

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 competitiveness 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														
	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
REVENUE														
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%

	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
EXPENDITURES														
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 Implementation	-	-	-	-	-	-	-	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%

	Adopted FY 2018	FY 2019 Proposed	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Forecast FY 2023	Forecast FY 2024
Shortfall/Surplus \$ (millions)							
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 through 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														
	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
REVENUE														
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														
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 Implementation	-	-	-	-	-	0.0%	-	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 through 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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