

“The existing use of a site will often influence what is realistic and appropriate to achieve on that site.”

“The community should have a role in needs assessment. They should be involved from the outset.”

The Study Committee is recommending the following six principles to guide all siting processes, recommendations, and decisions.

1. Be as transparent as possible: share information broadly and communicate regularly.
2. Time and funding are limited: undertake siting processes in a timely and cost-conscious manner.
3. Use resources efficiently: explore multiple-use facilities and designs that could be adaptable over time.
4. Balance County-wide and local needs.
5. Guide discussions and decisions with established plans, policies and goals.
6. Distribute facilities equitably across the County as much as possible.

The recommended siting process consists of four phases. In Phase 1, the project scope for the identified use and process will be established. This phase will determine siting requirements and considerations, a framework for how sites will be evaluated, the civic engagement process and communications plan, and the timeline for reaching a decision. In Phase 2, potential sites will be identified, evaluated, and refined to two or three options for further consideration. In Phase 3, design studies and analysis will be developed for the refined list of site options identified from Phase 2. The evaluation of these sites will inform the recommendation of a preferred option. In Phase 4, the County Board and/or School Board will consider the recommendation and confirm a final approach.

The siting process is intended to be flexible enough that it can be adapted to a variety of situations. It would primarily be used in situations when a known facility need requires a site, such as determining the location of a new school. The process could also be modified for situations when new use(s) will be determined for a known site has become available for development.

For more information on the Study Committee's proposed siting principles and process, refer to Appendix 6.

Recommendations:

17. Create a formal, integrated strategic facility needs assessment and priority setting process for APS and the County with three elements:

- A Facilities Strategic Planning Committee consisting of two County Board and two School Board members;
- An integrated staff team including APS and all relevant County departments; and
- A Joint Facilities Advisory Commission

18. Implement the proposed Public Facility Siting Process



Revamping the Community Dialogue

Arlington has always taken great pride in the level of civic participation in community matters. Both the County and APS have many advisory commissions and standing committees, and appoint special task forces and working groups to evaluate and make recommendations on specific matters. At the neighborhood and school level, 50+ civic associations and nearly three dozen PTAs provide a forum for participation, and to share information, respond to issues, and provide input and guidance to elected officials and Commissions. But, as Study Committee members noted, community processes require extensive time commitments and typically rely on in-person attendance for input. Reaching renters, the elderly, immigrants and non-English speaking individuals, as well as other groups, remains challenging for those managing community processes.

While these opportunities to participate in the civic life of the community are open to all, changing community demographics, economic pressures and competition for non-work time have resulted in fewer participants in all but the most controversial community processes. Neighborhoods and their populations differ markedly from each other and there is a lack of awareness of these differences. The County and Schools have made great progress in using technology to push information to the community. Project websites that maintain schedules, documents and announcements for major studies and community processes, targeted emails, Twitter, and other forms of social media make it possible for interested parties to keep in touch with project status. Technology simplifies information sharing, but pushing out information is not a replacement for dialogue. Furthermore, technology is not uniformly available to all in the community for a variety of reasons including cost. As a result, some segments of the community (e.g. the elderly and lower income residents) are under-represented in public processes and decision-making.

Process techniques have evolved as well, but they can require considerable time commitments. The Community Facilities Study benefitted from the input of the Resident Forum, citizens who volunteered to participate in the Study as individuals or representatives of civic associations, PTA's and other community groups. This model could be useful for other projects. Gallery walks, open houses, community forums and walking tours help achieve more effective two-way civic engagement; however, they too are most appealing to those with the time to participate. Tracking comments received from the public in a matrix or other format with an indication if the comments were incorporated or not and why is a good process practice that helps people feel like they have been heard.

Study Committee members, all with lengthy experience in County and/or School commissions and working groups, expressed concern that community processes have become less effective for a number of reasons:

- Participation requires significant amounts of volunteer and staff time, thus limiting who can participate;
- The same people tend to be active in multiple areas of civic life, which can lead to burn-out over time and doesn't allow for wider perspectives;
- A significant amount of information is pushed out through various means, but opportunities for meaningful discussion and comment are too few, and it is not always clear that public input is truly heard; and
- Many community processes require participants to come to the County or Schools as opposed to where people live or in convenient or transit-accessible locations.

Study Committee members expressed the desire for methods that make participation easier, earlier and more complete information sharing, clear and meaningful opportunities for public input, and use of both existing structures such as civic associations and PTAs and new groups that represent other segments of the community. They concluded that ongoing attention to civic engagement practices is necessary to ensure that the County engages all segments of the community, develops citizen leaders, provides information transparently and engages the public early in any process. Concerted efforts by County leaders in collaboration with civic leaders are needed to help achieve more unified perspectives and objectives so that Arlington residents are more willing to “pull in the same direction.”

Recommendations:

19. Examine communication processes and practices to reach new audiences and better disseminate information.
20. Improve opportunities for meaningful public participation, and make better use of the community's time and talents.
21. Continually experiment with new techniques for civic engagement and new channels of communication, particularly social media, to reach a diverse population.

4

Next Steps

Chapter 4: Next Steps

Implementation

The intent of this chapter is to bring together in a single place the actions that need to be undertaken to implement the findings and recommendations of the Community Facilities Study Committee.

Of utmost priority, the Committee appeals to the County Board and School Board to act on recommendations #17 and #18 as soon as possible. The Committee recognizes that establishing the proposed priority setting structure (#17) will take time and involve many people to determine the appropriate details for each entities' purpose and responsibilities, as well as constituting them before the complex work can start to identify facility needs. Similarly, if future facility projects that require siting or use determination processes are imminent, the proposed Siting Process (#18) should be institutionalized as soon as possible.

Beyond these two priorities, the remaining recommendations are organized by the suggested timeframe for the recommendation to be implemented by the County and/or Schools. Timeframes are proposed in several categories: those that can be implemented quickly (short-term: 6 - 12 months) while others have multiple elements to be completed and will take more time (mid-term: 1 - 3 years). Also, several recommendations are already underway or have been incorporated into business practices; others will need ongoing attention. The text shown in the *Additional Information* column suggests next steps and timing needed to implement the Committee's recommendations.

Following the list of recommendations, additional topics are suggested for further study that are related to the Study Committee's work but outside the scope of the Study Charge. There was a high degree of agreement among most participants that these efforts are critical to the future of Arlington.

PRIORITY RECOMMENDATIONS

The following are considered to be the committee's primary recommendations and most important to act upon in the near term. By implementing these two recommendations, a foundational structure would be in place to guide the challenging work ahead to identify and prioritize public facility needs as well as establish a guiding process for the siting of future public facilities.

Challenge	Recommendation	Additional Information
Strategic facility planning and priority setting	(#17) Create a formal, integrated strategic facility needs assessment and priority setting process for APS and the County with three elements <ul style="list-style-type: none"> • a Facilities Strategic Planning Committee consisting of two County Board and two School Board members; • an integrated staff team including APS and all relevant County departments; and • a Joint Facilities Advisory Commission. 	The Joint County/APS staff team and the Joint Facility Advisory Committee, will: <ul style="list-style-type: none"> • improve coordination and collaboration between the County and APS; • establish and implement a process to identify facility needs early; • raise awareness of needs with the community and provide opportunities for input; • monitor demographic and economic data to influence decision making; and • strategize alternative solutions before the CIP funding prioritization and specific siting processes begin.
	(#18) Implement the proposed Public Facility Siting Process	To implement the process, key County and School staff should be trained on the new siting process. Commissions involved in facility siting also should be briefed on the process and their role in siting new facilities. The siting process should be evaluated periodically to assess whether the process is achieving intended outcomes.

RECOMMENDATIONS ALREADY UNDERWAY

The following recommendations reflect work that is already underway. See Appendix 2 for additional efforts that are underway.

Challenge	Recommendation	Additional Information
Dealing with changing demographics	(#7) Improve forecast and projection methods. <ul style="list-style-type: none"> • Analysis of student generation factors (SGF) by different housing characteristics, including trends between 2010 and 2015; • Comprehensive demographic analysis of County population by age cohort; • Cohort component demographic model for County population forecasts; • Long-term (6-10 years) student population projection model; and • Trend reporting and best practices. 	Findings from this analysis will be presented in early 2016, at which time the details can be assessed and considered for implementation. This work will guide, in part, the public facility needs assessment described above with the <i>Priority Recommendations</i> .
	(#8) Improve cohort data research, particularly for millennials and those 65 and older, and use demographic factors to help define future facility needs.	Defining future needs for any age group requires better data than is available in non-Census years, including projections by age cohort. This information is particularly lacking for those aged 65 and older. In conjunction with additional work on population projections and school enrollment forecasts, County and APS staff is working with consultants to complete a comprehensive demographic analysis of Arlington's population by age cohort. Some of this analysis is underway as part of the consultant work described in #7 above.
A threatened commercial tax base	(#11) Step up marketing efforts to attract commercial office tenants.	Arlington Economic Development (AED) is completing a series of national marketing missions to recruit companies in targeted industries and is promoting Arlington at select national and international trade shows. In addition AED is reaching new companies and entrepreneurs through digital media and advertising partnerships and campaigns. These marketing efforts are programmed to raise Arlington's profile for business and tourism investment. AED is keeping the County Manager and County Board apprised throughout the year on its business recruitment, retention and tourism investment efforts.

SHORT-TERM RECOMMENDATIONS

These recommendations are intended to be adopted or started within 6 to 12 months.

Challenge	Recommendation	Additional Information
A scarcity of land for public facilities	<p>Adopt the following policies to guide upcoming budget, CIP, and other public facility processes to address the challenge of limited land available for public facilities, and to emphasize that those efforts should be approached with a broader perspective than just considering the primary use of the site:</p> <ul style="list-style-type: none"> • (#1) Make maximum use (and reuse) of the public facilities we have, ensuring that existing space is efficiently used and that new space is adaptable for future purposes. • (#2) Encourage joint or shared use of facilities, taking into account the operating characteristics of any existing use, such as open space. • (#3) Build up, under and over rather than out to use land most efficiently • (#4) Create “new” land by building over right-of-way and on top of structures such as parking garages. 	
A threatened commercial tax base	<p>(#12) Add an economic and fiscal impact section to private development (special exception/site plan and Form Based Code) project staff reports to provide information on the costs (e.g. the projected service demands and other costs to the community) and benefits (e.g. the taxes and other economic benefits) likely to be generated by a proposed project.</p>	
	<p>(#13) Amend the charge of the Economic Development Commission to include provision of a letter to the County Board regarding the economic impacts and benefits of each private development (special exception/site plan and Form Based Code) projects.</p>	

SHORT-TERM RECOMMENDATIONS

These recommendations are intended to be adopted or started within 6 to 12 months.

Challenge	Recommendation	Additional Information
A threatened commercial tax base	(#14) Convene a working group of the County and the business community to improve development review and permitting processes, reduce process and permit review time, and incorporate technology where appropriate, and to explore the possibility of delegating to the BIDS and other similar groups approval for temporary uses, and other similar types of activities that would otherwise need County approval and would help attract and retain businesses.	While convening a working group is a short term action, any outcomes of this effort would be assessed to determine the timing of implementation.
	(#16) Embark on a cost efficiency effort for public facilities and services in light of revenue challenges now and likely in the future, and bolster community awareness of key revenue and budget issues.	Among the questions that could be studied are the following: <ul style="list-style-type: none">• Are we making full use of available technology?• Are we relying more than necessary on 'bricks and mortar' locations for service delivery?• Could equivalent results be achieved with lower expenditures?

MID-TERM RECOMMENDATIONS

The following are categorized as mid-term recommendations, intended to be adopted or started in 1 to 3 years. These recommendations may take additional time and staff resources to research the issues more fully before adopting new policies or enacting specific implementation tools.

Challenge	Recommendation	Additional Information
A scarcity of land for public facilities	(#6) Establish a land acquisition fund to position the County to acquire parcels when they become available.	
Dealing with changing demographics	(#9) Develop strategies to retain the millennial population, specifically increasing the availability of “starter” housing (i.e. entry-level homeownership), child care, and pre-school.	
	(#10) Evaluate and enhance wrap around services, coordinating school and after-school needs.	
The need to revamp our communications dialogue	(#19) Examine communication processes and practices to reach new audiences and better disseminate information.	

RECOMMENDATIONS DESIGNED TO IMPROVE CURRENT PRACTICES

The following recommendations should be adopted immediately and be employed on a continuous basis.

Challenge	Recommendation	Additional Information
A scarcity of land for public facilities	(#5) Collaborate with other jurisdictions to review whether opportunities exist for both facility and service sharing.	Arlington has a long history of regional collaboration and many examples of shared services (e.g., with the City of Falls Church). Recognizing that revenue and land challenges exist and are likely to continue, it is appropriate to collaborate with other jurisdictions to seek additional opportunities for increased collaboration and sharing arrangements, for both facilities and services, and to exchange information about best practices.
A threatened commercial tax base	(#15) Focus on a variety of housing to match the wide range of incomes and ages (e.g. age in place) in the County.	Some work on this subject is underway through implementation of the Affordable Housing Master Plan
The need to revamp our community dialogue	(#20) Improve opportunities for meaningful public participation, and make better use of the community's time and talents.	<p>Members of the Study Committee expressed an interest in an examination of citizen participation and civic engagement practices in the County, and there was support from Study Committee and Resident Forum members for finding new ways to use the large number of civic leaders who have developed skills through experience in civic associations and school organizations. Among the issues/concerns to be addressed are:</p> <ul style="list-style-type: none"> • time commitment required for participation in a County or School community process; • transparent and timely information sharing; • meeting-focused nature of processes; and • insufficient opportunities for meaningful discussion and dialogue.
	(#21) Continually experiment with new techniques for civic engagement and new channels of communication, particularly social media, to reach a diverse population.	

Additional Studies

In the course of this Study, additional topics were raised that were outside of the scope of the charge, or required additional research or time for proper discussion. The Committee recommends that these emerging topics be explored further by the County Board and School Board and the community. Examination of these topics could further impact planning for public facilities and may provide better clarity on the County's vision for the future.

1. Periodically examine the County's development vision as expressed through the Comprehensive Plan

It is timely to review the County's overall vision to:

- assess public support for the current direction of the vision, as articulated by the Comprehensive Plan;
 - better understand the implications, costs and benefits of achieving the vision, particularly the General Land Use Plan, its growth goals and the associated forecasts for population and employment;
 - evaluate growth management strategies to meet the needs of the current and forecasted daytime and residential populations, including those related to housing; economic development; transportation; open space, parks and recreation; schools; health and social services; and emergency services;
 - assess the service and facility implications of alternative growth projections, both higher and lower; and
 - propose a timeline for future review cycles on average of 20-25 years.
2. Evaluate service and facility needs for those 65 and over, and develop new strategies and partnerships that allow for and encourage people to remain in the community as they age.

As the baby boomer generation (ages 51 to 69 in 2015) progresses in age, the number of Arlingtonians over age 65 is expected to greatly increase. It will be necessary to evaluate what facilities will be needed to serve this population, particular those over 85 and/or disabled.

3. Reevaluate the BLPC and PFRC processes

Given the significant facility needs facing the County and Schools in the coming years, this is an appropriate time to assess the purpose, roles and functions of the Building Level Planning Committee (BLPC) and the Public Facilities Review Committee (PFRC). Each entity carries out a role to assist with design and planning of school facilities. BLPC assists the School Board in providing optimal learning environments that are adaptable, energy efficient, environmentally sustainable, and provide adequate outdoor recreational space. Advisory to the County

Board, PFRC generally focuses on site design and how the specific school project (or other County facility) meets broader County policies and addresses local issues. In recent years each committee's role in the review of school projects has become blurred and could benefit from additional structuring of those roles. In addition, currently communication and coordination among the two entities does not exist and almost seems discouraged. An assessment of these groups, their roles and possible areas of collaboration/coordination would benefit future processes and projects.

4. Need to unify disparate neighborhoods and population

Neighborhoods and their populations differ markedly from each other in many respects, and there is a lack of awareness of these differences. Concerted efforts by County leaders in collaboration with citizen leaders are needed to help achieve more unified perspectives and objectives so that Arlington residents are more willing to "pull in the same direction."



A

Appendices

Appendix 1

Arlington Community Facilities Study: A Plan for the Future

Adopted Charge | January 23, 2015

PURPOSE

Build a consensus framework regarding future revenue and facility needs that will inform County and School Board decision-making related to meeting the community's requirements for additional school, fire station, vehicle storage sites and other facility needs in the context of Arlington's and the region's projected 5, 10 and 20 year economic and demographic growth.

KEY QUESTIONS

- What are our facility needs for schools, fire stations, recreation, and transportation vehicle and other storage?
- How do we pay for these needs?
- What principles and criteria should we use to help us decide where to locate them?
- In the context of changing demographics and economics, what opportunities and challenges are there in our aging affordable and workforce multi-family housing stock?
- What do changes in the Federal government presence and the residential and private commercial marketplace mean for County revenues?

CHARGE

The Study Committee is charged with:

1. Examining and, to the extent necessary, reconciling existing demographic and economic forecasts for 5, 10, and 20 years out to produce a single set of forecasts for both the County and Schools.
2. Identifying strategic community challenges that, if unaddressed, could threaten Arlington's overall sustainability (for example, significant school population growth, threats to our revenue base and any resulting operating budget challenges, constraints on borrowing, continuing losses of affordable and workforce housing, growing transportation facility demands (roads, transit, etc.), aging infrastructure, growing use of and demand for park and recreational facilities, growing needs for County services based on demographic trends).
 - a. Developing a detailed description of each challenge
 - b. Identifying the constraints and barriers to addressing identified challenges.
 - c. Developing alternative strategies to address identified challenges. Consideration should be given to finding more efficient ways to use existing facilities and sites, co-location of appropriate uses, and temporary or permanent use of private space.
3. Identifying Arlington's key facility assets and needs - County and Schools 5, 10 and 20 years out. This should be based upon an inventory of existing County and School physical assets.
4. Reviewing likely revenue projections, by source, for the next 20 years. This should be based on an analysis of trends in commercial and residential real estate values, as well as best estimates of federal and state aid. This part of the study should include a sensitivity analysis that presents three alternative futures - high, medium, and low growth

5. Proposing criteria and a process for siting any new County or School facilities or adding new or expanded uses to existing facilities or sites.

Study Committee

A Chair and Vice Chair will lead the Study Committee. Total additional membership shall be no greater than 22 Arlington residents and business owners. They, along with the Chair and Vice-chair, will be appointed by the County Board and the School Board.

Two County Board members and two School Board members will serve as liaisons to the Study Committee.

The Study Committee will have dedicated technical and communication staff support or consultants provided by the County and the school system.

Resident Forum

A Resident Forum open to all interested Arlingtonians will be established to aid the Study Committee in its work and provide the broadest possible community input to the Study Committee's recommendations. Any Arlington resident/employee/business owner is welcome to participate. Existing community groups (e.g civic associations, PTAs, not-for-profit organizations, condo associations) will be invited to send a participant and identify an alternate to the Forum. The Resident Forum will meet at least monthly with the Study Committee.

The Study Committee shall conduct a number of public education sessions with the Resident Forum designed to engage the broader community to key ideas and challenges associated with the Charge. Should the Study Committee establish working groups or subcommittees, membership may be drawn from the Resident Forum. As the work of the Study Committee moves to considering recommendations, the Resident Forum will serve as a sounding board.

Outreach

Outreach using multiple communication platforms and techniques in varied settings will be conducted across Arlington throughout the study. The Study Committee will seek to partner with existing organizations to maximize opportunities to share information and seek input.

Resources to support expert speakers, develop videos or other records of the proceedings, and communicate findings or support meetings in appropriate languages will be reasonably available.

Products and Timeline

The Study Committee shall report to the two boards in September 2015 and November 2015. Over the course of its work, the Study Committee will produce materials that are designed to guide the community's consideration of the key questions. Such materials could include:

- a. A report on demographic and economic forecasts, including an appendix that clearly presents the methodology and data sources.
- b. A draft report that details key challenges facing Arlington.
- c. An inventory of existing County and School physical assets and property and a projection of new facility needs based on demographic trends.
- d. A forecast of County revenue trends under a range of scenarios at 5, 10, and 20 years out.
- e. An analysis of best practices in public facility finance as applied to Arlington County

Community Facilities Study Committee Members

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Ginger Brown, Vice-Chair

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Bryant Monroe
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Demographics Subcommittee

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Facilities Subcommittee

John Milliken
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Hans Bauman
Sal D'Itrii
Saundra Green
Kelly King
Kathleen McSweeney
Kirit Mookerjee

Siting Principles Subcommittee

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Tyra Banks
Carolina Espinal
Lynn Pollock
Tannia Talento

Several Resident Forum members specifically participated in the work of the subcommittees, including Carrie Johnson (Siting Principles) and Jane Siegel (Siting Principles).

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County Departments:

AED: Arlington Economic Development
CMO: County Manager's Office
CPHD: Department of Community Planning, Housing & Development
DES: Department of Environmental Services
DMF: Department of Management & Finance
DPR: Department of Parks & Recreation
DTS: Department of Technology Services

Resident Forum

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Alexandra Bocian
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Terri Prell
Jim Presswood
Adam Rasmussen
Caroline Rogus
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Greg Rusk
Laura Saul Edwards
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Charles Self
Barbara Selfridge

Steve Severn
Sarah Shortall
Laura Simpson
Celia Slater
John Snyder
Stacy Snyder
William Staderman
Laurel Starkey
Gary Steele
Richard Stern
Evan Thomas
Michael Thomas
Lois Thomas Koontz
Cathryn Thurston
Joan Trabandt
Kathleen Trainor
Alise Troester
Erik VandeMeulebroecke
Joshua Waldman
Anita Wallgren
Daniel Weir
Judith Wheat
Joe Wholey
Bruce Wiljanen
Tina Worden

Over 260 community members signed up to participate as part of the Resident Forum and some asked that their names not be published.

A special thanks to Carrie Johnson and Nancy Iacomini for sharing their knowledge and past experiences on public facility efforts with the community.

Appendix 2

County and APS Efforts Already Underway

Schools and County Collaboration

- County and Schools senior staff members have increased their collaborative efforts to discuss issues pertaining to future projects among themselves and with community groups such as the Advisory Council on School Facilities and Capital Programs (FAC) and South Arlington Working Group.
- County and Schools are entering a second phase of work with the consultant team that reviewed the school projection and population forecast methodologies as part of the Community Facilities Study. This second phase will test out proposed refinements to the methodologies. This work is expected to wrap up after the Community Facilities Study is complete, and the results will be shared with the County Board, School Board, and the public.
- County staff have assembled a detailed database of housing units with a variety of additional housing characteristics and have shared this data with Schools staff. Schools staff will use this data to monitor and analyze school enrollment trends for different housing characteristics. The consultant team will perform an initial analysis and provide recommendations for future process improvements for enrollment projections.
- The County and Schools have completed a Memorandum of Understanding that will allow Schools staff to share aggregated student data with County staff for planning purposes while protecting individual student privacy.
- The County and Schools have developed a timeline for consistently exchanging housing, development, and demographic data on an annual basis.
- The County and Schools have collaborated on the “Find Your School” web application to help APS staff and parents find their assigned neighborhood schools by searching for a prospective street address.
- Schools will provide County staff with estimates of the number of students that will be generated by Site Plan, Use Permit, and Form Based Code applications.

Increasing Transparency

- Schools will continue to publish and post the ten year enrollment projections to the APS website annually. In addition, this fall, Schools will release its first Annual Projections Report to provide greater detail and transparency around the projection process in a concise easy to read document. The Annual Projections Report will incorporate “Enrollment over Time” which was requested by the Study Committee.
- Schools are preparing to move to a new web hosting site that will go live for the 2016-17 school year. Over the course of the next year, APS will align the website resources with the Annual projections report.
- The County has created a web page that details its process for forecasting the County’s population and employment.

Other Accomplishments

- At the recommendation of the consultant team, the APS Director of Facilities Planning attended the Davis Demographic and Planning Annual conference Population Association of America Annual Meeting earlier this spring to gain advanced training on:
 - demographic analysis, long-range planning, and GIS software applications for K-12 school districts, and
 - redistricting, forecasting, and mapping software.
- The APS Department of Facilities and Operations has hired additional staff to increase its capacity to project

student enrollment and plan for new facilities.

- The Department of Community Planning, Housing and Development launched initiatives to provide more efficient planning and permitting review processes.
- The Arlington Economic Development office was allocated additional funding in the FY 2016 Budget for marketing and promotional purposes to reduce office vacancy levels.
- The Arlington County Zoning Ordinance was amended in 2015 to lengthen the duration of short-term indoor and outdoor events and activities.

Appendix 3

Facility Inventory

1. APS Facilities
2. County Facilities
3. Park and Natural Resources
4. Map of Parcels Owned by County Board and School Board
5. Map of County-Owned Facilities, by Category

Arl. Quad.	Facility	Year Built	Year Renovated	Acres	Gross Bldg. Area (SF)	Use	2015			2019		Comments
							Capacity	Projected*	Relocatable Classrooms	Capacity	Projected*	
Elementary Schools												
NE	Arl. Science Focus	1953	2001	6.6	68,127	Elementary School	553	648	4	553	675	
NE	Jamestown	1953	2004	11.0	75,899	Elementary School	597	536	4	597	522	
NE	Key	1968		4.7	84,437	Elementary School	653	757	4	653	787	
NE	Long Branch	1973		2.3	70,754	Elementary School	533	569	2	533	639	
NE	Taylor	1947	1994	5.5	80,428	Elementary School	659	701	6	659	718	
NE Total							2,995	3,198	20	2,995	3,330	
NW	Arl. Traditional	1926	2003	7.8	77,261	Elementary School	465	502	1	465	454	
NW	Ashlawn	1956	2014	7.1	97,934	Elementary School	684	794	2	684	894	Does not reflect boundary changes made for 2015/16 and 2016/17
NW	Barrett	1939	2001	7.1	75,672	Elementary School	576	532	4	576	534	
NW	Discovery	2015		7.3	96,903	Elementary School	630	543	0	630	645	
NW	Glebe	1971	2004	7.0	82,889	Elementary School	510	615	6	510	581	
NW	McKinley	1951	1995	7.7	57,360	Elementary School	443	522	14	684	555	Does not reflect boundary changes made for 2015/16 and 2016/17; 2016 addition will increase capacity by 241 students; 2015 relocatable classrooms added to compensate for spaces unavailable during construction
NW	Nottingham	1952	2006	9.0	70,944	Elementary School	513	588	10	513	636	Does not reflect boundary changes made for 2015/16 and 2016/17
NW	Reed	1938	2008	10.9	61,504	Integration Station, PreK	0	60	0	0	60	
NW	Tuckahoe	1954	1999	6.6	69,685	Elementary School	545	597	10	545	601	
NW Total							4,366	4,706	47	4,607	4,961	
SE	Drew	1964	2001	8.4	100,815	Elementary School	674	705	0	674	759	
SE	Henry	1975		4.2	61,488	Elementary School	463	557	4	463	541	
SE	Hoffman-Boston	1915	1999	8.8	108,135	Elementary School	566	548	0	566	630	
SE	Oakridge	1950	1999	8.2	79,305	Elementary School	674	789	6	674	875	
SE Total							2,377	2,595	10	2,377	2,905	
SW	Abingdon	1950	1991	9.8	88,413	Elementary School	589	687	4	725	793	2017 addition will increase capacity by 136 students
SW	Barcroft	1924	1992	5.2	68,700	Elementary School	460	562	10	460	643	
SW	Campbell	1995	2002	9.1	71,919	Elementary School	436	421	2	436	432	
SW	Carlin Springs	2001		4.2	86,745	Elementary School	585	568	4	585	542	
SW	Claremont	1952	2003	15.0	76,038	Elementary School	599	766	6	599	787	
SW	Randolph	1947	1993	7.3	70,880	Elementary School	484	501	2	484	568	
SW Total							3,153	3,635	28	3,289	3,760	
ES Elem Total							12,851	14,034	105	13,268	14,956	

Projected Fall Enrollment

- within existing capacity
- higher than capacity, within 10%
- more than 10% above capacity

* Based on Enrollment Projections (November 7, 2014)

Arl. Quad.	Facility	Year Built	Year Renovated	Acres	2015				2019		Comments	
					Gross Bldg. Area (SF)	Use	Capacity	Projected*	Relocatable Classrooms	Capacity		Projected*
Middle Schools (MS)												
	Gunston	1959	2001	20.0	209,212	Middle School	932	937	0	932	1,258	
	Jefferson	1972		8.6	219,070	Middle School	982	888	1	982	1,111	
	Kenmore	2005		32.2	206,188	Middle School	985	949	0	985	1,138	
	Stratford	1950	2006	8.8	140,603	Secondary School, Special Needs Secondary School	227	227	0	1,000	-	2015 location for H-B Woodlawn and Stratford Program, 2019 addition will create new MS
	Swanson	1939	2005	7.8	132,158	Middle School	948	1,035	6	948	1,210	
	Williamsburg	1955	2004	17.7	170,865	Middle School	997	1,131	12	997	1,323	
	Wilson	-	-	2.6	TBD	Educational	-	-	-	275	227	2019 new facility for H-B Woodlawn and Stratford Program
MS	Middle School Total						6,071	5,167	19	6,119	6,318	
High Schools (HS)												
	Stratford	See MS	See MS	See MS	See MS	Secondary School, Special Needs Secondary School	390	397	0	-	-	2015 location for H-B Woodlawn and Stratford Program
	Wakefield	2013		38.2	404,000	High School	1,903	1,810	0	1,903	2,259	
	Washington-Lee	2008		22.6	329,376	High School	1,900	2,213	8	2,200	2,637	2015 adding 300 seats through interior modifications
	Yorktown	2010		12.3	364,142	High School	1,879	1,758	0	1,879	1,335	
	Wilson	-	-	See MS	See MS	-	-	-	-	500	397	2019 new facility for H-B Woodlawn and Stratford Program
HS	High School Total						6,072	6,178	8	6,482	7,418	
Other Owned Facilities												
	Arlington Mill	-	-	N/A	N/A	Secondary School, Adult Ed	-	152	-	-	234	Sept. 30, 2014 membership is 327 students (including 214 adult students); located at Career Center site
	Career Center	1968		7.9	165,000	Vocational and Day Care	-	-	-	-	-	Currently 459 students
	Langston	2003		4.0	46,786	Secondary School, Adult Ed	-	63	-	-	207	Sept. 30, 2014 membership is 64 students (including 3 adult students)
	Education Center	1970		See W-L HS	55,130	Office	-	-	-	-	-	
	EC Planetarium	1970		See W-L HS	2,500	Planetarium	-	-	-	-	-	
	Facilities Warehouse	1965	1991	6.0	75,000	Office, Shops, Warehouse	-	-	-	-	-	
	Outdoor Lab	2008		N/A	4,900	Nature Center	-	-	-	-	-	located in Lamberts Gap, VA
Leased Facilities												
	Syphax Education Center			Lease	26,900	Office	-	-	-	-	-	Sequoia Plaza; 2017 lease term
	New Directions			Lease	11,217	Instruction	-	-	-	-	-	Wilson Blvd., Clarendon; 2025 lease term
	Parking spaces			Lease	N/A	Staff Parking	-	-	-	-	-	Annual lease term; Located at Career Center site

Projected Fall Enrollment

	within existing capacity
	higher than capacity, within 10%
	more than 10% above capacity

* Based on Enrollment Projections (November 7, 2014)

HUMAN SERVICES

LIBRARIES

PARKING

PARKS RECREATION CULTURAL

PUBLIC SAFETY

SCHOOLS & EDUCATION

OPERATIONS & STORAGE

TRANSPORTATION

ADMINISTRATION

UTILITIES & STORMWATER

Today, Arlington is challenged with:

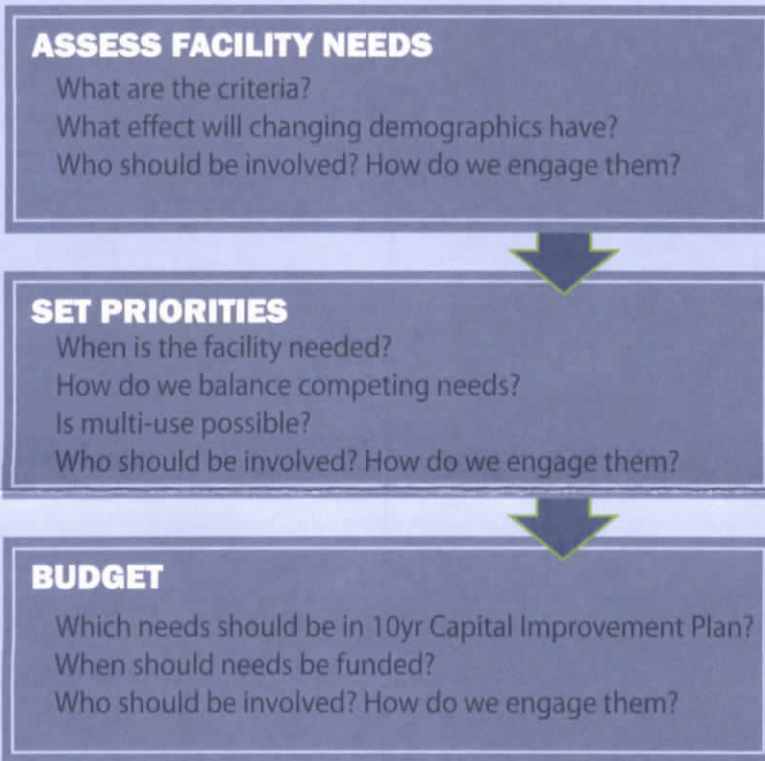
- ✓ steady growth
- ✓ evolving demographics
- ✓ changing economy

Demands for facilities & resources will increase.
With only 26 square miles to work with,

How Should Arlington Plan for Community Facilities?

Two priority recommendations:

1 Create a three-tiered framework to improve the initial steps of the facility planning process.



The proposed three-tiered framework would work to better align the County, Public Schools and community in the decision-making process.

The framework would include:

- ✓ Committee of 2 County Board & 2 School Board members
- ✓ County & School staff team
- ✓ Joint County & School citizen advisory commission

2 Implement the proposed siting process.



A siting process may not always be necessary. See page A-146 of the Final Report.

These processes are currently in place and were not examined by the Study Committee.

A 23-member citizen committee, supported by a 250-member Resident Forum, worked with County and Public Schools staff to evaluate Arlington's changing facility and resource needs.

They identified five key challenges and proposed process improvements as the preferred method to address those challenges.

For a full list of recommendations, see page 20 of the Final Report.

Visit arlingtonva.us and search "community facilities study".

County and Schools Facilities

	Building Name	Address	Zip Code	GSF	Year Built	Renov
COUNTY ADMINISTRATION						
1	Arlington Economic Development	1100 N. Glebe Rd.	22201	16,115	1991	
2	Court Square West	1400 N. Uhle St.	22201	46,286	1966	
3	Courthouse Plaza	2100 Clarendon Blvd.	22201	234,937	1988	
4	Courts Police Building	1425 N. Courthouse Rd.	22201	325,000	1995	
COUNTY OPERATIONS						
5	Arl. Transportation Partners-Commuter Info. Ctr.	1501 Wilson Blvd.	22209	11,132	1967	
6	Arlington County Detention Facility	1435 N. Courthouse Rd.	22201	325,115	1991	
7	ART House I	3175 S. Eads Street (north lot) formerly 2900 Jefferson Davis Hwy.	22202	800	2016	
8	ART House II	3201 S. Eads Street (south lot) (formerly 2910 Jefferson Davis Hwy.)	22202	1,732	2016	
9	Bluemont Park Ranger Station	601 N. Manchester St.	22203	1,836		
10	Commuter Store Kiosk-Ballston	4230 Fairfax Dr.	22203	176	1989	
11	Commuter Store-Crystal City	1686 Crystal Sq. Arcade	22206	842		
12	Commuter Store-Rosslyn	1810 N. Moore St.	22209	900	2015	
13	Cultural Affairs Building	3700 S. Four Mile Run	22203	26,234	1947	
14	Equipment Bureau	2701 S. Taylor St.	22201	38,200	1983	
15	Fire Prevention HQ	1020 N. Hudson St.	22201	28,212	1965	
16	Fire Training Academy	2800 S. Taylor St.	22206	10,150	1991	
17	Police Impound Lot	4250 29th St. S.	22206	2,410	2007	
18	Shirlington Bus Station	2975 S. Quincy St.	22203	1,456	2008	
19	Solid Waste/Traffic Engineering Building	4300 29th St S.	22206	20,833	1988	
20	Star Program	2300 9th St. S.	22204	2,010	1970	
21	Trade Center Fuel Island	4252 28th St. S.	22206	500	1991	
22	Vehicle Wash	4260 28th St. S.	22206	2,240	2008	
23	Water Pollution Control Plant	3402 S. Glebe Rd.	22202	740,003		
24	Water, Sewer and Streets Administration	4200 28th St. S.	22206	18,360	1989	
25	Department of Parks and Recreation Building	2700 S. Taylor Street	22206	34,000	2006	
FIRE STATIONS						
26	Fire Station #1	500 S. Glebe Rd.	22204	13,500	1991	
27	Fire Station #2	4805 Wilson Blvd.	22203	11,900	1976	
28	Fire Station #3	4100 Old Dominion Dr.	22205	14,474	2010	
29	Fire Station #4	3121 10th St. N.	22201	20,385	1963	
30	Fire Station #5	1750 S. Hayes Street	22202	11,957	2005	
31	Fire Station #6 (Falls Church)	6950 N. Little Falls Rd.	22213	18,236	2000	
32	Fire Station #7	3116 S. Abingdon St.	22207	3,010	1983	
33	Fire Station #8	4845 Lee Hwy.	22207	8,160	1963	
34	Fire Station #9	1900 S. Walter Reed Dr.	22204	14,118	1956	
35	Fire Station #10	1559 Wilson Blvd.	22209	11,539	1960	

Adn.	Bldg. Ht. Stories	Bldg. Ht. Ft.	Primary Use	Ownership	Use 2	Use 3	Storage	Notes
	1, in 16 story building	201	County Administration	Leased			160	
	7		County Administration	County				10,000 s.f. vehicle storage
	10		County Administration	Leased	Library	Storage	4,287	
	14		County Administration	County			9,100	
	1, in 12 story building	131	County Operations	Leased				
	12		County Operations	County				
	0		County Operations	County	Storage (buses)			(ART House I & ART House II combined will be known as the ART House CNG Maintenance Facility- construction to begin May 2015 with estimated completion date of April 2016) (parking facility deconstructed in 2013)
	1		County Operations	County	Storage (buses)			
	1		County Operations	County				
	1, standalone		County Operations	Leased				
	1		County Operations	Leased				
	1, in Rosslyn Metro Sta.		County Operations	Leased				
2001	1 + partial 2nd floor		County Operations	County			Minimal	Cultural Affairs has 17K SF, the rest is DPR Sports & Rec offices
	2		County Operations	County				
	4 (limited 1st floor)		County Operations	County				
	2		County Operations	County				
	1		County Operations	County				
	1		County Operations	County				
	1		County Operations	County				
	1, in 7 story building		County Operations	Leased				
	1		County Operations	County				Formerly 4260 South 28th Street
	1		County Operations	County				
	0-6		County Operations	County	Storage			53 facilities on site
	2		County Operations	County				
	2		County Operations	County				
	1		Fire Station	County				
2001	1		Fire Station	County				
	2		Fire Station	County				
1997	1		Fire Station	County				
	2		Fire Station	County				
	2		Fire Station	Falls Church				
	1 + basement		Fire Station	County				
	1 + basement		Fire Station	County				
2000	1 + basement		Fire Station	County				
	1 + basement		Fire Station	County				

County and Schools Facilities

	Building Name	Address	Zip Code	GSF	Year Built	Renov
	HUMAN SERVICES					
36	3rd St. Program House	5409 3rd St. S.	22204	1,500	1944	
37	Argus House	1527 Clarendon Blvd.	22209	7,992	1991	
38	Arlington Childcare Center	1915 N. Uhle. St.	22201	3,425	1988	
39	Clarendon Club House	3141 N. 10th St.	22201	4,500	1990	
40	Community Residences	1212 S. Irving St.	22204	2,648	1924	
41	Culpepper Garden	4435 N. Pershing Dr.	22203	8,420		
42	Gates of Ballston	4108 4th St. N.	22203	1,560	1940	
43	Independence House	1727 Fairfax Dr.	22209	16,500	2016	
44	Residential Program Center	1554 Columbia Pike	22204	20,864	1994	
45	Sequoia Plaza	2100 Washington Blvd.	22204	217,482	1987	
46	Sullivan House	3103 9th Rd. N.	22201	15,000	1964	
47	The Thomas Building	2020 14th St. N.	22201	78,321	1966	
	CLOSED FACILITIES OR CLOSURE IMMINENT					
48	1800/DHS (Closed)	1800 N. Edison St.	22209	18,975	1945	
49	1800/DHS Lab (Closed)	1800 N. Edison St.	22209	2,405	1945	
50	1810/DHS	1810 N. Edison St.	22209	14,001	1945	
51	Artisphere	1101 Wilson Blvd.	22209	54,396	1988	
52	Drewry Center	1725 N. George Mason Dr.	22205	35,216	1961	
53	Emergency Winter Shelter	2049 15th St. N.	22201	12,360	1949	
54	Fenwick Center	800 S. Walter Reed Dr.	22204	24,000	1973	
55	George Mason Center	1801 N. George Mason Dr.	22204	26,180	1964	
	LIBRARIES					
56	Aurora Hills Library/Rec Center/Storage	735 18th St.S.	22202	11,997	1975	
57	Central Library	1015 N. Quincy St.	22204	91,322	1959	
58	Cherrydale Library	2190 Military Rd.	22207	5,500	1961	
59	Columbia Pike Library	816 S. Walter Reed Dr.	22204	11,512	1975	
60	Glencarlyn Library	300 S. Kensington St.	22204	4,200	1963	
61	Shirlington Library/Signature Theatre	4200 Campbell Ave.	22206	70,891	2007	
62	Westover Library	1644 N. McKinley Rd.	22204	16,689	2009	
	PARKING GARAGES					
63	Arlington County Detention Facility Garage	1435 N. Courthouse Rd.	22201	81,900	1991	
64	Arlington Mill Community Center Garage	909 S. Dinwiddie St.	22204	49,350	2013	
65	Ballston Garage	627 N. Glebe Rd.	22203	271,500	1951	
66	Barcroft Sports Complex Garage		22204	48,000	1999	
67	Court Square West Garage	1400 N. Uhle St.	22201	16,000	1966	
68	I-66 Garage	15th St. N. & N. Stafford St.	22207	320,535	1981	
69	The Thomas Building Parking Garage	2020 14th Street N.	22201	60,000	1966	
70	Trade Center Parking Garage	2881 S. Taylor St.	22206	110,436	2007	

Adn.	Bldg. Ht. Stories	Bldg. Ht. Ft.	Primary Use	Ownership	Use 2	Use 3	Storage	Notes
	1		Human Services	County				
	2		Human Services	County				
	1		Human Services	County				
	1		Human Services	County				
	2		Human Services	County				
	1, in 9 story building		Human Services	Leased				
	2		Human Services	Leased				
	2 + basement		Human Services	County				Per Site Plan #432 approved 2/2015. New address will probably be 1300 N. Rhodes St.
	2		Human Services	County				
	4 + partially finished basement		Human Services	Leased				
998	3		Human Services	County				
015	7 +1 mechanical/electrical penthouse		Human Services	County	County Operations		1,500	24,990 sf is Homeless Services Center
	2		In Transition	County				
	1		In Transition	County				
	1 + 2 basements		In Transition	County				
010	*occupies 3 floors (6,8,9)		In Transition	Leased			1,000	
978	2		In Transition	County				
	3 + basement		In Transition	County				
005	2		In Transition	County				
006	2		In Transition	County				
	1		Library	County	Recreation /Cultural	Storage		Storage 4,100 s.f., library 6,023 s.f., rec ctr. 1,874 s.f.
992	2		Library	County				
	1 + mezzanine		Library	County				
	2		Library	APS				
	1		Library	County				
	4		Library	County	Recreation /Cultural			
	1		Library	County				
	2 below grade		Parking Garage	County				
	2		Parking Garage	County				
	6		Parking Garage	Leased				
	3		Parking Garage	County				
	4 below grade		Parking Garage	County				
	3		Parking Garage	Leased				382 spaces
	3 below grade		Parking Garage	County				124 spaces below grade
	2 above/below grade		Parking Garage	County	Storage		53,700	vehicle storage

County and Schools Facilities

	Building Name	Address	Zip Code	GSF	Year Built	Re
	RECREATION/CULTURAL					
71	Arlington Arts Center	3550 Wilson Blvd.	22201	17,532	2003	
72	Arlington Mill Community Center	909 S. Dinwiddie St.	22204	135,875	2013	
73	Barcroft Sports Complex	4200 S. Four Mile Run Drive	22204	30,000	1999	
74	Carlin Hall	5711 4th St. S.	22204	2,816	1892	
75	Carver Community Center	1415 S. Queen St	22204	6,208	1932	
76	Charles Drew Community Center	3500 23rd St. S.	22206	7,956	1944	
77	Dawson Terrace Rec. Center	2133 N. Taft St.	22201	4,112	1785	
78	Fairlington Recreation Center	3308 S. Stafford St.	22206	36,688	1944	
79	Fort CF Smith Main House	2411 24th St. N.	22207	2,900	1901	
80	Gulf Branch Nature Center	3608 Military Rd.	22204	3,710	1921	
81	Gunston Bubble	2700 S. Lang St.	22202	4,000	1998	
82	Gunston Community Center/Theater Facilities	2700 S. Lang St.	22202	23,500	1956	
83	Langston Brown Community Center	2121 N. Culpeper St.	22207	33,762	2002	
84	Lee Community Center	5722 Lee Hwy.	22207	12,336	1925	
85	Long Branch Nature Center	625 S. Carlin Spring Rd.	22209	3,560	1940	
86	Lubber Run Amphitheater	200 N. Columbus St.	22203	1,346	1968	
87	Lubber Run Recreation Center	300 N. Park Dr.	22203	19,302	1956	
88	Madison Recreation Center	3829 N. Stafford St.	22207	34,250	1948	
89	Rosslyn Spectrum Theater	1601 N. Kent St.	22209	7,840	1966	
90	Thomas Jefferson Community Center	3501 2nd St. S.	22204	15,125	1972	
91	Walter Reed Community Center	2909 16th St. S.	22204	24,293	2006	
	STORAGE					
92	ART House III Operations Center & Warehouse	2900 S. Eads St.	22202	29,131	1959	
93	Butler Building (Water Pollution Control Plant)	3180 S. Eads St.	22202	4,200	2007	
94	DES Garage Bays (old Public Works Garage)	4250 28th St. S.	22206	11,042	1950	
95	Fort CF Smith Tractor Barn	2411 24th St. N.	22207	600	1982	
96	Motorola Building	2701 S. Nelson St.	22206	5,940	1965	
97	North Arlington Salt Dome	Old Dominion Drive	22207			
98	Oakland Street Warehouses	2704 - 2706 S. Oakland St.	22206	10,000	1952	
99	OLD Signature Building	3806 S. Four Mile Run Dr.	22206	12,278	1950	
100	Sign Warehouse	4290 29th St. S.	22206	330	2007	
101	Trades Center Chain Shop	4270 28th St. S.	22206	2,346	1950	
102	Traffic Engineering Warehouse	4280 29th St. S.	22206	3,630	2007	
103	Water Control Center	4202 28th St. S.	22206	5,226	1950	
104	Water, Sewer and Streets Warehouse	4202 28th St. S.	22206	13,700	1989	
105	Woodmont Center	2422 N. Fillmore St.	22207	44,496	1971	
	Total Square Footage			4,322,365		

Addr.	Bldg. Ht. Stories	Bldg. Ht. Ft.	Primary Use	Ownership	Use 2	Use 3	Storage	Notes
			Recreation/Cultural	County				
		3	Recreation/Cultural	County				
		5	Recreation/Cultural	County				
	1 + mezzanine		Recreation/Cultural	County				
	1 + partial basement/attic		Recreation/Cultural	County				
013			Recreation/Cultural	County				RPC 33006027
		1	Recreation/Cultural	County				RPC 31026011
		1	Recreation/Cultural	APS				
	2 in original house; 1 in Rec Center		Recreation/Cultural	County				
1970			Recreation/Cultural	County				
	1 + partial basement		Recreation/Cultural	County				
1999		2	Recreation/Cultural	County				
		2	Recreation/Cultural	County				
			Recreation/Cultural	County				APS owns the land. County owns the bubble
		1	Recreation/Cultural	County				Combine line items 55 through 58 and use 1956
2002		2	Recreation/Cultural	APS	Recreation /Cultural	Schools	0	
		3	Recreation/Cultural	APS				
			Recreation/Cultural	County				3500 SF is used by Cultural Affairs for print making & ceramics studio
2001		2	Recreation/Cultural	County				
	1 + mezzanine		Recreation/Cultural	County				
			Recreation/Cultural	County				AED uses for storage of scenery & stage equipment
1991		1	Recreation/Cultural	County				
		2	Recreation/Cultural	County				
		2	Recreation/Cultural	County				
1997	2, in 11 story building		Recreation/Cultural	Leased			500	
		1	Recreation/Cultural	APS				
	2-1 + basement (electrical/mechanical)		Recreation/Cultural	County				
		1	Storage	County	County Operations			Storage 24,500 s.f., Operations 4,631 s.f.
		1	Storage	County				
		1	Storage	County			12,400	Vehicle storage/access, to be demolished
		2	Storage	County				
		1	Storage	County			5,100	vehicle storage, to be demolished
		1	Storage	County				
		1	Storage	County				
		2	Storage	County			12,278	Storage, to be demolished
		2.5	Storage	County				Originally shown as 2,480 s.f.
		1	Storage	County				To be demolished
		1.5	Storage	County			5,900	Vehicle & General storage
		1	Storage	County			15,200	vehicle access
		2	Storage	County				
			Storage	County	Human Services	Recreation/Cultural	16,250	general storage
		3						

Parks and Natural Resources

prepared 10.16.15

Park Name	Park Address	Acres
1101 Lee Highway	1101 Lee Highway	0.61
18th Street North and North Lincoln Street Park	18th Street North and North Lincoln Street	0.12
19th Road South Park	19th Road South	0.61
21st Street North and North Potomac Street Park	2001 North Potomac Street	0.21
21st Street North and North Stafford Street Park	2045 N Stafford ST	0.27
23rd Street South and South Eads Street Park	501 23rd ST S	0.07
Alcova Heights Park	901 South George Mason Drive	12.24
Allie S. Freed Park	2465 South Culpeper Street	12.48
Andrew Ellicott Park at the West Cornerstone	2824 Arizona Street	0.17
Arlington Forest Park	4801 Arlington Boulevard	1.04
Arlington Heights Park	9th Street South and South Irving Street	0.28
Arlington Mill Community Center	4975 Columbia Pike	2.10
Arlington View Park	1105 South Queen Street	0.13
Aurora Hills Community Center	735 18th Street South	2.91
Bailey's Branch Park	990 South Columbus Street	1.62
Ball-Carlin Cemetery	300 South Kensington Street	0.22
Ballston Pond Park	4747 North Fairfax Drive	6.67
Barcroft Park	4200 South Four Mile Run Drive	62.61
Benjamin Banneker Park	1701 North Van Buren Street	12.10
Bicentennial Garden	Arlington Mill Drive	0.15
Big Walnut Park	1915 North Harrison Street	1.61
Birch-Payne Cemetery	2700 North Sycamore Street	0.34
Bluemont Junction Park	744 North Emerson Street	23.59
Bluemont Park	601 North Manchester Street	50.60
Bon Air Park	850 North Lexington Street	20.99
Broyhill Forest Park	3510 North Utah Street	0.50
Butler Holmes Park	101 South Barton Street	2.13
Carlin Hall Community Center	5711 4th Street South	0.40
Central Park	3140 Wilson Boulevard	0.72
Charles A. Stewart Park	2400 North Underwood Street	3.99
Cherry Valley Park	1731 North Quincy Street	9.84
Cherrydale Park	2176 North Pollard Street	0.90
Chestnut Hills Park	2807 North Harrison Street	4.21
Clarendon Station Park	1300 N Vermont ST	0.37
Cleveland Park	1030 S Cleveland ST	0.14
Dark Star Park	1655 North Fort Myer Drive	0.65
Dawson Terrace Community Center and Park	2133 North Taft Street	3.50
Doctors Run Park	1301 South George Mason Drive	5.82
Donaldson Run Bike Trail	4712 26th ST N	6.45
Donaldson Run Park	4628 26th ST N	30.16
Douglas Park	1718 South Quincy Street	6.57
Drew Park	3500 24th Street South	1.71
Eads Park	2730 South Eads Street	4.39
East Falls Church Park	1730 North Roosevelt Street	4.05
Edison Park	213 North Edison Street	0.39
Fairlington Community Center and Park	3308 South Stafford Street	8.18
Fields Park	825 N George Mason DR	2.47
Fillmore Park	33 North Fillmore Street	5.14
Fort Barnard Heights Park	2448 24th Road South	0.65

Park Name	Park Address	Acres
Fort Barnard Park	2101 South Pollard Street	3.60
Fort Bennett Park and Palisades Trail	2220 North Scott Street	10.54
Fort C.F. Smith Park	2411 24th Street North	19.04
Fort Ethan Allen Park	3829 North Stafford Street	14.77
Fort Myer Heights Park	1400 North Fort Myer Drive	0.87
Fort Reynolds Park	4585 31st ST S	0.80
Fort Scott Park	2800 Fort Scott Drive	11.31
Four Mile Run Park	3100 South Glebe Road	23.24
Foxcroft Heights Park	801 S Oak ST	0.15
Garfield ST & RT 50	6 South Garfield Street	0.23
Glebe and Randolph Park	615 North Glebe Road	0.65
Glebe Road Park	4211 North Old Glebe Road	9.87
Glencarlyn Park	301 South Harrison Street	100.11
Greenbrier Park	2700 North Greenbrier Street	14.51
Gulf Branch Nature Center and Park	3608 North Military Road	27.00
Gum Ball Park	3715 7th Street North	0.31
Gunston Park	1401 28th Street South	6.23
Halls Hill/High View Park	4998 Lee HWY	0.48
Hayes Park	1516 North Lincoln Street	2.87
Henry Clay Park	3011 7th Street North	1.53
Henry Wright Park	4350 4th ST N	0.66
Herselle Milliken Park	820 North Lincoln Street	0.42
High View Park	1938 North Dinwiddie Street	2.73
Hillside Park	1601 North Pierce Street	1.37
Holmberg Park	3756 North Upland Street	0.90
I-66 Parking Garage	15th Street North and North Quincy Street	2.51
Isaac Crossman Park at Four Mile Run	1900 Westmoreland Street	2.84
James Hunter Park	1299 North Herndon Street	0.75
James W. Haley Park	2400 South Meade Street	2.57
Jamestown Park	3618 N Dickerson ST	4.73
Jennie Dean Park	3630 27th Street South	12.22
John Marshall Greenway	John Marshall Drive and North Ohio Street	2.19
Kirkwood Road Neighborhood Park	North Kirkwood Road	0.42
Kirkwood Road Park	1950 Kirkwood Rd	2.44
Lacey Woods Park	1200 North George Mason Drive	13.86
Lang Street Community Gardens	2815 S Lang St	1.20
Lee Community Center and Park	5722 Lee Highway	2.14
Lee Heights Park	2400 North Taylor Street	2.10
Long Bridge Park	475 Long Bridge Dr	29.30
Lubber Run Park	300 N Park DR	30.49
Lucky Run Park	2620 South Walter Reed Drive	3.31
Lyon Village Park	1800 North Highland Street	1.52
Madison Manor Park	6225 12th Road North	13.10
Marcey Road Park	2722 North Marcey Road	2.84
Mary Carlin Woods at Bluemont Park	601 North Manchester Street	6.56
Maury Park	3550 Wilson Boulevard	2.09
Maywood Park	3210 North 22nd Street	0.26
McCoy Park	2121 21st Street North	1.71




Park Name	Park Address	Acres
Minor Hill Park	3520 North Powhatan Street	7.53
Monroe Park	1330 South Monroe Street	0.99
Mosaic Park	544 N POLLARD ST	1.84
N Danville St and 11th St N Park	2751 11th ST N	1.01
Nauck Garden	3501 18th Street South	0.10
Nauck Park	2551 19th Street South	0.56
Nina Park	800 24th Street South	0.29
Oakcrest Park	1020 South Oakcrest Road	1.21
Oakgrove Park	4012 17th Street North	3.40
Oakland Park	3705 Wilson BLVD	0.92
Oakland Street Park	Columbia Pike and South Oakland Street	0.08
Parkhurst Park	5820 20TH RD N	3.42
Penrose Park	2200 6th Street South	2.01
Penrose Square	2597 Columbia Pike	0.39
Pimmit Run Fishing Access	4144 North Richmond Street	0.19
Powhatan Springs Park	6020 Wilson Boulevard	5.33
Quincy Park	1021 North Quincy Street	13.16
Rhodeside Green Park	1631 North Rhodes Street	0.45
Rock Spring Park	5012 Little Falls Road	3.77
Rocky Run Park	1109 North Barton Street	2.96
Rosslyn Highlands Park	1559 Wilson Boulevard	0.69
Sharp Park	3400 North Powhatan Street	1.51
Shirlington Park	2601 South Arlington Mill Drive	11.40
Slater Park	1837 North Culpeper Street	1.64
South Ives Street Park	2615 South Ives Street	1.15
Stratford Park	4321 Old Dominion Drive	3.96
Swanson Middle School (Open Space)	5800 North Washington Boulevard	1.17
Thomas Jefferson Community Center and Park	3501 2nd Street South	18.43
Thrifton Hill Park	2814 23rd Street North	8.64
Towers Park	801 South Scott Street	5.17
Troy Park	2629 South Troy Street	2.98
Tuckahoe Park	2400 North Sycamore Street	12.25
Tyrol Hill Park	5101 7th Road South	3.36
Upper Pimmit Run Park	3815 North Dumbarton Street	2.15
Utah Park	3191 South Utah Street	4.22
Virginia Highlands Park	1600 South Hayes Street	19.74
Wakefield High School Park	4966 14th St South	0.71
Walter Reed Community Center and Park	2909 16th Street South	6.92
Westover Park	1001 North Kennebec Street	3.86
Windy Run Park	2420 North Kenmore Street	15.06
Woodlawn Park	1325 North Buchanan Street	3.24
Woodmont Center	2422 North Filmore Street	3.32
Woodstock Park	2049 North Woodstock Street	1.27
Zachary Taylor Park	2900 Military Road	20.45

***Note: Acres shown are based upon GIS calculations and may not represent true legally deeded Department of Parks and Recreation is in the process of updating this inventory through the**



Legend

County and School Board Owned Property

-  School Board Owned
-  County Board Owned Existing or Future Park
-  County Board Owned excluding Parks

Federal Property



Building





POTOMAC RIVER

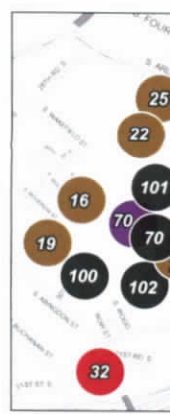


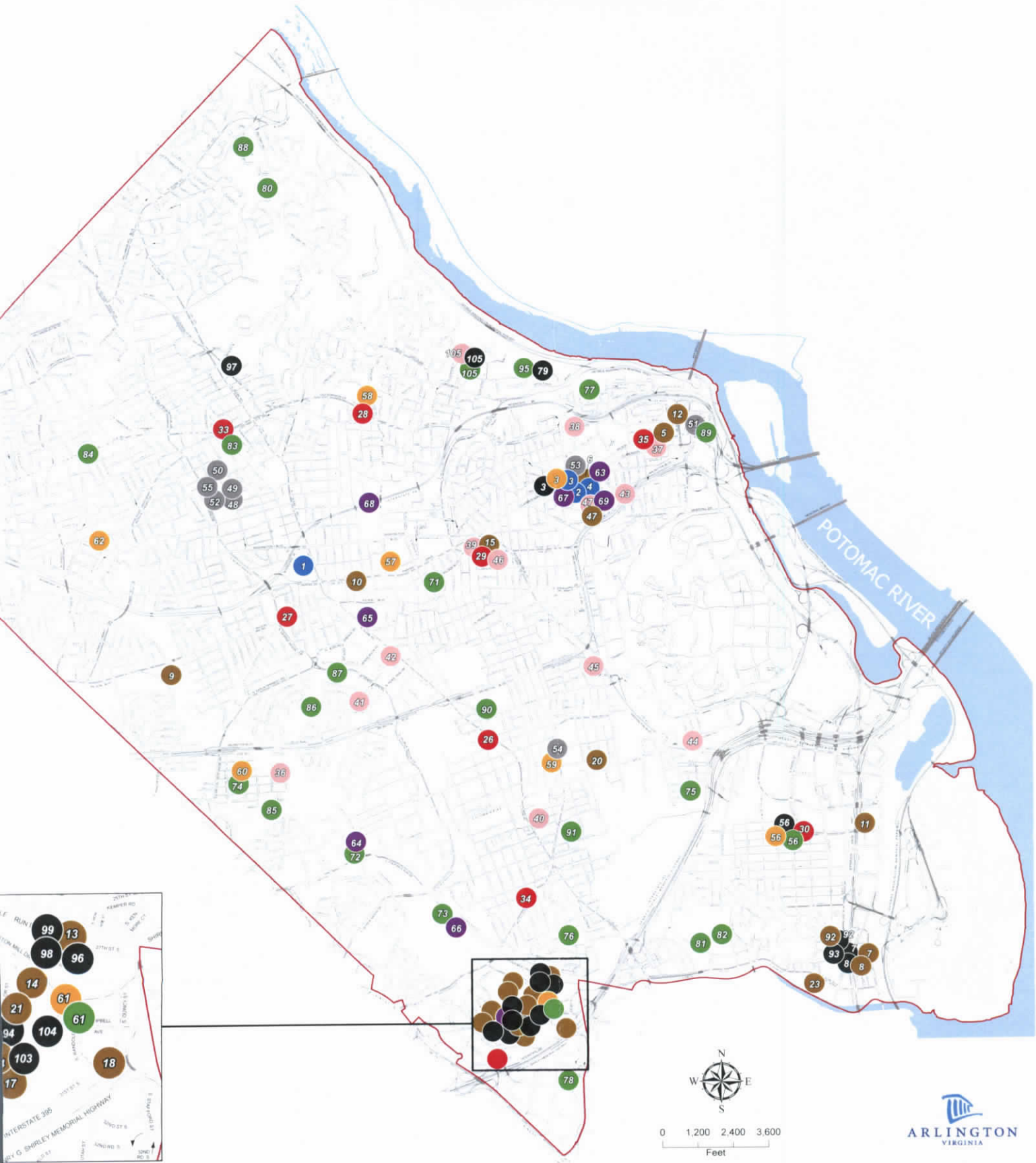
County Facilities by Category

Site Number	Building Name
1	Arlington Economic Development
2	Court Square West
3	Courthouse Plaza
4	Courts Police Building
5	Arl. Transportation Partners-Commuter Info. Ctr.
6	Arlington County Detention Facility
7	ART House I
8	ART House II
9	Bluemont Park Ranger Station
10	Commuter Store Kiosk-Ballston
11	Commuter Store-Crystal City
12	Commuter Store-Rosslyn
13	Cultural Affairs Building
14	Equipment Bureau
15	Fire Prevention HQ
16	Fire Training Academy
17	Police Impound Lot
18	Shirlington Bus Station
19	Solid Waste/Traffic Engineering Building
20	Star Program
21	Trade Center Fuel Island
22	Vehicle Wash
23	Water Pollution Control Plant
24	Water, Sewer and Streets Administration
25	Department of Parks and Recreation Building
26	Fire Station #1
27	Fire Station #2
28	Fire Station #3
29	Fire Station #4
30	Fire Station #5
31	Fire Station #6 (Falls Church)
32	Fire Station #7
33	Fire Station #8
34	Fire Station #9
35	Fire Station #10
36	3rd St. Program House
37	Argus House
38	Arlington Childcare Center
39	Clarendon Club House
40	Community Residences
41	Culpepper Garden
42	Gates of Ballston
43	Independence House
44	Residential Program Center
45	Sequoia Plaza
46	Sullivan House
47	The Thomas Building
48	1800/DHS (Closed)
49	1800/DHS Lab (Closed)
50	1810/DHS
51	Artsphere
52	Drewry Center
53	Emergency Winter Shelter
54	Fenwick Center
55	George Mason Center
56	Aurora Hills Library/Rec Center/Storage
57	Central Library
58	Cherrydale Library
59	Columbia Pike Library
60	Glencarlyn Library
61	Shirlington Library/Signature Theatre
62	Westover Library
63	Arlington County Detention Facility Garage
64	Arlington Mill Community Center Garage
65	Ballston Garage
66	Barcroft Sports Complex Garage
67	Court Square West Garage
68	I-66 Garage
69	The Thomas Building Parking Garage
70	Trade Center Parking Garage
71	Arlington Arts Center
72	Arlington Mill Community Center
73	Barcroft Sports Complex
74	Carlin Hall
75	Carver Community Center
76	Charles Drew Community Center
77	Dawson Terrace Rec. Center
78	Fairlington Recreation Center
79	Fort CF Smith Main House
80	Gulf Branch Nature Center
81	Gunston Bubble
82	Gunston Community Center/Theater Facilities
83	Langston Brown Community Center
84	Lee Community Center
85	Long Branch Nature Center
86	Lubber Run Amphitheater
87	Lutber Run Recreation Center
88	Madison Recreation Center
89	Rosslyn Spectrum Theater
90	Thomas Jefferson Community Center
91	Walter Reed Community Center
92	ART House III Operations Center & Warehouse
93	Butler Building (Water Pollution Control Plant)
94	DES Garage Bays (old Public Works Garage)
95	Fort CF Smith Tractor Barn
96	Motorola Building
97	North Arlington Salt Dome
98	Oakland Street Warehouses
99	OLD Signature Building
100	Sign Warehouse
101	Trades Center Chain Shop
102	Traffic Engineering Warehouse
103	Water Control Center
104	Water, Sewer and Streets Warehouse
105	Woodmont Center

County Facilities

- County Administration
- County Operations
- Recreation / Cultural
- Fire Station
- Human Services
- Libraries
- Parking Garage
- Storage
- In Transition





Appendix 4

CIP Funding Sources

Bonds are the primary financing source used by the County for major general government infrastructure since they are the lowest cost of capital available, given Arlington's bond ratings.

Bond financing refers to debt financing of projects. Arlington County most often sells general obligation bonds. Bond financing is generated through the borrowing of funds (principal) at a cost (interest) through the sale of municipal bonds. There are several types of bond financing:

- General obligation bonds - Arlington typically issues general obligation bonds, which must first be approved by the County's voters and are secured by the full faith and credit of the County. Arlington's practice is to schedule bond referenda for even-numbered calendar years, which correspond to the bond sale in odd-number fiscal years. General Obligation Bonds typically have a 20 year maturity and are limited by debt capacity guidelines.
- Revenue and other types of bonds - Revenue bonds are typically secured solely by user fees or projected revenues and include no pledge from the General Fund. Revenue and other types of bonds (including those backed by the County's subject to appropriation pledge) typically carry a higher interest rate than GO bonds and generally have debt service coverage and other financial restrictions.
- Lease revenue or annual appropriation bonds - These types of bonds are secured by a "subject to appropriation" pledge by the County Board and do not require voter approval. (See "Lease-purchase finance" below) They generally require the use of a third party to execute the lease transaction, such as the Industrial Development Authority (IDA), Virginia Resources Authority, or Virginia Municipal League / Virginia Association of Counties.

A multitude of other funding sources allow the County to balance its use of debt and pay-as-you-go sources.

Master Lease equipment purchase finance (or Master Lease) represents another source of capital financing to acquire equipment, rolling stock, furniture and technology purchases that have useful lives ranging from three to ten years. Master lease 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. Because of the short-term maturities of master lease financing, interest rates are typically lower than rates on long-term bonds. The County typically procures equipment using temporary funding sources, and then draws funds from the master lease financing institution to reimburse the temporary sources.

Pay-As-You-Go (PAYG) comes from annual appropriations and is part of the adopted operating budget. PAYG funding provides the greatest flexibility since it is not constrained by tax-exempt bond requirements and historically has funded maintenance capital projects, regional partnership programs and other projects such as Neighborhood Conservation and Neighborhood Traffic Calming. Projects that are typically smaller in scale as well as minor renovations are likely candidates for PAYG funding - as long as the project has an expected useful life of at least 10 years or more.

The Transportation Capital Fund - Commercial & Industrial Tax is a source of funding authorized by the General Assembly in 2007 enabling the County to levy an additional real estate tax on industrial and commercial properties

for transportation initiatives. In April 2008, the County Board adopted a tax of \$0.125 per \$100 of assessed value for transportation projects. Proceeds of the tax are held in a separate fund.

The Transportation Capital Fund – HB2313 Funds are revenues from the taxes and fees adopted by the General Assembly in 2013 as part of HB 2313 and are distributed from the State to the Northern Virginia Transportation Authority (NVTA). These include a 0.7% increase in the local sales tax, a 2% transient occupancy tax, and a regional congestion fee of \$0.15 per \$100 added to the real estate recording tax. The Northern Virginia Transportation Authority (NVTA) receives the proceeds of these new taxes, and retains 70%, the HB2313 Regional portion, for funding of projects that are regional in nature. By law, each locality's long term benefit must be approximately equal to the proportion of the total fees and taxes generated in the locality divided by the total of all fees and taxes received by NVTA. The NVTA Board will approve projects for funding annually as part of its Six-Year Program (SYP). The remaining thirty percent, the HB2313 Local portion, of these new taxes and fees is 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. These funds are used for locally selected transportation projects and deposited into the Transportation Capital Fund of the County along with the commercial & industrial tax.

The Crystal City – Potomac Yard – Pentagon City Tax Increment Financing Area was established in 2010 to support the infrastructure investment needed as part of the Crystal City Sector Plan as well as the neighboring areas of 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 related infrastructure improvements. 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. The amount of tax increment revenue 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 the base year, and segregating the incremental revenues in a separate fund. The County Board approved allocating 33 percent of the incremental revenues to the Crystal City – Potomac Yard – Pentagon City area.

The Stormwater Management Fund relies on a source of funding adopted by the County Board in April 2008 to fund operating and capital costs to upgrade and expand the County's stormwater drainage and sewer infrastructure. The Board adopted a County-wide sanitary district tax of \$0.01 per \$100 of assessed value. This rate was raised to \$0.013 in April 2010 and provides extra funds for capital projects. The sanitary district tax could ultimately be used to support bond financing. Proceeds of this tax are held in a separate fund.

Developer contributions are also an important source of funding. These are contributions paid by developers to finance specific projects. Examples of these projects are utility undergrounding and street lighting.

State / Federal grants are contributions of cash or other assets from government entities to be used or expended for a specified purpose or activity. Some grants require a local match and may have strict spending and tracking requirements.

Appendix 5

Priority Setting Framework: Guiding Questions and Needs Assessment Criteria/Considerations

Proposed examples of questions to be considered in determining specific community facility needs and the timing of their development

1. What types of facilities will need to be provided in light of Arlington's expanding population and changing demographics?
2. What criteria are relevant for assessing the needs for each type of facility?
3. How do we accurately assess the views and the interests of Arlington citizens in assessing specific community facility needs?
4. Who needs to be involved in helping to assess the need for specific types of community facilities? Which commissions? Which neighborhoods? Which citizens? How do we engage them?
5. Do certain types of needs demand facilities which are geographically spread throughout the county? Which facilities are these? Which facilities do not require such geographic distribution throughout the county?
6. What are the specific predictions relating to expected increases and/or decreases in school aged children at various grade levels? What do demographic forecasts tell us about the community facilities we will need to meet their needs and the needs of other age groups?
7. How do we balance county and school facility needs so as to preserve diversity that Arlingtonians have come to value and want to preserve?
8. How do we balance facility needs in one area of need against those in another given increasingly constrained county budgets? How do we prioritize life safety needs, basic service needs, and other needs? How do we balance new facilities against maintaining existing facilities?
9. How immediate is a particular facility need? Can it be postponed or will postponing it only result in a lack of an important facility needed to meet the full range of desired community services?
10. Are we maximizing opportunities to create efficiencies by developing multi-use facilities?

Draft examples of the types of criteria or considerations that might be considered in the future by the staff working group and proposed Joint Facilities Advisory Commission in determining specific facility needs are listed below. These examples are intended to provide a starting point for evaluation and discussion and are not to be considered comprehensive or complete.

Elementary, Middle and High Schools, Pre-School; Child-Care

- When feasible, refer to VDOE's Guidelines for School Facilities in Virginia's Public Schools which address the following by school level:
 - the size of a new school site
 - minimum outside play areas
 - classroom floor area
 - location of elementary classrooms and
 - space for other instruction needs (health and P.E., arts, etc.)
- Any additional School Board policy guidance

Refer to link in case any of this information changes http://www.doe.virginia.gov/support/facility_construction/building_regs_and_guidelines.shtml

Neighborhood Parks

- Walking distance to nearest park
- Population density in the immediate area/neighborhood
- Expected growth in population in a particular neighborhood/geographic area
- Population age of surrounding area for relevant types of parks/recreation facilities if related to specific age group (e.g. playgrounds, high-rise that allow pets (dog parks?))
- Day time work population needs
- Age/demographics of neighborhood residence
- Current use statistics (such as time in use, waiting lists, density of use)

Public Libraries

- Determine the estimated service population for each library and how the service population might change over time
- Assessment of increasing digital publication and its impact on library facility, equipment and space needs
- Assessment of library space needs (e.g. to accommodate its collection, reader seating and work space, meeting rooms, staff workspace, etc)
- Assessment of how the increasing population and demographic changes will impact future demand for specific library services and facilities
- Use/demand for types of services;
- Alternate delivery methods

Multi-activity Indoor County-wide Recreation Center

- Facility programming should be based on assessment of county-wide indoor recreational needs to include a community survey
- Assessment of current County recreation class demand and waiting lists
- Assessment of opportunity to jointly serve and support current school based recreational needs/activities
- Assessment of expected future population growth/demographics
- Assessment of existing recreational facility inventory in the County and in the region
- Density of population, use/demand, proximity, transportation/access for any specific service centers (e.g. senior centers, cultural centers)

County and Schools Vehicle and Equipment Storage

- Space and land
- Number of buses for which storage is needed
- Geographic proximity of equipment, trucks, etc. to needed county services
- Expected number and size of county vehicles, trucks, equipment, etc. for which storage space is needed
- Height and weight of vehicles
- Time/season when vehicles are in use

Fire Stations

- Overall coverage of existing fire stations
- Ability to meet increasing population growth by currently defined fire station planning areas
- Response times:
 - Response time of 4 minutes or less
 - Response time plus time to hospital for total time from call to hospital arrival
 - Overlap of existing fire station response time of 4 minutes or less
 - Areas where response time is more than 4 minutes
- Service Demand:
 - Level of demand for different functions and response time for different functions (e.g. fire vs EMS)
 - Clear understanding of existing fire and EMS demand
 - Assessment of high risk EMS areas; alternative responses and facility needs
 - Assessment of high risk fire areas (i.e. areas where fires could result in significant more damage)
 - Workload and overall demand analysis of existing fire stations and the planning areas they serve

Community Meeting Space

- Look to other community facilities where meeting spaces can be incorporated
- Look for joint use opportunities that provide meeting space to meet the needs of specific geographic areas
- Size of groups expected to use space
- Audio-visual and other electronic equipment needed

Appendix 6

Proposed Siting Principles and Process

Background

When the County Board and School Board established the Community Facilities Study in January 2015, they tasked the Study Committee to propose “criteria and a process for siting any new County or School facilities or adding new or expanded uses to existing facilities or sites.” While many facility siting decisions made in Arlington over the last twenty years have led to successful outcomes, public facility projects are becoming more complex as the County’s population grows and available land and resources become more limited. Previous siting processes from the 1990s that guided decisions on County government facilities have become less relevant and are no longer applied consistently. There is also growing recognition of the need for creative designs and collaborative approaches to accommodate new facilities in harmony with existing programs, public spaces and natural resources.

To address these issues, the Study Committee, with input from the Resident Forum, has developed siting principles and a siting process that improves upon current practices. The siting process is intended to function as a project management tool to make siting decisions efficiently, effectively, and with ample community input.

While many of the steps and siting considerations included in the Study Committee’s recommendations are not new, this document sets forth for the first time a common set of principles and a process that can be employed by both the County and Schools. This process places a strong emphasis on civic engagement and communication with a broadly defined public. As future decisions about community facilities may be complex, those decisions at the staff and elected official levels should be made with transparency and with opportunities for public participation.

When to use the siting process

The siting process is intended to be used for County and School facility projects that require a physical location, either due to relocation or the construction of a new facility. The process could also be adapted to determine the preferred use or uses for a known site that is available for development (referred to as the use determination process).

The County Board, School Board, County Manager, and/or School Superintendent will initiate a siting process for a specific project on a case-by-case basis. When determining whether the siting process will be used, decision-makers should take into account the **nature** of the facility need, the **size and scale** of the facilities or sites under consideration, and the **relative impact** of the likely outcomes on the Arlington community. As this approach is anticipated to require significant resources, particularly in terms of time and cost, it will be important to balance the level of investment in a siting process with the use of other established processes when determining when to utilize it.

It is envisioned that the siting process would typically **apply** in the following situations:

- Constructing a new County or School facility
- Relocating an existing County or School facility to a new site
- Adding new uses to an existing facility or replacement facility
- Determining the appropriate uses for County or School land (use determination process)

The siting process would typically **not apply** in the following situations. However, some of these examples would be guided by other public processes, such as a use permit application or a Public Facility Review Committee process.

- Renovating an existing facility with no change in use (e.g., maintenance capital programs)
- Expanding an existing facility or replacing with a larger facility on the same site with no change in use, including adding relocatable classrooms to a school
- Implementing transportation or utility infrastructure projects (e.g., new streets or water mains)
- Relocating uses within the County Trades Center
- Increasing capacity for County or School operations within existing buildings
- Relocating County/Schools office functions to a different office building
- Relocating programs or services to leased space, especially when public disclosure of negotiations would adversely affect the County's or Schools' bargaining position; however, leased space could be an option for a siting a facility as part of a larger siting process
- Establishing a temporary facility or short term use that is in operation for three years or less
- Constructing or relocating a facility or public space when the location is clearly identified in a detailed long range plan, such as a Sector Plan or Comprehensive Plan element
- Determining the appropriate uses for County or School land when the site is addressed in detail in a long range plan, such as a Sector Plan or Comprehensive Plan element, or when an alternate planning process (e.g., Sector Plan, Phased Development Site Plan) has been identified for the site

Even in cases where the siting process is not applied, County and/or Schools staff are encouraged to follow the phases and steps outlined in this approach, as appropriate, with community engagement at the “inform” level of the public participation spectrum. See Community's role in the siting process.

The decision to apply the siting process to a particular project should be made as early as possible after a facility need is identified to allow the process to be built into the project schedule and to ensure that the adequate staffing resources will be available. If it is determined that the siting process does not apply to a specific situation or that another process should be followed instead, that decision should be communicated to the public. It is anticipated that most siting processes would occur after a project has been identified in the County's and/or Schools' Capital Improvement Plan. The use determination process for an available public site could occur prior to a facility being identified in the Capital Improvement Plan.

Identifying and prioritizing facility needs

Prior to a siting process, it is critical that the County and Schools identify and prioritize their facility needs. Participants in a siting process will need to know the range of facility needs to make informed recommendations on multi-use facilities or sites. Chapter 3 of the Community Facilities Study Committee's Final Report includes recommendations for assessing facility needs and setting priorities. While it is recognized that this work will not be completed in advance of the FY 2017 – FY 2026 Capital Improvement Plans, the identification and prioritization of needs should be initiated as soon as possible to facilitate future capital planning and siting processes.

Siting principles

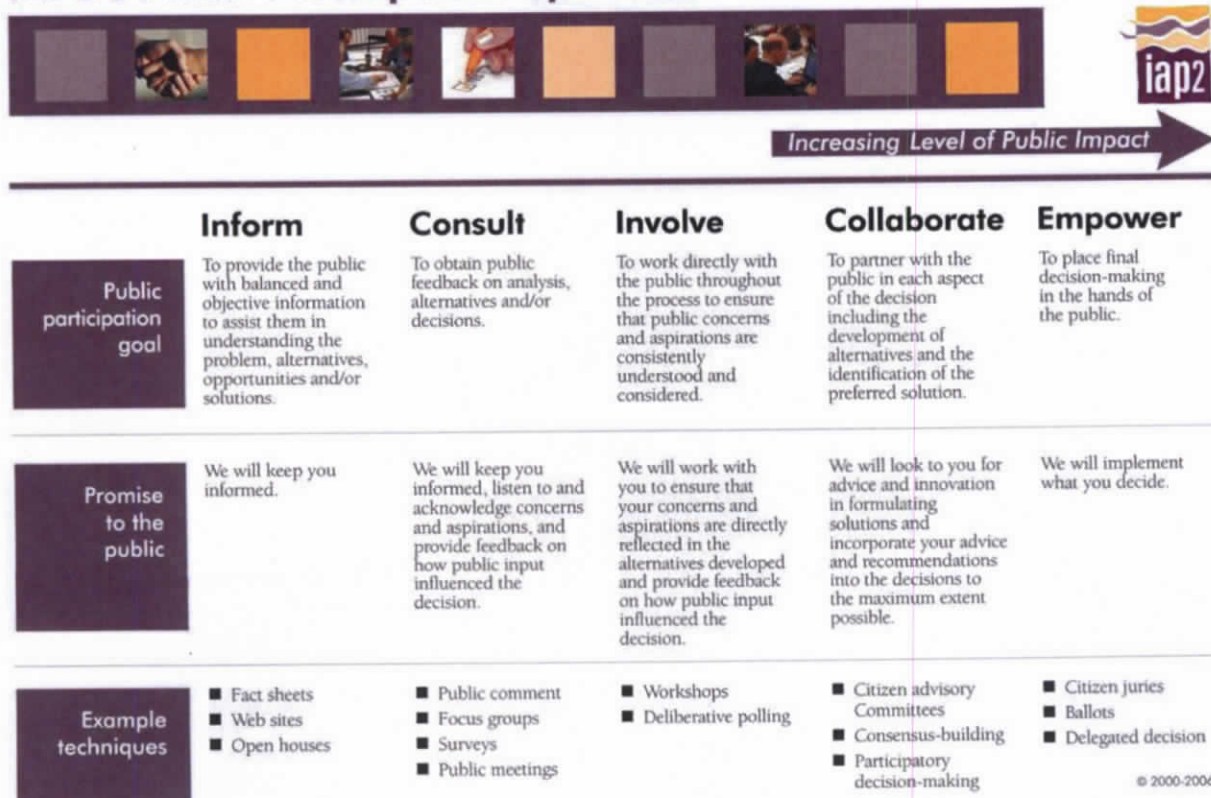
The following six principles should guide all siting processes, recommendations, and decisions.

1. Be as transparent as possible: share information broadly and communicate regularly.
2. Time and funding are limited: undertake siting processes in a timely and cost-conscious manner.
3. Use resources efficiently: explore multiple-use facilities and designs that could be adaptable over time.
4. Balance County-wide and local needs.
5. Guide discussions and decisions with established plans, policies and goals.
6. Distribute facilities equitably across the County as much as possible.

Community's role in the siting process

Arlington has a long and robust history of actively engaging the community in land use and facility planning. Public facility siting decisions should build upon this tradition of civic engagement through each phase of the process. At the outset of each project, the County Board and/or School Board should articulate the level of public participation that is expected throughout the siting process, using language from the IAP2 Public Participation Spectrum. In this context, the community and the public should be defined broadly, and efforts should be made to engage all interested parties and groups.

IAP2's Public Participation Spectrum



Since each individual process will be different, the level of public participation may vary to suit the scope of the project. In general, County and/or Schools staff will facilitate siting processes and make recommendations to the respective decision-making body, taking into consideration input and feedback collected through a civic engagement process in partnership with the community. Some steps of a process may be led or conducted entirely by staff; other steps may be led by or conducted in partnership with community members, as outlined in the evaluation framework that will be developed for each process (see Phase 1 of the Siting Process). For more complex processes, an advisory group consisting of interested community members with a defined charge could be the primary means of civic engagement. This group could be an established advisory board or commission with knowledge and expertise relevant to the project or an ad hoc working group appointed by the County Board, School Board, County Manager, and/or Superintendent.

Ongoing opportunities for dialogue between staff and the community should be built into the process. Examples include, but are not limited to, citizen working groups, established advisory boards and commissions, public forums, virtual meetings, and targeted outreach to community groups that would be affected by decisions but are not typically represented in public processes.

Information sharing is a key component of civic engagement. The County and/or Schools should commit to transparency and consistency in communicating with residents. Public information and materials should be provided early and often and should be accessible to diverse groups through a variety of channels. This includes information about the process, opportunities to participate in the process, and any decisions made as the process progresses. These channels should include existing and new platforms for communication.

While most information should be shared with the public, it is important to recognize that Virginia's Freedom of Information Act allows the County and Schools to not disclose certain information that would be relevant to a siting process. One example is discussion about real estate transactions that would affect the County's or Schools' bargaining position or negotiating strategy.

Reviewing and amending the siting process

The siting process should be considered a living document. Initial uses of the process should be considered test cases, and participants in these early projects should consider and recommend process improvements to the County and School Boards. The recommended facility strategic planning committee, consisting of County and School Board members, should review the this document periodically to ensure it is effective in guiding decisions.

Siting Process

The framework for the facility siting process consists of four phases. This process narrative describes steps and outcomes for each phase. The phases are intended to be sequential. However, the steps within each phase are not intended to be linear. Multiple steps within a phase may take place concurrently, or steps may be iterative.

This siting process can be adapted to a variety of situations. Depending on the specific circumstances of the facility project, some steps may be modified or eliminated. The process narrative generally describes the steps and outcomes for situations when a known facility requires a site. The description of each phase also includes recommendations for how the steps and outcomes could be modified for situations when new use(s) will be determined for a known site (use determination process).

Phases	1 Scope identified use and process	2 Identify potential sites	3 Evaluate short list of sites	4 Decision
	<p>Determine siting requirements, additional siting considerations, and evaluation framework for Phases 2 and 3.</p> <p>Identify and communicate civic engagement process.</p>	<p>Develop a list of potential sites that meet siting requirements.</p> <p>Evaluate sites at a high level with considerations developed in Phase 1.</p> <p>Refine list to 2-3 sites for further evaluation in Phase 3.</p>	<p>Develop design studies/analyses for 2-3 sites selected in Phase 2.</p> <p>Evaluate sites at a greater level of detail with considerations developed in Phase 1.</p> <p>Recommend preferred site and any complementary uses.</p>	<p>County Board and/or School Board consider recommendations from Phase 3 and confirm a final approach for a site and use(s).</p>

The overall process for a specific project, including timelines for major milestones, should be communicated to the public as early as possible. A status report to the decision-makers (County Board, School Board, County Manager, and/or School Superintendent) and to the community should be provided at the conclusion of each of Phases 1, 2 and 3. This status report could be a letter that summarizes the process steps, outcomes to date, key issues, and outstanding concerns.

The siting process differentiates between identified uses and complementary uses. A siting process's identified use is the public facility use that is most critical or has siting requirements (e.g., land area, zoning) that are the most difficult to meet. In some circumstances, the facility needs identification and prioritization process may determine that multiple uses should be sited together (e.g., a school and a community center) as a joint use facility. In these cases, the joint use facility should be considered the identified use. Complementary uses are uses that could be included with an identified use to maximize the efficient use of public land or to provide other colocation benefits, such as shared resources (e.g., staffing, finances, open space, parking). These uses could be additional community facilities identified through the needs assessment process or could be non-facility uses that provide public benefits or meet public goals. Each siting process will determine the feasibility and compatibility of potential complementary uses with the given identified use. Complementary uses may include existing programs and uses on a potential site.

Phase 1: Scope identified use and process

Steps

- a. *Demonstrate and communicate need for identified use* – The need for the identified use will have been established through a prior process of identifying and prioritizing facility needs. At the outset of the siting process, the County and/or Schools should communicate basic information and facts about why the facility is needed. If a use is being relocated, the rationale for needing a new site should also be demonstrated and communicated.
- b. *Identify civic engagement process and communications plan* – The mechanism(s) for public participation in the siting process should be established early so that the community has an opportunity to provide input on the siting considerations, evaluation framework, and other steps in the process. This could occur by the decision-making body adopting a charge or process outline that sets forth goals, a framework for community participation (i.e., who participates and what roles), decision-making steps, and a timeline. The participants in the process may evolve throughout the phases as the sites or uses being considered are refined. The civic engagement process should make every effort to allow all interested citizens to participate prior to the County and/or School Board seeking public input in Phase 4. For more complex processes, an advisory group consisting of interested community members with a defined charge could be the primary means of civic engagement. This group could be an established advisory board or commission with knowledge and expertise relevant to the project or an ad hoc working group appointed by the County Board, School Board, County Manager, and/or Superintendent. See Community's role in the siting process above. At a minimum, the following questions should be posed when developing the civic engagement process and communications plan.
 - i. What level of public participation is expected for each step in the process?
 - ii. How and when will community input be sought, and how will this input influence recommendations and decisions?
 - iii. What communities should be encouraged to participate in the siting process, and what are their roles in the process? How will the County and/or Schools reach out to groups that are not typically represented in public processes?
 - iv. What advisory groups and commissions should be encouraged to participate in the siting process, and what is their role?
 - v. How might the public participation process change throughout the phases as the site or use options under consideration are refined?
 - vi. Who will make recommendations to the decision-makers at the end of Phase 3?
 - vii. How and when will information be shared with the broader community?
- c. *Determine siting requirements* – Siting requirements are the characteristics of a site that are required for the intended public facility to function. These requirements should be determined by the service provider and should be limited to the most critical requirements needed to meet service delivery standards. In some circumstances, one or more of the siting considerations described below could be a siting requirement (e.g., site availability).
- d. *Determine and prioritize siting considerations* – Siting considerations are the characteristics of a site that are highly desired by the service provider and other stakeholders. It may not be possible to identify a site that addresses all of the siting considerations, so it may be necessary to prioritize the considerations. Siting

considerations should be identified and prioritized in Phase 1. Analysis of the siting considerations will occur in Phases 2 and 3 as specified in the evaluation framework. In addition to the major siting principles that guide the process, all projects should consider the following:

- i. *Site suitability* – Consider whether a site's physical characteristics are appropriate for the proposed use.
 - ii. *Facility function and impacts* – Examples of impacts to be analyzed include economic, demographic/diversity, transportation, green space, environmental, and neighborhood-specific. Additional impacts may be identified, and impact statements should be provided consistent with the level of analysis and based on the best information available.
 - iii. *Location within the County* – The location of facilities should be consistent with efficient, effective service delivery. When considering the equitable distribution of facilities, the analysis should recognize both positive and negative potential impacts on nearby communities and the County as a whole.
 - iv. *Site availability* – The selected site for a facility should be available at a cost that meets the project's budget or with an explanation of why an additional expenditure is necessary. The site should also be available within a time frame that meets the service delivery need.
 - v. *Cost and financing* – Rough cost estimates can facilitate comparisons between multiple site options. More complex projects (e.g., co-located facilities, public-private partnerships) can increase costs but may provide additional benefits. If possible, consider the impacts of both capital and future operating expenses, including any costs for relocating or temporarily disrupting programs or uses that exist on the site. Also consider potential funding options.
 - vi. *Existing conditions* – Establish a baseline of existing conditions, including natural and historic resources; transportation/infrastructure; government or community programs and uses; land use context; adopted regulations, plans and policies; and legal restrictions on the use of the property. The existing level of services provided on a site should be maintained or increased either on-site or at an appropriate alternative site.
 - vii. *Opportunity cost* – Consider the future opportunities for a site that would be given up if the site is selected for today's facility need.
 - viii. *Additional considerations* – Considerations that are unique to a specific project or facility should be identified.
- e. *Develop evaluation framework* – The evaluation framework will determine how the siting requirements and considerations will be evaluated and who will evaluate them. As the process progresses from identifying potential sites, to refining those sites to a short list, to identifying a preferred site, different siting considerations would be applied. The framework may be revisited throughout the process as new information is learned. If the framework is revised during the process, any changes should be widely communicated. At a minimum, the following questions should be posed when developing the evaluation framework.
- i. What is the problem that this siting process seeks to address?
 - ii. What are the critical siting requirements and broad siting considerations that will be used to evaluate sites in Phase 2?
 - iii. What are the more detailed siting considerations that will be used to evaluate sites in Phase 3? These siting considerations will typically require a finer level of analysis and more County/School resources than those used in Phase 2.

- iv. Who will perform the evaluation in Phases 2 and 3?
 - v. How many options will be evaluated in phases 2 and 3?
 - vi. What communities would be affected by possible outcomes of a siting decision, how will the potential impacts on these communities be evaluated and communicated, and how will the affected communities be engaged in the process?
 - vii. What are the barriers that could make it difficult to reach a decision, and what can be done to avoid or move past them?
 - viii. What is the timeline for the completion of each phase?
- f. *Consider potential complementary uses and partnership opportunities* – Potential complementary uses that have been identified through the needs assessment and prioritization process should be considered for compatibility with the proposed identified use. Special consideration should be given to the colocation of County and School uses, which should be guided by previously adopted policies and agreements between the two Boards on jointly developing and using facilities. Private uses could also be considered; for example, a public-private partnership could be utilized to help finance the construction of a public facility or to implement other County or School plans or policies. If a partnership is being pursued, additional participants and steps will likely be necessary throughout the process.
- g. *Outline project schedule and budget* – A generalized schedule and budget for the facility project will influence the feasibility of different site and use options and should be communicated early in the process.
- h. *Develop siting process timeline* – The timeline for reaching a siting decision should seek to reach a conclusion in a timely manner and should fit into the overall schedule for funding and constructing the facility project. This process timeline should also be communicated early in the process.

Outcomes

- a. Common understanding of identified use and/or facility scope
- b. Siting requirements and considerations
- c. Evaluation framework
- d. Potential complementary uses and partnership opportunities
- e. Civic engagement process and communications plan
- f. Facility project schedule and budget
- g. Siting process timeline
- h. Status report to decision-makers and community

Adapting Phase 1 to Use Determination Process

- a. Phase 1 of a process for determining uses for a known site would be similar to the process described above with the following exceptions:
- b. Instead of demonstrating why a facility is needed, the County and/or Schools would demonstrate why the property is available for a new use.
- c. Instead of determining the siting requirements for an identified facility need, the known site would be analyzed to determine the significant characteristics of that site. This site analysis would be an outcome of Phase 1.
- d. The evaluation framework would determine how use options that are compatible with the site will be prioritized and who will evaluate alternative use scenarios.

Phase 2: Identify potential sites

Steps

- a. *Proceed with civic engagement process and communications plan* – The civic engagement process and communications plan developed in Phase 1 should be followed throughout the process.
- b. *List potential sites* – Potential sites that appear to meet the siting requirements should be identified and communicated. Identification of sites should include community input. If sites that do not meet the requirements are eliminated from further consideration, such decisions should be shared with the public.
- c. *Use evaluation framework to analyze sites at a broad level of detail* – As indicated in the evaluation framework, potential sites should be analyzed at an appropriate level of detail to narrow the list of sites to two or three. This evaluation would likely include all of the siting requirements and those siting considerations that do not require detailed analysis such as design studies.
- d. *Explore feasibility of complementary uses and partnerships* – Analyze the feasibility of potential complementary uses and partnership opportunities identified during Phase 1. This level of analysis should be more conceptual and should not consider the feasibility of specific sites.
- e. *Refine list of sites for further evaluation* – Using the results of the analysis of potential sites, determine two or three sites that appear to best meet the siting requirements and considerations. These sites will continue to be evaluated in Phase 3.
- f. *Confirm and revise siting process timeline if necessary* – Make every effort to keep the siting process on schedule. If additional time is needed, recognize the implications on the facility project's overall schedule and costs and the impacts on service delivery.

Outcomes

- a. List of all sites considered, including those eliminated
- b. Analysis report of the evaluation process and recommendation of two or three sites for further evaluation in Phase 3

- c. Analysis report for complementary uses and partnership opportunities
- d. Siting process timeline
- e. Status report to decision-makers and community

Adapting Phase 2 to Use Determination Process

Phase 2 of a process for determining uses for a known site would be similar to the process described above with the following exceptions:

- a. Instead of identifying potential sites, the use determination process would list potential uses for the site. Potential uses should be consistent with previously identified public facility and open space needs. The need for these potential uses should be demonstrated.
- b. Basic site requirements for potential uses should be established to facilitate evaluation.
- c. The phasing of uses on the site, considering short term and long term needs, should be considered.
- d. A list of all uses considered for the site, included options eliminated from consideration, and a list of two or three use options for further evaluation will be outcomes of Phase 2. Use options could include one use or multiple uses.

Phase 3: Evaluate short list of sites

Steps

- a. *Proceed with civic engagement process and communications plan* – The civic engagement process and communications plan developed in Phase 1 should be followed throughout the process. Community members or groups with a specific interest in the sites chosen for detailed analysis should be notified and actively encouraged to participate in the process, if they are not already involved.
- b. *Develop design studies/analyses* – The design studies for the two or three sites selected for further evaluation will illustrate potential site layouts. They should provide a sufficient level of detail to facilitate analysis of local impacts (e.g., transportation, green space) and to further evaluate the feasibility of complementary uses.
- c. *Use evaluation framework to analyze sites at a finer level of detail* – As indicated in the evaluation framework, the two or three selected sites should be analyzed at a level of detail that allows a comparison of the potential impacts, costs, and benefits for each site.
- d. *Develop rough cost estimates* – Order of magnitude cost estimates should be provided for the development of the sites selected for further evaluation. Additional cost estimates for alternative site layouts or use options could also be developed if necessary. Costs estimates should consider both capital and future operating expenses, including any costs for relocating or temporarily disrupting programs or uses that exist on the site. If complementary uses or partnerships are being considered, take into account potential cost savings. Opportunities for creative financing mechanisms could also be explored.

- e. *Refine and analyze potential complementary uses and partnerships* – Determine the feasibility of complementary uses and partnerships for each site, building upon the Phase 2 analysis.
- f. *Confirm and revise siting process timeline if necessary* – Make every effort to keep the siting process on schedule. If additional time is needed, recognize the implications on the facility project's overall schedule and the impacts on service delivery.
- g. *Engage community prior to recommendations* – A summary of the process and analysis should be provided to stakeholders and the broader community with opportunities for input on final recommendations. This could be accomplished through a community workshop or other civic engagement tools.
- h. *Recommend a preferred site, uses and/or partnerships* – A final recommendation that takes into account the analysis and public input will be provided to the County Board and/or School Board. This recommendation should include a preferred site for the identified use, any recommendations on complementary uses and/or partnerships, and any additional guidance, such as steps to minimize impacts on site resources and existing uses. The recommendation may also include alternatives that could be supported if the preferred option cannot be implemented.

Outcomes

- a. Analysis report for evaluated sites
- b. Community review of analysis
- c. Recommendation for preferred site
- d. Recommendation for any complementary uses and/or partnerships
- e. Additional guidance on site development, including steps to minimize impacts on site resources and existing uses
- f. Siting process timeline
- g. Status report to decision-makers and community

Adapting Phase 3 to Use Determination Process

Phase 3 of a process for determining uses for a known site would be similar to the process described above with the following exceptions:

- a. Design studies and analyses for two or three use options should be developed for the site.
- b. The final recommendation will be the preferred use or uses for the site with alternative options that could be supported if the preferred option cannot be implemented.

Phase 4: County/School Board decision

Steps

- a. *Solicit public input on recommendations* – The County Board and/or School Board will provide an opportunity for public input on the final recommendations from Phase 3 prior to taking action.
- b. *Consider recommendations and act* – The County Board and/or School Board will consider the recommendations from Phase 3, take action on the recommendations, and direct the County Manager and/or Superintendent on next steps.
- c. *Initiate development review process* – After deciding to proceed with a site and use(s), the County Board and/or School Board will initiate the development review process for the project by providing guidance to the reviewing advisory group(s). Depending on the specific project being reviewed, these groups could include the Public Facilities Review Committee, the Site Plan Review Committee, the Long Range Planning Committee, and/or the Building Level Planning Committee.

Outcomes

- a. Approach for site and use(s)
- b. Guidance to advisory group(s) for development review

Appendix 7

A Summary of Resident Forum Table Discussions

February 25, 2015

Recurring Themes from Resident Forum Table Discussion on Economic Sustainability

10 groups, 71 participants

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- The factors that help Arlington grow in the past have changed. Neighboring communities are now more competitive; Metro now reaches beyond Arlington, and these areas often have newer and more affordable office space.
- Arlington needs to rethink how it attracts new businesses and keeps our existing businesses. Commercial vacancies threaten the 50/50 split of residential/commercial tax rate.
- The shortage of a range of affordable housing of all types may detract businesses who are looking to locate near potential employees.
- Arlington does not appear to have a vision for the future.

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- Develop a vision for the County
- Use a variety of tools to attract and retain businesses, and shorten lengthy processes so that we can maintain the 50/50 split.
- Look for ways to retain a diverse community

Question 3: What constraints or barriers exist to taking those steps or solutions?

- Is there a vision for Arlington's population size? Arlington is changing, and there are diverse expectations among residents.
- Arlington way may need to be revisited.
- Need to improve the way we allow for development, and how we work with businesses.

March 25, 2015

Recurring Themes from Resident Forum Table Discussion on Demographics

10 groups, 53 participants

Question 1: Based on the demographic data that we have seen so far in the process, who are we as a County?

- Arlington has transitioned from a suburb to an urban community.