vehicle charges increase $161,392 for new equipment approved in the FY 2011 closeout process and also for the new vehicles and equipment for the new water maintenance crew. The transfer to the Auto Fund increases $502,500 for the purchase of vehicles and equipment for the new Water Maintenance Crew.	
	▪ Utilities increase by $144,200 for water and electricity at the WPCP.	
	▪ 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.	

Fiscal Year	Description	FTEs
	▪ 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 ($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 decreases 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).	

Fiscal Year	Description	FTEs
	▪ 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 decreases 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 expense increases 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 increases 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 are partially offset by decrease in interest ($100,000), a decrease in household hazardous material revenue ($5,000), and the County's participation in Dominion Virginia Power's (DVP) Demand Side Management program ($394,200).	
FY 2016	▪ Transfer 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 increases 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 decreases due to the elimination of contractual valve work ($350,000).	

Fiscal Year	Description	FTEs
	▪ Debt service decreases 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 expense increases 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 increase 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 increases 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 decreases due to repayment of General Obligation Bonds for various Utilities Fund capital projects ($261,145) and repayment and refinancing of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the WPCP ($176,147). ▪ Other expense increases are due to higher overhead charges based on FY 2017 projections ($418,512). ▪ Revenues decrease 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 decreases 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).	3.0

Fiscal Year	Description	FTEs
	▪ Debt service decreases 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 expense increases are due to the higher overhead charges based on FY 2018 projections ($23,284) and Courthouse Plaza rent ($5,133). ▪ Revenues increase 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).	

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Our Mission: To provide safe off-street parking at competitive rates for visitors to retail establishments and office workers in the Ballston area

Ballston Public Parking Garage

- Provide oversight to the parking contractor managing the day to day operations of the parking garage to ensure compliance with the County's mandate to provide a user friendly public facility servicing the daily commuters, visitors to the mall, and the office workers in the Ballston area.
- Coordinate with Ballston Public Parking Garage stakeholders on issues relating to garage construction, safety, operations, and parking rates.
- Implement new policies and procedures to improve overall operations and at the same time reduce expenses and generate parking revenue to sustain the desired level of operational standards.

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Ballston Public Parking Garage fund is $2,620,558, a 70 percent decrease from the FY 2018 adopted budget. The FY 2019 budget reflects:

- ↑ Non-personnel increases 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 decreases due to the planned completion of the garage improvements related to the Ballston Quarter redevelopment in FY 2018 ($1,344,044).
- ↓ Debt service decreases by $4,904,100 after the revenue bonds were redeemed in full on August 1, 2017.
- ↑ Revenues increase by $1,290,000 due to completion of the mall redevelopment in November 2018 and a planned increase in parking utilization.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	-	-	-	-
Non-Personnel	$1,932,116	$2,042,557	$2,098,183	3%
Capital Construction	991,084	1,566,419	222,375	-86%
Property Taxes	349,759	300,000	300,000	-
Debt Service	1,316,860	4,904,100	-	-100%
Total Expenditures	4,589,819	8,813,076	2,620,558	-70%
Total Revenues	3,298,072	3,250,771	4,540,800	40%
Change in Fund Balance	($1,291,747)	($5,562,305)	$1,920,242	135%
Permanent FTEs	-	-	-	-
Temporary FTEs	-	-	-	-
Total Authorized FTEs	-	-	-	-

BALLSTON PUBLIC PARKING GARAGE FUND
FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
ADJUSTED BALANCE, JULY 1				
Operating & Maint. Reserve[3]	$2,000,280	$200,000	$2,000,297	-
Debt Service Reserve Fund [1]	3,344,994	3,344,994	3,344,994	-
Economic Stability Reserve[4]	-	-	-	$500,000
Maintenance Reserve	7,388,929	2,262,501	6,097,165	625,193
TOTAL BALANCE	12,734,203	5,807,495	11,442,456	1,125,193
REVENUE				
Interest	25,231	12,000	12,000	-
Parking Revenue	3,272,841	3,238,771	3,238,771	4,540,800
TOTAL REVENUE	3,298,072	3,250,771	3,250,771	4,540,800
TOTAL REVENUE & BALANCE	16,032,275	9,058,266	14,693,227	5,665,993
EXPENSES				
Garage Operations	2,281,875	2,342,557	2,342,557	2,398,183
Capital Replacement[2]	991,084	1,566,419	6,550,477	222,375
Debt Repayment and Debt Service	1,316,860	4,904,100	4,675,000	-
TOTAL EXPENSES	4,589,819	8,813,076	13,568,034	2,620,558
BALANCE, JUNE 30				
Operating & Maint. Reserve[3]	2,000,297	200,000	-	-
Debt Service Reserve Fund [1]	3,344,994	-	-	577,178
Economic Stability Reserve[4]	-	-	500,000	750,000
Maintenance Reserve	6,097,165	45,190	625,193	1,718,257
TOTAL BALANCE	$11,442,456	$245,190	$1,125,193	$3,045,435

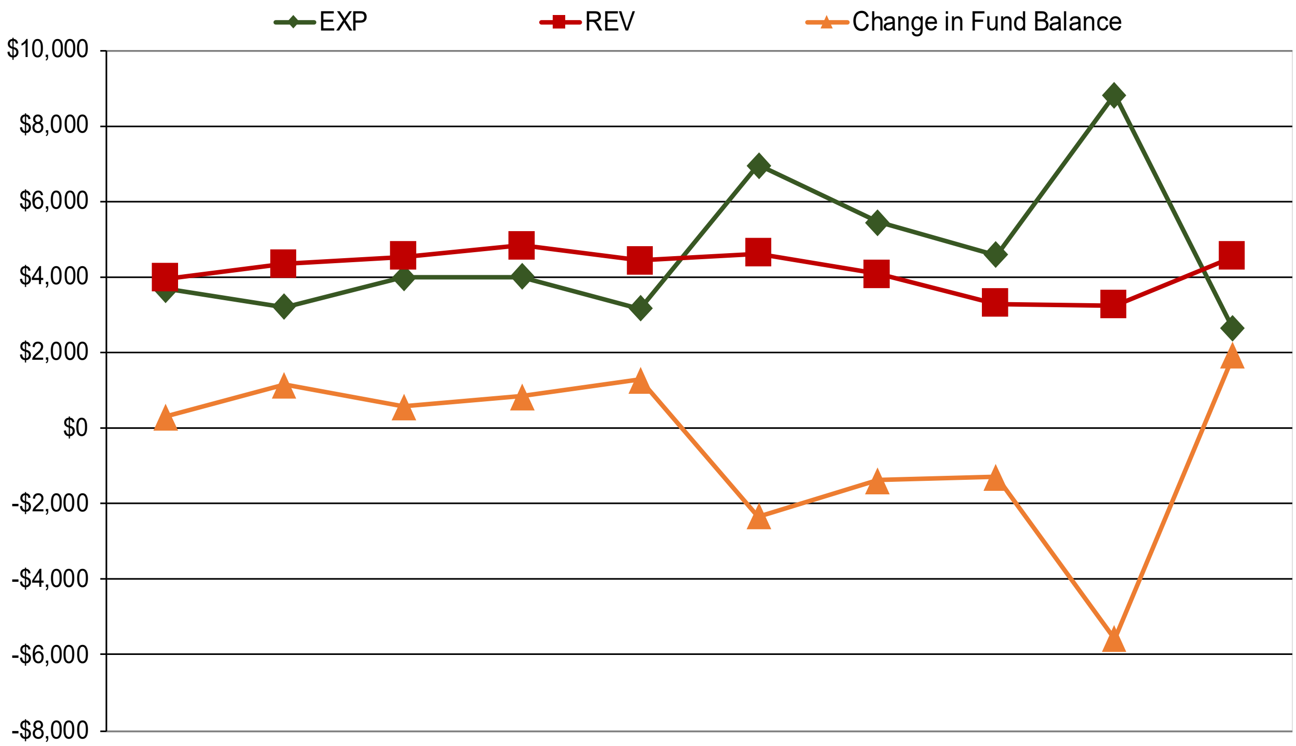
1 The Debt Service Reserve Fund is a usual and customary revenue bond requirement in order to provide additional assurance to bond holders. The FY 2019 debt service reserve includes funding for a portion of the Ballston Quarter CDA debt service due and payable in FY 2020.

2 FY 2018 re-estimate include $4 million of planned capital contributions for garage improvements as part of the Ballston Quarter redevelopment, as well as the completion of concrete repairs to the existing garage.

3 FY 2018 Operating & Maintenance Reserve proceeds were used to retire the Series 1984 revenue bonds on August 1, 2017.

4 Beginning in FY 2018, the County adopted new financial policies for the Ballston Garage which replace the Operating and Maintenance Reserve with an Economic Stability Reserve equal to three months of annual parking revenues. The reserve will ramp up to this level over four fiscal years. 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.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$3,661	$3,198	$3,976	$3,994	$3,152	$6,951	$5,453	$4,590	$8,813	$2,621
REV	$3,964	$4,334	$4,540	$4,824	$4,420	$4,622	$4,077	$3,298	$3,251	$4,541
Change in Fund Balance	$303	$1,136	$564	$830	$1,268	-$2,329	-$1,376	-$1,292	-$5,562	$1,920

Note: Upcoming capital investments to the Ballston Public Parking Garage will use existing fund balances for the projects. The County plans to draw down balances over the next few years, using the funds to offset one-time capital expenditures.

Fiscal Year	Description	FTEs
FY 2010	▪ Capital construction increases ($161,004) for waterproofing the garage and for work on the elevator lobbies.	
FY 2011	▪ Capital construction increases ($460,000) to complete waterproofing, signage, and painting, as well as the first phase of repair or replacement of the brick façade.	
FY 2012	▪ Non-personnel expenses increase $66,761 primarily due to increases in funding for general custodial supplies ($55,138), contractual services for garage operations ($46,047), and funding for equipment repair ($4,551). These increases are partially offset by a decrease in electricity ($30,681) and office supplies ($8,757). ▪ Capital construction increases $950,000 to provide funding for garage improvements and to repair and/or replace the façade. ▪ Debt service increases $740,650 for additional payments needed to pay off outstanding bonds in FY 2017. ▪ Revenue projections increase by $1,632,895, based on usage projections and a potential parking fee rate increase that could produce $1,752,895, offset by a $120,000 decline in interest income. The parking rate increase was implemented on May 1, 2012 (see FY 2013 below.)	
FY 2013	▪ Non-personnel expenses increase 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 increases 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 decrease 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 decrease 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 decreases by $36,920 due to lower debt service related fees. ▪ Revenue increases 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).	

Fiscal Year	Description	FTEs
FY 2015	▪ Non-personnel expenses increase by $10,063 for non-discretionary contractual increases. ▪ Overall revenue decreases by $474,962 due to completion of work on Level 8 and less revenue from hourly parking.	
FY 2016	▪ Non-personnel expenses decrease by $11,917 for non-discretionary contractual decreases. ▪ Capital construction expense decrease to reflect the capital projects to be implemented within the fiscal year ($347,042). ▪ Overall revenue decreases by $452,686 due to loss of tenants during planned mall redevelopment.	
FY 2017	▪ Non-personnel expenses decrease for the garage management contract ($306,334), general custodial supplies ($70,620), office supplies ($11,196), utilities ($42,156) and fuel ($221), partially offset by increases for consultant services for design review, wayfinding and to mitigate construction impacts ($200,000), signage ($80,000), miscellaneous services ($14,379) and equipment repair ($67,611). ▪ Capital Construction increases 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 decreases by $137,700 due to lower interest payments. ▪ Revenues decrease by $612,003 due to loss of tenants during mall redevelopment.	
FY 2018	▪ Non-personnel decrease 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 decreases 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 increases by $3,329,800 to make final payments to retire revenue bonds. Revenues decrease by $318,376 due to loss of tenants during mall redevelopment.	

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Our Mission: To provide safe off-street parking at competitive rates for visitors to retail establishments, the Kettler Capitals Iceplex, and office workers in the Ballston area

Ballston Public Parking Garage – Eighth Level

- Provide parking for the Kettler Capitals Ice Rink and the Ballston Common Mall.
- Revenue from 8th level covers operation and maintenance costs.

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed budget for the Ballston Public Parking Garage Eighth Level is $89,356, a 92 percent decrease from the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- ↓ Non-personnel expenses decrease primarily due to the lower cost of custodial supplies ($3,200).
- ↓ Decrease in capital construction after completion of concrete repairs and garage improvements in FY 2018 as part of the Ballston Quarter redevelopment ($1,000,000).
- ↑ Revenue increases due to the completion of mall renovations in November 2018 and forecasted increases in parking ($15,000).

PROGRAM FINANCIAL SUMMARY

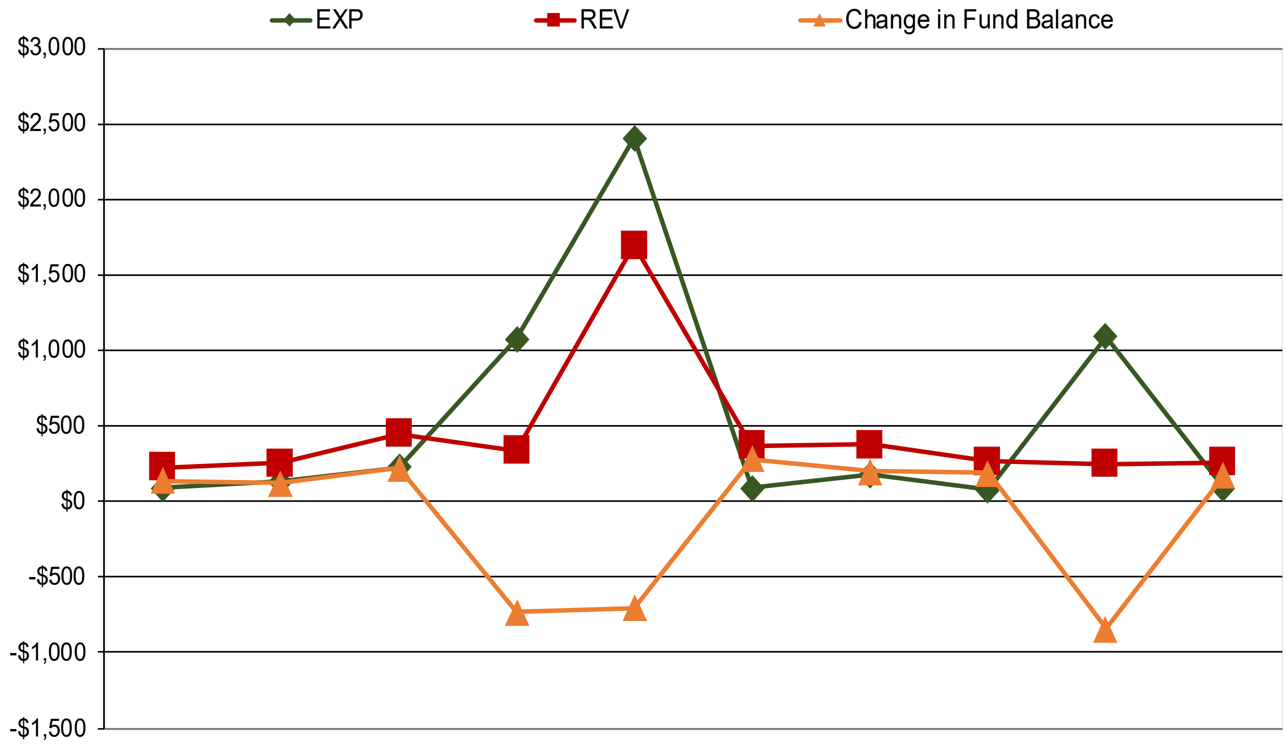
	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	-	-	-	-
Non-Personnel	$77,579	$91,900	$89,356	-3%
Capital Construction	-	1,000,000	-	-100%
Total Expenditures	77,579	1,091,900	89,356	-92%
Transfer In From Other Funds	-	-	-	-
Fees	267,492	246,600	261,600	6%
Total Revenues	267,492	246,600	261,600	6%
Change in Fund Balance	$189,913	($845,300)	$172,244	120%

BALLSTON PUBLIC PARKING GARAGE - EIGHTH LEVEL OPERATING STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY2019 PROPOSED
BALANCE, JULY 1				
Construction Reserve	$784,337	$884,666	$974,250	$128,950
Operating Reserve	40,000	40,000	40,000	40,000
TOTAL BALANCE	824,337	924,666	1,014,250	168,950
REVENUE				
Parking Revenue	267,492	246,600	246,600	261,600
TOTAL REVENUE	267,492	246,600	246,600	261,600
TOTAL REVENUE & BALANCE	1,091,829	1,171,266	1,260,850	430,550
EXPENSES				
Eighth Level Garage Operations	77,579	91,900	91,900	89,356
Eighth Level Capital Expense	-	1,000,000	1,000,000	-
TOTAL EXPENSES	77,579	1,091,900	1,091,900	89,356
BALANCE, JUNE 30				
Construction Reserve	974,250	39,366	128,950	301,194
Operating Reserve	40,000	40,000	40,000	40,000
TOTAL BALANCE	$1,014,250	$79,366	$168,950	$341,194

A portion of the fund balance will be used 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 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2019 Proposed Budget
EXP	$88	$132	$224	$1,072	$2,403	$86	$177	$78	$1,092	$89
REV	$228	$253	$446	$337	$1,696	$369	$374	$267	$247	$262
Change in Fund Balance	$140	$121	$222	-$735	-$707	$283	$197	$190	-$845	$172

Fiscal Year	Description	FTEs
FY 2010	▪ Revenue decreased ($113,684) due to a decline in monthly parking.	
FY 2011	▪ No significant changes.	
FY 2012	▪ Revenue projections increased by $107,789 based on a proposed parking fee rate increase that was ultimately approved on May 1, 2012.	
FY 2013	▪ Revenue projections decreased ($63,709) in FY 2013 due to planned construction on the eighth level reducing the number of parking spaces available.	
FY 2014	▪ No significant changes.	
FY 2015	▪ Revenue increased due to the completion of garage construction on the 8th Level ($37,768).	
FY 2016	▪ Revenue increased based on revised estimates ($10,080).	
FY 2017	▪ Non-personnel expenses increased due to an increase in the cost of maintenance contract ($14,371) and funds for snow removal ($20,000). ▪ Revenue decreases due to the planned renovation of the mall ($43,276).	
FY 2018	▪ Non-personnel expenses decreased due to the lower cost of contractual services ($31,990) and office supplies ($1,178), partially offset by an increase in custodial supplies ($13,090). ▪ Revenue decreased due to the renovation of the mall ($15,502). ▪ Increase in capital construction for upcoming capital improvements in the garage ($1,000,000).	

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 and the following sections of the Inspection Services Division: Construction Permit Administration Services, Construction Field Inspection Services, and Construction Plan Review Services.

SIGNIFICANT BUDGET HIGHLIGHTS

The FY 2019 proposed expenditure budget for the CPHD Development Fund is $21,747,885, an eight percent increase over the FY 2018 adopted budget. The FY 2019 proposed budget reflects:

- In support of the County Manager's strategic priorities (economic development, service delivery, and strategic planning), the County has adopted a One-Stop Arlington initiative that focuses on streamlining business processes and providing superior customer service. One-Stop Arlington projects include the replacement of the enterprise-wide permitting system, business process re-engineering, website improvements, creation of a customer service center, and enhanced case management.
- ↑ Personnel increases reflect employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. FY 2019 expenses include the following position changes:
  - Transfer in of a position for 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 FTE).
  - Addition of a Mechanical Code Inspector position in Construction Field Inspection services ($82,954, 1.0 FTE).
  - Addition of a Permit Processing Specialist in the Inspection Services Division ($71,481, 1.0 FTE).
  - Transfer out of an Assistant Permit Administration Manager to the Department of Environmental Services ($106,037, 1.0 FTE).
  - Personnel expenses also reflect an adjustment to account for savings due to staff vacancies and turnover ($254,493).
- ↑ Non-personnel increases 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 increases 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), and an increase in the utilization of fund balance to cover projected expenses ($829,711).

FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$10,229,489	$12,140,068	$12,610,465	4%
Non-Personnel	7,433,156	8,090,151	9,137,420	13%
Total Expenditures	17,662,645	20,230,219	21,747,885	8%
Fees	16,013,656	14,838,948	15,526,903	5%
Utilization of Fund Balance *	1,648,989	5,391,271	6,220,982	15%
Total Revenues	$17,662,645	$20,230,219	$21,747,885	8%
Permanent FTEs	97.00	104.00	106.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	97.00	104.00	106.00	

* - The change in the fund balance is reflected in the following Fund Statement.

CPHD Development Fund
Fund Statement

	FY 2017 Actual	FY 2018 Adopted	FY 2018 Re-estimate	FY 2019 Proposed
ADJUSTED BALANCE, JULY 1				
Contingent Fund Reserve	$4,795,219	$5,938,374	$5,298,793	$6,085,077
Capital Reserve	12,695,916	6,567,678	10,543,353	5,657,945
TOTAL BALANCE	17,491,135	12,506,052	15,842,146	11,743,022
REVENUE				
Fees	16,013,656	14,838,948	16,184,467	15,526,903
TOTAL REVENUE	16,013,656	14,838,948	16,184,467	15,526,903
TOTAL REVENUE & BALANCE	33,504,791	27,345,000	32,026,613	27,269,925
EXPENSES				
Personnel	10,229,489	12,140,068	10,633,613	12,610,465
Non-personnel	7,433,156	8,090,151	9,649,978	9,137,420
TOTAL EXPENSES	17,662,645	20,230,219	20,283,591	21,747,885
BALANCE, JUNE 30	15,842,146	7,114,781	11,743,022	5,522,040
Contingent Fund Reserve	5,298,793	6,069,066	6,085,077	5,522,040
Capital Reserve	10,543,353	1,045,715	5,657,945	-
TOTAL BALANCE	$15,842,146	$7,114,781	$11,743,022	$5,522,040

Notes:

- 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 One-Stop 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.

ZONING DIVISION

PROGRAM MISSION

To interpret, enforce, and administer the Zoning Ordinance to ensure orderly development of Arlington County in accordance with the Zoning Ordinance's legislative intent and County Board approvals.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out and reclassification of a Zoning Administrator position to a Construction Code Manager in Construction Plan Review ($151,861, 1.0 FTE) and adjustments to account for savings due to staff vacancies and turnover ($59,716), partially offset by increases in employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the decrease in the rent associated with the 10th floor office space ($16,694) and in the annual expense for maintenance and replacement of County vehicles ($4,491).
- ↑ Revenue increases due to the application of an Employment Cost Index increase to all existing fees ($38,996) and increasing the 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 ($38,066).
- The revenue surplus in the Inspection Services Division (ISD), specifically in Construction Permit Administration Services, is used to off-set the revenue shortfall for Zoning Administration.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,454,815	$3,206,226	$3,009,081	-6%
Non-Personnel	327,418	694,494	673,309	-3%
Total Expenditures	2,782,233	3,900,720	3,682,390	-6%
Fees	1,739,137	1,559,797	1,636,859	5%
Utilization of Fund Balance	-	-	-	-
Total Revenues	1,739,137	1,559,797	1,636,859	5%
Net Revenue Support	$1,043,096	$2,340,923	$2,045,531	-13%
Permanent FTEs	28.00	31.00	30.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	28.00	31.00	30.00	

ZONING DIVISION

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average wait time per customer (minutes)	19	23	34	25	24	23
Number of building permits reviewed	6,031	5,481	7,260	6,731	6,589	6,650
Number of variance use permit applications processed	170	162	179	184	192	192
Number of walk-in customers served	9,142	9,911	14,302	10,704	10,500	10,200
Percentage of plans approved for final building permit within 180 days	60%	69%	100%	100%	100%	100%

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of Certificates of Occupancy processed	1,005	1,028	1,335	1,234	1,200	1,400
Percentage of permits reviewed as walk-throughs	57%	31%	32%	37%	35%	35%

- Wait times are anticipated to decrease due to stable employee retention and an added Counter Services Supervisor position in the FY 2018 budget.
- The number of building permits decreased in FY 2017 due to a decrease in the number of private development projects submitted. This trend is expected to continue in FY 2018. However, the number of building permits reviewed is anticipated to increase in FY 2019 due to the Ballston Quarter renovation.
- Certificates of Occupancy are expected to increase in FY 2019 due to actual and anticipated project starts of several large, multi-tenant, commercial and residential projects including Central Place and Ballston Quarter.
- The "walk-through" permit process allows an applicant to have their plan reviewed and a permit issued within one day. A typical "walk-through" includes mechanical changes, minor residential permits for additions, decks, sheds and accessory structures; and commercial permits for change in tenant spaces or a build-out of tenant space.

CONSTRUCTION PERMIT ADMINISTRATION SERVICES

PROGRAM MISSION

To educate, inform, and support residents, contractors, and constituents with information and support regarding permits for construction activity within the County, and to ensure the Virginia Uniform Statewide Building Code (VUSBC) requirements are met.

SIGNIFICANT BUDGET CHANGES

- ▪ In support of the County Manager's three strategic priorities (economic development, service delivery, and strategic planning), the County has adopted a One-Stop Arlington initiative that focuses on streamlining business processes and providing superior customer service. One-Stop Arlington projects include the replacement of the enterprise-wide permitting system, business process re-engineering, website improvements, creation of a customer service center, and enhanced case management.
- ↑ Personnel increases reflect the addition of a Permit Processing Specialist ($71,481, 1.0 FTE), the addition of a Program Manager ($173,478, 1.0 FTE) and the cost of a Department of Technology Services position ($168,859) in order to support the One-Stop Arlington initiative. Other increases include employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. These increases are offset by the transfer out of an Assistant Permit Administration Manager to the Department of Environmental Services ($106,307, 1.0 FTE), and adjustments to account for savings due to staff vacancies and turnover ($79,257).
- ↑ Non-personnel increases 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), an increase in overhead costs related to the General Fund operational support ($391,087) and funds added for the Permit Processing Specialist position ($13,450). This increase is offset by a decrease in the rent associated with the 10th floor office space ($114,785).
- ↑ Revenue increases due to the application of an Employment Cost Index increase of 2.5 percent to all existing fees ($331,976) and increasing the 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 ($278,917), partially offset by increased costs in Construction Field Inspection Services ($24,909) and Construction Plan Review Services ($10,517).
- ▪ Inspection Services Division (ISD) revenues for FY 2017, FY 2018, and FY 2019 have been allocated to show full cost recovery in Construction Field Inspection Services and Construction Plan Review Services, with the remaining revenues allocated to Construction Permit Administration Services.

CONSTRUCTION PERMIT ADMINISTRATION SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,530,843	$3,283,079	$3,883,613	18%
Non-Personnel	6,197,199	6,860,460	7,960,496	16%
Total Expenditures	8,728,042	10,143,539	11,844,109	17%
Fees	8,122,149	7,093,191	7,668,658	8%
Utilization of Fund Balance	1,648,989	5,391,271	6,220,982	15%
Total Revenues	$9,771,138	$12,484,462	$13,889,640	11%
Permanent FTEs	23.00	28.00	29.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	23.00	28.00	29.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Number of construction permits issued	12,797	15,159	15,874	16,822	13,000	15,500
Number of customers served at the customer kiosk	29,264	28,047	24,980	28,640	26,000	25,000
Square footage of permits (millions)	10.8	7.7	11.2	12.7	11.5	11.5

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Estimated building value	$.853 Billion	$.964 Billion	$1.4 Billion	$1 Billion	$1 Billion	$1.2 Billion
Number of inspections scheduled through the Interactive Voice Response (IVR) System	13,532	14,705	15,713	16,089	15,000	15,000
Number of inspections scheduled through the website	20,021	22,734	24,070	24,444	25,000	25,000

- The number of construction permits issued per year varies due to the amount of services needed. It is expected to decrease in FY 2018 based on known construction projects and their expected permitting requirements. In FY 2019, the number of permits is anticipated to increase due to several large commercial projects that are projected to require permitting and other services.
- The number of customers served at the kiosk increased in FY 2017 due to increases in the volume of construction work and the associated increase in the number of permits issued. However, the number of customers served at the customer service kiosk is expected to decrease as additional ePlan review capabilities are implemented as part of the One Stop Arlington initiative.
- The estimated building value reflects the total estimated value of construction put on permits by applicants in a given year.

CONSTRUCTION FIELD INSPECTION SERVICES

PROGRAM MISSION

To safeguard public health, safety, and welfare by enforcing State-mandated construction codes by inspecting buildings under construction.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of a Mechanical Code Inspector position ($82,954, 1.0 FTE), increases in employee salary increases, the County's cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections, partially offset by an adjustment to account for savings due to staff vacancies and turnover ($61,174).
- ↓ Non-personnel decreases due to an adjustment to the annual expense for maintenance and replacement of County vehicles ($44,828), partially offset by funds added for the Mechanical Code Inspector position ($13,450).
- Inspection Services Division (ISD) revenues for FY 2017, FY 2018, and FY 2019 have been allocated to show full cost recovery in Construction Field Inspection Services and Construction Plan Review Services, with the remaining revenues allocated to Construction Permit Administration Services.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,919,960	$2,843,499	$2,899,786	2%
Non-Personnel	861,668	323,840	292,462	-10%
Total Expenditures	3,781,628	3,167,339	3,192,248	1%
Fees	3,781,628	3,167,339	3,192,248	1%
Total Revenues	$3,781,628	$3,167,339	$3,192,248	1%
Permanent FTEs	24.00	25.00	26.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	24.00	25.00	26.00	

CONSTRUCTION FIELD INSPECTION SERVICES

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average number of daily inspections by inspector	11	9	7	10	10	10
Percent of all inspections completed on the day scheduled	100%	99%	99%	99%	100%	100%
Total number of inspections conducted	44,312	47,549	42,507	39,749	43,000	43,000

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Percent of inspections approved - residential and commercial	72%	68%	69%	73%	74%	74%

- The average number of daily inspections by inspector varies from year to year due to several factors including the type of inspections required by the building, the building's complexity and height, the volume of construction in a given year, and the number of staff by each building trade.
- The overall number of inspections conducted decreased in FY 2016 and FY 2017 due to having a higher number of larger projects. These larger projects required longer review times, but did not result in more inspections overall.

CONSTRUCTION PLAN REVIEW SERVICES

PROGRAM MISSION

To ensure building construction documents meet adopted code requirements and support public health, safety and welfare.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the the transfer and reclassification of a Zoning Administrator position to a Construction Code Manager from the Zoning Division ($151,861, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections, partially offset by an adjustment to account for savings due to staff vacancies and turnover ($54,346).
- ↓ Non-personnel decreases due to an adjuments to the annual expense for maintenance and replacement of County vehicles ($204).
- Inspection Services Division (ISD) revenues for FY 2016, FY 2017, and FY 2018 have been allocated to show full cost recovery in Construction Field Inspection Services and Construction Plan Review Services, with the remaining revenues allocated to Construction Permit Administration Services.

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$2,323,871	$2,807,264	$2,817,985	-
Non-Personnel	46,871	211,357	211,153	-
Total Expenditures	2,370,742	3,018,621	3,029,138	-
Fees	2,370,742	3,018,621	3,029,138	-
Total Revenues	$2,370,742	$3,018,621	$3,029,138	-
Permanent FTEs	22.00	20.00	21.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	22.00	20.00	21.00	

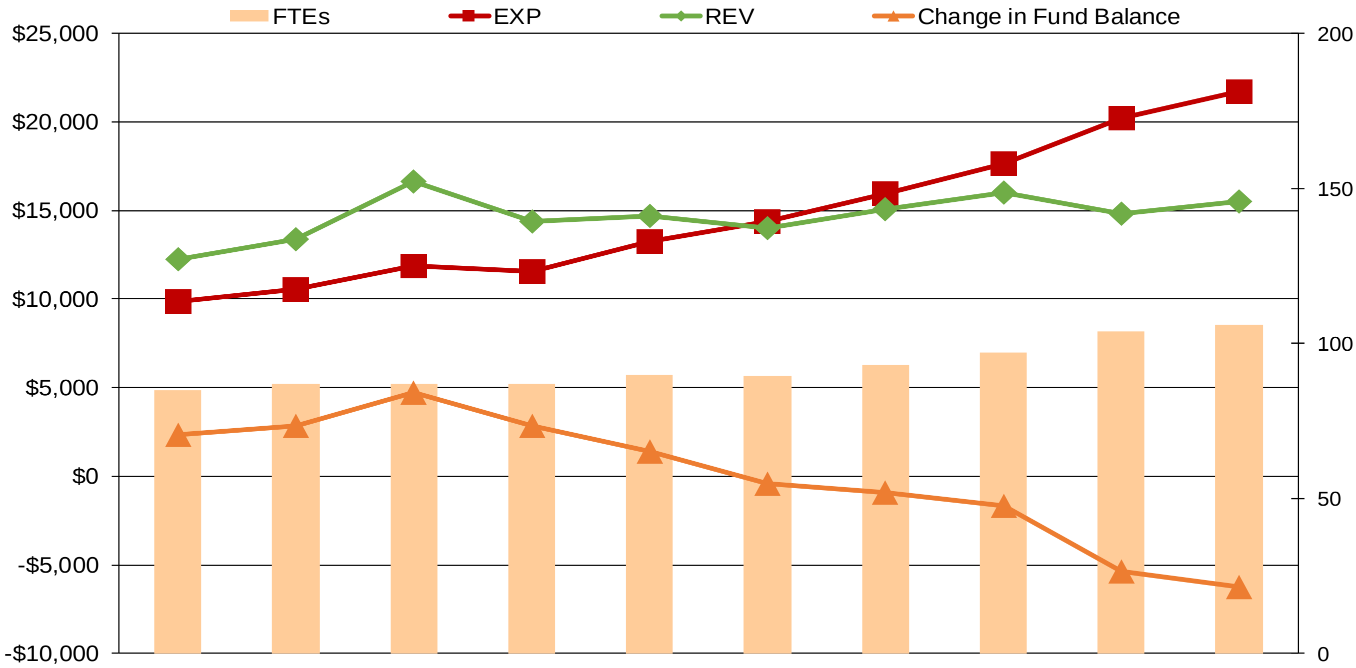
PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average number of days in ISD for first time plan review for Commercial Fast Track	1	1	N/A	N/A	1	1
Average number of days in ISD for first time plan review for new commercial buildings	35	27	N/A	N/A	21	21
Average number of days in ISD for first time plan review for new residential buildings	6	15	N/A	N/A	14	14
Average number of days in ISD to permit issuance for Commercial Fast Track	10	18	N/A	N/A	14	14
Average number of days in ISD to permit issuance for new commercial buildings	184	244	N/A	N/A	180	180
Average number of days in ISD to permit issuance for new residential buildings	65	88	N/A	N/A	50	50

CONSTRUCTION PLAN REVIEW SERVICES

- During FY 2016 and FY 2017, 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. FY 2016 and FY 2017 actuals are not available due to issues with the system interface between the previous system and the new system. In FY 2018, work is underway to resolve this issue.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
EXP	$9,859	$10,566	$11,902	$11,564	$13,258	$14,376	$15,984	$17,663	$20,230	$21,748
REV	$12,237	$13,387	$16,627	$14,415	$14,695	$13,990	$15,095	$16,014	$14,839	$15,527
Change in Fund Balance	$2,378	$2,821	$4,725	$2,851	$1,437	-$386	-$889	-$1,649	-$5,391	-$6,221
FTEs	85.00	87.00	87.00	87.00	90.00	89.50	93.00	97.00	104.00	106.00

Fiscal Year	Description	FTEs
FY 2010	▪ Revenue increased by $413,337 due to a 4.7 percent increase in fee rates and a projection of constant and sustainable permitting activity.	
FY 2011	▪ Revenue increased by $191,460, a two percent increase, due to minor fee rate increases for Zoning fees and a projection of constant and sustainable permitting activity.	
	▪ Transferred two Community Code Inspector positions from the General Fund Community Code Enforcement Program ($134,398) resulting in an increase of Zoning field inspectors from three to five.	2.0
FY 2012	▪ Revenue increased based on a projected increase in permitting activity. There are no fee increases for FY 2012.	
FY 2013	▪ Increased personnel costs to support the cost of a Fire Department Inspector position for site plan reviews ($103,768). The FTE for the position is in the Fire Department.	
	▪ Increased payment to the County that covers internal services provided by County staff ($241,900).	
	▪ Increased building rent for the 10th floor of Courthouse Plaza ($43,630).	
	▪ Revenue increases are 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 decreases are based on three fee reductions: the automation fee decreases from 10% to 5% ($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).	

Fiscal Year	Description	FTEs
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 review ($84,711), Records Technician ($74,079), and a Zoning Planner ($79,382).	3.0
	▪ Added $83,000 for Zoning related expense in the Office of the County Attorney for an Assistant County Attorney.	
	▪ Non-personnel expenses increased for consulting expenses ($18,297) and for the ongoing costs of records management and scanning ($225,000).	
	▪ Revenue increased due to projected increase in permitting activity ($1,202,541). There are no fee increases for FY 2016.	
FY 2017	▪ Expense increases 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

Fiscal Year	Description	FTEs
	▪ 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 10^{th} 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).	

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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 2019 proposed expenditure budget for the Department of Environmental Services' (DES) Automotive Equipment Fund is $16,462,216, a two percent increase from the FY 2018 adopted budget. The FY 2019 budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($26,112).
- ↑ Vehicle replacement expenses increase ($668,818), partially offset by a decrease ($251,411) in Lease Purchase expenses.
- ↑ Sales of Surplus Equipment increase due to an adjustment to the FY 2019 budget ($50,000).

FUND FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$5,903,236	$6,482,343	$6,575,823	1%
Non-Personnel	2,496,288	2,962,215	2,936,103	-1%
Accident Repairs	564,643	291,200	291,200	-
Additions	74,051	185,835	-	-100%
Replacement	7,060,818	6,111,683	6,529,090	7%
Subtotal	16,099,036	16,033,276	16,332,216	2%
Insurance/Other Transfers	130,000	130,000	130,000	-
Total Net Expenditures	16,229,036	16,163,276	16,462,216	2%
County & School Revenues	18,003,208	17,536,417	17,273,954	-1%
Sales of Surplus Equipment	575,264	250,000	300,000	20%
Miscellaneous Revenues	75,822	61,000	61,000	-
Transfer from General Fund	100,500	156,835	-	-100%
Transfer from General Capital Projects Fund	-	-	-	-
Transfer from Utilities Fund	-	29,000	-	-100%
Total Revenues	18,754,794	18,033,252	17,634,954	-2%
Change in Fund Balance	2,525,758	$1,869,976	$1,172,738	-37%
Permanent FTEs	63.00	63.00	63.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	63.00	63.00	63.00	

AUTOMOTIVE EQUIPMENT FUND
FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTMATE	FY 2019 PROPOSED
ADJUSTED BALANCE, JULY 1	$11,485,412	$9,069,562	$14,011,171	$10,797,609
OPERATING RECEIPTS				
Maintenance/Operating Rental Book	6,020,254	5,733,476	5,733,476	5,458,696
Other Maintenance - Non Rental Book	451,593	270,000	270,000	400,000
Temporary Loan Vehicles	0	130,000	130,000	130,000
Schools Maint./ Operating	2,090,824	2,125,534	2,125,534	2,018,004
Other Maintenance - Non Rental Book Schools	58,381	120,000	120,000	120,000
Subrogation Revenues	75,665	60,000	60,000	60,000
Miscellaneous	157	1,000	1,000	1,000
CAPITAL RECEIPTS				
County Fleet Replacement & Lease Purchase	7,676,752	7,445,428	7,463,287	7,376,548
Schools Replacement	1,705,404	1,711,979	1,711,979	1,770,706
Sales of Surplus Equipment	575,265	250,000	250,000	300,000
TOTAL RECEIPTS	18,654,295	17,847,417	17,865,276	17,634,954
OTHER FINANCING SOURCES				
Transfers from Other Funds	-	29,000	29,000	-
Transfers from General Fund	100,500	156,835	32,000	-
TOTAL TRANSFERS IN	100,500	185,835	61,000	-
TOTAL RECEIPTS AND TRANSFERS IN	18,754,795	18,033,252	17,926,276	17,634,954
TOTAL BALANCE, CAPITAL RESERVE, RECEIPTS AND TRANSFERS IN	30,240,207	27,102,814	31,937,447	28,432,563
OPERATING EXPENSES				
Administration, Maintenance	7,210,843	7,490,224	7,490,224	7,441,807
Schools	1,753,324	2,245,534	2,245,534	2,361,319
Subtotal	8,964,167	9,735,758	9,735,758	9,803,126
CAPITAL EXPENSES				
Encumbrance/ Incomplete Projects	-	-	5,101,397	-
Replacements to Fleet (County)	3,712,241	2,848,293	2,848,293	3,517,111
Replacements to Fleet (Schools)	2,048,416	1,711,979	1,711,979	1,711,979
Additions to Fleet	74,051	185,835	61,000	-
Lease Purchase	1,300,161	1,551,411	1,551,411	1,300,000
Subtotal	7,134,869	6,297,518	11,274,080	6,529,090
TOTAL EXPENSES	16,099,036	16,033,276	21,009,838	16,332,216
TRANSFERS OUT				
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	16,229,036	16,163,276	21,139,838	16,462,216
BALANCE, JUNE 30	$14,011,171	$10,939,538	$10,797,609	$11,970,347

Notes:
Fund Balance is reserved for financing encumbrances and incomplete projects carried over from the previous fiscal year.

COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION

PROGRAM MISSION

To ensure that safe, efficient, and environmentally friendly vehicles are available to County staff to accomplish their missions by providing timely fleet support services including:

- Replace vehicles and equipment on time and within budget.
- Evaluate and manage the environmental impact of the County's fleet of vehicles and equipment in line with the County's sustainability goals.
- Provide timely and optimal maintenance and repair services to the County's fleet of vehicles and equipment.
- Manage the stock room to ensure needed parts are available and the stock levels are optimal.
- Manage contracts with commercial providers for out-sourced functions such as body, glass and transmission repair, and major overhauls.
- Ensure quality fuels, lubricants, and other bulk items are acquired and dispensed appropriately.
- Dispose of surplus vehicles and equipment to maximize the return to the County.

SIGNIFICANT BUDGET CHANGES

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

↓ Non-personnel decreases due to a decrease in overhead/indirect cost recovery chargeback ($36,771) and adjustments to the annual expense for maintenance and replacement of County Vehicles ($26,112).

↑ Vehicle replacement expenses increase ($668,818), partially offset by a decrease in Lease Purchase expenses ($251,411).

↑ Sales of Surplus Equipment increase due to an adjustment to the FY 2019 budget ($50,000).

COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$5,051,653	$5,186,305	$5,200,771	-
Non-Personnel	1,604,894	2,012,719	1,949,836	-3%
Accident Repair	554,296	291,200	291,200	-
Additions	0	185,835	-	-100%
Replacements & Lease Purchase	5,012,402	4,399,704	4,817,111	9%
Subtotal	12,223,245	12,075,763	12,258,918	2%
Insurance/Other Transfers	130,000	130,000	130,000	-
Total Expenditures	12,353,245	12,205,763	12,388,918	2%
County Revenue	14,148,600	13,578,904	13,365,244	-2%
Sales of Surplus Equipment	528,650	250,000	300,000	20%
Miscellaneous & Subrogation Revenues	75,822	61,000	61,000	-
Transfer from General Fund	-	156,835	-	-100%
Transfer from General Capital Projects Fund	-	-	-	-
Transfer from Utilities Fund	100,500	29,000	-	-100%
Total Revenues	14,853,572	14,075,739	13,726,244	-2%
Change in Fund Balance	$2,500,327	$1,869,976	$1,337,326	-28%
Permanent FTEs	49.00	49.00	49.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	49.00	49.00	49.00	

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average Annual Heavy Vehicle Downtime	15%	16%	16%	14%	11%	11%
Average Annual Light Vehicle Downtime	3%	6%	4%	3%	3%	3%
Gasoline Used (Thousand gallons)	473	470	473	515	530	530
Heavy Truck Average Maintenance & Repair Cost	$10,286	$10,062	$11,601	$11,956	$11,477	$11,477
Inventory Managed ($)/ Inventory Accuracy (%)	$591,803/ 98%	$576,842/ 98%	$653,630/ 98%	$688,287/ 99%	$690,000/ 99%	$690,000/ 99%
Light Vehicle Average Maintenance and Repair Cost	$4,432	$4,432	$4,666	$4,337	$4,372	$4,372
Ultra-low Sulfer Diesel Used (Thousand gallons)	656	673	681	665	650	650

COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Electric Light Vehicles in Fleet	1	2	2	4	4	5
Heavy Vehicles in Fleet	197	201	206	204	210	210
Hybrid Light Vehicles in Fleet	118	118	118	127	120	120

SCHOOL FLEET REPAIR SECTION

PROGRAM MISSION

To provide Arlington County School Transportation with safe, reliable transportation to and from schools and school-related activities.

- Provide timely inspection, maintenance, and repair services to the Arlington Public School (APS) fleet.

SIGNIFICANT BUDGET CHANGES

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

↑ Non-personnel increase due to increases in inter-departmental charges ($36,771).

↓ Revenue decreases due to adjustments for charges to other departments for the maintenance and replacement of vehicles ($48,803).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$851,584	$1,296,038	$1,375,052	6%
Non-Personnel	891,394	949,496	986,267	4%
Accident Repairs	10,346	-	-	-
Replacements	2,048,416	1,711,979	1,711,979	-
Additions to Fleet	74,051	-	-	-
Total Expenditures	3,875,791	3,957,513	4,073,298	10%
School Revenue	3,854,609	3,957,513	3,908,710	-1%
Sale of Suplus Equipment	46,614	-	-	-
Total Revenues	3,901,223	$3,957,513	3,908,710	-1%
Change in Fund Balance	$25,432	-	($164,588)	-
Permanent FTEs	14.00	14.00	14.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	14.00	14.00	14.00	

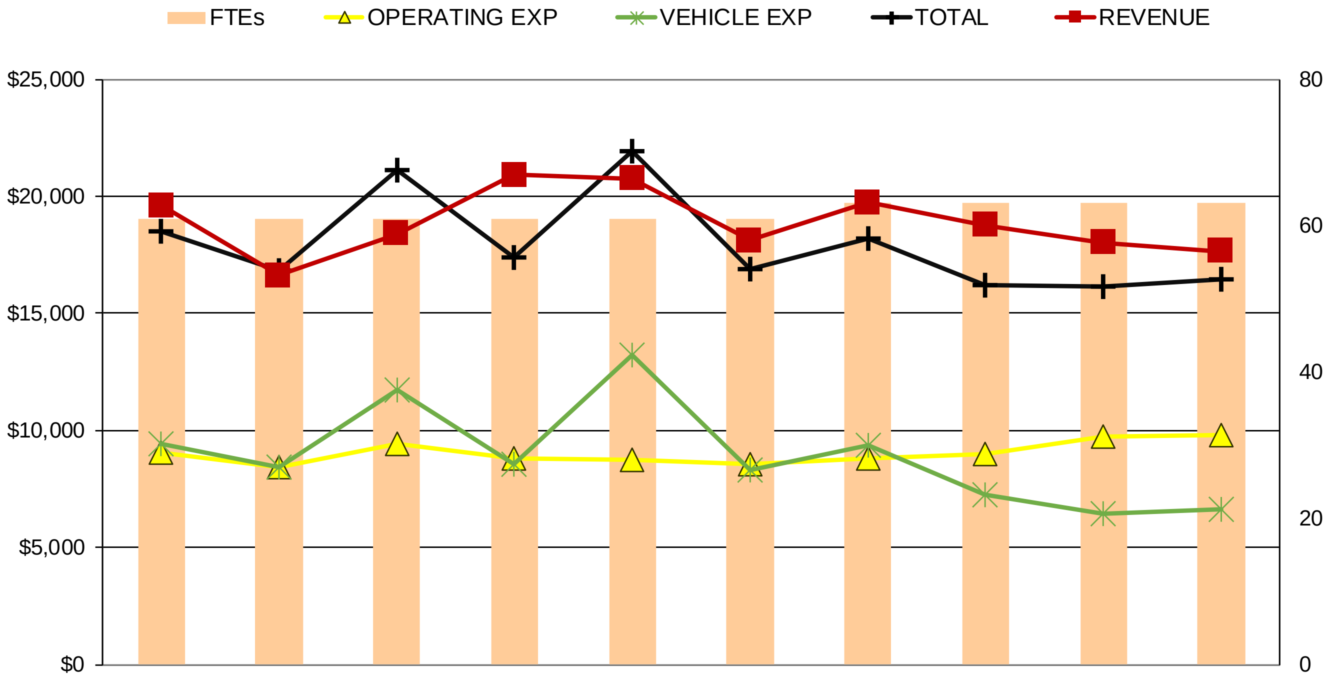
SCHOOL FLEET REPAIR SECTION

PERFORMANCE MEASURES

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Buses Average Annual Maintenance & Repair	$12,088	$9,699	$11,300	$9,221	$8,973	$8,509
Gasoline Used (Thousand Gallons)	20	28	33	37	37	37

Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Average Annual Bus Downtime	15%	11%	14%	11%	7%	7%

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
OPERATING EXP	$9,070	$8,429	$9,431	$8,832	$8,716	$8,558	$8,825	$8,964	$9,736	$9,803
VEHICLE EXP	$9,452	$8,407	$11,698	$8,533	$13,239	$8,333	$9,359	$7,265	$6,428	$6,659
TOTAL	$18,522	$16,836	$21,129	$17,365	$21,955	$16,891	$18,184	$16,229	$16,163	$16,462
REVENUE	$19,606	$16,628	$18,398	$20,907	$20,760	$18,117	$19,742	$18,755	$18,033	$17,635
FTEs	61.00	61.00	61.00	61.00	61.00	61.00	63.00	63.00	63.00	63.00

Fiscal Year	Description	FTEs
FY 2010	▪ Additions to the fleet ($132,611) include one vehicle for the Fire Department Fire Prevention Division ($27,611) as well as one dump truck for the Department of Environmental Services Utilities Fund ($105,000). ▪ Non-personnel expenditures include increases in non-discretionary contractual costs ($2,962), building repair ($9,000), funding for custodial services ($50,000), recruitment ($15,000), tires ($44,000), and maintenance supplies ($63,956). ▪ Increase in replacement cost ($886,902) is due to unit cost increases in vehicle replacement, the vehicle configurations, parts and labor. ▪ Electricity and water/sewer budgets were adjusted based on FY 2008 actual consumption and anticipated utility rate increases ($34,408).	
FY 2011	▪ Non-personnel decreases include adjustments to the annual expense for the maintenance and replacement of County vehicles used directly by the Auto Fund ($17,655) and a decrease in operating equipment ($36,821). ▪ Replacement decreases ($2,743,763) are due to fewer vehicles reaching mileage and age criteria as established by the Equipment Bureau. With fewer vehicles being replaced in FY 2011, there will be a large number of vehicles scheduled for replacement in FY 2012 and FY 2013. ▪ Revenue increases are due to adjustments to the charge to other departments for the maintenance and replacement of County vehicles ($324,864), partially offset by reductions in the Sales of Surplus Equipment ($50,000) and Miscellaneous Revenues ($2,000) as well as no transfer from the General Fund for off-cycle vehicles or adjustments ($132,611). ▪ Planned delays in purchasing equipment through the Auto Fund allow for a one-time credit to the General Fund for equipment replacement ($375,000).	
FY 2012	▪ Non-personnel expenses increase due to repair/renovation of the vehicle service lifts ($256,000), increases in materials and supplies ($83,600), contractual services ($27,958), and internal services ($917), partially offset by the decrease in operating equipment ($40,000). ▪ Additions and the transfer from the General Fund increase for the purchase of new vehicles for the conversion of HVAC maintenance from contract to County staff in the Department of Environmental Services (3 vehicles: $104,145), additional fire protection systems inspectors in the Fire Department (1 vehicle: $28,830), and staffing reallocated within the Department of Environmental Services for maintenance of new/remodeled facilities (1 vehicle: $38,399). ▪ Replacement expenses increase ($983,690) due to unit cost increases in vehicle replacements, adjustments in vehicle configurations, parts and labor. The number of units being replaced increased from the prior year due to meeting mileage and age criteria, as well as the replacement of units which were part of the planned purchase delay in FY 2011. Included in this increase is the lease purchase of a fire vehicle ($213,233).	

Fiscal Year	Description	FTEs
	▪ Revenue increases due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles ($699,618) and new vehicles being added to the fleet ($171,374). ▪ The one-time transfer credit in FY 2011 to the General Fund ($375,000) was eliminated in FY 2012.	
FY 2013	▪ Non-personnel expenses decrease due to reductions in building repairs for the FY 2012 replacement of the vehicle service lifts ($100,000). ▪ Additions expense increases ($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 increases 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 increase due to the off-cycle lease purchase of fire equipment (two heavy rescue units, one loader and four pumpers) ($1,980,953). ▪ Revenues increase 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 decrease 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 increases for the purchase of a new vehicle for the DES ($42,000). ▪ Replacement expenses decrease due to the number of configuration of vehicles slated to be replaced in FY 2015 ($1,954,202). ▪ Revenues decrease due to there being no lease proceeds ($1,842,205). ▪ Revenues decrease from charges to other departments for the maintenance and replacement of County vehicles ($230,097).	
FY 2016	▪ The County Board added two Auto Mechanic positions for maintenance of school buses needed for APS.	2.0

Fiscal Year	Description	FTEs
	▪ 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 increases for the purchase of two new vehicles for DES ($100,624), offset by the removal of the cost of the purchase of a new vehicle for DES in FY 2015 ($42,000). ▪ Lease purchase expense increases ($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 increases 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 decrease from charges to other departments for the maintenance and replacement of County vehicles ($341,969). ▪ Replacement expenses increase due to the number and configuration of vehicles slated to be replaced in FY 2017 ($995,357).	
FY 2018	▪ Additions expense increases 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 increase 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 decrease ($1,503,879) relative to the number and configuration of vehicles replaced in FY 2017 based on mileage, condition, age, and departmental needs.	

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Our Mission: To provide County agencies a single location for cost effective services and technical advice that will meet their printing, copying, graphic design, archiving, and mail services needs

Printing and Mail Services

- Produce high volume copies for County agencies using high production digital machines that produce a higher quality copy at a reduced charge.
- Provide critical printing, graphics, and bindery services to meet the needs across the County.
- Manage walk-up copiers and mobile printing applications for different agencies to meet their copying needs. By holding a contract for copiers, the County achieves cost savings and provide better services.
- Handle outgoing and interoffice mail, as well as special mailing projects for the County.
- Provide County departments and Arlington Public Schools (APS) postage savings on large mail jobs using various address verification and smart mail applications for qualifying mail.
- Utilize 30 percent post-consumer recycled paper with a goal to increase usage to 50 percent post-consumer recycled paper.

SIGNIFICANT BUDGET CHANGES

The FY 2019 proposed expenditure budget for the Department of Environmental Services' (DES) Printing Fund is $2,503,489, a one percent increase from the FY 2018 adopted budget. The FY 2019 budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost of employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual obligations for equipment and supplies ($20,129), contract services ($7,000), office supplies ($9,150), and telephone charges ($1,352), offset by a decrease in internal services ($30,000) and adjustments to the annual expense for maintenance and replacement of County vehicles ($457).
- ↑ County revenue increases from County departments due to an increase in photocopier leases and printing services ($47,412).
- ↑ Outside revenue increases to align with FY 2017 outside revenue actuals ($20,000).
- ↓ The General Fund Transfer, which supports the mail operation, decreases due to a decrease in eligible personnel expenses ($7,263).

PROGRAM FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	% Change '18 to '19
Personnel	$691,289	$736,624	$763,654	4%
Non-Personnel	1,661,741	1,732,661	1,739,835	-
Total Expenditures	2,353,030	2,469,285	2,503,489	1%
County Revenue	2,248,859	2,167,588	2,215,000	2%
Outside Revenue	90,772	70,000	90,000	29%
General Fund Transfer	241,769	249,600	242,337	-3%
Total Revenues	2,581,400	2,487,188	2,547,337	2%
Change in Fund Balance	$228,370	$17,903	$43,848	145%
Permanent FTEs	8.00	8.00	8.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	8.00	8.00	

PERFORMANCE MEASURES

Printing and Mail Services

Critical Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 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%

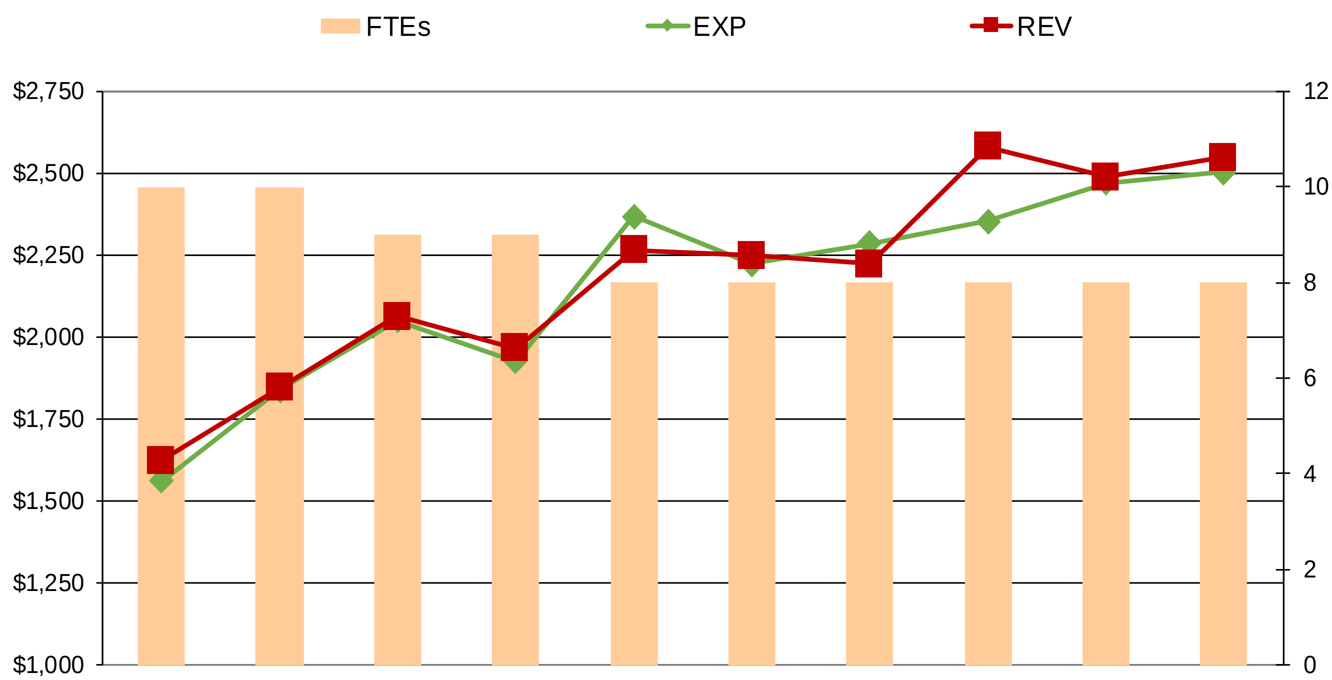
Supporting Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Customer satisfaction on assisted copies (scale 1-5)	4.90	4.90	4.90	4.90	4.90	4.90
Customer satisfaction on print orders (scale 1-5)	4.90	4.90	4.90	4.90	4.90	4.90

PRINTING FUND
FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
ADJUSTED BALANCE, JULY 1	$15,577	$30,561	$243,947	$111,850
REVENUE				
Intra-County	2,248,859	2,167,588	2,167,588	2,215,000
Outside Billings	90,772	70,000	70,000	90,000
Transfer in from General Fund	241,769	249,600	249,600	242,337
TOTAL REVENUE	2,581,400	2,487,188	2,487,188	2,547,337
TOTAL REVENUE & BALANCE	2,596,977	2,517,749	2,731,135	2,659,187
EXPENDITURES				
Printing Services & Mail Operations	2,353,030	2,469,285	2,619,285	2,503,489
TOTAL EXPENDITURES	2,353,030	2,469,285	2,619,285	2,503,489
BALANCE, JUNE 30	$243,947	$48,464	$111,850	$155,698

- Fund Balance is reserved for financing encumbrances and incomplete projects carried over from a previous fiscal year, unanticipated equipment replacement or major repairs, and revenue shortfalls and over expenditures.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Proposed Budget
EXP	$1,562	$1,839	$2,051	$1,926	$2,368	$2,224	$2,285	$2,353	$2,469	$2,503
REV	$1,623	$1,847	$2,064	$1,967	$2,266	$2,247	$2,222	$2,581	$2,487	$2,547
FTEs	10.00	10.00	9.00	9.00	8.00	8.00	8.00	8.00	8.00	8.00

Fiscal Year	Description	FTEs
FY 2010	▪ Non-personnel expenditures include non-discretionary contractual increases ($30,121).	
FY 2011	▪ Revenue decreases reflect an anticipated reduction in spending for printing services by County departments ($31,628), partially offset by an increase in work being performed for Arlington County Public Schools ($4,350). ▪ Non-personnel includes an increase for contractual obligations for equipment ($5,298).	
FY 2012	▪ Transferred a vacant position to the General Fund for support of the DES Safety Program. ▪ Non-personnel increased to reflect contractual obligations for equipment ($2,843), funding for assistance with special projects ($40,953), and replacement of County vehicles ($295). ▪ Revenue from County Departments for work by the Print Shop increased based on FY 2010 revenues and the FY 2011 re-estimate ($62,000). ▪ Transfer from the General Fund decreased due to elimination of the Print Shop subsidy ($52,278). The General Fund transfer will continue to support the mail operation.	(1.0)
FY 2013	▪ Increased funding for contractual obligations for equipment ($116,318). ▪ Decreased funding for consultant services ($40,953). ▪ Decreased funding for operating supplies ($10,158). ▪ Revenue from County Departments increased due to an increase in income from leased equipment used by departments throughout the County ($51,483). ▪ Transfer from the General Fund, which supports the mail operation, increased due to an increase in contractual obligations for equipment and software ($16,782). ▪ *One position was transferred to the Department of Technology Services (DTS) for records management related activities by the County Board at FY 2012 closeout.*	*(1.0)*
FY 2014	▪ Non-personnel increased for contractual obligations for equipment ($64,324). ▪ Revenue from County departments decreased due to loss in revenue from management of the archives since records management activities are now managed by DTS ($65,640). ▪ Revenue from leased equipment used by departments throughout the County increased ($21,041). ▪ Transfer from the General Fund, which supports the mail operation, increased ($23,650) due to an increase in contractual obligations for equipment, address verification, and smart mail software applications.	

Fiscal Year	Description	FTEs
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). ▪ 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 ($315,482) 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).	

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 (in previous years, master lease financing), bond financing and various other dedicated funding sources are the other primary sources of funding for the capital projects included in the biennial Capital Improvement Plan (CIP), found on the County's website. The major difference between the use of PAYG and financed dollars is the useful life of the asset being replaced. PAYG funds, funded from the County's local tax dollars, are the most flexible of fund sources, and are historically used to fund assets with a useful life of ten years or less. Financed dollars, whether short or long term, set a repayment schedule of the debt (debt service) based on the useful life of the asset. Short-term finance (three to ten years) is used mostly for replacement of technology and equipment and long-term finance (bond funds) is used for the County's large capital infrastructure investments (fifteen to twenty years). Detailed information concerning the County's bond financing is contained in the Debt Service section of the FY 2019 Budget.

PAYG and voter approved bond funding have historically been the primary sources of funding for the County's maintenance capital program. The County's long stated goal for the maintenance capital program is to "maintain what we have." Towards that goal, programs periodically conduct a condition assessment of their capital assets so that they can provide a sustainable plan that prioritizes their inventory of needs. Both the Parks and Facilities maintenance programs are due for an update to their condition assessment systems, so that the County has current information on the condition of major assets and needed investments. Maintenance capital projects are designed to protect assets from premature failure and are focused on replacement and renewal of existing infrastructure. They differ from operating maintenance activities in cost, size, nature, and frequency of maintenance activity.

The General Capital Projects categories include Local Parks and Recreation, Transportation Initiatives, Government Facilities, Information Technology Investments, Community Conservation, and Regional Partnerships.

MAINTENANCE CAPITAL

The purpose of Arlington's Maintenance Capital (MC) program is to ensure that existing capital assets throughout the County are maintained in a reliable and serviceable condition, and are periodically updated and renewed as necessary. The MC program serves to prolong the useful life of these investments, while minimizing the need for repeated asset repair emergencies. Although MC funds are not contingency funds, they provide versatility in allowing the County to respond to unforeseen emergencies.

This budget continues our focus on Maintenance Capital – particularly our existing investments in facilities and parks assets, paving and information technology. The County has improved its efforts in maintaining capital assets. Examples of the changes made to enhance these efforts are:

- Continue the use of a variety of funding sources to best match the type of maintenance capital needs in order to execute as many projects within an affordable budget.
- Bundling projects where appropriate to minimize service disruption and achieve cost efficiencies.
- Adding staff to help with both planning and execution of capital projects.

OVERVIEW OF FY 2019

The FY 2019 Proposed budget reduces ongoing funding to PAYG by $1,553,535. Total PAYG funding included in the FY 2019 Proposed budget is $5,544,983, comprised of $5,321,750 in ongoing annual funding and $223,233 in one-time funding.

PAYG dollars have traditionally been invested in routine items like maintenance capital, in order to conserve assets from premature failure by focusing on replacement and renewal of existing infrastructure. PAYG, though, has also funded non-routine projects like land acquisition and significant facility interior renovations. PAYG is a flexible funding source, and allows the County the ability to fund different initiatives that would not necessarily be appropriate from other capital fund sources. The Proposed PAYG budget reduction enables the County to continue funding routine maintenance projects, like paving, while transferring most costs for transportation capital maintenance and pedestrian projects to dedicated transportation funds. The availability of the dedicated funds provides another fund source that has not historically been used for maintenance of the County's transportation infrastructure to the extent being proposed in the FY 2019 budget.

The FY 2019 PAYG budget focuses on funding routine capital expenditures, including maintenance of:

- streets
- traffic signals
- street lights
- building components
- fields, playgrounds and, ball courts
- technology equipment and systems
- neighborhood conservation projects and,
- contributions to regional programs.

Other maintenance and multi-modal projects including ART bus rehabilitation and repairs, bus stop accessibility, and transportation systems and signals are funded using Northern Virginia Transportation Authority (NVTA) local funds. While this funding will help bridge the gap for FY2019 budget reductions, it will not be a sustainable funding source.

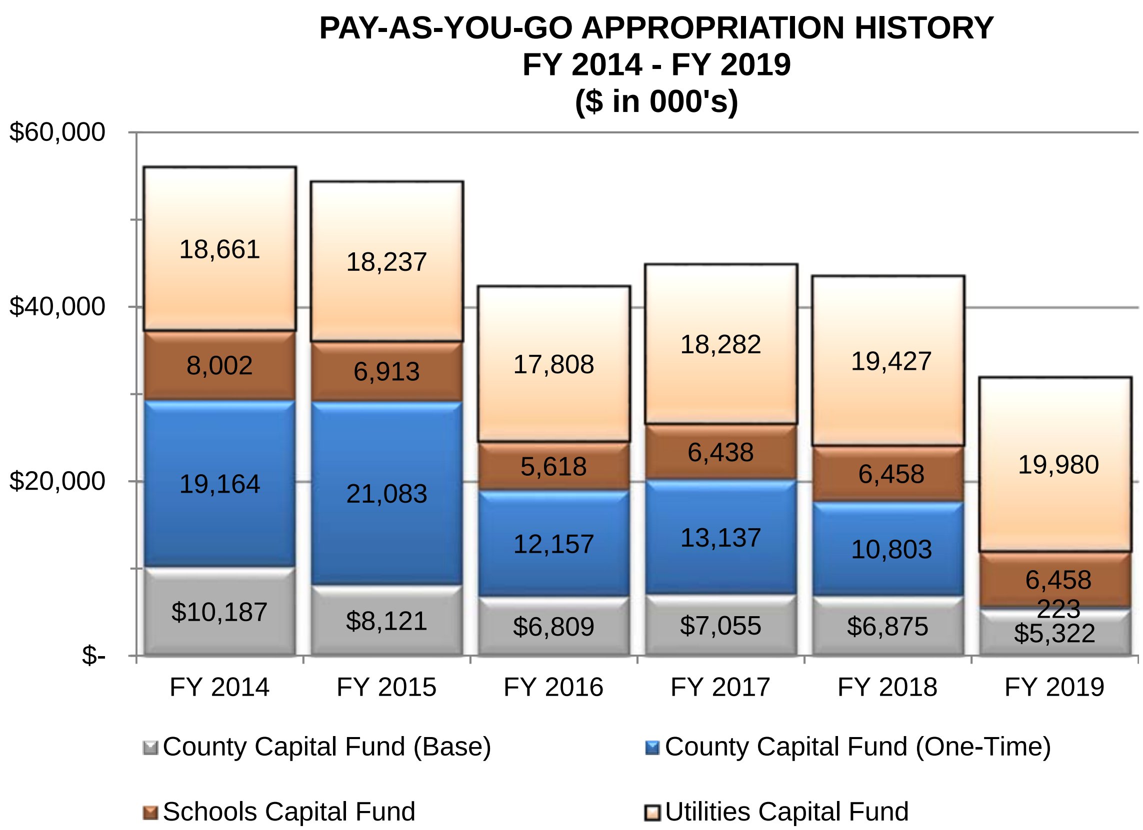
Currently, legislation has been proposed in the Virginia General Assembly that aims to provide approximately $154 million of dedicated funding for the Washington Metropolitan Area Transit Authority (WMATA). In one of the competing proposals, a portion of funding would divert existing NVTA local funds collected by Northern Virginia jurisdictions to WMATA. The impact to Arlington would potentially eliminate NVTA local funds available in FY 2019 for non-WMATA expenditures, and would severely reduce future revenues by approximately ninety percent over the next five years. Should this occur, the County will be required to re-prioritize its transportation program under this new reduced funding plan. This may result in the reduction, deferral, or cancellation of some projects, or require the use of debt financing to offset the loss of this revenue source. A final proposed WMATA funding plan will not be approved by the general assembly until after the County proposes the annual budget.

In addition to the FY 2019 ongoing funding in the Proposed budget, there is an additional $4.95 million in one-time PAYG and GO bond funding from FY 2017 year-end closeout that will be carried forward for FY 2019 projects. This funding includes $3.0 million in proceeds from borrowing (bond premium), generated by the spring 2017 bond sale, which is restricted in use to only capital projects, and previous years' project budget savings from both GO Bond and PAYG ($0.85 million).

County capital project descriptions, PAYG appropriation charts, and fund statements are included on the following pages. Because projects are often multi-year in nature, appropriations rather than actual expenditures are presented. Appropriations more accurately reflect the County Board's intent, priorities, decisions, and PAYG funding levels than actual expenditures. Fiscal impact is the net increase in annual operating costs associated with a capital funding decision. Capital funding decisions that expand or significantly change the nature and quality of an asset typically increase future operating budgets over the life of the asset. However, some capital funding decisions that replace current assets with efficient, low maintenance assets or extend the useful life of an asset can reduce future operating budgets.

In addition to the General Capital Projects Fund, there are PAYG investments in other funds and operations:

- The Utilities Fund FY 2019 proposed PAYG budget of $19.98 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 2019 PAYG budget is $6.5 million, which includes major maintenance and minor construction funding.



PAY-AS-YOU-GO APPROPRIATION HISTORY BY CATEGORY
($ in 000's)

PROGRAM CATEGORY	FY 2014	FY 2015	FY 2016	FY 2017	*Revised FY 2018	FY 2019
Regional Partnerships	$1,214	$1,287	$1,453	$1,364	$1,263	$1,263
Transportation & Pedestrian	5,041	9,757	3,431	7,334	3,089	2,362
Government Facilities	3,408	2,890	5,249	3,695	5,081	-
Parks and Recreation	5,211	4,090	1,639	2,880	1,185	1,201
Technology Investment (IT)	1,000	4,517	502	1,373	1,452	400
Community Conservation	500	500	500	500	1,000	-
Public Art	-	-	-	-	-	-
Land Acquisition	-	-	-	361	4,010	-
County-Schools Joint Use Projects	8,634	2,000	2,500	2,500	-	-
Capital Contingency / Admin	4,343	4,163	3,692	185	598	319
Previous Year Capital Carryover	67,522	89,082	108,005	95,738	109,804	
Total County Capital Fund	$96,873	$118,286	$126,971	$115,930	$127,482	$5,545
Schools Capital Fund	8,002	6,913	5,618	6,438	6,458	6,458
Utilities Capital Fund	18,661	18,237	17,808	18,282	19,427	19,980
Total Capital Fund	**$123,536**	**$143,436**	**$150,397**	**$140,650**	**$153,367**	**$31,983**

Numbers may not add due to rounding.

*One-time carryover funds for the FY2019 budget are included in the Revised FY2018 Budget

PAYG PROJECTS ($ in 000s)

PROGRAM CATEGORY	Base Funds	One-Time Funds	FY 2019 Proposed	FY 17 C/O Funds for FY 18 Projects	Total Funds
Transportation Maintenance Capital	$1,888	$223	$2,111	$140	$2,251
Facilities Maintenance Capital	-		-	$1,562	1,562
Parks Maintenance Capital	1,022	-	1,022	$100	1,122
Subtotal Maintenance Capital	2,910	223	3,133	1,802	4,935
Regional Partnerships	1,263	-	1,263	-	1,263
Neighborhood Conservation	-	-	-	500	500
Information Technology	400	-	400	1,282	1,682
Transportation Multi-Modal	251	-	251	119	370
Park Master Plans	-	-	-	-	-
**Synthetic Turf	179	-	179	1,871	2,050
Facilities Design and Construction	-	-	-	855	855
Land Acquisition	-	-	-	-	-
Capital Contingent	319	-	319	-	319
Subtotal Other Capital	2,412	-	2,412	4,627	7,039
Total Projects	**$5,322**	**$223**	**$5,545**	**$6,429**	**$11,974**

* Numbers may not add due to rounding.

**Synthetic turf carryover funds do not include Crystal City TIF funds or Partnership cost-sharing funds

Regional Partnerships **$1,263,218**

Arlington annually contributes capital funding to several regional organizations that provide beneficial services to Arlington residents and visitors.

- Fiscal Impact - The Regional Partnerships program represents the County's annual contributions to support the capital efforts of regional programs. The County also contributes operating costs to the regional partnership programs detailed in the Regional's narrative. The County's share is based on each regional program's allocation formula.

- **Northern Virginia Regional Park Authority** **$591,229**

  The Northern Virginia Regional Park Authority (NVRPA) is a multi-jurisdictional agency comprised of Arlington County, Fairfax County, Loudoun County, and the Cities of Alexandria, Falls Church, and Fairfax. The Park Authority owns and operates over 10,000 acres of parklands with 21 major parks, including Potomac Overlook, Upton Hill and the W&OD Regional Parks in Arlington. The FY 2019 budget is based on a rate of $2.57 per capita.

- **Northern Virginia Community College** **$532,555**

  This funding represents the County's ongoing capital contribution to the Northern Virginia Community College (NVCC) program for land acquisition and site development of all campuses. Arlington is one of nine jurisdictions that share costs associated with NVCC's capital program. The FY 2019 budget is based on a $2.25 allocation for each person living in Arlington.

- **Northern Virginia Criminal Justice Academy** **$139,434**

  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 2019 budget reflects Arlington's contribution towards the annual debt payments of the EVOC.

Transportation – Maintenance Capital ($2.251M PAYG, $.209M GO Bonds) $2,460,000

The Transportation Maintenance Capital program maintains transportation infrastructure by repaving streets, maintaining pedestrian and vehicular bridges, maintaining signals and signal infrastructure, replacing bus shelters, etc.

- **Intelligent Transportation System (ITS) Device Replacement (PAYG)** **$140,000**

  Based on the recently completed Intelligent Transportation System (ITS) fiber network for communications, the expansion of ITS components such as count stations, battery backup, and camera detection has provided the opportunity for remote monitoring and troubleshooting. 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 an on-call contractor support to maintain ITS equipment in order to meet reliability and performance expectations. Funding this program will allow the County a flexibility to maintain a highly reliable and functional portfolio of ITS devices.

- **Paving Program ($1.376M PAYG & $.209M GO Bonds)** **$1,585,000**

  The County currently maintains 1,051 lane miles by a combination of resurfacing, rebuilding and slurry seal maintenance. The type of maintenance for a particular street is based on the annual Pavement Condition Index (PCI) and the type of street (arterial, collector, neighborhood). 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.

- **Street Lighting Management Plan (PAYG)** **$535,000**

  The County is currently developing a management plan for the Street Lighting program that will maintain streetlight consistency over time. The FY 2019 funding will further continue this planning effort. The plan will also define maintenance plans, including the investment needed for capital improvements. In addition, the plan will further develop the Street Light Planning and Policy Guidelines ($95,000).

  The County receives approximately 14 repair service calls per day, which range from bulb changes to more complicated work such as knocked-down pole repair and underground conductor repair. This program funding will be used for repairing streetlight issues, fixing knockdown poles, upgrading/fixing underground streetlight conduit infrastructure ($440,000).

- **Trail Lighting (PAYG)** **$200,000**

  In FY 2018, County leadership decided to have all the trail related lighting to be maintained by the Department of Environmental Services (DES). As a part of this effort, DES will be responsible for repairing and maintaining approximately 350 trail lights covering approximately ten miles of trails. DES is responsible for minor efforts 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, including but not limited to underground conductor issues, work involving structural analysis of bridges or retaining walls, and fixture replacements will be carried out by Department of Parks and Recreation (DPR) under the Trail Modernization Program. As the DES consultant completes the study of trail light infrastructure, a list will be created to identify locations where minor repairs (under DES's responsibility) are warranted for smooth operation of existing trail lights.

Transportation Multi-Modal Programs ($.370M PAYG, $.191M GO Bonds) $561,000

- **Bicycle & Pedestrian Automated Counting Technology (PAYG) $90,000**
  As part of its network of bicycle and pedestrian facilities, Arlington County has a robust system of continuous, automated, permanent bicycle and pedestrian counters. These funds are for the maintenance and repair of the County's 38 existing counters, as well as the purchase of some new counters. Count data helps guide management, investment, and maintenance to strengthen active transportation. The more than eight-year record of active transportation data is useful for project-specific planning and forecasting, and pay dividends as a resource for further research and study.

  The data is included in the DOT annual performance measures report, and is available on line as part of the Manager's open data initiative at: http://counters.bikearlington.com/

- **Parking Meters (GO Bonds) $111,000**
  This program enables the County to modernize and maintain its parking-meter equipment. This program will replace both multi-space and modern single-space meters as they reach the end of their useful operating life. This reduces the likelihood of meter failures, thereby improving customer satisfaction, preserving revenue, and reducing operating maintenance costs.

- **Parking Technology (PAYG) $200,000**
  This project will support the upgrade of the residential permit parking program's (RPPP) administration software, replacing an aging database system with one that is easier to administer, and which will come with access to third-party support. In FY 2020, this program will support the elimination of paper permits and passes and the need for an annual "crunch period" when all permits are renewed.

- **Transportation Asset Mgt. – Traffic Data Mgt. & Integration (PAYG) $80,000**
  This program will help the County to develop a central traffic database that can house both historic and recent traffic data, including volume counts, speed, collision, and occupancy. The central traffic data will have the following capabilities: open data accessibility to staff and public; integration with MS2 Software; integration with County's ArcGIS Server; 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.

- **Transportation Asset Mgt. – Asset Management (GO Bonds) $30,000**
  This program will establish and maintain a real-time transportation asset management system for the County. The project includes implementing Cartegraph as the asset management platform, collecting existing traffic control assets data, establishing an inventory control system through an inventory management system, and connecting the work order system with asset and warehouse inventory so that the assets are closely tracked and managed. The program also includes asset condition studies, which includes but is not limited to a comparison between visual parking signs and Manual on Uniform Traffic Control Devices (MUTCD) parking signs and a study of the effectiveness of signs based on various factors.

- **Transportation Asset Mgt. – Warehouse & Inventory Mgt. (GO Bonds) $50,000**

  This project funds an initiative to provide a dedicated area to safely store streetlights, traffic signals, parking meters, and traffic signage equipment at 4300 S. Taylor St. Having a dedicated storage area will mitigate safety hazards caused by storing equipment on parking lots due to the shortage of warehouse space at the Trades Center. The project includes, but is not limited to, design, environmental permits, construction, fencing, and shedding work.

Facilities Maintenance Program (PAYG) $1,562,000

This program plans for adequate maintenance of facilities through their cycle, periodic refreshment, and eventual replacement of obsolete facilities at the appropriate points in the life cycle.

- **Facilities Management Maintenance Capital (PAYG) $1,052,000**

  The FY 2019 Facilities Maintenance Capital Program funds will be used to address maintenance items identified in facility condition assessment studies and staff reports. The Facilities Management Bureau (FMB) maintains over 84 facilities totaling more than 2,400,000 square feet valued at over $750 million. Projects will include façade cleaning of the Justice Center; the replacement of the HVAC system, interior lighting and the building automation system (BAS) at the Aurora Hills Library and Community Center; and the replacement of fire alarm systems at the Residential Program Center and the Arlington Arts Center. Additional maintenance capital projects will be funded with new GO bonds as part of the upcoming Capital Improvement Plan FY 2019 – FY 2028 formulation.

- **Furniture, Fixtures & Equipment (PAYG) $210,000**

  The FY 2019 Maintenance Capital funds for the Furniture, Fixtures, and Equipment (FF&E) program will be used to address FF&E items that are in need of a refresh. In making specific project recommendations, staff considers many factors, including conditions highlighted in the facility condition assessments, and "bundles" items to enable contracting efficiency, minimize impact to the users of the space, and yield an overall positive result and appearance. The FF&E program provides furnishings to over 95 County facilities, including shared spaces within Arlington County Public Schools (APS) and Arlington Economic Development (AED) facilities. FY 2019 funds will be used to provide approximately 200 new chairs and countywide interior upgrades.

- **Critical Systems Infrastructure (CSI) (PAYG) $300,000**

  There are several facilities throughout the County that are essential to the operations of Public Safety and First Responders. The intent of the CSI program is to centralize the monitoring and maintenance of the building systems for these 24/7/365 mission critical facilities. The FY 2019 funding will be used to replace two Uninterruptable Power Systems (UPS) in one of our critical facilities. Additional CSI projects will be funded with new GO bonds as part of the upcoming Capital Improvement Plan FY 2019 – FY 2028 formulation.

Facilities Design & Construction Program ($.855M PAYG, $.100M GO Bonds) $955,000

The Facilities Construction program provides facilities for both existing and evolving services and programs, and encompasses both significant modernization and planned replacement of facilities, based upon facility life cycles and changing program demands and services. This program is carefully integrated with the Facilities Maintenance Capital program in planning for periodic renovations and eventual replacement of obsolete facilities at the appropriate points in the life cycle.

- **Master Planning & Feasibility Studies ($0.355M PAYG, $0.10M GO Bonds) $455,000**

  Facility master planning provides an integrated approach that addresses short, intermediate, and long-term future needs for County facilities. Planning proceeds in phases, and balances short-term deficiencies with long range objectives for space management and efficiencies, often with emphasis on a particular site, or a certain subgroup of facilities. Projects for FY 2019 include site development for 26th and Old Dominion ($45,000, PAYG), feasibility studies ($250,000, PAYG), partial funding for Trades Center Master Plan ($100,000, GO Bonds) and Fire Station #10 project management charges ($60,000 PAYG).

- **ADA Remediation (PAYG) $500,000**
  In FY 2013, the County completed a comprehensive accessibility assessment of 54 facilities to identify facility deficiencies for persons with physical disabilities. This program is to remediate the identified issues in existing facilities. FY 2019 funding will address accessibility deficiencies in Gunston Community Center.

Parks Maintenance Capital Program (PAYG) $1,122,000

Arlington County currently maintains an extensive inventory of park and recreation assets on over 900 acres of parkland, including playgrounds, athletic fields, athletic courts, field and court lighting, picnic shelters, comfort stations, site furnishings, parking lots, park trails and other assets. The Parks Maintenance Capital Program provides capital funding to maintain these valuable assets by proactively replacing inefficient and outmoded infrastructure and preventing premature failure. Additional maintenance capital projects will be funded with new GO bonds as part of the upcoming Capital Improvement Plan FY 2019 – FY 2028 formulation.

- **Gunston Park (PAYG) $505,000**
  This funding is for the design and construction for replacement of grass community field. This project is funded from FY 2019 new PAYG funds ($405,000) as well as Parks program contingency funds ($100,000).

- **Westover Park (PAYG) $62,000**
  This funding is for design and construction for renovation of a grass community field.

- **Capital Asset Manager (PAYG) $155,000**
  This funding is for the staff position that manages the Parks Maintenance Capital Program.

- **Parks Field Fund (PAYG) $250,000**
  The 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 ($180,000). The fees are targeted towards conversion of one existing grass turf field to synthetic turf in FY 2019 as identified in the FY 2017–FY 2026 CIP and above. The fees assessed on diamond fields ($70,000) are to be used each year for specific diamond field enhancements, such as improved irrigation, batting cages, or accelerated sod replacement.

- **Feasibility Studies (PAYG) $150,000**
  Master plan funds that provide the ability to conduct timely and relevant analysis as opportunities and needs arise.

Synthetic Turf Program ($2.0M PAYG, $1.3M CCTIF, $0.49M Partnership) $3,881,150

The synthetic turf program is largely focused on replacement of existing synthetic turf fields that are approaching the end of their useful life, combined with four new field locations over the next ten-year period. Funding for the FY 2019 program is from various sources in order to accommodate the program needs within the constraints of the reduced FY 2019 PAYG budget. The sources include new PAYG ($179,000), the Crystal City TIF ($1,334,771), the Parks synthetic turf program contingency

(PAYG balances) ($810,000), field fund balances (PAYG balances) ($1,061,000) and partnership cost sharing ($496,379).

- **Long Bridge Synthetic Field #4 (Crystal City TIF) $838,392**
  Design and construction for replacement of the synthetic turf and site amenities. The field replacement will be funded from the Crystal City TIF funds. The field is within the boundaries of the Crystal City TIF and the scope of work is within the definition of the use of funds. The use of the Crystal City TIF funds for this project are shown in that section of the budget document.

- **Long Bridge Synthetic Field #1 ($.496M CC TIF, $.496M Marymount) $992,758**
  Design and construction for replacement of the synthetic turf and site amenities. The field replacement will be funded from the Crystal City TIF funds and a cost-share with Marymount University (50-50). The field is within the boundaries of the Crystal City TIF and the scope of work is within the definition of the use of funds. The use of the Crystal City TIF funds for this project are shown in that section of the budget document. In addition, the cost-share contribution from Marymount is not included in the front section's fund schedule for Parks since the funds will be received over a period of time.

- **New Field – Location TBD (PAYG) $2,050,000**
  Design and construction of a new field in a location to be determined as part of the ongoing Parks Open Spaces Master Plan process. The project is being funded with new PAYG ($179,000), Parks synthetic turf program contingencies ($810,000), and the field fund ($1,061,000).

Information Technology $1,682,134

The majority of equipment, systems and information technology (IT) projects will be funded under a short-term financing program. This financing mechanism will enable the County to acquire equipment, rolling stock, technology and systems that have useful lives ranging from three to ten years. These projects can be found under the short-term financing section of the budget.

Pay-As-You-Go (PAYG) funds are more flexible and can also be used to pay for equipment. The decision to use either short-term financing, revenue bonds or PAYG to pay for equipment depends on the type of equipment, affordability, and whether or not there are dedicated funding sources and timing of when the equipment needs to be purchased.

- **Network Equipment Refresh (PAYG) $491,000**
  FY19 funds provide for continuous refreshment of County network equipment as it reaches end of life and/or requires enterprise-level feature enhancements and upgrades. This funding is in addition to short-term financing funds.

- **Teleworking/Mobility (PAYG) $261,134**
  The refreshment of this hardware is necessary to support connections for remote workers to connect to County applications and network drives and enables teleworking. The support for existing equipment expires in the second quarter of FY 2019.
- **Security (PAYG) $265,000**
  With these FY 2019 funds, information security will be expanded by implementing a more robust mail filtering system that will catch more spam and malware and reduce the chances of a ransomware attack. An estimated 80% of the threats received from email would be captured by this tool.

- **DHS Housing Choice Voucher Payment System (PAYG)** **$100,000**

  FY 2019 funds will be used in migrating the Housing Choice Voucher (HCV) computer system to a new product as the vendor is sunsetting the current system by January 2019. The new system will manage all business functions needed in the administration of HCV programs including: client waiting list, eligibility determination, subsidy calculation, payments, financial reconciliation with County financial system, and be compliant with all HUD regulations and mandates.

- **DHS Local Housing and Benefits Software System (PAYG)** **$315,000**

  This new system will manage all business functions needed in the administration of Local Housing and Assistance Programs including: client's eligibility determination, benefit calculation, payments, financial reconciliation with County financial system, and reporting. Previously, these local programs were handled within the Housing Choice Voucher (HCV) system through a special configuration. The HCV system will no longer be viable beginning in January 2019. This project will continue the administration of rental housing subsidies to approximately 1,500 Arlington households, meeting County's eligibility requirements for local rental assistance and emergency financial assistance.

- **Electronic Summons System (PAYG)** **$150,000**

  Effective in FY 2015, the County began assessment of a $5.00 fee as part of the costs in each criminal or traffic case in the district or circuit courts for the use of purchasing 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. Once the citation is complete, the transaction data is sent electronically to the court's case management systems, allowing violators to prepay their fines promptly and aid the courts in managing their dockets while tracking their caseloads. The costs of the system include peripheral equipment such as handheld devices, portable printers, driver's license scanners, and barcode readers, as well as the maintenance required for the system. The FY 2019 PAYG budget reflects the projected annual revenue from the fees.

- **CAFR Software (PAYG)** **$100,000**

  Preparation of the County's Comprehensive Annual Financial Report (CAFR) requires financial data from multiple modules in various formats within the County's financial system. This new financial reporting software will be used to automate the preparation of the County's CAFR schedules and reports, thereby reducing personnel time spent and compounding resource utilization. Improved oversight of County-wide financial reporting and financial transactions will facilitate strong internal controls and reduce audit risks. Further, the system will provide quicker access and visibility into transactional data through a drill down capability, creation and monitoring of performance metrics, timely reconciliations and enhancement of standard, custom and FSG reports used for monthly, quarterly and annual reporting and compliance needs across the County. The system's dashboard functionality will increase transparency for better financial management, proactive oversight and financial cost control.

Neighborhood Conservation (PAYG) **$500,000**

The Neighborhood Conservation (NC) Program funds public improvements in neighborhoods throughout the County for which the County Board has accepted Neighborhood Conservation Plans developed by civic associations. Projects include installation of curb, gutter, sidewalk, street lights, neighborhood signs, and landscape restoration, including tree installation; storm drainage improvements, including bio-retention basins; park enhancements and renovations; and reconfiguration of streets and intersections to address traffic management and increase pedestrian safety. Typically, the County funds the NC program through PAYG every year as well as bonds considered by voters every two years.

Capital Contingent (PAYG) **$319,000**

The FY 2019 proposed budget continues funding for administrative support of capital projects tracking and reporting in the Department of Management and Finance ($130K). This was added in the FY 2015 adopted budget as one-time funding. Remaining balances ($189K) are contingency funds for unplanned or unforeseen issues.

GENERAL CAPITAL PROJECTS FUND

FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
ADJUSTED BALANCE, JULY 1	**$ 87,907,183**	**$ 54,907,183**	**$ 102,616,769**	**$ 67,616,769**
REVENUES:				
Commonwealth of Virginia	996,057	-	-	-
Federal Government	871,158			
City of Falls Church	-	-	-	-
Charges for Services	690,849	-	-	-
Miscellaneous Revenue	7,146,831	-	-	-
Proceeds from Lease Purchase	9,530,658	-	-	-
Proceeds for bond premium	17,686,387			
TOTAL REVENUE	36,921,940	-	-	-
Transfers In (Out):	(2,500,000)			
Transfers In	20,213,499	13,570,178	13,570,178	5,544,983
TOTAL TRANSFERS IN (OUT)	17,713,499	13,570,178	13,570,178	5,544,983
TOTAL BALANCE, REVENUES AND TRANSFERS IN	142,542,622	68,477,361	116,186,947	73,161,752
EXPENDITURES:				
Capital Projects - Current Year	39,925,853	13,570,178	13,570,178	5,544,983
Capital Projects - Carry-Over		35,000,000	35,000,000	35,000,000
TOTAL CAPITAL EXPENDITURES	39,925,853	48,570,178	48,570,178	40,544,983
BALANCE, JUNE 30	**$ 102,616,769**	**$ 19,907,183**	**$ 67,616,769**	**$ 32,616,769**

Most capital projects span multiple years, from design to construction completion. The FY 2017 Actual and FY 2018 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 2019 proposed budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are staffs' best estimates based on preliminary plans and design and construction schedules.

Transportation Maintenance Capital				
Paving	The inventory of streets is broken down 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 74. The County uses a variety of maintenance strategies to maintain streets as detailed below.			
Program	**Description**	**PAYG**	**GO Bond Balances**	**2018 GO Bond Referenda**
Hot Mix Overlay	Paving has been increased to over 75 lane miles annually. This includes about three lane miles of streets without curb and gutter (five percent of funding).	476,000	209,000	9,900,000
Slurry Seal	Slurry Seal extends the life of pavement on Residential Streets at a much lower per square yard cost. Program is based on approximately 40 lane miles being slurry sealed annually.	400,000		
Microsurfacing	Microsurfacing extends the life of pavement for Arterial Streets at a lower per square yard cost. Program is based on approximately 10 lane miles being microsurfaced annually.	500,000		
Re-Building of Streets	Re-builds include partial and total excavations of blocks to re-build the base and sub-base of roadways where significant roadway failure has occurred. Since 2008, an innovative process to stabilize soil with cement has reduced re-build costs by around 50 percent.			750,000
Subtotal Paving Program Only **Funding includes PAYG ($1.38M) and *GO Bonds ($10.85M)**		$1,376,000	$209,000	$10,650,000
Other Transportation Maintenance Capital	Includes ITS Device Replacement, Street Lighting, and Trail Lighting.	875,000		
Multi-Modal	Includes bicycle and pedestrian projects, parking meters, parking technology and the transportation asset management program.	370,000	191,000	
GO Bonds are assumed from the upcoming 2018 GO Bond Referenda **Total (PAYG $2.6M; Bonds $11.05M)**		**$2,621,000**	**$400,000**	**$10,650,000**

*Note: In addition to the FY 2019 PAYG funds the paving program will be funded with new GO bonds as part of the upcoming Capital Improvement Plan FY 2019 – FY 2028 formulation. GO bond funds in the amount of $400,000 from program project balances have also been reallocated to the transportation program.

Facilities Maintenance Capital Program FY 2019 Project List	
Project Name - Description	**Total**
1. **Justice Center Facade Cleaning** - Power wash the Detention and Court Police Facade.	$247,000
2. **Aurora Hills Library and Community Center -** total roof replacement; HVAC replacement; installation of building automation system (BAS) and lighting replacement.	$705,000
3. **Software/System Upgrades** - Replace Fire Alarm systems at the Residential Program Center and Arlington Arts Center and upgrade access control panels	$100,000
4. **Critical Systems Infrastructure –** Replace uninterruptable power systems (UPSs) in County network operating center (NOC)	$300,000
Total PAYG	**$1,352,000**

Facilities Design and Construction, FF&E Program FY 2019 PAYG Project List	
Project Name - Description	**Total**
1. **Chair Replacement** - Systematic annual chair replacement program to replace task chairs throughout County facilities. Existing chairs ten years or older will be replaced, supportive of the industry standard for life span - allowing for the replacement of approx. 200 chairs per year. This year would start the third year out of an eleven-year program.	$110,000
2. **Interior Maintenance Capital Improvement** - Systematic capital maintenance program that allows for the annual interior refurbishment of flooring, wallpaper, painting and signage. Facility revitalization has been deferred over the past decade due to the lack of departmental funding sources. This program would enable the facilities to be upgraded through a systematic ranking of needs based on yearly assessments of our 90+ buildings by internal staff.	$100,000
Total PAYG	**$210,000**

Facilities Design and Construction Program FY 2019 PAYG Project List			
Project Name - Description	**PAYG**	**GO Bond Balances**	**Total**
1. **ADA Remediation** - In FY13, the County completed a comprehensive assessment of 54 facilities to determine any deficiencies in access for persons with physical disabilities in it. This program is to remediate existing facilities.	$500,000		$500,000
2. **Facility Master Planning and Feasibility Studies** - Facility master planning provides an integrated approach that addresses short, intermediate, and long-term needs for County facilities. This funding is for staff charges for the developer funded project at Fire Station#10 ($60,000), site development at 26th and Old Dominion ($45,000), Feasibility Studies ($250,000), and partial funding for the Trades Center Master Plan ($100,000).	$355,000	$100,000	$455,000
Totals	**$855,000**	**$100,000**	**$955,000**

Note: Previous year GO bond balances in the amount of $100,000 have been reallocated to the Facilities program

Parks Maintenance Capital Program FY 2019 Project List			
Project Name - Description	**PAYG**	**Program Contingency**	**Total**
1. Gunston Park – Design and construction. The project is for replacement of the grass community field.	$405,000	$100,000	$505,000
2. Westover Park – Design and construction. The project is for replacement of the grass community field.	$62,000		$62,000
3. Capital Asset Manager – Staff resources to manage the capital asset program.	$155,000		$155,000
4. Field Fund Program – The fees assessed for rectangular fields are to support replacement and construction of synthetic turf fields in the County (annual estimate of $180,000). The fees assessed on diamond fields (annual estimate of $70,000) are to be used for specific diamond field enhancements, such as improved irrigation, batting cages, or accelerated sod replacement.	$250,000		$250,000
5. Feasibility Studies – These funds will provide the ability to conduct timely and relevant analysis and studies as opportunities arise. The program is meant for new planning initiatives that are outside current CIP projects. Examples are potential planning and analysis needs for parks and sites associated with site plan proposals, Arlington Public Schools proposals, affordable housing proposals, or land acquisition opportunities.	$150,000		$150,000
Totals	**$1,022,000**	**$100,000**	**$1,122,000**

Parks Synthetic Turf Program FY 2019 PAYG Project List						
Project Name - Description	**PAYG**	**Synthetic Turf Program Contingency**	**Cost Share**	**Field Fund**	**CC TIF**	**Total**
1. Long Bridge – Design and construction of synthetic turf, infill and subbase repair for field #4.					$838,392	$838,392
2. Long Bridge – Design and construction of synthetic turf, infill, subbase repair and shade structures for field #1. There is a 50/50 cost share with Marymount University for this field.			$496,379		$496,379	$992,758
3. New Field – Design and construction for new synthetic turf location, to be determined through the Public Spaces Master Plan update process. Project includes new subbase, synthetic turf, infill, site amenities (depends on site) and potentially lighting (depends on site).	$179,000	$810,000		$1,061,000		$2,050,000
Totals	$179,000	$810,000	$496,379	$1,061,000	$1,334,771	**$3,881,150**

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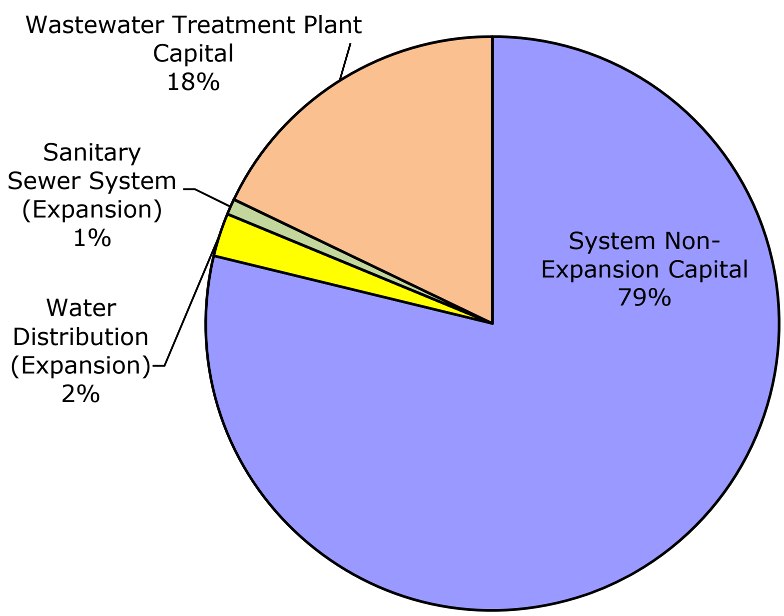
Our Mission: To provide and maintain a water distribution system, a sewage collection system, and a wastewater treatment plant

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 2019 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 2019 PROPOSED PAYG BUDGET SUMMARY

PROGRAM CATEGORY	AMOUNT
UTILITIES	
Wastewater Treatment Plant Capital	$3,574,000
System Non-Expansion Capital	15,744,500
Water Distribution System Improvements (Expansion)	487,000
Sanitary Sewer System Improvements (Expansion)	174,000
Total Project Cost	19,979,500
Less: Infrastructure Availability Fees & Other Revenue	5,954,200
Net Utilities Funds Support	**$14,025,300**

Note: Other revenue includes non-expansion Interjurisdictional revenue of $655,000 and a second installment reimbursement for the refuse and recycling share of the Utility Billing system ($199,200).

FY 2019 PROPOSED UTILITIES BUDGET

Wastewater Treatment Plant Improvements (Non-Expansion) $3,574,000

- **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).
- **Technology Enhancements.** This program provides funding for the Plant's Process Control System (PCS) and other networked cyber/ security related initiatives. Several discreet projects have been identified as part of this program ($749,000).
- **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 ($100,000).
- **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 ($725,000).

System Non-Expansion Capital **$15,744,500**

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. Fees charged to new users who increase demands on the system are an additional funding source for these projects. The following projects and programs are planned to replace and rehabilitate the County's water distribution and sewage collection system, and to pay for the County's share of planned capital improvements at the Washington Aqueduct.

- Water main replacement program ($4,000,000)
- Non-expansion inflow and infiltration sanitary sewer capital repairs and replacements ($3,000,000)
- Water main cleaning and re-lining projects ($1,800,000)
- Sewer main replacement program ($850,000)
- Water/sewer frames & covers ($750,000)
- Manhole rehabilitation ($500,000)
- Large diameter sewer rehabilitation/replacement ($500,000)
- Technology enhancements ($250,000)
- Small diameter valve rehabilitation & replacement ($250,000)
- Large meter vault rehabilitation & replacement ($200,000)
- Large diameter water main rehabilitation/replacement ($177,000)
- Water Control Center improvements ($575,000) at the Trades Center are necessary to replace the roof, HVAC system, emergency generator roll-up connection, and make ADA upgrades to the restroom facility.
- Capital improvements at the Washington Aqueduct ($2,892,500), 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) **$487,000**

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 distributions system.

- Improvements for development ($487,000)

Sanitary Sewer System Improvements **$174,000**

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 ($174,000)

TOTAL UTILITIES BUDGET **$19,979,500**

UTILITIES CAPITAL PROJECTS FUND
FUND STATEMENT

	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 RE-ESTIMATE	FY 2019 PROPOSED
ADJUSTED BALANCE, JULY 1	**$54,088,359**	**$54,688,359**	**$50,415,504**	**$49,143,044**
REVENUES:				
Infrastructure Availability Fees	4,822,363	5,000,000	4,500,000	5,000,000
Sewage Treatment Service Charges	464,789	555,900	555,900	655,000
Interest	204,007	100,000	100,000	100,000
Misc. Revenue	68,745	-	-	-
TOTAL REVENUE	5,559,904	5,655,900	5,155,900	5,755,000
Transfers In (Out):				
Transfer in from General Fund	400,000	199,200	199,200	199,200
Transfer In from Utilities Operating Fund	13,910,500	13,571,640	16,571,640	14,025,300
TOTAL TRANSFERS IN	14,310,500	13,770,840	16,770,840	14,224,500
TOTAL BALANCE, REVENUES AND TRANSFERS IN	73,958,763	74,115,099	72,342,244	69,122,544
EXPENDITURES:				
Capital Projects - Current Year	18,281,500	19,426,740	19,426,740	19,979,500
Capital Projects - Carry-Over	5,261,759	3,772,460	3,772,460	6,000,000
TOTAL CAPITAL EXPENDITURES:	23,543,259	23,199,200	23,199,200	25,979,500
BALANCE, JUNE 30	**$50,415,504**	**$50,915,899**	**$49,143,044**	**$43,143,044**

Most capital projects span multiple years, from design to construction completion. The FY 2017 Actual and FY 2018 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 2019 proposed budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are staffs' best estimates based on preliminary plans and design and construction schedules.

In the past, the County has used master lease financing to acquire equipment, rolling stock, furniture, and technology purchases that have useful lives ranging from three to ten years. This type of financing is very flexible, allowing the County to finance projects with minimal transaction costs and on an "as needed" basis over the term of the master lease. However, due to changing market conditions, the County is exploring other short-term financing options for items that it had previously funded through master lease. Because of the shorter maturities of these financial products, interest rates are typically lower than rates available for long-term bonds. The projects discussed below are recommended to be financed through short-term financing with related debt service costs funded through the General Fund Non-Departmental budget or charge backs from the Auto Fund, as appropriate.

FY 2019 Short-Term Financing Project Costs ($ in 000's)

	Short-Term Financing	PAYG	Total Funding
Endpoint Replacement	$1,985		$1,985
Network Equipment Refresh	1,500	491	1,991
Data Storage	500		500
Subtotal Enterprise Technology and Equipment	**$3,985**	**$491**	**$4,476**
Fire Station Alerting System	1,110		1,110
Fire Breathing Apparatuses	3,298		3,298
ECC Radio System - Circuit to IP Simulcast Conversion	715		715
Subtotal Public Safety	**$5,123**	-	**$5,123**
General Fund: Program Costs	**$9,108**	**$491**	**$9,599**
TOTAL Project Costs	**$9,108**	**$491**	**$9,599**

The FY 2019 list of projects will replace aged and critical technology infrastructure and public safety equipment. The FY 2019 debt service budget of $7.9 million in the General Fund Non-Department budget for short-term financing is a three percent increase from the FY 2018 adopted level. Various public safety equipment, previously funded through one-time federal and state grants and other sources, have reached their end of life and must be refreshed. This annual debt service budget level will cover the financing costs (principal and interest) of the General Fund's base program projects listed in the table above and continue to cover debt service costs of capital projects previously approved.

Endpoint Replacement **$1,985,000**

Most end user computing devices in the County currently operate on Windows 7. In January 2020, manufactuer support for this operating system will terminate, and any devices still running it will stop receiving critical security patches. Thus, all County devices must be upgraded to Windows 10 before this date. These funds will be used to replace over 960 devices and upgrade over 1,200 devices.

Network Equipment Refresh **$1,500,000**

These funds will be used to replace network switches and routers which are still being used past their useful life.

Data Storage **$500,000**

These funds will be used to replace servers and other storage hardware that have reached the end of their useful life.

Fire Station Alerting System **$1,110,000**

These funds will be used to upgrade and standardize station alerting, replacing the County's current twelve-year-old technology. The alerting system reduces response time for firefighters and paramedics, reducing the chance of flashover and increasing the chances of patient survival.

Fire Breathing Apparatuses **$3,298,000**

These funds will be used to replace Self Contained Breathing Apparatuses (SCBA), which are devices that provide clean air to firefighters in hazardous conditions. The County's current SCBAs were purchased in September 2008 and will no longer be covered under the manufacturer's ten-year warranty as of September 2018. In addition, Arlington, Fairfax and Alexandria have jointly decided to move towards superior SCBAs with a starting pressure of 5500 psi, phasing out the region's current 4500 psi models. Arlington County frequently operates in mutual aid calls with these neighboring jurisdictions, and using the same SCBA model is essential to ensuring the safety of every firefighter on the scene in an emergency situation. A consistent SCBA allows for buddy breathing between jursidictions and guarantees that firefighters from all jurisdictions are familiar with the operations of every SCBA available at an emergency event.

ECC Radio System – Circuit to IP Simulcast Conversion **$715,000**

The existing emergency communication radio system network operates using circuit-based connectivity between remote sites within the system. Building more advanced features into this radio system will require first converting it to Internet Protocol (IP) based connectivity. These funds will convert all remote sites to the IP based connectivity and replace all relevant hardware and fiber.

GLOSSARY

ACVS	Arlington Convention and Visitors Service
ACA	Affordable Care Act
ADA	Americans with Disabilities Act
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.
ALLOCATE	To set apart or earmark for a specific purpose.
APPROPRIATION	A legal authorization approved by the County Board to expend or obligate a specific level of funds for an approved program. The County Board appropriates funds for programs by department or agency, and the County Manager has the authority to approve transfer of funds within a department or agency. The County Board sets an initial appropriation for each fiscal year and then may amend that appropriation during the course of the fiscal year, as it deems necessary (see Supplemental Appropriation).
APS	Arlington Public Schools
ART	Arlington Transit
ASSESS OR ASSESSMENT	(1) As a verb, the process of making the official valuation of property for purposes of taxation. (2) As a noun, the value set for a particular piece of property by the assessor.
AUTHORIZED FTEs	The full count of staff positions approved by the County Board.
BALANCED BUDGET	The County Manager annually proposes, and the County Board adopts, a budget or financial plan for the upcoming year in which the revenues available (including any available fund balance from prior years) match or exceed the projected expenditures. The County also executes the budget each year so that expenditures will not exceed revenues.

BASE BUDGET	Terminology used in the Proposed Budget document referring to the budget as proposed by the County Manager. It does not include Program Change Proposals, Strategic Initiatives, or Policy Priorities that have not been funded within the base budget.
BID	Business Improvement District. A designated portion of the County in which the property owners are levied a special tax assessment to fund improvements and enhancements in that area. The first BID to be designated was in Rosslyn in 2002. A second BID in Crystal City was designated in 2006, and a third in Ballston was established in January 2011.
BOND FINANCING	Refers to the method of financing capital improvement projects. Arlington County generally sells capital improvement general obligation bonds. The bonds are issued for a 20-year period and repaid on a level principal basis. Arlington County must seek voter approval to issue general obligation bonds in November of even-numbered calendar years.
BPOL	Business, Professional, and Occupational License tax
BUDGET	A specific plan which identifies a plan of operations for the fiscal year, states the expenditures required to meet that plan of operations, as well as identifies the revenues necessary to finance the plan. The annual County budget is established by County Board resolution.
BUDGET GUIDELINE	The explicit dollar amount given to each department or agency for its operating budget ceiling. The budget guidelines are calculated initially by the Department of Management and Finance (DMF), and approved and agreed upon by each department or agency. Each guideline is developed considering the issues facing the department as well as the overall financial position of the County government.
BUDGET PLANNING ESTIMATE	Budget guidance founded upon projected revenues, established by the County Board, directing the County Manager's preparation of the Proposed Budget, including a transfer for the School Board.
BUDGET REDUCTION	Items, programs, or positions specifically identified within a department or division which have been removed from the department or division's base budget to generate savings to the General Fund or other funds. Budget reductions may also be achieved through revenue increases, which reduce the reliance on net tax support.
CAFR	Comprehensive Annual Financial Report – the County's annual audit report.
CAMA	Commercial Mass Appraisal
CAP	Commuter Assistance Program

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.
CARES	The CARES model provides County staff a standard guideline for providing consistent customer service for all internal and external customers. CARES is abbreviated for communication, awareness, responsiveness, empowerment, and solutions.
CARRYOVER	Refers to the process of transferring specific funds, encumbrances, and obligations previously approved by the Board from the end of one fiscal year to the next fiscal period.
CDCAC	Community Development Citizens Advisory Committee
CDBG	Refers to the Community Development Block Grant program funded by the United States Department of Housing and Urban Development (HUD) to improve the housing, neighborhood, and economic conditions of Arlington County's low and moderate income residents through a comprehensive approach to planning and implementing programs and activities.
C&I	Commercial and Industrial Property Tax
CMO	County Manager’s Office
CSBG	Community Services Block Grant
CHARGE OUT/BACK	Refers to the process by which departments assess the costs that pertain to capital project design and implementation contained in their budgets to pay-as-you-go and bond funds. This procedure removes the expense from the department's budget.
CIP	Capital Improvement Plan
COLA	Cost of Living Adjustment
CONSTITUTIONAL OFFICES	Refers to the offices or agencies directed by elected officials whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes. In Arlington, the Sheriff, Treasurer, Commissioner of Revenue, Clerk of the Circuit Court, and Commonwealth’s Attorney are the five Constitutional Officers.
CONTINGENT	Funds set aside to provide for unforeseen expenditures or new projects initiated after the fiscal year has begun, e.g., General Fund General Contingent or Affordable Housing Investment Fund Contingent.
COOP BUDGET	Referring to the State Cooperative Health Budget, it is a revenue paid to the County by the Virginia Department of Health as set forth in the contract for the local administration of health services.
CPHD	Department of Community Planning, Housing and Development

CPI	Consumer Price Index. This measure, which is produced by the United States Bureau of Labor Statistics, estimates the average price of consumer goods and services purchased by households.
CRITICAL MEASURE	A type of outcome measure that indicates how well a program is performing key services to achieve program goals and objectives.
CSA	Comprehensive Services Act for Youth and Families
CSB	Community Services Board (also known as the ACSB, Arlington Community Services Board). A County Board appointed board which has by authority of the code of Virginia oversight over mental health, intellectual disability, and substance abuse services in the County.
CY	Calendar Year
DCJS	Department of Criminal Justice Services
DEBT SERVICE	The amount of principal and interest that the County pays on its bond financing.
DEPARTMENT	An entity, such as the Department of Human Services, that coordinates services in a particular area.
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
DR	Disaster Recovery
DROP	Deferred Retirement Option Program
DTS	Department of Technology Services
ELIMINATED FTE	A full-time equivalent position specifically identified within a department or division which has been removed from the department or division's base budget, reducing the authorized staffing level.
ENCUMBRANCES	Funds set aside to pay for contracted goods and services. Encumbrances represent the dollar amount to be paid upon completion of the contract.

ENTERPRISE FUND	Enterprise funds are used to account for the financing of services to the general public where the operating expenses involved are usually recovered in the form of charges to users. The Utilities Fund and the CPHD Development Fund are the County's two primary enterprise funds.
ERMS	Electronic Records Management System
EXPENDITURES	Outflows of cash or liabilities incurred as a result of rendering services or carrying out other activities that constitute the entity's ongoing or major operations.
FAMIS	Family Access to Medical Insurance Security Plan, a Virginia program to provide medical coverage for low-income children without medical benefits.
FIR	Fire Department
FISCAL YEAR	In Arlington County, the 12 months beginning July 1 and ending the following June 30th. (The federal government's fiscal year begins October 1.)
FRINGE BENEFITS	The fringe benefit expenditures included in the budget are the County's share of the costs above base salary for employees, due to additional benefits provided or federally mandated costs. Major fringe benefits provided by Arlington County include: retirement, FICA, health insurance, life insurance, and transit subsidies. The amount of the fringe benefit is based on a percentage of an employee's salary or a set amount. Other County benefits include unemployment and worker's compensation and disability insurance. Fringe benefits costs are borne by the County and the employee in most cases.
FROZEN FTE	In order to meet guideline reductions, some departments elect to hold positions vacant for the coming fiscal year. In doing this, the authorization for the position remains with the department, but the dollars needed to fund the position have been removed from the base budget.
FSA	A flexible spending account (FSA) is an account that allows an employee to set aside a portion of earnings to pay for qualified expenses, most commonly for medical expenses and dependent care. Money deducted from an employee's pay into an FSA is not subject to payroll taxes.
FULL-TIME EQUIVALENT (FTE)	The measure of authorized personnel. It is calculated by equating 2,080 hours of work per year (2,912 for uniformed firefighters) with the full-time equivalent of one position (referred to in the budget as an FTE).

FUND	A separate accounting unit comprised of its own specific revenues and expenditures, and assets and liabilities. Each fund in the County's accounting structure is established to segregate a particular set of fiscal activities. Separate funds, established by the County, include the General Fund, which is the general operating fund of the County and is used to account for general government revenues and expenditures; the School Operating Fund, which details revenues and expenditures for the County's public school system; and the Utilities Fund, which details the fiscal activities of the County's water, sewer, and wastewater treatment plant. Other funds are established to isolate capital expenditures as well as inter-governmental service organizations, which sell their services (as would private enterprise) to other County agencies.
FUND BALANCE	The balance of resources remaining at the end of a fiscal year, calculated by taking the beginning balance as of the beginning of the fiscal year, adding in all revenues received during the year, and subtracting that year's expenditures. Fund balance is available to support the spending needs of the fund.
FUNDED FTEs	The number of full-time equivalent positions for which the resources to support the positions have been included in the budget. The count of funded FTEs is calculated as the number of authorized FTEs less the number of frozen FTEs.
FUND TRANSFER	Movement of resources from one fund to another, which is authorized by the County Board. This is primarily done between the General Fund and other operating funds, for example, General Fund transfer to the Automotive Equipment Fund for new vehicles authorized by the County Board.
FY	Fiscal Year
GENERAL FUND (GF)	A fund type used to account for the ordinary operations of County government that are financed from taxes and other general revenues and are not accounted for in other funds. This is the most important fund in the Arlington County budget, and it is comprised primarily of local tax revenues and fees.
GRANICUS	A public hearing management system that was implemented in the County in April 2007. The system integrates the live web-casting of County Board meetings, access to meeting material, and the annotation of meeting minutes.
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.

GRAMS	The Government Response and Memorandum System is a workflow tracking system that allows the County Board to communicate with County departments and employees through the County Manager. GRAM responses are used to both answer residents' questions and to inform all Board members on community issues.
HCD	Housing and Community Development
HCV	Housing Choice Vouchers
HIV	Human Immunodeficiency Virus
HOME	The HOME Investment Partnership Act, a federal housing program
HRD	Human Resources Department
HUD	U. S. Department of Housing and Urban Development
IDA	Industrial Development Authority
INDIRECT COST	Expenditures that are required in the production of a good or service which cannot be directly traceable to the good or service.
INTERNAL SERVICE FUNDS	Funds established to finance and account for services furnished by a designated County agency to other agencies, where the service is provided on a cost reimbursement basis. Internal Service Funds include Printing and Automotive Equipment.
JFAC	Joint Facilities Advisory Committee
JTPA	Job Training Partnership Act
LIB	Department of Libraries
LIHTC	Low Income Housing Tax Credit
LINE OF BUSINESS	A subset of a County department that has a uniquely identifiable budget, staff, and function.
LIVING WAGE	The living wage is a strategy used to raise the incomes of low-paid employees to a level sufficient to provide adequate food, housing, and health care. Arlington implemented a living wage policy for County employees and certain contractors in FY 2004 and was updated in FY 2017 (to $14.50 per hour) and in FY 2019 (to $15.00 per hour). The living wage rate is reviewed on an annual basis as part of the budget process.
LPACAP	Local Public Assistance Cost Allocation Plan
MARKET PAY ADJUSTMENT	An overall increase in the County's employee pay scale, expressed on a percentage basis, based on an assessment of the County's pay scale in relation to other area jurisdictions.
MARKS	Market Rate Affordable Units

MC	Maintenance Capital, previously called Capital Assets Preservation Program (CAPP), is funded through the capital portion of the budget. This is a program intended to prolong the useful life of existing capital assets by ensuring they are maintained, updated and renewed as necessary.
METRO	Washington Metropolitan Area Transit Authority
MISSION STATEMENT	A short, succinct statement that describes why a program or department exists.
NEIGHBORHOOD CONSERVATION (NC)	The Neighborhood Conservation Program provides a mechanism for funding capital projects to address the needs of participating County neighborhoods. The Program is overseen by the Neighborhood Conservation Advisory Committee (NCAC), made up of representatives from all participating neighborhoods.
NET TAX SUPPORT (NTS)	The amount of local taxes required to finance a particular program or set of programs. The net tax support is determined by subtracting all state and federal aid, fees, charges and other directly attributable revenues from the total cost of the program or set of programs.
NON-PERSONNEL EXPENSES	See "Operating Expenses"
NSA	Neighborhood Strategy Area
NVTA	Northern Virginia Transportation Authority
OBJECTIVE	Refers to a strategic position to be attained or a purpose to be achieved.
OPEB	Other Post-Employment Benefits
OPERATING EXPENSES	Includes the cost of contractual services, supplies, and materials and equipment. Also referred to as "Non-Personnel Expenses."
OPERATING RESERVE	A portion of County revenues that are received and set aside for use in financing unforeseen major revenue shortfalls.
OSHA	Occupational Safety and Health Administration
OUTCOME MEASURE	Results oriented measure that demonstrates the achievement of a department or program's mission.
PAY-AS-YOU-GO (PAYG)	Refers to the method of financing capital projects. The Pay-As-You-Go Capital projects are funded from annual appropriations as part of the adopted operating budget.

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.
POL	Police Department
POLICY PRIORITY	Program enhancements identified by the County Manager for County Board consideration as part of the proposed budget. These are not funded within the base budget but are proposed as options to add to the base budget. Also referred to in some years as "Program Change Proposals."
PPTRA	Personal Property Tax Relief Act
PRD	Price related differential
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.
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.
RET	Retirement Board
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.
SLY	Safety, Liquidity, and Yield
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.
SSI	Supplemental Security Income
STATE SHARE	Revenue in the Department of Human Services which flows through a variety of state agencies to the County in support of human service programs. The funding may originate as state or federal funds, but all comes through the state, often on a block grant or formula basis.
SUPPLEMENTAL APPROPRIATION	An increase to a department’s budget (spending authority) approved by the County Board during the course of the fiscal year. It generally involves appropriation of a grant or other outside revenue.
SUPPORTING MEASURE	A type of output measure that indicates the amount of services a program provides and supports the achievement of critical measures. Outputs are the amount of services a program provides. These services support the program achieving its desired results or the outcome.
SVME	The Supervised Visitation and Monitored Exchange (SVME) program provides non-custodial parents the chance to spend quality time with their children in a quiet, calm, and nurturing atmosphere at Sequoia Plaza III. Funding for the program is provided by the Safe Havens grant.

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 2018 real estate tax rate of $1.006 per $100 of assessed valuation (excluding the stormwater tax) on a $400,000 house would result in a real estate tax bill of $3,984 per year ($400,000 X 0.00991 = $4,024).
TCF	Transportation Capital Fund
TIF	Tax Increment Financing
TOAH	Transit Oriented Affordable Housing
TRUST AND AGENCY ACCOUNT	Accounts used for contributions from private donors and other miscellaneous sources which are restricted for various purposes. Funds in these accounts are not reflected in the County's operating budget.
VHDA	Virginia Housing & Development Authority
VIEW	Virginia Initiative for Employment Not Welfare Program
WIA	Workforce Investment Act
WMATA	Washington Metropolitan Area Transit Authority
WORKLOAD MEASURES	Represent the numerical inputs, outputs and/or outcomes of County operating programs.

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GOVERNMENTAL FUNDS' SUMMARIES

	General Operating Fund [1]			Other Funds [2]			Total Government Funds		
	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
BEGINNING BALANCE	**$191,243,859**	**186,430,640**	**$154,903,702**	**$387,108,064**	**$327,680,026**	**$337,620,725**	**$578,351,923**	**$514,110,666**	**$492,524,427**
REVENUES									
Real Estate Tax	$698,901,530	$715,037,910	$730,267,530				$698,901,530	$715,037,910	$730,267,530
Personal Property Tax	114,836,051	115,452,147	119,052,147				114,836,051	115,452,147	119,052,147
BPOL Tax	63,837,926	63,088,073	65,620,000				63,837,926	63,088,073	65,620,000
Sales Tax	41,197,357	42,000,000	43,260,000				41,197,357	42,000,000	43,260,000
Transient Tax	25,267,916	25,450,000	26,000,000				25,267,916	25,450,000	26,000,000
Utility Tax	11,426,615	12,652,000	15,452,000				11,426,615	12,652,000	15,452,000
Consumption Usage Tax	768,786	800,000	800,000				768,786	800,000	800,000
Meals Tax	39,047,018	39,900,000	41,500,000				39,047,018	39,900,000	41,500,000
Communications Tax	7,114,814	7,100,000	6,800,000				7,114,814	7,100,000	6,800,000
Other Local Taxes	20,145,395	17,530,000	19,070,000				20,145,395	17,530,000	19,070,000
Subtotal Taxes	**1,022,543,408**	**1,039,010,130**	**1,067,821,677**				**1,022,543,408**	**1,039,010,130**	**1,067,821,677**
Licenses, Permits and Fees	11,459,159	10,766,100	11,319,890				11,459,159	10,766,100	11,319,890
Fines, Interest, Other	14,848,288	18,767,466	18,453,213				14,848,288	18,767,466	18,453,213
Charges for Services	57,520,828	59,217,169	62,396,032				57,520,828	59,217,169	62,396,032
Miscellaneous	13,380,226	1,276,950	1,777,396				13,380,226	1,276,950	1,777,396
Revenue from State	75,076,003	73,183,339	75,420,031				75,076,003	73,183,339	75,420,031
Revenue from Federal Govt.	18,297,110	15,170,833	16,312,254				18,297,110	15,170,833	16,312,254
Subtotal Other	**190,581,614**	**178,381,857**	**185,678,816**				190,581,614	178,381,857	185,678,816
TOTAL REVENUES	**1,213,125,022**	**1,217,391,987**	**1,253,500,493**	**283,846,686**	**230,078,014**	**230,795,207**	**1,496,971,708**	**1,447,470,001**	**1,484,295,700**
TRANSFERS IN	4,095,004	3,793,087	5,196,637	35,492,416	28,023,153	20,258,520	39,587,420	31,816,240	25,455,157
TOTAL BALANCES, REVENUES, & TRANSFERS IN	**$1,408,463,885**	**$1,407,615,714**	**$1,413,600,832**	**$706,447,166**	**$585,781,193**	**$588,674,452**	**$2,114,911,051**	**$1,993,396,907**	**$2,002,275,284**
EXPENDITURES									
Operating Expenses	$633,783,643	$629,687,726	$643,764,757	$230,708,981	$245,794,792	$233,373,191	$864,492,624	$875,482,518	$877,137,948
Metro Operations	30,343,315	36,239,655	40,600,000				30,343,315	$36,239,655	40,600,000
Capital Outlay	20,191,849	13,570,178	5,544,983				20,191,849	$13,570,178	5,544,983
Contingents - General/Other	-	4,250,000	4,250,000				-	4,250,000	4,250,000
Contingents - Housing Fund	-	15,016,412	13,263,824				-	15,016,412	13,263,824
Subtotal	**684,318,807**	**698,763,971**	**707,423,564**	**230,708,981**	**245,794,792**	**233,373,191**	**915,027,788**	**944,558,763**	**940,796,755**
Debt Service	60,275,165	62,964,345	67,800,000	34,036,862	37,386,087	31,195,980	94,312,027	100,350,432	98,995,980
Subtotal County	**744,593,972**	**$761,728,316**	**$775,223,564**	**264,745,843**	**283,180,879**	**264,569,171**	**1,009,339,815**	**1,044,909,195**	**1,039,792,735**
Schools Transfer	476,070,856	490,256,196	497,972,135				476,070,856	490,256,196	497,972,135
Subtotal Schools	**476,070,856**	**490,256,196**	**497,972,135**				**476,070,856**	**490,256,196**	**497,972,135**
TOTAL EXPENDITURES	**1,220,664,828**	**1,251,984,512**	**1,273,195,699**	**265,378,718**	**283,180,879**	**264,593,021**	**1,486,043,546**	**1,535,165,391**	**1,537,788,720**
TOTAL CARRYOVER	**-**	**-**	**-**	**-**	**39,067,580**	**49,696,980**	**-**	**-**	**49,696,980**
TRANSFERS OUT	1,368,417	727,500	695,500	16,540,500	13,701,640	14,155,300	17,908,917	14,429,140	14,850,800
TOTAL EXP., CARRYOVER, & TRANSFERS	**$1,222,033,245**	**$1,252,712,012**	**$1,273,891,199**	**$281,919,218**	**$335,950,099**	**$328,445,301**	**$1,503,952,463**	**$1,588,662,111**	**$1,602,336,500**
ENDING BALANCE	**$186,430,640**	**$154,903,702**	**$139,709,633**	**$424,527,948**	**$249,831,094**	**$260,229,151**	**$610,958,588**	**$404,734,796**	**$399,938,784**

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.

GOVERNMENTAL FUNDS' SUMMARIES

	Ballston Business Improvement District			Rosslyn Business Improvement District			Crystal City Business Improvement District		
	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
BEGINNING BALANCE	**$71,251**	**$30,918**	**$14,426**	**$153,178**	**$176,793**	**$176,799**	**$37,401**	**$59,597**	**$37,524**
TOTAL REVENUES	**1,587,597**	**1,539,333**	**1,427,433**	**3,517,098**	**3,813,445**	**3,772,348**	**2,538,970**	**2,681,991**	**2,585,894**
TRANSFERS IN	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL BALANCE & REVENUES & TRANSFERS IN	**1,658,848**	**1,570,251**	**1,441,859**	**3,670,276**	**3,990,238**	**3,949,147**	**2,576,371**	**2,741,588**	**2,623,418**
EXPENDITURES									
Operating Expenses	1,581,937	1,500,849	1,391,747	3,489,033	3,799,566	3,760,530	2,522,936	2,614,941	2,521,247
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**1,581,937**	**1,500,849**	**1,391,747**	**3,489,033**	**3,799,566**	**3,760,530**	**2,522,936**	**2,614,941**	**2,521,247**
TOTAL CARRYOVER	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TRANSFERS OUT	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL EXP., CARRYOVER, & TRANSFERS	**1,581,937**	**1,500,849**	**1,391,747**	**3,489,033**	**3,799,566**	**3,760,530**	**2,522,936**	**2,614,941**	**2,521,247**
ENDING BALANCE	**$76,911**	**$69,402**	**$50,112**	**$181,243**	**$190,672**	**$188,617**	**$53,435**	**$126,647**	**$102,171**

	Community Development Fund			Section 8 Fund			Utilities Fund		
	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
BEGINNING BALANCE	**-**	**-**	**-**	**$432,270**	**$247,199**	**$90,139**	**$19,341,232**	**$16,662,300**	**$18,601,528**
TOTAL REVENUES	**$3,621,791**	**$1,221,085**	**$2,063,036**	**18,569,022**	**18,844,787**	**18,893,941**	**102,318,588**	**101,839,411**	**101,415,759**
TRANSFERS IN	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL BALANCE & REVENUES & TRANSFERS IN	**3,621,791**	**1,221,085**	**2,063,036**	**19,001,292**	**19,091,986**	**18,984,080**	**121,659,820**	**118,501,711**	**120,017,287**
EXPENDITURES									
Operating Expenses	3,621,791	1,221,085	2,063,036	18,791,247	18,964,693	18,671,085	52,314,278	57,969,344	58,294,479
Debt Service	-	-	-	-	-	-	32,012,064	31,808,987	31,195,980
TOTAL EXPENDITURES	**3,621,791**	**1,221,085**	**2,063,036**	**18,791,247**	**18,964,693**	**18,671,085**	**84,326,342**	**89,778,331**	**89,490,459**
TOTAL CARRYOVER	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TRANSFERS OUT	**-**	**-**	**-**	**-**	**-**	**-**	**13,910,500**	**13,571,640**	**14,025,300**
TOTAL EXP., CARRYOVER, & TRANSFERS	**$3,621,791**	**$1,221,085**	**$2,063,036**	**18,791,247**	**18,964,693**	**18,671,085**	**98,236,842**	**103,349,971**	**103,515,759**
ENDING BALANCE	**-**	**-**	**-**	**$210,045**	**$127,293**	**$312,995**	**$23,422,978**	**$15,151,740**	**$16,501,528**

GOVERNMENTAL FUNDS' SUMMARIES

	Automotive Equipment Fund			Printing Fund			Stormwater Fund		
	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
BEGINNING BALANCE	$11,485,412	$9,069,562	$10,797,859	$15,577	$30,561	$111,850	$22,104,730	$16,544,966	$14,521,404
TOTAL REVENUES	18,654,295	17,847,417	17,634,954	2,339,631	2,237,588	2,305,000	10,877,566	10,159,660	10,680,660
TRANSFERS IN	100,500	185,835	-	241,769	249,600	242,337	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	30,240,207	27,102,814	28,432,813	2,596,977	2,517,749	$2,659,187	32,982,296	26,704,626	25,202,064
EXPENDITURES									
Operating Expenses	16,099,036	16,033,276	16,332,216	2,353,030	2,469,285	2,503,489	14,999,355	10,159,660	10,680,660
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	16,099,036	16,033,276	16,332,216	2,353,030	2,469,285	2,503,489	14,999,355	10,159,660	10,680,660
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	130,000	130,000	130,000	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	16,229,036	16,163,276	16,462,216	2,353,030	2,469,285	2,503,489	14,999,355	10,159,660	10,680,660
ENDING BALANCE	$14,011,171	$10,939,538	$11,970,597	$243,947	$48,464	$155,698	$17,982,941	$16,544,966	$14,521,404

	Ballston Garage			Ballston Garage - 8th Level			CPHD Development Fund		
	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
BEGINNING BALANCE	$12,734,203	$5,807,495	$1,125,193	$824,337	$924,666	$168,950	$17,491,135	$12,506,052	$11,743,022
TOTAL REVENUES	3,298,072	3,250,771	4,540,800	267,492	246,600	261,600	16,013,656	14,838,948	15,526,903
TRANSFERS IN	-	-	-	-	-	-	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	16,032,275	9,058,266	5,665,993	1,091,829	1,171,266	430,550	33,504,791	27,345,000	27,269,925
EXPENDITURES									
Operating Expenses	3,272,959	3,908,976	2,620,558	77,579	1,091,900	89,356	17,662,645	20,230,219	21,747,885
Debt Service	1,316,860	4,904,100	-	-	-	-	-	-	-
TOTAL EXPENDITURES	4,589,819	8,813,076	2,620,558	77,579	1,091,900	89,356	17,662,645	20,230,219	21,747,885
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	4,589,819	8,813,076	2,620,558	77,579	1,091,900	89,356	17,662,645	20,230,219	21,747,885
ENDING BALANCE	$11,442,456	$245,190	$3,045,435	$1,014,250	$79,366	$341,194	$15,842,146	$7,114,781	$5,522,040

GOVERNMENTAL FUNDS' SUMMARIES

	Transportation Capital Fund			Utilities Fund Capital			General Capital - PAYG		
	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
BEGINNING BALANCE	**$147,716,259**	**$141,721,265**	**$143,957,118**	**$54,088,359**	**$54,688,359**	**$49,143,044**	**$87,907,183**	**$54,907,183**	**$67,616,769**
TOTAL REVENUES	**48,268,744**	**38,323,698**	**37,225,429**	**5,559,904**	**5,655,900**	**5,755,000**	**36,921,940**	**-**	**-**
TRANSFERS IN	**-**	**-**	**-**	**14,310,500**	**13,770,840**	**14,224,500**	**20,213,499**	**13,570,178**	**5,544,983**
TOTAL BALANCE & REVENUES & TRANSFERS IN	**195,985,003**	**180,044,963**	**181,182,547**	**73,958,763**	**74,115,099**	**69,122,544**	**145,042,622**	**68,477,361**	**73,161,752**
EXPENDITURES									
Operating Expenses	26,823,321	64,350,000	60,370,000	23,543,259	19,426,740	19,979,500	39,925,853	13,570,178	5,544,983
Debt Service	596,153	673,000	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**27,419,474**	**65,023,000**	**60,370,000**	**23,543,259**	**19,426,740**	**19,979,500**	**39,925,853**	**13,570,178**	**5,544,983**
TOTAL CARRYOVER	**-**	**-**	**-**	**-**	**3,772,460**	**6,000,000**	**-**	**35,000,000**	**35,000,000**
TRANSFERS OUT	**-**	**-**	**-**	**-**	**-**	**-**	**2,500,000**	**-**	**-**
TOTAL EXP., CARRYOVER, & TRANSFERS	**27,419,474**	**65,023,000**	**60,370,000**	**23,543,259**	**23,199,200**	**25,979,500**	**42,425,853**	**48,570,178**	**40,544,983**
ENDING BALANCE	**$168,565,529**	**$115,021,963**	**$120,812,547**	**$50,415,504**	**$50,915,899**	**$43,143,044**	**$102,616,769**	**$19,907,183**	**$32,616,769**

	Columbia Pike TIF			Crystal City TIF			Travel & Tourism Promotion Fund		
	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
BEGINNING BALANCE	**$486,506**	**$365,479**	**$295,352**	**$12,219,031**	**$13,937,631**	**$19,219,748**	**-**	**-**	**-**
TOTAL REVENUES	**601,844**	**-**	**150,730**	**7,515,703**	**6,304,880**	**4,718,020**	**$1,262,988**	**$1,272,500**	**$1,300,000**
TRANSFERS IN	**-**	**-**	**-**	**-**	**-**	**-**	**626,148**	**246,700**	**246,700**
TOTAL BALANCE & REVENUES & TRANSFERS IN	**1,088,350**	**365,479**	**446,082**	**19,734,734**	**20,242,511**	**23,937,768**	**1,889,136**	**1,519,200**	**1,546,700**
EXPENDITURES									
Operating Expenses	-	-	-	1,919,836	6,964,880	4,718,020	1,710,886	1,519,200	1,546,700
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**632,875**	**-**	**23,850**	**1,919,836**	**6,964,880**	**4,718,020**	**1,710,886**	**1,519,200**	**1,546,700**
TOTAL CARRYOVER	**-**	**-**	**-**	**-**	**295,120**	**8,696,980**	**-**	**-**	**-**
TRANSFERS OUT	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL EXP., CARRYOVER, & TRANSFERS	**632,875**	**-**	**23,850**	**1,919,836**	**7,260,000**	**13,415,000**	**1,710,886**	**$1,519,200**	**$1,546,700**
ENDING BALANCE	**$455,475**	**$365,479**	**$422,232**	**$17,814,898**	**$12,982,511**	**$10,522,768**	**$178,250**	**-**	**-**

Ballston Quarter TIF

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
BEGINNING BALANCE	**-**	**-**	**-**
TOTAL REVENUES	**$111,785**	**-**	**$537,700**
TRANSFERS IN	**-**	**-**	**-**
TOTAL BALANCE & REVENUES & TRANSFERS IN	**$111,785**	**-**	**537,700**
EXPENDITURES			
Operating Expenses	-	-	537,700
Debt Service	111,785	-	-
TOTAL EXPENDITURES	**111,785**	**-**	**537,700**
TOTAL CARRYOVER	**-**	**-**	**-**
TRANSFERS OUT	**-**	**-**	**-**
TOTAL EXP., CARRYOVER, & TRANSFERS	**$111,785**	**-**	**$537,700**
ENDING BALANCE	**-**	**-**	**-**

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SELECTED FISCAL INDICATORS: FY 2010 - FY 2019

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
DOLLARS (IN MILLIONS)										
Total All Operating Funds	$1,301.4	$1,256.7	$1,304.0	$1,360.4	$1,416.2	$1,479.3	$1,528.2	$1,580.2	$1,616.5	$1,645.4
General Fund Expenditures	951.1	967.2	1,014.5	1,082.4	1,101.4	1,173.0	1,184.4	1,222.0	1,252.7	1,273.9
State/Federal Revenue	86.8	90.7	88.5	80.1	86.0	85.2	88.8	93.4	88.4	91.7
METRO Operating Subsidy	20.5	21.5	24.5	25.5	28.2	29.9	30.3	30.3	36.2	40.6
County Govt. Debt Service	52.3	52.9	53.9	54.2	55.9	68.0	62.9	60.3	63.0	67.8
School Operating Fund	345.8	368.3	365.4	417.7	405.9	434.8	462.4	462.6	511.8	524.6
Operating Transfer	293.4	318.2	317.0	357.4	355.8	386.9	400.0	395.6	427.9	435.3
School Debt Service	31.4	33.2	34.8	35.4	42.9	44.1	44.5	46.2	49.2	58.1
Utilities Enterprise Fund	70.8	76.1	80.1	86.1	87.0	86.2	86.7	84.3	89.8	89.5
Housing and Community Development	2.0	2.0	1.9	4.5	2.8	1.2	1.5	3.6	1.2	2.0
Bonded Indebtedness (1)	638.9	766.1	802.0	892.4	886.5	898.5	882.5	990.3	990.3	1,075.2
SHARES										
School Operating Fund as a Percentage of Total Funds	26.6%	29.3%	28.0%	30.7%	28.7%	29.4%	30.3%	29.3%	31.7%	31.9%
School Operating Transfer as a Percentage of General Fund	30.8%	32.9%	31.2%	33.0%	32.3%	33.0%	33.8%	32.4%	34.2%	34.2%
Total Debt service as a Percentage of General Fund Expenditures	8.2%	8.7%	8.1%	8.3%	8.4%	8.5%	8.2%	8.1%	8.2%	9.0%
Debt as a Percentage of Est. Actual Property Value (1)	1.2%	1.3%	1.3%	1.4%	1.3%	1.2%	1.2%	1.3%	1.5%	1.5%
PEOPLE										
Resident Population (2)	212,200	210,280	211,700	212,900	215,000	216,700	220,400	222,800	225,200	229,700
At Place Employment (2)	207,800	210,200	227,500	228,700	220,600	221,700	211,000	222,300	tbd	tbd
County FTE's (3)	3,820.6	3,832.5	3,722.1	3,768.5	3,790.0	3,838.7	3,872.8	3,931.3	3,976.4	3,948.7
School Operating Fund FTE's	3,428.5	3,448.8	3,614.2	3,726.6	3,794.8	3,914.8	4,271.7	4,414.8	4,417.3	4,420.5
School Enrollment (4)	20,233	21,241	21,841	22,613	23,316	24,213	25,238	26,941	27,276	28,027

NOTES:

(1) Includes General and Schools General Obligation Debt but excludes debt paid from Enterprise Funds.

(2) Resident Population and At-Place Employment are taken from the Arlington County Profile for FY 2009 through FY 2017. FY 2018 and FY 2019 population estimates reflect Arlington County CPHD Planning Division Estimates and data utilized in MWCOG Forecast Round 9.1. FY 2018 and FY 2019 estimates for at-place employment will be provided in the Adopted Budget.

(3) County FTEs include 102.25 FTEs that are unfunded in FY 2010, and 159.55 that are unfunded in FY 2011.

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

ARLINGTON
VIRGINIA

PRIOR YEAR CLOSEOUT (FY 2017) & FUND BALANCE CARRYOVER SUMMARY

Total Fund Balance from FY 2017	**$ 186,430,188**
FY 2018 ALLOCATION / APPROPRIATION	
Allocation to Reserves	
- General Fund Operating Reserve (committed)	62,635,601
- Self Insurance Reserve (committed)	5,000,000
- Economic & Revenue Stabilization Reserve (committed)	4,000,000
Allocation to Housing	
- Allocation to Specific Projects (committed)	33,962,874
- Unallocated to Specific Projects (committed)	10,111,006
- Unallocated to Specific Projects (assigned)	8,638,146
Allocation to Schools	
- School FY 2017 Expenditure Savings (committed)	19,681,714
- School Share of Excess Tax Revenue (committed)	4,535,379
Allocation to Capital	
- Land Acquisition (committed)	4,009,893
- Maintenance Capital / Other (committed)	2,626,696
- Maintenance Capital / Other (assigned)	10,279,343
Allocation to FY 2018 Operating Budget	
- Incomplete or New Projects (committed)	5,308,554
- Incomplete or New Projects (assigned)	8,548,305
Restricted for Seized Assets & Grants and Nonspendable Prepaid	1,854,726
FY 2018 TOTAL	**181,192,237**
FY 2019 ALLOCATION	
Allocation to Housing	
- Unallocated to Specific Projects (assigned)	5,237,951
FY 2019 TOTAL	**5,237,951**
Total Carryover	**$ 186,430,188**

BUDGET PROCESS

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

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

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

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

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

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

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

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

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

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

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

Budgetary Basis:

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

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

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

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

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

Arlington County, Virginia
Annual Budget Cycle and Related Events

	July	August	September	October		November	December	January	February	March	April	May	June	July 1
Development of Upcoming Year's Budget	Departments verify and update position information in PRISM system	DMF, County Manager develop budget guidance for departments	DMF prepares budget worksheet in PRISM, distributes to Departments. Departments verify & modify worksheet and prepare supporting material.	Departments submit worksheet and supporting materials to DMF. County Board gives guidance to County Manager for upcoming budget.	or	DMF reviews budget submissions from departments, holds internal review meetings, meets with departments. County Board gives guidance to County Manager for upcoming budget.	County Manager reviews key budget issues, meets with departments, makes final decisions on proposed budget. Preparation of proposed budget materials begins.		DMF works with County Manager, departments to prepare proposed budget materials. County Manager presents proposed budget to County Board at February Board meeting	County Board holds work sessions with staff on proposed budget. County Board solicits public comment and input on proposed budget. Fiscal Affairs Advisory Commission reviews proposed budget, participates in County Board budget work sessions. Other commissions and groups review proposed budget. County Board reaches final decisions, adopts budget at April Board meeting.		DMF prepares materials for adopted budget book and posting to County website.	DMF and PRISM team load adopted budget into General Ledger module in PRISM. Adopted budget materials posted to County website, book completed.	New fiscal year begins
			County Manager solicits public comment and input on upcoming budget											
Closeout of Prior Fiscal Year / Current Year Budget Review		Departments submit requests for carryover PO's, incomplete projects to DMF	DMF reviews carryover requests, develops closeout recommendation for County Manager	County Manager presents closeout report to County Board	or	County Manager presents closeout report to County Board			Departments submit projections of expense and revenues for the rest of the current fiscal year			Fund transfers and other accounting clean-up begin in preparation for fiscal year close		
	Accounting clean-up in preparation for close of fiscal year, including accrual entries								DMF works with the County Manager to develop mid-year review; presented to County Board in March.		3rd Quarter Review presented to County Board			
Capital Improvement Plan (CIP) Activities **NOTE: Pay-As-You-Go included in upcoming year's budget section above**	County Board adopts language for upcoming bond referenda (even years)					Bond referenda (even years). Staff kick-off of CIP process (odd years).		CIP staff group reviews proposals from departments, makes recommendations to County Manager (even years)			County Manager presents proposed CIP to County Board.	County Board holds public hearing, work sessions (even years). Various boards and commissions review CIP.	County Board adopts CIP (even years) NOTE: Date could slide to July	
Other Related Events				Real estate and personal property taxes due on October 5th				Real estate assessments finalized and sent to property owners		Business, professional & occupational license (BPOL) taxes due March 1			Real estate taxes due on June 15th	

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SUMMARY OF HOUSING PROGRAMS

In keeping with its vision for a diverse and inclusive community, Arlington County supports a variety of housing programs to ensure a range of housing choices for households of all types and income levels. This section pulls information about housing programs from throughout the budget and consolidates summary information on all housing programs in one place. The Funding Summary shows that approximately $58.1 million in funding is being allocated for FY 2019 programs to preserve affordable housing and assist persons to meet their housing needs. Local tax dollar support for these programs totals $36.7 million, or 4.8 percent of County government operations (General Fund excluding School's transfer). These figures do not include additional funds outside the County budget that contribute to the affordable housing effort (noted throughout this section).

Indications are that Arlington continues to experience losses in its market-rate affordable housing units, due to redevelopment and increased rents. County residents continue to struggle to meet rising housing costs, especially in difficult economic times. Pressures on the supply of market-rate affordable housing units continue to grow, primarily due to rent increases. In addition, projected development in the Rosslyn-Ballston, Jefferson Davis, and Columbia Pike corridors will make it even more critical for the County to be strategic in allocating resources.

All of these housing programs are part of a comprehensive County effort to preserve and enhance affordable housing, governed by Arlington's Affordable Housing Principles and Goals. Affordable housing has for many years been a budget priority and the different County programs target different aspects of the housing challenge, ranging from rental assistance to acquisition of committed affordable housing to homeownership to code enforcement and tenant assistance. The summary provides the Housing Goals addressed, multi-year budgeted expenditures, and funding sources for each program included in this section. In FY 2018, several housing categories were consolidated in order to better reflect overall programs rather than individual activities that these programs support. More detail on each program can be found in the appropriate sections of the budget.

Beginning in FY 2013, the County began a three-year affordable housing study to create a shared community vision of Arlington's affordable housing as a key component of our community sustainability. The components of this study included community engagement; a housing needs survey; an assessment of current program approaches to housing needs in Arlington; a review of best practices from other areas; and an evaluation of current adopted principles, goals, and targets with revision of existing ones and/or additions. These new and revised principles, goals, targets, and strategies will provide the basis for an Affordable Housing Element of Arlington's Comprehensive Plan that reflects the current and future population as well as the housing market.

Over the course of the study, community engagement activities provided opportunities for outreach, information gathering and sharing, and education about affordable housing programs, especially engaging traditionally less involved populations such as low-income residents, persons with limited English proficiency, and workers who do not live in the County. A working group comprised of the representatives of several advisory commissions and other key stakeholder groups was appointed by the County Manager; this working group advised County staff throughout the Study process and provided input into process implementation and recommendations.

In addition to the progress made with the affordable housing study, significant investments in FY 2019 to various housing programs include:

1) Arlington's Affordable Housing Investment Fund (AHIF) is funded at a level of $13.72 million, of which, $7.02 million is one-time funding and $6.7 million in on-going funding.

2) A full-year of operational costs for the Comprehensive Homeless Services Center ($1,509,941) is included in the adopted FY 2019 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 Housing Grant Program in FY 2019 includes $8,000,220 in ongoing funding and $707,109 in one-time funding, for total funding of $8,707,329. Total funding decreases by $446,426 but is funded at a level expected to meet demand for service.

4) The FY 2019 proposed budget includes a total of $2,571,383 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.

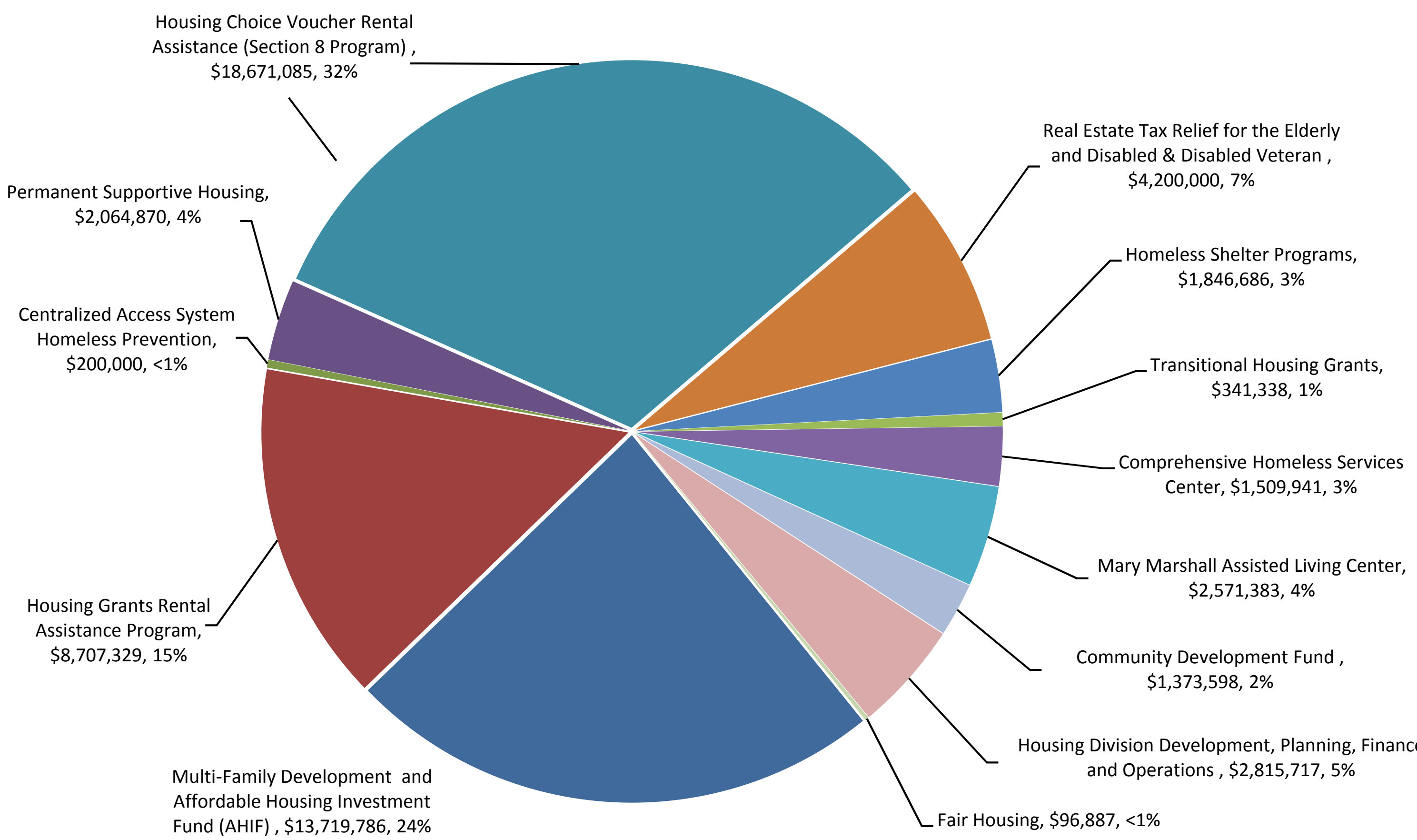
Goal 2: Arlington County shall ensure that all segments of the community have access to housing.

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

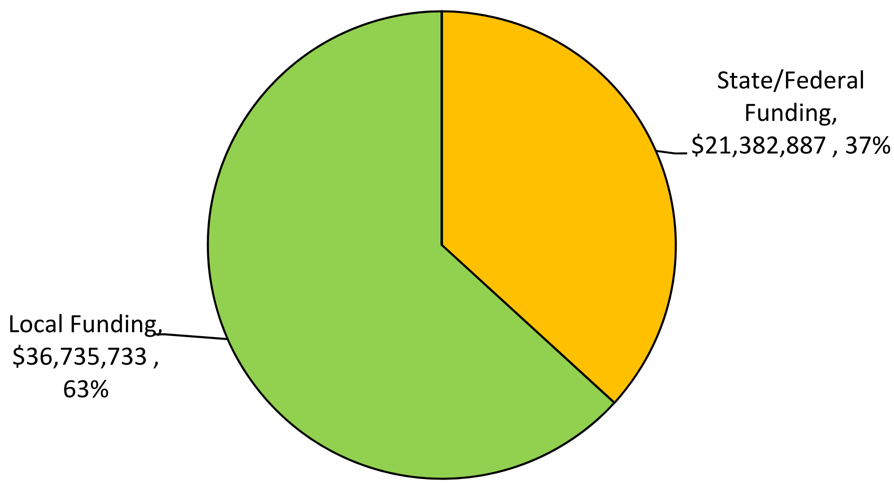
FUNDING SUMMARY

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 $58.1 million for all funds in FY 2019. The General Fund net tax support equals $36.7 million of the General Fund budget. This section provides a comprehensive summary of the housing program efforts and the funding dedicated to them including summary charts and table as well as descriptions of each program area.

FY 2019 Expense Budget for Housing Programs



FY 2019 Housing Programs: Funding by Source



HOUSING MULTI-DEPARTMENTAL PROGRAMS - FY 2014 ADOPTED TO FY 2019 PROPOSED

PROGRAM	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2019 PROPOSED
HOUSING						
Multi-Family Development and Affordable Housing Investment Fund (AHIF)	12,480,623	12,955,716	12,456,017	13,719,786	15,016,412	13,719,786
Housing Grants Rental Assistance Program	8,000,000	7,913,507	8,913,507	9,677,755	9,153,755	8,707,329
Centralized Access System Homeless Prevention	200,000	200,000	200,000	200,000	200,000	200,000
Permanent Supportive Housing	2,064,870	2,064,870	2,064,870	2,064,870	2,064,870	2,064,870
Housing Choice Voucher Rental Assistance (Section 8 Program)	18,240,094	17,012,873	18,002,351	17,870,843	18,964,693	18,671,085
Real Estate Tax Relief for the Elderly and Disabled & Disabled Veteran	5,150,000	4,850,000	4,870,200	4,250,000	4,400,000	4,200,000
Homeless Shelter Programs[1]	1,981,609	1,819,900	1,819,900	1,819,900	1,819,900	1,846,686
Homeless Subsidized Supportive Housing[1]	222,324	343,065	299,391	-	-	-
Transitional Housing Grants[1]	337,959	341,338	341,338	341,338	341,338	341,338
Comprehensive Homeless Services Center (Operating and Debt Service In FY 2014)	476,244	1,731,516	1,478,647	1,486,146	1,487,143	1,509,941
Assisted Living Residence (to Mary Marshall in FY 2012)	2,408,374	2,408,374	2,432,458	2,432,458	2,533,752	2,571,383
Single-Family Homeownership and Repair Programs [2]	268,114	242,027	242,711	382,338	-	-
Community Development Fund [3]	236,227	109,000	110,000	255,603	1,208,588	1,373,598
Housing Division Development, Planning, Finance and Operations [4]	2,219,068	2,351,114	2,330,875	2,328,465	3,157,094	2,815,717
Fair Housing	45,073	97,114	47,019	92,278	43,410	96,887
Total Program	**$54,330,579**	**$54,440,414**	**$55,609,284**	**$56,921,780**	**$60,390,955**	**$58,118,620**
Net Tax Support (A)	**$35,187,868**	**$36,522,104**	**$36,847,959**	**$38,253,921**	**$39,109,444**	**$36,735,733**

(1) Homeless Shelter Programs, Homeless Subsidized Supportive Housing, and Transitional Housing Grants are the components of Homeless Shelters/Transitional Housing.
(2) Single-family Homeownership and Repair Programs have been capitalized in prior years and therefore do not show County support in FY 2019 Proposed Budget.
(3) The increase in Community Development Fund costs between FY17 and FY18 is a result of including additional housing-related programs from Fund 206 to this summary.
(4) FY 2018 Adopted reflects a recent reorganization of Housing Division staff. The increase in Housing Division costs between FY17 and FY18 is a result of including housing-related personnel from Fund 206 to this summary.

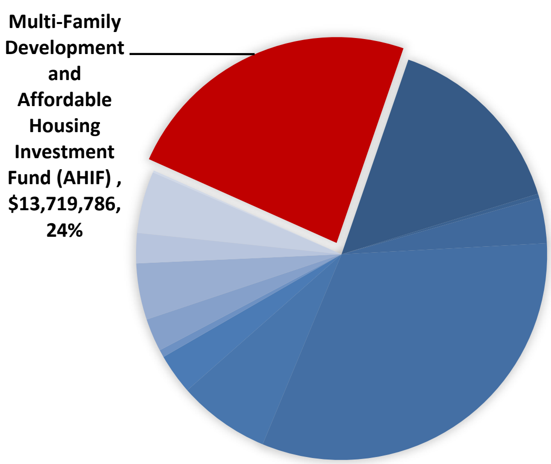
NOTE: (A) "Net Tax Support" is program expense less revenue; revenue is not shown but has been factored into the calculation

Multifamily Development and Affordable Housing Investment Fund (AHIF) – $13,719,786

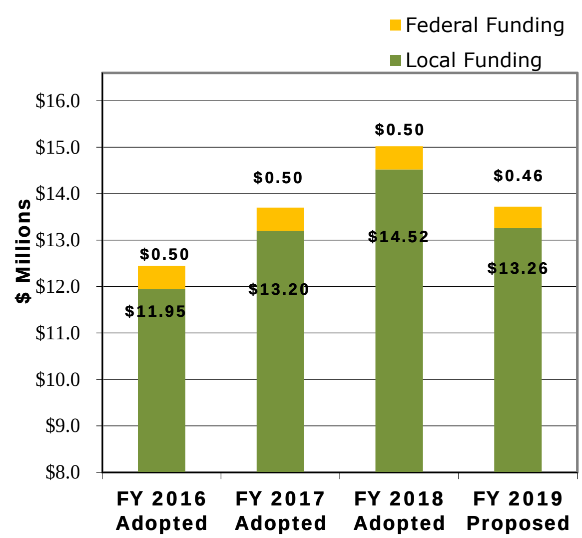
Program Description

The County's Multifamily Development program has helped create the majority of its 7,729 committed affordable units (CAFs). The Affordable Housing Investment Fund (AHIF) is the primary funding source for the County's multifamily development program and provides funding for new construction, acquisition, and/or rehabilitation projects to preserve and increase the supply of affordable housing.

FY 2019 EXPENSE BUDGET FOR AHIF



Multi-Family Development & AHIF



The FY 2019 proposed funding reflects a base of $5.0 million, including $0.46 million in HOME Funds which are budgeted in the Housing and Community Development Fund, one-time funding from the FY 2017 closeout process of $5.2 million, and an additional $3.5 million added by the County Manager in the FY 2019 Proposed Budget. Developer contributions, loan repayments, and payoffs add to the balance of funding available for new projects beyond the $13.72 million in FY 2018. As shown in the table below, both developer contributions and loan repayments and payoffs have provided an average of $16 million annually between FY 2013 and FY 2017. While these repayments and contributions have been decreasing since FY 2014 due to rising interest rates and changing construction cycles in the County, loan repayments and developer contributions are still projected to provide approximately $7.7 million - $11.3 million above the annual appropriation by the County Board to AHIF in FY 2018 - FY 2019.

	FY 2014 Actuals (rounded)	FY 2015 Actuals (rounded)	FY 2016 Actuals (rounded)	FY 2017 Actuals (rounded)	Projected FY 2018	Projected FY 2019
Developer Contributions (in millions)	$9.6m	$5.7m	$5.5m	$4.2m	$7.4m	$4.2m
Loan Repayments & Payoffs* (in millions)	$16.0m	$6.7m	$3.6m	$8.3m	$4.6m	$3.5m

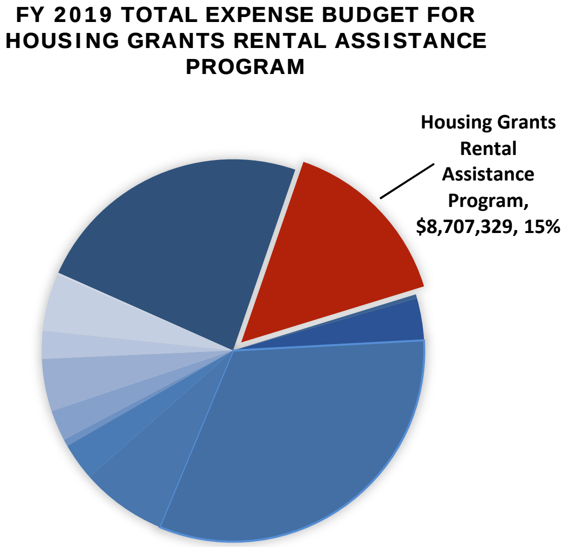
**Includes lump-sum payments and payoffs. The FY 2014 actuals include payoffs for Colonial Village, Arna Valley, and loans in the RPJ portfolio. The FY 2017 actuals include savings from the Springs construction and remittance of the AHC-held single-family portfolio balance to the County.*

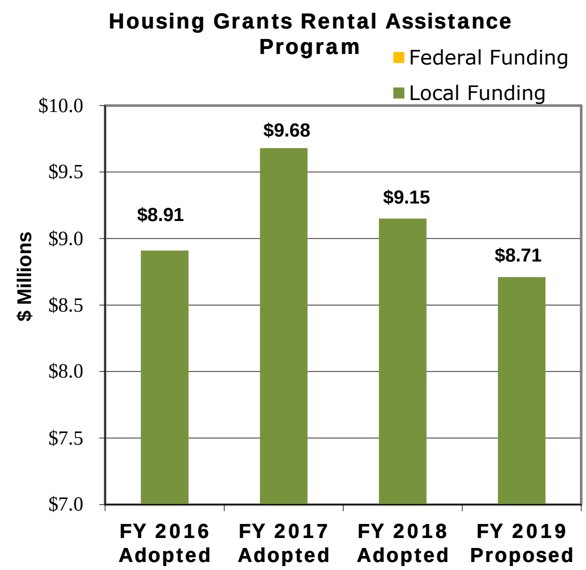
Housing Grants Rental Assistance Program – $8,707,329

Program Description

The Housing Grants Program provides rental assistance to low-income households so they can afford to live in Arlington. Recipients are residents who meet income requirements, and are limited to working families with minor children, people with disabilities, or residents age 65 or older, and those not helped by Housing Choice Voucher Rental Assistance (Section 8). Average annual income for families is $27,840, people with disabilities, $14,691, and residents age 65 or older, $14,532. In July 2017, there were 1,205 households receiving subsidies. As of December 2017, there were 1,228 households receiving subsidies, a two percent increase in the first six months of FY 2018.

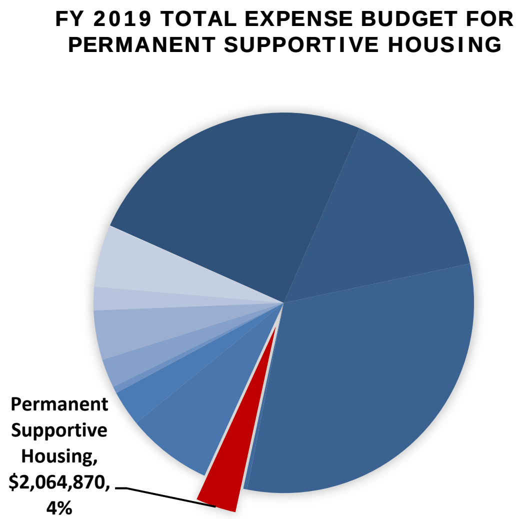
The Housing Grant Program in FY 2019 includes $8,000,220 in ongoing funding and $707,109 in one-time funding, for total funding of $8,707,329. Based on projected demand, the Housing Grant program is fully funded in FY 2019.

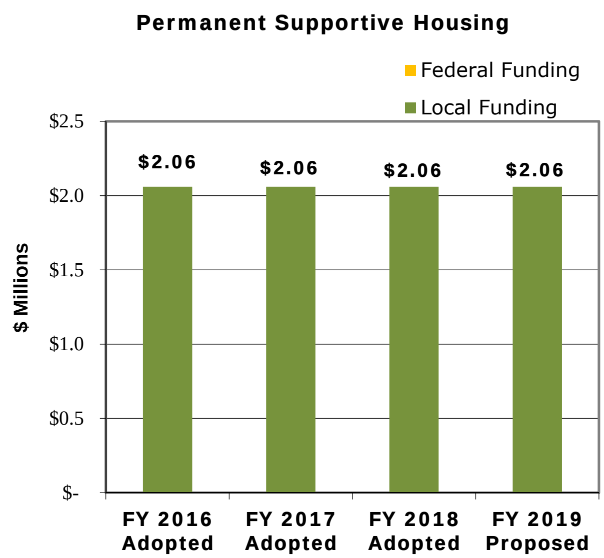




Permanent Supportive Housing – $2,064,870

<u>Program Description</u>
The Permanent Supportive Housing Program subsidizes the rents of low-income persons with disabilities and provides supportive services so that they can live independently in the community. Approximately 80 percent of persons served suffer from serious mental illness, many have co-occurring medical conditions (i.e. intellectual developmental disabilities, physical disabilities), and have transitioned from homelessness or from foster care. The permanent supportive housing model is a nationally-recognized best practice strategy for providing stable housing for persons with disabilities. The entire budget funds the housing costs while supportive services are provided by existing Department of Human Service's case managers and other staff. This program does not include funding to support group homes or independent living apartments.



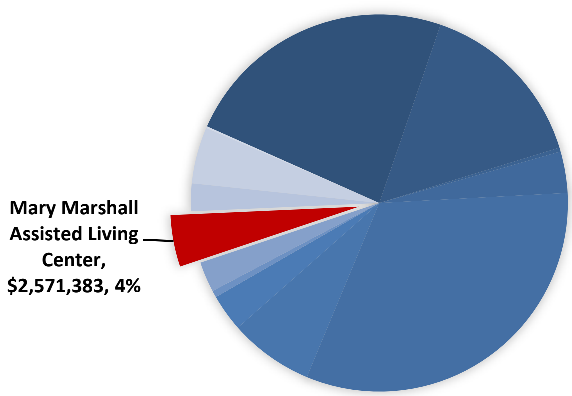


Mary Marshall Assisted Living Facility – $2,571,383

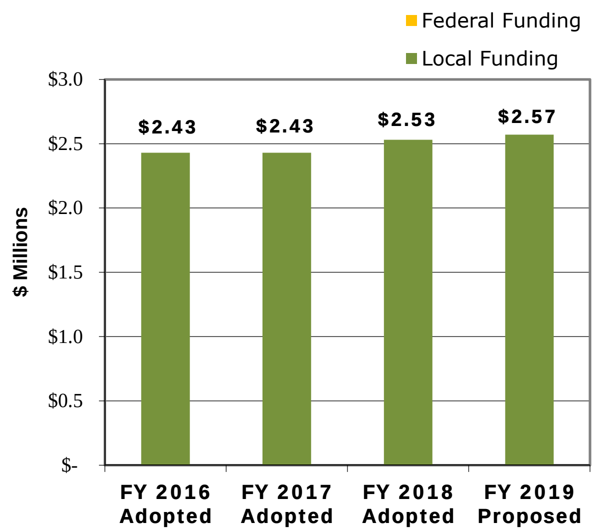
Program Description

The Mary Marshall Assisted Living Facility houses low-income seniors with serious mental illness or cognitive disabilities in a specialized assisted living facility. Opened in November 2011, this 52-bed facility provides best practice 24/7 assisted living nursing care, recreational activities, and mental health services. This is one of the few assisted living facilities in the country dedicated to serving this population.

FY 2019 TOTAL EXPENSE BUDGET FOR MARY MARSHALL ASSISTED LIVING RESIDENCE



Mary Marshall Assisted Living

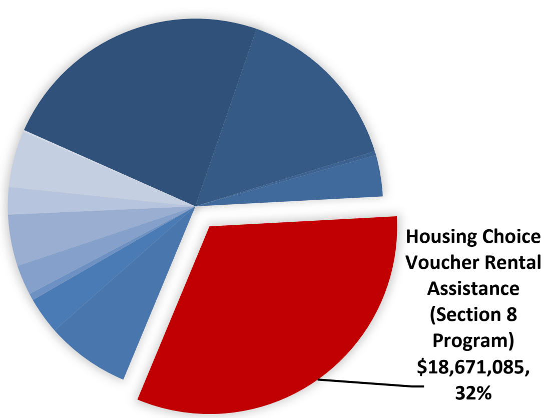


Housing Choice Voucher Rental Assistance (Section 8) - $18,671,085

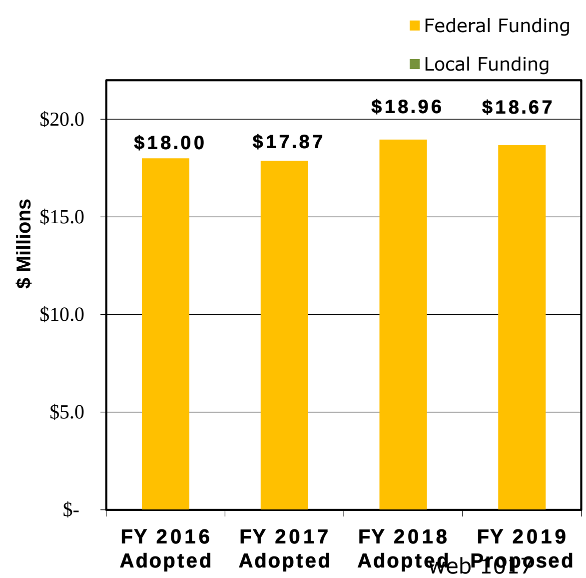
Program Description

Housing Choice Voucher Rental Assistance is a federally-funded program that provides rental subsidies for low-income households so they can afford to live in Arlington. There were 1,516 households assisted in FY 2017.

FY 2019 TOTAL EXPENSE BUDGET FOR HOUSING CHOICE VOUCHER RENTAL ASSISTANCE (SECTION 8 PROGRAM)

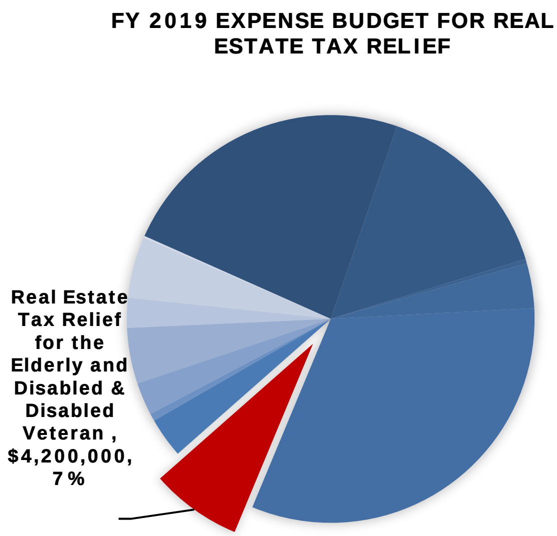


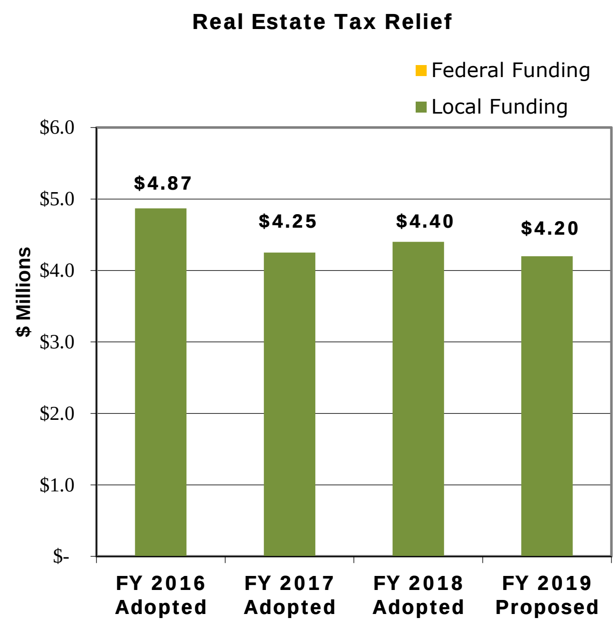
Housing Choice Voucher Rental Assistance (Section 8)



Real Estate Tax Relief for the Elderly and Disabled – $4,200,000

Program Description
The Real Estate Tax Relief Program aims to reduce the real estate tax burden for low and moderate-income homeowners age 65 or older, or the permanently disabled, to enable them to remain in their homes. In CY 2017, there were 915 households who qualified for exemptions or deferrals. Real Estate Tax Relief program changes have been recommended by the working group, who were tasked to study the program, however these changes have not yet been adopted. The policy changes, if adopted, are projected to reduce program participation in FY 2018 and FY 2019.





Homeless Shelters/Transitional Housing/Subsidized Supportive Housing – $2,188,024

Comprehensive Homeless Services Center – $1,509,941

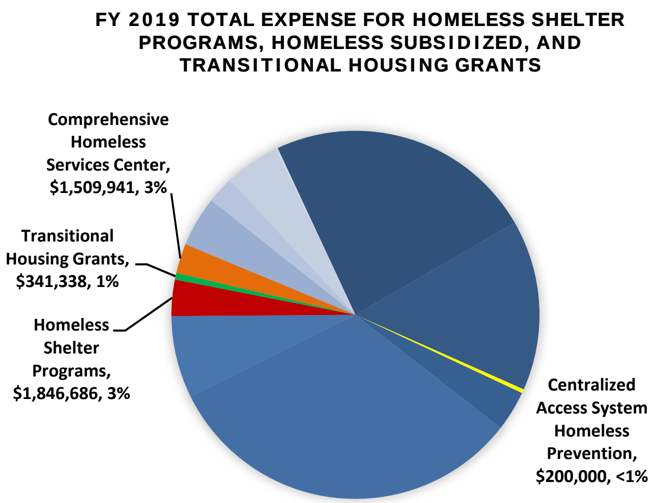
Centralized Access System (CAS) Homeless Prevention – $200,000

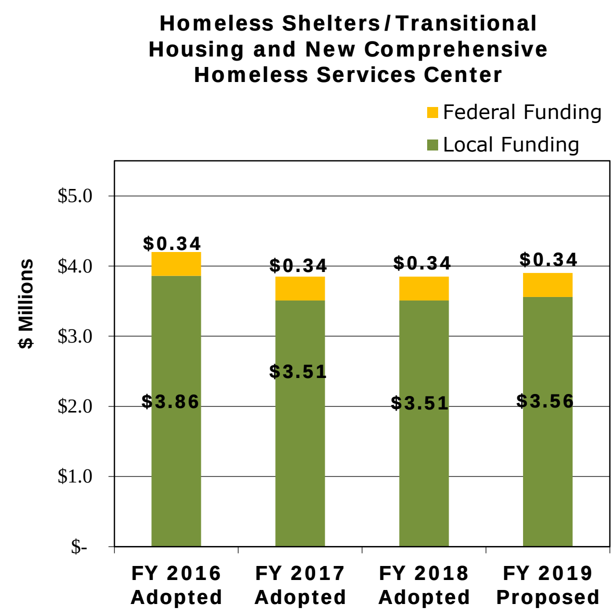
Program Description – Homeless Shelters/Transitional Housing/Subsidized Supportive Housing
Provides temporary and/or long-term housing to homeless individuals and families and provides a range of supportive services to facilitate the transition to permanent housing. Services are provided in partnership with nonprofit agencies, including Doorways for Women and Families, Bridges to Independence (B2I), Volunteers of America-Chesapeake (VOAC), and Borromeo Housing.

Program Description – Comprehensive Homeless Services Center (HSC)
HSC provide comprehensive services, aimed at supporting housing stability, at the new homeless services center. Services are provided in partnership with the Arlington Street People's Assistance Network (A-SPAN).

Program Description – Centralized Access System Homeless Prevention
The Centralized Access System Homeless Prevention is an industry best-practice that provides a single intake process for shelter and housing referrals to assist households who would otherwise become homeless. Funds are used for financial assistance and case management.

Case Management is provided by Arlington Street People's Assistance Network (A-SPAN) and Volunteers of America-Chesapeake (VOAC).

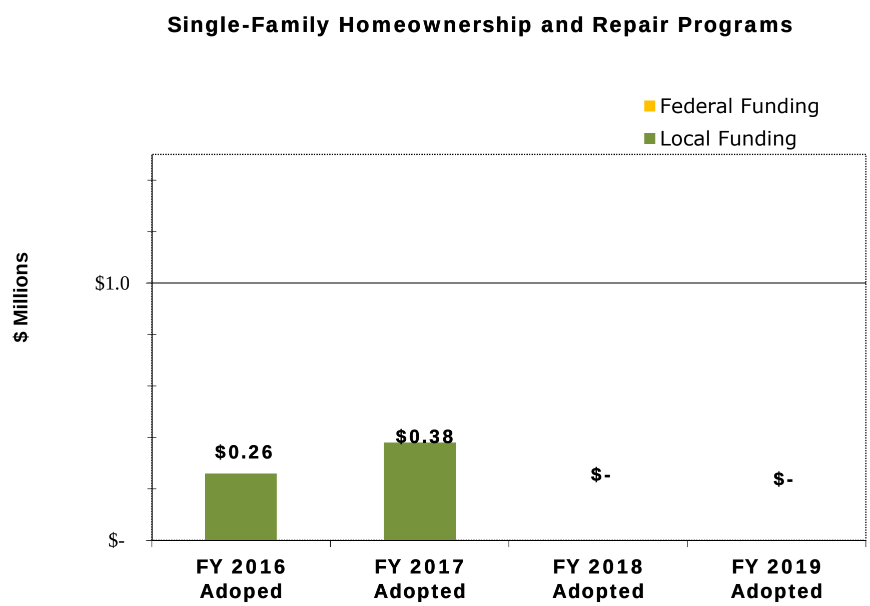




Single-family Homeownership Programs

Arlington County promotes homeownership for low and moderate income households by facilitating outreach and providing workshops to eligible prospective homebuyers. The County also provides down payment and closing cost assistance through its Moderate Income Purchase Assistance Program (MIPAP), which is a shared-appreciation loan program. The County further supports homeownership through its Home-Improvement Program (HIP). This loan program helps low and moderate income homeowners make repairs to their homes to address health and safety concerns and reduce operating costs by improving the home's energy efficiency.

The County Board currently considers funding for these programs through CDBG and AHIF allocation requests on an as-needed basis, rather than through annual appropriations. Therefore, additional funding needs will be considered as future allocations, outside of budget adoption. County funding for nonprofit organizations that assist with homebuyer outreach are included in the Community Development Fund section.



Housing and Community Development Fund – *$1,373,598

Program Description

The Housing and Community Development Fund (HCD) is comprised of federal Community Development Block Grant (CDBG), federal and state Community Services Block Grant (CSBG), and HOME Investment Partnerships (HOME) funds. This fund is used to support a variety of affordable housing and community development programs. These programs support the goals of the County's FY 2016-2020 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.

Within the Housing and Community Development Fund, the **Community Development Fund Grant program** is a competitive grant fund that utilizes federal CDBG, federal and state 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 – 2020 Consolidated Plan and eligible organizations are nonprofit agencies serving low and moderate income Arlington residents.

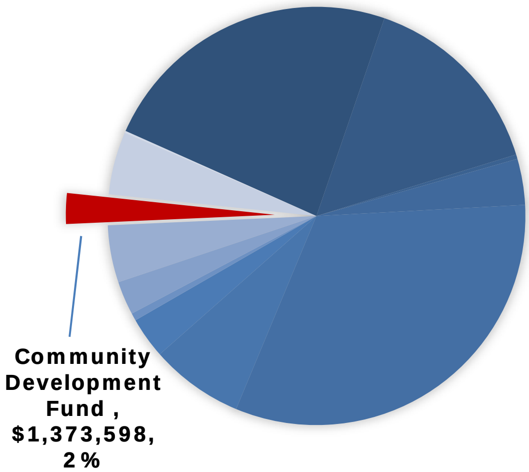
The Housing and Community Development Fund also supports the County's **Multifamily Loan Program** and **Housing Outreach Program.** The Multifamily Loan Fund supplements AHIF and uses federal funds to acquire, renovate, and/or build new multifamily affordable housing. Meanwhile, the Housing Outreach Program supports staff to provide housing counseling, education, clean-up events, and technical assistance to residents of HUD designated areas, to improve their homes and neighborhood conditions.

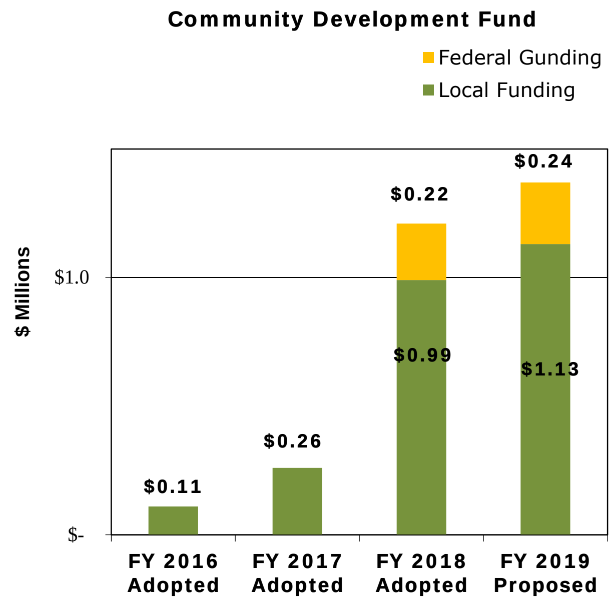
In addition to affordable housing and community development programs, a portion of the HCD Fund dollars support administrative and planning functions for these programs, including funds for 4.5 FTEs within the County's Housing Division. Further, as a result of a cooperation agreement, the City of Falls Church also receives a portion of the County's CDBG and HOME funds for housing and community development programs administered within that jurisdiction.

The increase in funding from FY 2017 to FY 2018 shown on the following page is due to including housing-related program funds that have historically been included in other parts of the budget document. More detailed information on specific programs can be found in the Housing and Community Development Fund narrative.

The total does not include $200,000 for AHIF Housing Services Grants or $557,945 in federal HOME funds, which are captured in the Housing and Community Development Fund budget.

FY 2019 TOTAL EXPENSE BUDGET FOR THE COMMUNITY DEVELOPMENT FUND

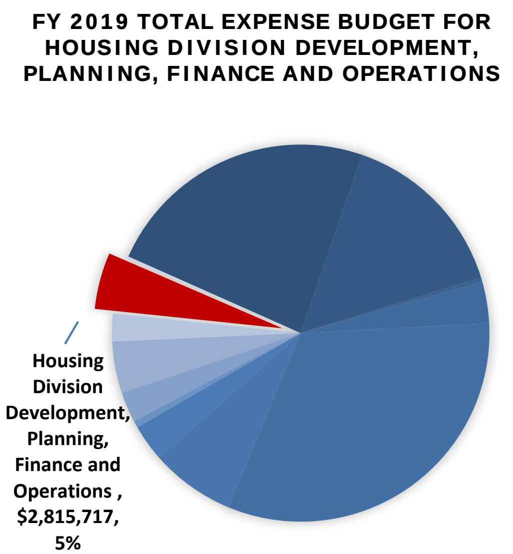


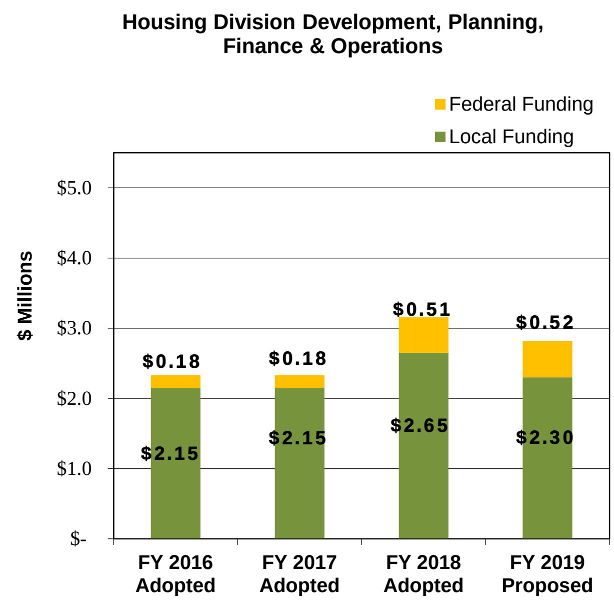


Housing Division Development, Planning, Finance, and Operations- $2,815,717

Program Description

The Housing Division provides overall leadership on the County's affordable housing planning and development efforts, asset management and compliance, as well as housing services and the community development program. Housing Planning and Community Development provides the information needed for the County to develop effective goals and strategies to address the community's housing needs. Housing Development works to achieve the County's affordable housing goals and targets by implementing projects that provide additional multifamily and single family committed affordable units. Housing Finance and Asset Management administers and manages funding sources for the County's housing programs, provides compliance and asset management functions, and identifies and develops additional financing and related resources as needed and available. More information may be found in the Housing Division's budget narrative.

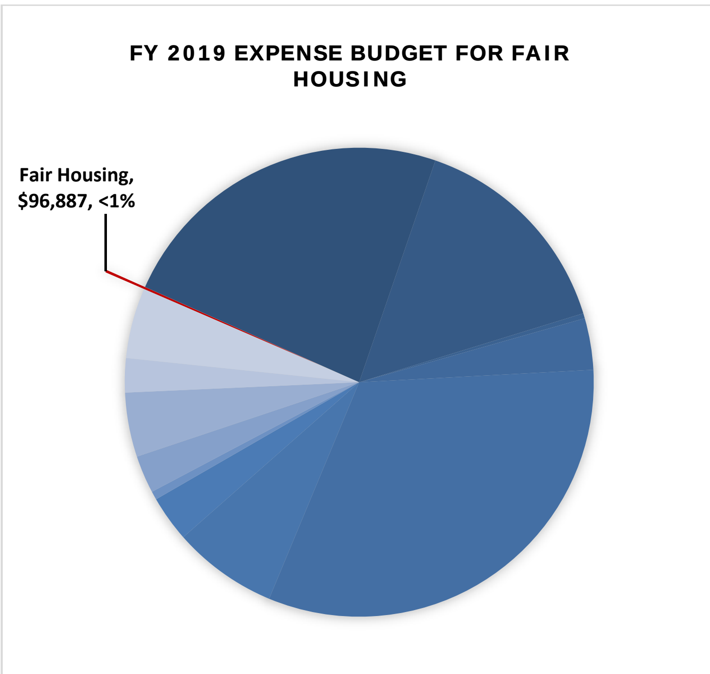


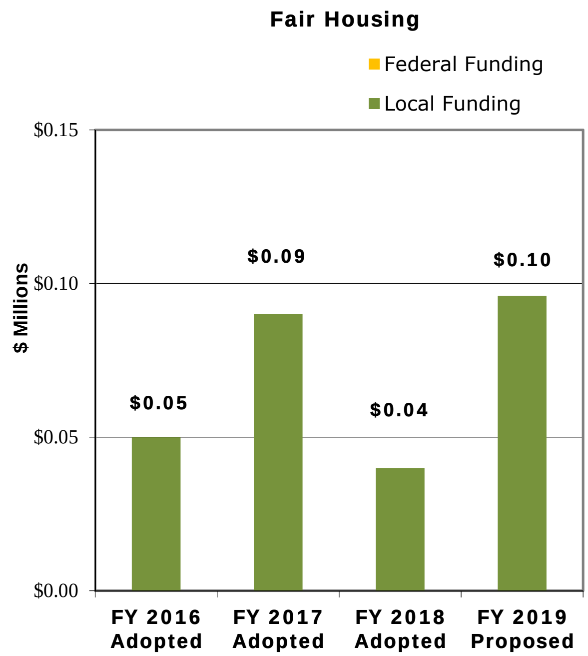


Fair Housing - $96,887

Program Description

The Human Rights Office in the County Manager's Office implements the fair housing program. The bi-annual Fair Housing Testing Program performs 100 tests to assess the equality in the treatment of a protected class when inquiring into the availability of a rental apartment. The testers consist of a protected class member and a control tester. Both have similar characteristics and profile, except for the membership in the protected class. Protected classes can be gender, sexual orientation, age, disability, national origin, race, color, familial status, and marital status. In the Proposed FY 2019 budget, the County Manager is recommending $50,000 in one-time funding be added for the Fair Housing Study.





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 percent of the County's General Fund budget. The Operating Reserve shall be shown as a designation of total General Fund balance. Appropriations from the Operating Reserve require County Board approval and may only be made to meet a critical, unpredictable financial need. Any draw on the operating reserve will be replenished within the subsequent three (3) fiscal years.

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

Budget, Economic & Revenue Stabilization Contingent: Consistent with past practice, the County will maintain an economic and revenue stabilization contingent to address unexpected events, such as major weather events or a local/regional emergency requiring immediate incurrence of cost in response; revenue declines and local or regional economic stress. Use of contingent monies requires approval by the County Board. The minimum amount of the contingent will be $4 million and will be revisited annually as part of the budget process. Any draw on the economic and revenue stabilization contingent 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 3 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.

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ARLINGTON
VIRGINIA

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 five elements: the General Land Use Plan, the Water Distribution System Master Plan, the Sanitary Sewer System Master Plan, the Storm Sewer Plan, and the 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 include the Recycling Program Implementation Plan and Map in 1990, the Chesapeake Bay Preservation Ordinance and Plan in 1992, the Open Space Master Plan (now the Public Spaces Master Plan) in 1994, the Chesapeake Bay Preservation Ordinance and Plan in 2001, the Historic Preservation Master Plan in 2006, the Community Energy Plan in 2013, and the Affordable Housing Master Plan in 2015.

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 the following general principles:

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

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

Elements of the Comprehensive Plan

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

- General Land Use Plan
- Master Transportation Plan
- Storm Water Master Plan
- Water Distribution System Master Plan
- Sanitary Sewer System Master Plan
- Recycling Program Implementation Plan and Map
- Chesapeake Bay Preservation Ordinance and Plan
- Public Spaces Master Plan
- Historic Preservation Master Plan
- Community Energy Plan
- Affordable Housing Master Plan

Although the Planning Division in the Department of Community Planning, Housing and Development is responsible for the overall coordination and review of the Comprehensive Plan, several agencies within Arlington County are responsible for the review of the specific elements that make up the Comprehensive Plan. A web version which includes the plan elements, can be found on the Department of Community Planning, Housing, and Development website. A new document, "Essential Guide to Arlington County's Comprehensive Plan" was produced in 2017 providing specific details on how the Comprehensive Plan is used, reviewed, the relationship of the individual elements and sub-elements to the overarching goals of the Comprehensive Plan, and the purpose, goals, history, and implementation of each element/sub-element. This is accompanied by a one-page overview and 70-page technical resource compiling the specific goals and objectives from each Comprehensive Plan element and sub-element.

A description of each element and the name of the agency 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 last reprinting of the General Land Use Plan occurred in 2011, but the web version contains updates through June 30, 2017. More information on the GLUP can be found on the GLUP website.

Master Transportation Plan

Arlington's original transportation plan was the Major Thoroughfare and Collector Streets Plan. Since its adoption in 1941, the plan has been updated and expanded to address multiple travel modes. For streets, the initial plan of 1941 was updated in 1960 and 1975, and became part of the 1986 Master Transportation Plan. For bikeways, the initial plan adopted in 1974 was updated in 1977, 1986, and again in 1994, as part of the Master Transportation Plan. The initial Master Transit Plan adopted in 1976 was partially updated in 1989 with the inclusion of the Paratransit Plan. The 1978 Master Walkways Policy Plan was also updated in 1986 as a part of the Master Transportation Plan and in 1997 as the Pedestrian Transportation Plan. An update to the bike element of the Master Transportation Plan is anticipated to occur in 2018.

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

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

- An overall direction to guide transportation projects in Arlington County.

In October 2004, the Arlington County Board directed the Transportation Commission and County staff to undertake an update of the County's Master Transportation Plan. Between 2007 and 2011, the following eight sub-elements were adopted by the County Board and now comprise the Master Transportation Plan: 1) Goals and Policies Element (2007), 2) Map Element (2007), 3) Bicycle Element (2008), 4) Pedestrian Element (2008), 5) Transportation Demand and System Management Element (2008), 6) Transit Element (2009), 7) Parking and Curb Space Management Element (2009), and 8) Streets Element (2011).

Storm Water Master Plan

The County Board originally adopted the Storm Sewer Plan in 1957. In 1975, the Army Corps of Engineers prepared the Four Mile Run Watershed Runoff Control Program Hydrology Report, which included a computer model of the watershed. The purpose of this study was to ensure that the capacity of the Four Mile Run Flood Control Channel would not be exceeded for 100 years.

In September 1996, the County Board adopted the Storm Water Master Plan to replace the 1957 Storm Sewer Plan. The Storm Water Master Plan prioritizes individual watersheds for detailed hydrologic, hydraulic, and water quality analyses and addresses new state and federal environmental laws and regulations, floodplain management issues, concerns regarding stream valley conditions, new technology, design methods, and engineering practices.

Water Distribution System Master Plan

The Water Distribution System Master Plan, adopted by the County Board in September 1992, is the policy document that guides the operation, maintenance, and expansion of the County water system. The plan evaluates the existing water distribution system facilities and operation practices and determines the policy and facility improvements that will be necessary to provide and maintain the desired quality of service. In September 2014, the Plan was updated to address the challenges of an aging infrastructure by setting recommended investments and policy guidance.

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.

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. This plan will be updated and refocused as a Zero Waste Plan, which will replace the existing Recycling Implementation Plan, with the process anticipated to begin in 2018.

Chesapeake Bay Preservation Ordinance and Plan

Arlington County was required to adopt a new Chesapeake Bay element of its Comprehensive Plan, under the provisions of 9 VAC 10-20-220(A)(2). The purpose of the Chesapeake Bay Preservation Plan is to satisfy this requirement of the Chesapeake Bay Preservation Area Designated and Management Regulations. The plan addresses the following issues: Arlington County's water resources; existing and potential sources of pollution; existing County programs that address water quality management; policies and programs that relate to the County's implementation of the Chesapeake Bay Preservation Ordinance; and implementation measures to protect and improve the County's streams and riparian buffers adjacent to streams.

The Chesapeake Bay Preservation Plan was closely coordinated with the County's adopted Watershed Management Plan. Both plans recommend a consistent phased implementation plan. This implementation plan reflects the results of a comprehensive inventory of County streams conducted during the summer of 1999, as well as recommendations of the Chesapeake Bay Preservation Task Force, which presented a report to the County Board in July 2000. An updated Chesapeake Bay Preservation Area Map was adopted in 2017.

Public Spaces Master Plan

The Public Spaces Master Plan provides policy guidance for the future of Arlington's public space. The plan is designed to establish the overall character, extent, and location of public space. The plan includes objectives, strategies, and recommended actions designed to ensure the provision of an adequate supply of beneficial public space, which is safe, accessible, and enjoyable for this and future generations in the County. The Public Spaces Master Plan also identifies open space deficiencies and potential acquisition sites. The plan sets forth six major objectives to guide policy-making, public investments, and County management of public spaces during the next two decades. The objectives are to balance acquisition and development of public spaces; preserve and enhance the environment; improve access and usability; enhance arts, culture and history; develop and enhance partnerships; and manage assets effectively. The Department of Parks and Recreation began working on an update to the Public Spaces Master Plan in early 2015. The update is expected to be completed in 2018.

Arlington's Urban Forest Master Plan, an element of the Public Spaces Master Plan, 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. The Department of Parks and Recreation will update the Urban Forest Master Plan after completion of the updated Public

Spaces Master Plan (targeted to begin in 2018), using new satellite imagery to analyze tree canopy coverage and set canopy goals.

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 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 a confluence of civic, residential, and commercial activities, as well as an opportunity for public art as provided by a Capital Improvement Program or other major capital project within which the public art would be an integrated component. 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 2018.

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 is planned to begin in 2018.

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 and County history in general. The document also serves as a guide to communicate the historic preservation policy of the County Board to citizens, 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.

Community Energy Plan

In June 2013, the County Board adopted the Community Energy Plan (CEP). The purpose of the CEP is to define energy goals and describe the energy policies that will help Arlington remain economically competitive, environmentally committed, and have secure energy sources. The plan sets broad goals and policies of a sustainable community over the next thirty to forty years. It is intended to assist in ensuring that development in the County occurs in a coordinated, economically competitive, energy secure, and environmentally committed manner that best promotes the health, safety, prosperity, and general welfare of the County's residents and businesses. Accompanying the CEP is the Community Energy Plan Implementation Framework (CEP Implementation Framework). The CEP Implementation Framework lays out the strategies that the County will deploy as well as the tools –

both existing and potential – that could be used to advance the goals and policies of the CEP. The County will work with stakeholders to ensure CEP implementation improves Arlington's economic competitiveness, energy security, and environmental commitment. County staff plan to provide a technical recalibration of the Community Energy Plan in 2018. This will involve updating the County's energy use inventory, energy modelling, and conducting civic engagement.

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.

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ARLINGTON
VIRGINIA

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.

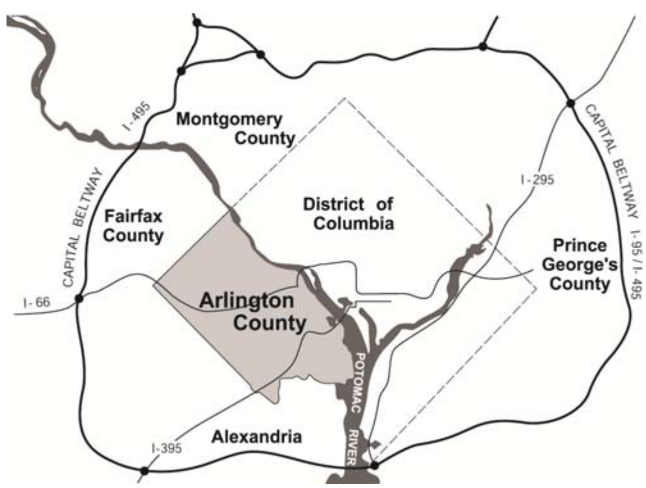
Annexation of any part of Arlington County by neighboring jurisdictions is prohibited by present law unless the entire County is annexed with the approval of County voters. There are no jurisdictions with overlapping debt or taxing powers. The water and sewage systems are operated on a self-supporting 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 Jefferson Davis corridor, which includes both Pentagon City and Crystal City.

Arlington County has an estimated 2018 population of 225,200, an increase of 18.9 percent over the 2000 population. Additionally, Arlington is home to an estimated 224,200 jobs, as of January 1, 2018.

Almost all of the 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 2018 about 21.6 percent (or about 48,400) 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 2018 estimates show that sectors of the professional and technical services (23.4 percent and 52,500 jobs) and other services (22.7 percent and 50,800 jobs) have become the top industries for employment in Arlington County.



ORGANIZATION OF ARLINGTON COUNTY GOVERNMENT

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

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

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

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

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

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

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

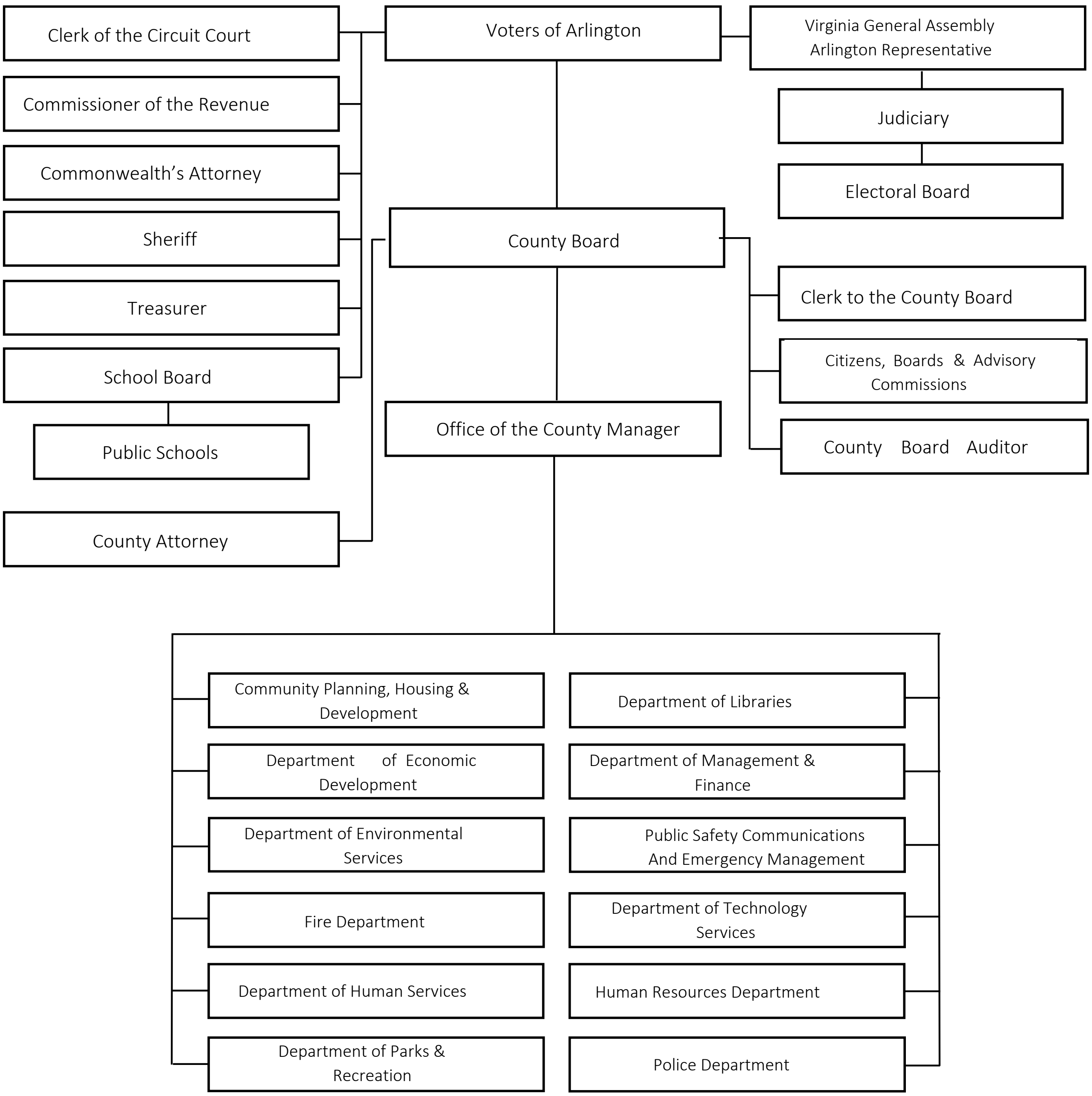
A 1992 revision of the State Code provided a local option to elect the School Board; Arlington voters chose to exercise that option via a November 1993 referendum. As of November 1994 and continuing each year thereafter, School Board members are elected.

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

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

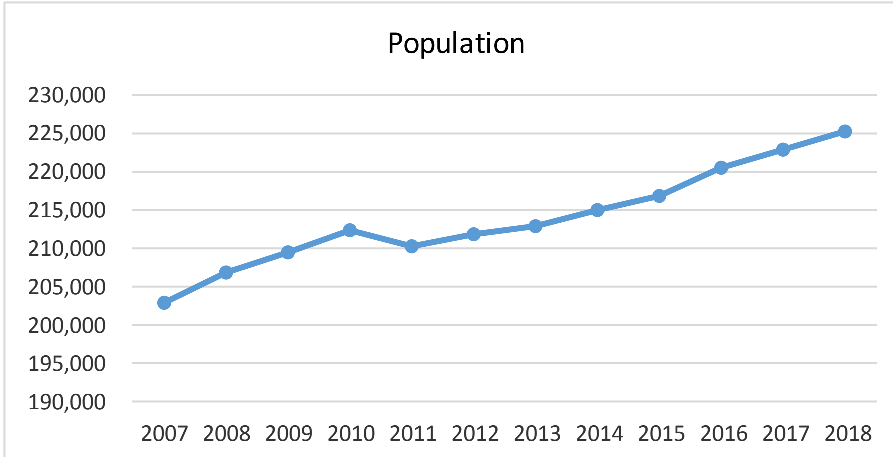
The structure of Arlington County's Government is depicted in an organizational chart on the following page.

ORGANIZATION OF ARLINGTON COUNTY GOVERNMENT



DEMOGRAPHICS

The Planning Division of the Department of Community Planning, Housing and Development (CPHD) estimates Arlington County's 2018 population to be 225,200. 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 Planning Division's method for estimating Arlington's population for 2011 and beyond. Estimates for 2007-2009 and 2011-2018 are provided by the CPHD Planning Division, 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. The Planning Division estimates that 19.1 percent (43,100 persons) of the population are under the age 20. Individuals between the ages of 20-24 make up 6.6 percent or 14,800 persons. Those between the ages of 25-34 make up the largest share of the population at 25.1 percent or 56,600 persons. Persons between the ages of 35-44 represent 16.7 percent of the population (or 37,700 persons), those between the ages 45-64 make up 22.7 percent (or 51,100), those between the ages of 65-84 include 8.5 percent (or 19,100 persons) and those 85 and over represent 1.3 percent of the population (or 2,800 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.)

The Planning Division 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.

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%**

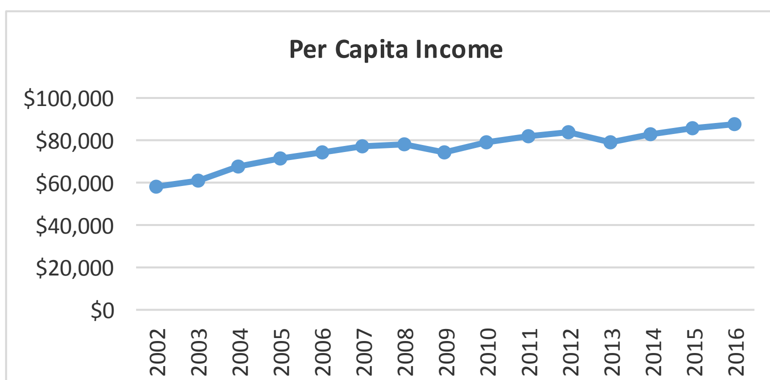
EDUCATION

Arlington's population is among the most highly educated in the country. According to the U.S. Census Bureau 2016 American Community Survey, 93.8 percent of all household residents age 25 and older were high school graduates,73.7 percent were college graduates, and 39.1 percent had graduate or professional degrees. Of the Arlington Public School (APS) class of 2017-2018, 93 percent planned to pursue higher education, and the average expenditure per pupil was expected to be $19,340 in the 2018 fiscal year.

PERSONAL INCOME

The educational achievements of Arlington's population are reflected in the County's income statistics as well. In 2016, the Bureau of Economic Analysis reported that Arlington's per capita personal income was $87,986. According to the U.S. Census American Community Survey, the median household income in Arlington County in 2016 was $110,388. According to ESRI, Arlington County had an effective buying power of $10.53 billion in 2017.

The Per Capita Income graph above shows the growth in per capita personal income since 2002. Income figures for 2002 through 2016 are from the U.S. Bureau of Economic Analysis.



HOUSING

According to Planning Division estimates, there are 114,700 total housing units in Arlington as of January 2018. 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 (65.4 percent or 75,000) of housing units in Arlington are multi-family. There are an estimated 28,500 single-family detached (24.8 percent), 11,100 single-family attached housing units (9.7 percent) and 100 other types of housing units in Arlington. Since 2000, growth in housing units has been largely due to multi-family development. Between 2000 and January 2018, 22,627 new multi-family units have been completed (an increase of 43.2 percent), compared to 816 single family attached units. There has been a net gain of 832 single family detached units during the same time span. In 2017, the

Housing Division estimated that owners occupied 41.0 percent and renters occupied 59.0 percent of occupied housing units.

HOUSEHOLD COMPOSITION

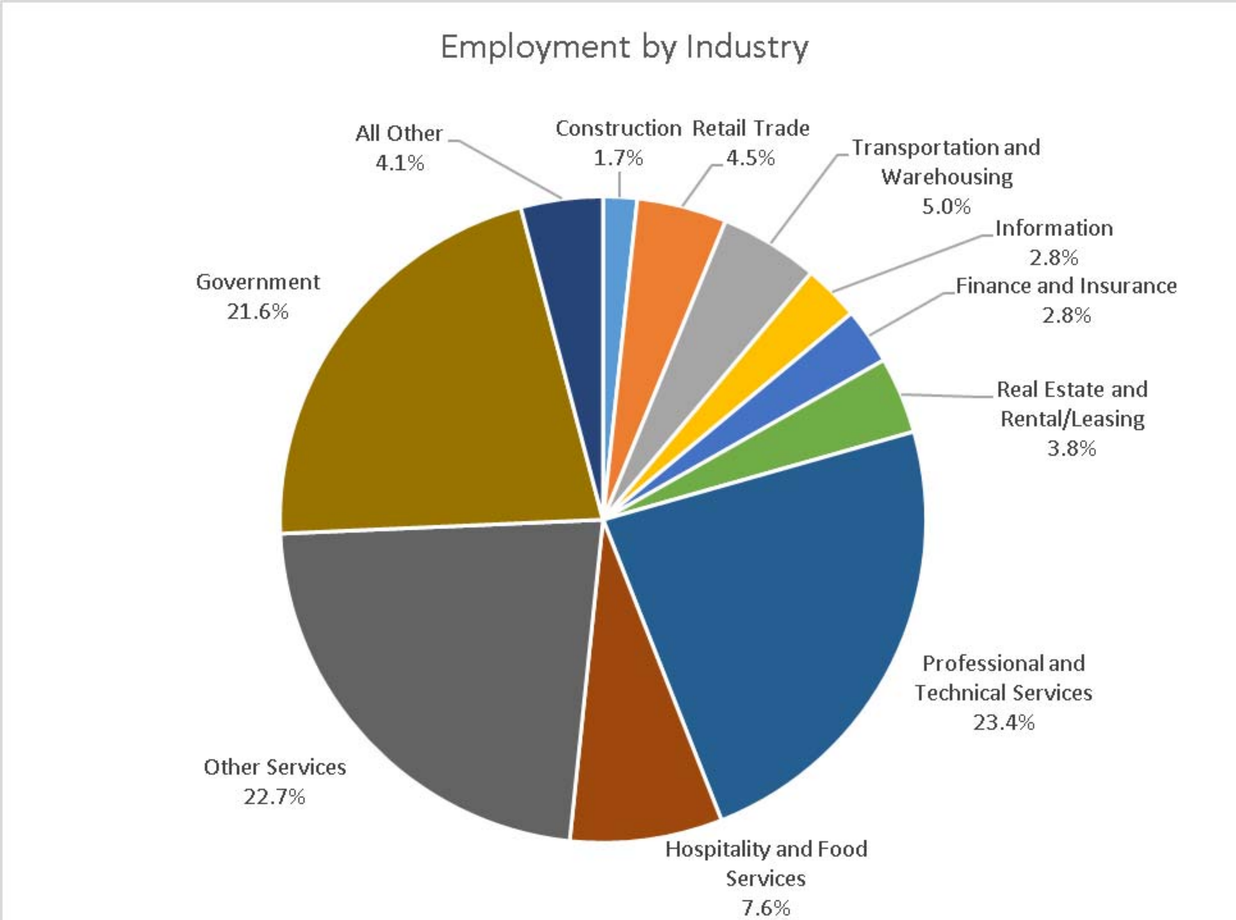
All persons living in a housing unit are termed a household. As of January 2018, the CPHD Planning Division estimates that there are 106,300 households in Arlington County. According to the 2010 Census the average household size is 2.09 persons. The 2010 Census also reports that an estimated 42.4 percent of Arlington households were family households and 57.6 percent were non-family households.

COMMUNITY FACILITIES IN ARLINGTON

- Acres of County Open Space 1,190
- Miles of Biking/Walking/Jogging Trails 94
- Parks 182
- Tennis and Basketball Courts 163
- Natural Grass Fields 82
- Libraries 8
- Synthetic Fields 15
- Nature Centers 3
- Senior Centers 5
- Community Centers 13
- Fire Stations 10

AT-PLACE EMPLOYMENT

According to Arlington County estimates, the total number of jobs in the County increased by about 11.4 percent between 2000 and 2018. The service sector comprises a significant share of jobs in Arlington. About 23.4 percent of all jobs are in the professional and technical services sector. Another 22.7 percent of jobs are in other service sectors, including administrative, education, and health. The government sector also continues to comprise a large share of Arlington jobs. About 21.6 percent (48,400 jobs) of the County's January 2018 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. This year, in 2018, the other services sector also surpasses the number of government jobs and became the second largest sector. The percentage of jobs in the government and business services sectors is likely to change in the short term as the County adjusts to employment moves associated with relocation of Department of Defense facilities to other jurisdictions due to the Base Realignment and Closure Commission (BRAC) recommendations of 2005. The 2017 unemployment rate in Arlington was 2.5 percent.



Sector	Jobs
Construction	3,800
Retail Trade	10,100
Transportation	11,100
Information	6,300
Finance and insurance	6,300
Real estate and Rental/Leasing	8,600
Professional and technical services	52,500
Hospitality and Food Services	17,100
Other Services	50,800
Government	48,400
All other	9,200
Total	**224,200**

- Source: Sector employment are Arlington County Planning Division 2018 estimates based on data from the U.S. Bureau of Economic Analysis for the year 2015 (most current available). Unemployment data is from the U.S. Bureau of Labor Statistics Local Area Unemployment Statistics (LAUS).
- Note: Jobs by sector may not add due to rounding.

TOP 10 PRINCIPAL PRIVATE EMPLOYERS

	COMPANY	NATURE OF BUSINESS	ARLINGTON EMPLOYEES
1	Accenture	Consulting Services	2,500-4,999
2	Deloitte	Consulting Services	2,500-4,999
3	Virginia Hospital Center	Healthcare	2,500-4,999
4	Booz Allen Hamilton	Consulting Services	1,500-1,999
5	Corporate Executive Board	Consulting Services	1,000-1,499
6	Lidl	Supermarket	1,000-1,499
7	Bureau of National Affairs	Information Services	1,000-1,499
8	PAE Government Services	Services	600-999
9	Marymount University	Education	600-999
10	Marriott International, Inc.	Hotel	600-999
TOTAL			**13,800-24,490**

Source: Arlington Economic Development

SELECTED SERVICE INDICATORS

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
General Obligation Bond Rating	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA
New Voters Registered by Electoral Board (Calendar Year)	10,307	11,000	11,000
Inspections Conducted for Fire Code Enforcement, fire protection system, and hazardous materials inspections	3,283	3,200	3,200
Percentage of Fire Emergencies Reached Within Four Minutes of Dispatch	61%	60%	60%
Fire/EMS/Public Service Responses	55,159	58,000	58,000
Refuse Collected on County and Contracted Routes (Tons)	27,027	27,000	25,000
Total Curbside Recycling Tonnage Collected	13,733	13,800	13,800
Licensed Child Care Facilities (Family Day Care Homes)	150	135	135
Number of registrations in Parks and Recreation programs	61,882	62,000	62,000
Number of individuals registered with the Office for Senior Adult Programs (OSAP)	6,442	6,500	6,500
Police response time for Priority 1 calls (minutes from dispatch to arrival)	4:46	4:50	4:50