# City of Alexandria

# FY 2014 Proposed Operating Budget

## ALEXANDRIA CITY COUNCIL

William D. Euille, Mayor

Allison Silberberg, Vice Mayor

John T. Chapman

Timothy B. Lovain

Redella S. Pepper

Paul C. Smedberg

Justin M. Wilson

CITY MANAGER
Rashad M. Young

Debra R. Collins, Deputy City Manager
Michele Evans, Deputy City Manager
Tom Gates, Deputy City Manager / Chief of Staff
Mark B. Jinks, Deputy City Manager
Laura Triggs, Chief Financial Officer
Bryan Page, Acting Director of Real Estate Assessments
Nelsie L. Smith, Budget Director

Prepared by the Office of Management and Budget

Nelsie Smith, Budget Director

Morgan Routt, Assistant Budget Director

Kendel Taylor, Assistant Budget Director

Benjamin Aiken, Budget / Management Analyst

Jackie Arbour, Budget / Management Analyst

Matthew Behrens, Budget / Management Analyst

Christopher Bever, Budget / Management Analyst

Alex Braden, Budget / Management Analyst

Paul Doku, Budget / Management Analyst

Gianina Harris, Management Analyst

OMB staff wish to acknowledge the General Services staff in the Mail Services Division and the City's Electronic Publishing staff in the Office of Communications for their assistance in the preparation of this budget document.

# GFOA

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

City of Alexandria
Virginia

For the Fiscal Year Beginning

July 1, 2012

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alexandria, Virginia for its annual budget for the fiscal year beginning July 1, 2012.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

## Alexandria's Strategic Plan

In fall 2004 the Alexandria City Council adopted a Strategic Plan for 2004-2015 and its vision of what it believed that Alexandria could become by the year 2015. The Council developed the Strategic Plan and Vision with collaboration and in partnership with the Alexandria Community. The plan was adopted by City Council on September 14, 2004 and revised on January 21, 2006 and June 22, 2010. The Strategic Plan is the City Council's road map to fulfill its Vision, which it believes can be achieved by working together on common goals. The Strategic Plan was used to prioritize the funding choices in the FY 2014 budget.

## Alexandria Vision 2015

Alexandria 2015 is a Vibrant, Diverse, Historic and Beautiful City with Unique Neighborhoods and Multiple Urban Villages Where We Take Pride in Our Great Community.

## Alexandria Plan for 2009 - 2010/Goals 2010

- Alexandria has quality development and redevelopment, support for local businesses and a strong, diverse and growing local economy.
- Alexandria respects, protects and enhances the health of its residents and the quality of its natural environment.
- Alexandria has a multimodal transportation network that supports sustainable land use and provides internal mobility and regional connectivity for Alexandrians.
- Alexandria is a caring community that supports and enhances the well-being, success and achievement of the City's residents.
- Alexandria is financially sustainable, efficient, community oriented and values its employees.
- The City protects the safety and security of its residents, businesses, employees and visitors.
- Alexandria is an inclusive community and one that values its rich diversity, history and culture.

## Mission of Alexandria City Government

Alexandria City Government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for the future.

# TABLE OF CONTENTS


1. **TABLE OF CONTENTS**..... 1-1

2. **CITY MANAGER'S MESSAGE**..... 2-1

3. **COMMUNITY PROFILE**..... 3-1

4. **PERFORMANCE AND OUTCOMES**..... 4-1

5. **UNDERSTANDING THE BUDGET**..... 5-1

6. **FORECAST SCENARIOS**
   Multi-Year Revenue and Expenditure Projections.....6-2

7. **REVENUE SUMMARIES**
   Summary of Budgeted Revenues and Other Finance Sources..... 7-1
   General Fund Revenue Distribution..... 7-2
   Significant Fee and Fine Charges..... 7-3
   Real Property Tax Revenues..... 7-9
   Statement of Estimate Real Property Tax Revenues..... 7-10
   Real Estate Assessments by Calendar Year..... 7-12
   Real Property Tax Base..... 7-14
   Real Property Assessments Compared To General Fund Expenditures..... 7-16
   Personal Property Tax and Other Revenues..... 7-17
   FY 2014 Proposed Tax Rates for Major Revenue Sources..... 7-26
   Grant Funding Summary..... 7-27

8. **FUND BALANCE**
   History of Fund Balance..... 8-1
   Estimated FY 2013 General Fund Balance Year-End..... 8-2
   Statement of Projected Fund Balance..... 8-3
   Layperson's Guide to Fund Balance..... 8-7

9. **EXPENDITURE SUMMARIES**
   Expenditure Summary by Department..... 9-2
   Expenditure Summary..... 9-4
   Expenditure Summary by Strategic Plan Goal Area..... 9-9

10. **PERSONNEL SUMMARY**
   Changes in City Staffing Levels.....10-6
   General Salary Adjustments..... 10-13

# TABLE OF CONTENTS


**11. LEGISLATIVE AND EXECUTIVE**

City Council……11-2
City Manager…… 11-4
City Attorney…… 11-13
City Clerk and Clerk of Council……11-19

**12. COURTS AND CONSTITUTIONAL OFFICERS**

18th Circuit Court…… 12-2
18th General District Court…… 12-6
Clerk of Courts…… 12-9
Commonwealth's Attorney…… 12-14
Court Service Unit…… 12-19
Juvenile and Domestic Relations Court…… 12-27
Law Library…… 12-30
Other Public Safety and Justice Activities…… 12-33
Registrar of Voters……12-39
Sheriff……12-45

**13. GENERAL GOVERNMENT**

Finance…… 13-2
General Services…… 13-15
Human Resources…… 13-28
Human Rights…… 13-38
Information Technology Services……13-43
Internal Audit……13-55
Office of Communications & Public Information…… 13-59
Office of Management and Budget…… 13-64
Non-Departmental……13-68
Real Estate Assessments…… 13-78

**OPERATING AGENCIES**

**14. PUBLIC SAFETY**

Department of Emergency Communications…… 14-2
Fire…… 14-9
Office of Building and Fire Code Administration…… 14-25
Police…… 14-37

# TABLE OF CONTENTS


**15. HEALTH AND WELFARE**
Department of Community and Human Services…….. 15-2
Alexandria Health Department…….. 15-35
Other Health Activities……. 15-54

**16. COMMUNITY DEVELOPMENT**
Housing……. 16-2
Planning and Zoning…….. 16-14
Economic Development Activities……. 16-25
Office of Project Implementation……. 16-33

**17. PARKS, RECREATION AND CULTURAL ACTIVITIES**
Historic Alexandria……... 17-2
Library……...……. 17-10
Recreation, Parks and Cultural Activities……. 17-18
Other Recreation Activities……..... 17-34

**18. PUBLIC WORKS**
Transportation and Environmental Services……. 18-2
Transit Subsidies……..... 18-30

**19. EDUCATION**
Alexandria City Public Schools…….. 19-2
Northern Virginia Community College…….. 19-10

**20. CIP RELATED INFORMATION**
CIP Overview……. 20-1

**21. GLOSSARY**……..... 21-1

**22. LEGISLATIVE REFERENCES**
Relevant Budget Legislative References……. 22-2
Ordinance 4291 (BFAAC)…….. 22-6
Resolution 2536 (Setting Guidance For FY 2014 Budget Preparation)……..... 22-9
Resolution 2537 (Establishing The Process To Be Used For FY 2014 Budget Adoption)..... 22-12
Financial Policies……. 22-16
Reduction in Force (RIF) Administrative Regulation 6-22…… 22-29

# TABLE OF CONTENTS

**23. APPENDICES**

A. Compensation Philosophy…….. 23-2
B. General Salary Schedule…… 23-5
C. Police Salary Schedule……23-7
D. Sheriff Salary Schedule……...23-9
E. Fire Salary Schedule…… 23-11
G. Physicians Salary Schedule……..……..…… 23-13
G. FY 2014 City Holidays……..... 23-14

OFFICE OF THE CITY MANAGER
301 King Street, Suite 3500
Alexandria, Virginia 22314-3211

RASHAD M. YOUNG
City Manager

703.746.4300
Fax: 703.838.6343

February 26, 2013

The Honorable Mayor and Members of City Council:

As we prepare a budget for Fiscal Year (FY) 2014, the City of Alexandria continues to face an extremely difficult fiscal climate, not just locally, but also nationally. Uncertainty remains about the stability of our federal and State resources, and while the recession is behind us, the recovery process is moving slowly. The good news for the City is that our historically balanced approach to planning, careful financial management, and aligning our work with the City's Strategic Plan positions us well as we look ahead to the coming year. In the FY 2014 proposed budget, I have sought to maintain our core services, invest in targeted priorities, and create operational efficiencies wherever possible. I remain focused on achieving the outcomes desired by the community as stated in the City's Strategic Plan.

The budget for FY 2014 that I offer strikes a prudent balance between reductions in expenditure and revenue growth. The choices we have had to make to present you with a balanced budget have been difficult. We began the FY 2014 budget development process with a $31 million funding shortfall. Simply stated, the cost of delivering services to our citizens exceeds the amount of revenue we currently receive. We have worked diligently to bring the budget into fiscal alignment while thoughtfully addressing rising enrollment in our public schools, needed investment in capital improvements, enhanced transportation and transit services, and employee compensation. Developing a budget that balances the cost of service delivery with the tax burden on our citizens necessarily requires some sacrifice from all.

**Budget Highlights**

For FY 2014, I am proposing a General Fund Operating Budget of $626 million, an increase of 6.6% ($38.7 million) from the FY 2013 approved budget. Within that budget, the operating budget transfer to Alexandria City Public Schools (ACPS) would increase by 3.3% ($6 million) from last year's approved budget; the same as the growth for City operations, less debt service and cash capital ($10.8 million). My recommendation includes both service cuts and tax and fee increases. As appropriate, I propose the investment of additional resources to help meet the goals of our Strategic Plan. The budget recommendations I offer in this document were carefully evaluated and assessed for their impact on long and intermediate-term outcomes of the City. Our

new and evolving performance management framework has guided how we consider the application of our resources.

**Taxes and Fees**

The FY 2014 budget proposes a real estate property tax increase of 5.5 cents, or $1.053 per $100 of assessed value. I recommend a real estate property tax increase of 2.5 cents to balance the budget and I follow City Council's budgetary guidance by offering additional capital projects in the Capital Improvement Plan (CIP), which require an additional 3 cents on the real estate property tax rate. The motor vehicle personal property tax rate is proposed to increase 25 cents to $5.00 per $100 of assessed value, the first increase of this type that has been proposed in many years. Both the real estate property tax (at the 2.5-cent level) and the motor vehicle personal property tax rate increases are necessary to maintain funding for ACPS, transit, prior and current capital commitments (debt service and cash capital), and core City services.

Changes to the tax rates notwithstanding, many homeowners will see an increase in their residential real estate assessment. The average residential real estate assessment growth is 2.72%. When combined, assessment growth and tax rate growth will result in the average residential homeowner experiencing a tax bill increase of $385 (assuming a 5.5 cent tax rate increase).

With regard to the motor vehicle personal property tax, for vehicles valued at $17,999 or less, there will no impact from the increased vehicle tax rate. However, if a vehicle is assessed above $18,000, there will be an estimated increase of $72 to $110 annually.

This proposed budget includes other miscellaneous changes to our tax and fee revenue stream, including an increase in the tobacco tax, which is proposed to increase by 10 cents per pack to $0.90 per pack. User fee increases, structured to align with the market and/or recoup the City's costs for providing a particular service, are recommended. These include changes to Fire Department permit and inspection fees, City parking meter hours, public parking garages, development fees and recreation and marina fees.

**Expanded Capital Investments**

Based on Council Guidance, I have proposed a $1.27 billion capital investment to fund our Capital Improvement Program (CIP) over the next ten years. Our total investment for the FY 2014 Capital Budget is $83.1 million, representing an additional $23.8 million (a 13.6% increase) from the prior year approved plan.

With an additional 3 cents ($126.7 million) of capital investment funding per Council Guidance, capital projects to upgrade parks and recreation facilities, implement an aquatics plan, initiate a municipal fiber network, address additional school capacity and maintenance issues, and upgrade our transportation network are possible.

The proposed 10-year CIP includes initial funding to prepare for both sanitary and stormwater sewer infrastructure system needs related to compliance with federal and State mandates for Combined Sewer Overflow (CSO)/Municipal Separate Storm Sewer Systems (MS4). These increased needs are based upon federal and State requirements to separate our combined sanitary system, deal with sanitary sewer system capacity issues and separate requirements to further treat stormwater runoff and reduce pollutant loads to receiving water bodies.

The Council's capital funding priorities, school capacity needs, transportation infrastructure, and maintenance of existing facilities and infrastructure, are reflected in the budget proposal. To more precisely assess capital projects that merit funding consideration, a CIP Process Improvement Team was established during Fiscal Year 2013. The CIP Team developed a scoring tool to evaluate projects to be funded in the CIP based on how well they align with the Strategic Plan. This year, new projects for the FY 2014 Capital Budget were evaluated using the scoring tool, which incorporated Council Guidance. Next year, all projects in the CIP will be evaluated using the scoring tool and additional formatting changes to the CIP document will be made.

**Commitment to Education and Transportation**

As City Council has directed, ACPS funding changes should be based on student enrollment. The proposed budget reflects the City's commitment to meeting the operating and capital needs of our schools, particularly as it relates to enrollment. I am proposing $6 million in additional funding for ACPS' operating budget in FY 2014, and $11 million in the FY 2014 Capital Budget for both capacity needs and maintenance needs. Of the 2.5 cent proposed increase in real estate taxes for operating needs, 70% would be used to pay for the proposed increase for ACPS.

To meet the increasing cost of our transportation commitments, the proposed budget also provides more operational funding for transit operations, including resources for the regional Metrorail and bus systems and for the City's local DASH bus system, representing a $2.5 million increase from last year. The additional $2.0 million in revenue from the motor vehicle personal property tax increase provides most of the funding for this increase.

**Investments in Our Workforce**

The City's workforce is dedicated and committed to the superior delivery of public services. This budget proposal reflects upon the quality of our workforce and includes a full merit increase and merit-based payment for those employees at the top of the pay scale. The proposal also requests additional funding for expanded career ladders and for enhancing compensation for critical public safety positions where pay is not appropriately aligned with the market.

However, given our fiscal constraints, our ability to enhance the pay of our employees is limited and only made possible by decisions that we have made to recommend changes in our healthcare plan designs and pension program costs. Changes in healthcare plans will encourage greater accountability of our employees as they access the healthcare system and in turn, help us contain

upwardly spiraling costs that are unsustainable in the long term. Plan design changes include new deductibles that will cost employees more as their use of the healthcare system increases.

With regard to our employee pension programs, I am recommending that police and firefighters contribute 2% more to their pensions to share the burden of the increasing cost of their plan. This will bring their total contribution to 10% of their salary. Benefits related to the plan are unchanged. Requiring an increase in employee contributions to the pension for police and firefighter employees is similar to the requirement previously made of other employees who participate in the Virginia Retirement System (VRS). I remain open to options for the resolution of outstanding funding issues related to the Police and Firefighter pension program, and I am committed going forward to develop a cost sharing formula that ensures the plans long term viability.

Where this budget proposal offers service cuts, there are corresponding reductions in staff positions. I am proposing the elimination of 27.8 full-time equivalent positions, 14 of which are currently filled with an employee. For those employees affected by this reduction, I have directed staff to openly communicate their options, and if they are unable to be reassigned to other vacant positions within City government, to assist in their transition to the greatest extent feasible.

**Performance Management: Our Accountability to Your Taxpayer Investment**

Quality performance management and accountability are key components of our City's Guiding Principles. It is our intention to use a data-driven process to operationally evaluate our work, analyze information that helps us deliver services more effectively, and look at outcomes as we make choices about how to allocate resources efficiently. Most importantly, we want to ensure that our taxpayers clearly understand how their investment in government services is delivering results for them.

It is important to have the structure and internal coordination in place to support organizational accountability. This coordination includes internal efforts within each department as well as inter-departmental collaboration with each other throughout the City. In order to achieve the goal of quality performance management, in FY 2013, the Office of Performance Accountability (OPA) was established. OPA is identifying and implementing tools that help the City approach performance management from an organizational perspective while aligning our outcomes interdepartmentally with the Strategic Plan. OPA recently launched AlexStat, an effort to collect and analyze data to help us make outcome-driven decisions and to improve the quality of our departmental operations. Over the next year, AlexStat and other results-driven processes will be used to shape the way we develop our budget, prioritize resources, and report on our progress toward achieving outcomes in the City's Strategic Plan.

**Financial Sustainability for the Future**

As you deliberate over my proposed budget in the coming months, we will have a better understanding as to how the federal government's impending sequestration will affect our local economy, the revenues we receive from local taxes, and the direct support from the federal and State governments. If we lose direct local aid from the State and federal governments, we will have to reevaluate the programs that these funds support to determine if we should continue providing them. We will continue to monitor our revenue projections and collections very closely and adjust our spending accordingly in the event that our revenue assumptions do not materialize. We will keep City Council and the community informed on how the sequestration may affect the City and its residents and what steps the City government will take to ensure fiscal strength and prudence.

Sincerely,

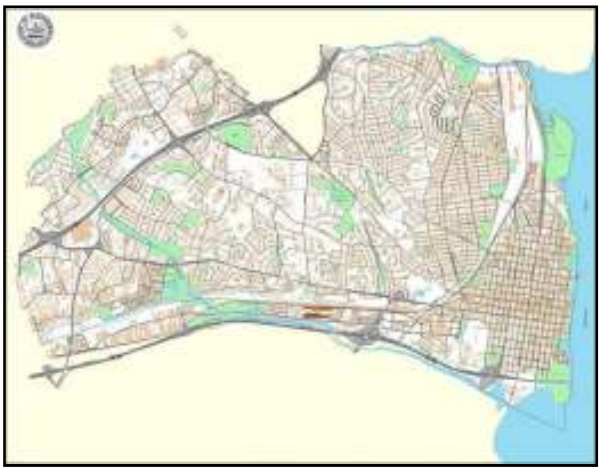
Rashad M. Young
City Manager

# Community Profile

## OVERVIEW

Alexandria is an independent City in Northern Virginia, just across the Potomac River from Washington, DC. Rich in history and diversity, Alexandria is nationally recognized as one of the best places to live and do business on the east coast.

Alexandria was established on May 11, 1749 by an Act of the Virginia General Assembly, and was later incorporated in 1779. The City was named after its landowners, the Alexanders. The charter, which currently governs the City, was adopted in 1922.



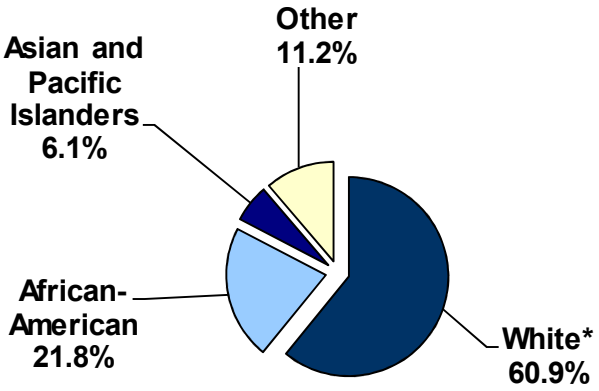
## OVERVIEW

As illustrated in the chart to the right, Alexandria is home to a diverse population, which is 139,966 according to the 2010 U.S. Census. Alexandria's population has grown by 9.1% since the 2000 Census.

The 2010 US Census estimated Alexandria's median household income at $77,793. There are a total of 72,376 households according to the 2010 U.S. Census, with an average size of 1.93 persons per unit.

**Race and Ethnicity**

Source: U.S. Census Bureau, 2010 U.S. Census




* 16.1% of Alexandrians are of Hispanic or Latino ethnicity (of any race)

## GOVERNANCE

In 1921, the overwhelming majority of Alexandrians voted, by referendum, to implement the Council-Manager form of city government. As a result, legislative authority and responsibility are centralized in the elected City Council, while administrative authority resides with the City Manager.

Council Members from Left to Right: Timothy B. Lovain, John Taylor Chapman, Vice Mayor Allison Silberberg (seated), Paul C. Smedberg, Mayor William D. Euille (seated), Justin M. Wilson, and Redella S. "Del" Pepper.

The City Council (current city council pictured above) is comprised of the Mayor and six at-large Council Members who are responsible for appointing the City Manager, City Clerk, and City Attorney. The City Manager serves as the Chief Executive Officer and is responsible for the daily operations of the City.

The City of Alexandria also has a strong commitment to citizen participation, which is evidenced by the 77 citizen boards and commissions established by City Council. These bodies compose a formal system through which citizens can advise City Council on major issues. Boards and commissions are responsible to City Council, and appointments are made by Council at their regular legislative meetings.

# ECONOMY

Alexandria is home to over 12,000 thriving businesses and organizations, which includes a large concentration of technology companies, the fourth-largest concentration of professional associations in the country, the United States Patent and Trademark Office (PTO), and a tourism industry that hosts nearly 3.3 million visitors and brings in over $700 million in visitor spending each year. The chart below displays the City's largest employers.

**Employers with 1,000+ Employees:**

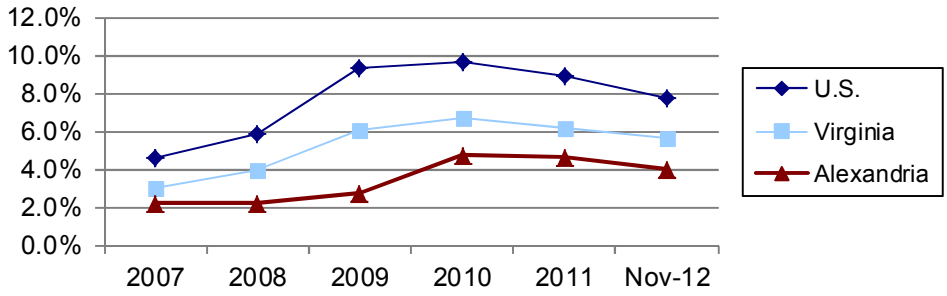
U.S. Department of Commerce (PTO)
U.S. Department of Defense
City of Alexandria
Alexandria Public Schools
The Alexandria Hospital
ABM Janitorial Services M Inc.
CNA Corporation
Gali Service Industries

**Employers with 500 – 999 Employees:**

WMATA
NOVA Community College
U.S. Department of Agriculture

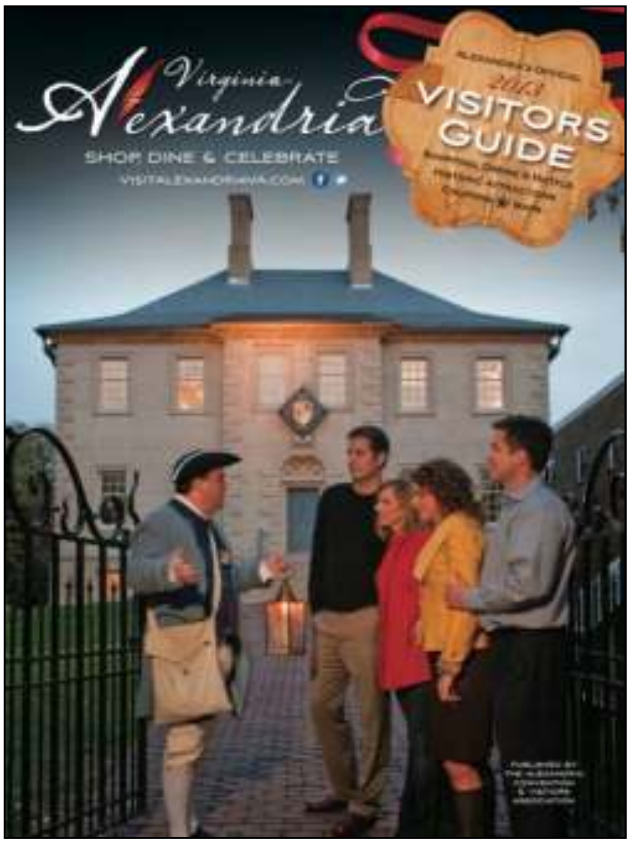
Alexandria's unemployment continues to improve and, as of November 2012, the rate had decreased to 4.0 percent. Alexandria's rate continues to be lower than Virginia's rate of 5.6 percent and the national rate of 7.7 percent (displayed in the graph below).

**Unemployment Rate**
*(Source: BLS, seasonally adjusted yearly average)*




There are approximately 22 million square feet of office space and over 11 million square feet of retail space existing in the City today. As of December 2012, the office space vacancy rate was 15.3 percent, while Northern Virginia's rate was 14.9 percent and the Washington, D.C. Metro Area's rate was 12.6 percent. For 2012, total retail sales in the City equaled $2.52 billion.

# TOURISM




Alexandria's storied setting and cosmopolitan scene attracts more than 3.3 million visitors annually. Visitor spending totaled $711 million in 2011, an increase of 8.1%, generating $23.1 million in city tax revenue, the sixth highest in the Commonwealth of Virginia. Acclaimed for its enviable quality of life, Alexandria boasts a variety of historic sites, a vibrant arts scene, the Potomac River Waterfront and offers eateries helmed by award-winning chefs, a shopping scene of unique boutiques with carefully selected collections, and an array of accommodations to meet every need.

The tourism industry supports 25 hotels with 4,655 rooms within the City of Alexandria supporting 6067 jobs with a payroll of $118 million. For FY 2012, the average occupancy rate was 68.9 percent. For the same time period, the average daily rate for hotel rooms in the City was $145.

The City of Alexandria operates seven of the premier historic sites in Alexandria, including the Black History Museum, the Alexandria Archaeology Museum, Fort Ward Museum and Historic Park, Friendship Firehouse (pictured), Gadsby's Tavern, the Lyceum, and the Stabler-Leadbeater Apothecary Museum are owned and operated by the City of Alexandria. During FY 2012, 189,395 residents and tourists visited these historic sites, which were honored by the American Alliance of Museums designation as one of eight municipal "Accredited Museum Systems" in the United States.

## HOUSING

The City of Alexandria has several housing programs to assist low to moderate income households with home purchase, home rehabilitation and accessibility improvements. In addition, the City provides conciliation of complaints from tenants and landlords concerning rental housing issues, information and counseling for persons seeking suitable rentals in the city and administers a fair housing testing program.

The City assists non-profit housing organizations, as well as the Alexandria Redevelopment and Housing Authority, by providing loans to preserve or expand multi-family rental housing. In the area of new development, the City receives voluntary developer contributions of cash or units in order to provide new affordable rental or ownership units.

The number of housing units in Alexandria is 72,376 (2010 U.S. Decennial Census), which includes 22,196 single-family units, 19,844 condominium units, 29,186 rental apartments, and 1,150 public housing and public housing replacement units. According to the U.S. Census Bureau (2010 U.S. Decennial Census), approximately 43 percent of housing units are owned and 57 percent are rented.

## RECREATION AND PARKS

The City of Alexandria contains 974 acres of public parks and open space, resulting in a per capita total of about 7 acres per 1,000 residents.

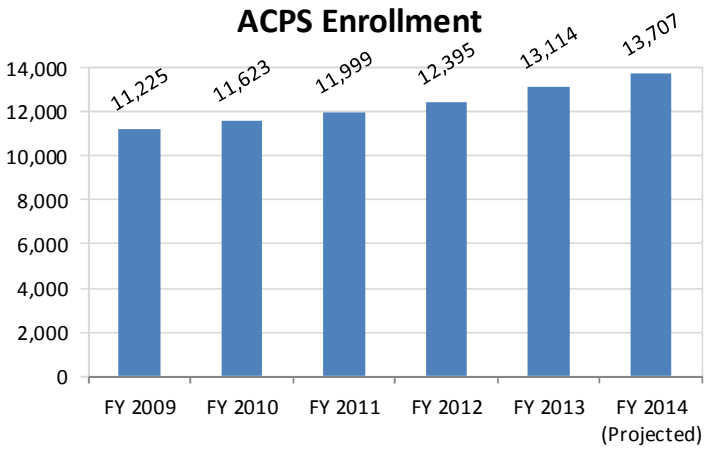
In recent years the City has adopted an Open Space Plan and has been actively acquiring property for new or expanded parks, as well as regaining open space as an element of new development projects.

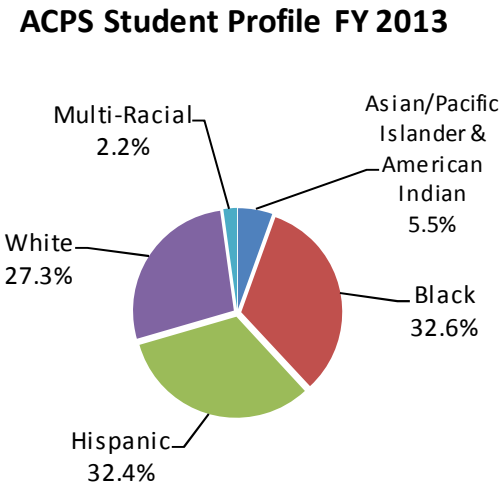
There are 36 playground areas, 7 swimming pools, 16 gymnasiums, 19 outdoor basketball courts, 36 tennis courts, 52 athletic fields, 8 neighborhood recreation centers, 1 nature center, and 1 adult/arts activity center.

# EDUCATION

The Alexandria City Public School System provides elementary and secondary education for the City's youth. It currently has one high school (T.C. Williams High School pictured) with a separate campus for ninth grade, one Alternative high school, two middle schools, and thirteen elementary schools.

The number of students enrolled for the FY 2013 school year is 13,114, which represents a 16.8% increase in public school enrollment since 2009.




Alexandria City Public Schools is one of the most economically and racially diverse school systems in the country. Students come from more than 110 different countries, and speak more than 138 native languages. The high value placed on education in the community is shown by the involvement of citizens in Alexandria schools.

## TRANSPORTATION

The City has an extensive transportation system. Passenger rail service is provided by Amtrak and the Virginia Railway Express (VRE). There is also an extensive public transportation system, which includes Alexandria's local bus system (DASH), one regional Metro bus system, the Fairfax County REX service and Metrorail subway service (4 stations and 2 lines).

Domestic and international air service is provided by Ronald Reagan National Airport, just 5 minutes away from downtown Alexandria, Dulles International Airport, located 33 miles away from the City, and Baltimore / Washington International (BWI) airport, located 38.5 miles away. All major domestic and international carriers service these airports.

In 2008, the City began a free trolley service between the waterfront and the King Street Metro Station. This service focuses on providing residents and visitors access to the popular King Street corridor. Since its inception, the King Street Trolley has transported more than two million residents and visitors.

# MISCELLANEOUS STATISTICAL DATA

Date of Incorporation ..... 1779

Date of City Charter ..... 1922

Form of Government ..... Council-Manager

Number of Full-Time City Positions (FY 2013)
(Other than Schools) ..... 2,557
Number of Full-Time Equivalent School Positions .... 2,033

Land Area .....15.75 Square Miles

Elevation .....30 Feet above Sea Level

Location .....38.8210 N….77.0861 W

Climate ..... Average January Temperature 36°

..... Average July Temperature 80°

**Transportation**

Major Highways:

Capital Beltway (I-95), I-395 (Shirley Highway), U.S. Route 1, George Washington Memorial Parkway

Rail:

Amtrak and Virginia Railway Express provide commuter service between Alexandria, Washington, D.C., Fredericksburg, and Manassas, Virginia. Freight lines entering the City are Conrail, CSX Transportation, and Norfolk Southern Company.

Washington Metropolitan Area Transit Authority (WMATA) provides light rail transit.

Air:

Ronald Reagan Washington National Airport and Dulles International Airport provides international and longer domestic travel.

Ground:

The City is served by local bus service provided by the Alexandria Transit Company.

The City is served by the local and express buses of the Washington Metropolitan Area Transit Authority (WMATA) and the Fairfax Connector. Individualized service is available through privately owned taxicab fleets.

Port Facilities:

The port of Alexandria has two docks for ocean-going freighters and two major public docks. The 24-foot deep Potomac River channel runs the length of the Alexandria waterfront.

**Population**

2010 Resident Population
(2010 U.S. Decennial Census) ..... 139,966
Number of Housing Units
(2010 U.S. Decennial Census) ..... 72,376
Household Size (2000 Census) ..... 1.93 persons/unit

2010 Population by Race (2010 U.S. Census):
White ..... 60.9%
Black ..... 21.8%
Native American ..... 0.4%
Asian and Pacific Islanders ..... 6.1%
Multi-Racial ..... 10.8%
Hispanic (All Races) ..... 16.1%

2010 Population by Age
(2010 U.S. Census):
(1-17) ..... 17.1%
(18-24) ..... 6.9%
(25-64) ..... 69.9%
(65 +) ..... 9.1%
Active Registered Voters, January 2013 ..... 88,037

Temporary Assistance to Needy Families (Cases) ..... 473
Monthly Average, 2012
Food Stamps (Cases) ..... 4,898
Monthly Average, 2012
Medicaid (Cases) ..... 8,377
Monthly Average, 2012

**Economy**
**(As of November 2012)**

Employed Residents ..... 89,944
Unemployed Residents ..... 3,742
Unemployment Rate ..... 4.0%
Washington PMSA Inflation Rate, based
on Consumer Price Index ..... 2.1%

# Community Profile

### Housing

**Type of Single-Family Housing**
(January 2013, Dept. of Real Estate Assessments)

| | |
|---|---|
| Detached | 9,131 |
| Semi-Detached | 5,722 |
| Rowhouse | 6,448 |
| Condo Townhouse | 1,081 |
| **Total Single-Family** | 22,382 |
| | |
| Condominium Units | 19,559 |
| Rental Apartments | 29,186 |
| Public Housing and Public Housing Replacement Units | 1,150 |
| | |
| Average Assessed Value of Single Family Homes | $651,468 |
| Average Assessed Value of Condominiums | $273,664 |

### 2012 Average Market Rents

| | |
|---|---|
| Efficiency | $1,110 |
| 1 Bedroom Apartment | $1,430 |
| 2 Bedroom Apartment | $1,776 |
| 3 Bedroom Apartment | $1,949 |

### Communications

Television:
All major networks plus cable
Local Newspapers:
Alexandria Gazette Packet (weekly)
Alexandria Times (weekly)
Regional Newspapers:
Washington Post
Washington Times
Washington Examiner
Radio:
50 major and minor radio stations in metropolitan area

### Lane Miles of Streets, Sidewalks and Alleys

| | |
|---|---|
| Paved | 560.0 |
| Sidewalks | 319.0 |
| Alleys, Paved | 20.56 |

### Utilities

| | |
|---|---|
| Electric | Dominion Virginia Power |
| Gas | Washington Gas |
| Water | Virginia - American Water Company |
| Sewer | Alexandria Sanitation Authority |
| Cable | Comcast Communications |

### Public Recreation

| | |
|---|---|
| Acreage | 974 |
| Facilities: | |
| Playground Areas | 36 |
| Swimming Pools | 7 |
| Gymnasiums | 16 |
| Basketball Courts (outdoor) | 19 |
| Tennis Courts | 36 |
| Playing Fields | 52 |

### Medical Facilities

| | Beds |
|---|---|
| Hospital: | |
| INOVA Alexandria Hospital | 318 |
| Nursing Homes: | |
| Goodwin House | 80 |
| Hermitage Retirement Community | 204 |
| Woodbine Rehabilitation & Healthcare Center | 307 |
| Washington House | 55 |
| Integrated Health Services of Northern Virginia | 111 |

### Libraries

| | |
|---|---|
| Central Library | 1 |
| Full service branches | 3 |
| Local History – Special Collections | 1 |

### Education

Primary Schools:

| | |
|---|---|
| Elementary | 13 |
| Middle | 2 |
| Ninth Grade Center | 1 |
| High School | 1 |
| Secondary Training Educational Program | 1 |
| Parochial and Private Schools | 11 |

Higher Education:
Located within the City are the Alexandria campus of Northern Virginia-Community College, Regent University, and the Episcopal Theological Seminary.
Nearby institutions include George Mason, George Washington, American, Catholic, Georgetown, and Howard Universities.

### Financial Institutions

| | |
|---|---|
| Commercial Banks | 14 |
| Credit Unions | 9 |

### Hotels and Motels

| | |
|---|---|
| Hotels and Motels | 25 |
| Total Rooms | 4,655 |

# Performance Management and Outcomes

# Performance Management and Outcomes

## OVERVIEW

The City of Alexandria, led by City Manager Rashad M. Young, has defined four guiding principles that both shape and drive the efforts of City government.

The guiding principles are:

1. Aligning our work with the City's Strategic Plan;
2. Executing against our strategy and ensure accountability for our results;
3. Promoting and encouraging a culture of leadership and ownership at all levels of the organization; and
4. Promoting a culture of service excellence, creativity and entrepreneurship.

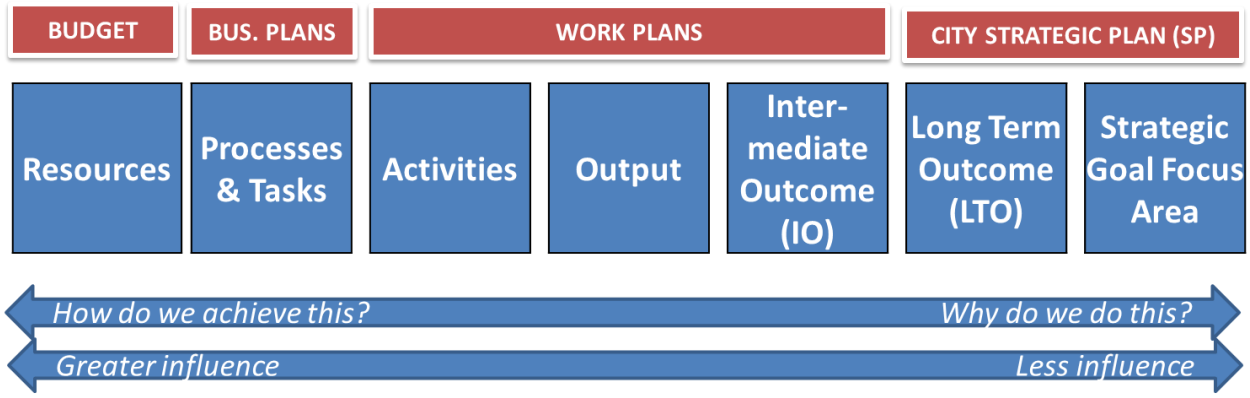
1. Aligning the work we do with our strategic plan
2. Executing against our strategy and ensuring accountability for our results
3. Promoting and encouraging a culture of leadership and ownership at all levels of the organization
4. Promoting a culture of service excellence, creativity and entrepreneurship

As part of the effort to focus the City organization on the guiding principles, in October 2012, the City Manager began implementation of a performance management system. Although the system is in its infancy, this section of the budget document provides a description of the vision for the performance management system, an overview of what the City has accomplished so far, and an explanation about how this tool informs the budget process.

## THE VISION FOR THE CITY'S PERFORMANCE MANAGEMENT SYSTEM

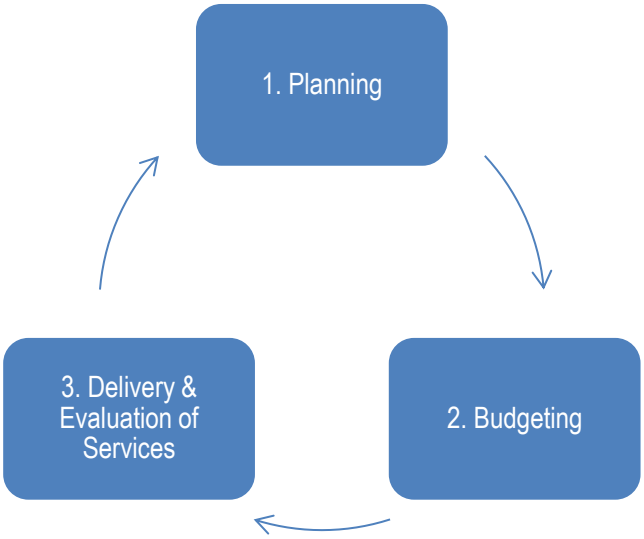
The City's performance management system is based upon a logic model approach. A logic model is a map that interconnects the City's resources, processes and tasks, activities, outputs, outcomes, and City strategic goal focus areas. This map enables the City to better understand how our budget and day-to-day work (business and work plans) interconnect and impact our ability to accomplish the goals of our City Strategic Plan. The City's initial and future performance management system will be based upon this approach. Below is an illustration of the logic model.

**Logic Model**




Utilizing the logic model approach, the City's performance management system is focused on improving service delivery through a continuous improvement process. The process is illustrated below and described in the subsequent sections.

## CONTINUOUS IMPROVEMENT PROCESS




**1. PLANNING**
The City has three planning components: (1) City's Strategic Plan; (2) departmental work plans; and (3) business plans.

**City's Strategic Plan**
The City's Strategic Plan is a document that specifies the City's "destination." The City's Strategic Plan was most recently updated on June 2010 and can be found online at: http://alexandriava.gov/. The Strategic Plan includes many components including a City-wide vision, goals, and objectives. As the City has begun to operationalize the Strategic Plan to be used for the other elements of the continuous improvement process, there have been minor adjustments to the goal statements included in the plan; these adjustments are necessary to recognize the varied and complex connections that exist between the City's strategic goals. Below are the City's current Strategic Plan goals:

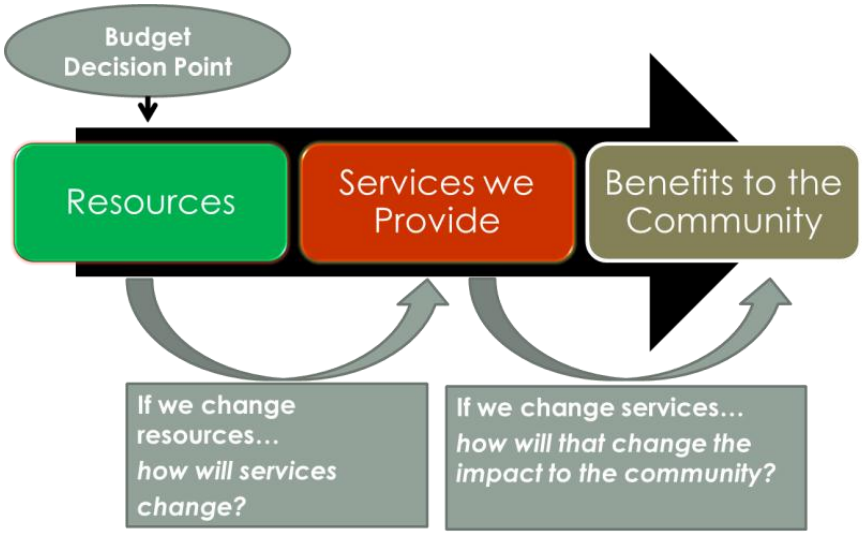
1. Alexandria has quality development and redevelopment, support for local businesses and a strong, diverse and growing local economy.
2. Alexandria respects, protects and enhances the health of its residents and the quality of its natural environment.
3. Alexandria has a multimodal transportation network that supports sustainable land use and provides internal mobility and regional connectivity for Alexandrians.
4. Alexandria is a caring community that supports and enhances the well-being, success, and achievement of the City's residents.
5. Alexandria is financially sustainable, efficient, community-oriented and values its employees.
6. The City protects the safety and security of its residents, businesses, employees and visitors.
7. Alexandria is an inclusive community and one that values its rich diversity, history and culture.

**Departmental Work Plans**
As the City continues to develop our performance management system, departmental work plans will also be created. Work plans will serve as the touchstone for how the City will work to accomplish the City's Strategic Plan. Work plans are the next phase of the City's performance management effort. The development of departmental work plans expand upon the City's Managing for Results Initiative (MFRI). The current budget document is presented in a MFRI arrangement but will be updated for the FY2015 budget to reflect the full implementation of the work planning effort.

**Business Plans**
Business plans typically highlight specific departmental processes and tasks that are planned and executed by operational departments. Business plans directly support departmental work plans which in turn support the City's strategic goals.

**2. BUDGETING**
The FY 2014 General Fund budget process is the first of a multi-year initiative to consider budget decisions based on the degree to which they affect the City's ability to accomplish the City's Strategic Plan. As the City develops our planning tools, the intention is to use a logic model to refine our understanding of the connections between resources, services delivered, and the outcomes (benefits to the community) which result. This process is data-driven and oriented toward fostering discussion about how the allocation of resources impacts our community. An illustration of our budgeting process as focused on outcomes is illustrated below.

**Budgeting Focused on Outcomes**




**The Budget Process**
FY 2014 was our first year of a multi-year initiative to align and understand budget changes in the context of their impact on the City's Strategic Plan. In order to accomplish this, the City's initial effort adjusted the budget development and review process. In future years, the budget process will continue to be refined to facilitate further integration of our budget process and performance management system. The following actions were taken in the FY 2014 budget process to identify how the budget affected the City's desired outcomes:

1. City Manager's Office, OPA and departments defined what the City's Strategic Plan means operationally.
2. OMB determined the available funding for FY 2014.
3. Departments with related and/or like-missioned services (e.g. Public Safety) developed and submitted budget proposals that met their FY 2014 funding targets. These proposals were analyzed within the context of how the budget change would impact the City's Strategic Plan.
4. OMB and OPA analyzed proposals to ensure that their strategic connections, performance impacts, and expenditure and revenues for FY14 were accurate and reasoned.
5. Department heads, collectively, discussed proposals within the context of balancing the budget, determined how budget changes would impact service delivery, and considered the extent those changes would impact the City's ability to accomplish the goals within the City's Strategic Plan.

To guide this process, all General Fund budget changes were evaluated and discussed using the sample form below. It includes the City's Strategic Plan's Goal (A), the goal's outcomes (B), the anticipated impact that the budget change will have on the outcome (C), and an explanation of the performance (D).

**General Fund Budget Evaluation Form**

| | Name of the item | Description | Dept. | Anticipated impact on our outcomes | Performance Explanation | Expenditures | Revenues | FTEs |
|---|---|---|---|---|---|---|---|---|
| A | **Goal 6. The City protects the safety and security of its residents, businesses, employees and visitors** | | | | | | | |
| | **Decrease the loss of property from criminal acts \| Increase convictions of those who commit property crimes** | | | | | | | |
| B | City Marina Security Reduction | Reduce after hour contracted marina security from 8 hours to 6 hours (from 9 pm-5 am to 10 pm-4 am) | RPCA | C<br>No impact | Reduce annual after hour security from 2,920 hours to 2,190 hours. which is anticipated to have no impact on any intermediate outcomes in fy14. | D<br>(15,000) | | |

**3. DELIVERY AND EVALUATION OF SERVICES**

The City's strategic plan, work plans, and the budgeting process are all ways of planning the services the City will deliver. In order to evaluate the efficiency and effectiveness of these services, the City has implemented a program and problem solving review process entitled AlexStat. AlexStat is a collaborative performance evaluation method to analyze the efficiency and effectiveness of City services within the context of improving intermediate and long term outcomes in the City's Strategic Plan.

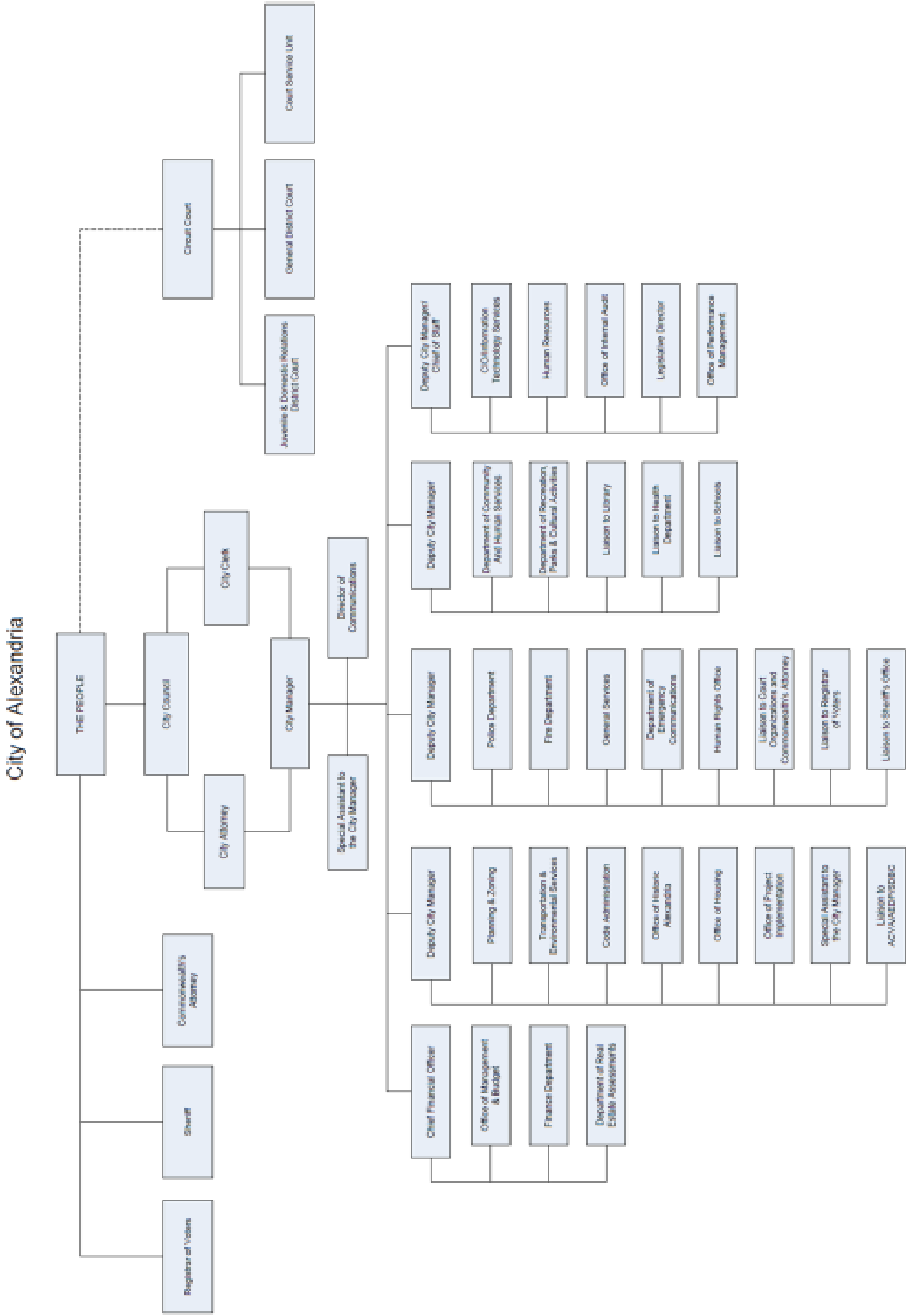
Operationally, AlexStat is a set of regularly scheduled internal meetings focused on a variety of management topics and facilitated by the Office of Performance and Accountability (OPA). Participants in the AlexStat process include the City Manager and staff of the City Manager's Office, City departments, OMB, and other key stakeholders. The meetings are internal to ensure an open and collaborative environment to discuss and solve the City's issues candidly. However, once the AlexStat process has been adequately implemented and tested, meeting materials will be made available to the public.

**Status of AlexStat**

At the time the Proposed Budget is published, AlexStat has held three meetings. The topics have focused on staffing needs of the Department of Emergency Communications (DEC), vehicle fuel costs, and Fire/EMS overtime. Through the process and analysis of AlexStat, 30 recommendations have been made. All recommendations have been accepted for implementation by the City Manager.

**PAGE INTENTIONALLY LEFT BLANK**

# Understanding the City's Operating Budget


City of Alexandria
THE PEOPLE
Registrar of Voters
Sheriff
Commonwealth's Attorney
City Council
City Clerk
City Attorney
Circuit Court
Juvenile & Domestic Relations District Court
General District Court
Court Service Unit
City Manager
Special Assistant to the City Manager
Director of Communications
Chief Financial Officer
Office of Management & Budget
Finance Department
Department of Real Estate Assessments
Deputy City Manager
Planning & Zoning
Transportation & Environmental Services
Code Administration
Office of Historic Alexandria
Office of Housing
Office of Project Implementation
Special Assistant to the City Manager
Liaison to ACVAUSED/HS/DBC
Deputy City Manager
Police Department
Fire Department
General Services
Department of Emergency Communications
Human Rights Office
Liaison to Court Organizations and Commonwealth's Attorney
Liaison to Registrar of Voters
Liaison to Sheriff's Office
Deputy City Manager
Department of Community And Human Services
Department of Recreation, Parks & Cultural Activities
Liaison to Library
Liaison to Health Department
Liaison to Schools
Deputy City Manager Chief of Staff
Co-Information Technology Services
Human Resources
Office of Internal Audit
Legislative Director
Office of Performance Management

# Understanding the Budget

The City's budget serves as the blueprint for the financial and policy decisions that City Council will implement during the fiscal year. Budgeting is necessary for several reasons.

**FISCAL PLAN**

First, the budget is a fiscal plan. Budgeting provides estimates of the costs that will be incurred if activities are carried out as planned; the revenues necessary to finance these activities; and the rates of taxation necessary to generate these revenues. The appropriation ordinance adopted by the City Council establishes the legal authorization for the expenditure of public monies and becomes the approved financial plan for the upcoming fiscal year.

**POLICY DOCUMENT**

Second, the budget is a policy and management tool. The budget process provides an opportunity for the City Manager, department directors and agency heads to evaluate the City's services and recommend the best means of allocating resources to prioritize and provide effective and efficient services. As a management tool, the budget serves to establish accountability for the effective and efficient operation of programs and activities and to locate responsibility for the delivery of City services. Beginning with City Council's establishment of a long-term vision and a set of major goals for the City of Alexandria, combined with a public hearing to gather citizen input in October and an economic outlook of the City presented by staff in December, continuing through the adoption of the FY 2014 budget on May 6, 2013, the budget process weighs short and long term objectives of stakeholders against the available financial resources.

**OPERATIONS GUIDE**

The budget describes the activities, services and functions carried out within each organizational unit. Every Department within in the City is characterized by Programs and Activities and includes both financial and personnel resources necessary to carry out the functions of the government. Programs and activities within each department provide a map detailing what each department does with their resources, for whom these activities are undertaken and why. Performance data are associated with each activity and help to the measure each activity in terms of output, effectiveness and quality.

## FY 2014 Budget Planning

On January 8, 2013, City Council passed a resolution establishing the budget guidance for the entire General Fund budget. The guidance allowed for a City operating budget to be built based on any increased operating or capital project expense being demonstrated as necessary to meet the strategic goals and objectives of the City, and/or demonstrated to diminish a specific risk to the community. The budget was also to incorporate a transfer to the Schools budget that may vary from the FY 2013 approved appropriation specifically to address anticipated changes in student enrollment.. The guidance was based on preliminary forecasts of revenues, expenditures, and capital needs presented at the City Council work session on December 11, 2012. City Council also directed the City Manager to consider other taxes, fines, fees and charges, as well as reductions in programs and activities through efficiencies and reduced service levels, as necessary in order to propose a balanced budget.

The allocation of all resources are based on the following seven Strategic Plan goals:

- Alexandria has quality development and redevelopment, support for local businesses and a strong, diverse and growing local economy.
- Alexandria respects, protects and enhances the health of its residents and the quality of its natural environment.
- Alexandria has a multimodal transportation network that supports sustainable land use and provides internal mobility and regional connectivity for Alexandrians.
- Alexandria is a caring community that supports and enhances the well-being, success, and achievement of the City's residents.
- Alexandria is financially sustainable, efficient, community oriented and values its employees.
- The City protects the safety and security of its residents, businesses, employees and visitors.
- Alexandria is an inclusive community and one that values its rich diversity, history and culture.

These objectives were coupled with existing policies and guidelines for developing the budget, including the City's Compensation Philosophy and the Debt-related Financial Policies. These other policies are described below.

**Other Continuing Policy Guidance and Planning**

Strategic Planning Process: The City Council Strategic Planning Process has provided the most significant impact on the City's budget process in FY 2014. In June 2010, City Council adopted its Strategic Plan, following nearly a year of collaboration and partnership with the Alexandria community. The City Council has directed that City staff consider the Strategic Plan when developing, implementing and reviewing the delivery of public services, and in presenting requests for fiscal resources. The approved Strategic Plan is available on the City's website at http://alexandriava.gov/uploaded/Files/council/info/ApprovedStrategicPlan.pdf.

Debt-Related Financial Policies: The City Council's debt-related financial policies, which guide decision-making throughout the annual operating and capital budget development cycle, are printed in the Capital Improvement Program (CIP) Related Information section of this document, and the City's Approved FY 2013 to FY 2022 Capital Improvement Program (CIP) is consistent with these policies.

Compensation Philosophy: On June 22, 2010, City Council adopted the City of Alexandria's Compensation Philosophy, which is intended to provide a broad framework to help City Council, management, employees and the citizens understand and guide decisions that affect City employee pay. The Compensation Philosophy is printed in the Appendices section of this document. Proposed FY 2014 employee compensation adjustments are recommended based on the guidance provided by the Compensation Philosophy.

Youth Policy: The Youth Policy Commission was established by City Council in 1997 to emphasize delinquency prevention, and to target activities that effectively promote positive outcomes for youth and support families through optimal use of existing funds, development of new resources, and engagement of the community. Initiatives that require new or reallocated funding are proposed in the annual budget process, and the Commission monitors success in achieving goals for youth through a biennial Community Report Card.

The chart on the following page identifies the budget process as it relates to the various stakeholders in the City.

## City of Alexandria
## FY 2014 Budget Process

| MONTH | RESIDENTS | MAYOR & CITY COUNCIL | CITY ADMINISTRATION |
|---|---|---|---|
| JULY<br>AUGUST<br>SEPTEMBER | | | **Strategic Plan Cluster Group Meetings**<br>Staff from departments collaborated through cluster groups to identify the steps necessary to implement the plan and achieve the community's strategic goals. |
| OCTOBER | **Budget Hearing**<br>The fall budget hearing officially kicks off the budget process for members of the public. City Council communicates overall goals and objectives for the upcoming budget process. Members of the public communicate thoughts and feelings on the budget. | | **Strategic Plan Cluster Group Initiatives**<br>Cluster groups develop intermediate and long term outcomes for the upcoming fiscal year as well as future years. |
| NOVEMBER<br>DECEMBER<br>JANUARY | | **City Council Work Session**<br>City Council holds a planning work session. The upcoming budget process is discussed in detail. City staff presents information on the overall budget situation, including revenues, planned expenditures, and economic conditions.<br>**Budget Guidance**<br>City Council gives City staff guidance on overall expenditure and revenue limits. This guidance drives the decisions of the City Manager. | **Strategic Plan Initiative Analysis**<br>Proposed initiatives and reductions are evaluated by OMB and cluster groups. Initial recommendations are provided to the City Manager.<br>**Proposed Budget Development**<br>OMB works with the CMO to begin developing the Proposed Budget that fits within the City Council budget guidance. This involves prioritizing Department requests and developing expenditure reduction options. |
| FEBRUARY<br>MARCH<br>APRIL | **BFAAC Review**<br>Resident advisory committee holds weekly meetings to review the budget and provide City Council with feedback.<br>**Budget Public Hearings**<br>Members of the public are welcomed to comment on the Proposed Budget and offer suggestions to City Council for the Approved Budget through the Spring public hearing or the City web site. | **Budget Work Sessions**<br>City staff meets with City Council to provide background information on the Proposed Budget. City Council requests additional information on specific budget issues from staff though Budget Memos. | **PROPOSED BUDGET PRESENTATION**<br>The City Manager presents the Proposed Budget to City Council.<br>**Budget Memos**<br>OMB and other City staff respond to inquiries from City Council through Budget Memos. |
| MAY<br>JUNE | | **FINAL BUDGET ADOPTION**<br>City Council makes final decisions and adopts the official City of Alexandria Budget for the upcoming fiscal year. | **Approved Budget**<br>OMB produces the Approved Budget document and begins to develop Budget Guidelines for the next fiscal year. |

## Organization of the Budget Document

In addition to presenting the City's financial plan, the budget document is intended to be a resource and reference guide, providing information on City programs and services. The budget document has been divided into two volumes: one containing the Operating Budget document and the other containing the Capital Improvement Program document.

- The Operating Budget document groups City operating departments together by general government program areas, using the program categories defined by the Auditor of Public Accounts for the Commonwealth of Virginia (APA) as a guide. This organization is offered to assist the public in gaining an understanding of the total resources provided in a particular program area.

Section I contains the Table of Contents. Section II includes the City Manager's Message. Section III is the "Community Profile," which provides a description and basic statistical information on the City. Section IV describes the performance and outcomes of City Programs and Activities, their relation to the City's Strategic Plan, and the impact they have on the budget process. Section V provides the reader with a guide to understanding the budget. Sections VI through X include multi-year revenue and expenditure forecast scenarios revenue and expenditure summaries, various charts and schedules that provide overall information on the City's finances, personnel summaries, and fund balance information.

Sections XI through XIX present budget information for each department. The major elements in these sections are described at the end of this section.

Section XX provides an overview of the Capital Improvement Program (CIP), it's impact upon the operating budget, and an explanation of the City's debt ratio policies. Section XXI is provides a glossary of relevant budget terms.

Section XXII includes the legislative references and charter provisions relating to the budget. Section XXIII is comprised of Appendices, which include the salary schedules and classification structures applicable to the City government as well as the Alexandria Compensation Philosophy.

- The Capital Improvement Program document describes each capital project that the City plans to undertake over the next ten years. This description includes a justification for each project, the priority assigned to the project and the estimated impact of each capital project on the City's budget throughout the six-year period. (Detailed information on individual school capital projects is presented in the Alexandria City Public Schools 2014-2023 Capital Budget, available from the Office of the Assistant Superintendent for Administrative Services, 2000 North Beauregard Street, Alexandria, Virginia.)

- The Information Technology Plan describes the City's commitment to building and maintaining an essential information and technology infrastructure. The plan will enhance information technology services and build on existing City hardware, networks and software that have been implemented over the past decade.

## Budget Amendments

During the fiscal year, the approved budget can be amended by either the reappropriation ordinance (generally in November) or the supplemental appropriation ordinances (generally two or three times during the fiscal year). A reappropriation ordinance allows encumbered monies from the previous fiscal year to be recognized in the current fiscal year. These encumbered monies are specifically identified within the previous fiscal year's Comprehensive Annual Financial Report (CAFR). A supplemental appropriation ordinance amends the budget for grant programs to reflect actual revenue received and to make corresponding balancing adjustments in grant program expenditures. A supplemental appropriation also amends the budget for duly docketed City Council items during the fiscal year that increase or reduce the current fiscal year appropriation. A supplemental appropriation ordinance may, therefore, either increase or reduce the City's total budget from the original approved budget appropriation.

The approved budget may also be amended by City Council at the end of the fiscal year via a resolution to transfer appropriations to adjust the various departmental accounts according to projected final expenditure patterns. The transfer of appropriations has no net impact on the aggregate approved budget amount, but rather enables the Council to adjust the budget of a given department for unanticipated expenditures.

Budget transfers within a department may be approved by the City Manager, as discussed in the following section on Budgetary Accounting.

## Budgetary Accounting

The City's financial operations are budgeted and accounted for in a number of "funds." A fund is an independent fiscal and separate accounting entity, with a self-balancing set of accounts including revenues and expenditures, assets and liabilities. Separate funds that have been established by the City include the following: General Fund, Special Revenue Fund, Capital Projects Fund, Internal Services Fund, and the Sanitary Sewers Enterprise Fund. The Funds are described in detail in the Fund Balance Section.

All tax revenues and most other revenues -- with the notable exception of State and federal grants -- are budgeted and accounted for in the General Fund. Likewise, all expenditures funded by General Fund revenues are budgeted as direct General Fund expenditures.

This "direct" treatment of expenditures is a concession to a more informative budget presentation. Technically, certain expenditures funded by General Fund revenues -- specifically, grant matches and the City appropriation to the Alexandria City Public Schools -- are accounted for as "transfers out" of the General Fund, "transfers in" to Special Revenue Funds and "expenditures" of Special Revenue Funds. Conceptually, however, these are expenditures of General Fund revenues.

In contrast with the accounting for private enterprises, where the primary focus is the calculation of profits and losses, governmental accounting is directed toward expenditure control and budgetary compliance. The accounting system's budgetary control function is accomplished by incorporating budgetary accounts into fund ledgers and recording appropriations -- expenditure authorizations adopted by City Council. All appropriations are legally controlled at the department level for the General Fund and Special Revenue Funds.

Budgets are prepared for the Capital Projects Funds on a project basis that cover the life of the project. The Internal Services Fund is controlled at the total Net Assets level.

Appropriations are administratively controlled at the "character" level of expenditure -- personnel, non-personnel and capital outlays -- reflected in the budget document. The City Manager may, at any time, transfer any unencumbered appropriation within the budget of an office, department or agency. Transfers of appropriations between expenditure characters within the same department or agency budget must be approved by the City Manager (or designee). Budget detail pages, showing the budget at the "sub-object" level are available for inspection during business hours in the Office of Management and Budget.

The City's budget follows the same basis of accounting used in preparation of the City's audited Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with "Generally Accepted Accounting Principles" (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) and the Auditor of Public Accounts of the Commonwealth of Virginia (APA). The budgets of the General, Special Revenue and Capital Projects Funds are prepared on the "modified accrual" basis of accounting. Under this method of accounting, revenues are recognized in the period that they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term "available" is limited to collection within forty-five days of the fiscal year-end. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. The budget and financial statements of the Proprietary Funds are presented on the accrual basis of accounting. Under this method of accounting, revenues are recognized when earned and expenses are recorded when liabilities are incurred without regard to receipt or disbursement of cash.

## Finance Departme

**Mission Statement:** The mission of the Finance Department is to [illegible] through effective expenditure control, reliable and equitable revenue collection practices, sound cash and debt management policies, and responsible accounting, purchasing and pension administration practices.

**The MFRI process requires every department to have an overall Mission Statement. This appears at the top of the first page of each department section.**

### Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | 7,330,718 | 8,272,770 | 8,740,494 | 5.7% |
| Non-Personnel | 4,142,837 | 3,064,918 | 2,975,632 | -2.9% |
| Capital Goods Outlay | 0 | 26,185 | 26,185 | 0.0% |
| Total Expenditures | $11,473,555 | $11,363,873 | $11,742,311 | 3.3% |
| **Less Revenues** | | | | |
| Internal Service | | | | |
| Special Revenue Fund | | | | |
| Total Designated Funding Sources | | | | |
| **Net General Fund Expenditures** | | | | |
| **Total Department FTE's** | [illegible] | [illegible] | [illegible] | [illegible] |

**The expenditure and revenue summary table breaks down total expenditures by personnel, non-personnel, and capital outlay costs. Revenues are also described by type. The bottom expenditure line show the net result on the General Fund for each department. This table also displays the total department FTE's by year.**

### Highlights

•In FY 2014 the General Fund budget increases $323,406 or 3.0%.

•In FY 2014 personnel costs increase by $467,724 or 5.7%. This is due to the addition of a new Compliance Officer position, anticipated to increase City revenue by at least $140,000 from delinquent tax collection, which exceeds the cost of the position. Additional increases resulted from the reclassification of several positions to reflect an expansion in responsibilities and to address internal and external salary inequities in compensation when compared to the market. There was also an increase in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. [illegible] to bring the employee share to 5%.

**The department highlight section contains a brief overview of overall changes to a department's budget.**

•Non-personnel costs decrease by $89,286 or -2.9%. The City has m[illegible] eliminating a parking adjudication contract ($134,580). The remaining responsibility will be shifted back to the General District Court. This decrease is partially offset by three current service adjustments: $10,044 in publication and outreach materials for the Pension Administration Division; $21,291 for the department's share of the maintenance cost of the new Enterprise Resource Planning (ERP) system; and a $13,959 increase in lease agreements.

• The increase in the Special Revenue Fund will support the increases associated with benefit cost increases and the 1% shift in the pay scale described above for those employees who are funded by the City's pension plan (individuals who are responsible for plan administration).

## Finance Department

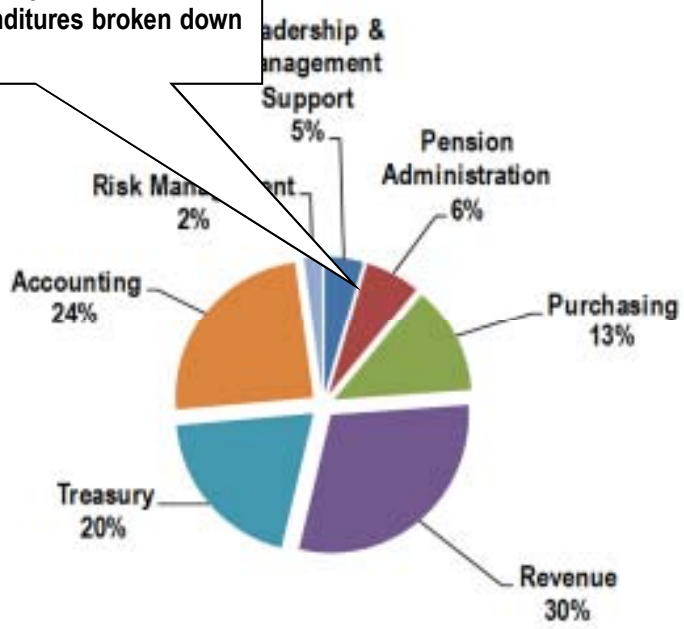
### Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Bond ratings achieved with each bond issue | AAA/Aaa | AAA/Aaa | AAA/Aaa |
| % of compliance with City adopted debt policies in last fiscal year | 100% | 100% | 100% |
| Overall collection rate for current year taxes | 99% | 99% | 99% |
| % of GFOA standards met in financial reporting | 100% | 100% | 100% |

**The Selected Performance Measures table displays a collection of departmental measures deemed most relevant or interesting.**

### FY 2014 Proposed Expenditures by Program

**The expenditure summary pie chart shows total department expenditures broken down by program.**



# Finance Department

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership and Management Support | [illegible] | [illegible] | [illegible] | 12.4% |
| Pension Administration | [illegible] | [illegible] | [illegible] | 16.7% |
| Purchasing | [illegible] | [illegible] | [illegible] | 55.6% |
| Revenue | [illegible] | [illegible] | [illegible] | -3.1% |
| Treasury | [illegible] | [illegible] | [illegible] | -9.9% |
| Accounting | 2,881,144 | 2,923,136 | 2,849,336 | -2.5% |
| Risk Management | 332,539 | 137,965 | 249,184 | 80.6% |
| **Total Expenditures** | **$11,473,555** | **$11,363,873** | **$11,742,311** | 3.3% |

**The expenditure summary table shows total department expenditures broken down by program.**

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Actual | [illegible] | [illegible] | [illegible] |
|---|---|---|---|---|
| Leadership and Management Support | 2.8 | [illegible] | [illegible] | 18.9% |
| Pension Administration | 3.0 | [illegible] | [illegible] | 0.0% |
| Purchasing | 8.0 | 8.0 | 11.2 | 39.4% |
| Revenue | 37.3 | 35.7 | 33.1 | -7.2% |
| Treasury | 17.5 | 17.5 | 17.3 | -1.4% |
| Accounting | 19.5 | 20.7 | 19.7 | -4.8% |
| Risk Management | 2.5 | 1.0 | 2.2 | 126.3% |
| **Total full time employees** | **90.5** | **91.5** | **92.5** | 1.1% |

**The staffing summary table presents each department's FTE count by program.**

## Finance Programs and Activities

**Leadership & Mgmt Suppo**
Leadership & Gene

**Pension Administration**
Pension Investment
Retirement Plan Admin.

**Revenue**
Business & Personal
Property Tax Assessment
Delinquent Tax Collections
Tax Audit, Research & Analysis
Taxpayer Assistance/ Relations

**Purchasing**
Purchasing

ment

**Accounting**
Financial Reporting
Paying & Billing
Vendors/Employees
Reconciliations

**Risk Management**

Management

**Each departmental section contains a complete listing of programs and activities.**

## Dept Info

**Department Contact Info**
703.746.3900
http://alexandriava.gov/finance/

**Department Head**
Laura Triggs, CPA,
Chief Financial Officer
[illegible].746.3900
laura.triggs@alexandriava.gov

**Department Staff**
Debbie Kidd, JD, Dep. Dir. of Finance - Revenue
Ray Welch, Comptroller
Steven Bland, Retirement Administrator
David Clark, Assistant Dir. of Finance - Treasury
Stephen Taylor, Acting Purchasing Agent

**The department information area provides the name and contact information for the department head as well as the names of key department staff**

# Finance Department

## Revenue Program

**The goal of the Revenue Program is to accurately, reliably and equitably assess and** [illegible] **and enforce taxpayer compliance in order to maximize city revenues.**

**Each individual Program section starts with the goal statement.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 28.0% | 31.8% | 29.9% |
| Total Expenditures | $3,210,115 | $3,619,383 | $3,508,237 |
| Less Revenues | $814 | $73,778 | $74,733 |
| Net General Fund Expenditures | $3,209,301 | $3,545,605 | $3,433,504 |
| **Program Outcomes** | | | |
| Total tax revenue generated [illegible] in | | | [illegible]44,045 |

**The table immediately following the program goal contains total Program expenditures and revenues, as well as a program outcome performance measure.**

### Activity Data

| BUSINESS & PERSONAL PROPERTY TAX ASSESSMENT – The goal of B[illegible] Property Tax Assessment is to identify tax basis and accurately and uniform[illegible] in order to maximize City revenues. | [illegible]014 Actual | Approved | Proposed |
|---|---|---|---|
| Expenditures | $1,361,713 | $1,551,754 | $1,517,396 |
| FTE's | 15.4 | 14.6 | 13.3 |
| # of tax transactions processed | 1,885,596 | 1,954,529 | 1,923,308 |
| Cost per tax transaction processed | $0.72 | $0.79 | $0.79 |
| % of tax assessments processed by due date | 100% | 100% | 100% |

| DELINQUENT TAX COLLECTION – The goal of Delinquent Tax Collections is to collect delinquent taxes in order to reduce the outstanding tax balance and increase the City's general fund revenue. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $556,773 | $647,429 | $637,782 |
| FTE's | 7.09 | 6.49 | 6.42 |
| # of demands for payment action sent | 164,552 | 173,608 | 167,843 |
| Cost per demand for payment action | $3.99 | $3.73 | $3.80 |
| % of delinquent tax collected annually | 97.0% | 91.0% | 97.0% |

| TAX AUDIT, RESEARCH & ANALYSIS – The goal of Tax Audit, Research an[illegible] business tax returns are filed accurately and to identify unregistered busines[illegible] maximize City revenues and taxpayer compliance. | [illegible] d |
|---|---|
| Expenditures | [illegible]408 |
| FTE's | 2.7 |
| # of tax accounts reviewed/audited | [illegible]364 |
| Costs of tax accounts reviewed/audited | [illegible]3.17 |
| $ amount of revenue generated from audits and compliance activity | $1,254,716 / $1,200,000 / $1,320,000 |
| Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities | 24.1% / 29.6% / 21.9% |

**Each Activity within a Program has its own table that contains total expenditures, FTE counts, and Activity performance measures for output, efficiency, and service quality. These tables also include the Activity goal statement.**

## Finance Department

### Summary of Budget Changes

**Adjustments to Maintain Current Service Levels**

| Activity | Adjustment | FY 2014 Proposed |
|---|---|---|
| | *tion and Outreach Materials.* | $10,044 |
| | the Pension office | |
| | *RP System Maintenance* | $21,291 |
| | 47,176) on the Performance Accounting, Performance Asset Management, and | |
| | of Finance Departments share of the new Enterprise Resource Planning system | |

**The Summary of Budget Changes section contains descriptions of any base budget adjustments to maintain current services, supplemental adjustments, expenditure reductions, and fee increases.**

**Supplemental Adjustments**

| Activity | Adjustment | | FY 2014 Proposed |
|---|---|---|---|
| **Delinquent Tax Collections** | *Creation of New Position to Improve Tax Compliance* | **1.0 FTE** | **$66,498** |
| With the addition of a new Compliance Officer position the department will be able to audit and identify non-compliant businesses and residents and reach out to educate and bring them into compliance. This is anticipated to increase delinquent tax collection | | | |

**Each adjustment to the budget contains a brief description and explanation. These tables also display the total value and the Activity to which the adjustment applied.**

**Expenditure Redu**

| Activity | Reduction | Proposed |
|---|---|---|
| **Parking Adjudication** | *Shift of Costs to Courts* | **($134,580)** |
| This reduction will eliminate the current parking adjudication contract. Going forward all parking ticket disputes will be taken to the General District Court for consideration. | | |

## *Budget Schedule*

**Members of the public are invited to participate in a public hearing on the budget scheduled on Monday, March 11, 2013 at 4:00 pm.**

**City Council is holding a series of public work sessions denoted to the right, followed by adoption on May 6, 2013.**

**FY 2014 Budget Schedule**

| | |
|---|---|
| 2/26 | Proposed Budget Presentation<br>(7:00 pm, Location: Council Chambers) |
| 3/4 | Work Session: Performance Management<br>(5:30 pm, Location: City Council Work Room) |
| 3/4 | Work Session: Revenues/Expenditures<br>(7:30 pm, Location: City Council Work Room) |
| 3/6 | Public Presentation of the Budget<br>(7:00 pm, Location: Lee Center Exhibit Hall) |
| 3/11 | Budget Public Hearing<br>(4:00 pm, Location: Council Chambers) |
| 3/12 | Introduce Tax Rate Ordinances<br>(7:00 pm, Location: Council Cambers) |
| 3/20 | Work Session: Capital Improvement Program<br>(5:30 pm, Location: George Washington Middle School Library) |
| 3/20 | Work Session: Joint Work Session with ACPS<br>(7:30 pm, Location: George Washington Middle School Library) |
| 4/3 | Work Session: Employee Compensation<br>(6:30 pm, Location: City Council Work Room) |
| 4/4 | Work Session: Topic TBD<br>(6:30 pm, Location: City Council Work Room) |
| 4/13 | Public Hearing on Tax Rate Ordinance and Effective Tax Rate<br>(9:30 am, Location: Council Chambers) |
| 4/15 | Work Session: Budget and Fiscal Affairs Advisory Committee Report<br>(6:30 pm, Location: City Council Work Room) |
| 4/29 | Work Session: Preliminary Add/Delete<br>(6:30 pm, Location: City Council Work Room) |
| 5/6 | Work Session: Final Add/Delete<br>(6:00 pm, Location: Council Chambers) |
| 5/6 | Budget Adoption<br>(7:00 pm, Location: Council Chambers) |

**PAGE INTENTIONALLY LEFT BLANK**

# Multi-Year Revenue and Expenditure Forecast Scenarios

# Forecast Scenarios

## Multi-Year Revenue and Expenditure Projections

Multi-year General Fund revenue and expenditure projections have been developed as estimates of future City surpluses and shortfalls in order to examine how decisions made in the current budget could affect the City's future financial situation in a variety of potential revenue scenarios.

The tables and graphs on the following pages show the budget surpluses or shortfalls that would occur over the next ten fiscal years as a result of low, medium, and high revenue growth scenarios relative to projected expenditures. All estimates include policy changes included in the FY 2014 budget.

Each of the scenarios shows a shortfall for FY 2015 ranging from -$20.0 million in the low growth scenario to -$9.5 million in the high growth scenario. By the tenth year of the projections, the shortfall is -$188.1 million in the low growth scenario and -$74.1 million in the high growth scenario.

In the medium growth scenario, the shortfall is -$14.8 million in FY 2015 and -$133.7 million in FY 2023. These projected shortfalls provide an order of magnitude of the amount of expenditure reductions and/or revenue increases needed to balance the budget in any given year.

## Low Growth Scenario

| Revenues | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | |
| Real Estate Property | 361,960,000 | 368,475,000 | 375,108,000 | 381,859,000 | 388,733,000 | 395,730,000 | 402,853,000 | 410,105,000 | 417,487,000 | 425,001,000 |
| Personal Property | 41,540,000 | 42,038,000 | 42,543,000 | 43,053,000 | 43,570,000 | 44,093,000 | 44,622,000 | 45,158,000 | 45,699,000 | 46,248,000 |
| Penalties & Interest | 2,375,000 | 2,375,000 | 2,375,000 | 2,375,000 | 2,375,000 | 2,375,000 | 2,375,000 | 2,375,000 | 2,375,000 | 2,375,000 |
| Local Sales Tax | 27,340,000 | 27,613,000 | 27,890,000 | 28,168,000 | 28,450,000 | 28,735,000 | 29,022,000 | 29,312,000 | 29,605,000 | 29,901,000 |
| Business License Tax | 33,000,000 | 33,594,000 | 34,199,000 | 34,814,000 | 35,441,000 | 36,079,000 | 36,728,000 | 37,389,000 | 38,062,000 | 38,748,000 |
| Transient Lodging Tax | 12,510,000 | 12,760,000 | 13,015,000 | 13,276,000 | 13,541,000 | 13,812,000 | 14,088,000 | 14,370,000 | 14,657,000 | 14,951,000 |
| Restaurant Food Tax | 17,550,000 | 17,989,000 | 18,438,000 | 18,899,000 | 19,372,000 | 19,856,000 | 20,353,000 | 20,861,000 | 21,383,000 | 21,918,000 |
| Other Misc. Taxes | 37,484,000 | 38,047,000 | 38,617,000 | 39,196,000 | 39,784,000 | 40,381,000 | 40,987,000 | 41,602,000 | 42,226,000 | 42,859,000 |
| Other Revenues | 86,667,000 | 87,100,000 | 87,535,000 | 87,973,000 | 88,413,000 | 88,855,000 | 89,299,000 | 89,746,000 | 90,194,000 | 90,645,000 |
| Use of Fund Balance | 6,204,000 | 6,300,000 | 6,397,000 | 6,496,000 | 6,597,000 | 6,699,000 | 6,803,000 | 6,909,000 | 7,017,000 | 7,126,000 |
| | | | | | | | | | | |
| Total Revenues | 626,630,000 | 636,291,000 | 646,117,000 | 656,109,000 | 666,276,000 | 676,615,000 | 687,130,000 | 697,827,000 | 708,705,000 | 719,772,000 |
| | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | | | | | | | | | |
| City Personnel | 206,618,000 | 214,882,000 | 223,478,000 | 232,417,000 | 241,713,000 | 251,382,000 | 261,437,000 | 271,895,000 | 282,771,000 | 294,081,000 |
| City Non-Personnel | 85,782,000 | 87,498,000 | 89,248,000 | 91,033,000 | 92,853,000 | 94,710,000 | 96,605,000 | 98,537,000 | 100,507,000 | 102,518,000 |
| Grants Match | 44,406,000 | 45,294,000 | 46,200,000 | 47,124,000 | 48,066,000 | 49,027,000 | 50,008,000 | 51,008,000 | 52,028,000 | 53,069,000 |
| Cash Capital | 26,375,000 | 28,822,000 | 28,875,000 | 29,273,000 | 28,389,000 | 28,467,000 | 28,804,000 | 31,556,000 | 32,163,000 | 32,697,000 |
| Debt Service | 57,027,000 | 64,045,000 | 68,533,000 | 73,310,000 | 91,937,000 | 97,443,000 | 98,926,000 | 101,686,000 | 102,908,000 | 106,769,000 |
| Transit Subsidies | 20,936,000 | 23,783,000 | 27,018,000 | 30,692,000 | 34,866,000 | 39,608,000 | 44,995,000 | 51,114,000 | 58,066,000 | 65,963,000 |
| Schools | 185,486,000 | 191,978,000 | 198,698,000 | 205,652,000 | 212,850,000 | 220,300,000 | 228,010,000 | 235,991,000 | 244,250,000 | 252,799,000 |
| | | | | | | | | | | |
| Total Expenditures | 626,630,000 | 656,302,000 | 682,050,000 | 709,501,000 | 750,674,000 | 780,937,000 | 808,785,000 | 841,787,000 | 872,693,000 | 907,896,000 |
| | | | | | | | | | | |
| Surplus/(Shortfall) | 0 | -20,011,000 | -35,933,000 | -53,392,000 | -84,398,000 | -104,322,000 | -121,655,000 | -143,960,000 | -163,988,000 | -188,124,000 |

## Medium Growth Scenario

| Revenues | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | |
| Real Estate Property | 361,960,000 | 370,647,000 | 379,542,000 | 388,651,000 | 397,979,000 | 407,530,000 | 417,311,000 | 427,327,000 | 437,582,000 | 448,084,000 |
| Personal Property | 41,540,000 | 42,454,000 | 43,388,000 | 44,342,000 | 45,318,000 | 46,315,000 | 47,334,000 | 48,375,000 | 49,439,000 | 50,527,000 |
| Penalties & Interest | 2,375,000 | 2,387,000 | 2,399,000 | 2,411,000 | 2,423,000 | 2,435,000 | 2,447,000 | 2,459,000 | 2,472,000 | 2,484,000 |
| Local Sales Tax | 27,340,000 | 27,887,000 | 28,445,000 | 29,013,000 | 29,594,000 | 30,186,000 | 30,789,000 | 31,405,000 | 32,033,000 | 32,674,000 |
| Business License Tax | 33,000,000 | 33,990,000 | 35,010,000 | 36,060,000 | 37,142,000 | 38,256,000 | 39,404,000 | 40,586,000 | 41,803,000 | 43,058,000 |
| Transient Lodging Tax | 12,510,000 | 12,885,000 | 13,272,000 | 13,670,000 | 14,080,000 | 14,503,000 | 14,938,000 | 15,386,000 | 15,847,000 | 16,323,000 |
| Restaurant Food Tax | 17,550,000 | 18,252,000 | 18,982,000 | 19,741,000 | 20,531,000 | 21,352,000 | 22,206,000 | 23,095,000 | 24,018,000 | 24,979,000 |
| Other Misc. Taxes | 37,484,000 | 38,234,000 | 38,999,000 | 39,779,000 | 40,574,000 | 41,386,000 | 42,213,000 | 43,058,000 | 43,919,000 | 44,797,000 |
| Other Revenues | 86,667,000 | 88,400,000 | 90,168,000 | 91,971,000 | 93,811,000 | 95,687,000 | 97,601,000 | 99,553,000 | 101,544,000 | 103,575,000 |
| Use of Fund Balance | 6,204,000 | 6,351,000 | 6,502,000 | 6,656,000 | 6,815,000 | 6,976,000 | 7,142,000 | 7,312,000 | 7,487,000 | 7,665,000 |
| | | | | | | | | | | |
| Total Revenues | 626,630,000 | 641,487,000 | 656,707,000 | 672,294,000 | 688,267,000 | 704,626,000 | 721,385,000 | 738,556,000 | 756,144,000 | 774,166,000 |
| | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | | | | | | | | | |
| City Personnel | 206,618,000 | 214,882,000 | 223,478,000 | 232,417,000 | 241,713,000 | 251,382,000 | 261,437,000 | 271,895,000 | 282,771,000 | 294,081,000 |
| City Non-Personnel | 85,782,000 | 87,498,000 | 89,248,000 | 91,033,000 | 92,853,000 | 94,710,000 | 96,605,000 | 98,537,000 | 100,507,000 | 102,518,000 |
| Grants Match | 44,406,000 | 45,294,000 | 46,200,000 | 47,124,000 | 48,066,000 | 49,027,000 | 50,008,000 | 51,008,000 | 52,028,000 | 53,069,000 |
| Cash Capital | 26,375,000 | 28,822,000 | 28,875,000 | 29,273,000 | 28,389,000 | 28,467,000 | 28,804,000 | 31,556,000 | 32,163,000 | 32,697,000 |
| Debt Service | 57,027,000 | 64,045,000 | 68,533,000 | 73,310,000 | 91,937,000 | 97,443,000 | 98,926,000 | 101,686,000 | 102,908,000 | 106,769,000 |
| Transit Subsidies | 20,936,000 | 23,783,000 | 27,018,000 | 30,692,000 | 34,866,000 | 39,608,000 | 44,995,000 | 51,114,000 | 58,066,000 | 65,963,000 |
| Schools | 185,486,000 | 191,978,000 | 198,698,000 | 205,652,000 | 212,850,000 | 220,300,000 | 228,010,000 | 235,991,000 | 244,250,000 | 252,799,000 |
| | | | | | | | | | | |
| Total Expenditures | 626,630,000 | 656,302,000 | 682,050,000 | 709,501,000 | 750,674,000 | 780,937,000 | 808,785,000 | 841,787,000 | 872,693,000 | 907,896,000 |
| | | | | | | | | | | |
| Surplus/(Shortfall) | 0 | -14,815,000 | -25,343,000 | -37,207,000 | -62,407,000 | -76,311,000 | -87,400,000 | -103,231,000 | -116,549,000 | -133,730,000 |

## High Growth Scenario

| Revenues | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | |
| Real Estate Property | 361,960,000 | 373,180,000 | 384,749,000 | 396,676,000 | 408,973,000 | 421,651,000 | 434,723,000 | 448,199,000 | 462,093,000 | 476,418,000 |
| Personal Property | 41,540,000 | 42,869,000 | 44,241,000 | 45,657,000 | 47,118,000 | 48,626,000 | 50,182,000 | 51,787,000 | 53,445,000 | 55,155,000 |
| Penalties & Interest | 2,375,000 | 2,387,000 | 2,399,000 | 2,411,000 | 2,423,000 | 2,435,000 | 2,447,000 | 2,459,000 | 2,472,000 | 2,484,000 |
| Local Sales Tax | 27,340,000 | 28,160,000 | 29,005,000 | 29,875,000 | 30,771,000 | 31,695,000 | 32,645,000 | 33,625,000 | 34,633,000 | 35,672,000 |
| Business License Tax | 33,000,000 | 34,320,000 | 35,693,000 | 37,121,000 | 38,605,000 | 40,150,000 | 41,756,000 | 43,426,000 | 45,163,000 | 46,969,000 |
| Transient Lodging Tax | 12,510,000 | 13,010,000 | 13,531,000 | 14,072,000 | 14,635,000 | 15,220,000 | 15,829,000 | 16,462,000 | 17,121,000 | 17,806,000 |
| Restaurant Food Tax | 17,550,000 | 18,340,000 | 19,165,000 | 20,027,000 | 20,929,000 | 21,870,000 | 22,855,000 | 23,883,000 | 24,958,000 | 26,081,000 |
| Other Misc. Taxes | 37,484,000 | 38,421,000 | 39,382,000 | 40,366,000 | 41,376,000 | 42,410,000 | 43,470,000 | 44,557,000 | 45,671,000 | 46,813,000 |
| Other Revenues | 86,667,000 | 89,700,000 | 92,839,000 | 96,089,000 | 99,452,000 | 102,933,000 | 106,535,000 | 110,264,000 | 114,123,000 | 118,118,000 |
| Use of Fund Balance | 6,204,000 | 6,404,000 | 6,610,000 | 6,823,000 | 7,043,000 | 7,270,000 | 7,504,000 | 7,747,000 | 7,997,000 | 8,255,000 |
| | | | | | | | | | | |
| Total Revenues | 626,630,000 | 646,791,000 | 667,614,000 | 689,117,000 | 711,325,000 | 734,260,000 | 757,946,000 | 782,409,000 | 807,676,000 | 833,771,000 |
| | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | | | | | | | | | |
| City Personnel | 206,618,000 | 214,882,000 | 223,478,000 | 232,417,000 | 241,713,000 | 251,382,000 | 261,437,000 | 271,895,000 | 282,771,000 | 294,081,000 |
| City Non-Personnel | 85,782,000 | 87,498,000 | 89,248,000 | 91,033,000 | 92,853,000 | 94,710,000 | 96,605,000 | 98,537,000 | 100,507,000 | 102,518,000 |
| Grants Match | 44,406,000 | 45,294,000 | 46,200,000 | 47,124,000 | 48,066,000 | 49,027,000 | 50,008,000 | 51,008,000 | 52,028,000 | 53,069,000 |
| Cash Capital | 26,375,000 | 28,822,000 | 28,875,000 | 29,273,000 | 28,389,000 | 28,467,000 | 28,804,000 | 31,556,000 | 32,163,000 | 32,697,000 |
| Debt Service | 57,027,000 | 64,045,000 | 68,533,000 | 73,310,000 | 91,937,000 | 97,443,000 | 98,926,000 | 101,686,000 | 102,908,000 | 106,769,000 |
| Transit Subsidies | 20,936,000 | 23,783,000 | 27,018,000 | 30,692,000 | 34,866,000 | 39,608,000 | 44,995,000 | 51,114,000 | 58,066,000 | 65,963,000 |
| Schools | 185,486,000 | 191,978,000 | 198,698,000 | 205,652,000 | 212,850,000 | 220,300,000 | 228,010,000 | 235,991,000 | 244,250,000 | 252,799,000 |
| | | | | | | | | | | |
| Total Expenditures | 626,630,000 | 656,302,000 | 682,050,000 | 709,501,000 | 750,674,000 | 780,937,000 | 808,785,000 | 841,787,000 | 872,693,000 | 907,896,000 |
| | | | | | | | | | | |
| Surplus/(Shortfall) | 0 | -9,511,000 | -14,436,000 | -20,384,000 | -39,349,000 | -46,677,000 | -50,839,000 | -59,378,000 | -65,017,000 | -74,125,000 |

**Revenue Growth Assumptions**

Three different scenarios of General Fund revenue growth have been developed for the period of FY 2014 through FY 2023 based on varying assumptions about the rate of increase for each of the revenue categories listed below. Each scenario is based on FY 2014 Proposed tax and fee rates. All projected increases over the next ten years are generated by economic growth or the impact of inflation on goods or services that are taxed. In none of the scenarios does revenue growth match or exceed the projected 4.2% rate of expenditure growth.

| | Growth Rate Assumption | | |
|---|---|---|---|
| Category | Low | Medium | High |
| Real Estate Property | 1.8% | 2.4% | 3.1% |
| Personal Property | 1.2% | 2.2% | 3.2% |
| Penalties & Interest | 0.0% | 0.5% | 0.5% |
| Local Sales Tax | 1.0% | 2.0% | 3.0% |
| Business License Tax | 1.8% | 3.0% | 4.0% |
| Transient Lodging Tax | 2.0% | 3.0% | 4.0% |
| Restaurant Food Tax | 2.5% | 4.0% | 4.5% |
| Other Misc. Taxes | 1.5% | 2.0% | 2.5% |
| Other Revenues | 0.5% | 2.0% | 3.5% |
| Use of Fund Balance | * | * | * |
| **Total Weighted Growth Rate** | **1.6%** | **2.4%** | **3.2%** |

* Use of Fund Balance is 1% of Total Revenues in each Fiscal Year

**Expenditure Growth Assumptions**

The General Fund expenditure growth rate of 4.2% is the same in all three scenarios. It assumes City personnel, Transit Subsidies and the Schools transfer will continue to grow at the same rate as in the FY 2014 budget and non-personnel and matching funds for State and federal grants will grow at an inflationary rate of 2.0%.

| | |
|---|---|
| City Personnel | 4.0% |
| City Non-Personnel | 2.0% |
| Grants Match | 2.0% |
| Cash Capital | * |
| Debt Service | * |
| Transit Subsidies | 13.6% |
| Schools | 3.5% |

* Cash Capital and Debt Service reflect the planned CIP

## Multi-Year Revenue and Expenditure Projections

### Impact of FY 2014 and Prior Year Decisions of Future Budgets

In addition to the projected base expenditure growth shown on the previous pages, future City General Fund operating budgets will be affected by decisions made in the FY 2014 or previous budgets. These include:

Police Officers hired with COPS grant funding will become General Fund supported in mid-year FY 2015 and receive full-year funding beginning in FY 2016. The FY 2014 cost these positions is $315,000.

A GIS Analyst position added to the budget in FY 2014 receives partial year funding in FY 2014 and will require full-year funding in FY 2015.

A 1% increase in salaries and corresponding 1% increase in the employee share of VRS retirement costs will continue in FY 2015 through FY 2017.

Park and right-of-way maintenance for new properties added to the City inventory during FY 2014 are funded for a partial year in FY 2014 and will require full year funding in FY 2015.

New Route 1 Bus Rapid Transit (BRT) service will begin in late FY 2014 and require a full year of funding in FY 2015.

## Summary of Budgeted General Fund Revenues and Other Financing Sources

| | FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed |
|---|---|---|---|---|
| **General Fund** | | | | |
| General Property Tax Revenue | | | | |
| Real property tax | 323,765,182 | 333,929,291 | 343,472,248 | 361,959,727 |
| Personal property tax | 37,897,526 | 37,500,000 | 39,700,000 | 41,540,000 |
| Penalties and Interest | 2,092,390 | 2,375,000 | 2,375,000 | 2,375,000 |
| *Total general property tax revenue* | *363,755,098* | *373,804,291* | *385,547,248* | *405,874,727* |
| | | | | |
| Other local tax revenue | | | | |
| Local sales tax | 24,949,593 | 24,900,000 | 26,100,000 | 27,340,000 |
| Utility tax | 10,322,623 | 11,100,000 | 10,200,000 | 10,300,000 |
| Business licenses | 31,468,958 | 33,000,000 | 31,825,000 | 33,000,000 |
| Motor vehicle licenses | 3,348,075 | 3,400,000 | 3,400,000 | 3,400,000 |
| Recordation | 5,152,593 | 4,900,000 | 5,200,000 | 5,200,000 |
| Cigarette | 2,674,157 | 2,600,000 | 2,600,000 | 2,934,000 |
| Transient Lodging | 11,375,121 | 12,400,000 | 12,300,000 | 12,510,000 |
| Restaurant food | 16,313,765 | 16,900,000 | 16,900,000 | 17,550,000 |
| Admissions | 1,093,182 | 1,000,000 | 1,000,000 | 1,000,000 |
| Communications service | 11,030,711 | 11,300,000 | 11,300,000 | 11,300,000 |
| Other miscellaneous | 3,372,456 | 3,350,275 | 3,350,275 | 3,350,275 |
| *Total other local tax revenues* | *121,101,234* | *124,850,275* | *124,175,275* | *127,884,275* |
| | | | | |
| Non-tax revenue | | | | |
| Licenses, permits, and fees | 2,373,448 | 2,157,975 | 2,157,975 | *2,519,975* |
| Fines forfeitures | 4,869,294 | 4,664,000 | 4,764,000 | 5,272,000 |
| Use of money and property | 3,947,856 | 3,420,000 | 3,460,000 | 3,995,000 |
| Charges for services | 16,474,123 | 15,891,959 | 15,691,959 | 16,599,959 |
| Intergovernmental revenues (PPTRA ) | 23,578,531 | 23,578,531 | 23,578,531 | 23,578,531 |
| Intergovernmental revenues | 31,905,603 | 30,018,125 | 29,918,125 | 30,782,739 |
| Miscellaneous[1] | 74,650,324 | 782,000 | 782,000 | 782,000 |
| *Total non-tax revenue* | *157,799,179* | *80,512,590* | *80,352,590* | *83,530,204* |
| | | | | |
| **Total General Fund Revenues** | **642,655,511** | **579,167,156** | **590,075,113** | **617,289,206** |
| | | | | |
| **Other financing sources (uses)** | | | | |
| Appropriations from Fund Balances | | | | |
| City Fund Balance prior year surplus | - | 6,839,538 | - | 6,204,256 |
| Transfer from special revenue acct.[2] | | 1,854,502 | 1,854,502 | 3,136,329 |
| Total Fund Balance Appropriations | *1,394,903* | *8,694,040* | *1,854,502* | *9,340,585* |
| | | | | |
| **Total General Fund Revenues and Other Sources** | **644,050,414** | **587,861,196** | **591,929,615** | **626,629,791** |

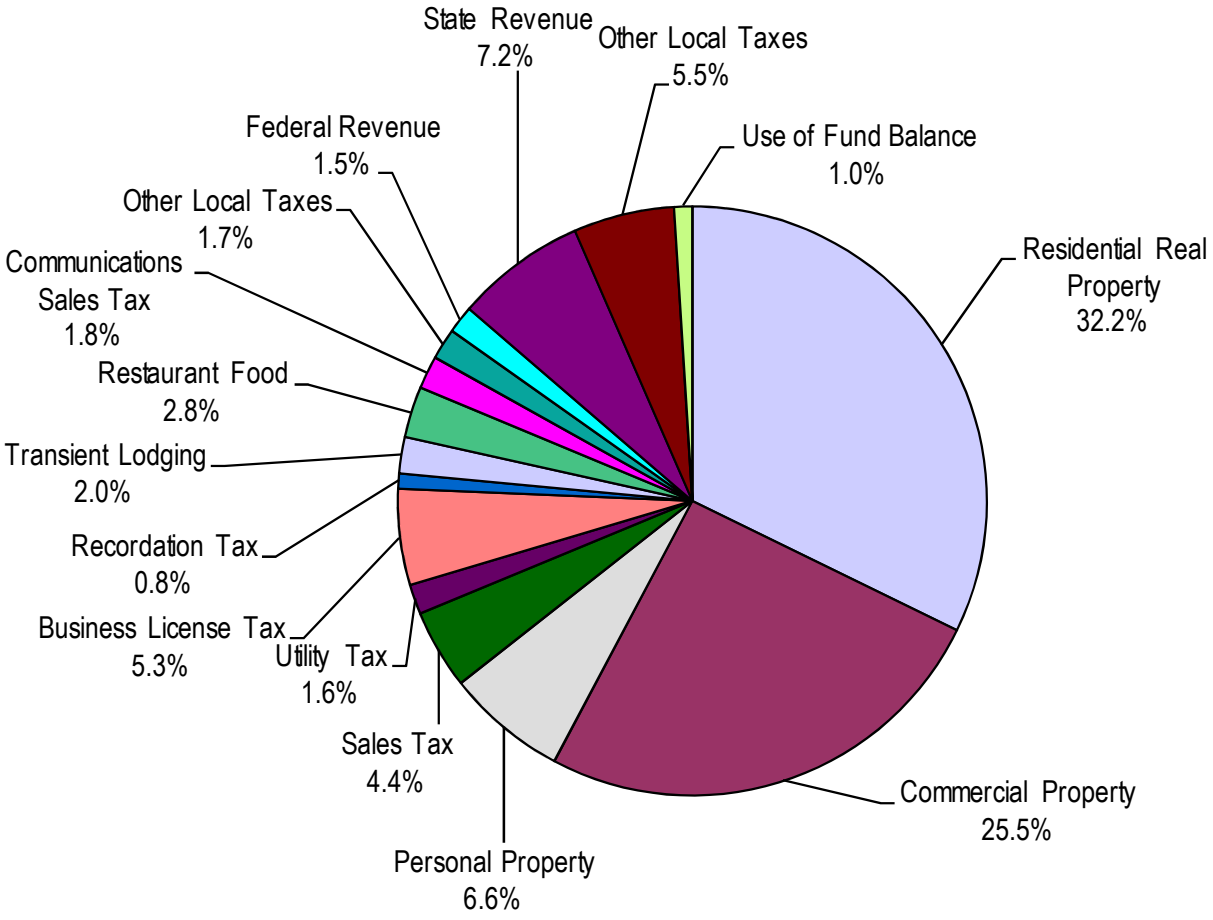
[1] FY 2012 Miscellaneous revenue includes $73,454,828 bond refinancing proceeds,which are recorded as General Fund revenue. Total FY 2012 General Fund revenue excluding refinancing was $570,595,586

2 Transfers from special revenue accounts include sanitary sewer fee revenue transferred to the General Fund to pay for sanitary sewer debt service budgeted in the General Fund and transfers from the sanitary sewer fund, storm waster fund, and Transportation Improvement Program for indirect costs.

**General Fund Revenue Distribution**

**FY 2014 Proposed Budget**

The pie chart below shows the distribution of estimated General Fund revenues for FY 2014 of $626,629,791.



## Significant Changes in Taxes, Fees, Fines, and Service Charges

The FY 2014 budget includes the following tax, fee, fine and service charge rate adjustments:

### Major General Fund Tax & Fee Rate Changes

- **Real Estate Property Tax +5.5 cents, $19.1 million**

  The real estate tax rate is increased from $0.998 per $100 of assessed value to $1.048 and includes a 2.5 cent increase to fund the City's General Fund operating budget, Schools transfer, transit subsidies, and planned CIP and an additional 3.0 cents for add-on capital projects as directed by the City Council budget guidance resolution and described in the CIP. The impact of the 2.5 cent rate increase on the average residential property tax bill is an increase of $118. The impact of the additional 3.0 cent add-on is $141 for a total impact of $259.

- **Personal Property Tax +.25%, $2.0 million**

  The personal property tax rate is increased from 4.75% to 5.00% and would have no impact on vehicles worth $10,000 or less. The revenue generated by the tax rate increase funds $2.0 million of the City's $2.5 million increase for transit. The personal property tax rate has not increased since 1989.

- **Tobacco Tax +10 cents, $334,000**

  The tax on tobacco products is increased from 80 to 90 cents per pack. Historically, this has had the impact of increasing revenue and reducing sales, and this trend was accounted for in the revenue assumption.

- **Residential Refuse Collection Fee -$20 per household, -$350,000**

  The fee charged to households receiving curbside refuse collection is reduced from $336 per household per year to $316 as a result of the reduced cost of disposal at the Waste-to-Energy plant in the City's new waste disposal contract approved by City Council in January 2012.

## Significant Changes in Taxes, Fees, Fines, and Service Charges

The FY 2014 budget includes the following tax, fee, fine and service charge rate adjustments:

### Other General Fund Tax & Fee Rate Changes

- **Parking Rates at City-owned Lots and Garages, $472,000**

  The budget includes market-based rate increases in the hourly parking rate from $2.00 to $2.50, the daily maximum rate from $8 to $10, the monthly rate from $125 to $160 and the Market Square after hours rate from $2 to $4. It also includes an increase in employee monthly parking rates from $75 to $90.

- **Parking Meter Hours and Free Parking Proclamations, $348,000**

  The hours of operation for all parking meters are extended until 9:00 pm from the current 7:00 pm ending of meter hours, and individual free parking proclamations issued by ACVA are eliminated.

- **Development Special Use Permit Fees, $422,000**

  The budget includes increases in base fee rates for development cases and increases to the maximum cap charged on development cases. These fee increases will better align service with the cost of administering the permits and fee rates in neighboring jurisdictions.

- **Fire Prevention and Life Safety System Fees, $259,000**

  The budget includes increases and changes in the way the fee is for several Fire Protection System inspection fees including increases in the retesting fee from $112 per hour/inspector to $125 per hour/inspector, cancelations of re-testing inspections from $175/inspection to $125 per hour/inspector, initial Fire Prevention Permit (FPP) inspections from $175 to $200 and FPP re-inspections from $62.50/inspection to $125 per hour/inspector. Additionally, a new faulty fire alarm inspection fee has been added at a rate of $125 per hour/inspector as well as a new private fire hydrant inspection fee of the same amount.

- **Reserved Parking Fees, $103,000**

  The fee for residents to temporarily reserve street parking spaces is increased by $10, from the current rates of $30 to $40 for metered spaces and $20 to $30 for non-metered spaces.

- **Recreation, Marina and Out of School Time Fees, $318,000**

  The budget includes a variety of fee increases for marina usage, recreational services, and out-of-school time programs the are detailed in the Recreation, Parks & Cultural Activities section of this document.

## Significant Changes in Taxes, Fees, Fines, and Service Charges

The FY 2014 budget includes the following tax, fee, fine and service charge rate adjustments:

### Other General Fund Tax & Fee Rate Changes

- **Commercial Refuse Collection Fee, $80,000**

  The fee for commercial properties receiving refuse collection services is increased from the current rate of $217 per unit of service to $316 per unit of service to be equivalent with the residential fee. Commercial properties may be charged for multiple units of service based on the volume of waste disposed, while residential properties pay one flat fee.

- **Impound Lot Fees, $48,000**

  The impound lot one-time service fee is increased from $80 to $90 per vehicle, and the storage fee is increased from $40 to $50 per day for each day the vehicle is stored at the impound lot.

- **Excavation Permit Fees, $42,000**

  The permit fee for reviewing construction plans involving excavation is increased by $50, from $200 to $250 per city block excavated.

- **Farmers' Market Fee, $20,000**

  The Farmers' Market vendor fee is increased to fully recover the cost of staffing, materials and marketing. The Department of General Services will work with the existing vendors to determine the specifics.

- **Mulch Delivery Fee, $3,000**

  The fee for residents to have mulch delivered to their homes is increased by $10, from $40 to $50 per load.

## Significant Changes in Taxes, Fees, Fines, and Service Charges

The FY 2014 budget includes the following tax, fee, fine and service charge rate adjustments:

### Other Significant General Fund Revenue Increases

- **Tourism from Increased ACVA Advertising, $500,000**

  The Alexandria Convention and Visitors Association (ACVA) advertising expenditure budget is increased by $200,000, which is expected to generate $500,000 in additional revenues through increased tourism.

- **Indirect Cost Reimbursement from Special Revenue Funds, $600,000**

  A reimbursement has been added to budget for administrative expenditures incurred in the General Fund in support of the Sanitary Sewer Fund, Storm Water Fund, and Transportation Improvement Program (TIP). Together these programs receive direct revenue of $20 million. $600,000 has been budgeted as General Fund revenue from these sources as reimbursement from these programs.

- **Increased Parking Enforcement, $308,000**

  The budget for the Alexandria Police Department includes funding for two additional parking enforcement officers to support parking regulations and management and are expected to generate $308,000 in increased parking violation fine revenue.

- **Increased Real Estate and Personal Property Tax Collections, $260,000**

  The budget for the Departments of Finance and Real Estate Assessments include one new real estate appraiser position and one new self-reporting tax compliance officer position, which are expected to increase real estate and business personal property tax collections by $260,000 combined.

## Significant Changes in Taxes, Fees, Fines, and Service Charges

The FY 2014 budget includes the following tax, fee, fine and service charge rate adjustments:

### Base General Fund Revenue Adjustments

- **Real Estate Property Assessed Values, $8.8 million**

  The real estate property tax revenue increase due to growth in assessed values is $8.8 million. The impact is a $126 increase in the real estate property tax on the average residential property.

- **Personal Property Values, $1.9 million**

  The personal property tax increase due to growth in personal property values is $1.9 million in FY 2014 due to changes in personal property values.

- **Sales Tax Revenue Re-estimate, $2.2 million**

  Sales tax revenues are estimated to increase by $2.2 million in FY 2014.

- **Local Aid to the State, $1.0 million**

  Cancellation of the State program requiring localities to deduct a portion of their revenues received from the State results in a $1.0 million increase in revenue from the State.

- **Federal Prisoner Per Diem, -$0.2 million**

  As part of the FY 2014 budget shortfall reduction, the Sheriff's Office agreed to house an additional 13 federal prisoners more than their contractual obligation to generate an additional $390,000 in revenue, however the total revenue including the $390,000 increase is $215,900 less than the amount budgeted in FY 2013 because the amount of federal prisoners is less than the number housed in FY 2013.

- **Use of Fund Balance, -$0.6 million**

  FY 2014 revenues include the use of fund balance in the amount of 1% of total revenues, or $6.2 million, which is $0.6 million less than the amount adopted in FY 2013.

## Significant Changes in Taxes, Fees, Fines, and Service Charges

The FY 2014 budget includes the following tax, fee, fine and service charge rate adjustments:

### Non-General Fund Tax & Fee Rate Increases

- **Building Permit Fees, $200,000**

  The budget includes an expansion of the inter-departmental Permit Center funded by a combination of increased revenue at current fee rates due to increased development activity and a set of permit fee adjustments, which would increase fees for large scale projects and reduce fees for smaller projects and generate an estimated $200,000 in additional revenue.

- **Sanitary Sewer Multi-Family Connection Fees, $247,545**

  The sewer connection for multi-family development projects is increased from 50% of the single family connection fee to $70% to reflect typical sanitary sewer usage. The sewer connection fee is used to fund sanitary sewer construction projects in the CIP.

## Real Property Tax Revenues

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| $323,765,182 | $333,929,291 | $343,472,248 | $361,959,727 | 5.4% |

The FY 2014 budget reflects a Real Property Tax Rate of $1.053 per $100, an increase of 5.5 cents over the FY 2013 rate of $0.998. The new rate includes a 2.5 cent increase to fund the City's General Fund operations, Schools transfer, and planned CIP and a 3.0 cent increase for additional capital projects as directed by the City Council budget guidance resolution. The General Fund budget for FY 2014 also includes an increase of $120,000 in additional revenue to be generated by the addition of one appraiser position in the Department of Real Estate Assessments. The FY 2014 rate of $1.053 includes the following set asides for specific programs:

- Transportation Improvements 2.2 cents (General Fund Reservation)
- Affordable Housing 0.6 cents (General Fund Dedication)
- Storm Water Improvements 0.5 cents (Non-General Fund Dedication)
- Open Space 0.3 percent (General Fund Dedication)

As required by State law, all real estate parcels in the City are annually assessed at 100 percent of estimated fair market value. As detailed in the Calendar Year 2013 Real Property Assessment Report, the City's overall real property tax base increased 2.79% from the January 1, 2012 assessment to January 1, 2013, or $942.4 million from $33.78 billion in CY 2012 to $34.72 billion in CY 2013.

**Assumptions**

General Fund real property tax revenues for the first half of FY 2014 (the second half of calendar year 2013) are based on the 2013 real property assessment, a tax rate of $1.048 (the total rate less the $0.05 storm water Non-General Fund dedication), and a 49.75 percent collection rate for the second half of the 2012 tax levy. Real property tax revenues for the second half of FY 2014 (the first half of calendar year 2014) assume an increase of 2.40% in real property assessments in 2014 and no change in the tax rate. This projection is a best mid-point estimate based on a stable residential real estate market, a modestly improving commercial real estate market, and limited new construction.

The real property tax estimate for FY 2014 has been reduced by approximately $3.6 million to reflect the costs of the senior citizen, disabled persons and veterans tax relief program.

In December, 2010, City Council approved the Tier I Special Services Tax District for Land Bay F, G, and H and the multi-family portion of Land Bay I in Potomac Yards. The Tax District will help providing funding for improvements in Potomac yards, including the development of a metro rail station in Potomac Yard. In addition, City Council has approved legislation to set aside all appreciation on real estate in Potomac Yard to support the Metrorail development. Approximately $1.5 million has been set aside in the Potomac Yard Fund in FY 2014 for this appreciation.

## City of Alexandria, Virginia

## STATEMENT OF ESTIMATED REAL PROPERTY TAX REVENUES

## For the fiscal years ending June 30, 2013 and June 30, 2014

| | Due Date | Assessed Value (thousands) | Tax rate* (per $100) | Tax Year Gross Levy | Estimated Collection rate | Net Tax revenue | Value of 1 cent |
|---|---|---|---|---|---|---|---|
| Fiscal Year 2013 | | | | | | | |
| Second half tax year 2012 | | | | | | | |
| Locally assessed real property | 11/15/2012 | 32,954,289 | 0.993 | 327,236,092 | 49.75% | 162,799,956 | 1,639,476 |
| Non-locally assessed property | 11/15/2012 | 828,409 | 0.993 | 8,226,099 | 49.75% | 4,092,484 | 41,213 |
| Total second half tax year 2012 | | 33,782,698 | | 335,462,191 | | 166,892,440 | 1,680,689 |
| First half tax year 2013 | | | | | | | |
| Locally assessed real property | 6/15/2013 | 34,090,792 | 1.048 | 357,271,497 | 49.75% | 177,742,570 | 1,696,017 |
| Non-locally assessed property | 6/15/2013 | 634,278 | 1.048 | 6,647,237 | 49.75% | 3,307,000 | 31,555 |
| Total first half tax year 2013 | | 34,725,070 | | 363,918,734 | | 181,049,570 | 1,727,572 |
| Total fiscal year 2013 revenue | | | | | | 347,942,010 | 3,408,261 |
| Less projected senior citizen and disability tax relief | | | | | | -3,600,000 | |
| Less Potomac Yard special tax district | | | | | | -1,369,762 | |
| Plus delinquent FY 2012 and prior year real estate tax revenues collected in FY 2013 | | | | | | 500,000 | |
| **Total FY 2013 revenue after adjustments** | | | | | | 343,472,248 | |
| Fiscal Year 2014 | | | | | | | |
| Second half tax year 2013 | | | | | | | |
| Locally assessed real property | 11/15/2013 | 34,090,792 | 1.048 | 357,271,497 | 49.75% | 177,742,570 | 1,696,017 |
| Non-locally assessed property | 11/15/2013 | 634,278 | 1.048 | 6,647,237 | 49.75% | 3,307,000 | 31,555 |
| Total second half tax year 2013 | | 34,725,070 | | 363,918,734 | | 181,049,570 | 1,727,572 |
| First half tax year 2014 | | | | | | | |
| Locally assessed real property | 6/15/2014 | 34,940,567 | 1.048 | 366,177,143 | 49.75% | 182,173,128 | 1,738,293 |
| Non-locally assessed property | 6/15/2014 | 618,421 | 1.048 | 6,481,056 | 49.75% | 3,224,325 | 30,766 |
| Total first half tax year 2014 | | 35,558,988 | | 372,658,199 | | 185,397,454 | 1,769,060 |
| Total fiscal year 2014 revenue | | | | | | 366,447,024 | 3,496,632 |
| Less projected senior citizen and disability tax relief | | | | | | -3,600,000 | |
| Less Potomac Yard special tax district | | | | | | -1,507,297 | |
| Plus delinquent FY 2013 and prior year real estate tax revenues collected in FY 2014 | | | | | | 500,000 | |
| **Total FY 2014 revenue after adjustments** | | | | | | 361,839,727 | |

* Rate does not include 0.5 cent non-General Fund dedication for stormwater management improvements.

**PAGE INTENTIONALLY LEFT BLANK**

## Real Estate Assessments by Calendar Year

## (Amounts in Thousands)

| | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 |
|---|---|---|---|---|---|---|
| Residential Single Family | 5,830,209 | 6,791,096 | 8,361,631 | 9,727,249 | 11,604,207 | 13,840,915 |
| Residential Condominium | 1,743,688 | 2,098,194 | 2,830,219 | 3,518,100 | 4,668,117 | 6,490,841 |
| Commercial Multi-Family | 1,734,225 | 2,004,540 | 2,264,921 | 2,570,652 | 3,088,102 | 3,378,614 |
| Office/Retail Property | 4,061,051 | 4,155,509 | 4,623,100 | 5,447,070 | 6,499,398 | 7,565,870 |
| Other Commercial | 598,139 | 421,220 | 464,500 | 549,565 | 726,886 | 850,487 |
| Public Service Corporation | 665,038 | 662,430 | 681,555 | 76,860 | 772,941 | 779,992 |
| Total | 14,632,350 | 16,132,989 | 19,225,926 | 21,889,496 | 27,359,651 | 32,906,719 |
| Residential Single Family | 39.8% | 42.1% | 43.5% | 44.4% | 42.4% | 42.1% |
| Residential Condominium | 11.9% | 13.0% | 14.7% | 16.1% | 17.1% | 19.7% |
| Commercial Multi-Family | 11.9% | 12.4% | 11.8% | 11.7% | 11.3% | 10.3% |
| Office/Retail Property | 27.8% | 25.8% | 24.0% | 24.9% | 23.8% | 23.0% |
| Other Commercial | 4.1% | 2.6% | 2.4% | 2.5% | 2.7% | 2.6% |
| Public Service Corporation | 4.5% | 4.1% | 3.5% | 0.4% | 2.8% | 2.4% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% |
| Residential | 51.8% | 55.1% | 58.2% | 60.5% | 59.5% | 61.8% |
| Commercial | 48.2% | 44.9% | 41.8% | 39.5% | 40.5% | 38.2% |
| Residential including Commercial Multi-Family* | 63.6% | 67.5% | 70.0% | 72.3% | 70.8% | 72.1% |
| Commercial excluding Commercial Multi- Family* | 36.4% | 32.5% | 30.0% | 27.7% | 29.2% | 27.9% |

Sources: Assessment Values are from the 2001-2013 Real Property Assessment Reports.

* Current assessment practices include Commercial Multi-Family (rental units) in as commercial property. These numbers show the split if Commercial Multi-Family were included in Residential

## Real Estate Assessments by Calendar Year

## (Amounts in Thousands)

| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|
| Residential Single Family | 13,810,784 | 13,770,377 | 13,343,094 | 12,884,281 | 13,064,551 | 13,401,631 | 13,883,445 |
| Residential Condominium | 6,394,580 | 6,252,379 | 5,648,101 | 5,233,544 | 5,186,478 | 5,150,726 | 5,352,589 |
| Vacant Residential* | | 116,858 | 161,323 | 153,080 | 179,702 | 163,350 | 148,618 |
| Commercial Multi-Family | 4,102,178 | 4,383,780 | 4,443,230 | 4,101,241 | 4,483,882 | 5,276,996 | 5,726,021 |
| Office/Retail Property | 8,386,548 | 9,165,161 | 9,001,670 | 7,970,599 | 8,433,635 | 8,544,988 | 8,579,097 |
| Other Commercial | 694,879 | 522,208 | 489,796 | 423,355 | 438,957 | 416,596 | 401,022 |
| Public Service Corporation | 854,062 | 892,054 | 876,985 | 883,390 | 844,746 | 828,408 | 634,278 |
| Total | 34,243,031 | 35,102,817 | 33,964,198 | 31,649,490 | 32,631,952 | 33,782,696 | 34,725,071 |
| Residential Single Family | 40.3% | 39.2% | 39.3% | 40.7% | 40.0% | 39.7% | 40.0% |
| Residential Condominium | 18.7% | 17.8% | 16.6% | 16.5% | 15.9% | 15.2% | 15.4% |
| Vacant Residential | | | 0.5% | 0.5% | 0.6% | 0.5% | 0.4% |
| Commercial Multi-Family | 12.0% | 12.5% | 13.1% | 13.0% | 13.7% | 15.6% | 16.5% |
| Office/Retail Property | 24.5% | 26.1% | 26.5% | 25.2% | 25.8% | 25.3% | 24.7% |
| Other Commercial | 2.0% | 1.5% | 1.4% | 1.3% | 1.3% | 1.2% | 1.2% |
| Public Service Corporation | 2.5% | 2.5% | 2.6% | 2.8% | 2.6% | 2.5% | 1.8% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Residential** | 59.0% | 57.4% | 56.4% | 57.7% | 56.5% | 55.4% | 55.8% |
| Commercial*** | 41.0% | 42.6% | 43.6% | 42.3% | 43.5% | 44.6% | 44.2% |
| Residential including Commercial Multi-Family**** | 71.0% | 69.5% | 69.5% | 70.7% | 70.2% | 71.0% | 72.3% |
| Commercial excluding Commercial Multi- Family**** | 29.0% | 30.1% | 30.5% | 29.3% | 29.8% | 29.0% | 27.7% |

*Prior to CY 2008, "Vacant Residential" was included in "Other Commercial."

** Residential includes Residential Single Family, Residential Condominium, and Vacant Residential past CY 2008.

*** Commercial includes Commercial Multi-Family, Office/Rental Property, Other Commercial, and Public Service Corporation.

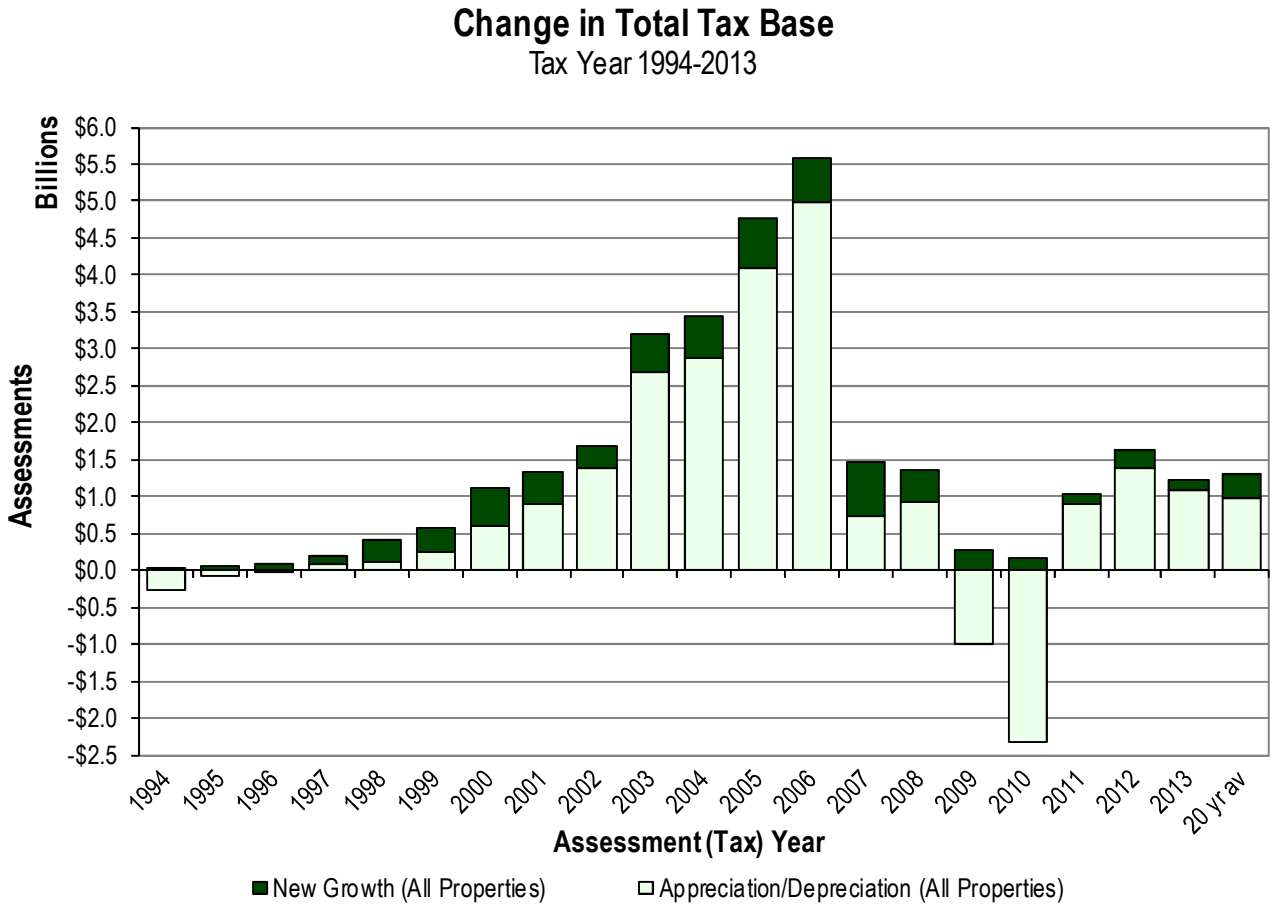
**** Current assessment practices include Commercial Multi-Family (rental units) in as commercial property. These numbers show the split if Commercial Multi-Family were included in Residential

Sources: Assessment Values are from the 2001-2013 Real Property Assessment Reports.

**Real Property Tax Base**

**Change in Total Tax Base Years 1992-2013**

The following chart compares the total appreciation of existing properties with total new construction. As shown in the graph, increases to the tax base have been primarily the result of appreciation. From tax years 2001 to 2006, appreciation significantly exceeded the value of new construction. The residential real estate market slowed in 2007, and the commercial real estate market followed in 2008.



## Real Estate Tax Rates

### Regional Tax Rates Tax Years 1986-2013 (Proposed)

Shown below is a comparison of real estate tax rates from selected major Northern Virginia jurisdictions over the past twenty-five calendar years. In Virginia, the tax and calendar years coincide. Rates listed are per $100 of assessed value.

| Tax Year | Alexandria | Arlington | Fairfax | Loudoun | Pr. William |
|---|---|---|---|---|---|
| 1986 | 1.380 | 0.940 | 1.35 | 1.02 | 1.420 |
| 1987 | 1.340 | 0.920 | 1.32 | 0.88 | 1.300 |
| 1988 | 1.250 | 0.890 | 1.30 | 0.95 | 1.380 |
| 1989 | 1.100 | 0.780 | 1.19 | 0.88 | 1.380 |
| 1990 | 1.045 | 0.765 | 1.11 | 0.85 | 1.360 |
| 1991 | 1.045 | 0.765 | 1.11 | 0.94 | 1.360 |
| 1992 | 1.045 | 0.820 | 1.16 | 0.96 | 1.360 |
| 1993 | 1.070 | 0.860 | 1.16 | 1.00 | 1.360 |
| 1994 | 1.070 | 0.897 | 1.16 | 1.02 | 1.360 |
| 1995 | 1.070 | 0.940 | 1.16 | 0.99 | 1.360 |
| 1996 | 1.070 | 0.960 | 1.23 | 1.03 | 1.360 |
| 1997 | 1.070 | 0.986 | 1.23 | 1.06 | 1.360 |
| 1998 | 1.110 | 0.998 | 1.23 | 1.11 | 1.360 |
| 1999 | 1.110 | 0.998 | 1.23 | 1.11 | 1.360 |
| 2000 | 1.110 | 1.023 | 1.23 | 1.08 | 1.340 |
| 2001 | 1.110 | 1.023 | 1.23 | 1.08 | 1.310 |
| 2002 | 1.080 | 0.993 | 1.21 | 1.05 | 1.230 |
| 2003 | 1.035 | 0.978 | 1.16 | 1.11 | 1.160 |
| 2004 | 0.995 | 0.958 | 1.13 | 1.1075 | 1.070 |
| 2005 | 0.915 | 0.878 | 1.00 | 1.04 | 0.974 |
| 2006 | 0.815 | 0.818 | 0.89 | 0.89 | 0.8071 |
| 2007 | 0.830 | 0.818 | 0.89 | 0.96 | 0.8379 |
| | | Res/Comm [1] | Res/Comm [1] | | |
| 2008 | 0.845 | 0.848/0.973 | 0.92/1.03 | 1.14 | 0.97 |
| 2009 | 0.903 | 0.875/1.00 | 1.05/1.16 | 1.245 | 1.288 |
| 2010 | 0.978 | .958/1.083 | 1.121/1.231 | 1.3 | 1.3146 |
| 2011 | 0.998 [2] | .958/1.083 | 1.101/1.211 | 1.285 | 1.2806 |
| 2012 | 0.998 | 0.971/1.096 | 1.111/1.221 | 1.235 | 1.2859 |
| 2013 | 1.053 | 1.003/1.128 [3] | [4] | 1.23 | 1.2779 [5] |

1. Beginning in calendar year 2008, Arlington County and Fairfax County levied an additional tax on most commercial real property for transportation purposes.

[2] In CY 2011, Alexandria added an add-on rate of 0.5 cents for stormwater management initiatives.

[3] Arlington County's rate includes a stormwater add on tax of 1.3 cents, and a transportation add-on tax on commercial property of 12.5 cents.

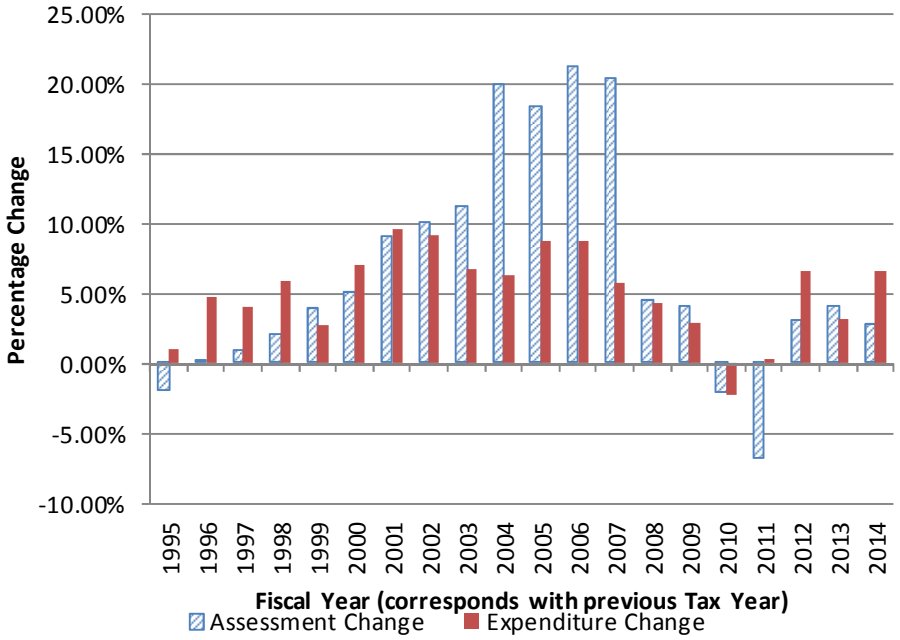
[4] The Fairfax County budget had not been released at the time of printing.
and 0.1 cents for pest infestations, and a transportation add-on tax on commercial property of 11 cents.

[5] Prince William includes a fire rescue levy of 7.44 cents and 0.2 cents for pest infestations.

**Real Property Assessments Compared to General Fund Expenditures**

**Fiscal Years 1995-2014**

The following graph compares the growth in the City's Real Property Tax Base (all sources) with the growth of the overall General Fund budget (including the appropriation to the Schools and cash capital funding of the Capital Improvement Program budget.)



## Personal Property Tax

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 61,476,057 | 61,078,531 | 63,278,531 | 65,118,531 | 2.9% |

Personal Property Tax revenues can be divided into two categories – vehicular personal property tax, paid on vehicles in the City and business personal property tax, consisting of tax paid on business tangible equipment.

## Vehicular Personal Property Tax

| | FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|---|
| Personal Property Tax | 21,301,002 | 20,900,000 | 22,900,000 | 24,400,000 | 1,500,000 |
| *State Reimbursement* | *23,578,531* | *23,578,531* | *23,578,531* | *23,578,531* | *0* |
| Total | 44,879,533 | 44,478,531 | 46,478,531 | 47,978,531 | 1,500,000 |

Alexandria's vehicle tax rate is $5.00 per $100 of the vehicle's value. This is a $0.25 cent increase over the FY 2013 rate of $4.75 per $100. The last previous rate increase occurred in 1989. The City computes the value of vehicles using trade-in-value, which equals 86% of the National Automobile Dealers Association (N.A.D.A.) retail value. Thus, the effective rate on vehicles is $4.30 per $100 retail value. Since 1999, the Commonwealth of Virginia has reimbursed all localities in Virginia for part of the vehicle portion of the personal property tax as part of the Personal Property Tax Relief Act (PPTRA). (See italicized line above. Beginning in CY 2006, the State began to reimburse localities a fixed amount based on the CY 2004 level of State reimbursement. For Alexandria, this totals $23,578,531.

## Business Personal Property Tax

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 16,596,524 | 16,600,000 | 16,800,000 | 17,140,000 | 2.0% |

Business tangible equipment is valued using established depreciation tables based on original cost. Business personal property consists of motor vehicles, machinery, computers, and furniture. The self-assessing tax return is due to the City on May 1. As with vehicular personal property, the tax on business property is due by October 5.

Revenues for FY 2014 are based on collections through January, 2013 and include an increase of $140,000 in additional revenue expected to be generated by the addition of one self-reporting tax compliance officer to improve collections.

## Intergovernmental Revenues

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 55,484,134 | 53,596,656 | 53,496,656 | 54,361,270 | 1.6% |

General Fund Intergovernmental Revenues include state and federal aid that are generally not legally restricted to a specific program use. This excludes grant funding from the state and federal government which is accounted for in the City's Special Revenue Fund.

| STATE AID | FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed |
|---|---|---|---|---|
| HB 599 (law enforcement aid) | $ 5,380,492 | $ 5,380,536 | $ 5,380,536 | $ 5,380,536 |
| Personal Property Tax Reimbursement | 23,578,531 | 23,578,531 | 23,578,531 | 23,578,531 |
| Compensation Board Reimbursements for Sheriff and Other Constitutional Officers | 7,457,766 | 6,949,748 | 6,949,748 | 6,949,748 |
| Compensation Board Reimbursements for Treasury & Revenue Administration | 326,368 | 492,674 | 492,674 | 492,674 |
| State Prisoner Per Diem | 507,885 | 462,272 | 462,272 | 462,272 |
| State Aid for Road Maintenance | 6,871,819 | 6,625,769 | 6,625,769 | 6,625,769 |
| Other State Aid | 1,861,633 | 1,530,000 | 1,430,000 | 1,430,000 |
| Local Aid to the State | -1,280,514 | -1,080,514 | -1,080,514 | 0 |
| *TOTAL STATE AID* | $ 44,703,980 | $ 43,939,016 | $ 43,839,016 | $ 44,919,530 |

| FEDERAL AID | FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed |
|---|---|---|---|---|
| Federal Prisoner Per Diem | $ 6,902,105 | $ 6,735,337 | $ 6,735,337 | $ 6,519,437 |
| State Criminal Alien Assistance Program | 123,447 | 175,000 | 175,000 | 175,000 |
| Build America Bonds Subsidy | 1,713,303 | 1,713,303 | 1,713,303 | 1,713,303 |
| Other Federal Aid (Including indirect costs recovered from federal grants) | 2,041,299 | 1,034,000 | 1,034,000 | 1,034,000 |
| *TOTAL FEDERAL AID* | $ 10,780,154 | $ 9,657,640 | $ 9,657,640 | $ 9,441,740 |
| *TOTAL INTERGOVERNMENTAL AID* | $ 55,484,134 | $ 53,596,656 | $ 53,496,656 | $ 54,361,270 |

## Intergovernmental Revenues

### Sources of General Fund Intergovernmental Revenues – State Aid

HB599 Aid. The City receives funding from the Commonwealth of Virginia to help defray the costs of the Police Department.

Personal Property Tax Reimbursement. Since 1999, the Commonwealth of Virginia has paid a portion of Alexandria's personal property tax on vehicles in Alexandria, the "car tax." For additional information about the reimbursement, see the previous description of the personal property tax.

Compensation Board Reimbursement. The City receives assistance from the Virginia Compensation Board to help defray part of the cost of office operations for Constitutional Officers, including the Sheriff, the Commonwealth's Attorney, the Clerk of Court, and the Registrar. The City also receives assistance to fund part of the cost of the Finance Department.

State Prisoner Per Diem. The City receives per diem compensation from the Commonwealth of Virginia for State prisoners maintained in the Alexandria Detention Center.

### Sources of General Fund Intergovernmental Revenues – Federal Aid

State Aid for Road Maintenance. The City receives State aid for local maintenance of its primary and secondary roads based on a formula including reimbursement rate and locally maintained lane miles.

Local Aid to the State. The General Assembly reduced aid to localities across the board beginning in the FY 2010 and continuing through to FY 2013. The City of Alexandria's share of the reduction is approximately $1.1 million in FY 2013. The aid reduction was discontinued by the State for FY.

Federal Prisoner Per Diem. The City receives per diem compensation from the Federal Government for federal prisoners held in custody in the Alexandria Detention Center.

State Criminal Alien Assistance Program. The City receives aid from the Federal Government to help defray the cost of incarceration for undocumented criminal aliens.

Build American Bonds Subsidy. The City receives a reimbursement from the federal government for taxable bonds (in lieu of tax exempt bonds) issued in June 2009 and June 2010.

## Business License Taxes

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 30,309,499 | 33,000,000 | 31,825,000 | 33,000,000 | 3.7% |

The Business License (BPOL) tax is levied on those doing business in the City and is a fixed fee of $50 for businesses with gross receipts ranging from $10,000 to $100,000. For business with gross receipts of $100,000 or more, the Business License tax is assessed as a percentage of the gross receipts at rates ranging from .0005 (wholesale merchants) to .0058 (professionals, such as doctors and lawyers). The progressively increasing rates by class of business make the BPOL tax function much like a value added tax (VAT). Businesses will pay tax on $100,000 in minimum gross receipts collected by a licensable business. Businesses earning less then $100,000 pay an administrative fee of $50.

In FY 2006, Council approved major business license tax relief, reform, and simplification for small and medium sized businesses in their first two years of operation by eliminating the estimating process and related tax payments. Alexandria was the first jurisdiction on the state to reform the BPOL tax in this manner.

The tax is paid annually. License renewal applications and taxes are due March 1 of each year.

Revenues projected for FY 2013 are based on collections through January 2013.

## Sales Tax Revenues

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 24,949,593 | 24,900,000 | 26,100,000 | 27,340,000 | 4.8% |

The total sales tax in Alexandria and all Virginia localities is generally 5.0% (grocery store food is 2.5%), which includes the local levy portion of sales tax of 1.0% and the State sales tax of 4.0%. The sales tax is collected by retail merchants when goods and services are purchased. Of the total 4.0% State sales tax remitted by businesses which collect tax for the State, 1.0% is allocated to education statewide, 0.5% is allocated to transportation projects statewide, and the balance finances other State funded programs and services. This estimate does not include the recently proposed changes to the State sales tax for transportation.

Revenues projected for FY 2013 are based on actual revenues through December 2012. For FY 2014, an increase of $240,000 has been included as part of the total $500,000 revenue increase expected to be generated by an increase tourism resulting from a $200,000 increase in ACVA advertising expenditures.

## Restaurant Meals Tax Revenues

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 16,313,765 | 16,900,000 | 16,900,000 | 17,550,000 | 3.8% |

Alexandria's restaurant meals tax was increased from 3% to 4% in FY 2009. The tax is in addition to a 5% sales tax (4% State sales tax and 1% local option).

Revenues projected for FY 2012 are based on actual revenues through December of 2012. For FY 2014, an increase of $150,000 has been included as part of the total $500,000 revenue increase expected to be generated by an increase tourism resulting from a $200,000 increase in ACVA advertising expenditures.

## Transient Lodging Tax Revenues

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 11,375,121 | 12,400,000 | 12,300,000 | 12,510,000 | 1.7% |

The amount of local tax levied on the amount paid for hotel and motel rooms is 6.5% of the room charge plus a $1 per night lodging fee. The rate was increased by 1% from 5.5% plus $1 as part of the Approved FY 2009 Budget. Prior to FY 2000, the City levied a tax of 5.65% on the room charge and assessed no per night room charge.

Revenues projected for FY 2012 are partially based on actual revenues through December, 2012. For FY 2014, an increase of $110,000 has been included as part of the total $500,000 revenue increase expected to be generated by an increase tourism resulting from a $200,000 increase in ACVA advertising expenditures.

## Communications Sales and Use Tax

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 11,030,711 | 11,300,000 | 11,300,000 | 11,300,000 | 0.0% |

Virginia HB 568 replaced many of the telephone and cable television taxes previously collected by the City with a State administered Communications Sales and Use Tax and a uniform statewide E-911 tax on landline telephone service. Taxes previously collected by the City such as the utility tax on phone service, the E-911 service tax, the cable franchise fee, and part of the gross receipts tax on telecommunications companies are now collected by Virginia and remitted to Alexandria. The tax of 5% on all communications services including landline phones, cell phones, cable television, and satellite television service went into effect on January 1, 2007. The E-911 fee rose from $0.50 per line per month to $0.75 per line per month.

The implementation of the new State collected tax was designed to be initially revenue neutral for local governments. Based on information provided to Virginia about Alexandria's collection of existing taxes in FY 2006 which equate to 2.6% of taxes collected statewide, the City receives approximately 2.6% of the State's total Communication Sales and Use tax revenues. If total Communications Taxes increase statewide, the City would receive 2.6% of any new tax revenues. The same is true if taxes decline. Revenues projected in FY 2013 are based on revenues collected through December, 2012. There has been no growth in this revenue source since its inception in FY 2007, and revenues are expected to remain flat in FY 2014.

## Utility Tax Revenues

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 10,322,623 | 11,100,000 | 10,200,000 | 10,300,000 | 1.0% |

The consumer utility tax is levied on all residential and commercial users of water, natural gas, and electricity. The utility tax rates are detailed in the table titled "FY 2014 Proposed Tax Rates for Major Revenue Sources" at the end of this section. Until the end of calendar year 2006, the tax on landline telephone service was also included in this category. Effective on January 1, 2007, state law was changed and the state assumed responsibility for collecting a flat 5% tax on landline telephone service. For additional information, see the section on the Communication Sales and Use tax.

Revenues projected for FY 2013 are based on actual revenues and rate changes from water, natural gas, and electricity through November of FY 2012.

## Motor Vehicle License Revenues

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 3,348,075 | 3,400,000 | 3,400,000 | 3,400,000 | 0.0% |

The City levies an annual vehicle license tax on all motor vehicles, trailers, and semitrailers and issues a vehicle license decal as proof that the license tax has been paid. In 2007, Virginia HB 3202 was signed into law, giving localities the ability to increase the license tax to fund transportation needs. In May 2007, City Council passed an ordinance increasing the City's license tax from $25 to $33 for passenger vehicles and from $15 to $21 for motorcycles.

Revenues projected for FY 2013 are based on actual billings and collections through December of 2012. For FY 2013, it is expected that this revenue will remain flat as the number of vehicles in the City is not expected to increase from FY 2013.

## Recordation Tax Revenues

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 5,152,593 | 4,900,000 | 5,200,000 | 5,200,000 | 0.0% |

Alexandria's recordation tax rate is assessed at a rate of $0.083 per $100 of value for all transactions, including the recording of deeds, deeds of trust, mortgages, and contracts admitted to record by the Clerk of the Circuit Court. The City's recordation tax rate was increased from $0.050 to $0.083, effective September 1, 2004, as a result of General Assembly action increasing the State's rate. By law, Alexandria and other Virginia cities may impose a recordation tax of up to 1/3 of the State's tax rate, which is currently $0.25 per $100.

Revenues projected for FY 2013 are based on actual revenues through December of FY 2012. For FY 2013, it is expected that this revenue will remain flat.

## Cigarette Tax Revenues

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 2,674,157 | 2,600,000 | 2,600,000 | 2,934,000 | 12.8% |

The local cigarette tax for FY 2014 is levied at a rate of $0.90 per pack of 20 cigarettes sold in the City. This represents a 10 cent increase from the FY 2013 rate of $0.80, The rate was increased from $0.70 to $0.80 in FY 2010.

Revenues projected for FY 2013 are based on actual revenues through December of 2012. For FY 2014, revenues are increased by $334,000 due to the tax rate increase.

## Charges for Services

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 16,474,123 | 15,891,959 | 15,691,959 | 16,599,959 | 5.8% |

In FY 2014, this category includes the refuse user charge ($5.9 million), parking meter receipts ($3.4 million), ambulance charges ($2.2 million), development fees ($1.4 million), recreation fees ($2.4 million) and other user charges. The City Council's general user fee guidelines, adopted in FY 1994, provide that the City's user fees and charges for service shall be set in consideration of the City's ability (a) to recover the cost of providing the service, except in cases where the City's economic development goals or the income levels of affected residents or other market considerations have a bearing on fee setting, and (b) to maintain comparability with fees and charges in neighboring jurisdictions. FY 2013 is expected to decrease based on actual revenues received to date in which ambulance charges are $300,000 below budget and parking meter receipts are $100,000 higher than budget. The FY 2014 budget includes revenue increases due to extended parking meter hours, increased recreation and development fees, and reduced refuse collection fees.

## Licenses, Permits, and Fees

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 2,373,448 | 2,157,975 | 2,157,975 | 2,519,975 | 16.8% |

This category includes Taxi Fees ($0.3 million), Fire Retesting Program and Prevent Permit fees ($1.2 million), and parking permits and reserved parking fees ($0.9 million). The FY 2014 budget includes increases in Fire retesting and permit fees and reserved parking fees.

## Revenues from the Use of Money and Property

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 3,947,856 | 3,420,000 | 3,460,000 | 3,995,000 | 15.5% |

This category includes interest on General Fund investments ($0.7 million) and parking garage revenues ($2.4 million) The FY 2014 budget includes increased revenues due to a parking rate increase.

## Fines and Forfeitures

| FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | $ Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|
| 4,869,294 | 4,664,000 | 4,764,000 | 5,272,000 | 10.7% |

This category includes parking fines ($3.9 million), and court fines ($0.9 million), and red light camera violations ($0.4 million). The FY 2014 includes an increase in parking fine revenue due to the addition of two parking enforcement officers in the Police Department budget.

| Other Revenues | FY 2012 Actual | FY 2013 Approved | FY 2013 Projected | FY 2014 Proposed | % Chg. FY13 Proj/ FY14 Prop |
|---|---|---|---|---|---|
| Other Miscellaneous Taxes | 4,531,945 | 3,350,275 | 3,350,275 | 3,350,275 | 0.0% |
| Admissions Tax | 1,093,182 | 1,000,000 | 1,000,000 | 1,000,000 | 0.0% |
| Misc. Non-Tax Revenue | 74,650,324 | 782,000 | 782,000 | 782,000 | 0.0% |
| Transfers from Other Funds | 1,394,903 | 1,854,502 | 1,854,502 | 3,136,329 | 69.1% |
| Use of Fund Balance | 0 | 6,839,538 | 0 | 6,204,255 | NA |

**Other Miscellaneous Taxes** - This category includes the State's telecommunications tax, bank and other franchise taxes, and the daily rental tax..

**Admissions Tax** - Equal to 10% of the admissions fee up to 50 cents, this tax is levied on the sale of movie and live theatre tickets. It was implemented by the City during FY 2006.

**Miscellaneous Non-Tax Revenue** - This category includes revenue sources such as payment in lieu of taxes, insurance and damage recoveries, offsets to expenditures, impound lot revenues, and Freedom of Information Act fees. FY 2012 includes $73.5 million in bond proceeds due to refinancing.

**Transfers from Other Funds** – This category includes revenues received in the General Fund from the sanitary sewer fund as reimbursement for sanitary sewer capital project debt service budgeted and expended in the General Fund as well as receipts from the sanitary sewer fund, storm water fund and transportation improvement program as indirect cost reimbursements for administrative support provided by the General Fund.

**Use of Fund Balance** – The FY 2014 budget includes the use of fund balance in the amount of 1% of total revenues.

## FY 2014 Proposed Tax Rates for Major Revenue Sources

| | City Approved Rate | Virginia Code Reference | Maximum Rate Allowable by State |
|---|---|---|---|
| Real Estate Tax | $1.053 per $100 assessed value | 58.1-3200 | None |
| Personal Property Tax | $4.50 per $100 assessed value (machinery and tools) | 58.1-3507 | None |
| | $5.00 per $100 assessed value (tangible personal property) | 58.1-3506-b | None |
| | $3.55 per $100 assessed value (handicap vehicles) | 58.1-3506.1 | None |
| Utility Tax | 15% of water service charge | 58.1-3814 | 20% on 1st $15 |
| (for residential users) | $1.12 plus $.012075 for each KWh ($2.40 max) | 58.1-3814 | $3.00 |
| | $1.28 plus $0.124444 of each CCF of gas delivered ($2.40 max) | 58.1-3814 | $3.00 |
| | $1.28 plus $0.050909 of each CCF of gas delivered to group meter customers ($2.40 max) | 58.1-3814 | $3.00 |
| | $1.28 plus $0.023267 of each CCF of gas delivered to group meter interruptible consumers ($2.40 max) | 58.1-3814 | $3.00 |
| Utility Tax | 15% of first $150 of water service charge | | 20% |
| (for commercial users) | | | |
| (Commercial consumer) | $0.97 plus $0.004610 of each KWh delivered | 58.1-3814 | 20% |
| (Industrial consumer) | $0.97 plus $0.003755 of each kWh delivered | 58.1-3814 | Various |
| (Commercial or industrial) | $1.42 plus $0.050213 of each CCF of gas delivered | 58.1-3814 | Various |
| (Non-residential interruptible gas consumer) | $4.50 plus $0.00367 of each CCF of gas delivered | 58.1-3814 | Various |
| Business and Professional Licenses | | 58.1-3700 | |
| Gross Receipts Greater than $10,000 | $50.00 | 58.1-3703 | $50.00 |
| And less than $100,000 | | through | |
| Amusement and Entertainment | $0.36 per $100 gross receipts | 58.1-3735 | $0.36 |
| Professional | $0.58 per $100 gross receipts | | $0.58 |
| Renting of Residential Property | $0.50 per $100 gross receipts | | ** |
| Renting of Commercial Property | $0.35 per $100 gross receipts | | ** |
| Finance Services | $0.35 per $100 gross receipts ($0.58 per $100 gross receipts for Payday & Car Title lending) | | $0.58 |
| Personal, Business,& Repair Services | $0.35 per $100 gross receipts | | $0.36 |
| Retail Merchants and Restaurants | $0.20 per $100 gross receipts | | $0.20 |
| Filling Stations | $0.20 per $100 gross receipts | | $0.20 |
| Contractors | $0.16 per $100 gross receipts | | $0.16 |
| Wholesale Merchants | $0.05 per $100 gross receipts | | $0.05 |
| Alcoholic Beverages | $5-$1,500 (flat fee assessed as part of business license for sales of alcoholic beverages; fee is dependent upon seating capacity and/or type of license) | 4.1-233 | Various |
| Public Utilities: | | | |
| Telephone Company | $0.50 per $100 gross receipts | 58.1-2960 | ** |
| Water | $0.50 per $100 gross receipts | 58.1-3731 | $0.50 |
| Telecommunications Right of Way Tax | $0.61 per line per month | 56-468.1 | Minimum of $0.50 per line per month; annual rate calculated by VDOT |
| Electric Consumption Tax | $0.0038/kWh | 58.1-2900 | |
| Natural Gas Consumption Tax | $0.004/CCF | 58.1-2904 | |
| Communications Sales and Use Tax | 5% of all communications services including landline phones and cell phones | 58.1-648 | |
| | E-911 tax of $0.75 per landline per month | 58.1-1730 | |
| Admissions Tax | 10% of gross admissions, not to exceed $0.50 per admission | | |
| Cigarette Tax | $0.90 on each package of 20 cigarettes | 58.1-3830 | None |
| Daily Rental Tax | 1.0% of gross receipts | 58.1-3510.1 | 1% |
| Local Sales Tax | 1.0% added to the rate of the State tax imposed | 58.1-605 | 1% |
| Transient Lodging Tax | 6.5% of total amount paid for room rental, plus $1 per night lodging fee | 58.1-3819 | None |
| Restaurant Meals Tax | 4.0% on all food and drink sold in the City | 58.1-3840 | |
| Recordation Tax: | | | |
| Deed of Bargain and Sale | | 58.1-3800 | |
| Grantor | $0.83 per $1,000 of sales price (equals State max) | 58.1-3800 | 1/3 of State Chrgs |
| Grantee | $0.83 per $1,000 of sales price (equals State max) | 58.1-3800 | 1/3 of State Chrgs |
| Deed of Trust | $0.83 per $1,000 of loan amount (equals State max) | 58.1-3916 | 1/3 of State Chrgs |
| Tax Penalty | 10% or $10, whichever is greater | 58.1-3916 | 10% or $10 |
| Tax Interest | 10% per annum until January 1, 2000; after January 1, 2000 10% per annum for 1st year, 5% per annum thereafter. Equals refund rates. | | 10% |

** The City's existing tax rate exceeds state cap. The State cap was established after the City had set this rate.

## Summary of Major Revenue Sources

### Total All Funds Revenues

| | FY 2013 Approved | FY 2014 Proposed | % Change FY 13 - FY 14 |
|---|---|---|---|
| **General Fund** | $587,861,196 | $626,629,791 | 6.6% |
| **Non-general fund** | | | |
| **State** | $55,195,409 | $56,527,005 | 2.4% |
| **Federal** | $29,479,399 | $29,055,582 | -1.4% |
| **Charges, Donations and Other Sources** | $34,590,855 | $33,705,740 | -2.6% |
| **Total Special Revenue Funds** | $119,265,663 | $119,288,327 | 0.0% |
| **Schools Fund Balance** | $3,984,150 | $6,464,346 | 62.3% |
| **Equipment Replacement Fund** | $4,189,469 | $6,661,403 | 59.0% |
| **Total All Funds** | $715,300,478 | $759,043,867 | 6.1% |

Special Revenue Funds account for all non-General Fund revenue. The majority of this revenue is derived from specific sources (other than capital projects) that are restricted by legal and regulatory provisions to finance specific activities. In addition to revenue received from outside sources, the City also accounts for donations and charges or fees for services in these funds.

The City receives funding from several different types of sources with a variety of requirements. Basic categories and types of grants are presented below. An example of funding currently received by the City is included.

**Types of Funding (examples of City programs)**

- Competitive grants (Federal or State)
  - One-year funding - Victim Witness Program - Commonwealth's Attorney
  - Multi-year funding - Virginia Tobacco Settlement Grant - DCHS
- Non-competitive or formula-based grants (federal or State)
  - Allocations for general programs – Community Development Block Grant - Housing
  - Allocations for defined programs – Substance Abuse Prevention and Treatment – DCHS
- State General Fund Revenues – DCHS
- Federal Earmarks/Grants – King Street Metro Platform Extension
- State Earmarks/Grants – Gadsby's Tavern Improvements

# Grant Funding and Special Revenue Funds

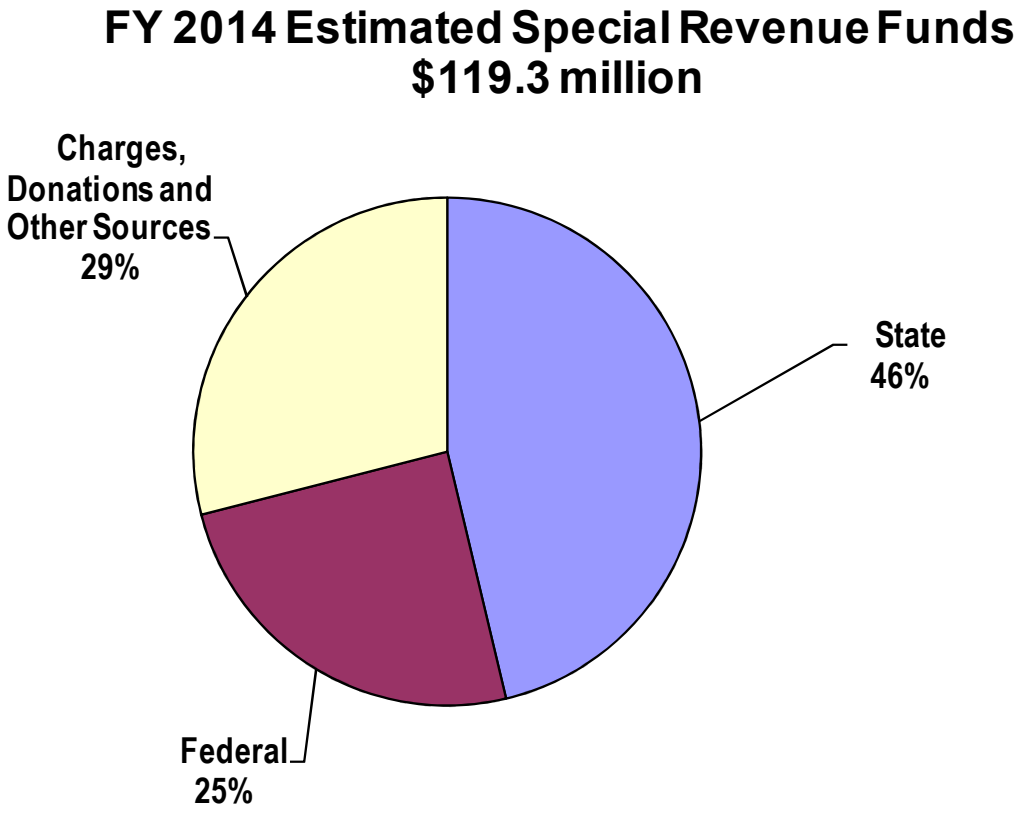
Special Revenue Funds can rarely be used to replace or supplant City funds and the amount of funding received varies. In addition, the City's requirement to contribute funding for the program varies based on the program requirements. The City Department grants described in pages 11 and beyond reflect the revenue the city receives from the grant agency, mandatory cash match amounts, as well as voluntary general fund support to provide an enhanced program or to cover program costs that exceed revenue. There are a variety of ways in which the City receives special revenue funding:

•Fully-funded or partially funded – There is no expectation of City funding.
•Level effort/minimum level spending – The City is expected to continue to provide the same level of funding as it did prior to receiving special revenue.
•Mandatory city match – There is a percentage share of program costs that the city is required to contribute.
•Voluntary city match – There is no requirement by the funding agency, but the City contributes general funds in order to enhance the program.
•In-kind contribution – There is no expectation of cash from the City, but the City is expected to provide support. This is often done in the form of administrative support, lease costs or other quantifiable programmatic support.
•Reimbursement – The City incurs costs and applies for full or partial reimbursement from the funding agency.

The Special Revenue described in this section do not include funding from the State and federal government that is accounted for within the City's General Fund, such as HB599 law enforcement aid and funding for street maintenance. State Compensation Board funding is also accounted for in the General Fund and is received from the Commonwealth to compensate the City for constitutional officers or positions related to them, such as the Clerk of the Court and the Sheriff. All grant funds received by the City from the State and federal government are accounted for and audited as per State and federal requirements.

As shown in the pie chart on the following page the City's Special Revenue Fund budget of $119.3 million consists primarily of State Aid, Federal Aid and discretionary State and federal grants ($85.6 million) and charges for fees, donations and other sources ($33.7 million). This compares to the FY 2013 approved Special Revenue Fund budget of $119.3 million. State and federal revenue is increasing by $1.0 in DCHS for new grants for teen pregnancy prevention and parent education. The Fire SAFER grant has ended and the cost of 12 previously grant-funded fire fighters are now paid from the General Fund. The loss in special revenue is $0.8 million. The Schools are anticipating additional revenue from Sales Tax receipts but a loss of federal revenue associated with the American Recovery and Reinvestment Act (ARRA). In total, the change for State and federal revenue is an increase of $0.9 million

Additional permitting fees, identified as Special Revenue, are anticipated in Code Administration and will be used to fund positions in TES, Historic Alexandria, Planning and Zoning, Finance and ITS that support the Permit Center that were previously supported by General Fund revenue. In total Charges, Donations and Other Sources for all City agencies are increasing $1.2 million, or 4.2 percent. Significant decreases are estimated by the Schools in the Grants and Special Projects Fund related to this category of revenue. In total, the decrease in Charges, Donations and Other Sources is $0.9


FY 2014 Estimated Special Revenue Funds
$119.3 million
Charges, Donations and Other Sources 29%
State 46%
Federal 25%

## Summary of Major Special Revenue Sources by Department

### Total Special Revenues

| | FY 2013 Approved | FY 2014 Proposed | % Change FY 13 - FY 14 |
|---|---|---|---|
| Schools | $53,215,716 | $51,846,006 | -2.6% |
| DCHS | $38,495,665 | $39,379,159 | 2.3% |
| Housing | $980,032 | $980,032 | 0.0% |
| TES | $10,545,484 | $11,765,953 | 11.6% |
| Code Administration | $5,083,499 | $5,363,953 | 5.5% |
| Transit Subsidies/DASH | $4,962,000 | $4,460,000 | -10.1% |
| Fire | $1,308,504 | $459,666 | -64.9% |
| Other City Agencies | $4,674,763 | $5,033,558 | 7.7% |
| Total Special Revenue Funds | $119,265,663 | $119,288,327 | 0.0% |

### Total Charges, Donations and Other Sources

| | FY 2013 Approved | FY 2014 Proposed | % Change FY 13 - FY 14 |
|---|---|---|---|
| Schools | $5,954,305 | $3,857,399 | -35.2% |
| DCHS | $6,219,965 | $6,083,902 | -2.2% |
| Code Administration | $5,083,499 | $5,363,953 | 5.5% |
| TES | $10,239,464 | $11,459,933 | 11.9% |
| Transit Subsidies/DASH | $4,962,000 | $4,460,000 | -10.1% |
| Other City Agencies | $2,131,622 | $2,480,553 | 16.4% |
| Total Donations, Fees and Charges for Services | $34,590,855 | $33,705,740 | -2.6% |

### Total State and Federal Funds

| | FY 2013 Approved | FY 2014 Proposed | % Change FY 13 - FY 14 |
|---|---|---|---|
| Schools | $47,261,411 | $47,988,607 | 1.5% |
| DCHS | $32,275,700 | $33,295,257 | 3.2% |
| Housing | $980,032 | $980,032 | 0.0% |
| Fire | $1,306,004 | $457,166 | -65.0% |
| Other City Agencies | $2,851,661 | $2,861,525 | 0.3% |
| Total State and Federal Funds | $84,674,808 | $85,582,587 | 1.1% |

**Summary of Major Special Revenue Sources by Department**

On the subsequent pages, the Special Revenue Funds received from the State and federal government for each Department are described. Donations, fees and charges for services are not included. The budget estimates reflect the most current information available from grant agencies.

Table VIII provides a list of grant programs currently proposed FY 2014. City Council approval of the FY 2014 budget provides authorization to apply for the grants to pursue these funds. Adjustments to the grant budgets described will be made through the supplemental appropriations ordinances once the grant award is received and accepted.

**Addendum Table I**
**Department of Community and Human Services**
**Federally Funded Programs - Community Services Board**

| | Federal Funds | FY 2013 Approved Budget Estimate | FY 2014 Proposed Budget Estimate | % Change FY13 - FY 14 |
|---|---|---|---|---|
| **Mental Health Programs** | Block Grant for Community Mental Health Services - Serious Emotionally Disturbed Children | $224,427 | $252,748 | 12.6% |
| | Block Grant for Community Mental Health Services - Serious Mental Illness (Adults) | $227,201 | $316,442 | 39.3% |
| | Projects for Assistance in Transition from Homelessness | $104,020 | $104,020 | 0.0% |
| | Welfare TANF Foster Care (Title IV-E) | $0 | $0 | N/A |
| **MH and SA Programs** | U.S. Department of Housing and Urban Development | $322,359 | $292,544 | -9.2% |
| **Substance Abuse (SA) Programs** | Substance Abuse Residential Purchase of Services (SARPOS) | $137,284 | $137,284 | 0.0% |
| | Substance Abuse Federal Block Grant - Alcohol & Drug Treatment | $548,951 | $529,665 | -3.5% |
| | Substance Abuse Federal Block Grant - Primary Prevention | $205,768 | $205,768 | 0.0% |
| | Substance Abuse Prevention Coalition of Alexandria | $120,918 | $120,918 | 0.0% |
| | High Intensity Drug Trafficking Area Treatment Grant - Residential | $159,924 | $159,924 | 0.0% |
| **Intellectual Disability Programs** | Grants for Infants and Toddlers with Disabilities | $155,304 | $248,985 | 60.3% |
| | Total Federal Funds | $2,206,156 | $2,368,298 | 7.3% |

**Summary of Major Special Revenue Sources by Department**

**Addendum Table II**
**Department of Community and Human Services**
**State Funded Programs – Community Services Board**

| | State Funds | FY 2013 Approved Budget Estimate | FY 2014 Proposed Budget Estimate | % Change FY13 - FY 14 |
|---|---|---|---|---|
| **Mental Health Programs** | Crisis Stabilization | $160,128 | $113,905 | -28.9% |
| | MH Law Reform | $210,194 | $210,194 | 0.0% |
| | DAP - Discharge Assistance | $183,085 | $183,085 | 0.0% |
| | MH Initiative - SED Children State | $77,033 | $77,033 | 0.0% |
| | MH DAD/Wintex | $113,229 | $113,229 | 0.0% |
| | Transformation | $70,000 | $70,000 | 0.0% |
| | System of Care | $369,930 | $369,930 | 0.0% |
| | Juvenile Detention | $111,730 | $111,730 | 0.0% |
| | Pharmacy* | $0 | $338,397 | N/A |
| | Recovery* | $0 | $130,000 | N/A |
| | Regional Discharge Assistance Plan (RDAP)* | $0 | $108,398 | N/A |
| | Jail Diversion* | $0 | $228,879 | N/A |
| | Other State Aid | $3,056,704 | $2,224,338 | -27.2% |
| **Substance Abuse (SA) Programs** | Substance Abuse Residential Purchase of Services (SARPOS) | $29,645 | $29,645 | 0.0% |
| | MH Law Reform | $55,000 | $55,000 | 0.0% |
| | Other State Aid | $1,337,881 | $1,371,428 | 2.5% |
| **Intellectual Disability Programs** | Other State Aid | $158,860 | $232,927 | 46.6% |
| | Total State Funds | $5,933,419 | $5,968,118 | 0.6% |

# Grant Funding and Special Revenue

## Addendum Table III
## Department of Community and Human Services
## Federally Funded - Social Services and Other Human Services Programs

| Federal Funds | FY 2013 Approved Budget Estimate | FY 2014 Proposed Budget Estimate | % Change FY13 to FY14 |
|---|---|---|---|
| VDSS (Virginia Dept. of Social Services (Operating Funds) | $597,944 | $431,989 | -27.8% |
| VDSS Eligibility Determination | $1,925,560 | $1,934,920 | 0.5% |
| VDSS Child Welfare Administration | $1,899,147 | $2,151,886 | 13.3% |
| VDSS Adult Services Administration | $172,197 | $335,687 | 94.9% |
| VDSS Early Childhood Administration | $322,832 | $311,743 | -3.4% |
| VDSS CSA Administration | $65,756 | $0 | -100.0% |
| Foster Care IV - E | $858,043 | $858,043 | 0.0% |
| Adoption Subsidy | $879,706 | $777,141 | -11.7% |
| Welfare Special Adoption | $0 | $101,249 | N/A |
| Other VDSS | $0 | $60,766 | N/A |
| TANF/View Child Care and Wrap Around | $765,288 | $765,288 | 0.0% |
| Child Care Fee System | $0 | $0 | N/A |
| Virginia Department of Aging | $356,780 | $388,748 | 9.0% |
| VDSS In-Home Services to Companion | $303,713 | $303,713 | 0.0% |
| Head Start | $1,996,828 | $2,197,051 | 10.0% |
| Transitional Apartment Planning & Eviction Storage (CDBG) | $93,526 | $52,000 | -44.4% |
| Winter Shelter (CDBG) | $20,000 | $20,000 | 0.0% |
| Shelter Grants (Federal Shelter & ESG Winter Shelter) | $53,463 | $115,969 | 116.9% |
| Community Services Block Grant (CSBG\BASIC) | $53,701 | $120,237 | 123.9% |
| Virginia Refugee Resettlement Program (VRRP) | $118,905 | $93,559 | -21.3% |
| VDSS Refugee Resettlement Program (VRRP) | $85,000 | $140,000 | 64.7% |
| WIA (Workforce Investment Board) | $388,558 | $395,849 | 1.9% |
| VIEW (Virginia Initiative for Employment not Welfare) | $196,514 | $212,638 | 8.2% |
| Childcare Joblink | $0 | $49,429 | N/A |
| Domestic Violence & Sexual Assult | $0 | $374,654 | N/A |
| Competitive Personal Responsibility Education Program (PREP) | $0 | $290,494 | N/A |
| All other Federal grants (includes individual program grants under $100,000) | $285,537 | $205,359 | -28.1% |
| Total Federal Funds | $11,438,998 | $12,688,412 | 10.9% |

# Grant Funding and Special Revenue

## Addendum Table IV
## Department of Community and Human Services
## State Funded - Social Services and Other Human Services Programs

| State Funds | FY 2013 Approved Budget Estimate | FY 2014 Proposed Budget Estimate | % Change FY13 to FY14 |
|---|---|---|---|
| **Auxiliary Grants** | $236,454 | $236,454 | 0.0% |
| **Americorps at Brent Place** | $66,500 | $0 | -100.0% |
| **Foster Care IV - E** | $833,048 | $833,048 | 0.0% |
| **Adoption Subsidy** | $674,576 | $777,141 | 15.2% |
| **Special Needs Adoption** | $1,560,076 | $1,458,827 | -6.5% |
| **TANF/VIEW Child Care** | $619,520 | $619,520 | 0.0% |
| **VDSS (Virginia Department of Social Services) Operating Funds** | $381,851 | $247,148 | -35.3% |
| **VDSS Eligibility Determination** | $1,231,126 | $1,231,126 | 0.0% |
| **VDSS Child Welfare Administration** | $1,102,340 | $1,248,178 | 13.2% |
| **VDSS Early Childhood Administration** | $166,399 | $168,205 | 1.1% |
| **Comprehensive Services Act** | $4,264,539 | $4,291,161 | 0.6% |
| **Shelter Support Grant** | $90,689 | $138,000 | 52.2% |
| **Homeless Intervention** | $246,000 | $250,000 | 1.6% |
| **Other VDSS Client Services** | $292,937 | $13,781 | -95.3% |
| **VIEW** | $0 | $124,882 | 0.0% |
| **Childcare JobLink** | $0 | $29,034 | 0.0% |
| **Virginia Preschool Initiative** | $96,000 | $0 | -100.0% |
| **VDSS Companion Program** | $44,860 | $44,860 | 0.0% |
| **VDSS Aging Administration** | $101,132 | $197,150 | 94.9% |
| **Virginia Department of Aging (VDA)** | $191,683 | $151,343 | -21.0% |
| **WIA Disability Initiative** | $40,000 | $40,000 | 0.0% |
| **Domestic Violence and Sexual Assault** | $0 | $55,678 | 0.0% |
| **All other State grants (includes individual program grants under $100,000)** | $216,373 | $114,893 | -46.9% |
| **Total State Funds** | $12,456,103 | $12,270,429 | -1.5% |

# Grant Funding and Special Revenue

## Addendum Table VI
## Office of Housing Federally Funded Programs

| State Funds | FY 2013 Approved Budget Estimate | FY 2014 Proposed Budget Estimate | % Change FY13 to FY14 |
|---|---|---|---|
| **CDBG Program Administration** | $125,232 | $125,232 | 0.0% |
| **HOME HAP Loans** | $0 | $0 | 0.0% |
| **CDBG Hap Loans** | $0 | $0 | 0.0% |
| **CDBG Rehabilitation Loans** | $203,553 | $203,553 | 0.0% |
| **CDBG HAP Administration** | $0 | $0 | 0.0% |
| **CDBG Rehabilitation Administration** | $264,185 | $264,185 | 0.0% |
| **HOME Housing Opportunities Fund/Housing Development Assistance** | $333,979 | $333,979 | 0.0% |
| **All other Federal grants (includes individual program grants under $100,000)** | $53,083 | $53,083 | 0.0% |
| **Total Federal Funds** | $980,032 | $980,032 | 0.0% |

# Grant Funding and Special Revenue

## Addendum Table VII

### FY 2014 Housing Program Sources and Uses

| Program | Home Ownership | | | Housing Rehab. | Landlord Tenant | | Affordable Housing Development & Preservation | | Leadership & Mgmt Support Services | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Activity (Uses) / Funding (Sources) | Lending & Loan Management | Counseling & Training | Sales & Marketing | Financing & Loan/Grant Management | Landlord Tenant Mediation & Education | Fair Housing Enforcement & Education | Securing & Fostering Affordable Development | Lending | Leadership & General Management | Grant & Financial Management | Totals |
| **CDBG** | | | | | | | | | | | |
| New Grant | 0 | 0 | 0 | 460,877 | 0 | 12,034 | 0 | 0 | 38,489 | 94,836 | 606,236 |
| Program Income | 25,000 | 0 | 0 | 125,000 | 0 | 0 | 0 | 0 | 0 | 0 | 150,000 |
| Carryover | 0 | 0 | 0 | 575,069 | 0 | 10,000 | 0 | 0 | 0 | 0 | 585,069 |
| | 25,000 | 0 | 0 | 1,160,946 | 0 | 22,034 | 0 | 0 | 38,489 | 94,836 | **1,341,305** |
| | **One Loan** | | | **Nine HPRLP Loans One RAMP** | | **One Testing Round** | | | | | |
| **HOME** | | | | | | | | | | | |
| New Grant | | 0 | 0 | 0 | 0 | 0 | 0 | 338,980 | 0 | 34,816 | 373,796 |
| Program Income | 36,000 | 0 | 0 | 0 | 0 | 0 | 0 | 36,448 | 0 | 0 | 72,448 |
| Carryover | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 36,000 | 0 | 0 | 0 | 0 | 0 | 0 | 375,428 | 0 | 34,816 | **446,244** |
| | **One Loan** | | | | | | | **One Project Financed** | | | |
| **GENERAL FUND** | | | | | | | | | | | |
| New | 11,521 | 0 | 25,922 | 115,210 | 406,027 | 42,874 | 260,138 | 151,542 | 567,674 | 231,850 | 1,812,758 |
| Dedicated Revenue | 0 | | 0 | 0 | 71,605 | 0 | 0 | 385,520 | 0 | 0 | 457,125 |
| New HOME Match | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28,089 | 0 | 0 | 28,089 |
| | 11,521 | 0 | 25,922 | 115,210 | 477,632 | 42,874 | 260,138 | 565,151 | 567,674 | 231,850 | **2,297,972** |
| | **Admin Support for Homeownership Program** | | **TBD units placed under contract** | | **1,000 disputes mediated & 4,000 clients served** | | **10 Developer Pledged Units** | | | | |
| **HOUSING TRUST FUND** | | | | | | | | | | | |
| New | 65,000 | 0 | 0 | 0 | 0 | 0 | 1,500,000 | 960,000 | 0 | 0 | 2,525,000 |
| Carryover | 100,000 | 0 | 0 | 54,500 | 0 | 0 | 613,404 | 574,000 | 0 | 0 | 1,341,904 |
| HOME Match (Carryover) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 71,073 | 0 | 0 | 71,073 |
| | 165,000 | 0 | 0 | 54,500 | 0 | 0 | *2,113,404* | 1,605,073 | 0 | 0 | **3,937,977** |
| | **Four Loans** | | | **Three Mini-RAMP Grants** | | | **Beauregard Funds** | **Two Projects Financed** | | | |
| **GO BONDS FOR BEAUREGARD** | 0 | 0 | 0 | 0 | 0 | 0 | 1,600,000 | 0 | 0 | 0 | **1,600,000** |
| **ALL FUNDS** | **237,521** | **0** | **25,922** | **1,330,656** | **477,632** | **64,908** | **3,973,542** | **2,545,652** | **606,163** | **361,502** | **9,623,498** |

Notes: $460K of the new HTF will be allcoated to the Braddock Fund and $374K of the HTF carryover funds are in the the same fund.

$3.6 million of the HTF and Bond funds are allocated for Beauregard.

# City Agency FY 2014 Estimated Special Revenue Funds

**The attached chart reflects Special Revenue Funds for the remaining City departments. Revenue reflects the amount the City receives from the grant agency. General Fund reflects our voluntary contribution to the program. Cash match reflects the amount required based on the grant award, and the final column reflects the total funds for the program.**

## Addendum Table VI – Department Grant-funded Programs

| TITLE/DESCRIPTION | GRANTOR AGENCY | FTE | Revenue | General Fund | Cash Match | Total Program Funding |
|---|---|---|---|---|---|---|
| Commonwealth's Attorney | | | | | | |
| **Victim Witness Assistance Program** | **VA Department of Criminal Justice Services** | 3.0 | $186,767 | $71,655 | $0 | $258,422 |
| Funds are provided by the VA Department of Criminal Justice Services to achieve three goals: to ensure the rights of Alexandria's crime victims; to provide community education and establish coordinated services; and to assist prosecutors in gaining cooperation of victims and witness to better ensure their cooperation throughout the criminal justice process.. | | | | | | |
| **Violence Against Women Act Funds (V-Stop)** | **VA Department of Criminal Justice Services** | 1.0 | $70,803 | $0 | $0 | $70,803 |
| Funds are provided by the Department of Criminal Justice Services to provide services to victims of domestice violence cases, including court advocacy, follow-up services and data collection and to encourage victims to participate in the prosecution. | | | | | | |
| Sheriff | | | | | | |
| **CCCA (Pre-trial and Local Services)** | **State Department of Criminal Justice** | 6.0 | $459,209 | $301,224 | $0 | $760,433 |
| Funds are provided through the Comprehensive Community Corrections Act to enhance public and community safety by providing supervision services through a variety of intermediate sanctions and punishments regarding local probation and the Pretrial Services Act which provides defendant background information and recommendations that assist judicial officers in determining or reconsidering bail decisions and conditions. | | | | | | |

# City Agency FY 2014 Estimated Special Revenue Funds

| TITLE/DESCRIPTION | GRANTOR AGENCY | FTE | Revenue | General Fund | Cash Match | Total Program Funding |
|---|---|---|---|---|---|---|
| CSU and Other Public Safety | | | | | | |
| **VJCCCA Sheltercare** | **State Department of Juvenile Justice** | | $184,177 | $927,844 | $0 | $1,112,021 |
| The State Department of Juvenile Justice provides funds for caseworkers as well as daily meals, supplies and expenses for youths in the Juvenile Justice program for the Youth Shelter. | | | | | | |
| **VJCCCA Court Service Unit** | **State Department of Juvenile Justice** | 4.0 | $63,081 | $218,193 | $95,575 | $376,849 |
| The State Department of Juvenile Justice provides funds for caseworkers as well as daily meals, supplies and expenses for youths in the Juvenile Justice program for the Youth Shelter. | | | | | | |
| **Juvenile Accountability Block Grant** | **Federal Department of Criminal Justice** | 1.0 | $27,220 | $0 | $3,024 | $30,244 |
| JABG is a high level accountability program that provides after hours supervision to youth released on Court ordered conditions and are awaiting final disposition. | | | | | | |
| Human Rights | | | | | | |
| **Fair Employment Practices Agency Program - EEOC** | **Federal Equal Employment Opportunity Commission** | 0.5 | $43,062 | $0 | $0 | $43,062 |
| Funds are provided for investigating and closing EEOC cases. The City receives $600 per closed case approved by the Equal Employment Opportunity Commission. | | | | | | |

# City Agency FY 2014 Estimated Special Revenue Funds

| TITLE/DESCRIPTION | GRANTOR AGENCY | FTE | Revenue | General Fund | Cash Match | Total Program Funding |
|---|---|---|---|---|---|---|
| TES | | | | | | |
| **Transportation Demand Management** | **Virginia Department of Rail and Transportation** | 2.0 | $228,240 | $0 | $59,902 | $288,142 |
| Funds are provided for outreach and staff to manage the City's Rideshare Program. | | | | | | |
| **Employer Outreach** | **Federal Highway Administration (FHWA) - Regional Surface Transportation Program Projects** | | $77,780 | $0 | $0 | $77,780 |
| Funds are provided through a contract with the Virginia Department of Transportation to complete outreach and encourage employers to participate in programs that decrease the number of single occupancy vehicles. | | | | | | |

# City Agency FY 2014 Estimated Special Revenue Funds

| TITLE/DESCRIPTION | GRANTOR AGENCY | FTE | Revenue | General Fund | Cash Match | Total Program Funding |
|---|---|---|---|---|---|---|
| Fire | | | | | | |
| **Fire Programs Public Education** | **Virginia Department of Fire Programs** | | $15,000 | $0 | $0 | $15,000 |
| These funds, which are part of the Fire Training Fund allocation, are set aside by the Fire Department to provide information to the public, in order to prevent fires and reduce injuries, fatalities and property damage. | | | | | | |
| **EMS Four for Life** | **Virginia Department of Health** | | $127,166 | $0 | $0 | $127,166 |
| The State collects $4.00 each year for all registered vehicles and returns 26% of the revenue to localities to be used for training of Emergency Medical Services (EMS) personnel and for the purchase of equipment and supplies used by EMS personnel. | | | | | | |
| **Fire Training Fund** | **Virginia Department of Fire Programs** | | $300,000 | $0 | $0 | $300,000 |
| Funds are provided through the Aid to Localities Fire Programs Fund for Emergency Services to support training, equipment, supplies and overtime for fire training exercises and public education activities. | | | | | | |
| **Hazmat Calls Answered** | **Virginia Department of Emergency Management** | | $5,000 | $0 | $0 | $5,000 |
| Funds are provided through a contractual agreement with the Virginia Department of Emergency Management (VDEM) for salaries, equipment and physicals for fire fighters responding to state-approved hazardous materials calls. | | | | | | |
| **Hazmat Agreement** | **Virginia Department of Emergency Management** | | $10,000 | $0 | $0 | $10,000 |
| Funds are provided through a contractual agreement with the Virginia Department of Emergency Management (VDEM) for a team to respond to incidents in Northern Virginia jurisdictions when directed by the VDEM. | | | | | | |

# City Agency FY 2014 Estimated Special Revenue Funds

| TITLE/DESCRIPTION | GRANTOR AGENCY | FTE | Revenue | General Fund | Cash Match | Total Program Funding |
|---|---|---|---|---|---|---|
| Recreation | | | | | | |
| **USDA After School Snack** | **United States Department of Agriculture** | | $133,000 | $0 | $0 | $133,000 |
| The USDA provides reimbursement to the City for after school snacks to the seven full time recreation centers, six part-time after school centers and the two therapeutic recreation after school programs during the school year. | | | | | | |
| **USDA Summer Food** | **United States Department of Agriculture** | | $107,700 | $0 | $0 | $107,700 |
| The USDA provides reimbursement to the City for up to two meals per day at 26 summer program sites that are located in a geographical area served by a school in which 50 percent or more of the enrolled children are eligible for free or reduce priced meals. | | | | | | |
| **Litter Control** | **Virginia Department of Environmental Quality, Litter Prevention and Recycling Program** | | $20,000 | $0 | $0 | $20,000 |
| The Virginia Department of Environmental Quality provides non-competitive grant funding to support the Adopt-a-Park Litter Control program | | | | | | |
| **Local Government Challenge** | **Virginia Commission for the Arts** | | $5,000 | $0 | $0 | $5,000 |
| The Virginia Commission for the Arts provides matching funds, up to $5,000, to be allocated to arts organizations and artists who have submitted requests for funding to the Alexandria Commission for the Arts. | | | | | | |

# City Agency FY 2014 Estimated Special Revenue Funds

| TITLE/DESCRIPTION | GRANTOR AGENCY | FTE | Revenue | General Fund | Cash Match | Total Program Funding |
|---|---|---|---|---|---|---|
| Community and Human Services | | | | | | |
| **Transitional and Supportive Housing Programs** | **U.S. Department of Housing and Urban Development** | | $292,544 | $354,905 | $87,763 | $735,212 |
| Funds are provided for supportive services, operations and administration in mental health and substance abuse residential programs. In addition the funds shown above, $474,377 of state revenue, client fees and other revenues are used to provide total program funds of $1,124,465. | | | | | | |
| **High Intensity Drug Trafficking Area Treatment (HIDTA)** | **U.S. Office of National Drug Control Policy** | | $27,361 | $0 | $0 | $27,361 |
| Funds are provided for substance abuse treatment services for individual involved in the justice system. | | | | | | |
| **Grants for Infants and Toddlers with Disabilities (Part C)** | **U.S. Department of Education and Virginia Department of Behavioral Health and Disability Services** | | $481,912 | $405,921 | $0 | $887,833 |
| Funds are provided for early intervention services to young children deemed to have an established condition or at-risk of a developmental delay. Though there is no cash match required, there is a maintenance of effort requirement for these funds at a state-wide level. In addition to the general funds contributed to this program, $37,200 of state revenue is used for a total program budget of $705,815. | | | | | | |
| **Jail Diversion** | **Virginia Department of Behavioral Health and Disability Services** | 1.0 | $228,879 | $5,735 | $0 | $234,614 |
| Funds are provided for treatment services to decrease crime and recidivism among persons with mental illness. | | | | | | |

# City Agency FY 2014 Estimated Special Revenue Funds

| TITLE/DESCRIPTION | GRANTOR AGENCY | FTE | Revenue | General Fund | Cash Match | Total Program Funding |
|---|---|---|---|---|---|---|
| **Sexual Assault Response and Awareness (SARA) - Violence Against Women Act Funds** | **Virginia Department of Criminal Justice Services** | 1.0 | $42,376 | $49,646 | $0 | $92,022 |
| Funds are provided through the Violence Against Women Act for comprehensive services to Spanish speaking victims of sexual assault in Alexandria and educational outreach. | | | | | | |
| **Rape Victims Companion Program - Sexual Assault Response and Awareness** | **Virginia Department of Criminal Justice Services** | 3.0 | $188,062 | $30,062 | $0 | $218,124 |
| Funds are provided through the federal Victims of Crime Act for rape crisis centers to provide direct services for victims of sexual violence. | | | | | | |
| **Domestic Violence** | **Virginia Department of Social Services** | 3.0 | $178,855 | $59,126 | $0 | $237,981 |
| Funds are provided through the Federal Family Violence Prevention Act and Victims of Crime Act for services to victims of domestic violence, including a 24-hour hotline, emergency shelter, emergency transportation and other services. | | | | | | |
| **Federal Shelter** | **State Department of Housing and Community Development** | | $9,039 | $0 | $0 | $9,039 |
| Funds are provided to pay for utilities at the battered women's shelter. | | | | | | |

# City Agency FY 2014 Estimated Special Revenue Funds

| TITLE/DESCRIPTION | GRANTOR AGENCY | FTE | Revenue | General Fund | Cash Match | Total Program Funding |
|---|---|---|---|---|---|---|
| **Project Discovery** | **State of Virginia** | 1.0 | $62,700 | $15,702 | $0 | $78,402 |
| Funds are provided to motivate and encourage students to pursue post-secondary educational and/or training opportunities by conduction outreach activities and providing support for students who may be at risk of not pursuing or enrolling in post secondary education/training. | | | | | | |
| **Headstart** | **Department of Health and Human Services** | | $2,197,051 | $0 | $196,541 | $2,393,592 |
| Funds are provided to promote school readiness by enhancing the social and cognitive development of children through the provision of education, health, nutritional, social and other services to enrolled children and families. Alexandria contracts with The Campagna Center to administer this program and achieve goals as required by Headstart. | | | | | | |
| **Emergency Solutions Preventing Homelessness** | **VA Department of Housing and Community Development and Community Services Block Grant** | 4.0 | $358,771 | $167,833 | $0 | $526,604 |
| Funds to prevent immediate homelessness through case management and financial assistance to avoid the need for sheltering activities. | | | | | | |
| **Homeless Shelter Programs** | **VA Department of Housing and Community Development** | | $273,969 | $0 | $0 | $273,969 |
| Funds are provided to support homeless sheltering and case management efforts to rapidly rehouse shelter residents. | | | | | | |
| **Community Services Block Grant** | **Virginia Department of Social Services, Office of Community Services** | 2.0 | $120,237 | $129,092 | $0 | $249,329 |
| Funds are provided to support efforts in preventing homelessness through counseling, education and financial assistance. | | | | | | |
| **Virginia Cares** | **Virginia Cares** | 1.0 | $27,453 | $43,295 | $0 | $70,748 |
| Funds are provided to community agencies to assist ex-offenders in re-entry into the community without returning to a life of crime. | | | | | | |

# City Agency FY 2014 Estimated Special Revenue Funds

| TITLE/DESCRIPTION | GRANTOR AGENCY | FTE | Revenue | General Fund | Cash Match | Total Program Funding |
|---|---|---|---|---|---|---|
| Community and Human Services | | | | | | |
| **Community Services Block Grant** | **Virginia Department of Social Services, Office of Community Services** | 2.0 | $176,954 | $0 | $0 | $176,954 |
| Funds are provided to support efforts in preventing homelessness through counseling, education and financial assistance. | | | | | | |
| **Virginia Cares** | **Virginia Cares** | 1.0 | $44,457 | $43,295 | $0 | $87,752 |
| Funds are provided to community agencies to assist ex-offenders in re-entry into the community without returning to a life of crime. | | | | | | |

PAGE INTENTIONALLY LEFT BLANK

Commitments and Assignments in the Proposed Fiscal Year 2014 Budget

The fiscal year 2014 Operating Budget contains the following commitments and assignments of fund balances estimated to be available as of June 30, 2013:

•$6,204,256 to fund the FY 2014 Operating Budget;

•$200,000 for partially off-setting the City's liability for post-employment retiree health and life insurance benefits in response to new national accounting standards. This amount will be supplemented by $1.6 million included in the FY 2013 budget from general fund revenues;

•$5,182,716 to fund capital projects contained in multiple years of the FY 2014 – FY 2023 Capital Improvement Program budget;

•$200,000 for the Planning Studies;

•$5,000,000 for the City's self-insurance reserve;

•$1,000,000 for FY 2013 Natural Disasters or Emergencies;

•$1,700,000 for incomplete projects (estimated based on prior years' experience);

•$1,700,000 for encumbrances obligated at the end of the year;

•$686,050 for emergency response; and

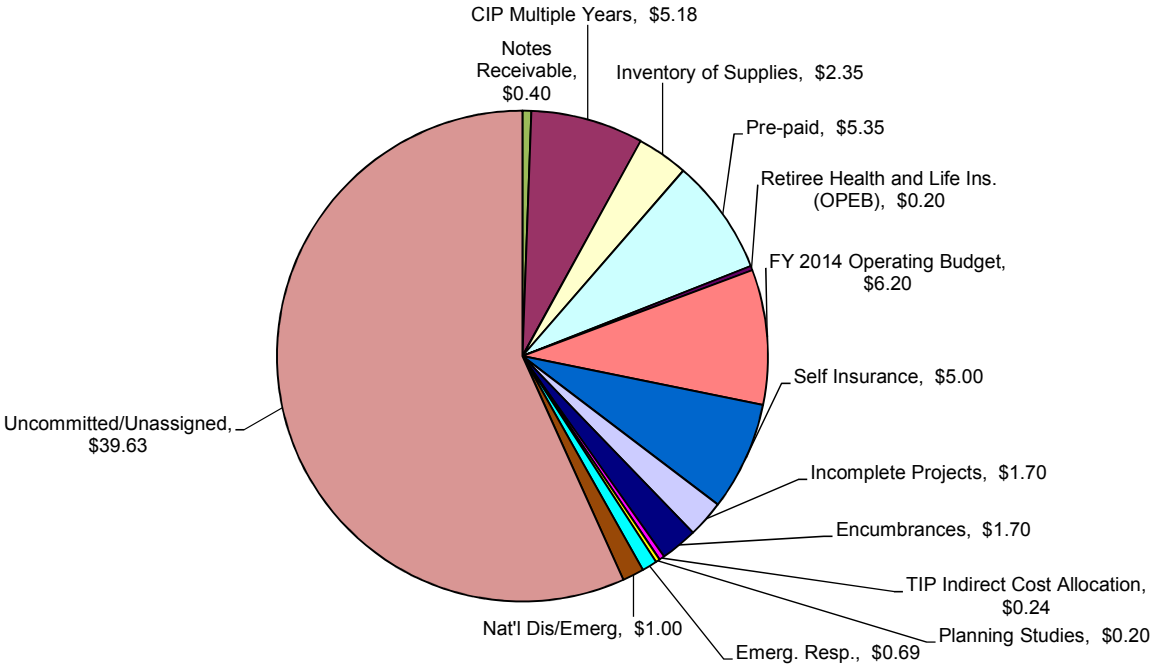
•$242,000 to provide for indirect costs in support of the Transportation Improvement Program

These commitments and assignments total $22.1 million. Despite being designated for a particular purpose, the funds identified here are considered "spendable. When combined with the portion of fund balance that has not been assigned or committed by anyone for any purpose, this total amount is called "spendable" fund balance. Based on projected revenues and expenditures in fiscal year 2013, the uncommitted/unassigned General Fund balance at June 30, 2013 is currently estimated to be $39.6 million or 6.4 percent of projected FY 2013 General Fund revenues. The spendable General Fund balance is estimated to be $61.7 million or 10 percent of projected General Fund revenues. The uncommitted and spendable General Fund balance ratio is in accord with the minimum limits established by the debt policy guidelines.

# Statement of Estimated General Fund Balance

The following pie chart shows all of the components of General Fund balance estimated as of June 30, 2013. With the exception of $0.4 million in Notes Receivable, $2.35 in inventory of supplies, and $5.35 million in pre-paid expenditures, all of the components shown below are considered spendable fund balance.

**Fund Balance as of June 30, 2013**
**$69.8 million**



# Statement of Estimated General Fund Balance

Spendable General Fund Balance is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures — often referred to as "surplus" — that is available for appropriation by City Council. This is in comparison to the Unspendable General Fund Balance that represents monies that have been reserved to pay for legal obligations of the City such as for certain purchase order encumbrances. Maintaining a prudent level of spendable General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. Spendable General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

A portion of the spendable fund balance is committed or assigned (designated) for future specific uses on a contingency basis. In order to be available, the funds still must be appropriated by City Council in a future appropriations ordinance. Following this section is an Appendix entitled “Layperson’s Guide to Fund Balance” originally written by the City’s Budget and Fiscal Affairs Advisory Committee (and updated for new terminology) to explain these financial terms for those not involved regularly in local government finance. This appendix has been updated to reflect revisions in new accounting terms.

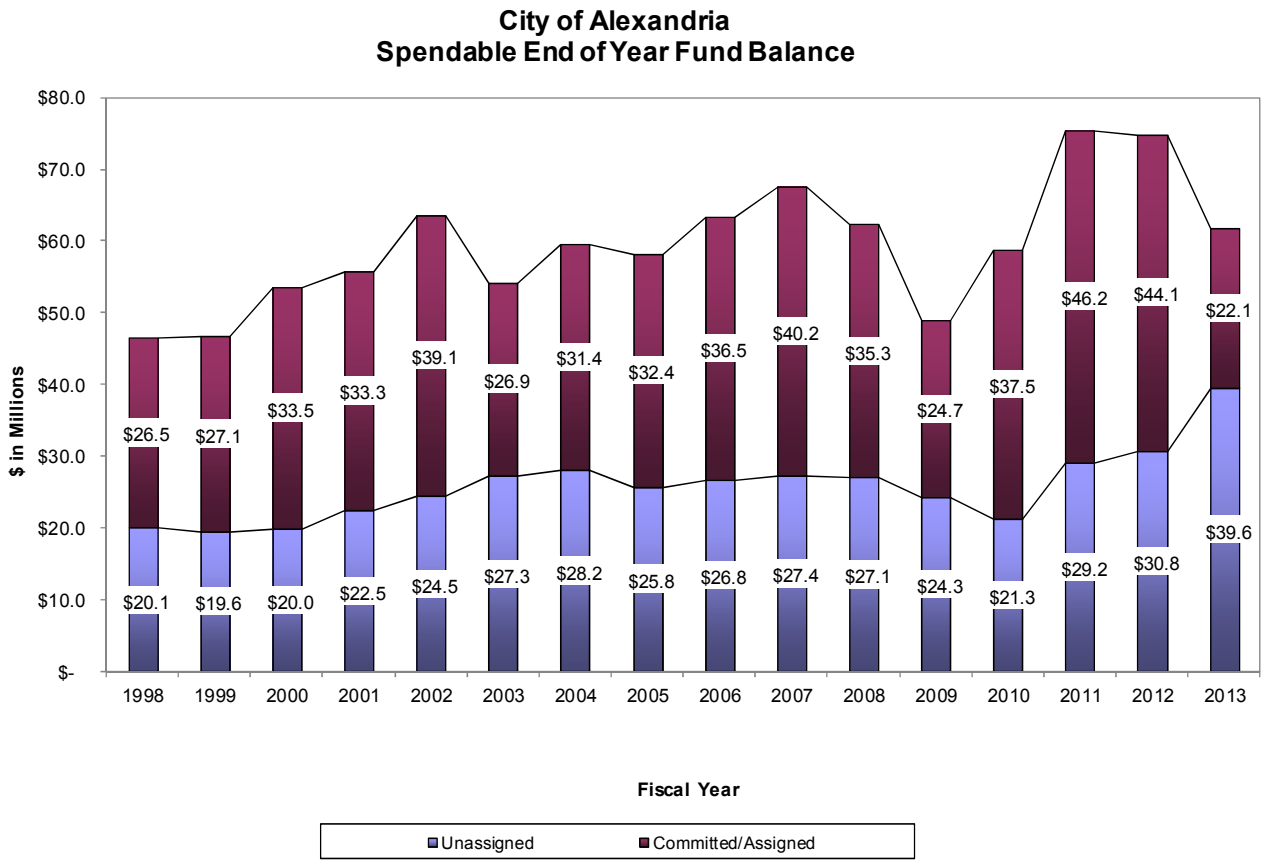
Committed and Assigned fund balances are funds “earmarked” to help the City offset the cost of a specific type of obligation. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager or the City Council under the City’s adopted financial policies. Uncommitted and unassigned fund balance are the monies considered to be the City’s available fund balance. As with all monies in fund balance, if used, it is a one-time source of revenue.

The graph on the following page shows total actual General Fund balance from FY 1998 through FY 2012, and projected fund balance at the close of FY 2013. The FY 2014 budget includes the commitment of a certain portion of estimated General Fund balances for capital projects, in addition to pay-as-you-go capital funding from current revenues. Spendable fund balance (the total amount available for appropriation, regardless of assignments and commitments) is projected to be $61.7 million as of June 30, 2013, which represents 6.41 percent of FY 2013 projected General Fund revenues. Uncommitted and unassigned fund balance provides $39.6 million in funds that help to protect against future budget uncertainties.

The details of commitments and assignments from FY 2008 through the proposed assignments of FY 2013 are shown in the table on page 5. It should be noted that commitments have been established by City Council. The City Manager can propose or recommend assignments. Either of this designations is still considered spendable fund balance.

# Statement of Estimated General Fund Balance

The chart below shows the history of fund balance at the end of the year, including the actual balance through FY 2012 and an estimate balance at the end of June 30, 2013. This does not reflect reserved (unspendable) fund balance, but is considered "spendable: regardless of whether it is committed or assigned.



# Statement of Estimated General Fund Balance

**HISTORY OF END OF YEAR FUND BALANCE**
**ACTUAL 2008 THROUGH 2012 ESTIMATED AS OF JUNE 30, 2013**

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|
| **Spendable Fund Balance End of Year** | **$ 62,320,401** | **$ 49,048,509** | **$ 58,806,355** | **75,350,879** | **74,883,080** | **61,748,466** |
| **Commitments** | | | | | | |
| FY 2009 Operating Budget | $ 4,600,000 | | | | | |
| FY 2010 Operating Budget | $ 1,285,347 | $ 2,315,347 | | | | |
| FY 2011 Operating Budget | | $ 3,600,000 | $ 4,744,291 | | | |
| FY 2012 Operating Budget | | | $ 2,000,000 | 3,625,000 | | |
| FY 2013 Operating Budget | | | | | 6,839,538 | |
| FY 2014 Operating Budget | | | | | | 6,204,256 |
| Subsequent CIP (FY 2014 and beyond) | | | | | 1,755,000 | 5,182,716 |
| Self Insurance | $ 5,000,000 | $ 5,000,000 | $ 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| **Assignments** | | | | | | |
| New Incomplete Projects | $ 2,902,820 | $ 1,694,734 | $ 2,255,523 | 2,300,000 | 1,350,000 | 1,700,000 |
| Retiree Health and Life (OPEB) | $ 10,700,000 | $ 6,500,000 | $ 3,700,000 | 2,100,000 | 900,000 | 200,000 |
| King St. Garden | $ 25,000 | $ 25,000 | $ 25,000 | | | |
| Fuel and Social Services Contingencies | $ 780,000 | $ 650,000 | | | | |
| Fire Station/Affordable Housing Project | $ 1,600,000 | | | | | |
| Equipment Replacement | | | | | 255,762 | |
| BRAC Contingency Funds | | | | 1,000,000 | | |
| Revenue Shortfall | | | | 4,000,000 | | |
| Gang IPE Position | | | | | 75,661 | |
| Professional and Performance Investment | | | | | 450,000 | |
| Planning Studies and One Time Studies | | | | | 535,000 | 200,000 |
| Encumbrances | | | | 1,788,689 | 2,588,843 | 1,700,000 |
| Transportation/Stormwater Fund | | | $ 7,836,602 | 3,636,139 | 6,891,427 | 242,000 |
| Natural Disasters/Emergencies | | | $ 1,000,000 | 2,000,000 | 1,300,000 | 1,000,000 |
| Emergency Response | | $ 4,309,397 | | 1,600,000 | 900,000 | 686,050 |
| Incomplete Projects | $ 2,902,820 | $ 1,694,734 | $ 2,255,523 | 2,300,000 | 1,723,717 | 1,700,000 |
| Total Commitments & Assignments | $ 35,270,125 | $ 24,721,436 | $ 37,532,656 | $ 46,159,565 | 44,081,734 | 22,115,022 |
| **Uncommitted/Unassigned Fund Balance** | **$ 27,050,276** | **$ 24,327,073** | **$ 21,273,699** | **$ 29,191,314** | **$ 30,801,346** | **$ 39,633,444** |
| Unassigned Fund Balance and **Revenue Shortfall Reserve** EOY | $ 27,050,276 | $ 28,636,470 | $ 21,273,699 | $ 33,191,314 | $ 30,801,346 | $ 39,633,444 |
| Reservations/nonspendable | $ 3,167,640 | $ 4,258,482 | $ 4,235,016 | 5,509,288 | 8,099,925 | 8,099,925 |
| **Total Fund Balance (End of Year)** | **$ 65,488,041** | **$ 53,306,991** | **$ 63,041,371** | **$ 80,860,167** | **$ 82,983,005** | **$ 69,848,391** |
| General Fund Revenues | $ 520,459,051 | $ 527,918,656 | $ 530,436,316 | $ 548,970,859 | 571,615,475 | 617,289,206 |
| Estimated Uncommitted/Unassigned Fund Balance as % of General Fund Revenues | **5.2%** | **4.61%** | **4.01%** | **5.32%** | **5.39%** | **6.42%** |
| Estimated Uncommitted/Unassigned Fund Balance and Revenue Shortfall Reserve as % of General Fund Revenues | **5.2%** | **5.42%** | **4.01%** | **6.05%** | **5.39%** | **6.42%** |
| Target = 5.5%; Limit = 4.0% | | | | | | |
| Estimated Spendable Fund Balance as % of General Fund Revenues Limit = 10% | **12.0%** | **9.29%** | **11.09%** | **13.73%** | **13.10%** | **10.00%** |
| **Diffference Between 4.0% and 5.5%** | **7,806,886** | **7,918,780** | **7,956,545** | **8,234,563** | **8,574,232** | **9,259,338** |

## Fund Balance Classification System

## GASB Statement #54

The City will be required to use new classifications for reporting fund balances beginning with this budget. These classifications have been developed by the Governmental Accounting Standards Board (GASB) and described in GASB Statement No. 54. Statement 54 is intended to improve the usefulness of information provided to financial report users about fund balance by providing clearer, more structured fund balance classifications, and by clarifying the definitions of existing governmental fund types.

Fund balance (the difference between assets and liabilities in the governmental fund financial statements) is among the most widely and frequently used information in state and local government financial reports. The GASB developed Statement 54 to address the diversity of practice and the resulting lack of consistency that had evolved in fund balance reporting across governments. To reduce confusion, the new standards establish a hierarchy of fund balance classifications based primarily on the extent to which a government is bound to observe spending constraints imposed upon how resources reported in governmental funds may be used.

Statement 54 distinguishes fund balance between amounts that are considered completely "nonspendable," such as fund balance associated with inventories, and other "spendable" amounts that are classified based on the relative strength of the constraints that control the purposes for which specific amounts can be spent. Beginning with the most binding constraints, fund balance amounts will be reported in the following classifications. As examples, the components of fund balance as projected in the FY 2011 Approved Budget are described under each new category.

*Nonspendable* - amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to remain intact.

E.g. Notes Receivable; Inventory of Supplies; and Encumbrances.

*Restricted* - amounts constrained by external parties, constitutional provision, or enabling legislation. Effectively, restrictions may only be changed or lifted with the consent of the resource provider.

E.g. Self Insurance Balance.

*Committed* - amounts formally constrained by a government using its highest level of decision-making authority (i.e. City Council). The commitment of these funds can only be changed by the government taking the same formal action that imposed the constraint originally.

E.g. OPEB (Retiree Health and Life Ins.) funds; FY 2011 Operating Budget; FY 2011 – FY 2020 CIP; King Street Gardens; FY 2010 Contingent Reserves Savings; FY 2011 Revenue Shortfall Reserves.

*Assigned*—amounts a government *intends* to use for a particular purpose. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority (i.e. City Manager).

E.g. Incomplete Projects.

*Unassigned*—residual amounts that are otherwise not constrained at all will be reported in the general fund. These are technically available for any purpose.

E.g. Undesignated General Fund balance.

## Appendix

## Layperson's Guide to Fund Balance

The following information is based on the November 18, 1997 BFAAC report to City Council. City Council received the BFAAC report on December 9, 1997. *This report has been modified by staff with the new terminology developed by GASB related to Fund Balance classifications.*

The Importance of Explaining the General Fund Balance

The presentation and explanation of the general fund balance to the City Council, the citizens of Alexandria and representatives of the media is a difficult task. As the Government Financial Officers Association (GFOA) has said in its Elected Official's Guide to Fund Balance:

> In our system of government, crucial decisions involving the lives of citizens are placed in the hands of elected officials. Many of these decisions involve the allocation of scarce financial resources. Arguments for and against adopted allocations of financial resources often focus on "fund balance." Unfortunately, published discussions of fund balance, as a rule, are directed toward the professional accountant rather than toward the elected official or others who may not have background or experience in governmental accounting and financial reporting. Accordingly, elected officials often find themselves in the difficult position of having to weigh arguments involving fund balance with only a vague, or even erroneous understanding of its true nature and significance.

In Alexandria, because we have benefited from sound financial management by City staff, wise decisions by City Council and good fortune, we have fund balances. For that reason, it is particularly important that the nature of the general fund balance and its necessity to the fiscal health of the City be clearly articulated in terms and with language that can be widely understood. This non-technical discussion of the general fund balance, especially as it has been maintained in Alexandria, is offered with this purpose in mind.

This document is an explanation of how the name, concept and meaning of the general fund balance will change due to the new rules governing the reporting of municipal government finances. The City has implemented GASB Statement No.34, Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments. GASB Statement No. 34, labeled by GASB as "the most significant change in the history of government financial reporting," mandated that by FY 2002, governments comparable to the City of Alexandria, amend their financial reporting to provide additional information about their fiscal health including information about the status of public infrastructure. In order to take a leading position in this area, utilize City accounting data and professional resources, as well as to get hands-on experience with the new reporting requirements, the City fully implemented the standard with the FY 2000 Comprehensive Annual Financial Report, two years ahead of the GASB mandate. As a result, the City of Alexandria was the first government in Virginia, the largest local government, and among the first governments in the United States to fully adopt the new reporting standards.

Use and Protection of the Fund Balance Under the City's Fiscal and Debt Related Financial Policies

The fiscal policies of the City of Alexandria and mandatory accounting rules have established a wise and prudent set of checks and balances to help ensure the City's fiscal stability. Neither the City's total fund balance, its spendable General Fund balance, or its unassigned fund balance, should be referred to as a "rainy day fund" or seen as a "savings" easily available for meeting emergency needs. As will be explained

below, nonspendable portions of the General Fund balance are required by accounting rules that cannot be ignored. Commitments or assignments of some of the spendable balances represent decisions of the City Council (commitments) and Manager (assignments) that financial resources need to be set aside now to meet future needs. Only the remaining unassigned fund balance is available for meeting other unknown future financial needs. And this unassigned fund balance is not available for expenditure as would be recurring revenues. The City Council has imposed on itself a rule that it cannot appropriate unassigned fund balances beyond that proposed in the City Manager's budget except by an affirmative vote by at least five members of the Council. This appropriately balances the need to make such monies available if truly necessary in the judgment of the elected City leaders, and the need to protect against the temptation to use this balance to meet recurring operating needs when recurring operating revenues are not sufficient.

Indeed, the City Council has stated its policy to "not establish a trend of using General Fund equity to finance current operations." Specifically, its debt related financial policies declare "the City will not finance operations from the General Fund equity balance for periods longer than two years."

It is prudent to maintain some sort of balance. A portion of the balance is required to provide the City with adequate cash flow. For example, the real estate tax, which is the City's largest single revenue source, is collected in November and June, but payroll expenditures occur every two weeks. The City has adopted a debt related financial policy that it will not issue tax or revenue anticipation notes to fund governmental operations, so it must manage its cash flow in a way that provides funds to meet all working capital needs at all times. The balance also helps to protect against unanticipated expenditures or lower than expected revenues.

The General Fund "Checkbook" Balance Under Current Municipal Government Accounting Methods

Under current municipal government financial reporting methods, the general fund is one of several types of "governmental funds". As the GFOA says, "Governmental funds are designed to measure the current financial resources on hand at the end of a period that are available to be spent or appropriated in future periods." The GFOA continues:

> The focus of a governmental fund (e.g. general fund) is similar to that of an individual wishing to know what his or her checkbook balance will be after the last paycheck for the month has been deposited, and after all of the checks written to pay this month's bills have been cashed. This balance is significant because it represents the financial resources available to help pay next month's bills.

Under these current accounting methods, the general fund balance therefore can be considered to be the checkbook balance of Alexandria. It represents the best estimate of the current financial resources available at the end of the accounting period for spending in future periods.

To determine the checkbook balance of the City, decisions have to be made about whether or not a "check" has been written by the City. In most cases, this is obvious. The obligation of City funds for payroll and the purchase of goods and services is easily measured and reported. There are some other instances in which it is not so clear whether the City has incurred or faces a certain future obligation. The touchstone to deciding these questions is whether the City has financial resources that are readily available for spending in future periods.

Changing from the Checkbook Analogy to the Taxpayers' Equity Analogy With the Changes in Accounting Methods

Under GASB Statement No. 34, state and local governments are required to report their financial condition using government-wide financial statements and fund financial statements. The government-wide financial statements use an approach that is most similar to the approach used in the financial statements of all publicly traded companies in the U.S. The fund financial statement will retain the traditional method of accounting (modified accrual accounting) for governmental funds. Under the fund financial statements, the differences between fund assets and liabilities would continue to be reported as the reserved and unreserved fund balances.

Government-wide financial statements require a single statement that consolidates governmental activities and business-type activities. These government-wide statements are to be prepared on the full accrual basis of accounting. All revenues and expenses connected with the fiscal year will be taken into account even if the cash involved has not actually been received or paid. All capital assets, including infrastructure assets, are to be reported on the balance sheet and depreciation is to be reported as a charge to operations each period. All long-term liabilities, including debt are to be reported on the balance sheet and accrued interest is to be reported as a charge to operations each period.

With these changes, the government-wide financial statement now reports "net assets" at the bottom line. These net assets represent available financial resources, but with a longer time horizon to measure availability for future spending. The analogy of the checking account balance will be replaced by the analogy of stockholders equity, or more appropriately for municipal government finances, "taxpayers' equity". The taxpayers' equity is equal to the net asset value of the City of Alexandria.

Under GASB Statement No. 34, the general governmental fund (which contains approximately 80 percent of City revenues and expenditures) will continue under modified accrual accounting rules in the fund financial statements. Accordingly, the current budget practices in regard to reorganizing revenues and expenditures that parallel modified accrual accounting rules also will not change.

# Statement of Estimated General Fund Balance

Understanding the Difference Between the General Fund Balance, Net Assets and Cash Balance

One common misconception is that the fund balance or net assets of the City is the same as the cash balance of the City. Cash itself is a financial resource, but it is not necessarily the only financial resource available to the City. The City may have available to it other financial resources (such as tax revenues collected by the State but not yet distributed to the City) that represent real financial resources available for spending in future periods, but not reflected yet in the cash balance. Similarly, the City holds cash that is needed to pay bills already incurred but not yet paid for. Under the longer term view of the taxpayers' equity analogy, the cash balance concept is even further distanced from truly representing the financial health of the City.

To focus only on the cash balance of the City is comparable to focusing only on the account balance you have at the bank, without recognizing the checks that you have already written and dispersed that have not yet been cashed by their recipients. These checks have not yet been deducted from your account, but they reduce your checkbook balance. Furthermore, the cash balance does not recognize the value of the assets held by the City or the eventual long term cost of such obligations, such as the need to eventually pay employees for their leave balances.

*(Non-spendable)* Reserved General Fund Balance

Sometimes the checkbook balance of the City is limited by commonly used accounting restrictions or other legal restrictions that make certain funds unavailable for future spending by the City. Under current Generally Accepted Accounting Principles (GAAP) for the fund financial statements, the City must set aside as non-spendable funds to equal its inventory of supplies and its encumbrances. The inventory of supplies includes supplies that are to be used within the year. Encumbrances include undelivered orders (contracts under which goods or services have been ordered but not yet delivered and paid for). The accounting rationale for these reserves is that the inventory of supplies, notes receivable and encumbrances are not financial resources available for future spending by the City.

*(Committed and Assigned)* Designated Fund Balance

Current accounting rules for municipal governments also recognize what are termed *"commitments"* or "assignments" of fund balances. Sometimes governments wish to specifically segregate or "earmark" financial resources for specified purposes. Such "earmarking" is reflected in financial statements by means of "*commitments" or "assignments."* For example, a government may wish to *"assign"* resources to help meet obligations expected to arise in connection with claims and judgments.

Only the legislative body of a government may create a "*commitment."* Only the delegated chief executive officer may create an *"an assignment."* Also from GFOA:

> It is very important to distinguish between "reserves" (i.e., "reserved fund balance") *(nonspendable)* and "designations" *(commitments or assignments).* The former are an indication that financial resources are not available for appropriation, whereas the latter only indicate that management would prefer to use available financial resources for a specified purpose. Accordingly, although earmarked, designations *(commitments or* assignments) remain an integral part of a government's spendable or appropriable resources (i.e., "spendable fund balance").

The Power to *Assign and Commit (*Designate) and the Effects

Although the City Manager proposes the amounts to be *assigned* for several items as noted above, only the City Council has the power to approve *commitments* of fund balances. Only the City Council can make appropriations from the s*pendable* (unreserved) fund balance for expenditure. As provided for in a resolution initially adopted by City Council in 1997, and readopted by every Council since then, any appropriations from the *(uncommitted and unassigned)* (undesignated) fund balance beyond that proposed in the City Manager's proposed budget requires the affirmative vote of five members of the City Council.

The effect of a *commitment or assignment* (designation), therefore, is to remove certain funds from availability for future appropriation outside the purpose of the *commitment or assignment* (designation). Council can, by simple majority, approve the City Manager's estimate of a reduction in an *assignment*.

From the fund accounting perspective described above, this *uncommitted and unassigned* (undesignated) General Fund balance is the equivalent of the checkbook balance of the City of Alexandria. The required *unspendable balances* (reservations) and *commitments and assignments* (designations) made as policy choices by the City Council and generally recommended by the City Manager are analogous in the checkbook example to checks written and presented for payment but not yet cleared through the bank. It is entirely reasonable for the City Council and the City Manager to debate how much should be set aside in *commitments and assignments* (designations) as described above. These decisions are the equivalent of making real spending decisions in the annual budget, even if cash is not immediately exchanged for goods or services.

PAGE INTENTIONALLY LEFT BLANK

# Expenditure Summaries

## (includes Expenditures by Department, Expense Category and Strategic Plan Goal Area)

# Expenditure Summary by Department

| Classification Department/Agency | General Fund | | | | All Funds | |
|---|---|---|---|---|---|---|
| | Actual FY 2012 | Approved FY 2013 | Proposed FY 2014 | Share FY 2014 | Proposed FY 2014 | Share FY 2014 |
| **LEGISLATIVE & EXECUTIVE** | | | | | | |
| City Council | 497,056 | 533,685 | 528,492 | 0.1% | 528,492 | 0.1% |
| City Manager | 1,756,510 | 2,396,761 | 2,425,804 | 0.4% | 2,425,804 | 0.3% |
| City Attorney | 2,458,522 | 2,601,400 | 2,712,845 | 0.4% | 2,712,845 | 0.4% |
| City Clerk | 396,879 | 454,224 | 463,703 | 0.1% | 463,703 | 0.1% |
| **TOTAL - LEGISLATIVE & EXECITIVE** | 5,108,967 | 5,986,070 | 6,130,844 | 1.0% | 6,130,844 | 0.8% |
| **COURTS AND CONSTITUTIONAL OFFICERS** | | | | | | |
| 18th Circuit Court | 1,388,120 | 1,517,597 | 1,588,237 | 0.3% | 1,588,237 | 0.2% |
| Court Service Unit | 1,525,169 | 1,683,795 | 1,580,211 | 0.3% | 1,769,111 | 0.2% |
| Juvenile & Domestic Relations Court | 26,548 | 36,129 | 36,129 | 0.0% | 36,129 | 0.0% |
| 18th General District Court | 62,399 | 62,452 | 62,452 | 0.0% | 62,452 | 0.0% |
| Clerk of the Courts | 1,552,633 | 1,673,653 | 1,658,636 | 0.3% | 1,658,636 | 0.2% |
| Commonwealth's Attorney | 2,510,070 | 2,762,765 | 2,782,994 | 0.4% | 3,040,564 | 0.4% |
| Law Library | 115,935 | 120,855 | 120,613 | 0.0% | 176,778 | 0.0% |
| Registrar of Voters | 1,164,911 | 1,336,170 | 1,210,557 | 0.2% | 1,210,557 | 0.2% |
| Other Public Safety/Judicial Activities | 5,329,287 | 5,436,145 | 5,441,436 | 0.9% | 5,625,613 | 0.7% |
| Office of Sheriff | 27,332,942 | 28,443,290 | 28,846,435 | 4.6% | 29,686,850 | 3.9% |
| **TOTAL - COURTS AND CONSTITUTIONAL OFFICERS** | 41,008,014 | 43,072,851 | 43,327,700 | 6.9% | 44,854,927 | 5.9% |
| **GENERAL GOVERNMENT** | | | | | | |
| Finance | 11,093,840 | 10,762,119 | 11,085,525 | 1.8% | 11,742,311 | 1.5% |
| Internal Audit | 242,569 | 514,533 | 722,283 | 0.1% | 722,283 | 0.1% |
| General Services | 12,300,200 | 12,197,863 | 12,490,867 | 2.0% | 12,567,780 | 1.7% |
| Human Rights Office | 600,750 | 645,804 | 648,893 | 0.1% | 691,955 | 0.1% |
| Management and Budget | 1,011,270 | 1,053,192 | 1,262,457 | 0.2% | 1,262,457 | 0.2% |
| Information Technology Services | 7,066,319 | 8,028,291 | 8,223,237 | 1.3% | 8,350,997 | 1.1% |
| Human Resources | 2,876,757 | 3,064,623 | 2,991,571 | 0.5% | 2,997,571 | 0.4% |
| Real Estate Assessments | 1,591,528 | 1,693,888 | 1,843,230 | 0.3% | 1,843,230 | 0.2% |
| Office of Communications and Public Information | 1,766,826 | 1,833,848 | 1,903,471 | 0.3% | 1,903,471 | 0.3% |
| **TOTAL - GENERAL GOVERNMENT** | 38,550,059 | 39,794,161 | 41,171,534 | 6.6% | 42,082,055 | 5.5% |

# Expenditure Summary by Department

| Classification Department/Agency | General Fund | | | | All Funds | |
|---|---|---|---|---|---|---|
| | Actual FY 2012 | Approved FY 2013 | Proposed FY 2014 | Share FY 2014 | Proposed FY 2014 | Share FY 2014 |
| **NON-DEPARTMENTAL** | | | | | | |
| General Debt Service | 43,473,295 | 48,514,314 | 56,036,003 | 8.9% | 56,036,003 | 7.4% |
| Insurance, City Memberships, Etc. | 15,241,230 | 10,356,327 | 12,326,159 | 2.0% | 13,326,159 | 1.8% |
| Contingent Reserves | 0 | 484,983 | 270,000 | 0.0% | 270,000 | 0.0% |
| Cash Capital | 9,709,629 | 6,955,483 | 21,398,514 | 3.4% | 21,398,514 | 2.8% |
| **TOTAL NON-DEPARTMENTAL** | 68,424,154 | 66,311,107 | 90,030,676 | 14.4% | 91,030,676 | 12.0% |
| **OPERATING AGENCIES** | | | | | | |
| Fire | 36,999,844 | 38,719,113 | 41,358,688 | 6.6% | 44,079,839 | 5.8% |
| Code Administration | 766,446 | 899,220 | 820,029 | 0.1% | 6,350,244 | 0.8% |
| Emergency Communications | 5,979,384 | 6,267,240 | 6,672,099 | 1.1% | 6,672,099 | 0.9% |
| Police | 51,293,312 | 51,939,755 | 54,746,556 | 8.7% | 56,999,591 | 7.5% |
| Health | 6,657,094 | 7,032,965 | 6,842,177 | 1.1% | 6,866,692 | 0.9% |
| Other Health | 1,176,100 | 1,324,000 | 1,374,000 | 0.2% | 1,374,000 | 0.2% |
| Community and Human Services | 48,875,291 | 50,725,608 | 51,025,333 | 8.1% | 90,594,880 | 11.9% |
| Housing | 2,185,178 | 2,167,845 | 2,297,972 | 0.4% | 3,278,004 | 0.4% |
| Planning and Zoning | 5,575,501 | 5,633,022 | 5,772,474 | 0.9% | 6,041,272 | 0.8% |
| Project Implementation | 0 | 0 | 331,633 | 0.1% | 331,633 | 0.0% |
| Economic Development Activities | 4,655,792 | 4,840,951 | 5,085,724 | 0.8% | 5,085,724 | 0.7% |
| Historic Alexandria | 2,800,518 | 2,769,909 | 2,622,251 | 0.4% | 3,194,975 | 0.4% |
| Rec, Parks & Cultural Activities | 18,983,844 | 20,339,392 | 21,083,838 | 3.4% | 21,754,243 | 2.9% |
| Other Recreation Activities | 288,814 | 288,814 | 272,729 | 0.0% | 272,729 | 0.0% |
| Library | 6,145,662 | 6,878,164 | 6,744,445 | 1.1% | 7,184,283 | 0.9% |
| Transit Subsidies | 15,937,959 | 18,434,378 | 20,936,010 | 3.3% | 25,396,010 | 3.3% |
| Trans. & Environmental Services | 32,859,847 | 34,938,505 | 32,484,889 | 5.2% | 45,660,605 | 6.0% |
| **TOTAL - OPERATING AGENCIES** | 241,180,586 | 253,198,881 | 260,470,847 | 41.6% | 331,136,823 | 43.6% |
| **EDUCATION** | | | | | | |
| Schools | 174,956,420 | 179,486,405 | 185,486,405 | 29.6% | 243,796,757 | 32.1% |
| Other Educational Activities | 12,288 | 11,721 | 11,785 | 0.0% | 11,785 | 0.0% |
| **TOTAL - EDUCATION** | 174,968,708 | 179,498,126 | 185,498,190 | 29.6% | 243,808,542 | 32.1% |
| **GRAND TOTAL** | 569,240,488 | 587,861,196 | 626,629,791 | 100% | 759,043,867 | 100% |

## Budget and Fiscal Affairs Advisory Committee
## FY 2014 Proposed All Funds Expenditures by Category

The following tables were developed by the Budget and Fiscal Affairs Advisory Committee (BFAAC) to summarize total City expenditures (all funds) using more specific categorical detail than is presented in the departmental budget sections. The specific categories of the BFAAC table are as follows:

Salaries – Full-time, part-time, overhire and seasonal employee salaries and overtime
Fringe Benefits – Social security, retirement contributions, group life insurance, health insurance, allowances, unemployment, recruitment, employee assistance, long term disability, dental insurance, and transit benefits
Contractual Services – Professional contract services for advertising, temporary services, health services, maintenance, landscaping, construction, architecture, engineering, and other consulting and contractual services.
Internal Services – City vehicular maintenance and in-house print services
Commodities – Office, janitorial, and other operating supplies
Office Furniture & Equipment – Purchases and lease charges for furniture and equipment
Vehicular Equipment – Purchases and lease charges for vehicles
Operational Equipment – Purchase and lease charges for other operating equipment
Utilities – Payment for electricity, gas, water and fuel oil at City facilities
Travel and Education – Conference registrations and regional and long distance travel
Leases and Rentals – Leased office space and vehicle and equipment rental costs
Subsidies and Contributions – City contributions to non-profit public service providers, community partnerships, and public administration professional associations
Other Charges – Waste-to-Energy Trust Fund expenditures, postal and messenger services, telecommunications, memberships and subscriptions, insurance, workers compensation, group health for retired employees, claims and liability insurance, pension supplements, bus discounts, day care, special events, legal expenses, client assistance payments, computer hardware and software, and other non-personnel expenditures
Contingent Reserves – Funding set aside for unforeseen contingencies
Cash Capital – General Fund transfers to support the CIP
Debt Service – Principal and interest payments on City debt obligations
Enterprise Fund – General Fund subsidy transfer to support DASH bus operations

# Expenditure Summary

## FY 2013 Approved BFAAC Table – All Departments (All Funds)

| Expense Category | Legislative and Executive | Courtes and Constitutional Offiicers | General Government | Non-Departmantal | Operating Agencies | Education | Total |
|---|---|---|---|---|---|---|---|
| Salaries | 3,792,230 | 23,519,988 | 19,754,447 | 1,829,210 | 147,151,294 | 142,130,842 | 338,178,011 |
| Fringe Benefits | 1,356,341 | 9,960,581 | 8,014,672 | 620,129 | 57,954,915 | 58,881,724 | 136,788,362 |
| Contrctual Services | 594,739 | 4,161,238 | 7,486,571 | 946,666 | 31,214,253 | 12,449,580 | 56,853,047 |
| Internal Services | 32,096 | 196,640 | 300,804 | 0 | 6,242,107 | 0 | 6,771,647 |
| Commodities | 63,539 | 499,927 | 2,263,979 | 169,955 | 11,551,998 | 11,534,210 | 26,083,608 |
| Office Furniture & Equipment | 0 | 10,000 | 23,985 | 0 | 13,700 | 176,965 | 224,650 |
| Vehicular Equipment | 0 | 96,662 | 302,168 | 0 | 3,096,939 | 0 | 3,495,769 |
| EDP Equipment | 0 | 46,094 | 2,200 | 0 | 991,543 | 0 | 1,039,837 |
| Operational Equipment | 0 | 0 | 0 | 0 | 140,592 | 160,000 | 300,592 |
| Utilities | 0 | 0 | 1,549,536 | 0 | 4,140,097 | 0 | 5,689,633 |
| Travel and Education | 37,961 | 98,016 | 113,634 | 196,400 | 1,286,536 | 0 | 1,732,547 |
| Leases & Rental | 28,063 | 640,289 | 1,244,087 | 79,738 | 4,190,580 | 0 | 6,182,757 |
| Subsidies & Contributions | 0 | 4,287,696 | 35,000 | 223,172 | 29,694,080 | 11,721 | 34,251,669 |
| EDP Software Development | 0 | 0 | 0 | 0 | 7,778 | 0 | 7,778 |
| Other Charges | 81,101 | 894,002 | -180,864 | 7,291,057 | 9,315,474 | 11,352,950 | 28,753,720 |
| Contingent Reserves | 0 | 0 | 0 | 484,983 | 0 | 0 | 484,983 |
| Grant Match | 0 | 98,599 | 0 | 0 | 57,060 | 0 | 155,659 |
| Other Special Revenue Funds | 0 | 0 | 0 | 0 | 5,307,114 | 0 | 5,307,114 |
| Bond Interest General | 0 | 0 | 0 | 20,973,244 | 117,688 | 0 | 21,090,932 |
| Bond Principal General | 0 | 0 | 0 | 27,541,070 | 0 | 0 | 27,541,070 |
| Capital Projects | 0 | 0 | 0 | 6,955,483 | 7,411,610 | 0 | 14,367,093 |
| **Total** | **5,986,070** | **44,509,732** | **40,910,219** | **67,311,107** | **319,885,358** | **236,697,992** | **715,300,478** |

# Expenditure Summary

## FY 2014 Proposed BFAAC Table – All Departments (All Funds)

| Expense Category | Legislative and Executive | Courtes and Constitutional Offiicers | General Government | Non-Departmantal | Operating Agencies | Education | Total |
|---|---|---|---|---|---|---|---|
| Salaries | 3,845,793 | 23,468,444 | 20,706,689 | 4,888,152 | 146,546,439 | 153,049,453 | 352,504,970 |
| Fringe Benefits | 1,412,435 | 10,240,947 | 8,462,478 | -1,158,000 | 66,485,499 | 51,774,236 | 137,217,595 |
| Contrctual Services | 608,722 | 4,190,612 | 7,347,380 | 948,166 | 34,266,012 | 13,208,864 | 60,569,756 |
| Internal Services | 32,621 | 190,178 | 340,325 | 572,022 | 6,643,413 | 8,000 | 7,786,559 |
| Commodities | 63,539 | 519,624 | 3,014,997 | 167,455 | 9,185,314 | 14,162,764 | 27,113,693 |
| Office Furniture & Equipment | 0 | 10,000 | 23,985 | 0 | 13,700 | 2,327,694 | 2,375,379 |
| Vehicular Equipment | 0 | 187,556 | 2,000 | 0 | 5,943,147 | 0 | 6,132,703 |
| EDP Equipment | 0 | 6,094 | 2,200 | 15,000 | 901,543 | 0 | 924,837 |
| Operational Equipment | 0 | 0 | 0 | 0 | 65,000 | 170,000 | 235,000 |
| Utilities | 0 | 0 | 1,549,536 | 0 | 4,440,924 | 0 | 5,990,460 |
| Travel and Education | 42,761 | 97,186 | 177,909 | 196,400 | 1,405,796 | 0 | 1,920,052 |
| Leases & Rental | 28,063 | 703,256 | 1,296,783 | 79,738 | 4,202,500 | 0 | 6,310,340 |
| Subsidies & Contributions | 0 | 4,281,154 | 7,000 | 229,681 | 29,974,683 | 11,785 | 34,504,303 |
| EDP Software Development | 0 | 0 | 0 | 0 | 7,778 | 0 | 7,778 |
| Other Charges | 96,910 | 861,277 | -849,227 | 7,387,545 | 9,865,013 | 9,095,746 | 26,457,264 |
| Contingent Reserves | 0 | 0 | 0 | 270,000 | 0 | 0 | 270,000 |
| Enterprise Fund | 0 | 0 | 0 | 0 | -140,000 | 0 | |
| Grant Match | 0 | 98,599 | 0 | 0 | 59,902 | 0 | 158,501 |
| Other Special Revenue Funds | 0 | 0 | 0 | 0 | 3,831,197 | 0 | 3,831,197 |
| Bond Interest General | 0 | 0 | 0 | 24,045,133 | 970,429 | 0 | 25,015,562 |
| Bond Principal General | 0 | 0 | 0 | 31,990,870 | 20,828 | 0 | 32,011,698 |
| Capital Projects | 0 | 0 | 0 | 21,398,514 | 6,447,706 | 0 | 27,846,220 |
| **Total** | **6,130,844** | **44,854,927** | **42,082,055** | **91,030,676** | **331,136,823** | **243,808,542** | **759,043,867** |

## FY 2013 Approved BFAAC Table – Operating Agencies (All Funds)

| Expense Category | Fire | Police | Health | Community & Human Services | Housing | Planning & Zoning | Economic Development Activities | Historic Alexandria | Recreation, Park, & Cultural Activities | Library | T & E S[1] | Emergency Communications | Code | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Salaries | 23,411,182 | 30,592,323 | 1,249,351 | 37,347,009 | 1,190,350 | 3,972,101 | 0 | 1,836,219 | 11,600,867 | 4,448,450 | 24,229,378 | 3,771,549 | 3,502,515 | 147,151,294 |
| Fringe Benefits | 10,462,825 | 15,027,318 | 717,473 | 14,965,956 | 493,249 | 1,533,982 | 0 | 620,260 | 3,876,138 | 1,617,730 | 5,694,827 | 1,481,652 | 1,463,505 | 57,954,915 |
| Contrctual Services | 993,847 | 1,623,853 | 4,782,502 | 3,544,231 | 73,900 | 90,463 | 0 | 364,263 | 2,352,109 | 203,156 | 16,251,533 | 356,575 | 577,821 | 31,214,253 |
| Internal Services | 1,742,479 | 1,997,624 | 19,597 | 290,172 | 6,652 | 20,542 | 0 | 13,534 | 352,166 | 14,189 | 1,549,384 | 10,147 | 225,621 | 6,242,107 |
| Commodities | 2,033,606 | 846,646 | 104,987 | 1,339,205 | 6,260 | 28,390 | 0 | 165,912 | 1,186,142 | 53,510 | 5,690,784 | 32,476 | 64,080 | 11,551,998 |
| Office Furniture & Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,500 | 4,000 | 0 | 1,000 | 4,200 | 0 | 13,700 |
| Vehicular Equipment | 1,290,624 | 774,728 | 32,457 | 149,647 | 0 | 0 | 0 | 0 | 120,650 | 0 | 708,943 | 0 | 19,890 | 3,096,939 |
| EDP Equipment | 239,704 | 692,835 | 0 | 3,030 | 0 | 0 | 0 | 0 | 14,450 | 0 | 5,000 | 2,711 | 33,813 | 991,543 |
| Operational Equipment | 140,592 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 140,592 |
| Utilities | 238,634 | 403,115 | 91,098 | 315,049 | 0 | 0 | 0 | 273,854 | 811,370 | 279,173 | 1,727,804 | 0 | 0 | 4,140,097 |
| Travel and Education | 577,401 | 76,505 | 14,317 | 425,226 | 3,421 | 6,789 | 0 | 5,615 | 29,599 | 1,000 | 44,655 | 63,609 | 38,399 | 1,286,536 |
| Leases & Rental | 142,168 | 470,729 | 2,620 | 2,862,093 | 251,203 | 45,526 | 0 | 16,616 | 65,284 | 0 | 302,433 | 20,775 | 11,133 | 4,190,580 |
| Subsidies & Contributions | 0 | 0 | 1,324,000 | 21,963,925 | 1,111,928 | 0 | 4,815,951 | 0 | 475,001 | 0 | 3,275 | 0 | 0 | 29,694,080 |
| EDP Software Development | 0 | 4,455 | 0 | 0 | 0 | 0 | 0 | 0 | 3,323 | 0 | 0 | 0 | 0 | 7,778 |
| Other Charges | 284,779 | 794,352 | 51,020 | 6,165,377 | 10,914 | 31,653 | 25,000 | -69,246 | 372,563 | 721,362 | 329,822 | 523,546 | 74,332 | 9,315,474 |
| Grant Match | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 57,060 | 0 | 0 | 57,060 |
| Other Special Revenue Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,307,114 | 0 | 0 | 5,307,114 |
| Bond Interest General | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 117,688 | 0 | 0 | 117,688 |
| Capital Projects | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,411,610 | 0 | 0 | 7,411,610 |
| **Total** | **41,557,841** | **53,304,483** | **8,389,422** | **89,370,920** | **3,147,877** | **5,729,446** | **4,840,951** | **3,231,527** | **21,263,662** | **7,338,570** | **69,432,310** | **6,267,240** | **6,011,109** | **319,885,358** |

## FY 2014 Proposed BFAAC Table – Operating Agencies (All Funds)

| Expense Category | Fire | Police | Health | Community & Human Services | Housing | Planning & Zoning | Economic Development Activities | Historic Alexandria | Recreation, Park, & Cultural Activities | Library | T & ES[1] | Emergency Communications | Office of Project Implementation | Code | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Salaries | 23,403,219 | 30,632,042 | 1,178,110 | 37,686,481 | 1,313,313 | 4,159,767 | 0 | 1,811,413 | 11,728,602 | 4,229,584 | 22,751,815 | 3,765,288 | 242,136 | 3,644,669 | 146,546,439 |
| Fringe Benefits | 12,253,896 | 17,340,883 | 710,753 | 15,376,701 | 531,231 | 1,638,466 | 0 | 617,597 | 4,080,179 | 1,629,581 | 9,208,537 | 1,504,876 | 79,497 | 1,513,302 | 66,485,499 |
| Contrctual Services | 979,847 | 1,702,984 | 4,718,529 | 4,350,290 | 73,900 | 110,219 | 37,000 | 349,869 | 2,680,246 | 334,791 | 17,869,982 | 471,222 | 0 | 587,133 | 34,266,012 |
| Internal Services | 1,527,918 | 2,347,010 | 14,751 | 294,286 | 6,652 | 16,627 | 0 | 18,843 | 452,429 | 9,889 | 1,712,881 | 16,506 | 0 | 225,621 | 6,643,413 |
| Commodities | 2,047,606 | 946,646 | 107,787 | 1,087,447 | 6,260 | 27,490 | 23,900 | 165,914 | 1,176,726 | 59,526 | 3,415,456 | 46,476 | 10,000 | 64,080 | 9,185,314 |
| Office Furniture & Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,500 | 4,000 | 0 | 1,000 | 4,200 | 0 | 0 | 13,700 |
| Vehicular Equipment | 2,021,885 | 1,663,035 | 24,515 | 190,388 | 0 | 0 | 0 | 0 | 153,799 | 0 | 1,731,763 | 0 | 0 | 157,762 | 5,943,147 |
| EDP Equipment | 239,704 | 602,835 | 0 | 3,030 | 0 | 0 | 0 | 0 | 14,450 | 0 | 5,000 | 2,711 | 0 | 33,813 | 901,543 |
| Operational Equipment | 0 | 15,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50,000 | 0 | 0 | 0 | 65,000 |
| Utilities | 238,634 | 403,115 | 37,350 | 312,070 | 0 | 0 | 11,000 | 273,854 | 846,746 | 272,886 | 2,045,269 | 0 | 0 | 0 | 4,440,924 |
| Travel and Education | 577,401 | 76,505 | 18,017 | 424,596 | 3,421 | 6,789 | 0 | 5,615 | 26,709 | 1,000 | 148,735 | 78,609 | 0 | 38,399 | 1,405,796 |
| Leases & Rental | 142,168 | 470,729 | 2,620 | 2,941,173 | 261,649 | 50,902 | 0 | 16,616 | 65,284 | 0 | 233,451 | 6,775 | 0 | 11,133 | 4,202,500 |
| Subsidies & Contributions | 0 | 0 | 1,374,000 | 21,975,504 | 1,070,664 | 0 | 5,013,824 | 0 | 447,916 | 0 | 92,775 | 0 | 0 | 0 | 29,974,683 |
| EDP Software Development | 0 | 4,455 | 0 | 0 | 0 | 0 | 0 | 0 | 3,323 | 0 | 0 | 0 | 0 | 0 | 7,778 |
| Other Charges | 284,779 | 794,352 | 54,260 | 5,952,914 | 10,914 | 31,012 | 0 | -69,246 | 346,563 | 647,026 | 962,671 | 775,436 | 0 | 74,332 | 9,865,013 |
| Enterprise Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -140,000 | 0 | 0 | 0 | -140,000 |
| Grant Match | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 59,902 | 0 | 0 | 0 | 59,902 |
| Other Special Revenue Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,831,197 | 0 | 0 | 0 | 3,831,197 |
| Bond Interest General | 341,954 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 628,475 | 0 | 0 | 0 | 970,429 |
| Bond Principal General | 20,828 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,828 |
| Capital Projects | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,447,706 | 0 | 0 | 0 | 6,447,706 |
| **Total** | **44,079,839** | **56,999,591** | **8,240,692** | **90,594,880** | **3,278,004** | **6,041,272** | **5,085,724** | **3,194,975** | **22,026,972** | **7,184,283** | **71,056,615** | **6,672,099** | **331,633** | **6,350,244** | **331,136,823** |

[1] In these tables the total amounts actually budgeted in these departments are reflected here. In the other expenditure tables the amounts budgeted for Debt Service and Cash Capital are associated with Capital Related Expenditures.

# Expenditure Summary by Strategic Plan Goal Area

**Land Use and Economic Development - General Fund Budget and Expenditures by Program**

| Department | Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change |
|---|---|---|---|---|---|
| Planning and Zoning | Leadership & Mgmt Support Services | 889,716 | 859,683 | 808,755 | -5.9% |
| Planning and Zoning | Neighborhood and Community Planning | 964,424 | 1,003,788 | 1,047,227 | 4.3% |
| Planning and Zoning | Development Review Program | 1,347,034 | 1,323,970 | 1,336,161 | 0.9% |
| Planning and Zoning | Land Use Regulatory Services | 1,624,179 | 1,667,135 | 1,749,296 | 4.9% |
| Planning and Zoning | Geographic Information | 750,148 | 778,446 | 831,035 | 6.8% |
| Economic Development Activities | Economic Development | 4,655,792 | 4,840,951 | 5,085,724 | 5.1% |
| Project Implementation | Project Implementation | 0 | 0 | 331,633 | 0.0% |
| Transportation and Environmental Services | Plan Review and Permitting | 2,042,172 | 2,017,664 | 1,822,996 | -9.6% |
| Transportation and Environmental Services | Transportation Management Plan Review | 357,654 | 285,622 | 292,120 | 2.3% |
| Code Administration | Property Maintenance | 764,824 | 899,220 | 820,029 | -8.8% |
| **Total Land Use and Economic Development** | | **13,395,943** | **13,676,479** | **14,124,976** | **3.3%** |

# Expenditure Summary by Strategic Plan Goal Area

**Health and Environment - General Fund Budget and Expenditures by Program**

| Department | Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change |
|---|---|---|---|---|---|
| Transportation and Environmental Services | Sewer Maintenance | 1,190,029 | 1,190,077 | 1,239,499 | 4.2% |
| Transportation and Environmental Services | Recycling | 1,316,859 | 1,735,622 | 1,777,233 | 2.4% |
| Transportation and Environmental Services | Refuse Collection | 5,669,033 | 5,407,772 | 4,435,679 | -18.0% |
| Transportation and Environmental Services | Street Clearning | 1,888,269 | 1,849,775 | 2,247,842 | 21.5% |
| Transportation and Environmental Services | Environmental Quality | 1,074,246 | 1,168,813 | 1,178,577 | 0.8% |
| Other Health Services | Other Health Services | 1,176,100 | 1,324,000 | 1,374,000 | 3.8% |
| Alexandria Health | Leadership & General Mgt Support Service | 455,162 | 441,541 | 329,250 | -25.4% |
| Alexandria Health | Communicable Disease Prev. and Control | 157,520 | 175,832 | 178,624 | 1.6% |
| Alexandria Health | Maternal/Child Health Care | 536,964 | 375,295 | 378,940 | 1.0% |
| Alexandria Health | Adult Health | 695,100 | 673,334 | 683,482 | 1.5% |
| Alexandria Health | Environmental Health | 212,899 | 236,201 | 258,138 | 9.3% |
| Alexandria Health | City Supplemental to State | 4,215,963 | 4,455,289 | 4,454,616 | 0.0% |
| Non-Departmental | Waste Energy Program | 933,211 | 290,000 | 290,000 | 0.0% |
| Community and Human Services | Admin Leadership and General Mgt. | 7,444,592 | 6,875,589 | 7,939,424 | 15.5% |
| Community and Human Services | Community Partnership Fund | 848,902 | 848,910 | 796,691 | -6.2% |
| Community and Human Services | Adult Leadership and General Mgt. | 1,349,145 | 1,384,301 | 1,520,804 | 9.9% |
| Community and Human Services | Adult Mental Health and Substance Abuse | 7,037,886 | 7,699,113 | 7,420,056 | -3.6% |
| Community and Human Services | Emergency & Crisis Response | 463,889 | 476,978 | 480,057 | 0.6% |
| Community and Human Services | Intellectual Disability Services for Adults | 3,136,845 | 3,463,937 | 3,454,437 | -0.3% |
| Community and Human Services | Aging and Adult Services | 2,873,330 | 4,061,119 | 4,165,058 | 2.6% |
| **Total Health and Environment** | | **42,675,944** | **44,133,498** | **44,602,407** | **1.1%** |

# Expenditure Summary by Strategic Plan Goal Area

**Transportation - General Fund Budget and Expenditures by Program**

| Department | Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change |
|---|---|---|---|---|---|
| Transportation and Environmental Services | Leadership & Management Support Services | 1,775,174 | 1,395,651 | 1,531,261 | 9.7% |
| Transportation and Environmental Services | Capital Projects | 1,465,311 | 1,239,252 | 1,291,331 | 4.2% |
| Transportation and Environmental Services | Streets and Sidewalks | 4,937,200 | 4,710,025 | 3,614,019 | -23.3% |
| Transportation and Environmental Services | Transportation Management | 5,125,478 | 5,253,920 | 4,969,463 | -5.4% |
| Transportation and Environmental Services | Regional Transportation Systems | 716,423 | 648,536 | 621,109 | -4.2% |
| Transportation and Environmental Services[1] | Transportation Improvement | 0 | 69,728 | 376,715 | 440.3% |
| Transportation and Environmental Services | Transportation Planning and Support | 1,193,499 | 1,347,130 | 1,482,371 | 10.0% |
| Transportation and Environmental Services | Transit Subsidies | 15,937,959 | 18,434,378 | 20,936,010 | 13.6% |

1 The numbers reflected here do not include the amounts budgeted for cash capital and debt service in TES for the Transportation Improvement Progam. Cash capital budgeted in TES is $4,108,500 in FY 2012, $6,501,230 in FY 2013 and $4,976,199 in FY 2014. Debt service budgeted in TES in FY 2013 is $117,688 and $628,475 in FY 2014. These amounts are reflected elsew here in the budget document in TES, but for comparison purposes of CIP related expenditures they are reflected in the CIP-related section of this summary.

| | | | | |
|---|---|---|---|---|
| **Total Transportation** | **31,151,044** | **33,098,620** | **34,822,279** | **5.2%** |

# Expenditure Summary by Strategic Plan Goal Area

**Children, Youth, Families - General Fund Budget and Expenditures by Program**

| Department | Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change |
|---|---|---|---|---|---|
| Police | School Resource Officers | 705,238 | 725,474 | 783,756 | 8.0% |
| Alexandria Health | Adolescent Services | 383,486 | 569,465 | 446,092 | -21.7% |
| Recreation, Parks and Cultural Activities | Youth Activities | 2,108,731 | 2,242,459 | 1,958,645 | -12.7% |
| Recreation, Parks and Cultural Activities | Neighborhood Recreation Centers | 3,682,106 | 3,891,995 | 3,813,931 | -2.0% |
| Alexandria City Public Schools | Schools | 174,956,420 | 179,486,405 | 185,486,405 | 3.3% |
| Other Educational Activities/NVCC | Other Educational Activities | 12,288 | 11,721 | 11,785 | 0.5% |
| Community and Human Services | Children's Fund | 899,452 | 907,202 | 851,398 | -6.2% |
| Community and Human Services | Youth Fund | 272,240 | 277,147 | 263,175 | -5.0% |
| Community and Human Services | Children Leadership and General Mgt. | 323,895 | 615,522 | 546,507 | -11.2% |
| Community and Human Services | Early Childhood | 4,300,572 | 4,181,431 | 4,151,281 | -0.7% |
| Community and Human Services | Child Welfare | 4,127,535 | 3,774,966 | 3,434,622 | -9.0% |
| Community and Human Services | Comprehensive Services Act | 5,180,270 | 4,889,462 | 4,883,246 | -0.1% |
| Community and Human Services | Youth Development | 1,107,711 | 1,114,265 | 1,107,143 | -0.6% |
| Community and Human Services | Child and Family Treatment | 412,110 | 909,109 | 1,150,002 | 26.5% |
| **Total Children, Youth, Families** | | **198,472,054** | **203,596,623** | **208,887,988** | **2.6%** |

# Expenditure Summary by Strategic Plan Goal Area

**Financial Sustainability - General Fund Budget and Expenditures**

| Department | Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change |
|---|---|---|---|---|---|
| City Council | City Council Program | 497,056 | 533,685 | 528,492 | -1.0% |
| City Manager's Office | City Council Policy Support Program | 247,699 | 379,276 | 372,353 | -1.8% |
| City Manager's Office | Organizational Management | 598,596 | 769,768 | 759,940 | -1.3% |
| City Manager's Office | Econ. and Community Development | 288,083 | 312,331 | 322,418 | 3.2% |
| City Manager's Office | Responsive Government | 221,890 | 541,141 | 555,631 | 2.7% |
| City Manager's Office | Intergovernmental Relations | 400,242 | 394,245 | 415,462 | 5.4% |
| Management and Budget | Budget and Management Services | 1,011,270 | 1,053,192 | 1,262,457 | 19.9% |
| Human Rights | Enforcement | 431,743 | 463,943 | 462,769 | -0.3% |
| Human Rights | Community Inclusiveness and Awareness | 169,007 | 181,861 | 186,124 | 2.3% |
| Performance Accountability/Internal Audit | Internal Audit Program | 242,569 | 514,533 | 331,372 | -35.6% |
| Performance Accountability/Internal Audit | Performance Management | 0 | 0 | 390,911 | 0.0% |
| Information Technology Services | Leadership and Mgmt Support Services | 1,481,175 | 1,128,314 | 1,160,667 | 2.9% |
| Information Technology Services | Security | 204,655 | 326,406 | 325,887 | -0.2% |
| Information Technology Services | IT Project Management | 882,444 | 748,278 | 761,529 | 1.8% |
| Information Technology Services | Customer Services | 668,625 | 974,549 | 1,002,201 | 2.8% |
| Information Technology Services | Network Operations | 1,859,462 | 2,182,871 | 2,264,308 | 3.7% |
| Information Technology Services | Enterprise Business Systems Support | 1,281,587 | 1,834,000 | 1,802,646 | -1.7% |
| Information Technology Services | Communications Support | 688,371 | 833,873 | 905,999 | 8.6% |
| Information Technology Services | Public Information and Internal Support | 1,766,826 | 1,833,848 | 1,903,471 | 3.8% |
| City Clerk | City Clerk and Clerk of Council | 396,879 | 454,224 | 463,703 | 2.1% |
| Finance | Leadership and Mgmt Support Services | 1,246,053 | 426,390 | 484,688 | 13.7% |
| Finance | Accounting | 2,691,144 | 2,923,136 | 2,849,336 | -2.5% |
| Finance | Treasury | 2,312,456 | 2,588,472 | 2,332,932 | -9.9% |
| Finance | Revenue | 3,209,301 | 3,545,605 | 3,433,504 | -3.2% |
| Finance | Purchasing | 1,133,131 | 971,674 | 1,512,145 | 55.6% |
| Finance | Pension Administration | 169,216 | 168,877 | 223,736 | 32.5% |
| Finance | Risk Management | 332,539 | 137,965 | 249,184 | 80.6% |
| Real Estate Assessments | Real Estate Assessment | 1,591,528 | 1,693,888 | 1,843,230 | 8.8% |
| Human Resources | Leadership and Mgt Support Services | 636,944 | 693,112 | 751,095 | 8.4% |
| Human Resources | Employee Relations/Talent Management | 1,099,644 | 981,375 | 915,574 | -6.7% |

# Expenditure Summary by Strategic Plan Goal Area

**Financial Sustainability (continued)**

| Department | Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change |
|---|---|---|---|---|---|
| Human Resources | Total Compensation | 405,416 | 551,451 | 570,067 | 3.4% |
| Human Resources | Benefits and Records | 734,753 | 838,685 | 754,835 | -10.0% |
| City Attorney | Office of the City Attorney | 2,458,522 | 2,601,400 | 2,712,845 | 4.3% |
| Registrar of Voters | Registrar of Voters | 1,164,911 | 1,336,170 | 1,210,557 | -9.4% |
| General Services | Leadership and Mgt Support Services | 1,744,865 | 1,702,714 | 1,735,117 | 1.9% |
| General Services | Energy Management | 1,610,200 | 1,831,857 | 1,676,453 | -8.5% |
| General Services | Facilities Management | 6,173,152 | 5,885,411 | 6,099,666 | 3.6% |
| General Services | Fleet Management | 2,473,195 | 2,447,541 | 2,634,049 | 7.6% |
| General Services | Communications Services | 298,788 | 330,340 | 345,582 | 4.6% |
| Non-Departmental | Insurance Charges | 4,142,534 | 4,469,155 | 5,200,170 | 16.4% |
| Non-Departmental | Other Expenditures | 6,050,472 | 4,896,821 | 6,112,341 | 24.8% |
| Non-Departmental | OPEB | 3,400,149 | 0 | 0 | 0.0% |
| Non-Departmental | City Memberships | 284,961 | 280,774 | 289,071 | 3.0% |
| Non-Departmental | Contingent Reserves | 0 | 484,983 | 270,000 | -44.3% |
| **Total Financial Sustainability** | | **58,702,053** | **57,248,134** | **60,384,517** | **5.5%** |

# Expenditure Summary by Strategic Plan Goal Area

**Public Safety - General Fund Budget and Expenditures by Program**

| Department | Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change |
|---|---|---|---|---|---|
| 18th Circuit Court | Justice | 1,388,120 | 1,517,597 | 1,588,237 | 4.7% |
| 18th General District Court | 18th Gen Dist Court | 62,399 | 62,452 | 62,452 | 0.0% |
| 18th Juvenile & Domestic Relations Court | Juvenile & Domestic Relations | 26,548 | 36,129 | 36,129 | 0.0% |
| Commonwealth's Attorney | Prosecution of Cases | 2,510,070 | 2,762,765 | 2,782,994 | 0.7% |
| Sheriff | Leadership & Management Support Services | 3,900,559 | 3,865,387 | 3,929,098 | 1.6% |
| Sheriff | Detention Center Security | 12,150,103 | 12,151,683 | 13,041,136 | 7.3% |
| Sheriff | Detention Center Support Services | 3,004,856 | 3,418,612 | 3,254,053 | -4.8% |
| Sheriff | Field Operations | 1,191,088 | 1,279,690 | 961,923 | -24.8% |
| Sheriff | Judicial Services | 2,662,937 | 2,745,928 | 2,749,029 | 0.1% |
| Sheriff | Inmate Services | 4,423,399 | 4,981,990 | 4,911,196 | -1.4% |
| Clerk of the Courts | Court Support | 725,589 | 777,563 | 783,178 | 0.7% |
| Clerk of the Courts | Land Records | 399,140 | 443,411 | 414,113 | -6.6% |
| Clerk of the Courts | Public Services | 427,904 | 452,679 | 461,345 | 1.9% |
| Law Library | Law Library | 115,935 | 120,855 | 120,613 | -0.2% |
| Other Criminal & Justice Activities | Other Criminal & Justice Activ | 5,329,287 | 5,436,145 | 5,441,436 | 0.1% |
| Court Service Unit | Leadership and Management Support | 525,946 | 540,990 | 460,308 | -14.9% |
| Court Service Unit | Probation | 885,992 | 984,666 | 955,297 | -3.0% |
| Court Service Unit | Intake | 113,231 | 158,139 | 164,606 | 4.1% |

# Expenditure Summary by Strategic Plan Goal Area

**Public Safety (continued)**

| Department | Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change |
|---|---|---|---|---|---|
| Fire | Fire Protection Systems | 734,235 | 779,575 | 795,715 | 2.1% |
| Fire | Property Maintenance and Fire Prevention | 548,127 | 506,592 | 501,905 | -0.9% |
| Fire | Investigations | 930,475 | 935,193 | 938,934 | 0.4% |
| Fire | Leadership and Mgmt | 3,438,895 | 2,642,357 | 2,622,119 | -0.8% |
| Fire[1] | Fire Emergency Services | 18,114,915 | 19,910,280 | 22,049,098 | 10.7% |
| Fire | Emergency Medical Services | 7,918,707 | 9,253,333 | 9,575,650 | 3.5% |
| Fire | Fire Communications | 21,994 | 0 | 0 | 0.0% |
| Fire | Emergency Mgmt | 454,217 | 534,865 | 531,740 | -0.6% |
| Fire | Logistics | 988,988 | 851,334 | 845,838 | -0.6% |
| Fire | Information Technology | 733,081 | 892,348 | 892,258 | 0.0% |
| Fire | Fire and EMS Training | 1,319,215 | 917,242 | 905,496 | -1.3% |
| Fire | Special Ops | 725,545 | 633,929 | 492,612 | -22.3% |
| Fire | Vehicle Ops and Maintenance | 1,073,072 | 862,065 | 844,541 | -2.0% |
| Health | Public Health Emergency Planning | 0 | 106,008 | 113,035 | 6.6% |
| Non-Departmental | City Wide Radio Maintenance | 429,906 | 419,577 | 434,577 | 3.6% |
| Police | Leadership and Mgt Support Services | 3,678,576 | 3,238,019 | 3,353,337 | 3.6% |
| Police | Central Support Services | 6,620,218 | 6,290,769 | 6,403,205 | 1.8% |
| Police | Information Services | 1,870,063 | 1,871,996 | 1,945,785 | 3.9% |
| Police | Police Communications | 316,742 | 0 | 0 | 0.0% |
| Police | Patrol | 21,093,701 | 22,310,781 | 24,033,292 | 7.7% |
| Police | Public Services | 504,764 | 522,942 | 520,108 | -0.5% |
| Police | Criminal Investigations | 9,304,547 | 10,261,990 | 10,752,989 | 4.8% |
| Police | Traffic and Parking | 4,968,351 | 4,415,125 | 4,509,281 | 2.1% |
| Police | Special Events | 2,231,112 | 2,302,659 | 2,444,803 | 6.2% |
| Emergency Communications | Leadership and Management Services | 418,934 | 480,486 | 502,918 | 4.7% |
| Emergency Communications | Operations | 5,560,450 | 5,786,754 | 6,169,181 | 6.6% |

[1] The numbers reflected here do not include $362,782 for debt service in the Fire Department in FY 2014 for debt-financed Fire apparatus. These amounts are reflected elsew here in the budget document in the Fire Department, but for comparison purposes of CIP-related expenditures they are reflected in the CIP-related section of this summary.

| | | | | |
|---|---|---|---|---|
| **Total Public Safety** | **133,841,933** | **138,462,900** | **144,295,560** | **4.2%** |

# Expenditure Summary by Strategic Plan Goal Area

**Caring Community General Fund Budget and Expenditures by Program**

| Department | Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change |
|---|---|---|---|---|---|
| Historic Alexandria | Historic Resources | 2,800,518 | 2,769,909 | 2,622,251 | -5.3% |
| Recreation, Parks and Cultural Activities | Leadership and Mgmt Support Services | 1,846,978 | 1,894,552 | 1,810,222 | -4.5% |
| Recreation, Parks and Cultural Activities | Park Ops and Capital Development | 7,940,410 | 8,732,399 | 9,576,502 | 9.7% |
| Recreation, Parks and Cultural Activities | Recreation Services Leadership and General Mgt. | 0 | 0 | 717,943 | 0.0% |
| Recreation, Parks and Cultural Activities | Adult Activities | 687,542 | 760,474 | 565,571 | 0.0% |
| Recreation, Parks and Cultural Activities | Aquatics | 1,590,582 | 1,575,017 | 1,518,206 | -3.6% |
| Recreation, Parks and Cultural Activities | Cultural Activities | 1,127,495 | 1,242,496 | 1,122,818 | -9.6% |
| Recreation, Parks and Cultural Activities | Other Recreation | 288,814 | 288,814 | 272,729 | -5.6% |
| Libraries | Libraries | 6,145,662 | 6,878,164 | 6,744,445 | -1.9% |
| Community and Human Services | Domestic Violence and SA Services | 1,024,925 | 1,084,656 | 995,462 | -8.2% |
| Community and Human Services | Economic Leadership and General Mgt. | 569,004 | 563,955 | 492,447 | -12.7% |
| Community and Human Services | Community Services | 5,099,654 | 4,774,875 | 4,840,274 | 1.4% |
| Community and Human Services | JobLInk Employment Services | 2,403,334 | 2,823,071 | 2,533,249 | -10.3% |
| Housing | Leadership and Mgmt Support Services | 1,052,951 | 787,074 | 799,524 | 1.6% |
| Housing | Affordable Housing Development | 404,845 | 813,955 | 813,134 | -0.1% |
| Housing | Housing Rehabilitation | 0 | 114,101 | 115,210 | 1.0% |
| Housing | Landlord Tenant | 310,854 | 415,631 | 532,661 | 28.2% |
| Housing | Home Ownership | 416,552 | 37,084 | 37,443 | 1.0% |
| **Total Caring Community** | | **33,710,120** | **35,556,227** | **36,110,091** | **1.6%** |

# Expenditure Summary by Strategic Plan Goal Area

**CIP Related General Fund Budget and Expenditures by Program**

| Department | Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change |
|---|---|---|---|---|---|
| Non-Departmental[1] | Capital Improvement | 13,818,129 | 13,456,713 | 26,374,713 | 96.0% |
| Non-Departmental[1] | General Debt Service | 43,473,292 | 48,632,002 | 57,027,260 | 17.3% |
| **Total CIP-Related** | | **57,291,421** | **62,088,715** | **83,401,973** | **34.3%** |
| **City-wide Total** | **All Programs** | **569,240,512** | **587,861,196** | **626,629,791** | **6.6%** |

[1] The numbers reflect here include not only the amounts that are budgeted in Non-D for cash capital and debt service, but also the amounts in TES budgeted in the Transportation Improvement Progam and Fire for debt-financed apparatus. Cash capital budgeted in TES is $4,108,500 in FY 2012, $6,501,230 in FY 2013 and $4,976,199 in FY 2014. Debt service budgeted in TES in FY 2013 is $117,688 and $628,475 in FY 2014. In addition, there is $362,782 of debt service budgeted in the Fire Deparmtent for Fire apparatus purchased in FY 2013. These amounts are reflected elsew here in the budget document in TES and the Fire Department, but for comparison purposes of CIP related expenditures they are reflected here.

# Personnel & Compensation Summary

## *Personnel & Compensation Highlights*

**Compensation up 3.8% overall**

- All Funds total compensation for City staff increases by $10.9 million or 3.8%. The two primary drivers of this are increased costs associated with employee health insurance and retirement.

**$4.0 million in funding provided for merit-based pay increases**

- The budget includes $3.6 million for the merit-based pay increases for eligible employees in FY 2014. The budget also includes $0.4 million in funding for a 2.3% one-time pay supplement (the equivalent of one step) for all employees at the top of their grade if warranted by performance. Employees eligible on a merit basis for a pay increase will receive salary increases ranging from 2.3% – 5.0% of salary.

- There will be no across-the-board pay increase for City employees for the sixth straight year, however, the General Schedule pay scale will be increased by 1% to offset the 1% shift in the VRS contribution rate from the employer to the employee.

**In FY 2013 113 General Schedule and Public Safety employees were elevated as part of the process to improve the City's career ladder program. In FY 2014, $0.9 million is allocated to continue to fund career ladders**

- In FY 2013, City Council allocated $900,000 to enhance the City's career ladder program and address pay compression issues among sworn public safety personnel. In FY 2014 the City has allocated an additional $900,000 to continue to enhance the career ladder program for General Schedule employees and to bring the Fire Department's Firefighters, Medics, and Deputy Fire Marshal's salaries more in line with the market, as part of the initial phase to expand the Department's career ladder program.

**1% added to the General Schedule pay scale to offset changes in Virginia Retirement System contributions**

- On a net basis, the City workforce is nearly the same compared to the number of FTEs approved in FY 2013. As a result of grant funding and other current year adjustments, the FTE count has been increased by 4.5 FTEs. Reductions proposed by the City Manager results in the reduction of 4.7 FTEs. The budget eliminates 27.8 funded full and part-time FTEs but these reductions are partially offset by the addition of 23.1 FTEs. Of the 27.8 FTE reductions, 14.0 FTEs are filled and the remaining 13.8 FTEs are currently vacant.

**27.8 positions are eliminated and 23.1 new positions are added**

- There are no reallocations of FTEs between any City departments in the FY 2014 proposed budget.

- The total number of FTEs in FY 2014 remains well below (-4.5%) peak FY 2009 levels.

## *Personnel & Compensation Highlights*

**Increase VRS rates continues to have a significant cost impact**

**State law requires changes to employee retirement contribution rates**

**All employees now contributing a minimum of 2% to toward their retirement plans**

**Premiums are currently projected to increase by 1.4% for plans under United Healthcare and by 2.8% Kaiser Permanente.**

**Initial estimates for healthcare premiums included 10% increases in premium costs.**

**Significant plan design changes, requiring more employee out of pocket expenses for plan utilization reduced this costs considerably.**

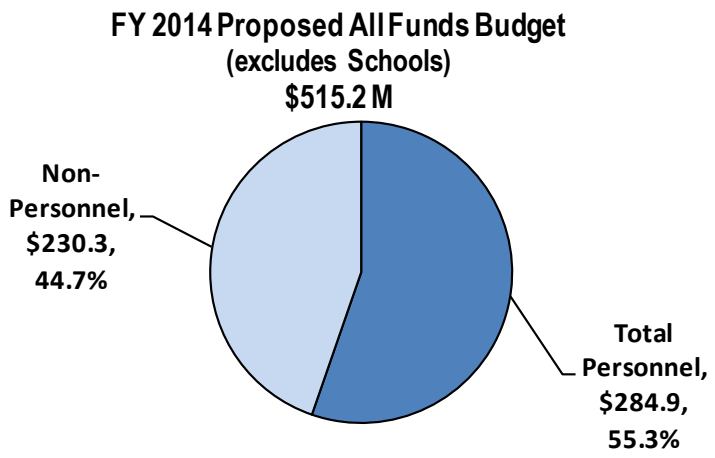
**All employees contribute a minimum of 20% toward their health care premiums**

**$2.6 million budgeted for retiree healthcare and life insurance liabilities (OPEB)**

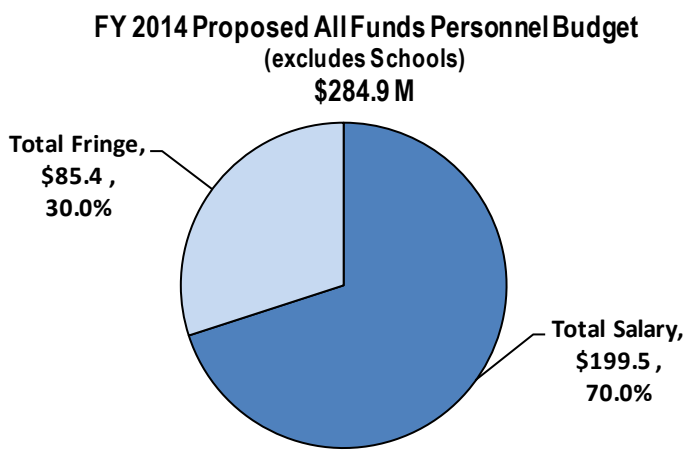
- The City's cost for retirement increases by $2.2 million and is driven by increases in the liability cost for the Police/Fire Pension. This increase is offset by an increase in the employee's share of the pension costs. The retirement costs for General Schedule employees is decreasing by $0.7 million, but this decrease is offset by an increase in total compensation for General Schedule employees.
- In April 2012 the Virginia General Assembly passed legislation impacting contribution rates for the Virginia Retirement System. The employee share can no longer be paid by the employer, but must be contributed by the employee.
- The City will be phasing in the shift of the contribution rates for the next 5 years until all members of VRS are contributing at least 5% towards their retirement.. Beginning in FY 2013 all members will contribute at least 2%. General Government employees, Sheriff Deputies/Fire Marshals/EMTs hired prior to FY 2010 (July 1, 2009) are now contributing 2% toward their retirement. General Government employees and Sheriff Deputies/Fire Marshals/EMTs hired after July 1, 2009 already contributing 2-6% of their salary towards retirement will pay 1% more than they did in FY 2013.
- Public Safety employees (sworn Fire & Police) will be paying 2% more of their salary towards their pensions than they did in FY 2013, changing from 8% to 10% in FY 2014. This change will save the City approximately $0.6 million.
- Healthcare insurance premiums are currently projected to increase by 1.4% for plans under United Healthcare and 2.8% for plans under Kaiser Permanente.
- The retiree health insurance subsidy annual maximum of $3,120 will remained unchanged in FY 2014.
- The budget continues to fund the multi-year plan to address unfunded liabilities for future benefits to City employees after retirement. The budget provides $2.4 million in new funding in FY 2014 and $0.2 million from fund balance to the Other Post Employment Benefit Trust Fund (OPEB) towards the City's future OPEB obligations.
- The living wage will continue to be frozen at the FY 2009 level of $13.13/hour.

## *Personnel Budget*

**Personnel expenditures account for 55% of the All Funds budget**




**Of the $284.9 million personnel budget, $199.5 million, or 70.0%, is for salaries, and about $85.4 million, or 30.0%, is for fringe benefits**




**Retirement and Healthcare are the largest components of fringe benefit costs**

**Retirement costs include Pension, Line of Duty and Other Post Employment Benefit liability costs**

**Retirement accounts for 51.9% of the fringe benefit costs, and healthcare 27.5%**

## *Personnel Budget*

**Total All Funds compensation increases by $10.9 million, or 3.8%. The budget for salaries increases by $3.4 million (1.7%) and total fringe benefits increases by $7.5 million (8.8%).**

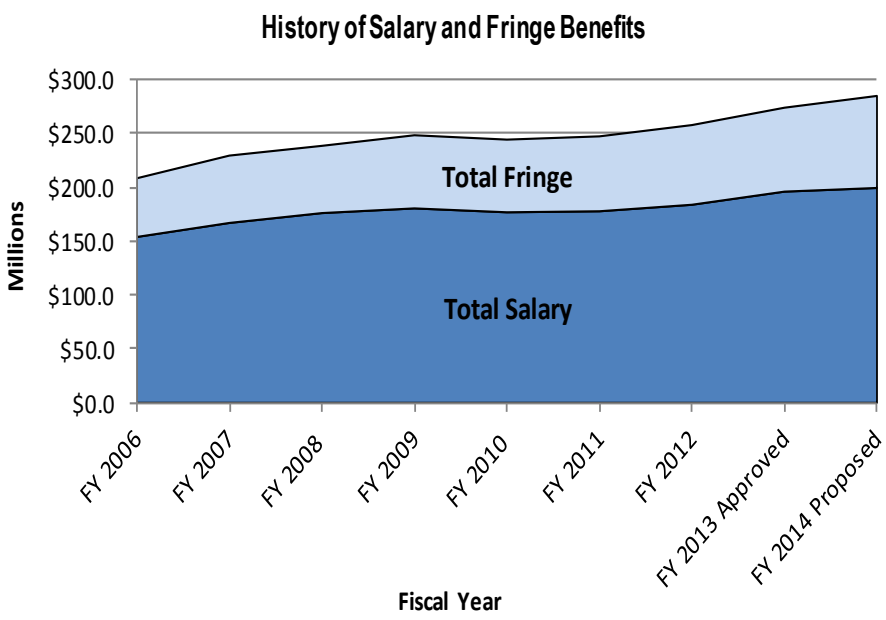
**All Funds Budget in millions (Excludes Schools)**

| Title | FY 2013 Approved | FY 2014 Proposed | $Change FY13/14 | %Change FY13/14 |
|---|---|---|---|---|
| Total Salary | $196.0 | $199.5 | $3.4 | 1.7% |
| Fringe | | | | |
| FICA | 13.7 | 14.8 | $1.0 | 7.0% |
| Retirement | 41.2 | 44.4 | $3.2 | 7.2% |
| Health | 21.0 | 23.5 | $2.5 | 10.5% |
| Other* | 2.0 | 2.8 | $0.9 | 30.1% |
| Total Fringe | 77.9 | 85.4 | $7.54 | 8.8% |
| **Total Personnel** | $274.0 | $284.9 | $10.9 | 3.8% |

*Includes Group Life; Workers Compensation; Clothing/Car Allowances; Unemployment; Recruitment ;LT Disability

**Increases to the cost of fringe benefits are mainly driven by the rising cost of retirement, which has more than doubled over the past decade.**

**With the exception of FY 2010, the cost of salary increases is the result of funding for merit-based pay increases for employees. In FY 2010, the City froze employee salaries at FY 2009 levels due to fiscal pressures resulting from the recent economic crisis**



## *Personnel Budget*

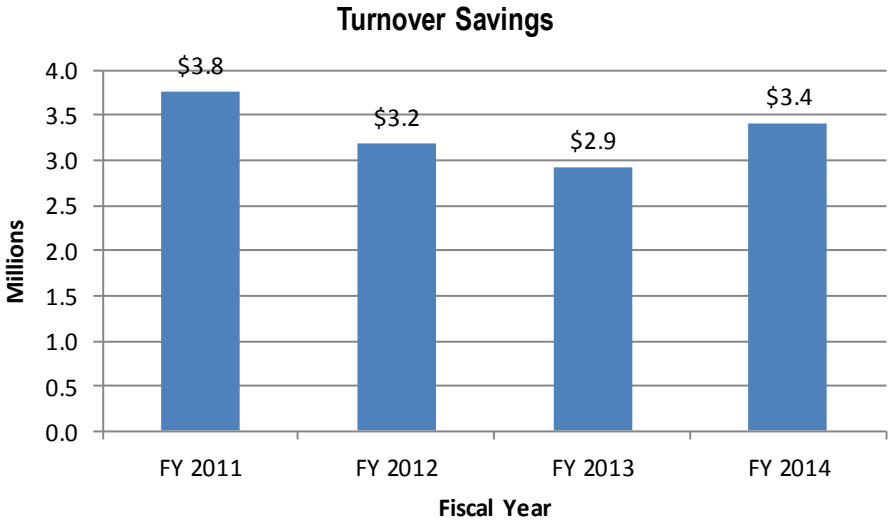
**$3.4 million is budgeted for turnover savings, an increase of $0.5 million from the FY 2013 turnover savings amount**

**Turnover Savings**

Turnover savings is the result of a position becoming vacant during the course of the fiscal year and remaining unfilled for a certain period of time. Because approximately 6-9% of the City's workforce "turns over" during the fiscal year departments do not expend all of the money that has been budgeted for positions. This lapse in spending is accounted for by applying a turnover savings amount to departmental budgets, effectively reducing the amount a department can spend.

Since FY 2010, the City has been reducing the amount budgeted for turnover savings in order to better align the budget with the turnover being experienced within departments. Most mid- and large-sized departments have a turnover savings factor applied to their personnel budget of 2%. The Police Department and Sheriff's Office have 1% savings applied. DCHS experiences the most turnover and was given a rate increase from 2% to 2.25% in FY 2014 based on prior year experience. Smaller departments or departments with very little historical turnover do not have turnover savings taken from their budget.

The table below shows the budget for turnover savings from FY 2011 – FY 2014.



## *City Workforce by Full-time Equivalent (FTE)*

**During FY 2013 the City added 4.5 full-time equivalents (FTEs). Of these additions, 1.0 FTE was added to General Services, 1.0 FTE was added to Sheriff, 1.0 FTE was added to OMB, 2.0 FTEs were added to Police and 2.0 FTEs were added to DCHS. These additions were offset by 1.0 FTE deleted from General Services, 0.75 FTE deleted from Police and 0.75 FTE deleted from DCHS.**

*FTE Summary* *FY 2013 Mid-Year FTE Changes*

| | FY 2013 Approved | Positions Added | Positions Deleted | FY 2013 Amended | Change # | Change % |
|---|---|---|---|---|---|---|
| Full-time | 2,398.0 | 6.0 | (1.0) | 2,403.0 | 5.0 | 0.2% |
| Part-time | 146.6 | 1.0 | (1.5) | 146.1 | (0.5) | -0.3% |
| **Total FTE** | **2,544.6** | **7.0** | **(2.5)** | **2,549.1** | **4.5** | **0.2%** |

**The FY 2014 Proposed budget eliminates 27.8 FTEs and adds 23.1 FTEs for a net change of 4.7 FTEs (-0.2%).**

*FTE Summary* *FTE Changes from FY 2013 - FY 2014 Proposed*

| | FY 2013 Amended | Positions Added | Positions Deleted | FY 2014 Proposed | Change # | Change % |
|---|---|---|---|---|---|---|
| Full-time | 2,403.0 | 22.0 | (22.0) | 2,403.0 | 0.0 | 0.0% |
| Part-time | 146.1 | 1.1 | (5.8) | 141.5 | (4.7) | -3.2% |
| **Total FTE** | **2,549.1** | **23.1** | **(27.8)** | **2,544.5** | **(4.7)** | **-0.2%** |

**No positions are being reallocated between departments in FY 2014.**

**(1.00 FTE represents a position working full-time at 80 hours per pay period. FTE's that are less than 1.00 represent a position that works less than full-time hours.)**

## *City Workforce by Full-time Equivalent (FTE)*

**The table to the right shows the position reductions and additions in the FY 2014 budget**

**The FY 2014 budget eliminates 27.8 FTEs and adds 23.1 FTEs for a net decrease of 4.7 FTEs**

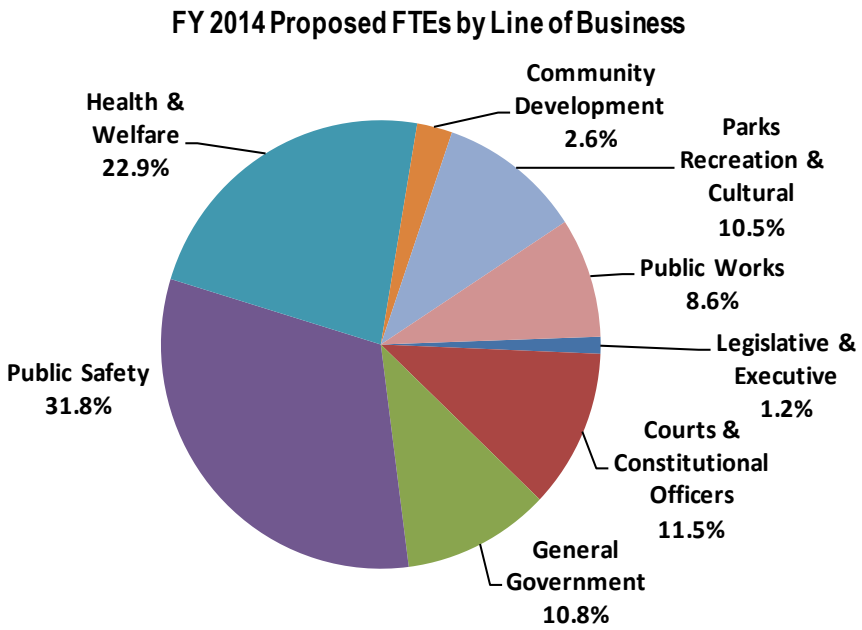
**Additional details on each position can be found in the individual department's budget text.**

**FY 2014 Proposed Position Reductions and Additions**

| Department | Position | FTE (Increase/Decrease) |
|---|---|---|
| CSU | Coord/ Youth Services | -1.000 |
| DCHS | Cook | -1.000 |
| DCHS | Cook | -1.000 |
| DCHS | Cook | -0.750 |
| DCHS | Cook | -0.750 |
| DCHS | Employment & Training Specl. | -1.000 |
| DCHS | Food Services Specialist | -1.000 |
| DCHS | Health & Comm Education Specl. | -1.000 |
| DCHS | HS Benefits Program Tech | -1.000 |
| DCHS | Regis Nurse | -0.800 |
| DCHS | Residential Counselor | -0.500 |
| DCHS | Residential Counselor | -0.450 |
| DCHS | Soc Worker II | -1.000 |
| DCHS | Therapist | -1.000 |
| DCHS | Therapist Supervisor | -1.000 |
| DCHS | Senior Therapist | -1.000 |
| DCHS | Therapist Supervisor | -1.000 |
| General Services | Space Planner | -1.000 |
| Library | Librarian I | -0.400 |
| Library | Librarian I | -0.375 |
| Library | Librarian I | -0.250 |
| Library | Library Assistant I | -0.500 |
| Library | Library Assistant II | -0.500 |
| Library | Library Associate I | -1.000 |
| OHA | Public Information Spec | -0.500 |
| Police | Police Officer I | -5.000 |
| Police | Social Worker I | -1.000 |
| Sheriff | Deputy Sheriff I | -1.000 |
| Sheriff | MH Probation Officer | -1.000 |
| **Total Reductions** | | **-27.8** |
| Code | Administrative Assistant | 0.625 |
| Code | Division Chief, New Construction Inspection Services | 1.000 |
| Code | Plans Examiner - Site Plan Coordinator | 1.000 |
| Finance | Compliance Officer | 1.000 |
| Housing | Relocation Advisor II | 1.000 |
| P & Z | Urban Planner III (Development Review) | 1.000 |
| P&Z | P&Z - 1/2 yr New GIS permit plan support position | 1.000 |
| Police | Parking Enforcement Officer I | 1.000 |
| Police | Parking Enforcement Officer I | 1.000 |
| Real Estate | Appraiser | 1.000 |
| RPCA | Laborer II | 1.000 |
| RPCA | Laborer III | 1.000 |
| T & ES | Admin Analyst | 1.000 |
| T & ES | Civil Engineer I | 1.000 |
| T & ES | Civil Engineer III | 1.000 |
| T & ES | Civil Engineer III | 1.000 |
| T & ES | Civil Engineer IV | 1.000 |
| T & ES | Civil Engineer IV | 1.000 |
| T & ES | Civil Engineer IV | 1.000 |
| T & ES | Contract Specialist | 1.000 |
| T & ES | Equipment Operator II | 0.500 |
| T & ES | Equipment Operator II | 1.000 |
| T & ES | Principal Planner | 1.000 |
| T & ES | Equipment Operator I | 1.000 |
| **Total Additions** | | **23.1** |
| **Net Change** | | **-4.7** |

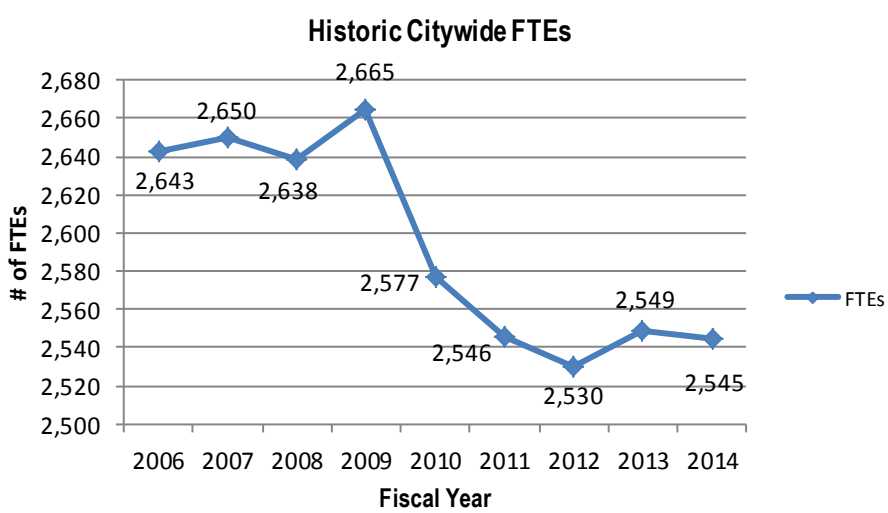
## *City Workforce by Line of Business*

**In the FY 2014 Proposed Budget, 55% of total FTEs work in the Public Safety and Health & Welfare lines of business.**




**From FY 2006-FY 2009 the City averaged about 2,650 total FTEs. This was followed by a 4.2% decrease in FTEs over the next two years (FY 2010 and FY 2011) as a result of the economic downturn. FY 2013 saw a slight increase of 0.4%.**

**In FY 2014, total FTEs decrease by 0.2% remaining well below levels experienced in the years prior to FY 2010.**



## *City Workforce Totals from FY 2012 – FY 2014*

**In the FY 2014 Proposed budget total FTEs decrease by 4.7 (-0.2%) over FY 2013.**

**FY 2013 has been amended for several mid-year adjustments compared to the FY 2013 Approved FTE total.**

**Since the beginning of FY 2013, 4.5 FTEs have been added to reflect new grant revenues and other operational changes.**

| | Total FTEs Amended FY 2012 | Amended FY 2013 | Proposed FY 2014 |
|---|---|---|---|
| ***Legislative & Executive*** | | | |
| City Council | 1.0 | 1.0 | 1.0 |
| City Manager | 10.0 | 12.0 | 12.0 |
| City Attorney | 14.0 | 14.0 | 14.0 |
| City Clk & Clk of Council | 4.0 | 4.0 | 4.0 |
| Subtotal | 29.0 | 31.0 | 31.0 |
| ***Courts & Constitutional Officers*** | | | |
| 18th Circuit Court | 13.0 | 13.0 | 13.0 |
| Clerk of Court | 22.0 | 22.0 | 22.0 |
| Commonwealth's Attorney | 27.0 | 27.0 | 27.0 |
| Court Services Unit | 9.5 | 9.5 | 8.5 |
| Law Library | 1.0 | 1.0 | 1.0 |
| Registrar of Voters | 6.6 | 6.6 | 6.6 |
| Sheriff | 215.0 | 216.0 | 214.0 |
| Subtotal | 294.1 | 295.1 | 292.1 |
| ***General Government*** | | | |
| Office of Communications | 13.5 | 13.5 | 13.5 |
| Finance | 90.5 | 91.5 | 92.5 |
| General Services | 70.0 | 67.0 | 66.0 |
| Human Rights | 5.5 | 5.5 | 5.5 |
| Human Resources | 22.0 | 22.0 | 22.0 |
| ITS | 42.0 | 43.0 | 43.0 |
| OPA | 2.0 | 5.0 | 5.0 |
| OMB | 11.0 | 11.0 | 11.0 |
| Non-Departmental | - | 2.0 | 2.0 |
| Real Estate | 15.0 | 14.0 | 15.0 |
| Subtotal | 271.5 | 274.5 | 275.5 |
| ***Public Safety*** | | | |
| Police | 415.0 | 416.3 | 412.3 |
| Fire | 272.0 | 290.0 | 290.0 |
| Code | 47.5 | 48.0 | 50.6 |
| Emergency Communications | 55.0 | 55.0 | 55.0 |
| Subtotal | 789.5 | 809.3 | 807.9 |
| ***Health & Welfare*** | | | |
| DCHS | 584.8 | 581.1 | 566.8 |
| Health | 18.3 | 16.8 | 16.8 |
| Subtotal | 603.1 | 597.9 | 583.6 |
| ***Community Development*** | | | |
| Housing | 17.0 | 15.0 | 16.0 |
| Planning & Zoning | 47.5 | 48.0 | 50.0 |
| Subtotal | 64.5 | 63.0 | 66.0 |
| ***Parks, Recreation & Cultural*** | | | |
| Historic Alexandria | 26.0 | 26.2 | 25.7 |
| Library | 75.4 | 73.2 | 70.1 |
| Rec Parks & Cltrl Actvt's | 169.6 | 170.6 | 172.6 |
| Subtotal | 271.0 | 269.9 | 268.4 |
| ***Public Works*** | | | |
| Transp & Envir Svc's | 210.5 | 208.5 | 220.0 |
| Subtotal | 210.5 | 208.5 | 220.0 |
| **Grand Total** | **2,533.2** | **2,549.1** | **2,544.5** |

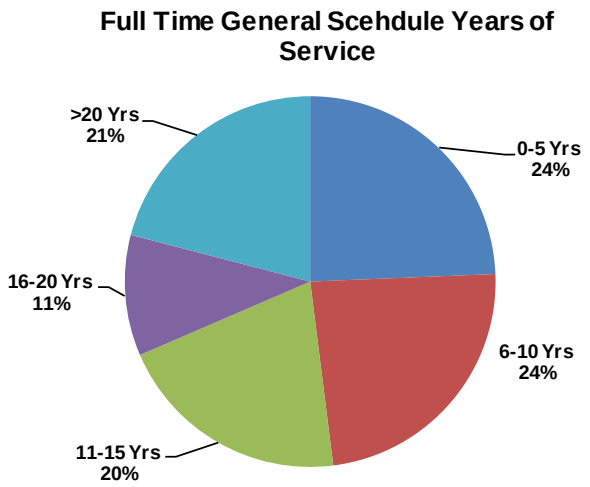
## *City Workforce Changes for FY 2014 Proposed*

**The FY 2014 Proposed Budget includes a decrease of 4.7 FTEs (-0.2%)**

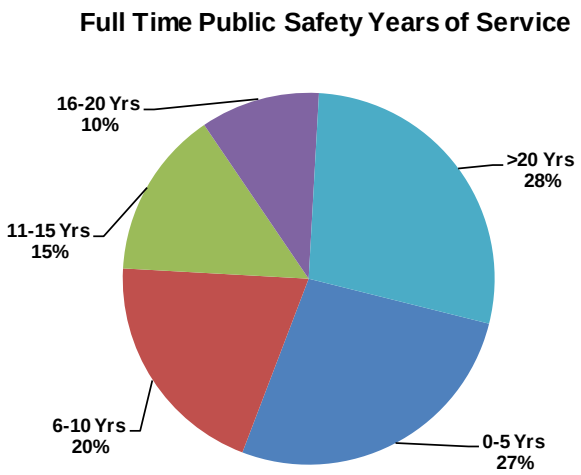
| ` | FY 2013 Amended FTE's | FY 2014 Proposed Full-Time | Part-Time | Total (FTE) | Change in FTE's FY 13 to FY 14 # | % |
|---|---|---|---|---|---|---|
| ***Legislative & Executive*** | | | | | | |
| City Council | 1.0 | 1.0 | - | 1.0 | - | - |
| City Manager | 12.0 | 12.0 | - | 12.0 | - | - |
| City Attorney | 14.0 | 14.0 | - | 14.0 | - | - |
| City Clk & Clk of Council | 4.0 | 4.0 | - | 4.0 | - | - |
| Subtotal | 31.0 | 31 | - | 31.0 | - | - |
| ***Courts & Constitutional Officers*** | | | | | | |
| 18th Circuit Court | 13.0 | 13.0 | - | 13.0 | - | - |
| Clerk of Court | 22.0 | 22.0 | - | 22.0 | - | - |
| Commonwealth's Attorney | 27.0 | 26.0 | 1.0 | 27.0 | - | - |
| Court Services Unit | 9.5 | 8.0 | 0.5 | 8.5 | (1.0) | (10.5%) |
| Law Library | 1.0 | 1.0 | - | 1.0 | - | - |
| Registrar of Voters | 6.6 | 6.0 | 0.6 | 6.6 | - | - |
| Sheriff | 216.0 | 214.0 | - | 214.0 | (2.0) | (0.9%) |
| Subtotal | 295.1 | 290 | 2.1 | 292.1 | (3.0) | (1.0%) |
| ***General Government*** | | | | | | |
| Office of Communications | 13.5 | 13.0 | 0.5 | 13.5 | - | - |
| Finance | 91.5 | 89.0 | 3.5 | 92.5 | 1.0 | 1.1% |
| General Services | 67.0 | 65.0 | 1.0 | 66.0 | (1.0) | (1.5%) |
| Human Rights | 5.5 | 5.0 | 0.5 | 5.5 | - | - |
| Human Resources | 22.0 | 22.0 | - | 22.0 | - | - |
| ITS | 43.0 | 43.0 | - | 43.0 | - | - |
| OPA | 5.0 | 5.0 | - | 5.0 | - | - |
| OMB | 11.0 | 11.0 | - | 11.0 | - | - |
| Non-Departmental | 2.0 | 2.0 | - | 2.0 | - | - |
| Real Estate | 14.0 | 15.0 | - | 15.0 | 1.0 | 7.1% |
| Subtotal | 274.5 | 270.0 | 5.5 | 275.5 | 1.0 | 0.4% |
| ***Public Safety*** | | | | | | |
| Police | 416.3 | 410.0 | 2.3 | 412.3 | (4.0) | (1.0%) |
| Fire | 290.0 | 290.0 | - | 290.0 | - | - |
| Code | 48.0 | 49.0 | 1.6 | 50.6 | 2.6 | 5.5% |
| Emergency Communications | 55.0 | 55.0 | - | 55.0 | - | 100.0% |
| Subtotal | 809.3 | 804.0 | 3.9 | 807.9 | (1.4) | (0.2%) |
| ***Health & Welfare*** | | | | | | |
| DCHS | 581.1 | 510.0 | 56.8 | 566.8 | (14.3) | (2.5%) |
| Health | 16.8 | 13.0 | 3.8 | 16.8 | - | - |
| Subtotal | 597.9 | 523.0 | 60.6 | 583.6 | (14.3) | (2.4%) |
| ***Community Development*** | | | | | | |
| Housing | 15.0 | 16.0 | - | 16.0 | 1.0 | 6.7% |
| Planning & Zoning | 48.0 | 49.0 | 1.0 | 50.0 | 2.0 | 4.2% |
| Subtotal | 63.0 | 65.0 | 1.0 | 66.0 | 3.0 | 4.8% |
| ***Parks, Recreation & Cultural*** | | | | | | |
| Historic Alexandria | 26.2 | 16.0 | 9.7 | 25.7 | (0.5) | (1.9%) |
| Library | 73.2 | 54.0 | 16.1 | 70.1 | (3.0) | (4.1%) |
| Rec Parks & Cltrl Actvt's | 170.6 | 131.0 | 41.6 | 172.6 | 2.0 | 1.2% |
| Subtotal | 269.9 | 201.0 | 67.4 | 268.4 | (1.5) | (0.6%) |
| ***Public Works*** | | | | | | |
| Transp & Envir Svc's | 208.5 | 219.0 | 1.0 | 220.0 | 11.5 | 5.5% |
| Subtotal | 208.5 | 219.0 | 1.0 | 220.0 | 11.5 | 5.6% |
| **Grand Total** | **2,549.1** | **2,403** | **141** | **2,544.5** | **(4.7)** | **(0.2%)** |

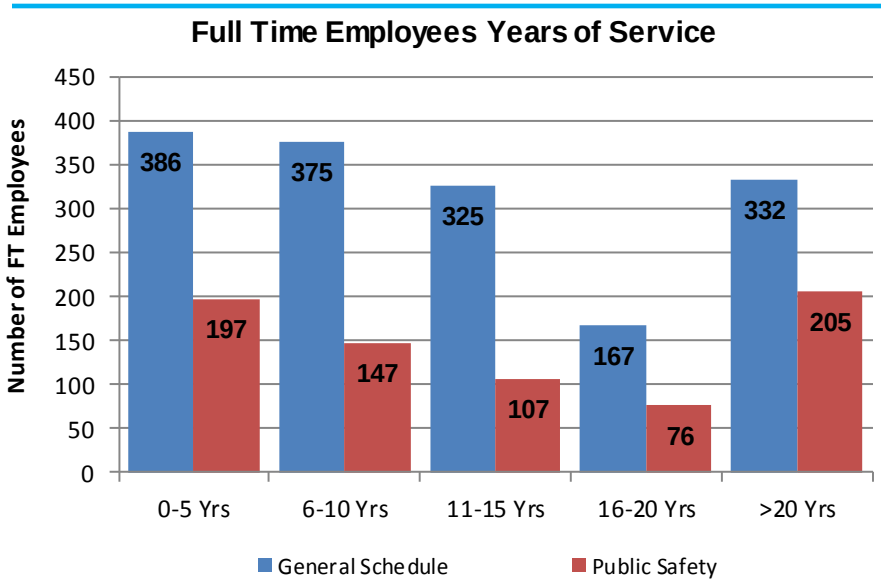
## *City Workforce Years of Service*

**About half of the current General Schedule workforce has been employed with the City for 10 years or less. 21% have worked for the City for 20 years or more.**



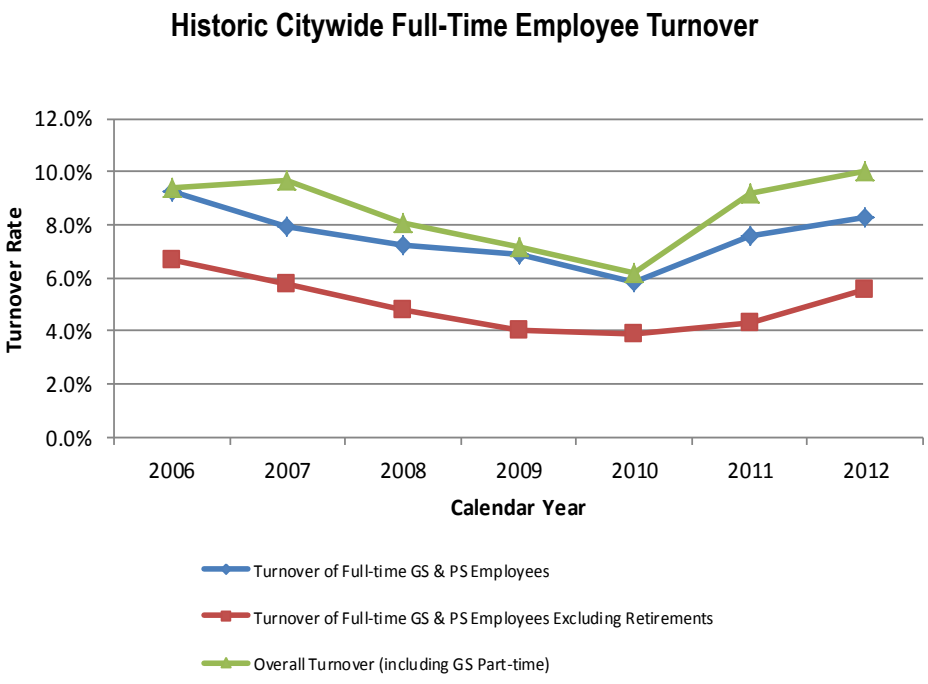

**A little less than half of the current Public safety workforce has been employed with the City for 10 years or less. 28% have worked for the City for 20 years or more.**



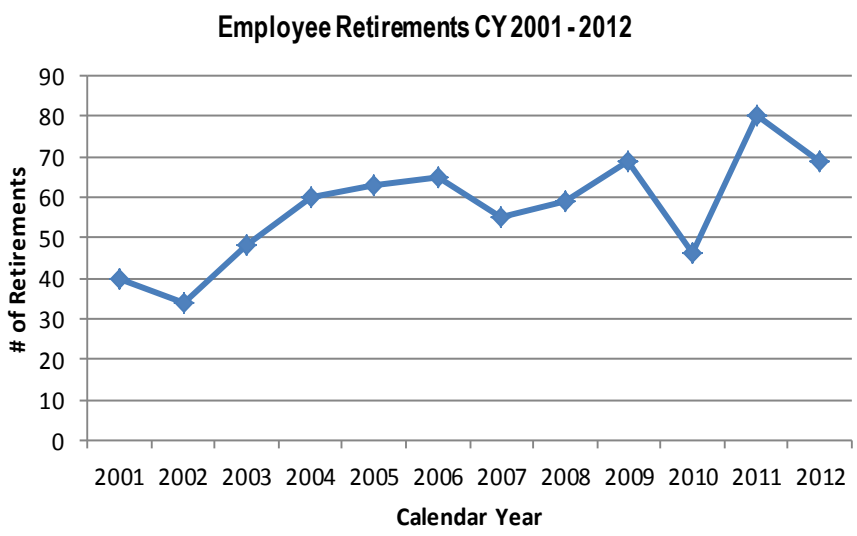



## *City Workforce Turnover and Retirements*

**In CY 2012 overall employee turnover increased by 7.3%, or 263 employees. CY 12 levels are nearly equal to the previous peak in CY 2007 of 269 employees. The lowest number of employees leaving the City (165) occurred in CY 2010. This matches the national trend during the same time period as a result of a restrained economy. (http://www.bls.gov/jlt/)**




**A total of 69 employees retired from city service in CY 2012, a decrease of almost 14% from the prior year.**

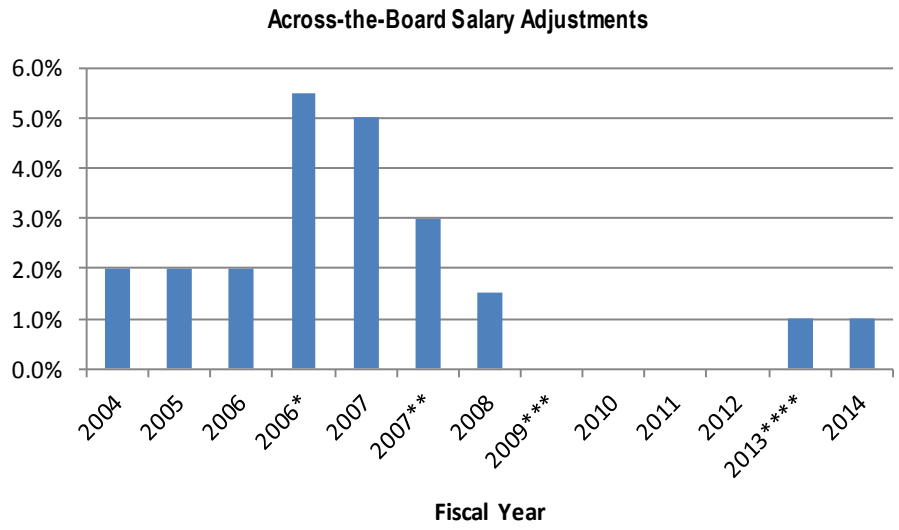


## *Aligning Pay Scales to Compensate for VRS Changes*

**The budget recommends and funds adjustments to the General Schedule pay scale as a result of the changes to VRS.**

**The FY 2014 Proposed budget includes funding for a merit-based step increase for qualified employees.**

**Employees at the top of their grade will be eligible for a one-time 2.3% pay supplement.**




*During FY 2006, all sworn Public Safety employees received a 5.5% salary adjustment based on the results of a consultant survey . General Schedule employees received a 2.5% adjustment during this year.

**In FY 2007, City Council approved a total salary adjustment of 5% (comprised of a 3% COLA and 2% MRA). Public Safety employees were only given a 3.0% adjustment.

***In FY 2009, a one-time $500 pay supplement and one-time 2% longevity pay supplement for top-of-grade employees was given in lieu of an across-the-board salary adjustment.

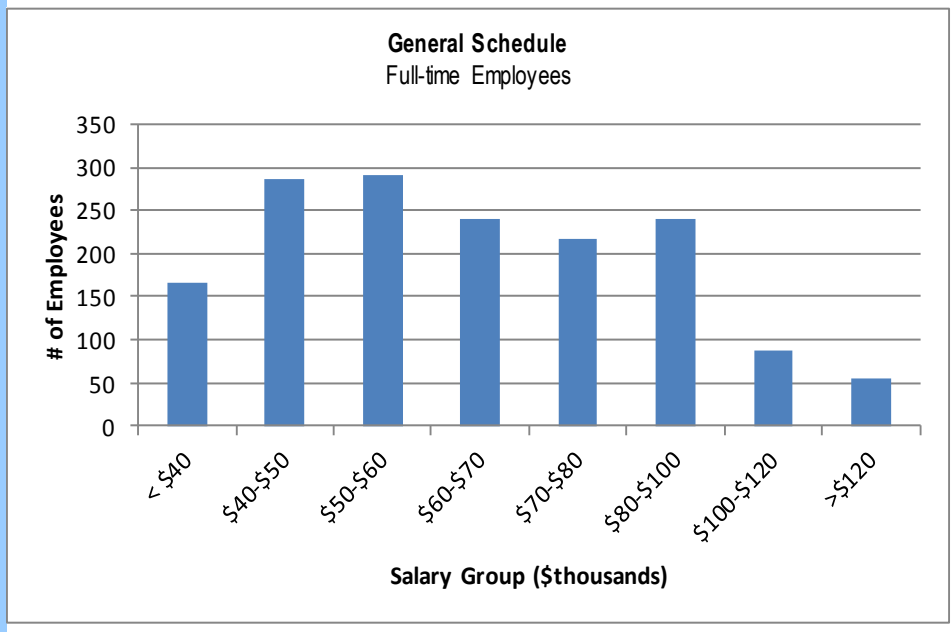
****Beginning in FY 2013, a 1% salary increase each year for five years will be applied to the General Schedule pay scale and the Sheriff pay scale, which includes Deputy Sheriffs, Fire Marshals and Medics to offset the 1% increase over 5 years in the employee contribution to the Virginia Retirement System.

# Personnel & Compensation Summary

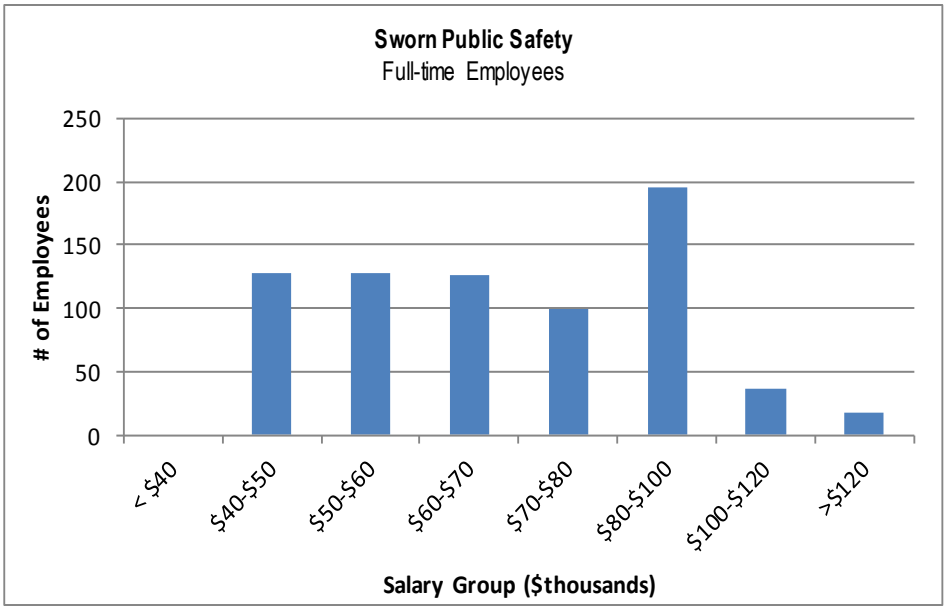
**The table to the right shows the average salary (as of January 1, 2013) of City employees.**

| | Average Salary as of 1/1/2013 |
|---|---|
| General Schedule (FT) | $67,212 |
| Public Safety (FT) | $70,583 |
| General Schedule (PT) | $31,437 |

**The majority of current General Schedule full-time employees earn between $40,000 to $100,000 annually. About half earn less than the average salary for GS full-time employees ($67,212). About 9.0% earn more than $100,000.**




**A little more than half of all sworn Public Safety employees earn less than the average salary of that group ($70,583). About 7.7% earn more than $100,000.**



## *Employee Compensation – Retirement*

**FICA payments by the City increase by $1.0 million (7.6%) in FY 2014 due to funding for salary increases.**

**Retirement costs for the City are $44.4 million in the FY 2014 Budget, a $3.2 million (7.7%) increase from the prior year.**

**The General Assembly now requires that all employees pay at least 2% of the VRS contribution rate to be phased in to 5%. Prior to this legislation, the City paid the employee contribution for employees that were hired before July 1, 2009.**

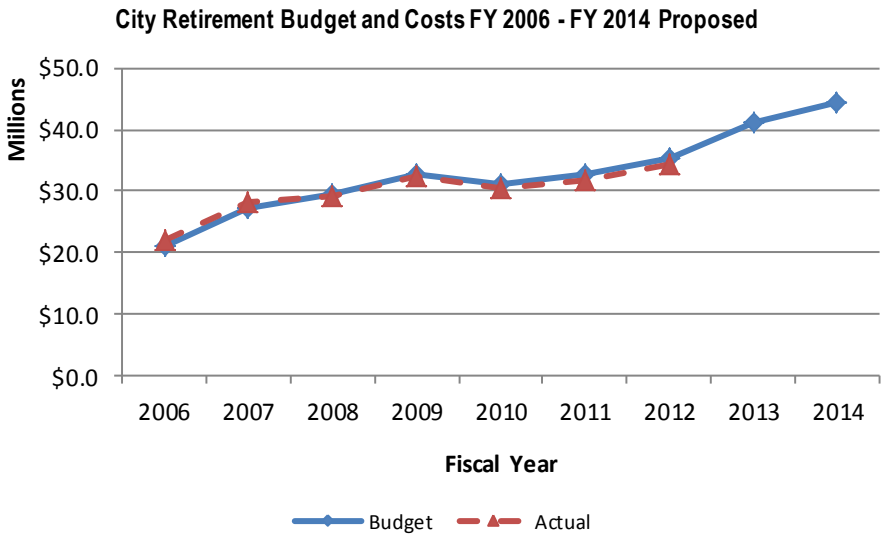
**Details on the City's and employees' retirement contribution rates can be found on the following page.**

### Federal Insurance Contributions Act (FICA)

This represents the City share of Social Security and Medicare tax which is budgeted at $13.7 million budgeted in FY 2014. The CY 2013 maximum earnings cap increases by $3,600 to $113,700 from the CY 2012 level of $110,100. Earnings above this amount will not be taxed for Social Security, but are still subject to Medicare.

### Retirement

The FY 2014 retirement budget represents the contribution that the City pays towards employee retirement plans. The chart below shows actual retirement costs from FY 2006 – 2012 and the budgeted costs for retirement from FY 2006 – 2014. The chart on the following page details the planned contribution rates the City and employees pay.




**FY 2014 City Paid Retirement Rate Increases (employees hired before July 2009)**

| | Rate as % of Salary | | | |
|---|---|---|---|---|
| | FY 2013 | FY 2014 | Percentage Point Change | % Change |
| Virginia Retirement System (VRS) | 14.3 | 13.3 | -1 | -7.0% |
| City Supplemental Plan | 6.94 | 7.05 | 0.11 | 1.6% |
| Deputy Sheriff's/EMTs (VRS and Supplemental) | 25.14 | 24.26 | -0.88 | -3.5% |
| Police/Fire Pension Plan* (Pension and Disability) | 30.4 | 34.93 | 4.53 | 14.9% |

*Rate includes 0.4% City contribution for allocated expenses for pension administration

## *Employee Compensation – Retirement*

**Retirement contribution percentages paid by the City and employees vary based on the type of retirement plan and an employee's hire date.**

**The table to the right shows the FY 2013 and FY 2014 retirement contribution rates.**

**Depending on their date of hire, General Schedule employees' contribute 2% to 7% towards retirement.**

**Sheriff Deputies, Fire Marshals and EMTs contribute 2% to 5% towards retirement, depending on an employee's hiring date.**

**Sworn Public Safety Employees contribute 10% of salary towards their pensions.**

| | FY 2013 | | | FY 2014 | | |
|---|---|---|---|---|---|---|
| **Employee Type Based on Hire Date** | **City Share** | **Employee Share** | **Total Retirement Contributions** | **City Share** | **Employee Share** | **Total Retirement Contributions** |
| **Full-Time General Government Hired Pre-FY 2010** | | | | | | |
| VRS | 14.30% | 1.00% | 15.30% | 13.30% | 2.00% | 15.30% |
| City Supplemental[1] | 6.94% | 0.00% | 6.94% | 7.05% | 0.00% | 7.05% |
| Total | 21.24% | 1.00% | 22.24% | 20.35% | 2.00% | 22.35% |
| **Full-Time General Government Hired FY 2010** | | | | | | |
| VRS | 14.30% | 1.00% | 15.30% | 13.30% | 2.00% | 15.30% |
| City Supplemental[2] | 4.94% | 2.00% | 6.94% | 5.05% | 2.00% | 7.05% |
| Total | 19.24% | 3.00% | 22.24% | 18.35% | 4.00% | 22.35% |
| **Full-Time General Government Hired FY 2011** | | | | | | |
| VRS[3] | 10.30% | 5.00% | 15.30% | 10.30% | 5.00% | 15.30% |
| City Supplemental | 4.94% | 2.00% | 6.94% | 5.05% | 2.00% | 7.05% |
| Total | 15.24% | 7.00% | 22.24% | 15.35% | 7.00% | 22.35% |
| **Part-Time General Government Hired Pre FY 2010** | | | | | | |
| VRS | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| City Supplemental | 6.94% | 0.00% | 6.94% | 7.05% | 0.00% | 0.00% |
| Total | 6.94% | 0.00% | 6.94% | 7.05% | 0.00% | 7.05% |
| **Part-Time General Government Hired Post FY 2010** | | | | | | |
| VRS | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| City Supplemental | 4.94% | 2.00% | 6.94% | 5.05% | 2.00% | 7.05% |
| Total | 4.94% | 2.00% | 6.94% | 5.05% | 2.00% | 7.05% |
| **Deputy Sheriff's/ERTs/Fire Marshals Hired Pre FY 2011** | | | | | | |
| VRS | 14.30% | 1.00% | 15.30% | 13.30% | 2.00% | 15.30% |
| Supplemental | 10.84% | 0.00% | 10.84% | 10.96% | 0.00% | 10.96% |
| Total | 25.14% | 1.00% | 26.14% | 24.26% | 2.00% | 26.26% |
| **Deputy Sheriff's/ERTs/Fire Marshals Hired FY 2011** | | | | | | |
| VRS | 10.30% | 5.00% | 15.30% | 10.30% | 5.00% | 15.30% |
| Supplemental | 10.84% | 0.00% | 10.84% | 10.96% | 0.00% | 10.96% |
| Total | 21.14% | 5.00% | 26.14% | 21.26% | 5.00% | 26.26% |
| **Public Safety (Fire/Police)** | | | | | | |
| Pension[4] | 25.34% | 7.20% | 32.54% | 28.77% | 9.20% | 37.97% |
| Disability | 5.06% | 0.80% | 5.86% | 6.16% | 0.80% | 6.96% |
| Total | 30.40% | 8.00% | 38.40% | 34.93% | 10.00% | 44.93% |

[1]In FY 2011, for employees hired before July 1, 2009 (FY 2010) the 2% employee share of the City supplemental retirement benefit is paid for by the City.

[2]As of FY 2010, General Salary employees establishing membership in the supplemental retirement system after July 1, 2009 pay 2% into system. This does not include employees who are Deputy Sheriffs, Fire Marshals, or ERTs.

[3]In FY 2012 the Virginia General Assembly enacted changes to the VRS that requires localities to phase in a 5% shift in the employee share and requires that employees pay this. Prior to this legislative change, the City paid the employee share for employees hired before July 1, 2009. Beginning in July 2012, employees hired after July 1, 2009, will pay the 5% employee contrbution to VRS. Employees hired before July 1, 2009, who are in VRS (General Schedule employees, Deputy Sheriffs, Fire Marshals and Emergency Rescue Technicians) will pay a 2% employee share. This shift was partially offset by a mandatory 2% increase in the pay scales for these employees. This will be phased in 1% per year through FY 2017.

[4]Begining in FY 2010 the City allocated expenses for pension plan management through a pension administration recover fee. This fee results in a 0.4% increase to the City contribution for the Sworn Fire & Police pension plan.

## *Employee Compensation – Health*

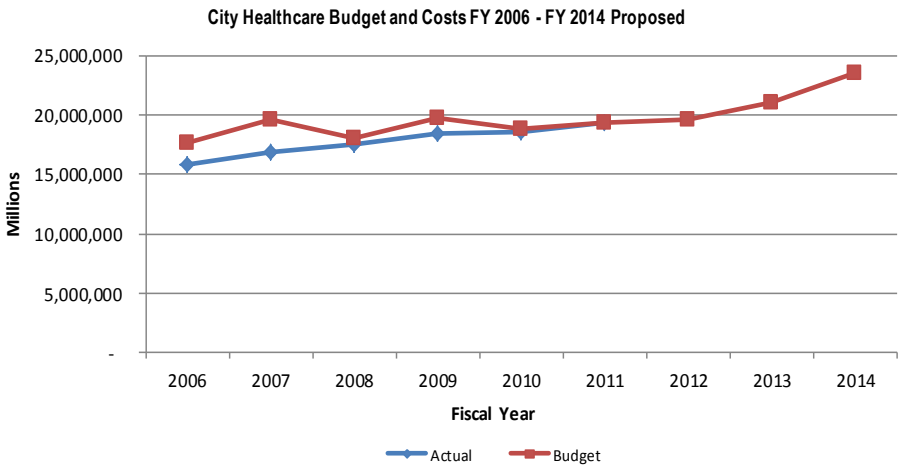
**Health care budgeted costs increase in by $2.4 million, or 11.7% in FY 2014.**

**In FY 2014, all employees are contributing a minimum of 20% towards their health care premium costs.**

**Proposed health insurance plan designs introduce deductibles and increase costs for certain copays in FY 2014.**

### Healthcare

Healthcare represents the share that the City pays for employee healthcare benefits. The chart below shows actual healthcare costs from FY 2006 – FY 2012, and the budgeted amount for healthcare from FY 2006 – FY 2014.




### Employee Cost Sharing

Starting in FY 2007, the City began to incrementally phase-in employee contributions to healthcare premiums until employees were paying a minimum 20% share of health insurance premiums by FY 2013. The most recent adjustments to the employee's contribution to premiums helped the City maintain a 5.1% overall growth rate in healthcare costs from FY 2011-2013. No changes to cost sharing are proposed in FY 2014.

### Containing Healthcare Cost Growth

The health insurance plans available to City employees are far more generous than those offered to public employees in surrounding jurisdictions and will become unsustainable in future years if changes are not made. The proposed budget recommends plan design changes that introduce a new deductible provision and increase certain copays. These proposed changes are currently projected to limit healthcare premiums to no more than 3% over FY 2013 rates. In addition, the plan design changes shift the costs of health care to employees who more extensively use it and begin to prepare the City for federal healthcare reform which will take effect in FY 2014, while keeping the City's benefits competitive with the labor market.

## *Employee Compensation – Health*

**Premiums are currently projected to increase by 1.4% for plans under United Healthcare and by 2.8% Kaiser Permanente.**

**Initial estimates for healthcare premiums included 10% increases in premium costs.**

**Significant plan design changes, requiring more employee out of pocket expenses for plan utilization reduced this costs considerably.**

**Full-time Employee Healthcare Costs**

The chart below shows the FY 2014 monthly healthcare premium rates paid by the City and full-time employees. The chart shows all employees contributing a minimum of 20% of health care premium costs.

**FY 2014 Health Insurance Premiums**
**Regular Full-Time Employees**

| CITY PLANS | HMO (In Plan Coverage Only) | | | | | POS Coverage (In Plan or out of Plan Coverage) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | TOTAL COST | CITY COST | CITY SHARE | EMPLOYEE COST | EMPLOYEE SHARE | TOTAL COST | CITY COST | CITY SHARE | EMPLOYEE COST 20% + POS | EMPLOYEE SHARE |
| **Kaiser Permanente** | | | | | | | | | | |
| **Individual** | | | | | | | | | | |
| Monthly | $515 | $412 | 80.0% | $103 | 20.0% | $671 | $412 | 61.4% | $259 | 38.6% |
| Bi-Weekly | | | | $51 | | | | | $130 | |
| **Employee + One** | | | | | | | | | | |
| Monthly | $1,030 | $824 | 80.0% | $206 | 20.0% | $1,570 | $824 | 52.5% | $746 | 47.5% |
| Bi-Weekly | | | | $103 | | | | | $373 | |
| **Family** | | | | | | | | | | |
| Monthly | $1,313 | $1,050 | 80.0% | $263 | 20.0% | $1,946 | $1,050 | 54.0% | $896 | 46.0% |
| Bi-Weekly | | | | $131 | | | | | $448 | |
| **United Health Care** | Choice (In Plan Coverage Only) | | | | | Choice Plus Coverage (In Plan or out of Plan Coverage) | | | | |
| **Individual** | | | | | | | | | | |
| Monthly | $602 | $481 | 80.0% | $120 | 20.0% | $719 | $481 | 67.0% | $237 | 33.0% |
| Bi-Weekly | | | | $60 | | | | | $119 | |
| **Employee + One** | | | | | | | | | | |
| Monthly | $1,203 | $963 | 80.0% | $241 | 20.0% | $1,519 | $963 | 63.4% | $557 | 36.6% |
| Bi-Weekly | | | | $120 | | | | | $278 | |
| **Family** | | | | | | | | | | |
| Monthly | $1,546 | $1,237 | 80.0% | $309 | 20.0% | $1,953 | $1,237 | 63.3% | $716 | 36.7% |
| Bi-Weekly | | | | $155 | | | | | $358 | |

## *Employee Compensation – Health*

**Part-time Employee Healthcare Costs**

The chart below shows the FY 2014 monthly healthcare premium rates paid by the City and part-time employees.

**FY 2014 Health Insurance Premiums**
**For Regular Part-Time Employees**

| | HMO (In Plan Coverage Only) | | | | | POS Coverage (In Plan or out of Plan Coverage) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| CITY PLANS | TOTAL COST | CITY COST | CITY SHARE | EMPLOYEE COST 50% | EMPLOYEE SHARE | TOTAL COST | CITY COST | CITY SHARE | EMPLOYEE COST 50% + POS | EMPLOYEE SHARE |
| **Kaiser Permanente** | | | | | | | | | | |
| **Individual** | | | | | | | | | | |
| Monthly | $515 | $257 | 50.0% | $257 | 50.0% | $671 | $257 | 38.4% | $414 | 61.6% |
| Bi-Weekly | | | | $129 | | . | | | $207 | |
| **Employee + One** | | | | | | | | | | |
| Monthly | $1,030 | $515 | 50.0% | $515 | 50.0% | $1,570 | $515 | 32.8% | $1,055 | 67.2% |
| Bi-Weekly | | | | $257 | | | | | $527 | |
| **Family** | | | | | | | | | | |
| Monthly | $1,313 | $656 | 50.0% | $656 | 50.0% | $1,946 | $656 | 33.7% | $1,290 | 66.3% |
| Bi-Weekly | | | | $328 | | | | | $645 | |
| **United Health Care** | **Choice (In Plan Coverage Only)** | | | | | **Choice Plus Coverage (In Plan or out of Plan Coverage)** | | | | |
| **Individual** | | | | | | | | | | |
| Monthly | $602 | $301 | 50.0% | $301 | 50.0% | $719 | $301 | 41.9% | $418 | 58.1% |
| Bi-Weekly | | | | $150 | | | | | $209 | |
| **Employee + One** | | | | | | | | | | |
| Monthly | $1,203 | $602 | 50.0% | $602 | 50.0% | $1,519 | $602 | 39.6% | $918 | 60.4% |
| Bi-Weekly | | | | $301 | | | | | $459 | |
| **Family** | | | | | | | | | | |
| Monthly | $1,546 | $773 | 50.0% | $773 | 50.0% | $1,953 | $773 | 39.6% | $1,180 | 60.4% |
| Bi-Weekly | | | | $387 | | | | | $590 | |

## *Employee Compensation – Security*

**GASB accounting standards mandate accounting for long term unfunded obligations for other post employment benefits (OPEB).**

**The FY 2014 Proposed Budget provides $2.4 million in new funding for the City's OPEB obligations.**

### Other Post-Employment Benefits (OPEB)

The Governmental Accounting Standards Board (GASB) has created rules for SEC disclosure and reporting mandates for post retirement benefits, which include retiree healthcare and retiree life insurance. Historically, the City like almost all states and localities, used the near universal practice of pay-as-you-go cash accounting. However, the GASB mandates require reporting, recording and accounting for the long-term unfunded obligations for health and life insurance benefits for retirees. These new requirements and the City's response will influence the bond rating agency ratings of City debt.

*Dollars in millions*

| | Estimated Unfunded Liability | Annual Required Contribution (ARC) |
|---|---|---|
| City[1,2,3] | $82.5 | $10.3 |
| Schools[4] | $13.4 | $1.7 |

1 As of December 31, 2010.

2 Assumes no change in $260 monthly healthcare rate and does not reflect eliminating retiree life insurance for new hires.

3 City's liability calculated by actuaries using the trust fund model with a 7.5% annual return assumption.

4 Source: ACPS FY 2012 Comprehensive Annual Financial Report (CAFR)

**CASH FLOW PROJECTIONS**

**Other Post Employment Benefits**
**Plan for Funding**

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|
| Reimbursement | $ 3.2 | $ 3.3 | $ 3.3 | $ 3.3 | $ 3.3 | $ 3.3 | $ 3.3 |
| Life Insurance | $ 0.8 | $ 0.9 | $ 0.9 | $ 0.9 | $ 0.9 | $ 0.9 | $ 0.9 |
| Total Cash Flow | $ 4.0 | $ 4.2 | $ 4.2 | $ 4.2 | $ 4.2 | $ 4.2 | $ 4.2 |
| **Current General Fund** | **$ 2.1** | **$ 2.4** | **$ 2.7** | **$ 2.8** | **$ 2.9** | **$ 3.0** | **$ 3.1** |
| Fund Balance Draw Down | $ 0.7 | $ 0.2 | $ - | $ - | $ - | $ - | $ - |
| Total Annual Contributions (All Sources) | $ 6.8 | $ 6.8 | $ 6.9 | $ 7.0 | $ 7.1 | $ 7.2 | $ 7.3 |
| **Required Contributions** | **$ 6.9** | **$ 6.9** | **$ 6.9** | **$ 7.0** | **$ 7.1** | **$ 7.2** | **$ 7.3** |
| Investible Funds | $ 2.8 | $ 2.6 | $ 2.7 | $ 2.8 | $ 2.9 | $ 3.0 | $ 3.1 |
| **Ending Fund Balance** | **$ 22.3** | **$ 26.7** | **$ 31.6** | **$ 36.8** | **$ 42.4** | **$ 49.4** | **$ 51.9** |
| % of Annual Required Contribution Funded | 99% | 99% | 100% | 100% | 100% | 100% | 100% |
| % of Annual Required Contribution Funded by Current General Fund Sources | 88% | 96% | 100% | 100% | 100% | 100% | 100% |

## *Employee Compensation – Security*

***Effective in March 2012 the employee rate for Long Term Disability insurance will increase slightly from .073 to .10 per thousand of coverage as a result of the City's new 3-year life insurance contract***

**Group Life Insurance Benefit & Long Term Disability Coverage**

Regular full and part-time employees are provided basic group term life insurance at one to two times base salary depending on the employee's date of hire. Long term disability coverage is also provided to benefit eligible employees (excluding police officers and firefighters). Employees also have the option to purchase supplemental group term life insurance coverage and dependent life insurance coverage at their own expense. The table below provides information on the specific coverage available to employees.

| **Standard Insurance Company** | |
|---|---|
| Group Life and Accidental Death & Dismemberment Coverage: | |
| Basic - City Funded (hired before 7/1/2009) | 2x Annual Salary |
| Basic - City Funded (hired after 7/1/2009) | 1x Annual Salary |
| Supplemental - Employee Paid | 2x Annual Salary |
| Line of Duty Coverage: | |
| Police Officers and Firefighters Only - City Funded | $200,000 |
| **Long Term Disability*** | |
| 120 Day Plan - City Funded | City Pays $0.266 percent of Insured Earnings |
| 90 Day Plan - City & Employee Funded | Employee Pays $0.10 percent of Insured Earnings. City Pays Remaining Cost |

*Rates are effective as of 03/1/2012

City employees are eligible for 11 paid holidays per year in addition to their accrual of annual and sick leave. The table below outlines the rates at which new employees accrue annual and sick leave. The annual leave accrual rate was increased from 3.69 to 4.0 hours per pay period in FY 2010 in order to provide employees with 1 additional day of annual leave. This action was taken in response to a study which found that the City was ranked very low in the category of paid time off when compared to our comparator jurisdictions.

## *Employee Compensation – Paid Time Off*

| **Paid Time Off*** | |
|---|---|
| Holidays | 11 Holidays Annually |
| Annual Leave | New employees accrue 4.0 hours of leave per pay period |
| Sick Leave | All employees accrue 3.69 hours of leave per pay period |

*Prorated for part-time employees

## *Creative Forms of Compensation*

The City Manager continues to explore to identify creative forms of compensation to reward employees. The benefits below represent a portion of the forms of compensation that meet this criteria which will be available to staff in FY 2014.

**Transit benefit to remain at $75 per month**

To encourage transit use and vanpooling, and in order to meet the region's air quality standards, the City will continue to offer its transit incentive program to employees in FY 2014. Regular City employees are eligible to receive $75 per month with an option to contribute $155 of their own money on a pre-tax basis. Given the large number of City employees who commute to Alexandria from outside jurisdictions each day, this benefit helps to offset commuting costs.

**Telecommuting program to continue in FY 2014**

The City's telecommuting policy will continue unchanged in FY 2014. The policy permits interested employees to establish a telecommuting agreement with their supervisor and department head.

**Tuition assistance for education and training provided to employees**

To help further the professional development of City employees, tuition assistance is provided for education and training classes. Regular full-time employees can receive up to $1,500 per fiscal year, with regular part-time employees receiving $750 per fiscal year. Assistance is provided based on the availability of funding.

**Wellness Program**

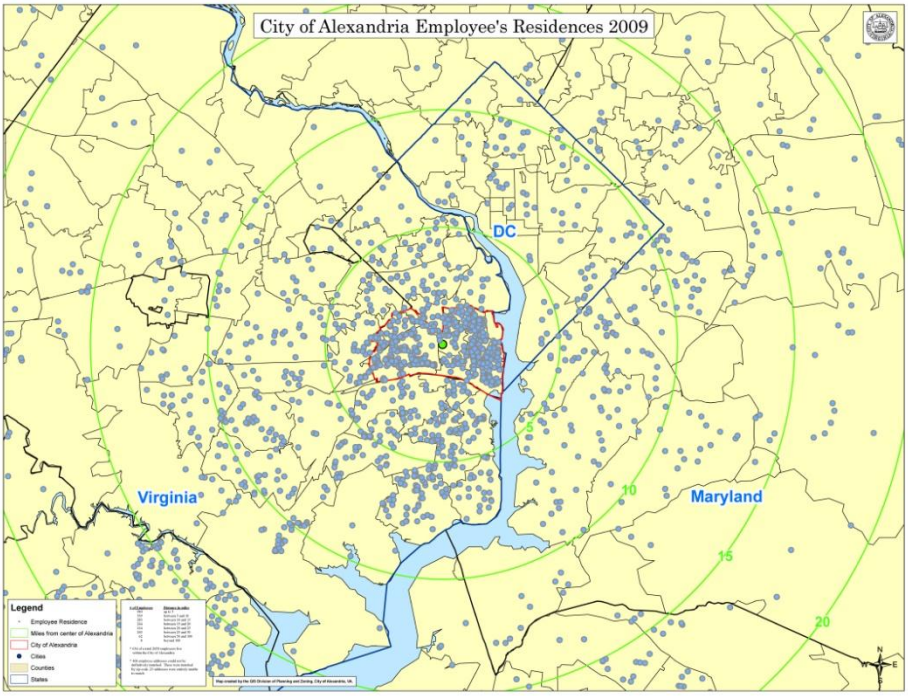
The goal of the City's Wellness Program is to provide wellness opportunities to employees in an effort to enhance their overall health and well being and to promote a long term health promotion strategy to reduce health care costs. The Wellness Program is administered by the Human Resources Department (HRD). Since FY 2011, the City has been partnering INOVA Healthworks to develop and implement wellness activities specific to the City of Alexandria workforce. The FY 2014 budget will be eliminating the wellness coordinator contract but the department will continue to perform these services using existing staff.

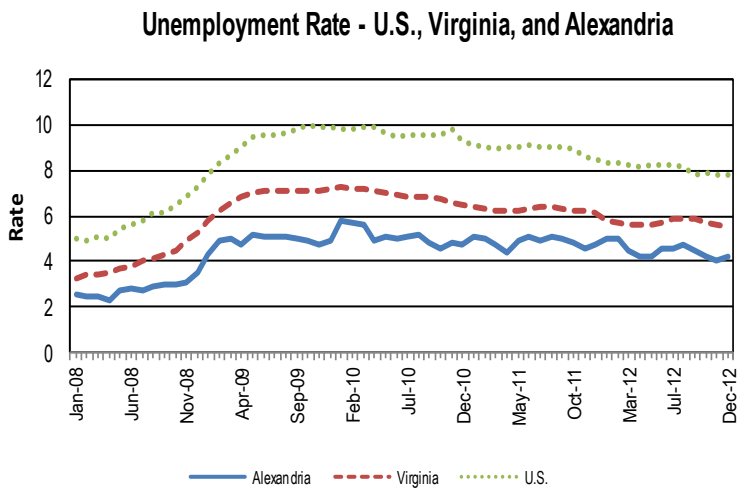
**Awards and Recognition Programs**

The City has several awards and recognition programs designed to acknowledge employees who work above and beyond expectations, who provide excellent customer service, who reach education milestones, who work well in team environments, and also for those employees who have worked for the City for an extended period of time.

## *Labor Market Data*

**The map to the right shows the dispersion of City employee residences. The vast majority of Alexandria City employees live outside the City. As a consequence, Alexandria competes in the regional labor market for workers.**




Source: U.S. Department of Labor, Bureau of Labor Statistics

**Alexandria unemployment is not seasonally-adjusted, while U.S. and Virginia are seasonally-adjusted.*

**PAGE INTENTIONALLY LEFT BLANK**

# Legislative and Executive

City Council…… 11-2
City Manager…… 11-4
City Attorney…….. 11-13
City Clerk and Clerk of Council…… 11-19

# City Council

**Mission Statement:** To provide strategic and policy direction so that the Alexandria City Government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for the future.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $448,629 | $480,103 | $463,721 | -3.4% |
| Non-Personnel | $48,427 | $53,582 | $64,771 | 20.9% |
| Capital Goods Outlay | $0 | $0 | $0 | 0.0% |
| Total Expenditures | $497,056 | $533,685 | $528,492 | -1.0% |
| **Funding Sources** | | | | |
| Internal Services | $0 | $0 | $0 | 0.0% |
| Special Revenue Funds | $0 | $0 | $0 | 0.0% |
| Total Designated Funding Sources | $0 | $0 | $0 | 0.0% |
| **Net General Fund Expenditures** | **$497,056** | **$533,685** | **$528,492** | -1.0% |
| **Total Department FTE's*** | **1.0** | **1.0** | **1.0** | 0.0% |

*This department has a total of 14 positions, seven are attributed to the seven City Councilmembers and six are attributed to the City Councilmember's aides. These positions are paid for by a stipend and do not count towards the departments total FTE count. The only full time permanent position is the Mayor's aide.

### Highlights

- In FY 2014, the General Fund budget for the City Council decreases by $5,193, or -1.0%.
- Personnel expenses decrease by $16,382, or -3.4%, due to a decline in health insurance participation and the shift of one full time administrative aide position to a lower step as a result of employee turnover.
- Non-personnel expenses increased by $11,189, or 20.9%, due to an increase in the cost of telecommunications and computer equipment.

# City Council

## Program Level Summary Information

**Expenditure Summary**

| Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| City Council | $497,056 | $533,685 | $528,492 | -1.0% |

**Staffing Summary**

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| City Council | 1.0 | 1.0 | 1.0 | 0.0% |

### City Council Programs and Activities

**City Council**

City Council Operations

### Dept Info

**Department Contact Info**

703.746.4500

www.alexandriava.gov/council

**City Council Members**

William D. Euille, Mayor
Allison Silberberg, Vice Mayor
John T. Chapman, Councilman
Timothy B. Lovain, Councilman
Justin Wilson, Councilman
Redella S. Pepper, Councilwoman
Paul C. Smedberg, Councilman

# City Manager

**Mission Statement:** The mission of the City Manager's Office is to perform executive duties of the City government, which includes: advising Council on matters pertaining to policy and proper administration, submitting an annual budget, leading and managing City staff, promoting economic and community development, engaging residents in City issues and coordinating with other governmental bodies.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $1,684,763 | $2,269,215 | $2,287,670 | 0.8% |
| Non-Personnel | $71,747 | $127,546 | $138,134 | 8.3% |
| Capital Goods Outlay | 0 | 0 | 0 | 0.0% |
| Total Expenditures | $1,756,510 | $2,396,761 | $2,425,804 | 1.2% |
| **Less Revenues** | | | | |
| Internal Services | $0 | $0 | $0 | 0.0% |
| Special Revenue Funds | 0 | 0 | 0 | 0.0% |
| Total Designated Funding Sources | $0 | $0 | $0 | 0.0% |
| **Net General Fund Expenditures** | **$1,756,510** | **$2,396,761** | **$2,425,804** | 1.2% |
| **Total Department FTE's** | **10.0** | **12.0** | **12.0** | 0.0% |

### Highlights

•In FY 2014, the General Fund budget for the City Manager's Office increases by $29,043 or 1.2%.

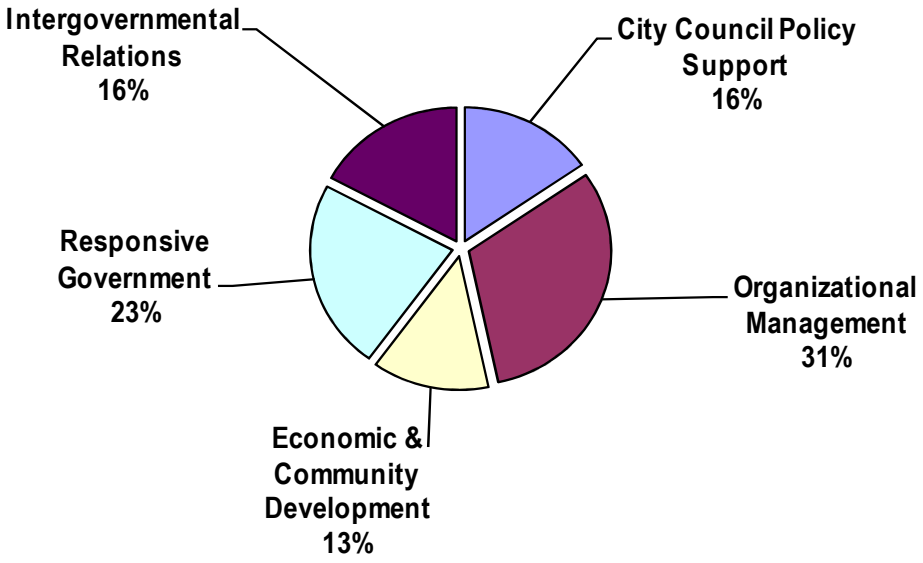
•Personnel costs increase by $18,455, or 0.8%, due to benefit cost increases and a 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.

•Non-personnel costs increase by $10,588, or 8.3%, due to the increased cost for membership fees and an increase in travel costs.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of City Council meetings supported | 34.0 | 30.0 | 30.0 |
| # of City Council work sessions, budget work sessions, and legislative subcommittee meetings supported | 30.0 | 35.0 | 30.0 |
| # of City FTEs managed | 2,533.2 | 2,544.6 | 2,544.5 |
| $ value of City budget managed (All Funds in millions) | 689.3 | 715.3 | 759.0 |
| # of City Sponsored Boards and Commissions | 74.0 | 74.0 | 74.0 |
| # of legislative positions adopted | 89.0 | 75.0 | 80.0 |

## FY 2014 Proposed Expenditures by Program



# City Manager

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| City Council Policy Support | $247,699 | $379,276 | $372,353 | -1.8% |
| Organizational Management | $598,596 | $769,768 | $759,940 | -1.3% |
| Economic & Community Development | $288,083 | $312,331 | $322,418 | 3.2% |
| Responsive Government | $221,890 | $541,141 | $555,631 | 2.7% |
| Intergovernmental Relations | $400,242 | $394,245 | $415,462 | 5.4% |
| **Total Expenditures** | **$1,756,510** | **$2,396,761** | **$2,425,804** | **1.2%** |

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| City Council Policy Support | 1.6 | 1.5 | 1.5 | 0.0% |
| Organizational Management | 3.2 | 3.6 | 3.6 | 0.0% |
| Economic & Community Development | 1.5 | 1.5 | 1.5 | 0.0% |
| Responsive Government | 1.1 | 3.0 | 3.0 | 0.0% |
| Intergovernmental Relations | 2.6 | 2.5 | 2.5 | 0.0% |
| **Total FTE's** | **10.0** | **12.0** | **12.0** | **0.0%** |

## City Manager Programs and Activities

**City Council Support**
City Council Support

**Organizational Management**
Organizational Management

**Economic & Community Development**
Economic & Community Development

**Responsive Government**
Responsive Government

**Intergovernmental Relations**
Legislative Coordination
Regional Coordination

## Dept. Info

**Department Contact Info**
703.746.4300
www.alexandriava.gov/manager

**Department Head**
Rashad M. Young, City Manager
703.746.4300

**Department Staff**
Tom Gates, Deputy City Manager, Chief of Staff
Michele Evans, Deputy City Manager
Mark Jinks, Deputy City Manager
Debra Collins, Deputy City Manager
Jerome Fletcher, Special Assistant to the City Manager
Rose Boyd, Special Assistant to the City Manager

## City Council Policy Support Program

**The goal of City Council Policy Support is to introduce Council to, and assist with, policy issues by developing agendas for Council meetings, reviewing and approving docket items, and producing memos and managing work sessions during budget season.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 14% | 16% | 15% |
| Total Expenditures | $247,699 | $379,276 | $372,353 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $247,699 | $379,276 | $372,353 |
| **Program Outcomes** | | | |
| # of City Council meetings supported | 34 | 30 | 30 |
| # of City Council work sessions, budget work sessions, and legislative subcommittee meetings supported | 30 | 35 | 30 |

### Activity Data

| CITY COUNCIL POLICY SUPPORT - The goal of City Council Policy Support is to introduce Council to, and assist with, policy issues by developing agendas, reviewing and approving docket items, and producing memos and managing work sessions during budget season. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $247,699 | $379,276 | $372,353 |
| FTE's | 1.6 | 1.5 | 1.5 |
| # of City Council meetings supported | 34 | 30 | 30 |
| # of City Council work sessions, budget work sessions, and legislative subcommittee meetings supported | 30 | 35 | 30 |

## Organizational Management Program

**The goal of Organizational Management is to provide leadership for departments through budget development and execution, human resource management and organizational development.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 34% | 32% | 31% |
| Total Expenditures | $598,596 | $769,768 | $759,940 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $598,596 | $769,768 | $759,940 |
| **Program Outcomes** | | | |
| # of City FTEs managed | 2,533.2 | 2,544.6 | 2,544.5 |
| $ value of City budget managed (All Funds in millions) | $689.3 | $715.3 | $759.0 |

### Activity Data

| ORGANIZATIONAL MANAGEMENT – The goal of Organizational Management is to provide leadership for departments through budget development and execution, human resource management and organizational development. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $598,596 | $769,768 | $759,940 |
| FTE's | 3.2 | 3.6 | 3.6 |
| # of City FTEs managed | 2,533.2 | 2,544.6 | 2,544.5 |
| $ value of City budget managed (All Funds in millions) | $689.3 | $715.3 | $759.0 |

## Economic & Community Development Program

**The goal of Economic and Community Development is to work with committees, neighborhoods and community and business leaders to facilitate and manage appropriate economic and development growth and provide economic sustainability through the appropriate growth of the local economy.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 16% | 13% | 13% |
| Total Expenditures | $288,083 | $312,331 | $322,418 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $288,083 | $312,331 | $322,418 |

### Activity Data

| ECONOMIC & COMMUNITY DEVELOPMENT – The goal of Economic and Community Development is to work with committees, neighborhoods and community and business leaders to facilitate and manage appropriate economic development and provide economic sustainability through the appropriate growth of the local economy. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $288,083 | $312,331 | $322,418 |
| FTE's | 1.5 | 1.5 | 1.5 |
| # of business associations in the City | 9 | 9 | 9 |
| # of 144 Economic Sustainability recommendations initiated or in process | 77 | 100 | 69 |
| # of 144 Economic Sustainability recommendations implemented | 57 | 55 | 65 |
| $ amount of City General Fund support to economic development organizations | $4,859,399 | $4,840,951 | $5,085,724 |

## Responsive Government Program

**The goal of Responsive Government is to coordinate committees, task forces and other community-oriented organizations to address special issues, respond to citizen inquiries and engage stakeholders in public policy development.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 13% | 23% | 23% |
| Total Expenditures | $221,890 | $541,141 | $555,631 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $221,890 | $541,141 | $555,631 |
| **Program Outcomes** | | | |
| # of City Sponsored Boards and Commissions | 74 | 74 | 74 |

### Activity Data

| RESPONSIVE GOVERNMENT – The goal of Responsive Government is to coordinate committees, task forces and other community-oriented organizations to address special issues, respond to citizen inquiries and engage stakeholders in public policy development. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $221,890 | $541,141 | $555,631 |
| FTE's | 1.1 | 3.0 | 3.0 |
| # of City Sponsored Boards and Commissions | 74 | 74 | 74 |

## Intergovernmental Relations Program

**The goal of Intergovernmental Relations is to work with state and federal partners, on behalf of the City, to ensure the City is connected to and represented by other levels of government.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 23% | 16% | 17% |
| Total Expenditures | $400,242 | $394,245 | $415,462 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $400,242 | $394,245 | $415,462 |
| **Program Outcomes** | | | |
| # of legislative positions adopted | 89 | 75 | 80 |

### Activity Data

| LEGISLATIVE COORDINATION (STATE & FEDERAL) - The goal of Legislative Coordination is to prepare the City's annual legislative package for consideration by the City Council and to monitor legislative items before the General Assembly and Congress, and advocate for issues on behalf of the City. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $326,230 | $325,055 | $343,413 |
| FTE's | 2.3 | 2.2 | 2.2 |
| # of legislative positions adopted | 89 | 75 | 80 |

| REGIONAL COORDINATION - The goal of Regional Coordination is to coordinate Alexandria city government activities with the regional bodies and to provide a point of contact for communications. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $74,012 | $69,190 | $72,049 |
| FTE's | 0.3 | 0.3 | 0.3 |
| # of regional organizations and initiatives staffed | 7 | 7 | 7 |

## Summary of Budget Changes

| Adjustments to Maintain Current Service Levels | | | |
|---|---|---|---|
| **Activity** | **Adjustment** | **FTE's** | **FY 2014 Proposed** |
| **Travel Expenses** | *Long Distance Travel* | | **$2,000** |
| The City Manager is a member of the Board of Directors for the National Forum for Black Public Administrators (NFBPA) and is required to attend a number of meetings throughout the year which usually require long distance travel. | | | |
| **Memberships** | *Membership Cost Increase* | | **$8,500** |
| The cost of memberships to various organizations, including NFBPA and ICMA, are increasing both due to an increase in participation and an increase in membership prices which are based on the salary of each member. | | | |

# City Attorney

**Mission Statement:** The mission of the City Attorney's Office is to protect the legal interests of the City as a municipal corporation, and of its officers and entities, and to ensure that the City's programs and activities are executed in compliance with applicable laws and regulations.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $1,925,813 | $1,966,946 | $2,065,051 | 4.9% |
| Non-Personnel | $532,709 | $634,454 | $647,794 | 2.1% |
| Capital Goods Outlay | $0 | $0 | $0 | 0.0% |
| Total Expenditures | $2,458,522 | $2,601,400 | $2,712,845 | 4.3% |
| **Less Revenues** | | | | |
| Internal Services | $0 | $0 | $0 | $0 |
| Special Revenue Funds | $0 | $0 | $0 | $0 |
| Total Designated Funding Sources | $0 | $0 | $0 | $0 |
| **Net General Fund Expenditures** | **$2,458,522** | **$2,601,400** | **$2,712,845** | **4.3%** |
| **Total Department FTEs** | **14.0** | **14.0** | **14.0** | 0.0% |

### Highlights

• In FY 2014, the General Fund budget increases by $111,445, or 4.3%.

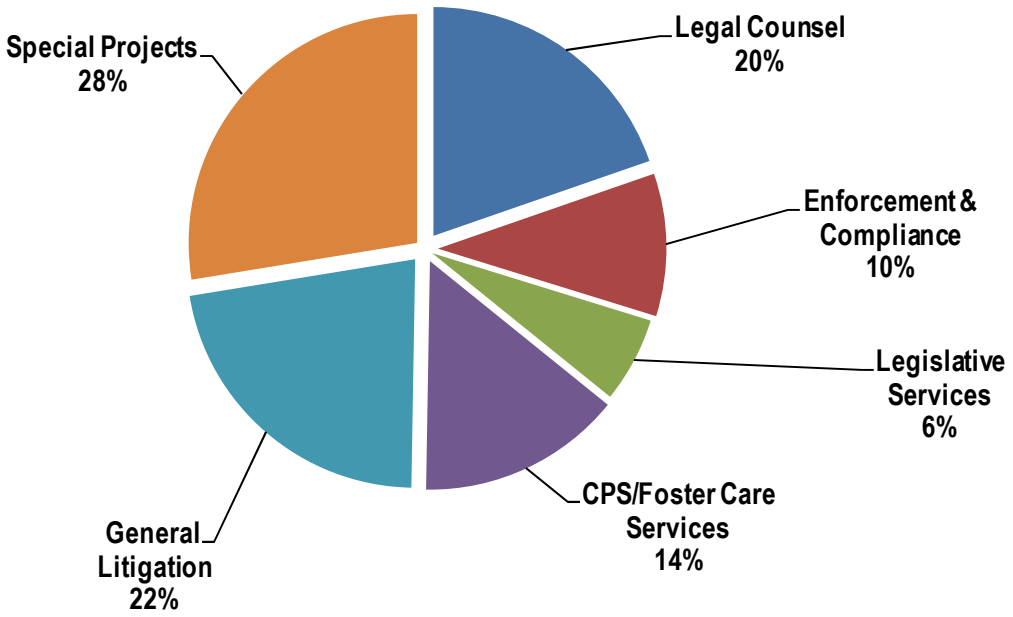
• Personnel costs increase by $98,105, or 4.9% due to employee career ladder advancements, an increase in benefit costs, and the 1% increase in the General Government pay scale to offset the 1% increase in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.

• Non-personnel costs increase by $13,340, or 2.1% due to a $5,000 increase in the annual maintenance and licensing contract to manage the office's legal files and an $8,304 increase in the annual maintenance and licensing contract for FOIA software.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of formal and informal legal opinions issued and advice rendered | 323 | 280 | 300 |
| Attorney hours expended per request for legal counsel | 75 | 75 | 75 |
| % of enforcement & compliance cases satisfactorily resolved within 12 months | 95% | 90% | 90% |
| Attorney hours expended per request for drafted or reviewed legislation | 25 | 25 | 25 |

## FY 2014 Proposed Expenditures by Activity



# City Attorney

## City Attorney Programs and Activities

**Office of the City Attorney**

- Legal Counsel
- Enforcement & Compliance
- Legislative Services
- CPS/Foster Care Services
- General Litigation
- Special Projects

## Dept Info

**Department Contact Info**

703.746.3750
http://alexandriava.gov/cityattorney/

**Department Head**

James L. Banks, City Attorney
703.746.3750
james.banks@alexandriava.gov

## Office of the City Attorney

**The goal of the Office of the City Attorney is to provide timely and effective legal counsel to the City Council, the City Manager, and all departments, agencies, boards and commissions of the City; to represent the City and its officers and employees in general civil litigation; to prosecute successfully civil violations of City ordinances, nuisance abatement actions, and delinquent tax collection cases; and to represent effectively the governmental interest in civil proceedings arising from child abuse and neglect incidents and foster care placements.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $2,458,522 | $2,601,400 | $2,712,845 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $2,458,522 | $2,601,400 | $2,712,845 |
| **Program Outcomes** | | | |
| % of requests responded to within required time frame | 90% | 90% | 90% |

### Activity Data

| LEGAL COUNSEL – The goal of Legal Counsel is to provide advice and legal counsel to City officers and employees. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $503,672 | $506,295 | $534,149 |
| FTE's | 3.2 | 3.2 | 3.2 |
| # of formal and informal opinions issued and advice rendered | 323 | 280 | 300 |
| Attorney hours expended per request | 75 | 75 | 75 |
| % of requests responded to within required time frame | 90% | 90% | 90% |

| ENFORCEMENT & COMPLIANCE – The goal of Enforcement and Compliance is to enforce compliance with City ordinances, regulations and revenue collections. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $267,718 | $261,977 | $273,568 |
| FTE's | 2.2 | 2.2 | 2.2 |
| # of enforcement cases handled administratively or through litigation | 310 | 250 | 250 |
| Attorney hours expended per request | 80 | 80 | 80 |
| % of cases satisfactorily resolved within 12 months | 95% | 90% | 90% |

| LEGISLATIVE SERVICES – The goal of Legislative Services is to draft legislation for consideration by City Council, and review proposed state and federal legislation and regulations. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $161,089 | $155,696 | $164,174 |
| FTE's | 0.9 | 0.9 | 0.9 |
| # legislation drafted/reviewed | 64 | 60 | 60 |
| Attorney hours expended per request | 25 | 25 | 25 |
| % of requests responded to within required time frame | 100% | 100% | 100% |

## Office of the City Attorney, continued

### Activity Data

| CPS/FOSTER CARE SERVICES – The goal of CPS/Foster Care Services is to seek and enforce civil protections against child abuse and neglect, and initiate foster care placements. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $289,538 | $371,921 | $391,619 |
| FTE's | 2.7 | 2.7 | 2.7 |
| # of CPS/foster care cases handled | 250 | 250 | 250 |
| Attorney hours expended per request | 75 | 75 | 75 |
| % of cases satisfactorily resolved within required statutory period | 100% | 100% | 100% |

| GENERAL LITIGATION – The goal of Litigation is to defend civil actions brought against the City, its officers and employees. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures* | $727,336 | $585,891 | $601,326 |
| FTE's | 3.3 | 3.3 | 3.3 |
| # of cases defended | 55 | 50 | 50 |
| Attorney hours expended per case | 40 | 40 | 40 |
| % of cases satisfactorily resolved within 12 months | 100% | 100% | 100% |

| SPECIAL PROJECTS – The goal of Special Projects is to provide specialized legal and related services in connection with specific City initiatives and undertakings. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures * | $509,169 | $719,620 | $748,009 |
| FTE's | 1.8 | 1.8 | 1.8 |
| # of projects handled | 50 | 50 | 50 |
| Attorney hours expended per project | 30 | 30 | 30 |
| % of projects satisfactorily resolved within required time frame | 100% | 100% | 100% |

* Budgeted expenditures for contracted outside legal services were reduced by $395,000 in FY 2012 and $130,000 in FY 2013 to reflect actual expenditures.

## Summary of Budget Changes

| Adjustments to Maintain Current Service Levels | | | |
|---|---|---|---|
| **Activity** | **Adjustment** | **FTEs** | **Amount** |
| **FOIA Software Maintenance Contract** | *Special Projects* | | **$8,340** |
| An increase in the annual maintenance and licensing contract for the Freedom of Information Act software. | | | |
| **Legal Files Sofware Maintenance Contract** | *Special Projects* | | **$5,000** |
| An increase in the annual maintenance and licensing contract for the office's legal documents. | | | |

# City Clerk

**Mission Statement:** The mission of the City Clerk and Clerk of Council is to accurately record the proceedings of all Council meetings, preserve the legislative history, process Boards and Commissions applications and appointments, and prepare and assemble the Council docket material prepared by the City Manager's Office and other City departments.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $374,796 | $432,307 | $441,786 | 2.2% |
| Non-Personnel | $22,083 | $21,917 | $21,917 | 0.0% |
| Capital Goods Outlay | $0 | $0 | $0 | 0.0% |
| Total Expenditures | $396,879 | $454,224 | $463,703 | 2.1% |
| | | | | |
| **Funding Sources** | | | | |
| Internal Services | $0 | $0 | $0 | 0.0% |
| Special Revenue Funds | $0 | $0 | $0 | 0.0% |
| Total Designated Funding Sources | $0 | $0 | $0 | 0.0% |
| | | | | |
| **Net General Fund Expenditures** | **$396,879** | **$454,224** | **$463,703** | 2.1% |
| **Total Department FTE's** | **4.0** | **4.0** | **4.0** | 0.0% |

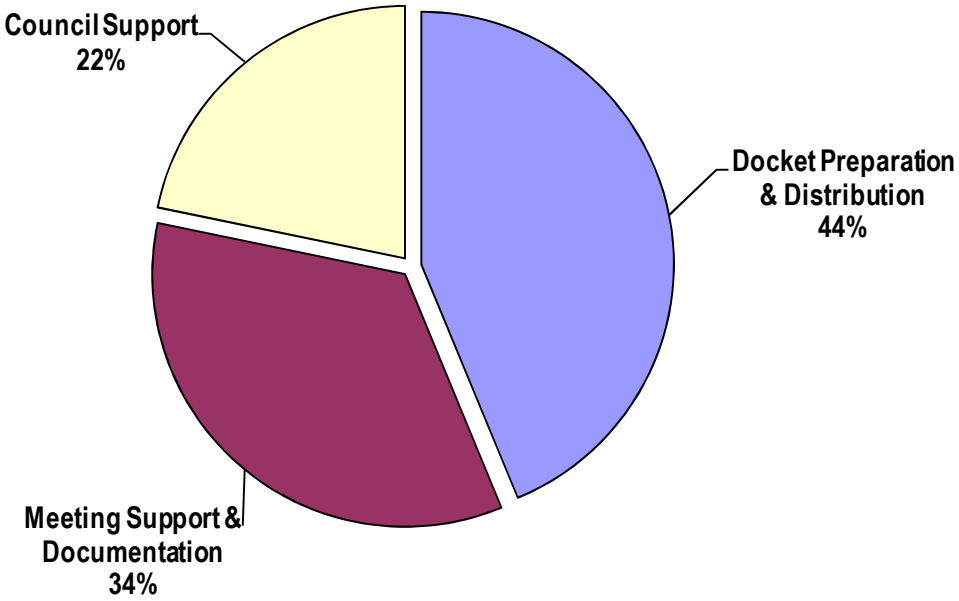
### Highlights

- In FY 2014 the City Clerk's General Fund budget increases by $9,479 or 2.1%.
- Personnel costs increase by $9,479, or 2.2%, due to benefit cost increases and a 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.
- Non-personnel costs are unchanged compared to FY 2013.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of docket items processed | 489 | 700 | 700 |
| Cost per docket item processed | $235 | $182 | $210 |
| Cost per Council meeting supported | $4,857 | $3,616 | $4,480 |
| % of meeting minutes completed within 2 weeks of Council meeting | 100% | 100% | 100% |

## FY 2014 Proposed Expenditures by Activity



# City Clerk

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Activity | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Docket Preparation & Distribution | $114,859 | $127,302 | $128,686 | 1.1% |
| Meeting Support & Documentation | $155,415 | $144,641 | $146,608 | 1.4% |
| Council Support | $111,115 | $113,706 | $115,531 | 1.6% |
| Boards & Commissions Support | $15,490 | $68,575 | $72,878 | 6.3% |
| Total Expenditures | $396,879 | $454,224 | $463,703 | 2.1% |

### Staffing Summary

| Authorized Positions (FTE's) by Activity | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Docket Preparation & Distribution | 1.0 | 1.0 | 1.0 | 0.0% |
| Meeting Support & Documentation | 1.0 | 1.0 | 1.0 | 0.0% |
| Council Support | 1.0 | 1.0 | 1.0 | 0.0% |
| Boards & Commissions Support | 1.0 | 1.0 | 1.0 | 0.0% |
| Total Expenditures | 4.0 | 4.0 | 4.0 | 0.0% |

## City Clerk Programs and Activities

**City Clerk and Clerk of Council**

- Docket Preparation and Distribution
- Meeting Support and Documentation
- Council Support
- Boards & Commissions Support

## Department Information

**Department Contact Info**
703.746.4550
http://alexandriava.gov/CityClerk

**Department Head**
Jackie Henderson, City Clerk
703.746.4550
jackie.henderson@alexandriava.gov

**Department Staff**
Gloria Sitton, Deputy City Clerk

## City Clerk & Clerk of Council Program

**The goal of City Clerk and Clerk of Council is to maintain the official record of the activities of City Council and to preserve and distribute this information in a timely and accurate manner.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $396,879 | $454,224 | $463,703 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $396,879 | $454,224 | $463,703 |
| **Program Outcomes** | | | |
| % of meeting minutes completed within two weeks of Council meeting | 100% | 100% | 100% |

### Activity Data

| **DOCKET PREPARATION & DISTRIBUTION –** The goal of Docket Preparation is to prepare and distribute items for Council consideration to members of Council and the public, and to notify the public of items scheduled before Council in accordance with state and local laws. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $114,859 | $127,302 | $128,686 |
| FTE's | 1.0 | 1.0 | 1.0 |
| # of docket items processed | 489 | 700 | 700 |
| Cost per docket item processed | $235 | $182 | $210 |
| % of docket items sent to Council four or more days in advance of meeting | 100% | 100% | 100% |

| **MEETING SUPPORT & DOCUMENTATION –** The goal of Meeting Support and Documentation is to maintain a permanent record of official City Council actions in a prompt and accurate manner. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $155,415 | $144,641 | $146,608 |
| FTE's | 1.0 | 1.0 | 1.0 |
| # of City Council meetings supported | 32 | 40 | 40 |
| Cost per City Council meeting supported | $4,857 | $3,616 | $4,480 |
| % of meeting minutes completed within two weeks of Council meeting | 100% | 100% | 100% |

| **COUNCIL SUPPORT –** The goal of Council Support is to provide reception, records research, general office support and budget administration services in order to support Council's effective operation. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $111,115 | $113,706 | $115,531 |
| FTE's | 1.0 | 1.0 | 1.0 |
| # of hours of administrative support provided | 8,328 | 8,328 | 8,328 |
| # of record research requests filled | 80 | 75 | 75 |
| Cost per hour of administrative support | $13 | $14 | $12 |
| % of record research requests filled within one day | 100% | 100% | 100% |

## City Clerk & Clerk of Council Program, Continued

### Activity Data

| **BOARDS & COMMISSIONS SUPPORT –** The goal of Boards & Commissions Support is to process City Boards and Commissions applications, oaths and manage, advertise and fill vacancies on boards and commissions. | **FY 2012 Actual** | **FY 2013 Approved** | **FY 2014 Proposed** |
|---|---|---|---|
| Expenditures* | $15,490 | $68,575 | $72,878 |
| FTE's | 1.0 | 1.0 | 1.0 |
| # of applications processed | 379 | 370 | 370 |
| # of vacancies filled | 263 | 250 | 250 |
| Cost per application processed | $41 | $185 | $185 |

*An Administrative Support V position was vacated in FY12 and since that time the work has been performed by exisiting staff and supplemental support as needed.

PAGE INTENTIONALLY LEFT BLANK

# Courts and Constitutional Officers

18th Circuit Court ..... 12-2
18th General District Court ..... 12-6
Clerk of the Court ..... 12-9
Office of the Commonwealth's Attorney ..... 12-14
Court Service Unit ..... 12-19
Juvenile and Domestic Relations District Court ..... 12-27
Law Library ..... 12-30
Other Public Safety and Justice ..... 12-33
Office of Voter Registration and Elections ..... 12-39
Sheriff's Office ..... 12-45

# 18th Circuit Court

**Mission Statement:** The mission of the Circuit Court is to conduct proceedings for all criminal and civil cases before the 18th Circuit Court in accordance with the Code of Virginia.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $1,310,124 | $1,425,039 | $1,430,679 | 0.4% |
| Non-Personnel | $77,996 | $92,558 | $157,558 | 70.2% |
| Capital Goods Outlay | $0 | $0 | $0 | 0.0% |
| Total Expenditures | $1,388,120 | $1,517,597 | $1,588,237 | 4.7% |
| **Funding Sources** | | | | |
| Internal Service | $0 | $0 | $0 | 0.0% |
| Special Revenue Fund | $0 | $0 | $0 | 0.0% |
| Total Designated Funding Sources | $0 | $0 | $0 | 0.0% |
| **Net General Fund Expenditures** | **$1,388,120** | **$1,517,597** | **$1,588,237** | 4.7% |
| **Total Department FTEs** | **13.0** | **13.0** | **13.0** | 0.0% |

### Highlights

•In FY 2014 the proposed General Fund budget increased by $70,640, or 4.7%

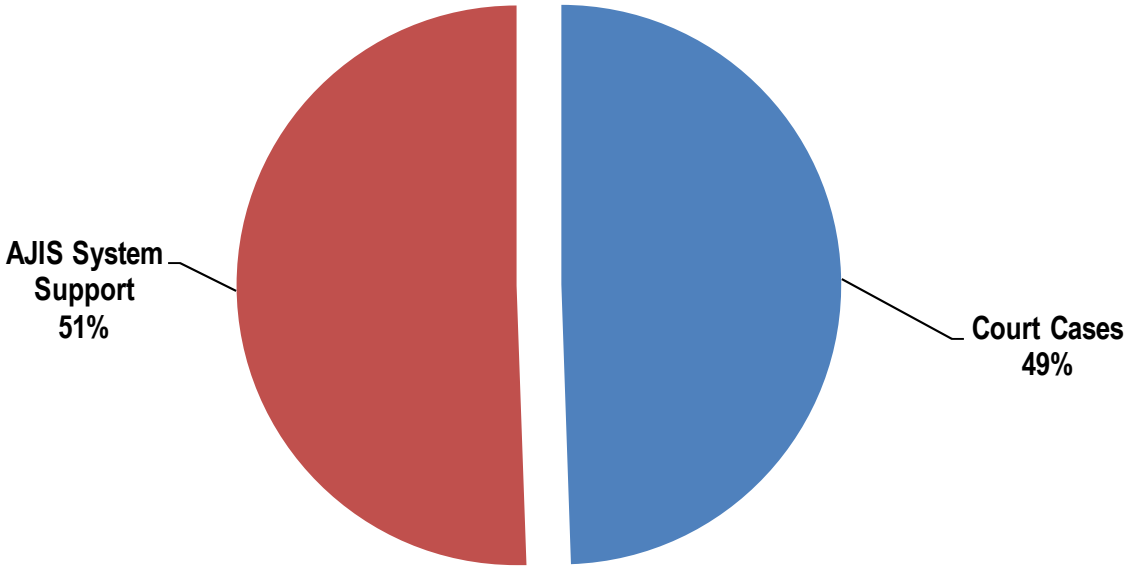
•Personnel costs increase by $5,640, or 0.4%, due to an increase in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.

•Non-personnel costs increased by 70.2%, due to a transfer of $65,000 from the Capital Improvement Plan to the General Fund to more appropriately account for the costs of the Alexandria Justice Information System (AJIS) , such as scanner and software maintenance, hardware warranties and AJIS application maintenance. Circuit Court staff oversee the operation of the AJIS system, which services all of the agencies in the Alexandria Criminal Justice System.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Number of civil and criminal cases closed | 6,313 | 6,136 | 6,300 |
| City cost per case closed | $111.48 | $127.04 | $124.65 |
| Number of qualified jurors identified | 7,475 | 7,414 | 7,400 |
| City cost per hour AJIS is available | $77.99 | $82.74 | $91.24 |

## FY 2014 Proposed Expenditures by Activity



# 18th Circuit Court

## Activity Level Summary Information

### Expenditure Summary

| Expenditure By Activity | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Court Cases | $703,796 | $779,513 | $785,312 | 0.7% |
| AJIS Support | $684,324 | $738,084 | $802,925 | 8.8% |
| **Total Expenditures** | **$1,388,120** | **$1,517,597** | **$1,588,237** | 4.7% |

### Staffing Summary

| Authorized Positions (FTE's) by Activity | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Court Cases | 7.0 | 7.0 | 7.0 | 0.0% |
| AJIS Support | 6.0 | 6.0 | 6.0 | 0.0% |
| **Authorized Positions (FTE's) by Activity** | **13.0** | **13.0** | **13.0** | 0.0% |

## 18th Circuit Court Programs and Activities

**Justice Program**
- Court Cases
- AJIS Support

## Dept Info

**Department Contact Info**
703.746.4123
http://alexandriava.gov/circuitcourt/

**Department Head**
Lisa B. Kemler, Chief Judge
703.746.4123
lisa.kemmler@alexandriava.gov

**Department Staff**
Diane P. Fiske, Court Administrator
703.746.4123
diane.fiske@alexandriava.gov

Lori A. Knoernschild, Deputy Court Administrator
703.746.4123
lori.knoernschild@alexandriava.gov

## Justice Program

**The goal of Justice is to adjudicate Alexandria civil and criminal cases in a timely manner.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $1,388,120 | $1,517,597 | $1,588,237 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $1,388,120 | $1,517,597 | $1,588,237 |
| **Program Outcomes** | | | |
| % of cases closed within timeframes | 97% | 100% | 97% |

### Activity Data

| COURT CASES - The goal of Court Cases is to provide qualified jurors and adminster the timely closing of court cases, including civil and criminal cases, in order to achieve due process. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $703,796 | $779,513 | $785,312 |
| FTE's | 7.0 | 7.0 | 7.0 |
| # of civil and criminal cases closed | 6,313 | 6,136 | 6,300 |
| # of qualified jurors identified | 7,475 | 7,414 | 7,400 |
| City cost per case closed | $111 | $127 | $125 |
| % of criminal cases closed within 120 days of indictment | 98% | 100% | 98% |
| % of civil cases closed within one year of initial filing date | 97% | 100% | 97% |

| ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS) SUPPORT – The goal of AJIS Support is to provide computer-related hardware, software and database support to the Circuit Court and other Alexandria justice agencies in a timely and accurate manner. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $684,324 | $738,084 | $802,925 |
| FTE's | 6.0 | 6.0 | 6.0 |
| # of hours AJIS available | 8,774 | 8,920 | 8,800 |
| City cost per hour AJIS available | $77.99 | $82.74 | $91.24 |
| % of customers satisfied with AJIS | 100% | 100% | 100% |

# 18th General District Court

**Mission Statement:** The mission of the 18th General District Court is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $0 | $0 | $0 | 0% |
| Non-Personnel | 57,503 | 62,452 | 62,452 | 0% |
| Capital Goods Outlay | 4,896 | 0 | 0 | 0% |
| Total Expenditures | $62,399 | $62,452 | $62,452 | 0% |
| **Funding Sources** | | | | |
| Internal Service | $0 | $0 | $0 | 0% |
| Special Revenue Fund | 0 | 0 | 0 | 0% |
| Total Designated Funding Sources | $0 | $0 | $0 | 0% |
| **Net General Fund Expenditures** | **$62,399** | **$62,452** | **$62,452** | 0% |

### Highlights

- In FY 2014 the General Fund budget for the General District Court is the same as the amount budgeted for FY 2013.
- The State establishes and pays the salaries of the General District Court Judges and Court staff. City funding is provided for non-personnel costs including professional services, office supplies, telecommunications and other miscellaneous non-personnel costs.

# 18th General District Court

## Program Level Summary Information

**Expenditure Summary**

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| General District Court | $62,399 | $62,452 | $62,452 | 0% |
| **Total Expenditures** | **$62,399** | **$62,452** | **$62,452** | 0% |

**Staffing Summary**

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| General District Court | 0.0 | 0.0 | 0.0 | 0% |
| **Total authorized positions** | **0.0** | **0.0** | **0.0** | 0% |

## 18th General District Court Programs and Activities

**18th General District Court**

18th General District Court

## Dept Info

**Department Contact Info**
703.746.4010
www.alexandriava.gov/districtcourt/

**Department Head**
Becky J. Moore, Chief Judge
703.746.4010
becky.moore@alexandriava.gov

**Department Staff**
JeAnne Rosson, Clerk
703.746.4010
Jeanne.rosson@alexandriava.gov

## General District Court

**The goal of the General District Court is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $62,399 | $62,452 | $62,452 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $62,399 | $62,452 | $62,452 |

### Activity Data

| **18th General District Court Activity** – The goal of the 18th General District Court activity is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $62,399 | $62,452 | $62,452 |
| FTE's | 0.0 | 0.0 | 0.0 |
| # of traffic cases filed | N/A | 21,000 | 21,000 |
| # of civil cases filed | N/A | 9,000 | 9,000 |
| # of criminal cases filed | N/A | 5,300 | 5,300 |

# Clerk of the Court

**Mission Statement:** The mission of the Clerk of the Court is to serve as the recorder of all deeds, wills and other legal documents filed in the City; provide clerical assistance to the Circuit Court judges in courtroom proceedings, and process all civil and criminal cases filed with the court.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $1,484,628 | $1,583,262 | $1,568,245 | -0.9% |
| Non-Personnel | 147,993 | 90,391 | 90,391 | 0.0% |
| Capital Goods Outlay | 25,954 | 0 | 0 | 0.0% |
| Total Expenditures | $1,658,575 | $1,673,653 | $1,658,636 | -0.9% |
| **Less Revenues** | | | | |
| Internal Services | $0 | $0 | $0 | 0.0% |
| Special Revenue Funds | 105,942 | 0 | 0 | 0.0% |
| Total Designated Funding Sources | $105,942 | $0 | $0 | 0.0% |
| **Net General Fund Expenditures** | **$1,552,633** | **$1,673,653** | **$1,658,636** | -0.9% |
| **Total Department FTE's** | **22.0** | **22.0** | **22.0** | 0.0% |

### Highlights

- In FY 2014 the General Fund budget is decreasing by $15,017, or -0.9%. The decrease is attributed to turnover savings, which is partially offset by an increase in the cost of benefits and the 1% increase in the General government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.
- The total personnel budget is decreasing by $15,017, which represents a -0.9% decrease.
- The non-personnel budget is unchanged compared to FY 2013.

# Clerk of the Court

## Activity Level Summary Information

### Expenditure Summary

| Expenditure By Activity | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Court Support | $349,722 | $357,184 | $355,718 | -0.4% |
| Land Records | $399,140 | $443,411 | $414,113 | -6.6% |
| Public Services | $427,904 | $452,679 | $461,345 | 1.9% |
| Leadership and Management | $375,867 | $420,379 | $427,460 | 1.7% |
| **Total Expenditures** | **$1,552,633** | **$1,673,653** | **$1,658,636** | -0.9% |

### Staffing Summary

| Authorized Positions (FTE's) by Activity | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Court Support | 5.4 | 5.4 | 5.4 | 0.0% |
| Land Records | 6.4 | 6.4 | 6.4 | 0.0% |
| Public Services | 6.5 | 6.5 | 6.5 | 0.0% |
| Leadership and Management | 3.8 | 3.8 | 3.8 | 0.0% |
| **Total full time equivalents (FTE's)** | **22.0** | **22.0** | **22.0** | 0.0% |

## Clerk of the Court Programs and Activities

**Clerk of the Court**
- Court Support
- Land Records
- Public Service
- Leadership and Management

## Dept Info

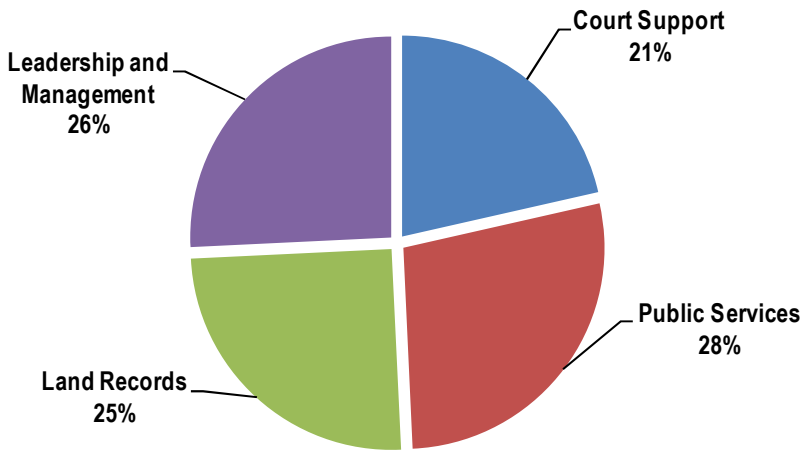
**Department Contact Info**
703.746.4044
http://www.alexandriava.gov/clerkofcourt/

**Department Head**
Ed Semonian, Clerk of the Court
703.746.4044
Ed.Semonian@alexandriava.gov

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of criminal cases processed | 1,645 | 1,700 | 1,650 |
| # of court support inquiries handled | 10,417 | 10,500 | 10,500 |
| # of land document transactions processed (total) | 22,598 | 25,000 | 29,000 |
| # of land records inquiries handled | 52,070 | 52,500 | 55,000 |
| # of public services inquiries handled | 69,167 | 70,000 | 70,000 |

## FY 2014 Proposed Expenditures by Activity



## Clerk of the Court

**The goal of the Clerk of the Court is to provide assistance at court proceedings, process criminal cases, process all civil and criminal pleadings and orders, process civil case filings, and maintain all land record documents.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $1,658,575 | $1,673,653 | $1,658,636 |
| Less Revenues | 105,942 | - | - |
| Net General Fund Expenditures | $1,552,633 | $1,673,653 | $1,658,636 |

### Activity Data

| COURT SUPPORT - The goal of Court Support is to provide assistance at court proceedings, process criminal cases, process all civil and criminal pleadings and orders, and issue and process probate related qualifications to support the effective operation of the Circuit Court. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $349,722 | $357,184 | $355,718 |
| FTE's | 5.4 | 5.4 | 5.4 |
| # of criminal cases processed | 1,645 | 1,700 | 1,650 |
| # of court support inquiries handled | 10,417 | 10,500 | 10,500 |

| LAND RECORDS - The goal of Land Records is to calculate, receipt, scan, index, verify indexing and maintain all land record documents in order to maintain a permanent legal record for the City including but not limited to: deeds, deed of trust, assignments, certificates of satisfaction, power of attorneys, financing statements, judgements and plats and easements. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $399,140 | $443,411 | $414,113 |
| FTE's | 6.4 | 6.4 | 6.4 |
| # of land document transactions processed (total) | 22,598 | 25,000 | 29,000 |
| # of land records inquiries handled | 52,070 | 52,500 | 55,000 |

| PUBLIC SERVICES - The goal of Public Services is to process all civil case filings, issue licenses, certificates and permits to the general public as mandated by the Code of Virginia. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $427,904 | $452,679 | $461,345 |
| FTE's | 6.5 | 6.5 | 6.5 |
| # civil case filings processed | 4,975 | 5,250 | 5,000 |
| # of public services inquiries handled | 69,167 | 70,000 | 70,000 |

| LEADERSHIP AND MANAGEMENT - The goal of Leadership and Management is to plan, organize, direct and coordinate all activiites of the department in order to achieve its goals effectively and efficiently. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $375,867 | $420,379 | $427,460 |
| FTE's | 3.8 | 3.8 | 3.8 |
| # of activiites managed | 4 | 4 | 4 |
| Cost per activity | $93,967 | $105,095 | $106,865 |
| % of department activities achieving effectiveness objectives | 100.0% | 100.0% | 100.0% |

## Miscellaneous

| "Net City Share" of Clerk of Court Operations | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| **General Fund Expenditures** | | | |
| Personnel | $ 1,484,628 | $ 1,583,262 | $ 1,568,245 |
| Non-Personnel | $ 147,993 | $ 90,391 | $ 90,391 |
| Capital Goods | $ 25,954 | - | - |
| *Total General Fund Expenditures* | *$ 1,658,575* | *$ 1,673,653* | *$ 1,658,636* |
| **General Fund Revenues** [1] | | | |
| State Reimbursement for Personnel Costs | $ 777,468 | $ 907,605 | $ 907,605 |
| Excess Clerks' Fees Collected | 330,572 | 150,000 | 150,000 |
| *Total General Fund Revenues* | *$ 1,108,039* | *$ 1,057,605* | *$ 1,057,605* |
| **Net City Share (General Fund Expenditures less General Fund Revenues)** | **$ 550,536** | **$ 616,048** | **$ 601,031** |

[1] In addition to the General Fund revenues reflected here, the Clerk of Courts collects Real Estate Recordation taxes, which as of September 1, 2004, are generally assessed at a total rate of $0.3333 per $100 of value of the deed or documentation being recorded. Of the total $0.3333 per $100 of value of the deed, $0.08333 per $100 is remitted to the City (budgeted as General Fund revenue) and $0.25 per $100 is remitted to the State. In FY 2014, it is estimated that the City will receive $5.2 million for this tax. A portion of the recordation taxes returned to the State from Northern Virginia jurisdictions is pledged as the debt service payment for the State transportation bonds that have been previously issued for a series of high priority Northern Virginia transportation projects.

The office also collects court fines and forfeitures and remits these to the City or the State as appropriate under applicable laws.

# Office of the Commonwealth's Attorney

**Mission Statement:** The mission of the Office of the Commonwealth's Attorney is to protect the safety of the community and the rights of its citizens by just enforcement of the law.

## Expenditure and Revenue Summary

| Expenditures By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $2,664,876 | $2,916,662 | $2,935,286 | 0.6% |
| Non-Personnel | $93,410 | $102,173 | $103,778 | 1.6% |
| Capital Goods Outlay | $991 | $1,500 | $1,500 | 0.0% |
| Total Expenditures | $2,759,277 | $3,020,335 | $3,040,564 | 0.7% |
| **Funding Sources** | | | | |
| Internal Service | $0 | $0 | $0 | 0.0% |
| Special Revenue Fund | $249,207 | $257,570 | $257,570 | 0.0% |
| Total Designated Funding Sources | $249,207 | $257,570 | $257,570 | 0.0% |
| **Net General Fund Expenditures** | **$2,510,070** | **$2,762,765** | **$2,782,994** | **0.7%** |
| **Total Department FTE's** | **27.0** | **27.0** | **27.0** | 0.0% |

### Highlights

•In FY 2014 the General Fund budget is increasing by $20,229, or 0.7%.

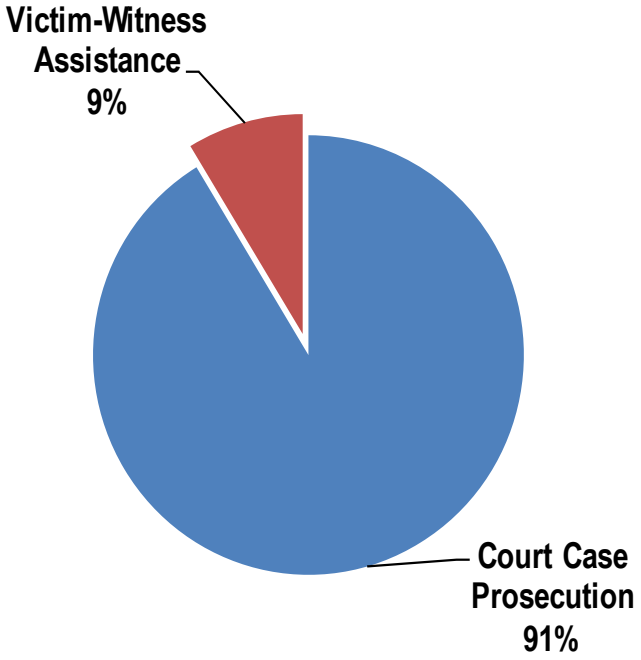
•Personnel costs are increasing by $18,624, or 0.6%, due to career ladder advancements, increased benefit costs for current employees and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%. These costs were partially offset by turnover savings with new employees starting at a lower step than their predecessors.

•Total non-personnel costs are increasing by $1,605 or 1.6%. The increase is attributable to an increase in the cost of membership dues for the Virginia Bar, an increase in the cost of the contract for legal research assistance, an increase in the cost of office supplies, and an increase in the cost of the copier contract.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Conviction Rate | 93% | 93% | 93% |
| % of cases concluded within time guidelines | 90% | 89% | 90% |
| Conviction rate for DWI cases | 96% | 96% | 96% |

## FY 2014 Proposed Expenditures by Activity



# Office of the Commonwealth's Attorney

## Activity Level Summary Information

### Expenditure Summary

| Expenditure By Activity | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Court Case Prosecution | $2,469,793 | $2,692,923 | $2,775,677 | 3.1% |
| Victim-Witness Assistance | $289,484 | $327,412 | $264,887 | -19.1% |
| **Total Expenditures** | **$2,759,277** | **$3,020,335** | **$3,040,564** | 0.7% |

### Staffing Summary

| Authorized Positions (FTEs) by Activity | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Court Case Prosecution | 23.0 | 23.0 | 23.0 | 0.0% |
| Victim-Witness Assistance | 4.0 | 4.0 | 4.0 | 0.0% |
| **Total full time employees** | **27.0** | **27.0** | **27.0** | 0.0% |

## Commonwealth's Attorney Programs and Activities

**Prosecution of Cases**
- Court Case Prosecution
- Victim Witness Assistance

## Dept Info

**Department Contact Info**
703.746.4100
www.alexandriava.gov/commatty

**Department Head**
S. Randolph Sengel, Commonwealth's Attorney
703.746.4100
randy.sengel@alexandriava.gov

## Prosecution of Cases

**The goal of Prosecution of Cases is to achieve a just and timely outcome in the prosecution of criminal cases on behalf of the citizens of Alexandria.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $2,759,277 | $3,020,335 | $3,040,564 |
| Less Revenues | $249,207 | $257,570 | $257,570 |
| Net General Fund Expenditures | $2,510,070 | $2,762,765 | $2,782,994 |
| **Program Outcomes** | | | |
| Conviction rate for felony cases | 92% | 92% | 92% |
| Anticipated percentile ranking within the state of VA for concluding cases within prescribed time guidelines | 1 | 1 | 1 |

### Activity Data

| COURT CASE PROSECUTION – The goal of Court Case Prosecution is to prosecute all felony and misdemeanor cases to assure offenders are quickly brought to justice and held accountable. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,469,793 | $2,692,923 | $2,775,677 |
| FTE's | 23.0 | 23.0 | 23.0 |
| # of cases concluded | 12,050 | 12,600 | 12,225 |
| Conviction rate for felony cases | 92% | 92% | 92% |
| Conviction rate for DWI cases | 96% | 96% | 96% |
| Conviction rate for juvenile felony cases | 90% | 90% | 90% |
| % of cases concluded within prescribed time guidelines | 90% | 89% | 90% |

| VICTIM-WITNESS ASSISTANCE – The goal of Victim-Witness Assistance is to help victims and witnesses of crime by providing them with support, guidance, and information concerning the criminal justice system, including assistance with restitution and support services. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $289,484 | $327,412 | $264,887 |
| FTE's | 4.0 | 4.0 | 4.0 |
| # of victims and witnesses served | 3,747 | 4,000 | 4,000 |
| % of cases in which prosecutors rate the services provided as favorable | 96% | 96% | 96% |

## Miscellaneous

| "Net City Share" of Commonweath's Attorney Operations | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| **General Fund Expenditures** | | | |
| Personnel | $ 2,439,354 | $ 2,687,647 | $ 2,704,508 |
| Non-Personnel | $ 70,716 | $ 75,118 | $ 78,486 |
| Capital Goods | $ - | - | - |
| *Total General Fund Expenditures* | *$ 2,510,070* | *$ 2,762,765* | *$ 2,782,994* |
| **General Fund Revenues** | | | |
| State Reimbursement for Personnel Costs | $ 1,001,970 | $ 1,195,347 | $ 1,195,347 |
| *Total General Fund Revenues* | *$ 1,001,970* | *$ 1,195,347* | *$ 1,195,347* |
| **Net City Share (General Fund Expenditures less General Fund Revenues)** | **$ 1,508,100** | **$ 1,567,418** | **$ 1,587,647** |

# Court Service Unit

**Mission Statement:** The mission of the Court Service Unit is to provide quality, comprehensive services for youth and families who are involved with the Juvenile and Domestic Relations District Court.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $1,506,296 | $1,675,771 | $1,574,781 | -6.0% |
| Non-Personnel | 250,611 | 98,325 | 95,731 | -2.6% |
| Capital Goods Outlay | 314 | 0 | 0 | 0.0% |
| Interfund Transfer* | 96,350 | 98,599 | 98,599 | 0.0% |
| Total Expenditures** | $1,853,571 | $1,872,695 | $1,769,111 | -5.5% |
| **Less Revenues** | | | | |
| Internal Service | $0 | $0 | $0 | 0.0% |
| Special Revenue Fund | 232,052 | 90,301 | 90,301 | 0.0% |
| Interfund Transfer* | 96,350 | 98,599 | 98,599 | 0.0% |
| Total Designated Funding Sources | $328,402 | $188,900 | $188,900 | 0.0% |
| **Net General Fund Expenditures** | **$1,525,169** | **$1,683,795** | **$1,580,211** | -6.2% |
| **Total Department FTE's*** ** | **9.5** | **9.5** | **8.5** | -10.5% |

*The interfund transfer reflects required City general fund support for special revenue funded grants, or grant match. The programs and activities with grants include the entire grant budget, which includes the special revenue, as well as the interfund transfer from the General Fund.

** Includes City expenditures only. The Court Service Unit is also funded by the Commonwealth of Virginia. The Commonwealth contributed $1,607,612 in FY 2013 and is estimated to contribute approximately the same in FY 2014.

### Highlights

• In FY 2014, the proposed general fund budget decreases by $103,584 or -6.2%. This decrease is due to a position elimination, turnover savings and non-personnel budget reduction.

• Personnel costs decrease by $100,990 or -6.0%. Of this reduction, $72,156 is from the elimination of one vacant position captured as part of the City's expenditure reduction plan. This position was located in the Intensive Case Management activity. The remaining reduction of $28,834 was captured from increased turnover savings. Court Services also received an increase in personnel costs due to the increase in benefit costs, and the 1% increase in the General Government pay scale to offset the 1% increase in the VRS contribution rate from the employer to the employee; however, this increase was offset by the sum of the reductions. This is the second year of a phased approach to bring the employee share to 5%.

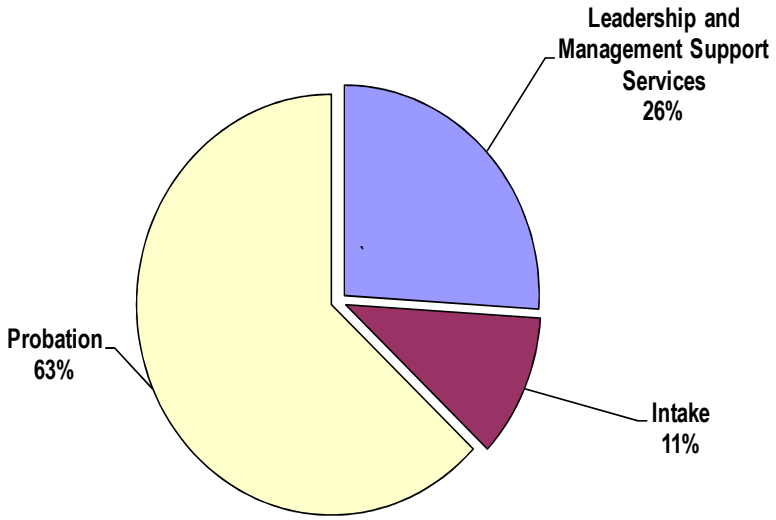
• Non-personnel costs decrease by $2,594 or -2.6%. This reduction includes an increase of $4,885 in equipment replacement for future replacement of vehicles, which is then offset with a reduction of $7,479 in contracted services and operating supplies that was captured as part of the City's expenditure reduction plan.

• Revenues are expected to remain flat in FY 2014.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of cases served | 48 | 50 | 50 |
| % of cases successfully completing conditions | 90% | 100% | 90% |
| Number of petitions filed | 1,171 | 1,200 | 1,100 |
| % of probable cause determinations not appealed | 80% | 100% | 80% |

## FY 2014 Proposed Expenditures by Program



# Court Service Unit

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership and Management Support Services | $596,193 | $540,990 | $460,308 | -14.9% |
| Intake | $123,387 | $188,383 | $194,850 | 3.4% |
| Probation | $1,133,991 | $1,143,322 | $1,113,953 | -2.6% |
| **Total Expenditures** | **$1,853,571** | **$1,872,695** | **$1,769,111** | -5.5% |

### Staffing Summary[1]

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership and Management Support Services | 1.1 | 1.1 | 1.1 | 0.0% |
| Intake | 1.4 | 1.4 | 1.4 | 0.0% |
| Probation | 7.0 | 7.0 | 6.0 | -14.3% |
| **Total full-time equivalents** | **9.5** | **9.5** | **8.5** | -10.5% |

[1] The Court Service Unit is comprised of 8 full time City employees and one part-time (0.5 FTE) position. Additionally, there are 22 State employees working in the Court Service Unit. State funds and State-funded employees are not reflected in the City's operating budget.

## Court Service Unit Programs and Activities

**Intake**
- School Suspension Services
- New Complaint Legal Determination
- Diversion
- On-Call Services

**Probation**
- Probation/Parole
- Investigation, Screen and Report Writing
- Mental Health Services
- Skills Development
- Intensive Case Management

**Leadership and Management Support**
- Leadership and General Management
- Gang Prevention and Intervention

## Dept Info

**Department Contact Info**
703.746.4144
http://www.alexandriava.gov/courtservice/

**Department Head**
Ron Lemley, Director, Court Services
703.746.4144
ron.lemley.@alexandriava.gov

## Leadership and Management Support Services Program

**The goal of Leadership and Management Support Services is to provide management support for the Court Service Unit in order to meet the agency's goals in providing effective services to the public and to provide gang prevention services.**

| | | | |
|---|---|---|---|
| % of Total All Funds Budget | 32.2% | 28.9% | 26.0% |
| Total Expenditures | $596,193 | $540,990 | $460,308 |
| Less Revenues | $70,247 | $0 | $0 |
| Net General Fund Expenditures | $525,946 | $540,990 | $460,308 |
| **Program Outcomes** | | | |
| % of activity goals achieved | 100% | 100% | 100% |

### Activity Data

| **LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, planning, analysis and support services to the court, staff, public and other city agencies to facilitate mandated operations of the Court Service Unit.** | **FY 2012 Actual** | **FY 2013 Approved** | **FY 2014 Proposed** |
|---|---|---|---|
| Expenditures | $283,394 | $309,101 | $314,171 |
| FTE's | 0.1 | 0.1 | 0.1 |
| # of activities managed | 13 | 13 | 11 |
| # of FTE's managed | 9.5 | 9.5 | 8.5 |
| $ value of City budget managed | $1,853,571 | $1,872,695 | $1,769,111 |
| Leadership and General Management as % of Total Expenditures | 15.3% | 16.5% | 17.8% |

| **GANG PREVENTION & INTERVENTION – The goal of Gang Prevention and Intervention is to coordinate City agencies and provide information to the public in order to deter at-risk youth from joining or remaining in a gang.** [1] | **FY 2012 Actual** | **FY 2013 Approved** | **FY 2014 Proposed** |
|---|---|---|---|
| Expenditures | $312,799 | $231,889 | $146,137 |
| FTE's | 1.0 | 1.0 | 1.0 |
| # of gang prevention/intervention initiatives managed | 9 | 9 | 7 |
| # of outreach cases served | 65 | 50 | 0 |
| # of outreach contacts | 2,465 | 1,800 | 2,000 |
| # of mentors recruited | 388 | 200 | 0 |
| Cost per initiative managed | $34,755 | $25,765 | $20,877 |
| % of outreach cases connected to positive youth activities (annually) | 50% | 50% | 50% |

[1] FY 2012 Actuals includes grant funding for the Gang Intervention, Prevention and Education program (IPE) and for one Alexandria Mentoring Partnership Coordinator. Grant funding for IPE was scheduled to end in FY 2013; however, City Council elected to provide continued funding at a reduced rate through the add-delete process, which reduced the number of outreach cases served. In FY 2014 funding for IPE is eliminated, which will bring the number of outreach cases served to zero. Grant funding for the Alexandria Mentoring Coordinator was reduced in FY 2013, which caused a reduction in staff capacity and reduced the number of mentors recruited. In FY 2014 funding for this position is eliminated, which will bring the number of mentors recruited to zero.

## Intake Program

**The goal of the Intake Program is to provide a first point of contact for law enforcement, the public and other agencies in order to process matters through the juvenile and domestic court system.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 6.7% | 10.1% | 11.0% |
| Total Expenditures | $123,387 | $188,383 | $194,850 |
| Less Revenues | $30,244 | $30,244 | $30,244 |
| Net General Fund Expenditures | $93,143 | $158,139 | $164,606 |
| **Program Outcomes** | | | |
| % of actions completed within 30 days | 90% | 90% | 90% |

### Activity Data

| PRE-TRIAL SERVICES – The goal of Pre-Trial Services is to provide after hours supervision for juveniles awaiting Court action in order to prevent further delinquent behavior. | FY 2011 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $29,418 | $54,747 | $55,099 |
| FTE's | 0.6 | 0.6 | 0.6 |
| # of cases served | 48 | 50 | 50 |
| Cost per case served | $613 | $1,095 | $1,102 |
| % of cases successfully completing conditions | 90% | 100% | 90% |

| NEW COMPLAINT LEGAL DETERMINATION – The goal of New Complaint Legal Determination is to determine probable cause and whether there are sufficient facts to support the complaint in order to submit the petition to the court. | FY 2011 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $48,595 | $67,459 | $70,493 |
| FTE's | 0.5 | 0.5 | 0.5 |
| # of petitions filed | 1,171 | 1,200 | 1,100 |
| Cost per petition filed | $41 | $56 | $64 |
| % of probable cause determinations not appealed | 80% | 100% | 80% |

| DIVERSION – The goal of Diversion is to provide appropriate services to juveniles, to the extent possible, to minimize the number of juveniles appearing in court. | FY 2011 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $20,724 | $31,217 | $32,621 |
| FTE's | 0.2 | 0.2 | 0.2 |
| # of diversion cases served | 216 | 190 | 200 |
| Cost per case served | $96 | $164 | $163 |
| % of juveniles who successfully complete the diversion plan | 90% | 100% | 90% |

| ON CALL SERVICES – The goal of On Call Services is to provide information to the public, agencies and law enforcement officials and make probable cause and detention decisions. | FY 2011 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $24,650 | $34,960 | $36,637 |
| FTE's | 0.2 | 0.2 | 0.2 |
| # of police inquiries responded to | 260 | 300 | 280 |
| Cost per inquiry responded to | $95 | $117 | $131 |
| % of inquiries responded to within one hour | 100% | 100% | 100% |

## Probation Program

**The goal of the Probation Program is to provide counseling and supervision for juveniles on probation and/or parole, and adults ensuring public safety and reducing delinquency.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 61.2% | 61.1% | 63.0% |
| Total Expenditures | $1,133,991 | $1,143,322 | $1,113,953 |
| Less Revenues | $158,656 | $158,656 | $158,656 |
| Net General Fund Expenditures | $975,335 | $984,666 | $955,297 |
| **Program Outcomes** | | | |
| Re-conviction rate | 25% | 25% | 25% |

### Activity Data

| PROBATION/PAROLE – The goal of Probation/Parole is to provide supervision and treatment monitoring for juveniles in order to improve their community functioning. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $247,094 | $278,463 | $294,843 |
| FTE's | 0.6 | 0.6 | 0.6 |
| # of cases served (average) | 276 | 310 | 280 |
| Cost per case served | $895 | $898 | $1,053 |
| % of cases served with no new offenses | 94% | 100% | 95% |

| INVESTIGATION SCREENING & REPORT WRITING – The goal of Investigation, Screening and Report Writing is to complete a thorough investigation for the court in order to provide written recommendations for supervision and services. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $116,499 | $132,654 | $140,926 |
| FTE's | 0.3 | 0.3 | 0.3 |
| # of reports written | 112 | 185 | 130 |
| Cost per report written | $1,040 | $717 | $1,084 |
| # of custody reports written | 8 | 12 | 12 |
| # of custody and visitation petitions taken | 819 | 850 | 850 |
| # of parenting education participants served (FOCUS)* | 213 | 70 | 70 |
| % of cases served within court ordered timeframes | 100% | 100% | 100% |
| % of reports written within court ordered timeframe | 100% | 100% | 100% |

* Participants of FOCUS classes are referred at the discretion of the judges. During FY 2012, at the request of the judges, the class was reduced from three to two sessions. This policy change reduced the number of referrals to FOCUS classes.

## Probation Program, Continued

**The goal of the Probation Program is to provide counseling and supervision for juveniles on probation and/or parole, and adults ensuring public safety and reducing delinquency.**

### Activity Data

| MENTAL HEALTH SERVICES – The goal of Mental Health Services is to provide therapy and education programs for juveniles and adults in order to improve their functioning. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $235,262 | $251,669 | $256,052 |
| FTE's | 2.0 | 1.0 | 1.0 |
| # of cases served (average) | 24 | 28 | 26 |
| Cost per case served | $9,803 | $8,988 | $9,848 |
| % of cases closed successfully | 92% | 80% | 92% |

| SKILLS DEVELOPMENT – The goal of Skills Development is to provide educational programs for juveniles in order to improve their competency. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures* | $119,540 | $43,440 | $45,283 |
| FTE's | 0.1 | 0.1 | 0.1 |
| # of participants served (actual) | 105 | 60 | 60 |
| Cost per participant served | $1,138 | $724 | $755 |
| % of participants successfully completing program | 96% | 95% | 100% |

* FY 2012 Actuals include a federally-funded program, providing after-school math enrichment classes, specifically designed to prepare young people for jobs becoming available in the electrical and plumbing trades.

| INTENSIVE CASE MANAGEMENT – The goal of Intensive Case Management is to provide a structured environment for juveniles in order to improve their social and academic functioning. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $415,596 | $437,096 | $376,849 |
| FTE's | 4.0 | 5.0 | 4.0 |
| # of participants enrolled (average) | 34 | 35 | 35 |
| Cost per participant | $12,223 | $12,488 | $10,767 |
| % of participants successfully completing program | 85% | 73% | 80% |

# Court Service Unit

## Summary of Budget Changes

### Expenditure Reductions

| Activity | Adjustment | FTE | FY 2014 Proposed |
|---|---|---|---|
| **Intensive Case Management** | *Coordinator Of Youth Services* | **-1.0** | **($72,156)** |
| Eliminates the position of Coordinator of Youth Services, which is currently vacant. The Coordinator of Youth Services provides case management services to adjudicated truant youth in order to improve school attendance. This reduction is estimated to discontinue services to 26-28 adjudicated youth. | | | |
| **Intensive Case Management** | *Non-Personnel Expenses* | | **($6,000)** |
| Reduces non-personnel expenses used for intervention and prevention programs such as: Shoplifters Alternative, Space of Her Own, and Youth Community Services. This reduction is tied to the reduction listed above as the Coordinator of Youth Services staffed these programs. This reduction discontinues these services to an estimated 30 youth. In addition to this General Fund reduction, there is a non-personnel reduction of $1,479 associated with the Juvenile Accountability grant for contracted services that will no longer able to be covered with flat grant revenue and will not be funded with general funds. | | | |

# Juvenile & Domestic Relations District Court

**Mission Statement:** The mission of the Juvenile and Domestic Relations District Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $0 | $0 | $0 | 0.0% |
| Non-Personnel | $26,548 | $36,129 | $36,129 | 0.0% |
| Capital Goods Outlay | $0 | $0 | $0 | 0.0% |
| Total Expenditures | $26,548 | $36,129 | $36,129 | 0.0% |
| **Funding Sources** | | | | |
| Internal Service | $0 | $0 | $0 | 0.0% |
| Special Revenue Fund | $0 | $0 | $0 | 0.0% |
| Total Designated Funding Sources | $0 | $0 | $0 | 0.0% |
| | | | | |
| **Net General Fund Expenditures** | **$26,548** | **$36,129** | **$36,129** | 0.0% |

### Highlights

•In FY 2014, the General Fund budget for the Juvenile and Domestic Relations Court is the same as the amount budgeted for FY 2013.

•The State establishes and pays the salaries of the Juvenile and Domestic Relations Court judges and Court administrative staff. The City pays for court-appointed lawyers, interpreters and expert witnesses in cases initiated by the City, telecommunications charges, office equipment and other non-personnel expenditures.

# Juvenile & Domestic Relations District Court

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of juvenile cases docketed | 2,764 | 3,400 | 3,100 |
| # of juvenile cases concluded | 3,300 | 3,000 | 3,300 |
| # of domestic relations cases docketed | 2,024 | 2,400 | 2,200 |
| # of domestic relations cases concluded | 2,697 | 2,450 | 2,700 |

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Juvenile and Domestic Relations District Court | $26,548 | $36,129 | $36,129 | 0.0% |
| **Total Expenditures** | **$26,548** | **$36,129** | **$36,129** | **0.0%** |

### Staffing Summary

| Staffing By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Juvenile and Domestic Relations District Court | 0.0 | 0.0 | 0.0 | 0.0% |
| **Total Staffing Summary** | **0.0** | **0.0** | **0.0** | **0.0%** |

| Juvenile and Domestic Relations Programs & Activities | | Dept Info |
|---|---|---|
| **Juvenile and Domestic Relations District Court**<br>Juvenile and Domestic Relations District Court | | **Department Contact Info**<br>703.746.4141<br>www.alexandriava.gov/jdrcourt/<br><br>**Department Head**<br>Constance H. Frogale, Chief Judge<br>703.746.4141<br>constance.frogale@alexandriava.gov<br><br>**Department Staff**<br>Eric Barr, Clerk of Court<br>703-746-4141<br>eric.barr@alexandriava.gov |

## Juvenile & Domestic Relations District Court

**The goal of the Juvenile and Domestic Relations District Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $26,548 | $36,129 | $36,129 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $26,548 | $36,129 | $36,129 |
| | | | |

**Activity Data**

| JUVENILE AND DOMESTICS RELATIONS COURT – The goal of Juvenile and Domestic Relations Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $26,548 | $36,129 | $36,129 |
| FTE's | 0.0 | 0.0 | 0.0 |
| # of juvenile cases docketed | 2,764 | 3,400 | 3,100 |
| # of juvenile cases concluded | 3,300 | 3,000 | 3,300 |
| # of domestic relations cases docketed | 2,024 | 2,400 | 2,200 |
| # of domestic relations cases concluded | 2,697 | 2,450 | 2,700 |

# Law Library

**Mission Statement:** The mission of the Law Library is to provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $94,325 | $98,196 | $99,958 | 1.8% |
| Non-Personnel | 77,775 | 76,820 | 76,820 | 0.0% |
| Capital Goods Outlay | 0 | 0 | 0 | 0.0% |
| Total Expenditures | $172,100 | $175,016 | $176,778 | 1.0% |
| **Funding Sources** | | | | |
| Internal Service | $0 | $0 | $0 | 0.0% |
| Other Special Revenue (Law Library Fees) | 56,165 | 54,161 | 56,165 | 3.7% |
| Total Designated Funding Sources | $56,165 | $54,161 | $56,165 | 3.7% |
| **Net General Fund Expenditures** | **$115,935** | **$120,855** | **$120,613** | **-0.2%** |
| **Total Department FTEs** | **1.0** | **1.0** | **1.0** | **0.0%** |

### Highlights

•In FY 2014, the proposed General Fund budget decreases by $242, or -0.2%. The decrease is the result of a greater amount of total program expenses being funded by non-general fund fee revenues, which alleviates the need for General Fund support.

•Revenues from Law Library fees are estimated to increase by $2,004 or 3.7%, based on FY 2012 actual fees collected. Fees are collected for the assembly and mailing of information packets related to divorce cases, expunging criminal charges, and photocopying and faxing materials.

• The personnel budget is increasing by $1,762 (which will be completely funded through the higher fee revenue). The increase is attributed to a higher cost of benefits and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.

# Law Library

## Program Level Summary Information

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Law Library | $172,100 | $175,016 | $176,778 | 1.0% |
| **Total Expenditures** | **$172,100** | **$175,016** | **$176,778** | **1.0%** |

**Staffing Summary**

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Law Library | 1.0 | 1.0 | 1.0 | 0.0% |
| **Total Authorized Posistions (FTE's) by Program** | **1.0** | **1.0** | **1.0** | **0.0%** |

### Law Library Programs and Activities

**Law Library**
Law Library

### Dept Info

**Department Contact Info**
703.746.4077

**Department Head**
Christine Hall, Law Librarian
703.746.4077
alexlaw@erols.com

## Law Library

**The goal of the Law Library Program is to provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $172,100 | $175,016 | $176,778 |
| Less Revenues | $56,165 | $54,161 | $56,165 |
| Net General Fund Expenditures | $115,935 | $120,855 | $120,613 |

| LAW LIBRARY – The goal of the Law Library activity is to provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $172,100 | $175,016 | $176,778 |
| FTE's | 1.0 | 1.0 | 1.0 |
| # of assists provided | 3,941 | 3,800 | 3,800 |
| # of visitors to the library | 9,817 | 11,000 | 11,000 |
| City costs per assist | $43.67 | $46.06 | $46.52 |

# Other Public Safety and Justice

**Mission Statement:** The mission of Other Public Safety and Justice is to provide legal, correctional, or animal welfare services for the citizens of Alexandria.

## Expenditure and Revenue Summary

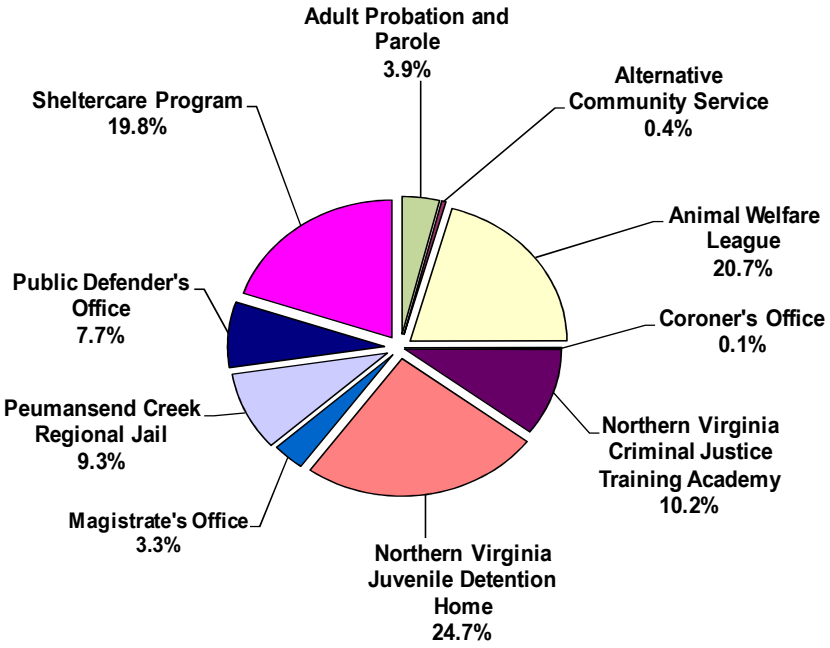
| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel * | $377,441 | 469,566 | 510,074 | 8.6% |
| Non-Personnel | 5,136,021 | 5,110,756 | 5,115,539 | 0.1% |
| Capital Goods Outlay | 0 | 40,000 | 0 | -100.0% |
| Total Expenditures | $5,513,462 | $5,620,322 | $5,625,613 | 0.1% |
| **Funding Sources** | | | | |
| Internal Service | $0 | $0 | $0 | N/A |
| Special Revenue Fund | $184,177 | $184,177 | $184,177 | 0.0% |
| Total Designated Funding Sources | $184,177 | $184,177 | $184,177 | 0.0% |
| **Net General Fund Expenditures** | **$5,329,285** | **$5,436,145** | **$5,441,436** | **0.1%** |

* Personnel expenditures are salary supplements, plus Social Security benefits, provided to employees in the Adult Probation and Parole Office, the Office of the Magistrate and the Office of the Public Defender.

### Highlights

- In FY 2014, the General Fund Budget increases by $5,291, or 0.1%.
- Personnel costs increase by $40,508, or 8.6%, due to an increase in the cost of the City supplement to the salaries paid by the State for employees in the Office of the Public Defender ($30,469) and the Office of the Magistrate ($14,390), offset by savings in the supplement for the Office of Adult Probation and Parole (-$4,351). The City supplement is provided to pay state employees in these agencies with the equivalent City salary.
- FY 2014 non-personnel costs increase $4,783, or 0.1%. This is primarily due to a minor increase in the City's contribution to the Peumansend Creek Regional Jail ($5,162) and an increase in the Public Defender's office space rent ($6,183). This is partially offset by reductions in the City's contribution to the Northern Virginia Juvenile Detention Home (-$3,521), and the Northern Virginia Criminal Justice Academy (-$3,021).
- Capital goods outlay decreased $40,000, or 100%, due to the reduction of funds budgeted in FY 2013 for the one-time purchase of new computers, systems and software for the Alexandria Animal Welfare League in FY 2013.
- Special revenues remained constant at $184,177 from FY 2013.

**FY 2014 Proposed Expenditures by Program**



# Other Public Safety and Justice

## Summary Information

### Expenditure Summary

| Expenditures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Other Public Safety and Justice | $5,513,462 | $5,620,322 | $5,625,613 | 0.1% |

| Other Public Safety and Justice Programs | Contact Information |
|---|---|
| •**Adult Probation and Parole**<br>• **Alternative Community Service Program**<br>• **Animal Welfare League of Alexandria**<br>• **Coroner's Office**<br>• **Northern Virginia Criminal Justice Training Academy**<br>• **Northern Virginia Juvenile Detention Home**<br>• **Office of the Magistrate**<br>• **Peumansend Creek Regional Jail**<br>• **Public Defender's Office**<br>• **Sheltercare Program** | •**Adult Probation and Parole :**<br>Lisa Stapleton, Chief Probation Officer – 703-518.8000<br>lisa.stapleton@vadoc.virginia.gov<br><br>•**Alternative Community Service Program** :<br>Marion Brunken – 703-836-2176<br>mbrunken@volunteeralexandria.org<br><br>•**Animal Welfare League of Alexandria :**<br>Joy Wilson, Acting Executive Director – 703-838-4774<br>JWilson@AlexandriaAnimals.org<br><br>•**Coroner's Office:**<br>Northern District State Medical Examiner<br>Virginia Department of Health – 703-530-2600<br><br>•**Northern Virginia Criminal Justice Training Academy:**<br>Thomas R. Fitzpatrick, Deputy Director, Administrator<br>703-729-4299 – tfitzpatrick@nvcja.org<br><br>•**Northern Virginia Juvenile Detention Home:**<br>Krystal Kimrey, Executive Director – 703-842-2282<br>kkimrey@jdcnv.org<br><br>•**Office of the Magistrate:**<br>George F. Ball Jr., Chief Magistrate 5th Magisterial Region<br>703-746-4515 – George.BallJr@alexandriava.gov<br><br>•**Peumansend Creek Regional Jail :**<br>William Ayers, Deputy Superintendent – 804-633-0043<br>ayers@pcrj.org<br><br>•**Public Defender's Office:**<br>Melinda Douglas, Public Defender – 703-746-4477<br>Melinda.Douglas@alexandriava.gov<br><br>•**Sheltercare Program:**<br>Susan Lumpkin, Director – 703-370-0208<br>lumpkin27@hotmail.com |

## Other Public Safety and Justice

**The goal of Other Public Safety and Justice is to provide legal, correctional or animal welfare services for the citizens of Alexandria.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $5,513,462 | $5,620,322 | $5,625,613 |
| Less Revenues | $184,177 | $184,177 | $184,177 |
| Net General Fund Expenditures | $5,329,285 | $5,436,145 | $5,441,436 |

### Program Data

| ADULT PROBATION AND PAROLE – The goal of Adult Probation and Parole is to provide supervision of, and assistance and counseling to, parolees and persons on probation who live within the City. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $196,420 | $221,572 | $217,221 |
| FTE's* | 0 | 0 | 0 |
| # of Clients Served through Supervision Services (average) | 606 | 650 | 575 |
| Pre-sentence reports written for Court | 91 | 130 | 120 |
| % of Supervision cases discharged without revocation at or before scheduled expiration | 65% | 60% | 67% |

| ALTERNATIVE COMMUNITY SERVICE PROGRAM – The goal of the Alternative Community Service Program is to assist individuals with performing court-mandated community service within the City. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures* | $14,385 | $25,000 | $25,000 |
| FTE's | 0 | 0 | 0 |
| Total clients served** | 220 | 230 | 230 |
| Cost per client*** | $105 | $109 | $109 |
| Assigned volunteer client hours | 11,060 | 12,164 | 12,000 |
| Average hours per client | 85 | 53 | 52 |
| Public Defender referrals | 42 | 63 | 65 |
| % age of clients that fully complete their community service hours. | 89% | 93% | 90% |

*FY 2012 actual expenditures represent 137 City cllients served at $105 per client.

**City clients make up 80% of the total. The remaining 20% come from other jurisdictions.

***This cost includes both City and non-City clients. The cost per City client is $105.

| ANIMAL WELFARE LEAGUE OF ALEXANDRIA – The goal of the Animal Welfare League of Alexandria is to educate the community about animals, promote responsible pet care, prevent animal abuse, provide animal adoption services and operate an affordable spay/neuter program. The League contracts with the City to operate the Vola Lawson Animal Shelter. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures* | $1,247,090 | $1,202,753 | $1,162,753 |
| FTE's | 0 | 0 | 0 |

| CORONER'S OFFICE – The goal of the Coroner's Office is to investigate all accidental or unattended deaths within the City. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures* | $880 | $4,500 | $4,500 |
| FTE's* | 0 | 0 | 0 |

*Expenditures represent City's contract with the Virginia Department of Health Coroner's Office to investigate an unattended death. No City staff are required for this activity.

## Other Public Safety and Justice, continued

### Program Data

| NORTHERN VIRGINIA CRIMINAL JUSTICE TRAINING ACADEMY – The goal of the Northern Virginia Criminal Justice Training Academy is to provide certified training for sworn Police and Sheriff personnel and other law enforcement staff in 17 local governments and government-sanctioned organizations. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $592,007 | $579,482 | $576,461 |
| FTE's | | 0 | 0 |

| NORTHERN VIRGINIA JUVENILE DETENTION HOME – The goal of the Northern Virginia Juvenile Deterntion Home is to confine juveniles from Alexandria, Arlington County and Falls Church who are awaiting disposition of their cases by the Juvenile and Domestic relations District Court, awaiting transfer to a State facility, serving sentences of six months or less, or awaiting release into a work program. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,390,954 | $1,390,956 | $1,387,435 |
| FTE's | 0 | 0 | 0 |
| Number of Alexandria clients served | 174 | 200 | 200 |
| % of post-dispositional juveniles receiving individual counseling | 100% | 100% | 100% |
| % of post-dispositional juveniles involved in group counseling | 100% | 100% | 100% |

| OFFICE OF THE MAGISTRATE – The goal of the Office of the Magistrate is to issue arrest warrants, summonses, subpoenas, and civil warrants and conduct bond hearings to set bail for individuals charged with a criminal offense in Alexandria. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $163,967 | $171,842 | $186,232 |
| FTE's | 0 | 0 | 0 |

| PEUMANSEND CREEK REGIONAL JAIL – The goal of the Peumansend Creek Regional Jail is to house low-risk, non-violent inmates in a minimum security setting so local jail space can house higher-risk inmates. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $516,128 | $516,127 | $521,289 |
| FTE's | 0 | 0 | 0 |

## Other Public Safety and Justice, continued

### Program Data

| PUBLIC DEFENDER – The goal of the Public Defender is to serve as legal counsel for indigent Alexandria residents, both juveniles and adults, who have been charged with jailable offenses. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $317,076 | $396,269 | $432,901 |
| FTE's | 0 | 0 | 0 |
| # of adult crime cases filed* | 2,581 | 3,235 | 2,651 |
| # of adult crime cases appealed | 12 | 24 | 10 |
| % age of adult crime cases appealed | 46.0% | 0.7% | 0.2% |
| # of juvenile crime cases filed* | 128 | 159 | 171 |
| # of juvenile crime cases appealed | 0 | 6 | 4 |
| % age of juvenile crime cases appealed | 0.0% | 3.8% | 2.3% |

*Crime cases include felonies and misdemeanors.

| SHELTERCARE PROGRAM – The goal of the Sheltercare Program is to provide counseling services for troubled youth, runaways and abused children from Alexandria. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,074,555 | $1,111,821 | $1,111,821 |
| FTE's | 0 | 0 | 0 |
| Number of Alexandria clients served | 82 | 65 | 70 |
| Number of Alexandria childcare days utilized | 3,958 | 3,800 | 3,900 |
| % age of Alexandria bed space utilzed | 79% | 185% | 80% |

# Office of Voter Registration and Elections

**Mission Statement:** The mission of the Office of Voter Registration and Elections is to administer elections in accordance with federal, state, and local policies to ensure the legitimate and orderly transfer of power.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $795,477 | $901,071 | $799,550 | -11.3% |
| Non-Personnel | $369,434 | $435,099 | $411,007 | -5.5% |
| Capital Goods Outlay | $0 | $0 | $0 | 0.0% |
| Total Expenditures | $1,164,911 | $1,336,170 | $1,210,557 | -9.4% |
| **Funding Sources** | | | | |
| Internal Service | $0 | $0 | $0 | 0.0% |
| Special Revenue Fund | $0 | $0 | $0 | 0.0% |
| Total Designated Funding Sources | $0 | $0 | $0 | 0.0% |
| **Net General Fund Expenditures** | **$1,164,911** | **$1,336,170** | **$1,210,557** | **-9.4%** |
| **Total Department FTE's** | **6.6** | **6.6** | **6.6** | **0.0%** |

### Highlights

• In FY 2014 the General Fund budget decreases by $125,613, or -9.4%, due to the reduction of one-time costs associated with the 2012 presidential election in FY 2013 offset by increased salary and benefit costs.

• Personnel costs decrease by $101,521, or -11.3%, due to an FY 2014 reduction in part-time and overtime costs associated with the 2012 presidential election budgeted in FY 2013 offset by a higher cost of benefits and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.

• Non-personnel costs decrease by $24,092, or 5.5%, due to an FY 2014 reduction in costs associated with the 2012 presidential election budgeted in FY 2013.

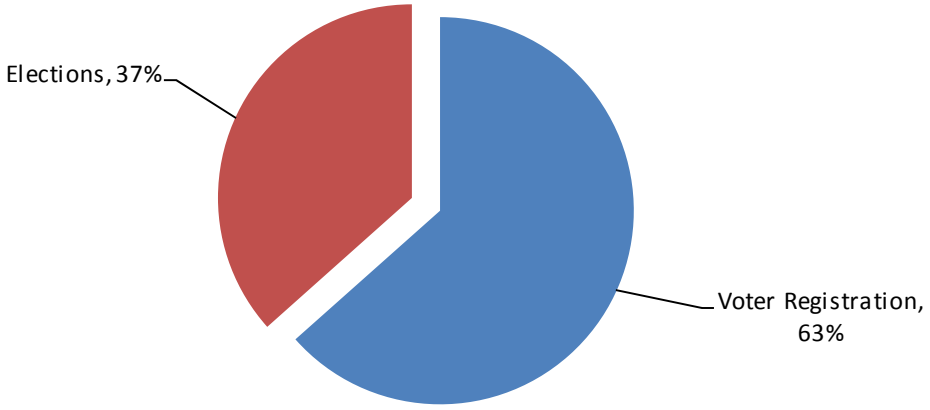
• The FY 2014 budget also includes $55,000 held in fund balance as a contingency for a primary election. It is unknown whether there will be a primary election held in FY 2014. Rather than include funding in the operating budget for this uncertain event, $55,000 will be assigned in fund balance as a contingency. Should a primary be held, the funds will be available for City Council appropriation.

# Office of Voter Registration and Elections

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of registered voters | 101,802 | 107,000 | 105,000 |
| # of voter registration transactions | 79,802 | 136,000 | 80,000 |
| Cost of Voter Registration per registered voter | $6.46 | $7.90 | $7.31 |
| # of elections administered | 4 | 2 | 1 |
| Cost of Election Administration per registered voter served (precincts and absentee voting) | $10.68 | $6.19 | $12.30 |

## FY 2014 Proposed Expenditures by Activity



# Office of Voter Registration and Elections

## Activity Level Summary Information

### Expenditure Summary

| Expenditure By Activity | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Voter Registration | $657,726 | $838,668 | $767,802 | -8.4% |
| Elections | $507,185 | $497,502 | $442,755 | -11.0% |
| **Total Expenditures** | **$1,164,911** | **$1,336,170** | **$1,210,557** | **-9.4%** |

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Voter Registration | 4.6 | 4.6 | 4.6 | 0.0% |
| Elections | 2.0 | 2.0 | 2.0 | 0.0% |
| **Total Full-time Equivalents** | **6.6** | **6.6** | **6.6** | **0.0%** |

### Voter Registration & Elections Programs and Activities

**Voter Registration & Elections**
- Voter Registration
- Election Administration

### Dept Info

**Department Contact Info**
703.746.4050
http://alexandriava.gov/elections/

**General Registrar**
Tom Parkins
tom.parkins@alexandriava.gov

**Elections Administrator**
Eric Spicer
703.746.4050
eric.spicer@alexandriava.gov

## Voter Registration & Elections Program

**The goal of the Voter Registration & Elections Program is to administer election programs relative to voter eligibility, voter information/education, and candidate eligibility; and to administer the electoral process for the voters, candidates, and the community in order to ensure that every voter has a fair and equal opportunity to participate in the election process.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $1,164,911 | $1,336,170 | $1,210,557 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $1,164,911 | $1,336,170 | $1,210,557 |
| **Program Outcomes** | | | |
| % of Voter Registration & Election Administration activities in compliance with Election Board, state and federal laws and regulations. | 100.00% | 99.99% | 99.99% |

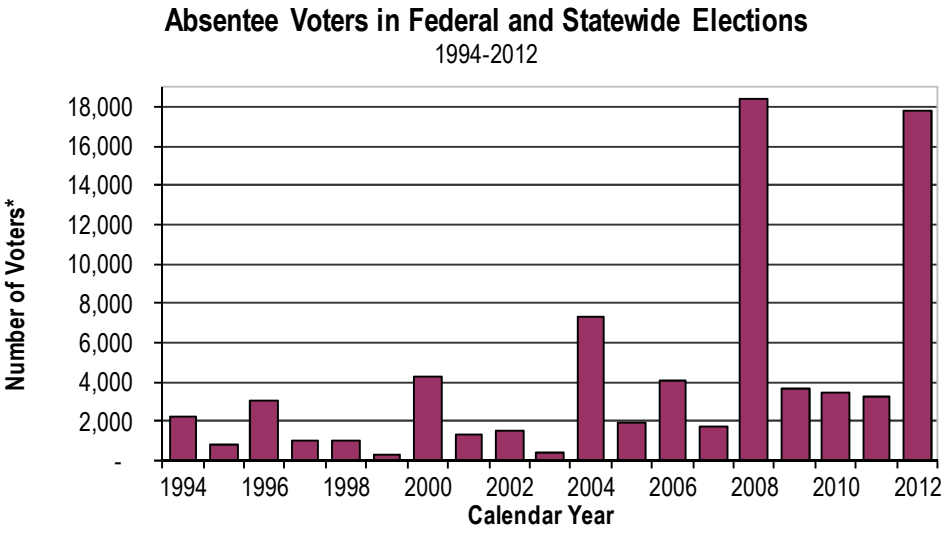
### Activity Data

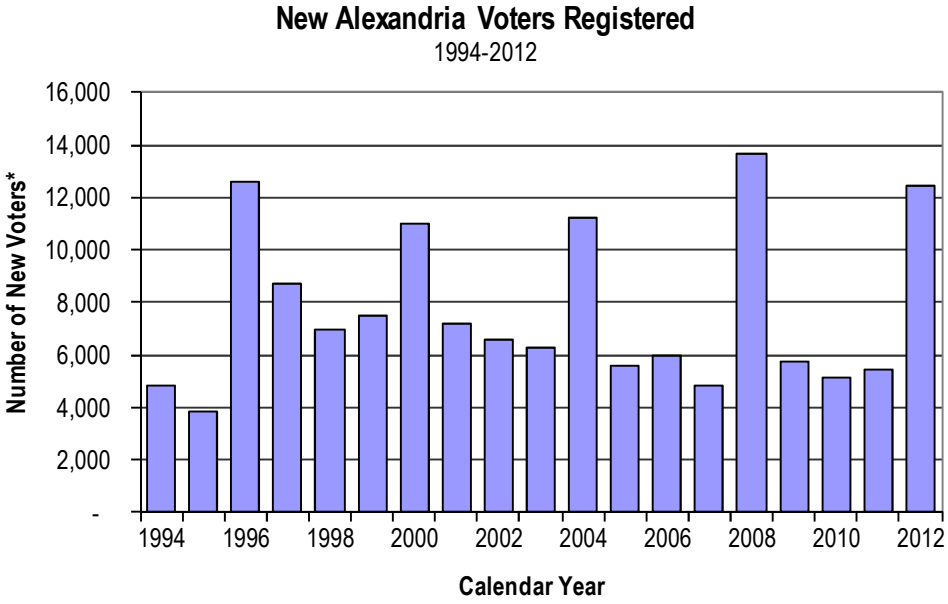
| VOTER REGISTRATION – The goal of the Voter Registration activity is to maintain an accurate list of City of Alexandria Voters, verify voters who present themselves to vote either at the polling place or by absentee application, and to educate and inform voters on a range of electoral issues through direct contact, via the internet, social media, and by mail. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $657,726 | $838,668 | $767,802 |
| FTE's | 4.6 | 4.6 | 4.6 |
| # of voter registration transactions[1] | 79,802 | 136,000 | 80,000 |
| # of registered voters | 101,802 | 107,000 | 105,000 |
| Cost of Voter Registration per registered voter | $6.46 | $7.90 | $7.31 |
| % of Active registered voters vs. Inactive | 79% | 79% | 79% |

[1]FY 2013 includes the November 2012 presidential election, which included significantly more voter activity than in non-presidential election years.

| ELECTION ADMINISTRATION – The goal of Elections Administration is to conduct local, state, and federal elections for citizens of Alexandria; to fairly elect leadership for our government; and to ensure that all candidates file accurate finance reports, comply with filing deadlines, and provide full disclosure of the campaign's financial activities to the public. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $507,185 | $497,502 | $442,755 |
| FTE's | 2.0 | 2.0 | 2.0 |
| # of elections administered | 4 | 2 | 1 |
| # of absentee voters (in-person, ballots mailed and emailed) served[1] | 3,558 | 16,621 | 3,000 |
| # of registered voters served (precincts and absentee voting)[1] | 47,496 | 80,308 | 36,000 |
| Cost of Election Administration per registered voter served (precincts and absentee voting) | $10.68 | $6.19 | $12.30 |
| # of finance reports filed | 198 | 230 | 84 |
| % of results reported within 2 hours of poll closing | 100% | 96% | 100% |

[1]FY 2013 includes the November 2012 presidential election, which included significantly more voter activity than in non-presidential election years.




*Voter registration follows a cyclical pattern, with the largest increase in new voters registered occurring in Presidential election years (1992, 1996, 2000, 2004, 2008 and 2012).

**"Net City Share" of Registrar's Office**

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| **General Fund Expenditures** | | | |
| Personnel | $ 795,477 | $ 901,071 | $ 799,550 |
| Non-Personnel | $ 369,434 | $ 435,099 | $ 411,007 |
| Capital Goods | $ - | $ - | $ - |
| *Total General Fund Expenditures* | *$ 1,164,911* | *$ 1,336,170* | *$ 1,210,557* |
| **General Fund Revenues** [1] | | | |
| State Reimbursement for Personnel Costs | $ 94,101 | $ 60,246 | $ 60,246 |
| **Net City Share (General Fund Expenditures less General Fund Revenues)** | $ 1,070,810 | $ 1,275,924 | $ 1,150,311 |

[1] These revenues are not reflected in the Registrar's budget. This revenue from the Commonwealth is for the Registrar's and Electoral Board's salaries. The Registrar's salary is supplemented by the City.

# Sheriff's Office

**Mission Statement:** The mission of the Sheriff's Office is to maintain the safety and security of City residents and those committed to the care of the Sheriff's Office; to discharge all duties and obligations mandated by the Constitution of the United States, the Constitution of the Commonwealth of Virginia, and the Alexandria City Charter.

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $23,829,630 | $24,411,002 | $24,790,818 | 1.5% |
| Non-Personnel | $4,163,956 | $4,673,105 | $4,693,882 | 0.4% |
| Capital Goods Outlay | $5,323 | $111,256 | $202,150 | 45.0% |
| Interfund Transfers | $0 | $0 | $0 | NA |
| Total Expenditures | $27,998,909 | $29,195,363 | $29,686,850 | 1.7% |
| **Less Revenues** | | | | |
| Internal Service | $9,970 | $96,662 | $187,556 | 48.5% |
| Special Revenue Funds | $653,191 | $655,411 | $652,859 | -0.4% |
| ARRA Stimulus Funds | $2,806 | $0 | $0 | |
| Total Designated Funding Sources | $665,967 | $752,073 | $840,415 | 10.5% |
| **Net General Fund Expenditures** | **$27,332,942** | **$28,443,290** | **$28,846,435** | **1.4%** |
| **Total Department FTE's** | **215.0** | **215.0** | **214.0** | **-0.5%** |

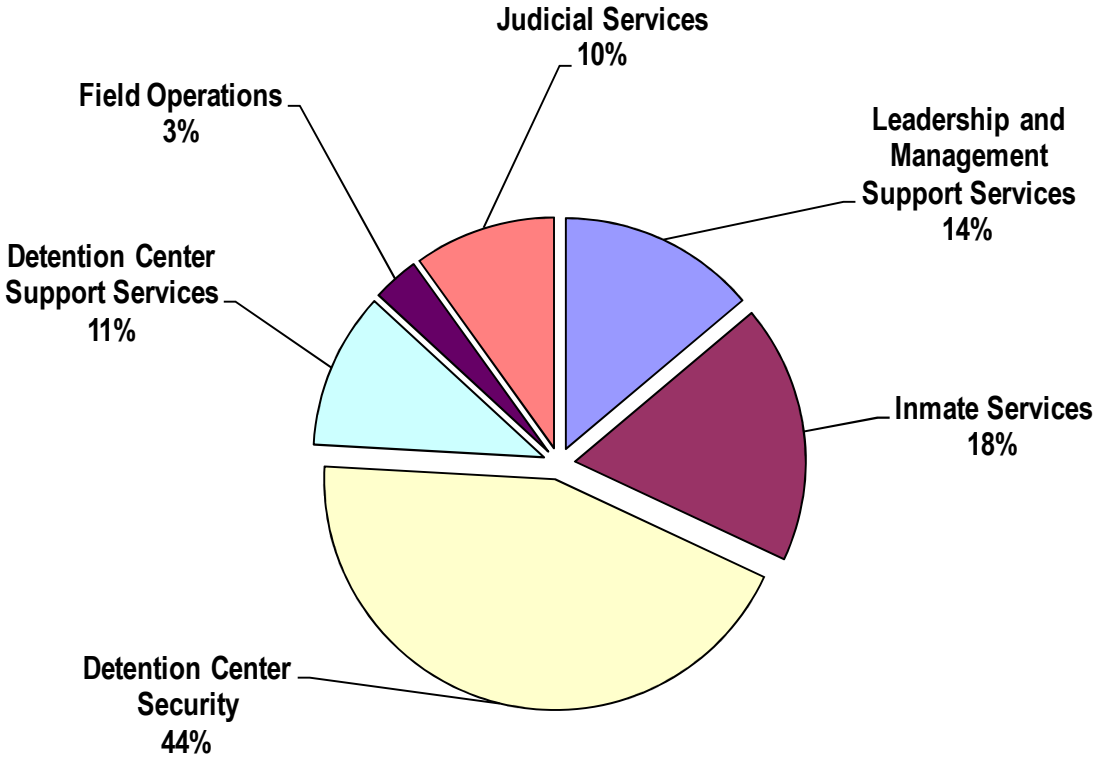
## Highlights

- In FY 2014, the General Fund budget for the Sheriff's Office increases by $403,145, or 0.9%.
- In FY 2014 the personnel budget increases by $379,816, or 1.5%. The increase is partially attributed to an increase in the cost of benefits and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%. This increase is offset by the elimination of one vacant sworn Sheriff I position (1.0 FTE and $75,839) in the Community Work Detail Program and vacancy savings from holding one Deputy Chief Sheriff position vacant for six months ($98,472). In addition, one vacant civilian Mental Health Probation Officer ($85,830), added after the FY 2013 budget was approved, was eliminated as part of a City-wide reduction option in FY 2014.
- Non-Personnel costs increases by $20,777, or 0.4%, primarily due to increases in contract costs associated with janitorial services at the detention center ($8,627) and contract costs with the Alexandria City Public Schools (ACPS) to provide General Education Development (GED) teacher services to the inmate population. These increases are offset by the elimination of one contracted Mental Health Senior Therapist position ($42,900) with the Department of Community and Human Services (DCHS), described on the following pages.
- The Capital Goods Outlay is increasing by $90,894, or 45.0%. This is due to non-General Fund vehicle replacement costs in the Equipment Replacement Fund, also reflected in the Internal Service Fund. The Department is replacing a larger number of vehicles in FY 2014 than previously budgeted in FY 2013.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Average daily population served | 430 | 430 | 430 |
| % of inmates held without escape | 100% | 100% | 100% |
| Security operations - cost per inmate served per day | $77.41 | $77.42 | $83.09 |
| # of meals served per day | 1,350 | 1,350 | 1,375 |
| Food service-cost per meal served | $1.24 | $1.52 | $1.49 |
| Facility support-cost per inmate served per day | $8.03 | $9.23 | $8.43 |
| # of Courthouse users screened annually | 273,589 | 285,000 | 276,000 |

## FY 2014 Proposed Expenditures by Program



# Sheriff's Office

## Program Level Summary Information

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 [1] |
|---|---|---|---|---|
| Leadership and Management Support Services | $3,910,529 | $3,962,049 | $4,116,654 | 3.8% |
| Inmate Services | $4,861,186 | $5,441,199 | $5,370,405 | -1.3% |
| Detention Center Security | $12,150,103 | $12,151,683 | $13,041,136 | 6.8% |
| Detention Center Support Services | $3,004,856 | $3,418,612 | $3,254,053 | -5.1% |
| Field Operations | $1,192,085 | $1,279,690 | $961,923 | -33.0% |
| Judicial Services | $2,880,150 | $2,942,130 | $2,942,679 | 0.0% |
| **Total Expenditures** | **$27,998,909** | **$29,195,363** | **$29,686,850** | 1.7% |

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 [1] |
|---|---|---|---|---|
| Leadership and Management Support Services | 27.0 | 27.0 | 27.0 | 0.0% |
| Inmate Services | 23.9 | 22.9 | 22.0 | -4.1% |
| Detention Center Security | 109.1 | 109.1 | 115.0 | 5.1% |
| Detention Center Support Services | 22.2 | 22.2 | 19.8 | -12.1% |
| Field Operations | 9.5 | 9.5 | 7.0 | -35.7% |
| Judicial Services | 23.3 | 24.3 | 23.2 | -4.7% |
| **Total Full-time Equivalents** | **215** | **215.0** | **214.0** | **-0.5%** |
| **Sworn Personnel** | **173.0** | **173.0** | **172.0** | -0.6% |
| **Non-sworn Personnel** | **42.0** | **42.0** | **42.0** | 0.0% |
| **Total Full-time Equivalents** | **215.0** | **215.0** | **214.0** | **-0.5%** |

[1] The change from FY 2013 to FY 2014 reflects career ladder adjustments, promotions, and reassignments within the Sheriff's Office.

## Sheriff Programs and Activities

**Leadership and Management**
- Leadership and General Management
- Information Technology Management
- Training
- Planning and Project Management
- Fleet & Uniform Management

**Inmate Services**
- Inmate Programs
- Inmate Alternative Programs
- Inmate Classification
- Medical Services
- Mental Health Services

**Detention Center Security**
- Security Operations

**Detention Center Support Services**
- Records
- Facility Support
- Food Services
- Community Work Detail

**Field Operations**
- Transportation
- Warrant Service
- Gang Intelligence

**Judicial Services**
- Courthouse Security
- Legal Process Service

## Department Information

**Department Contact Info**
703.746.4114
http://alexandriava.gov/sheriff/

**Department Head**
Dana Lawhorne, Sheriff
703.746.4114
Dana.Lawhorne@alexandriava.gov

## Leadership and Management Program

**The goal of Leadership and Management Support Services is to provide financial, personnel and planning support services to facilitate the operation of the Sheriff's Office.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 14.0% | 13.6% | 13.9% |
| Total Expenditures | $3,910,529 | $3,962,049 | $4,116,654 |
| Less Revenues | $9,970 | $96,662 | $187,556 |
| Net General Fund Expenditures | $3,900,559 | $3,865,387 | $3,929,098 |
| **Program Outcomes** | | | |
| % of effectiveness targets achieved | 100% | 100% | 100% |

### Activity Data

| LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, planning and support services to facilitate the operations of the Sheriff's Office. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,641,664 | $1,827,960 | $1,817,108 |
| FTE's | 12.00 | 12.00 | 12.00 |
| # of departmental FTE's managed | 215 | 215 | 214 |
| # of citizen complaints relating to Internal Affairs | 20 | 25 | 24 |
| # of litigation management hours | 40 | 120 | 100 |
| # of background investigations | 194 | 150 | 225 |
| Leadership & General Management support services cost as a % of dept. expend. | 5.9% | 6.3% | 6.1% |
| % of dept. effectiveness targets met in all programs | 100% | 100% | 100% |

| INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to provide computer (hardware/software) support for Sheriff's Office staff to ensure effective and efficient Sheriff's Office operations. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $505,794 | $484,898 | $578,640 |
| FTE's | 3.5 | 3.5 | 3.5 |
| # of requests responded to for computer and technical issues | 725 | 950 | 820 |
| Cost per system user | $2,353 | $2,255 | $2,691 |
| % of requests responded to | 100% | 100% | 100% |

| TRAINING – The goal of Training is to coordinate training for all staff, meet state mandated standards, and provide the City and Sheriff's Office with the most highly trained and professional work force possible. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $830,251 | $734,586 | $729,515 |
| FTE's | 5.6 | 5.6 | 5.6 |
| # of training hours provided | 24,168 | 20,000 | 24,000 |
| Cost per training hour | $34.35 | $36.73 | $30.40 |
| % of sworn staff receiving a minimum of 40 hours of training annually | 100% | 100% | 100% |

## Leadership and Management Support Services Program, continued

### Activity Data

| PLANNING AND PROJECT MANAGEMENT – The goal of Planning and Project Management is to provide for on going assessment of Office strengths and weaknesses, defend lawsuits, improve staff morale, and provide for a safe productive work environment. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures[1] | $313,579 | $356,247 | $503,518 |
| FTE's[1] | 3.7 | 3.7 | 4.1 |
| # of Accreditations maintained | 4 | 4 | 4 |
| # of community events/activities | 92 | 100 | 110 |
| Cost for daily management of accreditation standards [1] | $214.78 | $244.00 | $344.88 |
| % of community requests for attendance accommodated | 100% | 100% | 100% |
| % of successful audits | 100% | 100% | 100% |

| FLEET AND UNIFORM MANAGEMENT – The goal of Fleet and Uniform Management is to manage the fleet, uniforms, and equipment for the Sheriff's Office. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures[1] | $619,241 | $558,358 | $487,873 |
| FTE's[1] | 2.2 | 2.2 | 1.8 |
| # of Sworn FTE's | 173 | 173 | 172 |
| # of department vehicles maintained | 40 | 40 | 42 |
| % of staff adequately equipped | 100% | 100% | 100% |
| Daily cost per FTE to equip and maintain in a ready status vehicles and equipment | $9.81 | $8.84 | $7.77 |

[1] The change from FY 2013 to FY 2014 reflects the transfer of staff costs from the Fleet and Uniform Management activity to the Planning and Project Management activity. These costs are also reflected in the "cost of daily management of accreditation standards" performance measure.

## Inmate Services Program

**The goal of Inmate Services is to coordinate and deliver services to inmates within the Detention Center.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 17.4% | 18.6% | 18.1% |
| Total Expenditures | $4,861,186 | $5,441,199 | $5,370,405 |
| Less Revenues | $437,787 | $459,209 | $459,209 |
| Net General Fund Expenditures | $4,423,399 | $4,981,990 | $4,911,196 |
| **Program Outcomes** | | | |
| % of programs utilized (regular and alternative) | 100% | 100% | 100% |

### Activity Data

| INMATE PROGRAMS – The goal of Inmate Programs is to recruit, coordinate, and oversee volunteers and programs to include educational, spiritual, life skills,m substance abuse, job skills for the purpose of inmate rehabilitation. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $424,060 | $436,269 | $470,383 |
| FTE's | 3.5 | 3.5 | 3.5 |
| # of volunteers* | 75 | NA | 75 |
| # of volunteer hours provided to inmates | 2,869 | 2,400 | 3,250 |
| Daily Cost to maintain program opportunities for inmate population per inmate | $2.70 | $2.78 | $3.00 |
| % of volunteer program hours provided which served to meet inmate rehabilitative needs | 100% | 100% | 100% |

| INMATE ALTERNATIVE PROGRAMS – The goal of Alternative Programs is to provide sentencing alternatives to the local judiciary for individuals who meet local and state requirements such as home electronic monitoring, work release, modified work release, weekenders, pre-trial and local probation. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,151,421 | $1,279,778 | $1,238,918 |
| FTE's** | 11.2 | 10.2 | 9.5 |
| # of alternative programs maintained | 6.0 | 5.0 | 6.0 |
| # of jail days diverted* | 65,600 | NA | 65,000 |
| % of individuals completing alternative programs | 100% | 100% | 100% |

*New Indicator

| INMATE CLASSIFICATION – The goal of Inmate Classification is to evaluate inmates to determine appropriate housing and services in order to safely and securely manage inmates within the Detention | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $919,244 | $952,487 | $931,339 |
| FTE's | 9.0 | 9.0 | 9.0 |
| # of Objective Classification interviews | 3,248 | 3,600 | 3,250 |
| # of inmates involved in physical altercations (assaults or fights) | 37 | 35 | 35 |
| Cost per inmate served (ADP) per day | $5.86 | $6.07 | $5.93 |
| % of inmates classified who were not involved in a physical altercation (assaults or fights) | 99% | 99% | 99% |

*New measure in FY 2014. Data became available after the FY 2013 budget was published.

**One civilian Mental Health Probration Officer position (1.0 FTE & $85,830) added after the FY 2013 budget was approved, was eliminated in FY 2014 as part of a City-wide reduction option.

## Inmate Services Program, continued

### Activity Data

| MEDICAL SERVICES – The goal of Medical Services is to provide medical care and treatment to the inmate population. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,991,206 | $2,328,168 | $2,328,168 |
| FTE's | 0.10 | 0.10 | 0.00 |
| Cost per inmate per day | $12.69 | $14.83 | $14.83 |
| % of mandatory medical standards met | 100% | 100% | 100% |

| MENTAL HEALTH SERVICES – The goal of Mental Health Services is to provide mental health care and treatment to the inmate population. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $375,255 | $444,497 | $401,597 |
| FTE's | 0.10 | 0.10 | 0.00 |
| # of inmates receiving Mental Health services | 818 | 750 | 750 |
| Cost per inmate per day | $2.39 | $2.83 | $2.56 |
| % of inmates who do not commit suicide during incarceration | 100% | 100% | 100% |

## Detention Center Security Program

**The goal of Detention Center Security is to provide staff and procedures to ensure the safety and security of inmates, staff, and the public within the confines of the Public Safety Complex and the Detention Center.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 43.4% | 41.6% | 43.9% |
| Total Expenditures | $12,150,103 | $12,151,683 | $13,041,136 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $12,150,103 | $12,151,683 | $13,041,136 |
| **Program Outcomes** | | | |
| % of inmates held without escape from the Detention Center Population | 100% | 100% | 100% |

### Activity Data

| SECURITY OPERATIONS – The goal of security operations is to coordinate the management/supervision of all inmates (high and medium security); to minimize risk to staff, visitors, other inmates, themselves, and the general public. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $12,150,103 | $12,151,683 | $13,041,136 |
| FTE's | 109.1 | 109.1 | 115.0 |
| # of intakes | 7,417 | 7,200 | 7,700 |
| % of inmates held without escape | 100% | 100% | 100% |
| Cost per inmate served (ADP) per day | $77.41 | $77.42 | $83.09 |

## Detention Center Support Services Program

**The goal of Detention Center Support Services is to provide daily operational support to all divisions of the Sheriff's Office through safety and health inspections, procurement services, general maintenance, telephone services and custodial services.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 10.7% | 11.7% | 11.0% |
| Total Expenditures | $3,004,856 | $3,418,612 | $3,254,053 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $3,004,856 | $3,418,612 | $3,254,053 |
| **Program Outcomes** | | | |
| % effectiveness of targets achieved | 100% | 100% | 100% |

### Activity Data

| RECORDS – The goal of Records is to process and maintain all required information on inmates committed to the custody of the Sheriff's Office in accordance with State of Virginia Code. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $843,753 | $876,321 | $902,637 |
| FTE's | 10.30 | 10.30 | 10.30 |
| # of inmate records processed annually | 51,477 | 35,000 | 50,000 |
| Cost per inmate record | $16.39 | $25.04 | $18.05 |
| % of successful LIDS audits (Local Inmate Data System) | 100% | 100% | 100% |
| % of incarcerations without improper detentions or erroneous releases | 100% | 100% | 100% |

| FACILITY SUPPORT – The goal of Facility Support is to maintain detention center building components, provide maintenance, logistical support, supervise and coordinate inmate work details inside the Detention Center to provide a safe and secure environment. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,261,005 | $1,448,364 | $1,323,071 |
| FTE's | 8.7 | 8.7 | 7.4 |
| Square footage supported | 143,604 | 143,604 | 143,604 |
| Cost per inmate served (ADP) per day to maintain upkeep of PSC | $8.03 | $9.23 | $8.43 |
| % of DOC Standards met (Department of Corrections) | 100% | 100% | 100% |
| % of ACA Standards met (American Correctional Association) | 96% | 96% | 96% |

## Detention Center Support Services Program, continued

### Activity Data

| FOOD SERVICES – The goal of Food Services is to provide meals for inmates within the Detention Center. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $611,527 | $750,000 | $750,000 |
| FTE's | 0.2 | 0.2 | 0.0 |
| # of meals served per day | 1,350 | 1,350 | 1,375 |
| Cost per meal served | $1.24 | $1.52 | $1.49 |
| % of ACA Standards met (American Correctional Association) | 100% | 100% | 100% |
| % of DOC Standards met (Department of Corrections) | 100% | 100% | 100% |

| COMMUNITY WORK DETAIL – The goal of the Community Work Detail activity is to provide community service through the use of inmate labor to the City of Alexandria to supplement City services. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $288,571 | $343,927 | $278,345 |
| FTE's* | 3.0 | 3.0 | 2.1 |
| # of service hours provided | 5,475 | 9,000 | 7,500 |
| $ value of inmate hours provided | $150,015 | $246,600 | $205,500 |
| Cost per inmate hours | $52.71 | $38.21 | $37.11 |
| % of Community Requests responded to | 100% | 100% | 100% |

* One Sworrn Deputy Sheriff I one position (1.0 FTE & $75,839) was eliminated in FY 2014. The FY 2014 total position count reflects the reallocation of 10% of a supervisor's time to this activity to more accurately account for the cost of this function.

## Field Operations Program

**The goal of Field Operations is to provide for prisoner transportation for all inmates requiring transportation to required proceedings and/or services; to conduct field investigations to arrest known offenders based on criminal capias' and warrants; and to coordinate intelligence gathering on inmates connected to gangs or gang affiliation.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 4.3% | 4.4% | 3.2% |
| Total Expenditures | $1,192,085 | $1,279,690 | $961,923 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $1,192,085 | $1,279,690 | $961,923 |
| **Program Outcomes** | | | |
| % of prisoner transports completed without incident | 100% | 100% | 100% |

### Activity Data

| TRANSPORTATION – The goal of Transportation is to safely transport prisoners to and from other jails, prison facilities, hospitals, mental institutions, and per Court order. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $518,387 | $543,163 | $397,681 |
| FTE's | 4.0 | 4.0 | 2.8 |
| # of transports completed | 1,618 | 2,000 | 1,900 |
| Cost per transport | $320.39 | $271.58 | $209.31 |
| % of prisoner transports completed without incident | 100% | 100% | 100% |

| WARRANT SERVICE – The goal of Warrant Service is to investigate and apprehend offenders on arrest warrants (capiases) issued by the courts. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $493,279 | $542,130 | $394,229 |
| FTE's | 4.0 | 4.0 | 2.8 |
| # of arrest warrants processed | 4,261 | 5,200 | 5,000 |
| # of arrest warrants executed | 771 | 1,200 | 1,000 |
| Cost per arrest warrant processed | $115.77 | $104.26 | $78.85 |
| # of individuals arrested | 623 | 800 | 800 |

| GANG INTELLIGENCE – The goal of Gang Intelligence is to gather information and maintain information necessary to effectively classify and house inmates with gang affiliations in a safe and secure manner. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $180,419 | $194,397 | $170,013 |
| FTE's | 1.5 | 1.5 | 1.4 |
| # of inmate investigations related to gang activity conducted | 5,046 | 5,300 | 5,300 |
| Cost per inmate served (ADP) per day | $1.15 | $1.24 | $1.08 |
| % of Gang related incidents in the Facility | 0.0% | 0.0% | 0.0% |

## Judicial Services Program

**The goal of Judicial Services is to provide Courthouse and Courtroom security for all activities and proceedings taking place in the Alexandria Courthouse; to ensure the safe and secure transport of all prisoners whose presence is required at Courthouse proceedings; and to provide effective service of all legal documents.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 10.3% | 10.1% | 9.9% |
| Total Expenditures | $2,880,150 | $2,942,130 | $2,942,679 |
| Less Revenues | $218,210 | $196,202 | $193,650 |
| Net General Fund Expenditures | $2,661,940 | $2,745,928 | $2,749,029 |
| **Program Outcomes** | | | |
| % of prisoners in custody in the courthouse without escape or security incident | 100% | 100% | 100% |

### Activity Data

| COURTHOUSE SECURITY – The goal of Courthouse Security is to screen all entrants and deliveries, maintain prisoner lockup and provide security surveillance and response in order to ensure the safety of all personnel, visitors, and prisoners in the Alexandria Courthouse. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,049,076 | $2,083,522 | $2,104,405 |
| FTE's | 16.4 | 17.4 | 16.5 |
| # of screenings conducted | 273,589 | 285,000 | 276,000 |
| # of prisoners secured in the Courthouse | 1,891 | 2,000 | 2,000 |
| # of court proceedings held | 75,693 | 77,250 | 76,500 |
| Cost of Security per Courthouse user and inmate held | $5.83 | $5.72 | $5.94 |
| % of prisoners in custody in the courthouse held without escape | 100% | 100% | 100% |
| % of proceedings held without security incident | 100% | 100% | 100% |

| LEGAL PROCESS SERVICE – The goal of Legal Process Service is to properly execute or serve all legal documents. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $831,074 | $858,608 | $838,274 |
| FTE's | 6.9 | 6.9 | 6.7 |
| # of valid documents received | 18,900 | 21,000 | 20,500 |
| # of attempted services | 7,112 | 7,250 | 7,100 |
| # of documents served including attempted services | 26,012 | 28,450 | 27,900 |
| Cost per document received | $43.97 | $40.89 | $40.89 |
| % of documents served | 100% | 100% | 100% |

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

| Activity | Adjustment | FY 2014 Proposed |
|---|---|---|
| **Detention Center Support Services** | *Janitorial Services* | **$8,627** |
| This adjustment will fund increased janitorial contract hours from 6 hours per day to 8 hours per day, resulting in increased contract costs of $8,627 (from $35,880 to $44,507). | | |
| **Inmate Services** | *GED Teacher Contract* | **$13,311** |
| This adjustment will fund anticipated increased contract costs with the Alexandria City Public Schools (ACPS) to provide General Education Development (GED) teacher services to the inmate population. This brings the total GED teacher contract with ACPS to $92,350. | | |

## Summary of Budget Changes

### Reduction Options

| Activity | Reduction Option | FTE's | FY 2014 Proposed |
|---|---|---|---|
| **Community Work Detail** | *Eliminate One Sworn Deputy Sheriff I Position* | **(1.00)** | **($75,839)** |
| One vacant sworn Deputy Sheriff I position in the Inmate Work Detail (IWD) Program has been eliminated as part of a City-wide reduction option. This will reduce the overall production of the IWD in terms of City-wide services, to include trash/litter control, assistance to Parks and Recreation, and other assorted duties. | | | |
| **Leadership & Management Support Services** | *Vacancy Savings* | **0.00** | **($98,472)** |
| The Department plans to hold the Chief Deputy position vacant for six months, when the incumbent retires during FY 2013. This will cause the scope of supervision for one of the four Bureaus within the Sheriff's Office to be weakened during the period when the position is held vacant. | | | |
| **Mental Health Services** | *Eliminate Mental Health Probation Officer Position* | **(1.00)** | **($85,830)** |
| One vacant civilian Mental Health Probation Officer ($85,830) added after the FY 2013 budget was approved, was eliminated as part of a City-wide reduction option in FY 2014. The position is 69% ($59,223) funded in the department's general fund and 31% ($26,607) funded with DCHS restricted State grants. The elimination of the position will reduce the clinical time with individuals released in pre-trial and probationary statuses. | | | |
| **Mental Health Services** | *Contracted Mental Health Senior Therapist Position* | **0.00** | **($42,900)** |
| This reduction option eliminates one contracted Mental Health Senior Therapist position with the Department of Community and Human Services (DCHS). The position offers substance abuse treatment in the Detention Center's Sober Living Unit Program. This service will be handled by other Senior Mental Health Therapists in DCHS. | | | |

### Revenue Option

| Activity | Revenue Option | FY 2014 Proposed |
|---|---|---|
| **Intergovernmental Revenue** | *Federal Per Diem Revenue* | **$393,835** |
| The City contracts with the Federal Government to house federal prisoners. A guaranteed reimbursement is based on an average daily population of 150 federal prisoners. The Sheriff's Office has committed to carrying 13 additional federal prisoners over the base contract of 150 for FY2014. Due to the increased number of prisoners held, intermediate outcomes will reflect a propensity for an increased level of incidents within the Detention Center that involve inmate on inmates assaults and/or inmate staff assaults. | | |

## Miscellaneous Department Information

### Net City Share of Sheriff's Office Operations

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| General Fund Expenditures | $27,332,942 | $28,443,290 | $28,846,435 |
| **Sheriff Related General Fund Revenues** | | | |
| Federal Prisoner Per Diem[1] | $6,902,105 | $6,735,337 | $6,519,437 |
| State Compensation Board | $4,009,421 | $3,706,036 | $4,009,421 |
| State Prisoner Per Diem | $507,885 | $462,272 | $507,885 |
| State Criminal Alien Assistance Program | $123,447 | $175,000 | $65,000 |
| Sheriff's Fees | $12,101 | $14,000 | $14,000 |
| Weekenders Fees | $9,709 | $8,000 | $8,000 |
| Work Release Fees | $6,656 | $13,000 | $6,000 |
| Medical Co-Pays | $6,295 | $4,000 | $4,000 |
| **Total** | **$11,577,619** | **$11,117,645** | **$11,133,743** |
| | | | |
| **Net City Share (General Fund Exp Less Related Revenues)** | **$15,755,323** | **$17,325,645** | **$17,712,692** |

[1] FY 2013 Federal Prisoner Per Diem assumes a commitment of 170 prisoners per day by the U.S. Marshals Service. FY 2014 Federal Per Diem a ssumes a commitment of 163 prisoners per day by the U.S. Marshals Service. The contract with the US Marshals Service is for a guaranteed commitment of no less than 150 prisoners per day. Actual experience has been 170 to 175 Federal Prisoners on average in FY 2010, FY 2011, and FY 2012. To date in FY 2013, the average is 167. The Sheriff has agreed that an estimated 163 prisoners per day may be used for the FY 2014 revenue estimate.

PAGE INTENTIONALLY LEFT BLANK

# General Government

Finance ..... 13-2
General Services ..... 13-15
Human Resources ..... 13-28
Human Rights ..... 13-38
Information Technology Services ..... 13-43
Internal Audit ..... 13-55
Office of Communications and Public Information ..... 13-59
Office of Management and Budget ..... 13-64
Non-Departmental ..... 13-68
Real Estate Assessments ..... 13-78

# Finance Department

**Mission Statement:** The mission of the Finance Department is to provide long-term financial stability to the City through effective expenditure control, reliable and equitable revenue collection practices, sound cash and debt management policies, and responsible accounting, purchasing and pension administration practices.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | 7,330,718 | 8,272,770 | 8,740,494 | 5.7% |
| Non-Personnel | 4,142,837 | 3,064,918 | 2,975,632 | -2.9% |
| Capital Goods Outlay | 0 | 26,185 | 26,185 | 0.0% |
| Total Expenditures | $11,473,555 | $11,363,873 | $11,742,311 | 3.3% |
| **Less Revenues** | | | | |
| Internal Service | 129,438 | 44,600 | 44,600 | 0.0% |
| Special Revenue Fund | 250,277 | 557,154 | 612,186 | 9.9% |
| Total Designated Funding Sources | $379,715 | $601,754 | $656,786 | 9.1% |
| **Net General Fund Expenditures** | **$11,093,840** | **$10,762,119** | **$11,085,525** | **3.0%** |
| **Total Department FTE's** | **90.5** | **91.5** | **92.5** | **1.1%** |

### Highlights

•In FY 2014 the General Fund budget increases $323,406 or 3.0%.

•In FY 2014 personnel costs increase by $467,724 or 5.7%. This is due to the addition of a new Compliance Officer position, anticipated to increase City revenue by at least $140,000 from delinquent tax collection, which exceeds the cost of the position. Additional increases resulted from the reclassification of several positions to reflect an expansion in responsibilities and to address internal and external salary inequities in compensation when compared to the market. There was also an increase in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.

•Non-personnel costs decrease by $89,286 or -2.9%. The City has modified the parking adjudication process and is eliminating a parking adjudication contract ($134,580). The remaining responsibility will be shifted back to the General District Court. This decrease is partially offset by three current service adjustments: $10,044 in publication and outreach materials for the Pension Administration Division; $21,291 for the department's share of the maintenance cost of the new Enterprise Resource Planning (ERP) system; and a $13,959 increase in lease agreements.

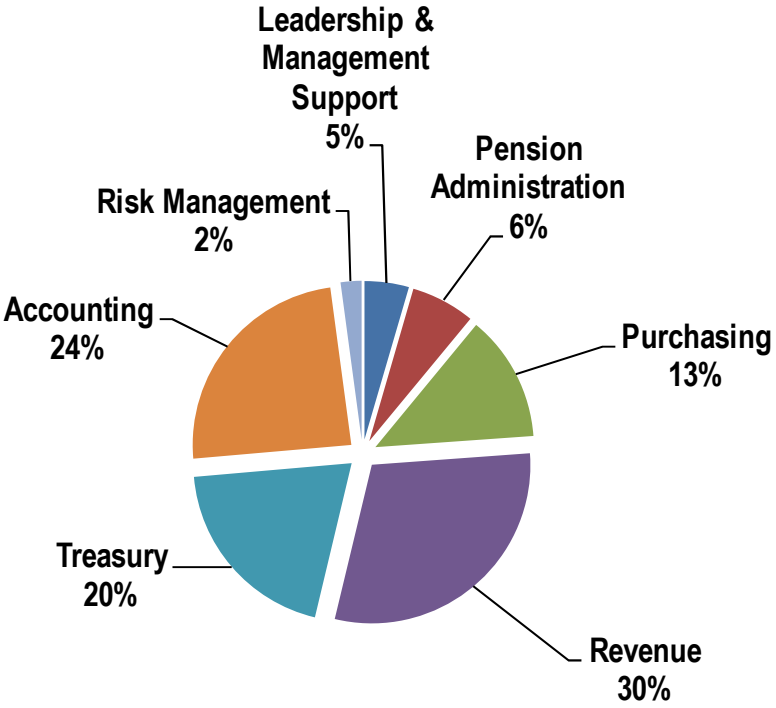
• The increase in the Special Revenue Fund will support the increases associated with benefit cost increases and the 1% shift in the pay scale described above for those employees who are funded by the City's pension plan (individuals who are responsible for plan administration).

# Finance Department

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Bond ratings achieved with each bond issue | AAA/Aaa | AAA/Aaa | AAA/Aaa |
| % of compliance with City adopted debt policies in last fiscal year | 100% | 100% | 100% |
| Overall collection rate for current year taxes | 99% | 99% | 99% |
| % of GFOA standards met on financial reporting | 100% | 100% | 100% |

## FY 2014 Proposed Expenditures by Program



# Finance Department

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership and Management Support | $1,375,491 | $470,990 | $529,288 | 12.4% |
| Pension Administration | 418,679 | 652,253 | 761,189 | 16.7% |
| Purchasing | 1,133,131 | 971,674 | 1,512,145 | 55.6% |
| Revenue | 3,210,115 | 3,619,383 | 3,508,237 | -3.1% |
| Treasury | 2,312,456 | 2,588,472 | 2,332,932 | -9.9% |
| Accounting | 2,691,144 | 2,923,136 | 2,849,336 | -2.5% |
| Risk Management | 332,539 | 137,965 | 249,184 | 80.6% |
| **Total Expenditures** | **$11,473,555** | **$11,363,873** | **$11,742,311** | 3.3% |

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership and Management Support | 2.8 | 2.7 | 3.2 | 18.9% |
| Pension Administration | 3.0 | 6.0 | 6.0 | 0.0% |
| Purchasing | 8.0 | 8.0 | 11.2 | 39.4% |
| Revenue | 37.3 | 35.7 | 33.1 | -7.2% |
| Treasury | 17.5 | 17.5 | 17.3 | -1.4% |
| Accounting | 19.5 | 20.7 | 19.7 | -4.8% |
| Risk Management | 2.5 | 1.0 | 2.2 | 126.3% |
| **Total full time employees** | **90.5** | **91.5** | **92.5** | 1.1% |

## Finance Programs and Activities

**Leadership & Mgmt Support Services**
- Leadership & General Mgmt

**Pension Administration**
- Pension Investment
- Retirement Plan Admin.

**Revenue**
- Business & Personal
- Property Tax Assessment
- Delinquent Tax Collections
- Tax Audit, Research & Analysis
- Taxpayer Assistance/ Customer Relations

**Purchasing**
- Purchasing

**Treasury**
- Payment Processing
- Tax Billing
- Cash Management/ Investment

**Accounting**
- Financial Reporting
- Paying & Billing
  - Vendors/Employees
- Reconciliations

**Risk Management**
- Tort Claims Management
- Workplace & General Safety Management
- Liability/Property Insurance Management
- Workers Comp Claims Management

## Dept Info

**Department Contact Info**
703.746.3900
http://alexandriava.gov/finance/

**Department Head**
Laura Triggs, CPA,
Chief Financial Officer
703.746.3900
laura.triggs@alexandriava.gov

**Department Staff**
Debbie Kidd, JD, Dep. Dir. of Finance - Revenue
Ray Welch, Comptroller
Steven Bland, Retirement Administrator
David Clark, Assistant Dir. of Finance - Treasury
Stephen Taylor, Acting Purchasing Agent

## Leadership and Management Support Services Program

**The goal of Leadership and Management Support Services is to provide leadership and oversight to the Department and to issue City debt in order to provide long-term financial stability for the City.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 12.0% | 4.1% | 4.5% |
| Total Expenditures | $1,375,491 | $470,990 | $529,288 |
| Less Revenues | $129,438 | $44,600 | $44,600 |
| Net General Fund Expenditures | $1,246,053 | $426,390 | $484,688 |
| **Program Outcomes** | | | |
| Demonstrate long-term financial stability by maintaining bond rating | AAA/Aaa | AAA/Aaa | AAA/Aaa |

### Activity Data

| **LEADERSHIP AND GENERAL MANAGEMENT: The goal of Leadership and General Management is to maintain the City's standard of financial excellence by providing citizens, City Council, vendors and employees with competent and comprehensive financial services, sound financial policy recommendations and reporting, and oversight of the collection and disbursement of City funds.** | **FY 2012 Actual** | **FY 2013 Approved** | **FY 2014 Proposed** |
|---|---|---|---|
| Expenditures | $1,375,491 | $470,990 | $529,288 |
| FTE | 2.8 | 2.7 | 3.2 |
| $ amount of revenue collected and funds disbursed | $2,347,329,666 | $2,088,276,825 | $2,347,329,666 |
| $ amount of funds disbursed (all funds) | $1,158,108,796 | $1,002,490,799 | $1,158,108,796 |
| Ratio of Finance Department costs to City budget | 1.0% | 1.0% | 1.0% |
| % compliance with City adopted debt policies in last fiscal year | 100% | 100% | 100% |

## Pension Administration Program

**The goal of the Pension Administration Program is to provide retirement income for retired City employees at a controlled cost to the City.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 3.6% | 5.7% | 6.5% |
| Total Expenditures | $418,679 | $652,253 | $761,189 |
| Less Revenues | $249,463 | $483,376 | $537,453 |
| Net General Fund Expenditures | $169,216 | $168,877 | $223,736 |
| **Program Outcomes** | | | |
| Ratio of annual pension administration program costs to City employer annual contributions | 1.9% | 2.9% | 3.4% |

### Activity Data

| PENSION INVESTMENT – The goal of Pension Investment is to provide investment earnings for each of the five pension plans in order to meet actuarial assumptions. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $58,839 | $83,023 | $71,236 |
| FTE's | 0.3 | 0.2 | 0.2 |
| Funds invested at fiscal year end in millions of dollars | $350.0 | $370.0 | $399.4 |

| RETIREMENT PLAN ADMINISTRATION – The goal of Retirement Plan Administration is to provide suggestions for plan improvements and to manage the outside pension administrator, investment consultant, actuarial, legal counsel and other consultants for the City in order to control pension costs. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $359,840 | $569,230 | $689,953 |
| FTE's | 2.8 | 5.8 | 5.8 |
| # of plans administered | 8 | 7 | 8 |
| # of employee/retirees consulting sessions | 1,456 | 1,456 | 1,456 |
| Cost per employee/retiree served | $287.55 | $232.64 | $522.79 |
| Ratio of annual pension administration costs to fund assets | 0.10% | 0.15% | 0.17% |

## Revenue Program

**The goal of the Revenue Program is to accurately, reliably and equitably assess and collect taxes, and enforce taxpayer compliance in order to maximize city revenues.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 28.0% | 31.8% | 29.9% |
| Total Expenditures | $3,210,115 | $3,619,383 | $3,508,237 |
| Less Revenues | $814 | $73,778 | $74,733 |
| Net General Fund Expenditures | $3,209,301 | $3,545,605 | $3,433,504 |
| **Program Outcomes** | | | |
| Total tax revenue generated for the City in compliance with City regulations | $487,340,254 | $495,809,214 | $517,944,045 |

### Activity Data

| BUSINESS & PERSONAL PROPERTY TAX ASSESSMENT – The goal of Business and Personal Property Tax Assessment is to identify tax basis and accurately and uniformly assess the appropriate tax in order to maximize City revenues. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,361,713 | $1,551,754 | $1,517,396 |
| FTE's | 15.4 | 14.6 | 13.3 |
| # of tax transactions processed | 1,885,596 | 1,954,529 | 1,923,308 |
| Cost per tax transaction processed | $0.72 | $0.79 | $0.79 |
| % of tax assessments processed by due date | 100% | 100% | 100% |

| DELINQUENT TAX COLLECTION – The goal of Delinquent Tax Collections is to collect delinquent taxes in order to reduce the outstanding tax balance and increase the City's general fund revenue. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $655,773 | $647,429 | $637,782 |
| FTE's | 7.09 | 6.49 | 6.42 |
| # of demands for payment action sent | 164,552 | 173,608 | 167,843 |
| Cost per demand for payment action | $3.99 | $3.73 | $3.80 |
| % of delinquent tax collected annually | 97.0% | 91.0% | 97.0% |

| TAX AUDIT, RESEARCH & ANALYSIS – The goal of Tax Audit, Research and Analysis is to ensure that business tax returns are filed accurately and to identify unregistered businesses and vehicles in order to maximize City revenues and taxpayer compliance. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $302,483 | $355,770 | $289,408 |
| FTE's | 4.3 | 3.5 | 2.7 |
| # of tax accounts reviewed/audited | 89,572 | 99,811 | 91,364 |
| Costs of tax accounts reviewed/audited | $3.38 | $3.56 | $3.17 |
| $ amount of revenue generated from audits and compliance activity | $1,254,716 | $1,200,000 | $1,320,000 |
| Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities | 24.1% | 29.6% | 21.9% |

## Revenue Program (continued)

**The goal of the Revenue Program is to accurately, reliably and equitably assess and collect taxes, and enforce taxpayer compliance in order to maximize city revenues.**

| TAXPAYER ASSISTANCE/CUSTOMER RELATIONS – The goal of the Taxpayer Assistance and Customer Relations is to administer tax relief programs and provide assistance to taxpayers in order to accommodate their needs pertaining to City and State taxes. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $890,146 | $1,064,430 | $1,063,651 |
| FTE's | 10.6 | 11.1 | 10.8 |
| # of applications processed for tax relief programs | 1,342 | 1,389 | 1,300 |
| # of taxpayers assisted on State tax issues | 300 | 300 | 300 |
| Cost per application processed | $26.02 | $25.98 | $30.39 |
| % of applications approved for tax relief | 98.0% | 98.0% | 98.0% |
| % of survey participants reporting satisfaction with customer service | 99% | 99% | 99% |

## Treasury Program

**The goal of the Treasury Program is to generate accurate and timely tax bills, process revenues efficiently and invest City funds prudently to maximize City revenues and promote high quality customer service.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 20.2% | 22.8% | 19.9% |
| Total Expenditures | $2,312,456 | $2,588,472 | $2,332,932 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $2,312,456 | $2,588,472 | $2,332,932 |
| **Program Outcomes** | | | |
| Maintain an overall collection rate for current year taxes greater than 95% | Yes | Yes | Yes |

### Activity Data

| PAYMENT PROCESSING – The goal of Payment Processing is to process City revenues in a manner that maximizes interest earnings and promotes high quality customer service. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,235,124 | $1,318,797 | $1,401,122 |
| FTE's | 9.5 | 9.6 | 9.6 |
| # of tax payments processed | 218,500 | 217,000 | 220,000 |
| # of electronic payments | 177,900 | 169,260 | 183,700 |
| # of manual payments | 40,600 | 47,740 | 36,300 |
| # of tax payments processed per FTE | 23,000 | 22,604 | 23,037 |
| % of tax payments processed electronically | 81.4% | 78.0% | 83.5% |

| TAX BILLING – The goal of Tax Billing is to maximize revenues while providing high quality customer service by mailing accurate and timely tax bills. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $576,341 | $698,615 | $651,645 |
| FTE's | 7.4 | 7.3 | 7.1 |
| % of current year personal property tax collected | 94.9% | 93.8% | 95.0% |
| % of current year real estate tax collected | 99.8% | 99.6% | 99.8% |
| % of current year business property tax collected (including statutory assessments) | 91.8% | 91.2% | 92.0% |

## Treasury Program (continued)

**The goal of the Treasury Program is to generate accurate and timely tax bills, process revenues efficiently and invest City funds prudently to maximize City revenues and promote high quality customer service.**

| CASH MANAGEMENT/INVESTMENT – The goal of Cash Management and Investment is to invest City funds in a manner that safeguards principal, ensures liquidity and earns a reasonable rate of return. This function is largely contracted out. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $315,474 | $326,895 | $280,165 |
| FTE's | 0.7 | 0.7 | 0.7 |
| Average month end portfolio dollar balance | $140,000,000 | $110,000,000 | $145,000,000 |
| City's rate of return | 0.5% | 0.5% | 0.5% |

| PARKING ADJUDICATION-The goal of Parking Case Adjudication is to provide an efficient and convenient method of adjudicating parking infractions as an alternative to Court adjudication. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed* |
|---|---|---|---|
| Expenditures | $185,517 | $244,165 | $0 |
| FTE's | 0.0 | 0.0 | 0.0 |
| # of cases concluded | 4,500 | 7,000 | 0 |
| % of cases adjudicated without appeal | 98.5% | 99.9% | 0.0% |

*In FY14 the City has modified the parking adjudication process eliminating a parking adjudication contract and shifting the remaining responsibility back to the General District Court.

## Accounting Program

**The goal of the Accounting Program is to provide the City Manager, City Council, employees, departments and the public with internal controls and financial information to support effective financial management decisions.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 23.5% | 25.7% | 24.3% |
| Total Expenditures | $2,691,144 | $2,923,136 | $2,849,336 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $2,691,144 | $2,923,136 | $2,849,336 |
| **Program Outcomes** | | | |
| % GFOA standards met without comment on Financial Reporting | 100% | 100% | 100% |

### Activity Data

| FINANCIAL REPORTING – The goal of Financial Reporting is to provide financial information for City stakeholders in order to make financial decisions and comply with laws and reporting requirements. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,149,714 | $1,285,970 | $1,348,870 |
| FTE's | 4.3 | 5.2 | 5.7 |
| # of audit reports issued | 4 | 4 | 4 |
| % of audit reports issued by due date | 100% | 100% | 100% |

| PAYING & BILLING EMPLOYEES/VENDORS – The goal of Paying and Billing Vendors and Employees is to provide receipt and payment processing and control for City departments, employees and vendors in order to appropriately manage their own finances. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,197,628 | $1,230,955 | $1,214,706 |
| FTE's | 11.55 | 11.49 | 10.94 |
| # of employees processed annually | 4,847 | 4,300 | 4,300 |
| # of transactions processed | 478,432 | 485,000 | 488,001 |
| Cost per transaction | $2.50 | $2.54 | $2.49 |
| % of payrolls processed within required time frame | 100% | 100% | 100% |
| % of vendors paid within required time frame | 97.0% | 97.0% | 97.0% |

| RECONCILIATIONS – The goal of Reconciliation is to provide internal controls over financial information for City stakeholders in order to accurately report the results of the City's financial transactions comply with laws and reporting requirements. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $343,802 | $406,211 | $285,760 |
| FTE's | 3.6 | 4.0 | 3.1 |
| # of capital, debt, bank, health and workers comp reconciliations produced | 2,690 | 2,802 | 2,914 |
| Cost per reconciliation produced | $127.81 | $144.97 | $98.06 |
| % of reconciliations issued within a desired timeframe | 99.0% | 99.0% | 99.0% |

## Risk Management Program

**The goal of Risk Management is to review safety, handle claims, manage cases, manage the City's insurance policies, and provide loss control for the City and the public in order to preserve City assets.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 2.9% | 1.2% | 2.1% |
| Total Expenditures | $332,539 | $137,965 | $249,184 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $332,539 | $137,965 | $249,184 |

### Activity Data

| TORT CLAIMS MANAGEMENT – The goal of Tort Claims Management is to provide courteous, expeditious and fair handling of routine claims by residents and others against the City. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $34,152 | $0 | $27,166 |
| FTE's | 0.3 | 0.0 | 0.0 |
| # of claims handled | 81 | 110 | 100 |
| Administrative cost per claim | $422 | $0 | $272 |
| % of claims settled within 6 months | 9000% | 90% | 9000% |

| WORKPLACE & GENERAL SAFETY MANAGEMENT – The goal of Workplace and General Safety Management is to assist City operating departments in maintaining a safe, and OSHA and CDL compliant, work environment, and in identifying and reducing liability exposure from City operations and properties. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $167,697 | $93,993 | $185,357 |
| FTE's | 1.0 | 0.7 | 1.9 |
| # of safety consultations | 140 | 125 | 130 |
| Cost per request | $1,198 | $752 | $1,426 |
| % of requests resolved within 7 work days | 80% | 87% | 85% |

| LIABILITY/PROPERTY INSURANCE MANAGEMENT – The goal of Liability/Property Insurance Management is to efficiently procure and administer the City's casualty insurance and liability reinsurance policies and programs. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $66,370 | $28,744 | $25,214 |
| FTE's | 0.5 | 0.2 | 0.2 |
| # of policies obtained | 13 | 15 | 15 |
| Administrative cost per policy | $5,105 | $1,916 | $1,681 |
| % of exposure reduced through insurance/reinsurance | 50% | 50% | 50% |

| WORKERS COMP CLAIMS MANAGEMENT – The goal of Workers Comp Claims Management is to efficiently administer the City's Workers Compensation program. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $64,320 | $15,228 | $11,447 |
| FTE's | 0.8 | 0.1 | 0.1 |
| # of claims handled | 280 | 235 | 240 |
| Administrative cost per claim | $230 | $65 | $48 |
| % of claims closed within 12 months | 90% | 90% | 90% |

## Purchasing Program

The goal of the Purchasing Program is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 9.9% | 8.6% | 12.9% |
| Total Expenditures | $1,133,131 | $971,674 | $1,512,145 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $1,133,131 | $971,674 | $1,512,145 |
| **Program Outcomes** | | | |
| Percentage of significant contracting actions executed for clients within mutually agreed time frames | 85.0% | 85.0% | 85.0% |

### Activity Data

| PURCHASING – The goal of Purchasing is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficienct and cost effective manner and to treat all vendors equitably and with the highest standards of integrity. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,133,131 | $971,674 | $1,512,145 |
| FTE's | 8.0 | 8.0 | 11.2 |
| # of significant contracts administered | 469 | 550 | 500 |
| Staff cost per # of significant contracts administered | $2,416 | $1,767 | $3,024 |
| Percentage of significant contracting actions executed for clients within mutually agreed time frames | 85% | 85% | 85% |
| Revenue generated from sales of surplus property and impounded vehicles and procurement card rebates | $679,930 | $800,000 | $700,000 |
| Percentage of the number of vendor payments made with procurement cards | 44.0% | 45.0% | 48.0% |

# Finance Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

| Activity | Adjustment | FY 2014 Proposed |
|---|---|---|
| **Pension Administration** | *Publication and Outreach Materials.* | **$10,044** |
| Increased non-personnel costs associated with the additional staff in the Pension office. | | |
| **Various** | *ERP System Maintenance* | **$21,291** |
| This is an increase of $21,291 from the previous amount spent ($147,176) on the Performance Accounting, Performance Asset Management, and eProcure systems, which will now be spent for the Finance Department's share of the new Enterprise Resource Planning system. | | |

### Supplemental Adjustments

| Activity | Adjustment | | FY 2014 Proposed |
|---|---|---|---|
| **Delinquent Tax Collections** | *Creation of New Position to Improve Tax Compliance* | **1.0 FTE** | **$66,498** |
| With the addition of a new Compliance Officer position the department will be able to audit and identify non-compliant businesses and residents and reach out to educate and bring them into compliance. This is anticipated to increase delinquent tax collection. | | | |

### Expenditure Reductions

| Activity | Reduction | FY 2014 Proposed |
|---|---|---|
| **Parking Adjudication** | *Shift of Costs to Courts* | **($134,580)** |
| This reduction will eliminate the current parking adjudication contract. Going forward all parking ticket disputes will be taken to the General District Court for consideration. | | |

# General Services Department

**Mission Statement:** The mission of the Department of General Services is to provide exceptional management of the City's Real Estate, Property, Fleet Maintenance and Support Services.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $5,756,546 | $6,392,429 | $6,657,434 | 4.1% |
| Non-Personnel | 6,928,673 | 5,870,827 | 5,908,346 | 0.6% |
| Capital Goods Outlay | 60,485 | 302,168 | 2,000 | -99.3% |
| Interfund Transfers | 77,931 | 0 | 0 | 0.0% |
| Total Expenditures | $12,823,635 | $12,565,424 | $12,567,780 | 0.0% |
| **Less Revenues** | | | | |
| Internal Service | $17,705 | $300,168 | $0 | -100.0% |
| ARRA - Stimulus | 349,142 | 0 | 0 | 0.0% |
| Special Revenue Fund | 156,588 | 67,393 | 76,913 | 14.1% |
| Total Designated Funding Sources | $523,435 | $367,561 | $76,913 | -79.1% |
| | | | | |
| **Net General Fund Expenditures** | **$12,300,200** | **$12,197,863** | **$12,490,867** | 2.4% |
| **Total Department FTE's** | **70.0** | **67.0** | **66.0** | **-1.5%** |

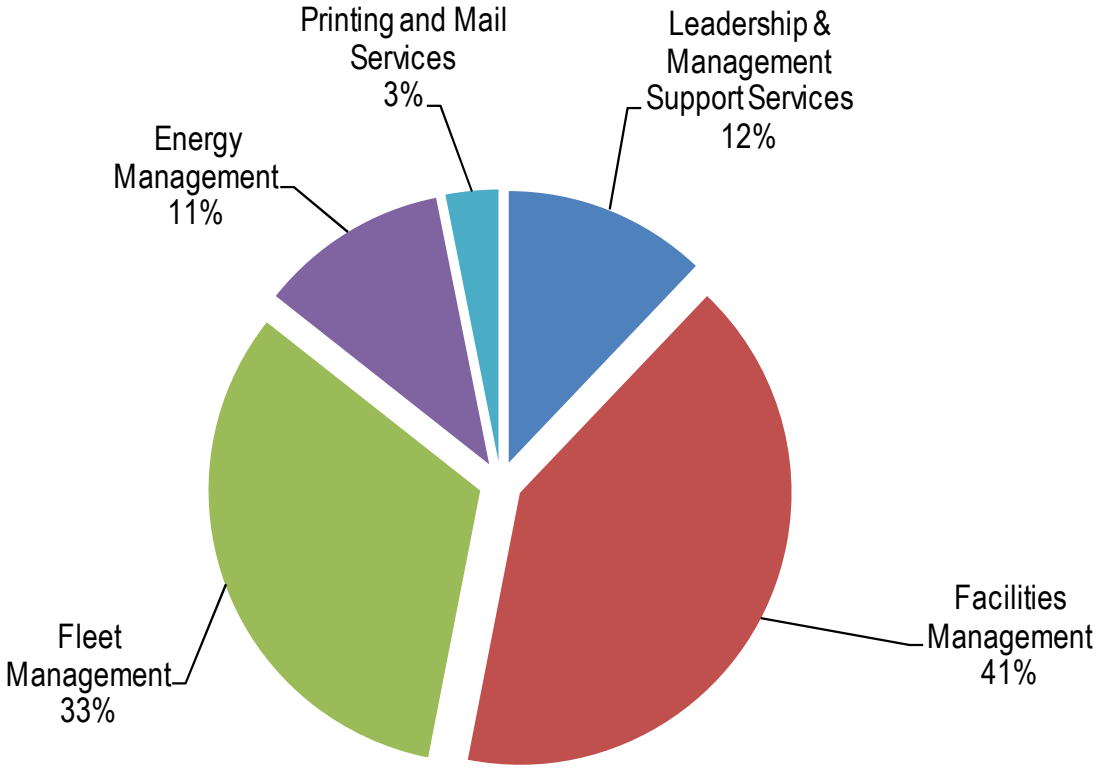
### Highlights

- In FY 2014, the General Fund budget will increase by $293,004, or 2.4%.
- Personnel costs increase by $265,005, or 4.1%. This is attributed to benefit cost increases and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%. The increasing costs have been offset by the elimination of the Space Planner position. The work performed by the full time position will be shifted to as-needed contract support.
- Total non-personnel costs increase by $37,519, or 0.6%. Contract adjustments for building maintenance, custodial services and office space rental ($73,973) are offset by the shift of the marina security contract (-$59,871) to the Department of Recreation, Parks and Cultural Activities, where it is more closely aligned with their activities related to the City's marina. Additional resources have been added to the non-personnel budget for future vehicle replacement ($34,495). The automation of several City-owned parking lots is expected to produce a savings of $100,000. All significant non-personnel adjustments are described more fully in the Summary of Budget Changes at the end of this Department's section.
- In FY 2014, there are no vehicles scheduled for replacement. As a result, the budget for the Internal Service Fund is reduced to $0.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of square feet of property managed | 2,482,107 | 2,305,102 | 2,489,809 |
| Processing and Delivery Cost per Piece of Mail (U.S. Post Office & Inter-Office mail) | $0.24 | $0.24 | $0.26 |
| Number of vehicle equivalents per technician (Best practice is 110 or more) | 115 | 129 | 115 |

## FY 2014 Proposed Expenditures by Program



# General Services Department

**Expenditure Summary**

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & General Management | $1,880,776 | $2,070,275 | $1,805,642 | -12.8% |
| Facilities Management | $6,211,534 | $5,885,411 | $6,106,054 | 3.7% |
| Fleet Management | $5,158,838 | $3,949,629 | $4,855,570 | 22.9% |
| Energy Management | $1,881,411 | $1,831,857 | $1,676,453 | -8.5% |
| Printing and Mail Services | $455,054 | $450,340 | $465,582 | 3.4% |
| Less Recovered Costs For Printing Services | -$156,266 | -$120,000 | -$120,000 | 0.0% |
| Less Recovered Costs For Fleet Management | -$2,607,712 | -$1,502,088 | -$2,221,521 | 47.9% |
| **Total Expenditures** | **$12,823,635** | **$12,565,424** | **$12,567,780** | **0.0%** |

**Staffing Summary**

| Authorized Positions (FTE's) by Program[1] | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & General Management | 10.2 | 10.6 | 10.4 | -2.4% |
| Facilities Management | 32.4 | 32.3 | 31.9 | -1.4% |
| Fleet Management | 21.5 | 18.1 | 19.0 | 5.0% |
| Energy Management | 1.3 | 2.3 | 0.8 | -65.2% |
| Printing and Mail Services | 4.9 | 3.9 | 4.0 | 2.6% |
| **Total full time employees** | **70.0** | **67.0** | **66.0** | **-1.5%** |

[1] The fluctuation in FTEs between FY 2013 and FY 2014 reflects a reallocation of positions, most significantly 1.7 FTEs in the Energy Management Program to activities within the Facilities Management Program to more accurately depict their responsibilities. Facilities Management is reduced by one FTE to reflect the elimination of the Space Planner position. Other fluctuations between programs and activities reflect reallocations of existing positions, not an overall change in the Department's FTE level.

## General Services Programs and Activities

**Leadership & Mgmt Support Services**
- Leadership and General Management
- Contracts Management
- Real Estate Management

**Fleet Management**
- Fleet Operations
- Parts
- Fuel Acquisition

**Energy Management**
- Energy & Consumption Management

**Facilities Management**
- Support Services
- Planning and Design
- Portfolio Management
- Parking Management

**Printing & Mail Services**
- Printing Services
- Self-Service Copy Management
- Mail Distribution

## Dept Info

**Department Contact Info**
703.746.4770
http://alexandriava.gov/generalservices/

**Department Head**
Jeremy McPike, Director
703.746.4770
jeremy.mcpike@alexandriava.gov

**Department Staff**
Alfred Coleman, Deputy Director, Administration
Vacant, Deputy Director, Planning, Construction and Facilities
Michael Stewart, Division Chief, Administration
Prabhakar Rao, Division Chief, Fleet Services
Vacant, Portfolio Manager
Patrice McAulliffe, Portfolio Manager
Donna Poillucci, Portfolio Manager
Bill Eger, Energy Manager

## Leadership and Management Support Services Program

**The goal of Leadership and Management Support Services is to provide for clear direction in administrative program support functions to line divisions in support of their programs and activities.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds budget | 12.1% | 14.6% | 12.1% |
| Total Expenditures | $1,880,776 | $2,070,275 | $1,805,642 |
| Less Revenues | $135,911 | $367,561 | $70,525 |
| Net General Fund Expenditures | $1,744,865 | $1,702,714 | $1,735,117 |
| **Program Outcomes** | | | |
| % of customers who rate the service provided by the Department of satisfactory or better General Services | 71% | 85% | 80% |

### Activity Data

| LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the General Services Department. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,222,460 | $1,552,636 | $1,338,177 |
| FTE's | 6.6 | 7.9 | 7.9 |
| # of personnel managed | 70.0 | 67.0 | 66.0 |
| Number of Full Time Employees | 70.0 | 70.0 | 66.0 |
| % of departmental service delivery programs within approved budget | 98% | 90% | 90% |

| CONTRACTS MANAGEMENT – The goal of Contracts Management is to provide procurement and contracting support to line divisions in relation to solicitation, award, and administration of contracts assuring compliance with City, State and federal procurement policies and procedures. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $324,080 | $136,502 | $138,055 |
| FTE's | 2.5 | 1.6 | 1.3 |
| # of contracts managed | 64 | 25 | 80 |
| % of contracts awarded and maintained without dispute or lapse | 90% | 90% | 100% |

| REAL ESTATE MANAGEMENT - The goal of the Real Estate Management activity is to provide for leased space to departments and agencies that require such space in support of their missions, programs and activties. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $334,236 | $381,137 | $329,410 |
| FTEs | 1.1 | 1.1 | 1.3 |
| Average cost per square foot of leased space managed by the City | $25 | $26 | $27 |
| % of leases maintained in compliance with lease terms and conditions | 100% | 100% | 100% |

## Facilities Management Program

**The goal of Facilities Management is to provide for the planning and design required for the construction and renovation of City facilities to improve and enhance the delivery of the occupying agency's service programs, as well as to provide facility maintenance and repair services to all City departments and agencies housed in City-owned or leased facilities assuring continual operation of those facilities from which the departments and agencies can carry out their missions, programs and activities.**

**In FY 2013, General Services undertook a significant reorganization to improve their ability to monitor the cost of maintaining and managing City facilities. The fluctuations in FTEs between activities in this Program are the result of further refinements stemming from this reorganization. The only FTE reduction occurred in the Planning and Design Activity with the elimination of the Space Planning position.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 39.8% | 41.5% | 41.0% |
| Total Expenditures | $6,211,510 | $5,885,411 | $6,106,054 |
| Less Revenues | $38,382 | $0 | $6,388 |
| Net General Fund Expenditures | $6,173,128 | $5,885,411 | $6,099,666 |
| **Program Outcomes** | | | |
| % of customers who rate service provision satisfactory or better* | 75% | 80% | 88% |

### Activity Data

| SUPPORT SERVICES – The goal of Support Services is to support the Farmers Market, special events at City Hall, and both scheduled and non-scheduled City meetings, as well as to quickly provide minor, unplanned facility upkeep services in order to make available quality meeting, event and office spaces for City operations. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $214,660 | $625,944 | $369,745 |
| FTE's | 4.5 | 6.7 | 4.7 |
| # of events managed | 354 | 357 | 370 |
| Cost per managed event | $606 | $800 | $999 |
| % of customers who rate service provision satisfactory or better | 90% | 90% | 90% |
| % of work orders that are repair versus preventative | 65% | 60% | 65% |

| PLANNING & DESIGN – The goal of Planning & Design is to provide for the development and management of capital improvement projects as submitted by City Departments and agencies; and to provide for space planning services to departments and agencies in support of their missions, programs and activities. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $746,566 | $838,694 | $582,114 |
| FTE's | 9.2 | 8.6 | 3.7 |
| **CIP Development - New Building/New Design and Construction** | | | |
| # of projects for consideration in the Capital Improvement Program | 16 | 10 | 14 |
| **Project Management** | | | |
| # of projects managed | 17 | 15 | 14 |
| % of projects completed on schedule | 60% | 95% | 100% |
| % of projects completed on budget | 80% | 95% | 100% |

## Facilities Management Program (continued)

### Activity Data

| PORTFOLIO MANAGEMENT – The goal of Portfolio Management is to provide property management services for City-owned and leased buildings, including preventative maintenance and management services; capital repairs, maintenance, and renewal projects; customer service; and work order requests in order to ensure safe, reliable, and professional public facilities. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $4,296,037 | $3,521,528 | $4,324,015 |
| FTE's | 18.6 | 17.0 | 23.5 |
| # of square feet of property managed | 2,482,107 | 2,305,102 | 2,489,809 |
| Total cost per square foot of property managed | $0.58 | $0.65 | $0.58 |
| % of customers who rate services satisfactory or better | 62% | 70% | 70% |

| PARKING MANAGEMENT - The goal of Parking Management is to provide management services and safe and accessible parking spaces for the operation of City-owned surface and garage lots assuring maximum parking availability to prospective users. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $954,247 | $899,245 | $830,180 |
| FTE's | 0.1 | 0.0 | 0.0 |
| # of spaces managed and maintained* | 1,022 | 1,022 | 1,022 |
| Revenue collected per space maintained | $2,135 | $2,300 | $2,300 |
| % of spaces utilized and maintained | 100% | 100% | 100% |

*Includes 87 free employee spaces located at Union Station and pay employee lot located at Pitt and Oronoco.

## Fleet Management Program

**The goal of Fleet Management is to provide for repairs, maintenance and fueling of City owned vehicles in an efficient and cost effective manner in order to keep all vehicles operating safely and efficiently (Excludes Fire & EMS vehicles and apparatus).**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Fund Budget | 33.1% | 27.8% | 32.6% |
| Total Operating Expenditures | $5,158,838 | $3,949,629 | $4,855,570 |
| Less Revenues | $77,931 | $0 | $0 |
| Net General Fund Expenditures | $5,080,907 | $3,949,629 | $4,855,570 |
| Program Outcome | | | |
| Average maintenance cost per unit * | N/A | $1,595.00 | N/A |

*New measure.

### Activity Data

| FLEET OPERATIONS – The goal of Fleet Operations is to provide new vehicle commissions; inspections; preventative maintenance and repair; emergency response; decommissioning and disposals of units; and specifications and acquisition support in order to ensure City Departments have a safe, reliable, and efficient vehicle fleet to support their missions. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,409,567 | $2,183,561 | $2,292,219 |
| FTE's | 17.4 | 16.4 | 17.0 |
| # of units in the fleet | 866 | 819 | 900 |
| # of vehicle equivalents | 1,034 | 1,042 | 1,100 |
| Number of vehicle equivalents per technician (Best practice is 110 or more) | 115 | 129 | 115 |
| Shop rate below commercial sector rates for the region | 44% | 12% | 44% |

| PARTS – The goal of Parts Room is to maintain an inventory of parts in-house that are used regularly and routinely to repair and/or maintain City vehicles and related equipment and have them available and in full operating condition for City staff when required. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $346,863 | $228,694 | $236,758 |
| FTE's | 3.5 | 1.3 | 1.3 |
| # of parts maintained | 20,581 | 18,000 | 20,000 |
| Parts turnover ratio of inventory value over a year (Best practice is 3 minimum) | 2.0 | 1.8 | 2.0 |

## Fleet Management Program (continued)

### Activity Data

| FUEL ACQUISITION & PROVISIONING – The goal of Fuel Acquisition is to acquire and store gasoline and diesel fuel and distribute the fuel for use in City fleet via the City's two refueling stations and monitor the distribution of the fuel through the use of City issued fueling cards. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,402,408 | $1,537,374 | $2,326,593 |
| FTE's | 0.6 | 0.4 | 0.8 |
| Cost of fuel | $2,308,619 | $2,356,250 | $2,500,000 |
| # of gallons purchased | 752,661 | 725,000 | 750,000 |
| Cost per gallon of fuel | $3.07 | $3.25 | $3.33 |

| RECOVERED COSTS FROM DEPARTMENTS | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Fleet Management Recovered Costs from Departments | $ (2,607,712) | $ (1,502,088) | $ (2,221,521) |

## Energy Management Program

**The goal of Energy Management is to audit and remit for Electric, Natural Gas and Water/Sewer services consumed by all City facilities and operations to ensure reliable and efficient utilities provision; and to provide engineering services and employee outreach and training to reduce utility consumption.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 12.1% | 12.9% | 11.2% |
| Total Expenditures | $1,889,890 | $1,831,857 | $1,676,453 |
| Less Revenues | $271,211 | $0 | $0 |
| Net General Fund Expenditures | $1,618,679 | $1,831,857 | $1,676,453 |
| **Program Outcomes** | | | |
| Average % reduction in energy units consumed | 6.0% | 2.0% | 2.0% |

### Activity Data

| ENERGY MANAGEMENT PROGRAM – The goal of Energy Management Program is to audit and remit for Electric, Natural Gas, and Water/Sewer services consumed by all City facilities and operations to ensure reliable, efficient utilities provision; and provide engineering services and employee outreach and training to reduce utility consumption. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,889,890 | $1,831,857 | $1,676,453 |
| FTE's[1] | 1.3 | 2.3 | 0.8 |
| # Of Utility Accounts Managed | 363 | 359 | 463 |
| Cost per account managed | $432 | $425 | $425 |
| # of square feet of building space managed | 2,390,421 | 2,390,421 | 2,430,123 |
| # of square feet of green building space managed | 342,476 | 342,476 | 382,178 |
| Amount of Electricity Consumed [kWh]* | 34,084,000 | 31,300,000 | 34,000,000 |
| Amount of Natural Gas [therms] | 645,000 | 610,000 | 640,000 |
| Amount of Water Consumed [gallons] | 66,321,000 | 70,000,000 | 65,000,000 |
| Energy Use Index (EUI) [kBTU/ft2]** | 75.6 | 70.2 | 74.1 |
| Percentage Change in Energy Use Index | 6% | -2% | -2% |
| Amount of Renewable Energy Consumed (kWh)*** | 15% | 15% | 16% |

[1] The fluctuation in FTEs between FY 2013 and FY 2014 reflects a reallocation of 1.7 FTEs to activities within the Facilities Management Program to more accurately depict their responsibilities.

* Does not include Street- and Traffic-lighting.

** EUI = [Electricity (kBTU) + Natural Gas (kBTU)] / square feet managed; where 1 kWh = 3.412 kBTU and 1 therm = 100 kBTU

1) EUI is a measurement index considering total energy consumption for facility operations divided by gross square feet. EUI is a measure of energy efficiency. EUI normalizes total energy use by gross square feet to accommodate for changes in gross square feet from fiscal year to fiscal year. While other normalizing parameters (weather, occupancy, information technology infrastructure, etc.) drive energy consumption more so than gross square foot; normalizing by square footage

*** Renewable energy is from purchased Renewable Energy Credits (RECs) or on-site generation.

## Printing and Mail Services Program

**The goal of Printing and Mail Services is to provide quality printing and finishing services; maintain self-service photocopying machines; and provide mail collection, processing and distribution services for all City departments and agencies.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 2.9% | 3.2% | 3.1% |
| Total Expenditures | $455,054 | $450,340 | $465,582 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $455,054 | $450,340 | $465,582 |
| **Program Outcomes** | | | |
| % of customers rating printing services as satisfactory or better[1] | 98% | 90% | 90% |

### Activity Data

| PRINTING – The goal of Printing is to provide printing solutions to City departments and agencies in-house through the use of high-speed copiers or through appropriate third party vendors. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $329,519 | $278,796 | $328,713 |
| FTE's | 3.2 | 2.0 | 2.2 |
| # of print jobs processed | 241 | 250 | 400 |
| # of work requests per FTE daily | 2 | 4 | 2 |
| Cost per high-speed copy (black & white) | $0.07 | $0.07 | $0.08 |
| Cost per highs-speed copy (color) | $0.23 | $0.23 | $0.24 |

| SELF-SERVICE COPY MANAGEMENT – The goal of Self-Service Copy Management is to maintain the walk-up, self service satellite copiers located in City Hall and to ensure that all copiers are operational and all resources and supplies are provided so that City agencies can complete independent copy jobs in a timely manner. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $34,443 | $55,920 | $31,796 |
| FTE's | 0.4 | 0.5 | 0.4 |
| # of copies made | 65,152 | 130,000 | 60,000 |
| # of copy machines operated | 3 | 3 | 2 |
| Cost per copy (black & white) | $0.06 | $0.06 | $0.07 |
| Cost per copy (color) | $0.29 | $0.25 | $0.29 |

## Printing and Mail Services Program continued

### Activity Data

| MAIL DISTRIBUTION – The goal of Mail Distribution is to provide mail collection, processing and distribution services for all City agencies in a timely manner. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $91,092 | $115,624 | $105,073 |
| FTE's | 1.3 | 1.4 | 1.4 |
| # of pieces processed and delivered (U.S. Post Office & Inter-Office mail) | 375,250 | 400,000 | 400,000 |
| Processing and Delivery Cost per Piece of Mail (U.S. Post Office & Inter-Office mail) | $0.24 | $0.24 | $0.26 |

| RECOVERED COSTS FROM DEPARTMENTS | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| High Speed Copying | ($156,266) | ($120,000) | ($120,000) |

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

| Activity | Adjustment | FY 2014 Proposed |
|---|---|---|
| **Parking Management** | *Republic Parking Contract Adjustment* | **$36,259** |
| In FY 2014, the City will increase expenditures for parking management by $36,259 due to an adjustment of 1.4%, which was previously negotiated in the City's contract with Republic Parking. | | |
| **Facilities Maintenance** | *CPI-U Contract Adjustments* | **$18,093** |
| Contract costs related to facility maintenance and custodial services are all anticipated to increase in FY 2014 per contractual pricing. | | |
| **Fleet Management** | *Future vehicle replacement* | **$34,495** |
| Based on the Department's multi-year fleet replacement plan, the contribution needed to fund future vehicle replacements needs to be increased by $34,495 in FY 2014. It should be noted that no vehicles are anticipated to be replaced in FY 2014. | | |
| **Marina Operations** | *Marina Security* | **-$59,871** |
| The contract for maintaining security at the City's Marina is being shifted to the Recreation Department in FY 2014. Management of the marina, including security, is more closely aligned with activities within the Recreation Department, not General Services. | | |
| **Market Square Set Up** | *Support Services* | **$11,676** |
| In FY 2011, the City piloted a vendor cart program, including tables and chairs provided on Market Square for outdoor lunch space. Vendor cart revenue has not materialized to offset the cost of setting up, maintaining and replacing the tables and chairs on Market Square. To continue the service, $11,676 has been added in the General Fund to support the initiative based on actual costs incurred in FY 2012, | | |
| **Fuel Acquisition** | *Oils and lubricants* | **$19,402** |
| In FY 2013, a comprehensive review through AlexStat was conducted of City-wide fuel consumption, as well as per gallon costs for both unleaded and diesel fuel. City-wide, an additional $572,022 has been added in a Non-Departmental account to be distributed by Department for the FY 2014 Approved Budget to cover the increased cost of fuel per gallon. Part of this analysis revealed the need for an increase in the budget for oils and lubricants, which are budgeted in General Services. | | |
| **Various** | *Office Space Rental* | **$7,945** |
| The cost of the lease for the office space occupied by the General Services will increase in FY 2014 by $7,945. | | |

## Summary of Budget Changes

### Expenditure Reductions

| Reduction Item | FTEs | FY 2014 Proposed |
|---|---|---|
| **Space Planning** | **-1.0** | **($51,932)** |
| The City's Space Planning efforts are proposed to be revised in FY 2014. Rather than dedicating a full-time position to space planning, the position will be eliminated, saving approximately $112,000, and $60,000 will be budgeted to purchase contracted space planning expertise on an as needed basis. The net savings to the City is $51,932. | | |
| **Automated Parking Lots** | **0.0** | **($100,000)** |
| Entry and exit into several City-owned parking lots will be handled through an automated system, which will save approximately $100,000. The automated lots are located at Cameron/St. Asaph Streets,South Henry Street and the Thompson's Alley garage. | | |

# Human Resources Department

**Mission Statement:** To ensure that the City hires, supports and sustains its workforce throughout the employee life-cycle efficiently, effectively, and respectfully.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $2,383,888 | $2,571,881 | $2,532,673 | -1.5% |
| Non-Personnel | 523,821 | 498,742 | 464,898 | -6.8% |
| Capital Goods Outlay | 0 | 0 | 0 | 0.0% |
| Total Expenditures | $2,907,709 | $3,070,623 | $2,997,571 | -2.4% |
| **Funding Sources** | | | | |
| Special Revenue Fund | 30,952 | 6,000 | 6,000 | 0.0% |
| Total Designated Funding Sources | $30,952 | $6,000 | $6,000 | 0.0% |
| **Net General Fund Expenditures** | **$2,876,757** | **$3,064,623** | **$2,991,571** | **-2.4%** |
| **Total Department FTE's** | **22.0** | **22.0** | **22.0** | 0.0% |

### Highlights

• In FY 2014, the General Fund budget decreases by $73,052 or -2.4%.

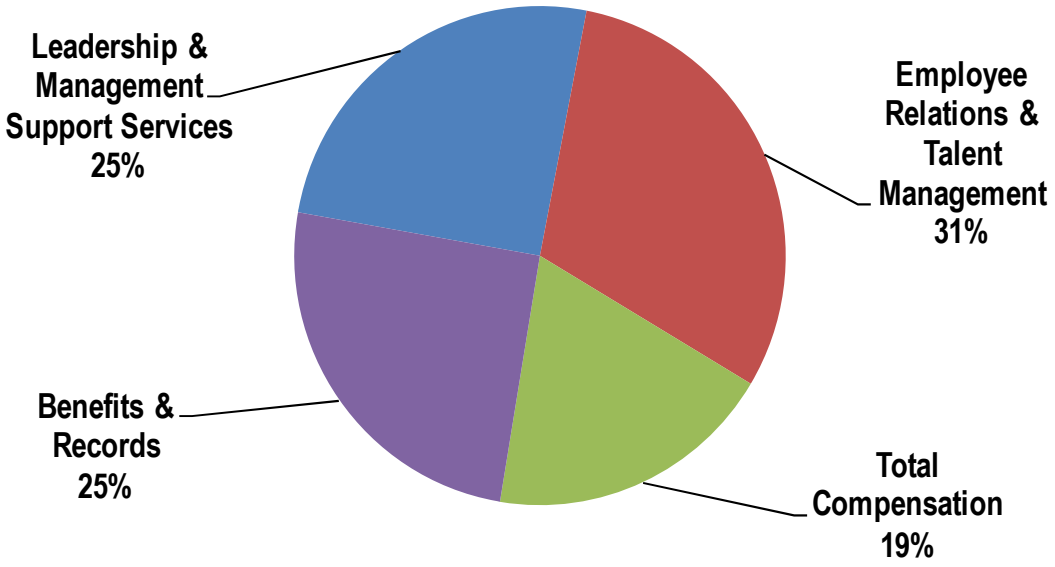
• Personnel costs decrease by $39,208, or -1.5%, attributable to employee turnover where incoming employees are hired at a lower salary. Additionally, $15,000 was eliminated from the personnel budget as the department will no longer be attending various job fairs as part of employee recruitment. These decreases were partially offset by increases in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approached to bring the employee share to 5%.

• Non-personnel costs decrease by $33,844, or -6.8%, as a result of a $60,000 reduction to the non-personnel budget for the employee wellness program. Wellness coordination will no longer be outsourced but instead will be handled by existing staff. After the $60,000 reduction there will be a city-wide wellness budget of $84,753 remaining. The department's reduction is partially offset by a $26,156 current services adjustment for the department's share of the maintenance cost for the Enterprise Resource Planning (ERP) system which will be implemented in FY14.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of employees attending training classes | 926 | 1,400 | 1,200 |
| # of wellness participants served | 8,761 | 2,200 | 5,000 |
| # of full-time and part-time employees served in the Current Employee Benefit Program | 2,184 | 2,455 | 2,400 |

## FY 2014 Proposed Expenditures by Program



## Program Level Summary Information

**Expenditure Summary**

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management Support Services | $667,896 | $699,112 | $757,095 | 8.3% |
| Employee Relations & Talent Management | 1,099,644 | 981,375 | 915,574 | -6.7% |
| Total Compensation | 405,416 | 551,451 | 570,067 | 3.4% |
| Benefits & Records | 734,753 | 838,685 | 754,835 | -10.0% |
| **Total Expenditures** | **$2,907,709** | **$3,070,623** | **$2,997,571** | -2.4% |

**Staffing Summary**

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management Support Services | 5.0 | 5.0 | 6.0 | 20.0% |
| Employee Relations & Talent Management | 7.2 | 7.3 | 6.3 | -13.8% |
| Total Compensation | 5.0 | 5.0 | 5.0 | 0.0% |
| Benefits & Records | 4.8 | 4.8 | 4.8 | 0.0% |
| **Total full time equivalents (FTE's)** | **22.0** | **22.0** | **22.0** | 0.0% |

### Human Resources Department Programs and Activities

**Leadership & Mgmt Support Services**
- Leadership & General Management

**Employee Relations & Talent Management**
- Disciplinary & Grievance Process Administration
- Training & Development
- Recruitment & Selection Support

**Total Compensation**
- Classification
- Compensation

**Benefits & Records**
- Current Employee Benefit Program Administration
- Retiree/Terminated Benefit Administration
- Employee Records & Payroll Administration
- Employee Wellness

### Dept Info

**Department Contact Info**
703.746.3777
http://www.alexandriava.gov/HR

**Department Head**
Bettina Deynes, Director
703.746.4300
bettina.deynes@alexandriava.gov

**Department Staff**
Kathleen Ognibene, SPHR, Deputy Director
Steve Mason, SPHR, Assistant Director
Bill Mitchell, SPHR, IPMA-CP, Assistant Director
Karen Landon, SPHR, IPMA-CP, Management Analyst III

## Leadership & Management Support Services Program

**The goal of Leadership and Management Support Services is to administer departmental resources effectively.**

### Activity Data

| LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership & General Management is to administer departmental resources effectively. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $667,896 | $699,112 | $757,095 |
| FTE's* | 5.0 | 5.0 | 6.0 |
| # of departmental FTEs managed | 23.0 | 22.0 | 22.0 |
| $ amount of departmental budget managed (in millions) | $3.00 | $3.07 | $3.07 |
| Leadership & Management Support Services cost as a % of total departmental expenditures | 22.1% | 22.8% | 22.8% |

*In FY 2014 one FTE was transferred from the Employee Relations & Talent Management Program as part of the departments reallocation of responsibilities.

## Employee Relations & Talent Management Program

**The goal of Employee Relations & Talent Management (ERTM) is to provide strategies and service support throughout an employee's career at the City. Activities include recruitment, onboarding, discipline and grievance processing, career development and training, employee relations and workforce and succession planning.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 37.8% | 32.0% | 30.5% |
| Total Expenditures | $1,099,644 | $981,375 | $915,574 |
| Less Revenues | 0 | 0 | 0 |
| Net General Fund Expenditures | $1,099,644 | $981,375 | $915,574 |

### Activity Data

| DISCIPLINARY & GRIEVANCE PROCESS ADMINISTRATION – The goal of Disciplinary and Grievance Process Administration is to provide critical guidance and support to employees, managers, and supervisors regarding disciplinary and grievance issues. Ensuring that discipline is applied fairly and equitably, according to established policies and practices is essential. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $293,299 | $193,495 | $195,594 |
| FTE's | 1.6 | 1.6 | 1.6 |
| # of disciplinary actions | 80 | 80 | 80 |
| # of grievances processed | 20 | 10 | 15 |
| Cost per disciplinary action | $1,833 | $1,209 | $1,222 |
| Cost per grievance processed | $7,332 | $9,675 | $6,520 |
| % of grievances resolved before passing from management control (HR Director and CMO) | 50.0% | 90.0% | 90.0% |

## Employee Relations & Talent Management Program, continued

### Activity Data

| TRAINING & DEVELOPMENT – The goal of Training and Career Development is to provide high quality training and educational programs to increase and improve employee knowledge, skills and abilities in order to meet the expectations of their position. Job satisfaction and career potential, as well as higher learning and educational opportunities are also supported by this unit. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $350,814 | $301,774 | $330,054 |
| FTE's | 1.8 | 1.8 | 1.8 |
| # of employees receiving tuition assistance | 140 | 155 | 148 |
| % of employees using tuition assistance that complete the course and receive a passing grade. | 90.0% | 96.0% | 96.0% |
| # of employees attending training classes | 926 | 1,400 | 1,200 |
| Cost per employee per training class | $379 | $216 | $275 |
| % of employee class evaluation scores 3.5 or above on a scale of 1-5 (5 is most satisfied) | 100.0% | 100.0% | 100.0% |

| RECRUITMENT & SELECTION SUPPORT – The goal of Recruitment and Selection is to support departments with innovative, cost effective and efficient recruitment and selection processes that attract highly qualifed and diverse candidates for a strong, talented workforce. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $455,531 | $486,106 | $389,926 |
| FTE's** | 3.8 | 3.8 | 2.8 |
| # of total regular (benefited part-time and full-time) position requisitions received and processed* | 240 | 270 | 250 |
| # of total applications received | 25,959 | 25,000 | 26,000 |
| Average # of total applications reviewed per Human Resources Analyst | 6,831 | 6,527 | 9,187 |
| # of regular (benefited part-time and full-time) positions filled | 205 | 135 | 170 |
| Cost per regular (benefited part-time and full-time) requisition received and processed | $1,898 | $1,800 | $1,560 |

*Some positions filled are the result of requisitions received and processed in the previous fiscal year.

**In FY 2014 one FTE was transferred to the Leadership & Management Support Services Program.

## Total Compensation Program

**The goal of the Total Compensation Program is to maintain a system that ensures competitive, consistent and equitable wages and benefits for all City positions across organizational and occupational lines in order to attract and retain qualified employees.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 13.9% | 18.0% | 19.0% |
| Total Expenditures | $405,416 | $551,451 | $570,067 |
| Less Revenues | 0 | 0 | 0 |
| Net General Fund Expenditures | $405,416 | $551,451 | $570,067 |

### Activity Data

| CLASSIFICATION – The goal of Classification is to review positions through job audits, and to determine the most appropriate class and grade for the level and scope of work assigned to each class of positions. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $282,418 | $275,730 | $285,038 |
| FTE's | 2.5 | 2.5 | 2.5 |
| # of total positions audits or classification specifications reviewed and completed | 65 | 100 | 85 |
| # of total positions audits or classification specifications reviewed and completed per FTE | 26.0 | 40.0 | 34.0 |

| COMPENSATION – The goal of Compensation is to periodically review the competitiveness of salaries & benefits in order to compensate employees fairly & retain qualified employees. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $122,998 | $275,721 | $285,029 |
| FTE's | 2.5 | 2.5 | 2.5 |
| # of external surveys completed (surveys completed by staff for other jurisdictions) | 50 | 25 | 50 |
| # of internal surveys completed (surveys requested to be completed by other jurisdiction's staff) | 20 | 10 | 20 |
| Average # of internal and external surveys completed per FTE | 28.0 | 14.0 | 28.0 |

## Benefits & Records Program

**The goal of the Benefits and Records Program is to provide City employees and retirees with the most cost effective comprehensive benefit programs and provide pay and records administration that complies with City policies and applicable State and Federal laws.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 25.3% | 27.3% | 25.2% |
| Total Expenditures | $734,753 | $838,685 | $754,835 |
| Less Revenues | 0 | 0 | 0 |
| Net General Fund Expenditures | $734,753 | $838,685 | $754,835 |
| **Program Outcomes** | | | |
| Avg. survey score of employees satisfied with the City's benefit program (1-5, where 5 is very satisfied) | 4.25 | 4.25 | 4.25 |

### Activity Data

| CURRENT EMPLOYEE BENEFIT PROGRAM ADMINISTRATION – The goal of Current Employee Benefit Program Administration is to implement cost effective benefit plans, ensure accurate communications about the plans and enrollment options, and to process enrollments/changes for all active employees. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $294,611 | $336,892 | $334,366 |
| FTE's | 1.5 | 1.5 | 1.5 |
| # of full-time and part-time employees served in the Current Employee Benefit Program | 2,184 | 2,455 | 2,400 |
| Cost per employee served in the Current Employee Benefit Program | $135 | $137 | $139 |

| RETIREE/TERMINATED BENEFIT ADMINISTRATION – The goal of Retiree/Terminated Benefit Administration is to collect insurance premium payments from retirees and COBRA participants, pay retiree health insurance reimbursements, and process Long Term Disability and death claims for retirees and separated employees. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $141,233 | $165,817 | $163,124 |
| FTE's | 1.5 | 1.5 | 1.5 |
| # of employees participating in exit interviews | 11 | 190 | 100 |

## Benefits & Records Program, continued

### Activity Data

| EMPLOYEE RECORDS & PAYROLL ADMINISTRATION – The goal of Employee Records and Payroll Administration is to accurately manage the personnel records, payroll action and employee files for City employees in accordance with applicable legal requirements. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $121,456 | $126,772 | $117,207 |
| FTE's | 1.3 | 1.3 | 1.3 |

| EMPLOYEE WELLNESS – The goal of Employee Wellness is to provide health-related information and resources to current employees and retirees. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $177,453 | $209,204 | $140,138 |
| FTE's | 0.50 | 0.50 | 0.50 |
| # of wellness participants served* | 8,761 | 2,200 | 5,000 |
| Cost per participant | $20 | $95 | $28 |

*Actual numbers are higher than approved and proposed because attendance is tracked by count not by name, therefore, one participant may be counted multiple times if they attend more than one event.

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

| Activity | Adjustment | FY 2014 Proposed |
|---|---|---|
| **Employee Development** | *Maintenance Contract* | **$26,156** |
| Increase in the cost of the maintenance contract for the department's share of the new Enterprise Resource Planning system. | | |

### Expenditure Reductions

| Activity | Reduction | FY 2014 Proposed |
|---|---|---|
| **Recruitment and Selection** | *Elimination of Job Fair Recruitment* | **($15,000)** |
| This is the cost to attend various job fairs which City personnel will no longer be attending. The decision to not attend job fairs is strategic, as it supports Goal 5's objective of being fiscally responsible, although the return on investment cannot be determined. | | |
| **Employee Wellness** | *Wellness Coordinator Contract* | **($60,000)** |
| Wellness coordination will no longer be outsourced but instead will be handled by existing staff. For the past three fiscal years this program was contracted out to a third party but for FY 2014 it will be brought back in house. In FY12 $57,500 was added to the employee wellness program for a total of $142,253. For FY14 there will be a city-wide wellness budget of $84,753 remaining. | | |

# Office of Human Rights

**Mission Statement:** The mission of the Office of Human Rights is to enable everyone to share equally in Alexandria's quality of life, provide services to make the City more welcoming to all people, and strive to make City government more reflective of our community.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $554,980 | $603,097 | $605,968 | 0.5% |
| Non-Personnel | 84,817 | 85,769 | 85,987 | 0.3% |
| Capital Goods Outlay | 0 | 0 | 0 | NA |
| Total Expenditures | $639,797 | $688,866 | $691,955 | 0.4% |
| **Funding Sources** | | | | |
| Internal Service | $0 | $0 | $0 | NA |
| Special Revenue Fund | 39,047 | 43,062 | 43,062 | 0.0% |
| Total Designated Funding Sources | $39,047 | $43,062 | $43,062 | 0.0% |
| **Net General Fund Expenditures** | **$600,750** | **$645,804** | **$648,893** | **0.5%** |
| **Total Department FTE's** | **5.5** | **5.5** | **5.5** | 0.0% |

### Highlights

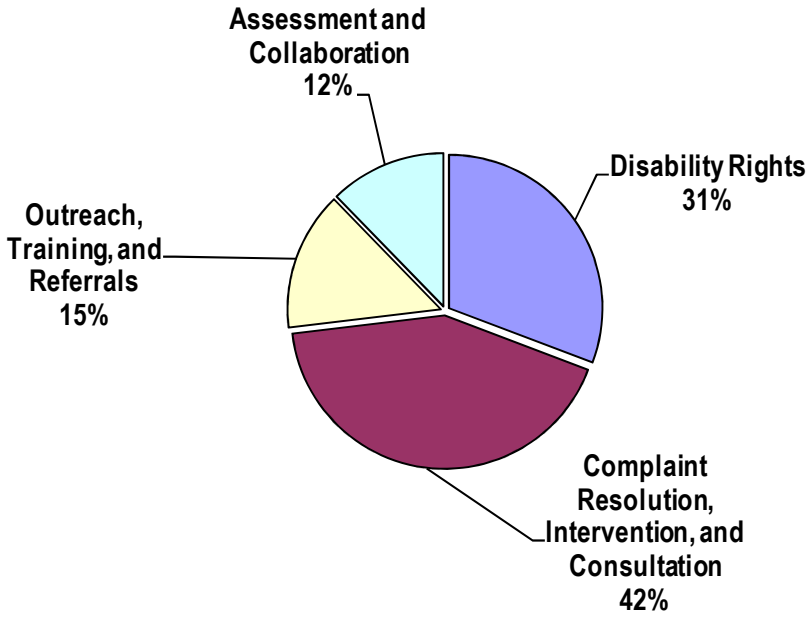
- In FY 2014, the approved General Fund budget for the Office of Human Rights increases by $3,089 or 0.5%.
- Personnel costs increase by $2,871, or 0.5%. This increase is attributed to a higher cost of benefits and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.
- Non-personnel costs have a net increase $218 or 0.3%. This increase includes $1,804 for increased rent obligations, which is offset by a transfer of $1,586 in the education and training budget.
- Special revenues received for the investigation and closing of EEOC cases is expected to remain flat in FY 2014.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of cases worked[1] | 257 | 280 | 275 |
| cost per case worked | $1,220 | $1,164 | $1,065 |
| % of cases closed within 180 days | 90% | 85% | 85% |

[1]# of cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the EEOC Washington Field Office that require some work by this Office.

## FY 2014 Proposed Expenditures by Activity



# Office of Human Rights

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Enforcement | $470,790 | $507,005 | $505,831 | -0.2% |
| Community Inclusiveness and Awareness | 169,007 | 181,861 | 186,124 | 2.3% |
| **Total Expenditures** | **$639,797** | **$688,866** | **$691,955** | **0.4%** |

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Enforcement | 3.9 | 3.9 | 3.9 | 0.0% |
| Community Inclusiveness and Awareness | 1.6 | 1.6 | 1.6 | 0.0% |
| | **5.5** | **5.5** | **5.5** | **0.0%** |

## Office of Human Rights Programs and Activities

**Enforcement**

Disability Rights
Complaint Resolution,
Intervention and Consultation

**Community Inclusiveness & Collaboration**

Outreach, Training and Referrals
Assessment And Collaboration

## Dept Info

**Department Contact Info**
703.746.3140
http://alexandriava.gov/humanrights

**Department Head**
Jean Kelleher Niebauer, Director
703.746.3140
jean.niebauer@alexandriava.gov

**Department Staff**
Mike Hatfield, ADA Program Manager
703.746.3148
mike.hatfield@alexandriava.gov

## Enforcement

**The goal of Enforcement is to eliminate discrimination for those who work in, live in or visit Alexandria by ensuring compliance with Federal, State and Local anti-discrimination laws, and striving to maintain a diverse, inclusive and vibrant community.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 73.6% | 73.6% | 73.1% |
| Total Expenditures | $470,790 | $507,005 | $505,831 |
| Less Revenues | $39,047 | $43,062 | $43,062 |
| Net General Fund Expenditures | $431,743 | $463,943 | $462,769 |
| **Program Outcomes** | | | |
| % of complaints resolved within 180 days | 90% | 85% | 85% |

### Activity Data

| **DISABILITY RIGHTS –** The goal of Disability Rights is to advocate for the rights of persons with disabilities, educate the public on laws protecting persons with disabilities, and act as liaison to the community and government resources. | **FY 2012 Actual** | **FY 2013 Approved** | **FY 2014 Approved** |
|---|---|---|---|
| Expenditures | $157,309 | $181,141 | $212,866 |
| FTE's | 0.9 | 0.9 | 0.9 |
| # of contacts | 3,382 | 2,400 | 3,000 |
| Cost per contact | $47 | $75 | $71 |
| % of contacts responded to by close of business next day | 98% | 95% | 95% |

| **COMPLAINT RESOLUTION, INTERVENTION AND CONSULTATION –** The goal of Complaint Resolution, Intervention and Consultation is to facilitate resolution of disputes, stop discrimination, if it has occurred, and counsel public and private entities to ensure compliance with the law. | **FY 2012 Actual** | **FY 2013 Approved** | **FY 2014 Approved** |
|---|---|---|---|
| Expenditures | $313,481 | $325,864 | $292,965 |
| FTE's | 3.0 | 3.0 | 3.0 |
| # of cases worked[1] | 257 | 280 | 275 |
| Cost per case worked | $1,220 | $1,164 | $1,065 |
| % of cases resolved through alternative dispute resolution | 35% | 30% | 30% |
| % of cases closed within 180 days | 90% | 85% | 85% |

[1]# of cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the EEOC Washington Field Office that require some work by this

## Community Inclusiveness and Awareness

**The goal of Community Inclusiveness and Awareness is to educate the public and private sectors on inclusive best practices and to promote understanding, tolerance and celebration of our City's diversity, including the most vulnerable.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 26.4% | 26.4% | 26.9% |
| Total Expenditures | $169,007 | $181,861 | $186,124 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $169,007 | $181,861 | $186,124 |
| **Program Outcomes** | | | |
| % survey respondents reporting knowledge of City's diversity and inclusiveness efforts[1] | | 85% | |

[1] No citizen survey was conducted.

### Activity Data

| **OUTREACH, TRAINING, and REFERRALS –** The goal of Outreach, Training and Referrals is to promote understanding of rights and responsibilities, and ensure that everyone shares equally in Alexandria's quality of life. | **FY 2012 Actual** | **FY 2013 Approved** | **FY 2014 Approved** |
|---|---|---|---|
| Expenditures | $91,283 | $98,605 | $101,180 |
| FTE's | 0.8 | 0.8 | 0.8 |
| # of contacts | 3,524 | 3,000 | 3,000 |
| Cost per contact | $26 | $33 | $34 |
| # of individuals trained[2] | 102 | 125 | 100 |
| % of contacts responded to by close of business next day | 90% | 90% | 90% |

| **ASSESSMENT AND COLLABORATION –** The goal of Assessment and Collaboration is to assess social conditions that might lead to discrimination, make the City more welcoming to all people, and collaborate with other agencies. | **FY 2012 Actual** | **FY 2013 Approved** | **FY 2014 Approved** |
|---|---|---|---|
| Expenditures | $77,724 | $83,256 | $84,944 |
| FTE's | 0.8 | 0.8 | 0.8 |
| # of collaborations[3] | 85 | 125 | 100 |

[2] # of individuals trained depends on what entity the Office trains and the capability of staff to conduct training.

[3] # of collaborations is driven by capability of staff and coordination with Alexandria Human Rights Commission.

# Information Technology Services

**Mission Statement:** The mission of the Information Technology Services Department is to effectively manage the City's information and technology assets to guarantee a reliable computer infrastructure, deliver timely and effective responses to customer requirements, and to provide information services to City departments and the public that are credible, accurate and accessible.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $4,748,958 | $5,309,853 | $5,426,811 | 2.2% |
| Non-Personnel | 2,340,961 | 2,816,119 | 2,924,186 | 3.8% |
| Capital Goods Outlay | 200 | 0 | 0 | 0.0% |
| Total Expenditures | $7,090,119 | $8,125,972 | $8,350,997 | 2.8% |
| **Less Funding Sources** | | | | |
| Internal Services | $23,800 | $0 | $0 | 0.0% |
| Internal Services - Fund Balance | 0 | 0 | 0 | 0.0% |
| Special Revenue Funds | 0 | 97,681 | 127,760 | 30.8% |
| Total Designated Funding Sources | $23,800 | $97,681 | $127,760 | 30.8% |
| **Net General Fund Expenditures** | **$7,066,319** | **$8,028,291** | **$8,223,237** | **2.4%** |
| **Total Department FTE's** | **42.4** | **43.0** | **43.0** | **0.0%** |

### Highlights

• The FY 2014 proposed General Fund budget for ITS increases by $194,946 or 2.4%.

• Personnel costs increase by $116,958 or 2.2% due to increase in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share of VRS to 5%.

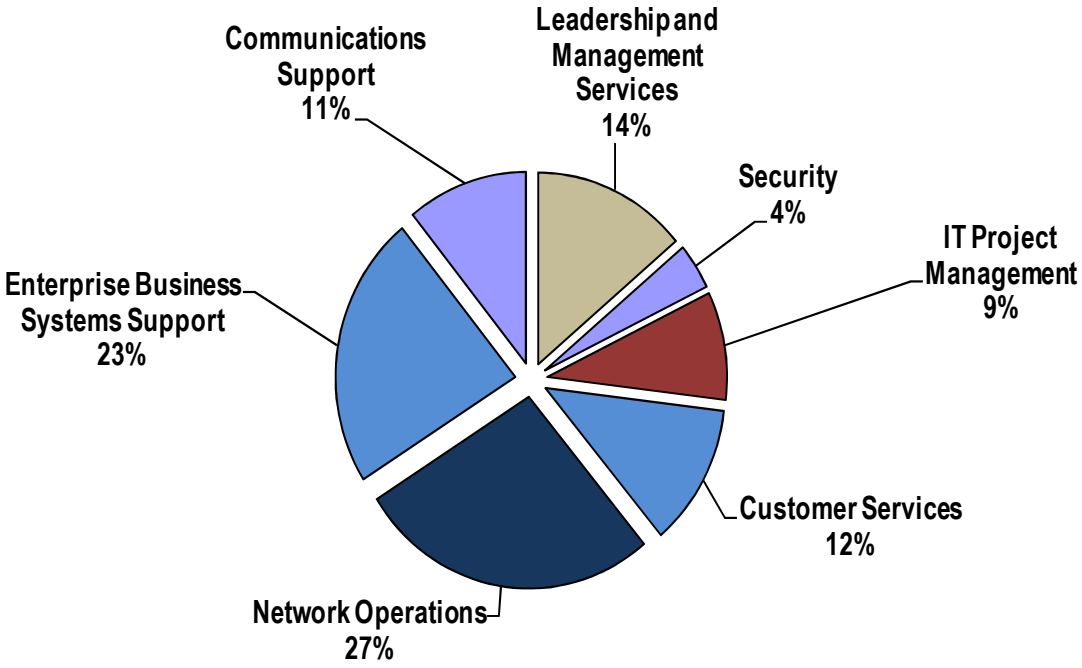
• Non-personnel costs increased by $189,094 but was later offset with a reduction of $81,000, for a net increase of $108,067 or 3.8%. Contributing to the increase is the addition of $163,627 to fund the increased costs of general maintenance and support of existing IT devices and systems, and $25,467 to fund the increased cost of rent. The offsetting reduction includes $66,000 for the database support of the Integral support system, which is scheduled to go off-line as the Enterprise Resource Planning System comes on line in FY 2013, and $15,000 for off-site tape storage which will now be stored on-site.

• In FY 2014, a database administrator will continue to be dedicated to Permit Center Support and will be funded by developer fee revenue of $127,760.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Cost per department supported by ITS | $186,582 | $213,841 | $219,763 |
| % of Help Desk work requests resolved within 24 hours of receipt | 40% | 30% | 40% |
| Number of applications supported | 160 | 160 | 150 |
| Number of databases under management | 187 | 190 | 190 |

## FY 2014 Proposed Expenditures by Program



# Information Technology Services

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Classification | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership and Management Services | $1,481,175 | $1,128,314 | $1,160,667 | 2.9% |
| Security | 204,655 | 326,406 | 325,887 | -0.2% |
| IT Project Management | 882,444 | 748,278 | 761,529 | 1.8% |
| Customer Services | 692,425 | 974,549 | 1,002,201 | 2.8% |
| Network Operations | 1,859,462 | 2,182,871 | 2,264,308 | 3.7% |
| Enterprise Business Systems Support | 1,281,587 | 1,931,681 | 1,930,406 | -0.1% |
| Communications Support | 688,371 | 833,873 | 905,999 | 8.6% |
| **Total Expenditures** | **$7,090,119** | **$8,125,972** | **$8,350,997** | **2.8%** |

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Actuals | FY 2013 Approved[1] | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership and Management Services | 7.6 | 7.2 | 7.2 | 0.0% |
| Security | 1.2 | 1.2 | 1.2 | 0.0% |
| IT Project Management | 5.6 | 4.3 | 4.3 | 0.0% |
| Customer Services | 5.1 | 6.1 | 6.1 | 0.0% |
| Network Operations | 8.4 | 8.4 | 8.4 | 0.0% |
| Enterprise Business Systems Support | 9.9 | 11.5 | 11.5 | 0.0% |
| Communications Support | 4.6 | 4.6 | 4.6 | 0.0% |
| **Total full time equivalents** | **42.4** | **43.0** | **43.0** | **0.0%** |

[1] There is one additional position in the Enterprise Business Systems Support Program to support the Code Administration Permit Center. Additional fluctuations in Authorized Positions by Program reflect the reallocation of existing positions.

## ITS Programs and Activities

**Leadership and General Management**
- Leadership and General Management
- Financial Management

**Security**
- Security Operations

**IT Project Management**
- Project Management

**Customer Service**
- Help Desk
- Equipment Replacement
- Training

**Network Operations**
- Wide Area Network (WAN) Support
- Server Maintenance & Support
- Data Center

**Enterprise Business Systems Support**
- Programming Support
- Data Management & Support

**Communications Support**
- Data & Email Communications
- Voice Communications

## Dept Info

**Department Contact Info**
703.746.3001
www.alexandriava.gov/its

**Department Head**
Tom Trobridge, Director, ITS/CIO
703.746.3001
tom.trobridge@alexandriava.gov

**Department Staff**
Shelly Ryan, Deputy Director
Vanetta Pledger, Division Chief
Curtis Ney, Division Chief
James Colevas, Acting Division Chief
Suellen Savukas, Division Chief

## Leadership & Management Support Services

**The goal of Leadership and Management Support Services is to provide coordination, communication, staff direction and stewardship for internal and external stakeholders.**

| Program Totals | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 20.9% | 13.9% | 13.9% |
| Total Expenditures | $1,481,175 | $1,128,314 | $1,160,667 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $1,481,175 | $1,128,314 | $1,160,667 |
| **Program Outcomes** | | | |
| % of customers who rate IT Services as good to excellent | 95% | 96% | 95% |

### Activity Data

| LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and general support services to facilitate the operations of the Information Technology Services Department. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,185,949 | $790,792 | $816,910 |
| FTE's | 5.1 | 4.7 | 4.7 |
| # of departments supported | 38 | 38 | 38 |
| $ amount of departmental expenditures | $7,090,119 | $8,125,972 | $8,350,997 |
| Cost per department supported | $186,582 | $213,841 | $219,763 |
| Leadership & General Management expenditures as a % of total department | 20.9% | 13.9% | 13.9% |
| % of customers who rate ITS understanding of business needs as good to excellent | 95% | 94% | 95% |

| FINANCIAL MANAGEMENT – The goal of Financial Management is to provide financial support services to the Department in order to efficiently and effectively monitor fiscal resources and facilitate operations. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $295,226 | $337,522 | $343,757 |
| FTE's | 2.5 | 2.5 | 2.5 |
| # of IT purchases processed | 1,400 | 1,400 | 1,400 |
| Cost per IT purchase processed | $211 | $241 | $246 |
| % customers rating hardware/software procurement services as good to excellent | 95% | 98% | 95% |

## Security

**The goal of Security is to engage in activities (including security planning, security management, contract management, quality assurance, and general consulting services) provided to internal (departmental) and external (other departments and agencies) users in order to develop, promote and grow a secure enterprise-wide IT environment.**

| Program Totals | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 2.9% | 4.0% | 3.9% |
| Total Expenditures | $204,655 | $326,406 | $325,887 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $204,655 | $326,406 | $325,887 |
| % of network clients updated with City standard Symantec security software* | 98% | 100% | 98% |

*100% of the City's Windows clients are protected by Symantec Anti-Virus. There are some network clients/appliances for which anti-virus protection is not applicable.

### Activity Data

| SECURITY OPERATIONS – The goal of Security Operations is to execute policies, plans and procedures for all City IT users to ensure the ongoing security of the City's IT environment. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $204,655 | $326,406 | $325,887 |
| FTE's | 1.2 | 1.2 | 1.2 |
| # of network clients protected with the latest security patches and software | 2,800 | 2,800 | 2,800 |
| # of electronic software distribution packages deployed for security compliance | 15 | 18 | 15 |
| # of procedures, policies, and plans used in the production environment | 8 | 8 | 8 |
| Cost per client protected | $73 | $117 | $116 |

## IT Project Management

**The goal of IT Project Management is to provide coordination, communication, staff direction, and stewardship of IT projects for internal and external stakeholders.**

| Program Totals | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 12.4% | 9.2% | 9.1% |
| Total Expenditures | $882,444 | $748,278 | $761,529 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $882,444 | $748,278 | $761,529 |
| **Program Outcomes** | | | |
| % of customers rating IT Project Management as good to excellent | 93% | 93% | 93% |

### Activity Data

| PROJECT MANAGEMENT – The goal of Project Management is to provide IT project management, project planning, contract management, and quality assurance to clients either within ITS or elsewhere in the City in order to get better value out of Approved City projects and processes. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $882,444 | $748,278 | $761,529 |
| FTE's | 5.6 | 4.3 | 4.3 |
| # of projects provided assistance | 14 | 20 | 14 |
| # of hours of support provided | 11,648 | 8,944 | 8,944 |
| Cost per staff hour of support | $76 | $84 | $85 |
| % rating ITS project management as good to excellent | 93% | 93% | 93% |

## Customer Service

**The goal of Customer Service is to provide courteous, responsive, and effective technical support to all City computer and telecommunications users to better assist the City of Alexandria in its use of computer and telecommunications technology.**

| Program Totals | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 9.8% | 12.0% | 12.0% |
| Total Expenditures | $692,425 | $974,549 | $1,002,201 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $692,425 | $974,549 | $1,002,201 |
| **Program Outcomes** | | | |
| % of customers who rate Technical Support Services as good to excellent | 95% | 95% | 95% |

### Activity Data

| TECHNICAL SUPPORT SERVICES – The goal of the Technical Support Services is to provide first and second level support for City computer and telecommunications customers. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $549,451 | $731,841 | $753,548 |
| FTE's | 4.5 | 5.8 | 5.8 |
| # of incidents and requests resolved by ITS | 10,023 | 10,000 | 10,000 |
| # of incidents and requests resolved by Technical Support Services | 4,168 | 10,000 | 4,200 |
| % of incidents and requests resolved same day by Technical Support Services | 40% | 30% | 40% |
| # incidents and requests submitted via self-service portal* | 5,000 | N/A | 7,000 |
| # of telephone calls to the Help Desk** | 13,200 | 15,000 | 11,200 |

* FY12 three months average as self service portal began 2nd quarter FY12. Anticipate FY14 higher usage as customers familiarity with system

** It is anticipated that this number will decrease as the self-service portal usage increases.

| EQUIPMENT REPLACEMENT – The goal of Equipment Replacement is to ensure that City departments and agencies have reliable and efficient computer workstations. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $71,744 | $105,679 | $108,641 |
| FTE's | 0.3 | 0.0 | 0.0 |
| # of workstations replaced and inventoried | 258 | 280 | 300 |
| Cost per workstation replaced and inventoried | $278 | $377 | $362 |
| % of workstations currently under manufacturer warranty | 35% | 80% | 75% |

| TRAINING – The goal of Training is to provide computer and application training for City users so that they are better-equipped to use City supported software and applications. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $71,230 | $137,029 | $140,012 |
| FTE's | 0.3 | 0.3 | 0.3 |
| # of seats trained* | 1,470 | 800 | 1,800 |
| Cost per seat trained | $48 | $171 | $78 |
| % of students who rated computer training as good or excellent | 96% | 96% | 96% |

*Increase in the number of seats trained in FY 2014 is due to the implementation of the Enterprise Resource Planning System.

## Network Operations

**The goal of Network Operations is to manage the City's technology infrastructure in order to provide a stable platform for City applications, data, and other business processes.**

| Program Totals | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 26.2% | 26.9% | 27.1% |
| Total Expenditures | $1,859,462 | $2,182,871 | $2,264,308 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $1,859,462 | $2,182,871 | $2,264,308 |
| | | | |

### Activity Data

| WAN SUPPORT – The goal of Wide Area Network Support is to manage and maintain the City's Institutional network (I-Net) including Internet access and secure wireless network access to ensure reliable and robust connectivity across City facilities in order to allow employees to share in the advantages of the City's technology infrastructure. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $924,433 | $1,148,275 | $1,163,229 |
| FTE's | 3.0 | 3.0 | 3.0 |
| # of existing connections supported | 129 | 92 | 129 |
| Cost per existing connection supported | $7,166 | $12,481 | $9,017 |
| # of existing I-Net wireless access points (WAP's) | 30 | 18 | 30 |
| % of network uptime | 99.99% | 99.99% | 99.99% |

| SERVER MAINTENANCE & SUPPORT – The goal of Server Maintenance & Support is to provide file and print services and create the network environment necessary for the hosting of data and user applications. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $605,979 | $583,829 | $674,475 |
| FTE's | 3.0 | 3.0 | 3.0 |
| # of servers managed* | 280 | 200 | 280 |
| Cost per server managed | $2,164 | $2,919 | $2,409 |
| % rating server management as good to excellent | 98% | 96% | 98% |

*The implementation of the City's new SAN allows for the reduction in the number of file servers in use in FY 13.

| ENTERPRISE DATA STORAGE MANAGEMENT & SUPPORT – The goal of Enterprise Data Storage Management & Support is to provide reliable data storage for the City's information including backup, restoration, and e-discovery services. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $329,050 | $450,767 | $426,604 |
| FTE's | 2.4 | 2.4 | 2.4 |
| Volume of data backed up and stored (in Terabytes)* | 34 | 32 | 40 |
| Cost perTerabyte of data backed up and stored | $9,678 | $14,086 | $10,665 |

* This number will increase due to the implementation of a new ERP as well as the Department of Historic Alexandria's imaging initiative.

## Enterprise Business Systems Support

**The goal of Enterprise Business Systems Support is to maintain, develop, and upgrade application software, as well as maintain the integrity of the data associated with those applications for all City departments and employees.**

| Program Totals | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 18.1% | 23.8% | 23.1% |
| Total Expenditures | $1,281,587 | $1,931,681 | $1,930,406 |
| Less Revenues | $0 | $97,681 | $125,176 |
| Net General Fund Expenditures | $1,281,587 | $1,834,000 | $1,805,230 |
| **Program Outcomes** | | | |
| % of customers rating ITS Applications Support as good to excellent | 77% | 96% | 95% |

### Activity Data

| PROGRAMMING SUPPORT – The goal of Programming Support is to provide City departments with stable and effective applications, including maintenance, development, and customization of in-house, third-party, and collaboration applications in order to facilitate the performance of their duties. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $951,753 | $1,417,025 | $1,383,765 |
| FTE's | 8.4 | 8.6 | 8.6 |
| # of applications supported | 160 | 160 | 150 |
| Cost per application supported | $5,948 | $8,856 | $9,225 |

* It is anticipated that this number will decrease due to the implementation of the City's new ERP system.

| DATA MANAGEMENT & SUPPORT – The goal of Data Management & Support is to provide City employees with the reliable and accessible data required by computer applications for the performance of their duties. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $329,834 | $514,656 | $546,641 |
| FTE's | 1.5 | 3.0 | 3.0 |
| # of databases under management | 187 | 190 | 190 |
| Volume of data under management (in Terabytes) | 3.8 | 3.8 | 4 |
| Cost per database under management | $1,764 | $2,709 | $2,877 |

## Communications Support

**The goal of Communications Support is to provide for the reliable and unhindered exchange of electronic information among City employees.**

| Program Totals | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 9.7% | 10.3% | 10.8% |
| Total Expenditures | $688,371 | $833,873 | $905,999 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $688,371 | $833,873 | $905,999 |
| | | | |

### Activity Data

| MESSAGING AND COLLABORATION – The goal of Messaging and Collaboration is to support and manage the City's hosted messaging and collaboration environment including the provisioning of accounts and systems access for all City employees. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $300,737 | $380,239 | $436,061 |
| FTE's | 1.7 | 1.7 | 1.7 |
| # of email accounts managed | 3,000 | 3,200 | 3,400 |
| # of collaboration sites administered | 40 | 40 | 40 |
| Cost per email account managed | $100 | $119 | $128 |
| % rating City management of messaging services as good to excellent | 95% | 92% | 95% |

| TELECOMMUNICATIONS SERVICES– The goal of Telecommunications Services is to manage the City's voice and data networks (excluding I-Net network) including provisioning of new devices, services, and billing. | FY 2012 Actuals | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $387,634 | $453,634 | $469,938 |
| FTE's | 2.9 | 2.9 | 2.9 |
| # of desk phones supported | 4,200 | 4,000 | 4,200 |
| # of wireless devices (cell phones, smartphones, broadband service) supported | 2,500 | 2,700 | 2,500 |
| # of sites supported for telephony services | 85 | N/A | 85 |
| # of sites supported for VOIP | 59 | N/A | 59 |
| # of media gateways | 47 | N/A | 47 |
| Cost per desk phone supported | $92 | $113 | $112 |
| Cost per wireless device supported | $155 | $168 | $188 |
| % rating City management of voice services as good to excellent | 96% | 95% | 96% |

## Summary of Budget Changes

| Adjustments to Maintain Current Service Levels | | |
|---|---|---|
| **Activity** | **Adjustment** | **FY 2014 Proposed** |
| **Network Support** | *VMware Maintenance* | **$71,027** |
| This adjustment provides funding for virtual server maintenance, support, and access. | | |
| **Communications Support** | *Mobile Device Manager/Mobile Security* | **$49,000** |
| This adjustment provides funding to secure and protect the City's fleet of smartphones and tablets. | | |
| **Various** | *Microsoft O365* | **$16,000** |
| This adjustment will leverage the City's investment in the Microsoft Enterprise Agreement. | | |
| **Network Support** | *SAN Maintenance* | **$12,000** |
| This adjustment will allow the City to continue to provide enterprise data storage for City staff. | | |
| **Various** | *TSL Internet Connection* | **$9,600** |
| This adjustment will pay for the operation, maintenance, and support of the Internet connection for all City staff. | | |
| **Security** | *Network Access Control* | **$6,000** |
| This adjustment provides funding for maintenance and support for an essential component of the City's enterprise security portfolio which provides automated systems monitoring of potential threats. | | |

## Summary of Budget Changes

| Expenditure Reductions | | | |
|---|---|---|---|
| **Activity** | **Reduction** | **FTE's** | **FY 2014 Proposed** |
| **Network Support** | *Database Support* | | **($66,000)** |
| This reduction will eliminate costs associated with maintenance and support of the current *Integral* system. With the new *Enterprise Resource Planning* system coming on-line this fiscal year the Integral system will no longer be needed. | | | |
| **Network Support** | *Off-Site Data Storage* | | **($15,000)** |
| This reduction will eliminate the off-site storage of backup data tapes, drivers and other forms of data. Backups will now be stored on-site. | | | |

# Internal Audit/Performance & Accountability

**Mission Statement:** The mission of the Office of Internal Audit and Performance & Accountability is to provide an independent appraisal function to evaluate City programs and activities for compliance with City policies and procedures and to prevent fraud, waste, and abuse; as well as provide a performance management system to improve the efficiency and effectiveness of City operations.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Amended* | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $224,566 | $475,109 | $668,829 | 40.8% |
| Non-Personnel | $18,003 | $299,424 | $53,454 | -82.1% |
| Capital Goods Outlay | $0 | $0 | $0 | 0% |
| Total Expenditures | $242,569 | $774,533 | $722,283 | -6.7% |
| **Funding Sources** | | | | |
| Internal Services | $0 | $0 | $0 | 0% |
| Special Revenue Funds | $0 | $0 | $0 | 0% |
| Total Designated Funding Sources | $0 | $0 | $0 | 0% |
| **Net General Fund Expenditures** | **$242,569** | **$774,533** | **$722,283** | **-6.7%** |
| **Total Department FTE's** | **2.0** | **5.0** | **5.0** | 0% |

### Highlights

• In FY 2014 the General Fund budget decreases by $52,250, or 6.7%.

• FY 2013 marked the establishment of the Office of Performance & Accountability, created to expand the scope of Internal Audit to enhance City-wide operational performance and increase the accountability of the organization. Through the June Appropriation Ordinance, $260,000 was allocated for use by the Office of Performance & Accountability to establish an Innovation Fund ($200,000) - which will support the implementation of ideas brought forward by employees to help us become a more effective organization – as well as $50,000 to establish the performance management system known as AlexStat, and $10,000 (through the December Appropriation Ordinance) to fund the non-personnel start-up costs of the Office.

• In FY 2014, the personnel budget increases by $193,720. This increase results from four reclassifications within the department, which better reflect the roles and responsibilities of those positions ($181,172), as well as an increase in the cost of benefits and the 1% increase in the General government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee ($12,548). This is the second year of a phased approach to bring the employee share of VRS to 5%.

• The FY 2014 Proposed Budget categorizes the department into the Internal Audit and Performance & Accountability functions. Budgeted funds are now allocated to the two programs independently, as opposed to FY 2013 when both programs were shown under the Internal Audit function.

# Internal Audit/Performance & Accountability

## Selected Performance Measures

| Selected Performance Measures* | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of City Departments/Agencies assisted annually | 50% | 50% | 50% |
| # of recommendations and concerns tracked | 49 | 50 | 45 |
| # of audits completed | 21 | 20 | 15 |
| Cost per audit | $11,898 | $25,727 | $22,091 |
| # of AlexStat meetings held | N/A | N/A | 24 |
| # of departmental work plans implemented | N/A | N/A | 15 |

## Internal Audit Programs and Activities

**Internal Audit**
Internal Audit
Performance & Accountability

## Dept Info

**Department Contact Info**
703.746.4743
www.alexandriava.gov/internalaudit/

**Chief Auditor**
Deborah Welch
703.746.4743
deborah.welch@alexandriava.gov

**Chief Performance Officer**
Greg Useem
703.746.4742
greg.useem@alexandriava.gov

## Internal Audit Program

**The goal of Internal Audit is to evaluate internal controls to provide reasonable assurance to City staff and City Council that (a) funds are used, and activities are conducted, consistent with laws, regulations, and policies; (b) resources are safeguarded against waste, loss, fraud, abuse and misuse; (c) program activities are efficiently and effectively carried out, and (d) reports contain reliable data.**

| Program Totals | FY 2012 Actual | FY 2013 Amended | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $242,569 | $514,533 | $331,372 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $242,569 | $514,533 | $331,372 |
| **Program Outcomes** | | | |
| % of City Departments/Agencies assisted annually | 50% | 50% | 50% |

### Activity Data

| **AUDITS –** The goal of Audits is to conduct reviews of the systems, processes and internal controls in city operations, report findings and make recommendations in order to improve city operations and ensure compliance with applicable regulations and procedures.* | **FY 2012 Actual** | **FY 2013 Amended** | **FY 2014 Proposed** |
|---|---|---|---|
| Expenditures | $242,569 | $514,533 | $331,372 |
| FTE's | 2.0 | 2.0 | 2.0 |
| # of audits completed | 21 | 20 | 15 |
| # of recommendations and concerns tracked | 49 | 50 | 45 |
| Cost per audit | $11,898 | $25,727 | $22,091 |
| % of City Departments/Agencies assisted annually | 50% | 50% | 50% |
| # of recommendations resolved within established deadline | 97% | 90% | 90% |
| # of Ethics and Fraud Hotline complaints investigated and closed | N/A | N/A | 90% |
| Dollar value of savings from audit assignments | $100,000 | $250,000 | $250,000 |

* These performance measures reflect the scope of Internal Audit prior to its expansion in the FY 2013 Approved budget.

## Performance and Accountability Program

**The Goal of the Office of Performance and Accountability is to facilitate service delivery improvement to accomplish the City's Strategic Plan through the use of a citywide performance management system. In order to accomplish this, the Office focuses on three areas of performance management: planning - which includes the City Strategic Plan and departmental work plans; measuring service delivery performance - which includes coordinating and tracking performance measures; and evaluating service delivery performance through the City's Stat program, known as AlexStat.**

| Program Totals | FY 2012 Actual | FY 2013 Amended | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $0 | $260,000 | $390,911 |
| Less Revenues | | | |
| Net General Fund Expenditures | $0 | $260,000 | $390,911 |
| **Program Outcomes** | | | |
| % of City Departments/Agencies assisted annually | 0% | 0% | 100% |

### Activity Data

| PERFORMANCE MANAGEMENT - The Goal of Performance Management is to facilitate service delivery improvements to accomplish the City Strategic Plan through use of the citywide performance management system.* | FY 2012 Actual | FY 2013 Amended ** | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $0 | $60,000 | $390,911 |
| FTE's | 0 | 3.0 | 3.0 |
| # of AlexStat meetings held | N/A | N/A | 24 |
| # of departmental work plans implemented | N/A | N/A | 15 |

* The Office of Performance and Accountability was established in FY 2013. FY 2014 represents its first year as a separate activity from Internal Audit.

** FY 2013 Amended includes $50,000 in one-time funding for AlexStat and $10,000 in non-personnel funding

| INNOVATION FUND - The Goal of the Innovation fund is to support the implementation of ideas brought forward by employees to help the City become a more effective organization.** | FY 2012 Actual | FY 2013 Amended | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $0 | $200,000 | $0 |
| # of innovation fund projects submitted and reviewed | 0 | 0 | 20 |

** The innovation fund was established in FY 2013 through the June Appropriation Ordinance. Unspent year-end balances will support the fund. No additional funding is being proposed in FY 2014.

# Communications and Public Information

**Mission Statement:** The mission of the Office of Communications and Public Information is to foster a responsive government by connecting our diverse community to information, services and solutions.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $1,593,067 | $1,663,435 | $1,724,558 | 3.7% |
| Non-Personnel | $173,759 | $170,413 | $178,913 | 5.0% |
| Capital Goods Outlay | $0 | $0 | $0 | 0.0% |
| Total Expenditures | $1,766,826 | $1,833,848 | $1,903,471 | 3.8% |
| **Less Revenues** | | | | |
| Internal Services | $0 | $0 | $0 | 0.0% |
| Special Revenue Funds | $0 | $0 | $0 | 0.0% |
| Total Designated Funding Sources | $0 | $0 | $0 | 0.0% |
| **Net General Fund Expenditures** | **$1,766,826** | **$1,833,848** | **$1,903,471** | 3.8% |
| **Total Department FTE's** | **13.5** | **13.5** | **13.5** | **0.0%** |

### Highlights

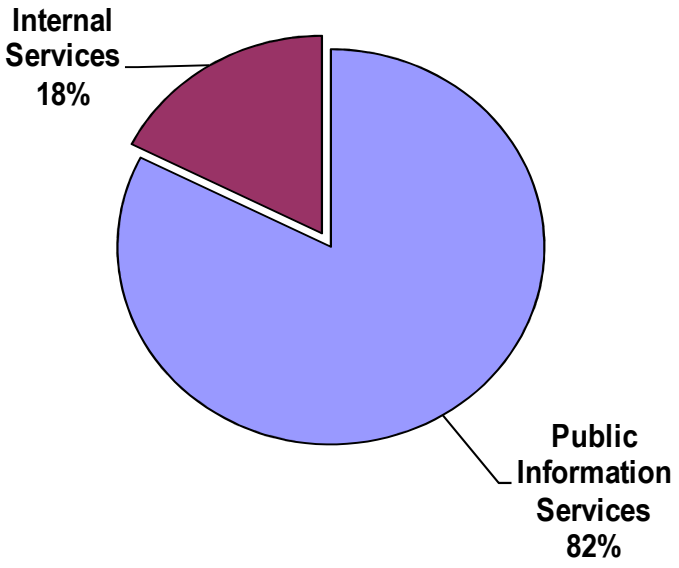
- In FY 2014, the General Fund budget increases by $69,623 or 3.8%.
- Personnel costs increase by $61,123 or 3.7%, primarily due to benefit cost increases and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.
- Non-personnel costs increase by $8,500 or 5.0%, due to the purchase of a new media and social media monitoring system which will enable the department to closely monitor and quickly respond to media coverage that pertains to the City of Alexandria.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of Call.Click.Connect Contact Center users* | 2,300 | 2,500 | 12,000 |
| % of community visiting the City website | 60% | 65% | 65% |

*Formally Customer Relations Management (CRM), a means for citizens to engage with the City through telephone, web, email, and smartphones.

## FY 2014 Proposed Expenditures by Activity



# Communications and Public Information

## Activity Level Summary Information

### Expenditure Summary

| Expenditure By Activity | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Public Information Services | $1,403,010 | $1,510,400 | $1,569,657 | 3.9% |
| Internal Services | $363,816 | $323,448 | $333,814 | 3.2% |
| **Total Expenditures** | **$1,766,826** | **$1,833,848** | **$1,903,471** | **3.8%** |

### Staffing Summary

| Authorized Positions (FTE's) by Activity | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Public Information Services | 11.5 | 11.5 | 11.5 | 0.0% |
| Internal Services | 2.0 | 2.0 | 2.0 | 0.0% |
| **Total full time equivalents** | **13.5** | **13.5** | **13.5** | **0.0%** |

## Office of Communications Programs and Activities

**Communications & Public Information**
- Public Information Services
- Internal Services

## Department Information

**Department Contact Info**
703.746.3969
http://www.alexandriava.gov/communications

**Department Head**
Tony Castrilli, Communications Director
703.746.3969
Tony.Castrilli@alexandriava.gov

## Communications & Public Information

**The goal of Communications and Public Information is a community in which everyone is fully connected with City information, services and solutions.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $1,766,826 | $1,833,848 | $1,903,471 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $1,766,826 | $1,833,848 | $1,903,471 |
| **Program Outcomes** | | | |
| % of community visiting the City website | 60% | 65% | 65% |

### Activity Data

| PUBLIC INFORMATION SERVICES – The goal of Public Information is to develop effective media relations, provide official responses, and publish information that accurately informs citizens and the press. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,403,010 | $1,510,400 | $1,569,657 |
| FTE's | 11.5 | 11.5 | 11.5 |
| # of social media followers | 16,500 | 17,000 | 18,500 |
| # of Call.Click.Connect Contact Center users* | 2,300 | 2,500 | 12,000 |
| # of calendar users | 2,500 | 3,000 | 8,000 |
| # of web site hits | 9,338,028 | 9,500,000 | 9,500,000 |
| # of media requests | 350 | N/A | 400 |
| % of community visiting the City website | 60% | 65% | 65% |

*Formally Customer Relations Management (CRM), a means for citizens to engage with the City through telephone, web, email, and smartphones.

| INTERNAL SERVICES – The goal of Internal Services is to design and maintain an intranet web site and other miscellaneous intranet applications for City employees, in order to improve operational efficiency, provide employees with timely and useful information about City procedures and benefits, and promote employee engagement. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $363,816 | $323,448 | $333,814 |
| FTE's | 2.0 | 2.0 | 2.0 |
| # of internal web site hits | 90,000 | 100,000 | 105,000 |
| # of internal electronic news digests issued | 18 | 26 | 22 |

## Summary of Budget Changes

| Adjustments to Maintain Current Service Levels | | | |
|---|---|---|---|
| **Activity** | **Adjustment** | **FTEs** | **Amount** |
| **Media/Social Media Monitoring** | *Public Engagement* | | **$8,500** |
| This system will enable the City to closely monitor the print, broadcast, social media and blogs that extensively cover the City of Alexandria and provide reports and daily summaries of all the news coverage. | | | |

# Office of Management and Budget

**Mission Statement:** The mission of the Office of Management and Budget is to administer the City's budget process and provide analyses and management services to the City Manager and City Departments in order to achieve quality and financially sustainable services valued by the community.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $970,728 | $1,000,397 | $1,212,910 | 21.2% |
| Non-Personnel | 40,542 | 52,795 | 49,547 | -6.2% |
| Capital Goods Outlay | $0 | $0 | $0 | 0.0% |
| Total Expenditures | $1,011,270 | $1,053,192 | $1,262,457 | 19.9% |
| **Funding Sources** | | | | |
| Internal Service | $0 | $0 | $0 | 0.0% |
| Special Revenue Fund | 0 | 0 | 0 | 0.0% |
| Total Designated Funding Sources | $0 | $0 | $0 | 0.0% |
| **Net General Fund Expenditures** | **$1,011,270** | **$1,053,192** | **$1,262,457** | **19.9%** |
| **Total Department FTE's** | **11.0** | **10.0** | **11.0** | 10.0% |

### Highlights

•In FY 2014 the General Fund budget increases by $209,265, or 19.9%.

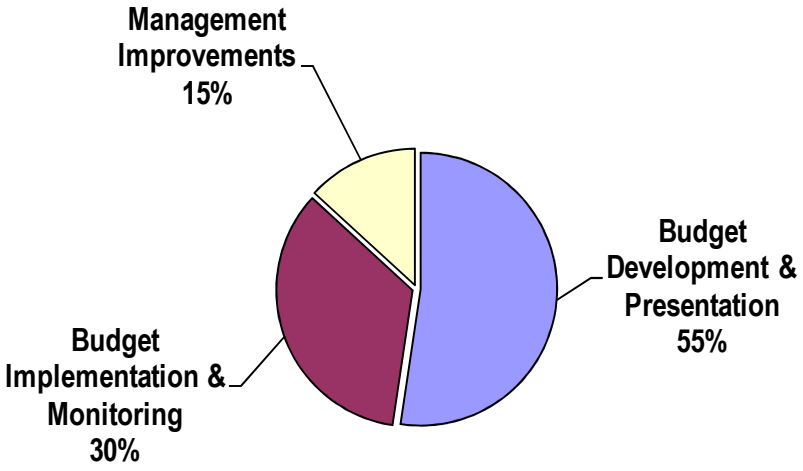
• FY 2014 personnel costs increase by $212,513, or 21.2%; the increase is due to the restoration of the Director position, which had been temporarily reallocated to the City Manager's Office in FY 2013 to create the new Chief of Staff position. The increase is also attributable to higher benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.

•Total non-personnel costs decreased by $3,248, or -6.2 % in FY 2014 due to a decrease in spending for the City's financial system maintenance agreement, as the City transitions to a new Enterprise Resource Planning System (ERP).

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % GFOA budget document standards rated proficient | 98% | 100% | 100% |
| $ monitored (all funds in millions) | $689.3 | $715.3 | $759.0 |
| % of departments that do not overspend | 100% | 100% | 100% |
| % compliance with City adopted debt policies | 100% | 100% | 100% |

## FY 2014 Proposed Expenditures by Activity



## Activity Level Summary Information

### Expenditure Summary

| Expenditure By Activity | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Budget Development and Presentation | $642,384 | $597,873 | $661,136 | 10.6% |
| Budget Implementation & Monitoring | 237,059 | 367,457 | 434,778 | 18.3% |
| Management Improvements & Long Range Financial Analysis | 131,827 | 87,862 | 166,543 | 89.6% |
| **Total Expenditures** | **$1,011,270** | **$1,053,192** | **$1,262,457** | 19.9% |

### Staffing Summary

| Authorized Positions (FTE's) by Activity | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Budget Development and Presentation | 6.5 | 5.5 | 5.8 | 5.5% |
| Budget Implementation & Monitoring | 3.0 | 3.7 | 4.0 | 8.1% |
| Management Improvements & Long Range Financial Analysis | 1.5 | 0.8 | 1.2 | 50.0% |
| **Total Authorized Positions (FTE's) by Activity** | **11.0** | **10.0** | **11.0** | 10.0% |

## Office of Management and Budget Programs and Activities

**Budget and Management Services**
- Budget Development & Presentation
- Budget Implementation & Monitoring
- Management Improvements

## Dept Info

**Department Contact Info**
703.746.3737
**http://alexandriava.gov/budget/**

**Department Head**
Nelsie Smith, Budget Director
nelsie.smith@alexandriava.gov
703.746.3737

**Department Staff**
Morgan Routt, Assistant Director
morgan.routt@alexandriava.gov
703.746.3737

Kendel Taylor, Assistant Director
kendel.taylor@alexandriava.gov
703-746.3737

## Budget and Management Services Program

**The goal of the Budget and Management Services program is to develop and maintain a strategy for city staff, the City Manager, City Council, and the public that is structurally balanced over the long term and continuously improves the City's ability to manage resources effectively and efficiently.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $1,011,270 | $1,053,192 | $1,262,457 |
| Less Revenues | 0 | 0 | 0 |
| Net General Fund Expenditures | $1,011,270 | $1,053,192 | $1,262,457 |

### Activity Data

| **BUDGET DEVELOPMENT & PRESENTATION –** The goal of Budget Development & Presentation is to prepare a budget for the City Manager and Council that clearly explains how the budget accomplishes effective and efficient operation of the City and aligns with the strategic plan, presents the City's budget to Council and the community in a manner that supports informed Council budget deliberations and community participation, and ensures long range financial sustainability. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $642,384 | $597,873 | $661,136 |
| FTE's | 6.5 | 5.5 | 5.8 |
| # of activities for which budgets are developed | 400 | 400 | 404 |
| # of activities per FTE | 36 | 40 | 37 |
| Budget Memoranda | 89 | 100 | 100 |
| % of GFOA budget document standards rated proficient or better | 98% | 100% | 100% |
| % of GFOA budget document standards rated outstanding | 12% | 50% | 50% |

| **BUDGET IMPLEMENTATION & MONITORING –** The goal of Budget Implementation & Monitoring is to regularly review revenues and expenditures throughout the fiscal year on behalf of the City Manager in order to ensure that established procedures are followed, expenditures do not exceed appropriations and compliance with debt policy guidelines. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $237,059 | $367,457 | $434,778 |
| FTE's | 3.0 | 3.7 | 4.0 |
| $ monitored (all funds in millions) | $689.3 | $715.3 | $759.0 |
| $ million monitored per FTE | $62.7 | $71.2 | $69.0 |
| % of departments that do not overspend | 100% | 100% | 100% |
| % compliance with City adopted debt policies in last fiscal year | 100% | 100% | 100% |

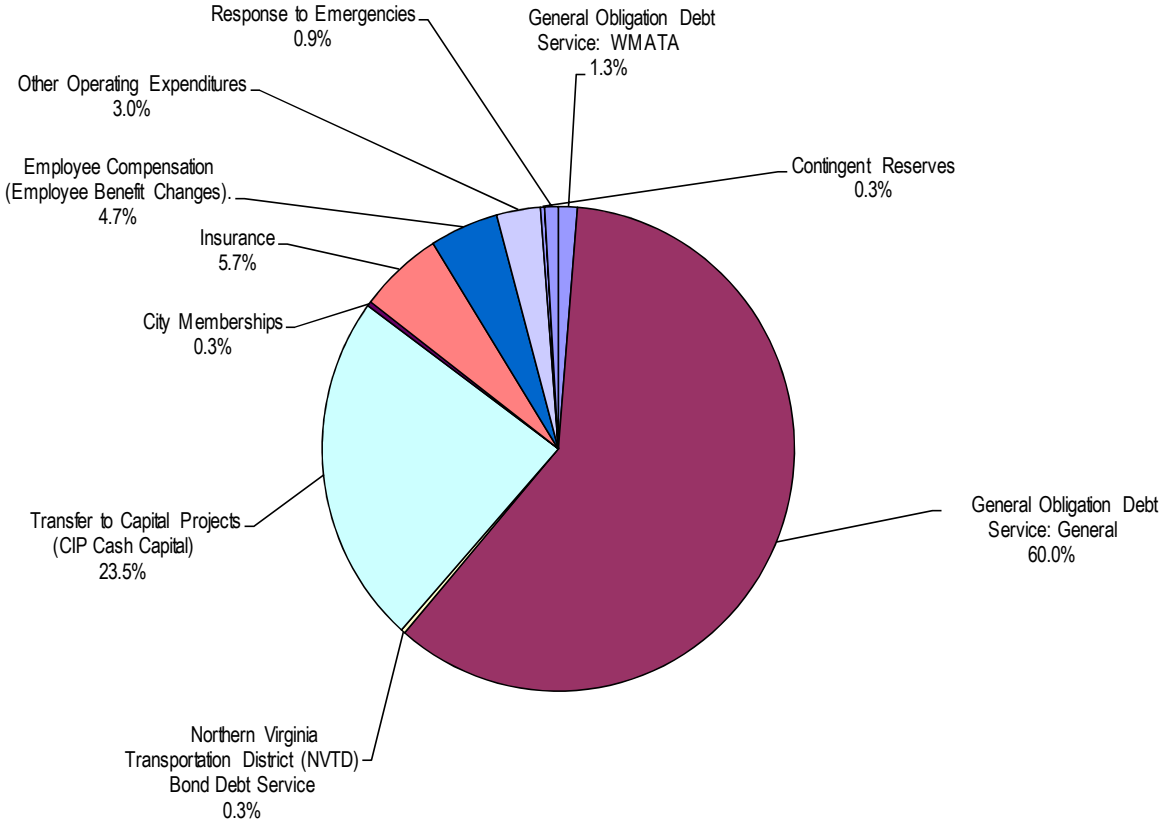
| **MANAGEMENT IMPROVEMENTS AND LONG RANGE FINANCIAL ANALYSIS –** The goal of Management Improvements is to coordinate with various internal and external groups, develop new processes and plans to improve City management and better align budgetary outcomes to the City's strategic plan, and report on the progress of these and similar efforts to the City Manager. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $131,827 | $87,862 | $166,543 |
| FTE's | 1.5 | 0.8 | 1.2 |

# Non-Departmental

**Purpose Statement:** The purpose of the Non-Departmental Budget is to put into one central place all of those expenditures that support the City that cannot otherwise easily be categorized by Department. These expenditures include debt service, cash capital (pay-as-you-go capital project funding), contingent reserves, insurance costs including claims paid where the City is self-insured, City memberships, other miscellaneous operating costs, centrally paid fringe benefits and projected changes in pay or benefits that were estimated too late to include in individual departmental budgets.

| **Expenditures** | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| CIP Related Expenses | | | |
| General Obligation Debt Service: WMATA | 903,335 | 1,048,013 | 1,176,208 |
| General Obligation Debt Service: General | 42,313,887 | 47,210,231 | 54,603,725 |
| Northern Virginia Transportation District (NVTD) Bond Debt Service | 256,070 | 256,070 | 256,070 |
| Transfer to Capital Projects (CIP Cash Capital) | 9,709,629 | 6,955,483 | 21,398,514 |
| City Memberships | 284,961 | 280,774 | 289,071 |
| Insurance | 4,842,534 | 4,469,155 | 5,200,170 |
| Employee Compensation (Employee Benefit Changes). | 2,081,127 | 3,552,367 | 4,270,400 |
| Other Operating Expenditures | 2,420,977 | 2,217,904 | 2,730,391 |
| Contingent Reserves | 0 | 484,983 | 270,000 |
| Other Post Employment Benefit (OPEB) Obligations | 3,000,000 | 0 | 0 |
| Response to Emergencies | 4,029,249 | 836,127 | 836,127 |
| **Total All Funds Non-Departmental Expenditures** | **69,841,769** | **67,311,107** | **91,030,676** |
| **Revenues** | | | |
| Special Revenue Fund | 1,417,615 | 1,000,000 | 1,000,000 |
| **Total Revenues** | **1,417,615** | **1,000,000** | **1,000,000** |
| **Total General Fund Expenditures** | **68,424,154** | **66,311,107** | **90,030,676** |

**FY 2014 Proposed Non-Departmental Expenditures**



## Non-Departmental Expenditures

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| General Obligation Debt Service: WMATA | **$903,335** | **$1,048,013** | **$1,176,208** |
| General Obligation Bond Debt Service: City and Schools | **$42,313,887** | **$47,210,231** | **$54,603,725** |
| Northern Virginia Transportation District (NVTD) Bond Debt Service | **$256,070** | **$256,070** | **$256,070** |
| **Subtotal Debt Service*** | **$43,473,292** | **$48,514,314** | **$56,036,003** |

### Debt Service:

•Total debt service costs are budgeted to increase by $7.5 million, or 15.5 percent. Included in the $56.0 million in total budgeted debt service is $1.2 million for debt service related to the City's issuance of lower cost debt in June 2010 instead of a WMATA debt issuance; $54.6 million for General Obligation Debt Service; and $0.26 million for Northern Virginia Transportation District Debt Service. The City has utilized bond proceeds in prior fiscal years at historically low interest rates for the new Alexandria Police Department (APD) facility, the Fire Station 210 (Eisenhower)/Impound Lot project, and the new Alexandria City Public Schools (ACPS) Jefferson Houston K-8 facility.

•Detailed information related to the City's various debt issuances, including the principal and interest payment schedule, is included in the Summary Funding Tables of the Capital Improvement Program . The primary drivers of the $7.5 million increase in FY 2014, include:

•$3.0 million for planned for FY 2014 debt;

•$4.4 million for increases associated with prior year debt issuances; and

•$0.1 million related to the WMATA debt issuance of June 2010.

* An additional $1.0 million in debt service is budgeted as part of the Transportation Improvement Program (TIP) in the Department of Transportation and Environmental Services and in the Fire Department for debt associated with the FY 2013 purchase of Fire apparatus.

## Non-Departmental Expenditures, continued

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Transfer to Capital Projects (CIP Cash Capital) | **$9,709,629** | **$6,955,483** | **$21,398,514** |

**Transfer to Capital Projects (CIP Cash Capital):**

•The budgeted cash capital transfer from the General Fund to the Capital Projects Fund is increasing by $14,443,031, or 207.6 %, from FY 2013 to FY 2014. The cash capital transfer includes the additional three cents on the real estate tax rate for capital projects.

•The overall cash allocation to the CIP from all sources for FY 2014 is planned at $52.16 million or 66.9%, of the FY 2014 CIP.

•The Proposed FY 2014 capital budget will be financed through a combination of General Obligation Bond proceeds, the appropriation of fund balance monies from prior years designated for capital projects and sewer fee revenues from the Sanitary Sewer Fund, bond interest earnings, Transportation Improvement Program (TIP) funding from the reserved 2.2 cents on the real estate tax, additional cash capital for transportation, and General Obligation bonds backed by TIP revenues. The percent of the Approved CIP in FY 2014 to be financed by General Obligation bonds is 33.1%.

•It is important to note that while full budget authority was granted for the Alexandria City Public Schools (ACPS) new Jefferson-Houston K-8 facility in FY 2013, General Obligation (GO) Bonds for the project are issued on a cash flow basis and the debt to fund the project will actually be issued in July 2013 to coincide with the cash flow needs.

| FY 2014 Funding Sources | $ in millions | % of Total |
|---|---|---|
| Cash Capital (G.F. Revenue)[1] | $21.40 | 27.4% |
| General Fund Balance | $2.17 | 2.8% |
| Bond Interest Earning | $0.30 | 0.4% |
| General Obligation Bond Premiums (Cash) | $2.61 | 3.4% |
| Sanitary Sewer Fees | $1.62 | 2.1% |
| Stormwater Management Dedicated Tax | $1.09 | 1.4% |
| Dev. Contributions & Dedicated Taxes (Potomac Yard) | $1.98 | 2.5% |
| Transportation Improvement Program Cash (2.2 cents and Cash Capital) | $5.62 | 7.2% |
| Other Sources | $3.16 | 4.1% |
| Comcast Revenues for IT Infrastructure | $1.05 | 1.4% |
| Non-City Sources | $11.16 | 14.3% |
| **Subtotal City Cash and Other Resources** | **$52.16** | **66.9%** |
| **General Obligation Bonds (Sanitary Sewers)** | $0.43 | 0.6% |
| **General Obligation Bonds (Stormwater Mgmt)** | $1.00 | 1.3% |
| **General Obligation Bonds (Transportation Improvement Program)** | $0.00 | 0.0% |
| **Other General Obligation Bonds** | $24.37 | 31.3% |
| **Subtotal General Obligation Bonds[2]** | **$25.80** | **33.1%** |
| **Total, All Funding Sources** | **$77.96** | **100.0%** |

[1] Cash Capital includes the additional 3 cents on the tax rate which would be applied to additional capital projects.

[2] $25.8 million represents the amount of General Obligation Bonds needed for FY 2014 projects. Additionally, $30.0 million will be borrowed to complete funding for Jefferson-Houston K-8, and $8.0 million borrowed to replace General Obligations Bonds used to purchase fire vehicles and apparatus in FY 2013. The total General Obligation Bond issue planned for FY 2014 is estimated at $63.8 million.

## Non-Departmental Expenditures, continued

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| City Memberships | **$284,961** | **$280,774** | **$289,071** |

**City Memberships:**

The proposed budget for City memberships increases by $8,297, or 3.0 percent. These membership fees are based on population estimates for each of the jurisdictions in the organization. As the population estimate increases, so does the City's membership fee. The $8,297 total increase is attributable to increases in memberships for Metropolitan Washington Council of Governments, from $116,731 to $121,427 ($4,696, or 4.0 percent increase); an increase in the membership for Northern Virginia Regional Commission, from $74,182 to $76,036 ($1,854, or 2.5 percent increase); and, an increase in the membership for Virginia Municipal League, from $35,686 to $37,474 ($1,788, or 5% increase); offset by a minor decrease in the membership for Northern Virginia Transportation Commission, from $32,259 to $32,218 ($41, or 0.1% decrease). The allocation from the NVTC is based on the City's proportional share of state revenues received compared to other member jurisdictions. The City memberships for the Conference of Mayors ($12,242)) and National League of Cities ($9,764) remained the same as FY 2013.

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Insurance | **$4,842,534** | **$4,469,155** | **$5,200,170** |

**Insurance:**

In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of workers' compensation claims, claims adjustments, the current cost of health insurance for City retirees, and insurance policies held by the City. The total insurance budget is increasing $731,015, or 16.4 percent. Increases are based on actual spending in prior years and projected premium cost increases. The most significant of these are an increase of $79,000 for property insurance to accommodate the new Alexandria Police Department facility; $38,000 for life insurance premiums for retirees; $102,000 for increased premium costs related to workers compensation; and an increase of $500,000 for workers compensation claims to reflect actual expenditure trends. No increase in the maximum $260 a month ($3,120 per year) retiree health insurance subsidy is planned for FY 2014.

## Non-Departmental Expenditures, continued

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Contingent Reserves | **$0** | **$484,983** | **$270,000** |

**Contingent Reserves:**

In FY 2014, there is $270,000 proposed in City Council Contingent Reserves. The FY 2013 Approved amount was designated for specific purposes and has been reallocated as appropriate in FY 2014 to reflect ongoing costs.

Included in the $484,983 amount of FY 2013 Contingent Reserves was $425,000 to address Fire overtime issues. Through the AlexStat data analysis process this year, it was determined that the Fire overtime budget was insufficient and these funds were moved to the base Fire Department personnel budget. The remaining funds were designated for Sunday Meals on Wheels for seniors ($39,983) and $20,000 for community outreach and public process technology upgrades. In October 2012, City Council authorized the allocation of $39,983 to the Department of Community and Human Services (DCHS) for implementation of the Sunday Meals on Wheels for Seniors activity. In FY 2014, the full year cost of this initiative has been budgeted in DCHS in the amount of $53,311. At this point in FY 2013, there has been no appropriation of the community outreach funds. As a result, the FY 2014 Contingent Reserves includes $20,000 in the event the proposed utilization of these funds requires ongoing funding in FY 2014.

In total, the City Council Contingent Reserves includes $250,000 of undesignated resources, and $20,000 of resources previously designated for community outreach for a total Contingent Reserve of $270,000 in FY 2014.

## Non-Departmental Expenditures, continued

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Other Post Employment Benefit (OPEB) Obligations | **$3,000,000** | **$0** | **$0** |

### Other Post Employment Benefit (OPEB) Obligations:

•Under the new accounting standards for other post employment benefits (OPEB), State and local governments across the nation are confronted with the challenge of providing funding to meet the long-term cost of obligations made for post employment health care costs and life insurance. It is estimated that the City and Schools unfunded liability for these costs total $80.0 million. Meeting the challenge of funding this liability will assist the City in maintaining its AAA/Aaa bond ratings during a time in which lenders are looking far more carefully at "risks" before lending money to municipal governments. This budget provides $2.4 million in funding in FY 2014 for obligations for future benefits to City employees after retirement. In prior years, the funds were budgeted here in the Non-Departmental account. In FY 2014, these funds were allocated to departmental budgets. The funds will be appropriated to the OPEB trust fund and supplemented by a transfer of $0.2 million from fund balance to help pay estimated FY 2014 costs. Another $4.2 million in other cash sources provide a total of $6.8 million or 99% of the annual required contribution. This funding represents the sixth year in a multi-year plan to gradually increase the annual funding to $7.3 million per year to address the total City unfunded liability by amortizing that unfunded liability over time. This long-term liability is approximately one-third comprised of retiree life insurance benefits, which were reduced for new employees by eliminating post-retirement life insurance benefits. This portion of the liability should shrink over time.

**CASH FLOW PROJECTIONS**

**Other Post Employment Benefits**
**Plan for Funding**

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|
| Reimbursement | $ 3.2 | $ 3.3 | $ 3.3 | $ 3.3 | $ 3.3 | $ 3.3 | $ 3.3 |
| Life Insurance | $ 0.8 | $ 0.9 | $ 0.9 | $ 0.9 | $ 0.9 | $ 0.9 | $ 0.9 |
| Total Cash Flow | $ 4.0 | $ 4.2 | $ 4.2 | $ 4.2 | $ 4.2 | $ 4.2 | $ 4.2 |
| **Current General Fund** | **$ 2.1** | **$ 2.4** | **$ 2.7** | **$ 2.8** | **$ 2.9** | **$ 3.0** | **$ 3.1** |
| Fund Balance Draw Down | $ 0.7 | $ 0.2 | $ - | $ - | $ - | $ - | $ - |
| Total Annual Contributions (All Sources) | $ 6.8 | $ 6.8 | $ 6.9 | $ 7.0 | $ 7.1 | $ 7.2 | $ 7.3 |
| **Required Contributions** | **$ 6.9** | **$ 6.9** | **$ 6.9** | **$ 7.0** | **$ 7.1** | **$ 7.2** | **$ 7.3** |
| Investible Funds | $ 2.8 | $ 2.6 | $ 2.7 | $ 2.8 | $ 2.9 | $ 3.0 | $ 3.1 |
| **Ending Fund Balance** | **$ 22.3** | **$ 26.7** | **$ 31.6** | **$ 36.8** | **$ 42.4** | **$ 49.4** | **$ 51.9** |
| % of Annual Required Contribution Funded | 99% | 99% | 100% | 100% | 100% | 100% | 100% |
| % of Annual Required Contribution Funded by Current General Fund Sources | 88% | 96% | 100% | 100% | 100% | 100% | 100% |

## Non-Departmental Expenditures, continued

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Response to Emergencies* | **$4,029,249** | **$836,127** | **$836,127** |

* FY 2012 actual expenditures represent emergency responses to flooding, a hurricane, an earthquake and an emergency medical service accident that occurred during FY 2012.

City snow and ice management budgets were consolidated beginning in FY 2012 in the Non-Departmental section of the Operating Budget. A centralized accounting of these activities allows for quicker monitoring and reporting of costs as well as remove the unpredictable burden of random snow and ice events from Departmental budgets. Ideally, other service levels in departments should not be reduced because of a particularly bad (i.e. expensive) snow season or other event. This method would contain cost overruns (or potentially cost savings) outside Departmental budgets so they can be handled in a macro-City manner. As these costs are verified, staff will request that funds be transferred back from Non-Departmental to the appropriate Department, thus giving City Council an accurate picture of the costs of these operations at the time of the transfer resolution. This centrally appropriated amount of $836,127 will be supplemented by $0.5 million assigned for snow and other emergencies in the City's fund balance. This is in recognition that weather patterns have become more volatile with global climate change increasing the level of moisture in the air and thereby creating more severe weather.

## Non-Departmental Expenditures, continued

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Employee Compensation and other Personnel Adjustments | | | |
| Line of Duty Benefit Costs | $230,000 | $0 | $0 |
| Pension (Public Safety - Closed Deferred Benefit system) | $1,701,200 | $1,700,000 | $1,700,000 |
| Employee Compensation (Employee Benefit Changes). | $0 | $900,000 | $2,392,000 |
| Additional Fire overtime | $0 | $465,000 | $0 |
| Office of Project Implementation | $0 | $308,967 | $0 |
| Tuition Assistance | $149,927 | $178,400 | $178,400 |
| **Total Employee Compensation and other Personnel Adjustments** | **$2,081,127** | **$3,552,367** | **$4,270,400** |

**Employee Compensation and other Personnel Adjustments**

•Funding for these various operating expenses is increasing $718,033, or 20.2 percent.

•Significant impacts in this category are:

• Line of Duty Benefit costs have been allocated by department according to the number of eligible positions. In total, the FY 2014 budget includes approximately $1.2 million toward this liability, an increase of $0.6 million compared to FY 2013.

•$465,000 in overtime expenses were transferred from Non-Departmental to be appropriately budgeted in the Fire Department to provide sufficient resources based on staffing analysis.

• $308,967 approved in FY 2013 to create an Office of Project Implementation to facilitate the implementation of high priority capital projects is not included in Non-Departmental in FY 2014. The funds have been appropriated directly to the new Office.

•A number of different initiatives are currently budgeted in Employee Compensation in Non-Departmental totaling $2,392,000. They will be distributed by position by department for the Approved Budget and reflected accurately by Department in the Appropriation Ordinance adopted by City Council in June. Specific compensation adjustments include:

$4,000,000 is budgeted for merit increases and one-time top of grade bonuses for employees

$900,000 to develop additional career ladders as needed in departments that were not addressed in FY 2013.

($305,000) to reflect the elimination of the sick leave bonus. This will be reduced from departmental budgets based on the average amount of sick leave bonus paid to their employees in the past three years.

($632,000) to reflect the employee contribution for members of the Police/Fire Pension increasing by 2%. This will result in a City savings of approximately $632,000. This amount will be reduced from departmental budgets with employees in this Pension Plan as part of the Approved budget.

($1,571,000) will be reduced from City department budgets to reflect both plan design changes and a reduction in the premium rate for the Kaiser Permanente Plan.

## Non-Departmental Expenditures, continued

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Other Operating Expenses | | | |
| Public Safety Radio System | $429,906 | $419,577 | $434,577 |
| Efficiency/Best Practices Studies | $45,500 | $0 | $0 |
| City Shop Fuel | $0 | $0 | $572,022 |
| Summer Interns | $0 | $0 | $75,000 |
| Waste-To-Energy Plant Property Taxes | $933,211 | $290,000 | $290,000 |
| Citizen Academy (Including Police Citizen Academy) | $2,239 | $4,300 | $4,300 |
| City-Wide Telecommunications | $9,484 | $0 | $0 |
| Targeted Recruitment | $124,262 | $0 | $0 |
| Other Expenditures | $876,375 | $504,027 | $354,492 |
| **Total Other General Fund Operating Expenditures** | **$2,420,977** | **$1,217,904** | **$1,730,391** |
| Allowance for Special Revenue Fund Grants and Donations | $0 | $1,000,000 | $1,000,000 |
| **Total Other All Funds Operating Expenditures** | **$2,420,977** | **$2,217,904** | **$2,730,391** |

**Other Operating Expenses:**

•Funding for these various operating expenses is increasing by $512,487, or 23.1 percent.

•Significant impacts in this category are:

•The public safety radio system budget increased by $15,000, to replace air conditioning units where the equipment is housed.

•The City's fuel budget was reviewed through an AlexStat data analysis effort and it was determined based on current usage, as well as increased costs per gallon, that the fuel budget needs to be increased. In FY 2014, the rate for unleaded fuel is $2.95 per gallon and the rate for diesel fuel is $3.17. In FY 2013, the City budgeted fuel at a rate of $2.00 per gallon and did not differentiate for the two types of fuel.

•$75,000 has been added to expand the City's utilization of interns in FY 2014.

•Other expenditures are declining in FY 2014 to reflect the reduction of approximately $135,000 of funds set aside for affordable housing debt. $1.6 million in debt was issued in July 2012 for James Bland and the subsequent debt service of $135,000 is now included in Debt Service, described at the beginning of this section.

# Real Estate Assessments

**Mission Statement:** The mission of Real Estate Assessments is to fairly and equitably assess all taxable real property, to educate the public about the assessment process, and to provide superior customer service to property owners.

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $1,436,007 | $1,480,148 | $1,599,490 | 8.1% |
| Non-Personnel | 155,521 | 213,740 | 243,740 | 14.0% |
| Capital Goods Outlay | $0 | $0 | $0 | 0.0% |
| Total Expenditures | $1,591,528 | $1,693,888 | $1,843,230 | 8.8% |
| **Funding Sources** | | | | |
| Internal Services | $0 | $0 | $0 | 0.0% |
| Special Revenue Funds | $0 | $0 | $0 | 0.0% |
| Total Designated Funding Sources | $0 | $0 | $0 | 0.0% |
| **Net General Fund Expenditures** | **$1,591,528** | **$1,693,888** | **$1,843,230** | **8.8%** |
| **Total Department FTE's** | **15.0** | **14.0** | **15.0** | 7.1% |

## Highlights

•In FY 2014 the General Fund budget increases by $149,342 or 8.8%.

•FY 2014 personnel costs increases by $119,342, or 8.1%. The increase is partially due to the addition of one Appraiser position ($66,498) in FY 2014. The position is expected to generate approximately $120,000 in additional revenue from supplemental property assessments. The remaining increase is the result of a position reclassification, increased benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.

•FY 2014 non-personnel costs increases by $30,000, or 14.0%. The increase is due the transfer of the annual cost for the Annual Capitalization Rate study, which was previously paid for by the City Attorney's Office.

# Real Estate Assessments

## Program Level Summary Information

**Expenditure Summary**

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Real Estate Services | $1,591,528 | $1,693,888 | $1,843,230 | 8.8% |
| **Total** | **$1,591,528** | **$1,693,888** | **$1,843,230** | **8.8%** |

**Staffing Summary**

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Real Estate Services | 15.0 | 14.0 | 15.0 | 7.1% |
| **Total** | **15.0** | **14.0** | **15.0** | **7.1%** |

## Real Estate Assessments Programs and Activities

**Real Estate Assessment**
- Property Record Management
- Assessment Appeals
- Property Valuation

## Dept Info

**Department Contact Info**
703.746.4646
www.alexandriava.gov/realestate

**Department Head**
Bryan Page, Acting Director
bryan.pagei@alexandriava.gov

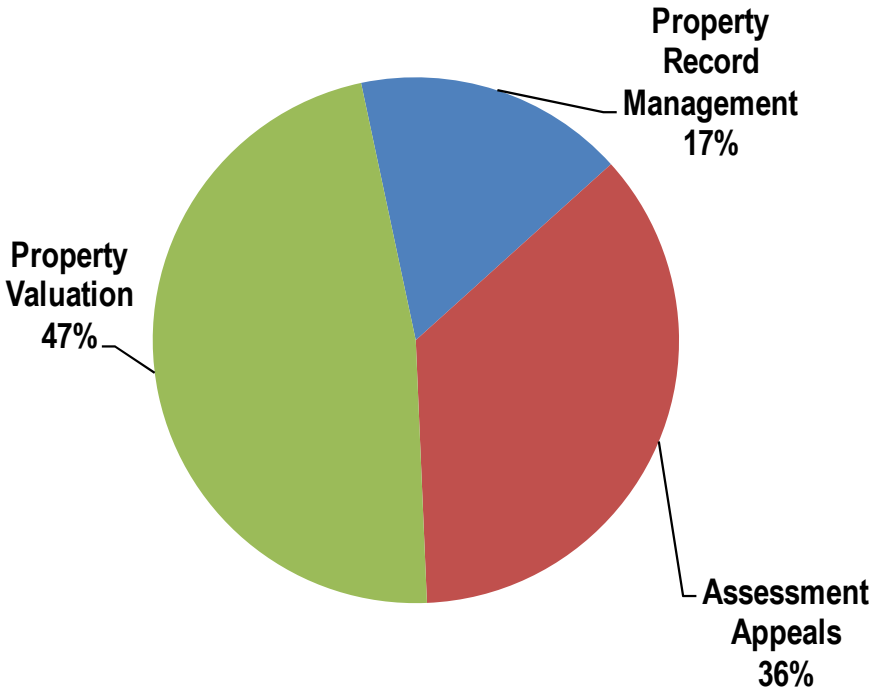
**Department Staff**
Eileen Oviatt, Management Analyst

# Real Estate Assessments

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of deeds and transfers entered within 30 days | 100% | 100% | 100% |
| % change in value due to BOE adjustments compared to tax base | 0.0% | 0.1% | 0.1% |
| % of tax adjustments submitted to Treasury within 14 days | 100% | 100% | 100% |

## FY 2014 Proposed Expenditures by Activity



# Real Estate Assessments

The goal of the Real Estate Assessments program is to efficiently grow and manage the City's tax base in a manner that minimizes assessment challenges , maximizes transparency, and increases the public 's understanding of the process.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 100.0% | 100.0% | 100.0% |
| Total Expenditures | $1,591,528 | $1,693,888 | $1,843,230 |
| Less Revenues | 0 | 0 | 0 |
| Net General Fund Expenditures | $1,591,528 | $1,693,888 | $1,843,230 |
| **Program Outcomes** | | | |

## Activity Data

| **PROPERTY RECORD MANAGEMENT** – The goal of Property Record Management is to maintain current and up to date information on property ownership and sales to ensure the correct property is assessed accurately. | **FY 2012 Actual** | **FY 2013 Approved** | **FY 2014 Proposed** |
|---|---|---|---|
| Expenditures | $198,631 | $232,856 | $306,879 |
| FTE's*** | 2.1 | 2.1 | 2.6 |
| % of deeds and transfers entered within 30 days | 100% | 100% | 100% |
| # of parcel transfers* | 3,765 | 3,500 | 3,750 |
| % of tax adjustments submitted to Treasury within 14 days | 100% | 100% | 100% |

*Data for FY 2012, FY 2013, and FY 2014 are based on calendar year data for 2011, 2012, and 2013

***FTE change reflects the addition of the Appraiser FTE and the reallocation of the CAMA Specialist to better reflect actual workload

| **ASSESSMENT APPEALS** – The goal of Assessment Appeals is to expeditiously resolve all departmental Request for Review prior to the June 1 deadline for taxpayers to file an Assessment Appeal with the Board of Equalization. The goal at the Appeal stage is to vigorously defend the assessments. We hope to reduce the number of Appeals by encouraging property owners to resolve valuation disputes at the departmental Review stage. | **FY 2012 Actual** | **FY 2013 Approved** | **FY 2014 Proposed** |
|---|---|---|---|
| Expenditures | $611,744 | $691,443 | $663,839 |
| FTE's*** | 5.9 | 5.8 | 5.5 |
| Number of Reviews | 388 | 300 | 350 |
| Number of Appeals | 142 | 200 | 200 |
| % change in value due to BOE adjustments compared to tax base | 0.0% | 0.1% | 0.1% |

***FTE change reflects the addition of the Appraiser FTE and the reallocation of the CAMA Specialist to better reflect actual workload

| **PROPERTY VALUATION** – The goal of Property Valuation is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value as of January 1 in a uniform and equitable manner to ensure accurate taxation of real property. | **FY 2012 Actual** | **FY 2013 Approved** | **FY 2014 Proposed** |
|---|---|---|---|
| Expenditures | $781,153 | $769,589 | $872,512 |
| FTE's*** | 7.0 | 6.2 | 6.9 |
| $ change in annual assessments* | $535,639,425 | $850,000,000 | $850,000,000 |
| Parcels per employee** | 6,035 | 3,205 | 5,029 |
| $ of Assessed Value per employee** | $5,334,707,123 | $2,353,877,798 | $4,445,589,269 |

*Data for FY 2012, FY 2013, and FY 2014 are based on calendar year data for 2011, 2012, and 2013

**FY 2014 Proposed number is based on the addition of one Appraiser position

***FTE change reflects the addition of the Appraiser FTE and the reallocation of the CAMA Specialist to better reflect actual workload

# Real Estate Assessments

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

| Activity | Adjustment | FTEs | FY 2014 Proposed |
|---|---|---|---|
| **Property Valuation** | *Annual Capitalization Rate Study* | **0.0** | **$30,000** |

An independent capitalization study rate for use in the valuation of commercial office buildings and multifamily apartment projects located in the City. The overall expense of the study is minimized through a cost sharing agreement wit Fairfax and Arlington counties. This study was formally paid for by the City Attorney's Office, however, in FY14 they shifted the cost back to the Department of Real Estate Assessments.

### Supplemental Funding

| Activity | Adjustment | FTE | FY 2014 Proposed |
|---|---|---|---|
| **Property Valuation** | *Appraiser* | **1.0** | **$66,498** |

The addition of one Appraiser position should enable the department to generate additional revenue from commercial and residential property assessments.

# Operating Agencies

## PUBLIC SAFETY

Department of Emergency Communications..... ……. 14-2
Fire……. 14-9
Office of Building and Fire Code Administration..... ……. 14-25
Police……. 14-37

# Emergency Communications

**Mission Statement:** The mission of the Department of Emergency Communications is to enhance the quality of life in the City of Alexandria through the prompt, efficient, and professional handling of 911 calls for service and the dispatching of public safety services, thus making the City of Alexandria a safer community in which to work, live, and visit.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $5,206,515 | $5,253,201 | $5,270,164 | 0.3% |
| Non-Personnel | 770,061 | 1,007,128 | 1,395,024 | 38.5% |
| Capital Goods Outlay | 2,808 | 6,911 | 6,911 | 0.0% |
| Total Expenditures | $5,979,384 | $6,267,240 | $6,672,099 | 6.5% |
| **Funding Sources** | | | | |
| Internal Service | $0 | $0 | $0 | N/A |
| Other Special Revenue | 0 | 0 | 0 | N/A |
| Total Designated Funding Sources | $0 | $0 | $0 | N/A |
| **Net General Fund Expenditures** | **$5,979,384** | **$6,267,240** | **$6,672,099** | **6.5%** |
| **Total Department FTEs** | **55.0** | **55.0** | **55.0** | **0.0%** |

### Highlights

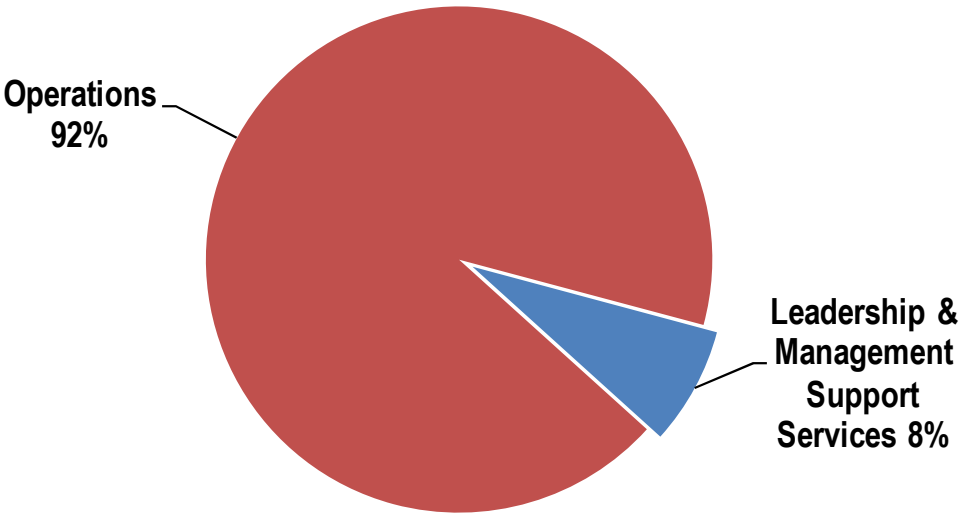
- In FY 2014, the proposed General Fund budget for the Department of Emergency Communications (DEC) increases by $404,859, or 6.5%.
- The personnel budget increases by 0.3% or $16,963. The increase is attributed to a higher cost of benefits and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%. This is partially offset through turnover savings and hiring entry level Public Safety Communications Officers at lower salaries than previously occurred.
- Total non-personnel costs increases by $387,896 or 38.5%. This increase is primarily due to increased telecommunication services cost at the primary and backup 911 centers ($251,890), increased maintenance costs of the telecommunications equipment at the primary and backup 911 call centers ($87,878), IT training and maintenance costs ($16,083) and increased radio subscriber costs ($25,686).

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of total calls per year* | NA | 350,000 | 350,000 |

*Call data for FY2012 is not available due to the transition to the new DEC facility during FY2012 which is equipped with newer phone technology that captures call data differently than previous systems.

## FY 2014 Proposed Expenditures by Program



# Emergency Communications

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management Support Services | $418,934 | $480,486 | $502,918 | 4.7% |
| Operations | $5,560,450 | $5,786,754 | $6,169,181 | 6.6% |
| **Total Expenditures** | **$5,979,384** | **$6,267,240** | **$6,672,099** | **6.5%** |

### Staffing Summary

| Authorized Positions (FTE's) by Activity | FY 2012 Actual | FY 2013 Approved[1] | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management | 3.0 | 3.0 | 3.0 | 0.0% |
| Call Taking and Dispatching[1] | 52.0 | 46.0 | 46.0 | 0.0% |
| Information Technology Support | NA | 1.0 | 1.0 | 0.0% |
| Radio Support | NA | 3.0 | 3.0 | 0.0% |
| Quality Assurance and Training | NA | 2.0 | 2.0 | 0.0% |
| **Total Authorized Posistions (FTE's) by Activity** | **55.0** | **55.0** | **55.0** | **0.0%** |

[1] 6.0 FTE's who perform radio system and information technology support were moved from Call Taking and Dispatch in FY 2013 to better align job function with new Activities.

## Emergency Communications Programs and Activities

**Leadership & Management Support Services**

Leadership & General Management

**Operations**

Call Taking & Dispatching
Information Technology Support
Radio Support
Quality Assurance & Training

## Dept. Info

**Department Contact Info**
703.746.1888

**Department Head**
Jo-Anne Munroe, Director
703.746.1861
JoAnne.Munroe@alexandriava.gov

## Leadership and Management Support Services Program

**The goal of Leadership and Management Support Services is to provide Leadership and support to the Department in financial, personnel, planning, training and support services to promote efficient and effective service delivery to public safety and the community.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % total of All Funds Budget | 7.0% | 7.7% | 7.5% |
| Total Expenditures | $418,934 | $480,486 | $502,918 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $418,934 | $480,486 | $502,918 |
| | | | |

### Activity Data

| LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide fiscal and support services in order to facilitate the operations of the Emergency Communications Department. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $418,934 | $480,486 | $502,918 |
| FTE's | 3.0 | 3.0 | 3.0 |
| Leadership & Management Expenditures as percentage of departmental total | 7.0% | 7.7% | 7.5% |
| # of departmental FTE's managed | 55 | 55 | 55 |
| $ amount of net General Fund departmental budget (millions of dollars) | $6.0 | $6.3 | $6.7 |

## Operations Program

**The goal of Operations is to provide prompt answering and accurate processing of emergency and non-emergency calls for service to those needing assistance from Police, Fire, EMS, Code and Emergency Management resources.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of total All Funds budget | 93.0% | 92.3% | 92.5% |
| Total Expenditures | $5,560,450 | $5,786,754 | $6,169,181 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $5,560,450 | $5,786,754 | $6,169,181 |
| **Program Outcomes** | | | |
| % of calls taken and dispatched within 60 seconds* | TBD | TBD | TBD |

### Activity Data

| CALL TAKING AND DISPATCHING – The goal of Call Taking and Dispatching is to route calls for service to police, fire, EMS or other city services in a timely manner. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $5,560,450 | $4,945,353 | $5,232,960 |
| FTE's | 52.0 | 46.0 | 46.0 |
| # of total calls per year* | NA | 350,000 | 350,000 |
| % of 911 calls answered within 10 seconds* | NA | 90% | 90% |
| % of emergency, Law Enforcement emergency calls dispatched within 120 seconds of receipt | 85% | 85% | 85% |
| % of emergency, Fire/EMS emergency calls dispatched within 60 seconds of receipt* | 85% | 85% | 85% |

*Call data for FY2012 is not available due to the transition to the new DEC facility during FY2012 which is equipped with newer phone technology that captures call data differently than previous systems.

| INFORMATION TECHNOLOGY SUPPORT – The goal of Information Technology Support is to maintain and enhance the department's infrastructure to support operations, analysis and vital electronic communication for department employees and to support the City-wide Computer Aided Dispatch (CAD) system. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures* | $0 | $127,466 | $150,895 |
| FTE's | 0.0 | 1.0 | 1.0 |
| # of computers in department | 125 | 125 | 125 |
| # of mobile computers in department | 6 | 6 | 6 |
| # of users supported | 55 | 55 | 55 |

* Note - Activity was created in FY2013.

## Operations Program, continued

### Activity Data

| RADIO SUPPORT – The goal of Radio Support is to maintain and repair city radio systems to ensure proper system funcionality for all city employees. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures* | $0 | $465,186 | $499,989 |
| FTE's | 0.0 | 3.0 | 3.0 |
| # of radios supported (National Capital Regionwide) | 42,842 | 45,000 | 50,000 |
| # of portable and mobile radio units supported | 1,902 | 2,072 | 2,072 |
| # of subscribers | 1,902 | 2,072 | 2,072 |

* Note - Activity was created in FY2013. The DEC staff supports all City departmental raido units.

| QUALITY ASSURANCE AND TRAINING – The goal of Quality Assurance and Training is to provide technical training, professional development, and necessary certifications to new and existing department employees which prepares and enhances employee performance. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures* | $0 | $248,749 | $285,337 |
| FTE's | 0.0 | 2.0 | 2.0 |
| # of hours maintaining licences and certifications for E911 call center | 0 | 800 | 800 |
| # of total ECT's trained | 0 | 15 | 15 |
| Cost per ECT Certification | N/A | $16,583 | $19,022 |

* Note - Activity was created in FY2013.

# Emergency Communications

## Summary of Budget Changes

| Adjustments to Maintain Current Service Levels | | |
|---|---|---|
| **Activity** | **Adjustment** | **FY 2014 Proposed** |
| **Call Taking and Dispatching** | *Telecommunications Services* | **$251,890** |
| New operating costs associated with the backup 911 call center at the Public Safety Center as well as adjustments to current operating costs at the primary 911 call center at APD headquarters. | | |
| **Call Taking and Dispatching** | *Telecommunications Maintenance* | **$87,878** |
| New and additional maintenance charges for equipment at the primary and backup 911 call centers. | | |
| **Information Technology Support** | *IT Systems Training and Support* | **$16,083** |
| Additional training, conference registrations and maintenance support costs associated with the new E-911 system and the upcoming new CAD system. | | |
| **Radio Support** | *Radio Subscriber Fees* | **$25,686** |
| Additional subscriber fees associated with the backup 911 call center at the Public Safety Center. | | |

# Fire Department

**Mission Statement:** The mission of the Alexandria Fire Department is to plan for and deliver responsive and caring emergency service, mitigate emergencies and disasters, prevent the loss of life, protect property and enforce applicable fire and life safety codes for City residents and the general public in order to maintain and enhance public safety.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $33,437,038 | $33,874,007 | $35,657,115 | 5.3% |
| Non-Personnel | $5,225,022 | $6,012,914 | 5,798,353 | -3.6% |
| Capital Goods Outlay | $201,029 | $1,670,920 | 2,261,589 | 35.3% |
| Debt Service | $0 | $0 | 362,782 | N/A |
| Interfund Transfers | $80,550 | $0 | 0 | N/A |
| Total Expenditures | **$38,943,639** | **$41,557,841** | **$44,079,839** | **6.1%** |
| **Less Revenues** | | | | |
| Internal Services | $248,451 | $1,530,224 | $2,261,485 | 47.8% |
| Special Revenue Funds | $1,695,345 | $1,308,504 | 459,666 | -65.0% |
| Total Designated Funding Sources | $1,943,796 | $2,838,728 | $2,721,151 | -4.1% |
| **Net General Fund Expenditures** | **$36,999,843** | **$38,719,113** | **$41,358,688** | **10.2%** |
| Total Department FTEs | 272.0 | 290.0 | 290.0 | 0.0% |

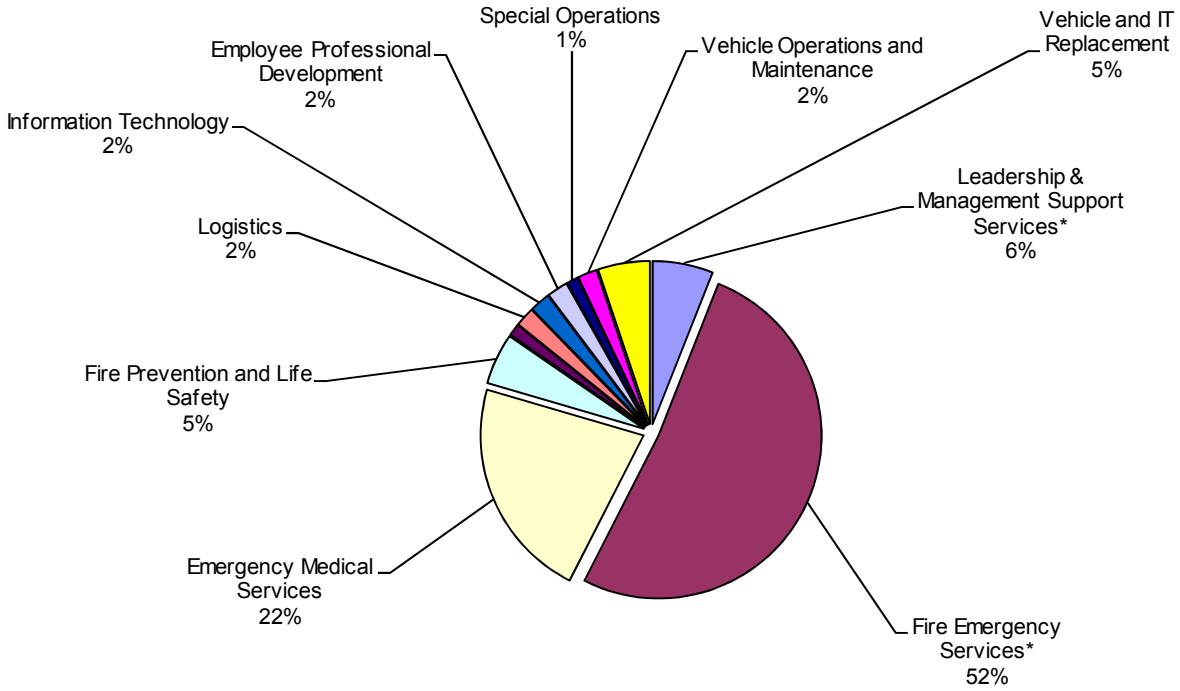
### Highlights

- In FY 2014, the proposed General Fund budget for the Alexandria Fire Department increases by $2,639,575, or 10.2%.
- The personnel budget is increasing 5.3%, or $1,783,108. The increase is attributed to a higher cost of employee healthcare plans ($706,999) and increased retirement contributions ($1,103,480) based on calculations from the Police/Fire Pension Board. Additionally, $890,000 designated for overtime issues was transferred from Contingent Reserves ($425,000) and Non-Departmental ($465,000) into AFD's base budget in FY 2014. This is partially offset through the delayed hiring of new medics to staff Fire Station #210 by 4 months ($194,060), as well as a reduction in the overtime budget ($600,000) by utilizing firefighters hired to staff Fire Station #210 to offset minimum staffing overtime until the station opens in April/May 2014.
- Total non-personnel costs are decreasing by $214,561, or -3.6%. This decrease is the result of transferring budgeted amounts from vehicle replacement funding ($34,561) and one-time FY 2013 SCBA replacement funding ($180,000) into debt service to help offset the purchase of new fire apparatus from the Department's Fleet Plan that was approved in FY 2013.
- Capital outlay is increasing $590,669 or 35.3% to reflect FY 2014 vehicle replacements from the Department's Fleet Plan that was approved in FY 2013.
- An amount of $362,782 has been added to pay for general obligation bonds in FY 2014 for the purchase of new fire apparatus from the Department's Fleet Plan that was approved in FY 2013.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of incidents responded to by Fire suppression (both Fire and EMS incidents) | 13,271 | 13,400 | 13,550 |
| # of incidents responded to by EMS (both EMS and fire incidents) | 13,780 | 15,000 | 15,000 |

## FY 2014 Proposed Expenditures by Program



# Fire Department

## Fire Department Programs and Activities

**Leadership & General Management**
- Leadership & General Management
- Health & Safety
- Community Services

**Fire Emergency Services**
- Incident Response
- Site Safety Surveys
- Volunteers

**Emergency Medical Services**
- Incident Response
- Special Events Support
- Police Special Operations Support
- Ambulance Billing Services

**Fire Prevention Services**
- Retesting Program
- Fire Prevention
- Investigations
- Environmental Industrial Unit

**Emergency Management**
- Emergency Planning
- Training & Exercises
- Emergency Response

**Logistics**
- Facility & Equipment Maintenance
- Supplies

**Information Technology**
- Mobile Computer Support
- Reporting & Analysis
- Information Technology Support

**Employee Professional Development**
- Recruit Training
- In-Service Training

**Special Operations**
- Hazardous Materials
- Technical Rescue
- Marine Operations

**Vehicle Operations & Maintenance**
- Preventative Maintenance
- Corrective Maintenance
- Fuel Acquisition & Provisioning

## Department Info

**Department Contact Info**
703.746.5200
www.alexandriava.gov/fire

**Department Head**
Adam Thiel, Fire Chief
703.746.5200
adam.thiel@alexandriava.gov

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management Support Services* | $4,285,852 | $3,508,695 | $2,639,619 | -24.8% |
| Fire Emergency Services* | 18,343,405 | 20,210,280 | 22,711,880 | 12.4% |
| Emergency Medical Services | 8,122,220 | 9,380,499 | 9,702,816 | 3.4% |
| Fire Prevention and Life Safety | 2,211,215 | 2,221,360 | 2,236,554 | 0.7% |
| Emergency Management | 777,347 | 534,865 | 531,740 | -0.6% |
| Logistics | 988,988 | 851,334 | 845,838 | -0.6% |
| Information Technology | 744,701 | 892,348 | 892,258 | 0.0% |
| Employee Professional Development | 1,374,750 | 917,242 | 905,496 | -1.3% |
| Special Operations | 763,264 | 648,929 | 507,612 | -21.8% |
| Vehicle Operations and Maintenance | 1,073,072 | 862,065 | 844,541 | -2.0% |
| Vehicle and IT Replacement | 248,451 | 1,530,224 | 2,261,485 | 47.8% |
| **Total Expenditures** | **$38,943,639** | **$41,557,841** | **$44,079,839** | **6.1%** |

* L&MSS decreases in FY 2014 due to the expiration of the SAFER Grant. The 12 FTEs from the grant were allocated within the L&MSS Program in prior fiscal years. In FY 2014, those positions are now funded out of the General Fund and are associated with the Fire Emergency Services Program, partly accounting ($1.0 million) for the increase in that program's budget.

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management Support Services | 16.0 | 16.0 | 16.0 | 0.0% |
| Fire Emergency Services | 150.9 | 162.9 | 162.9 | 0.0% |
| Emergency Medical Services | 67.9 | 75.9 | 75.9 | 0.0% |
| Fire Prevention and Life Safety | 19.0 | 17.0 | 17.0 | 0.0% |
| Emergency Management | 3.5 | 3.5 | 3.5 | 0.0% |
| Logistics | 2.0 | 2.0 | 2.0 | 0.0% |
| Information Technology | 3.0 | 3.0 | 3.0 | 0.0% |
| Employee Professional Development | 4.0 | 4.0 | 4.0 | 0.0% |
| Special Operations | 1.5 | 1.5 | 1.5 | 0.0% |
| Vehicle Operations and Maintenance | 4.1 | 4.1 | 4.1 | 0.0% |
| **Total FTE's** | **272.0** | **290.0** | **290.0** | **N/A** |

## Leadership & Management Support Services Program

**The goal of Leadership and Management Support Services is to provide leadership for the Department and managerial and administrative support to Department personnel to promote efficient and effective service delivery to promote public safety.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of all funds budget | 11.0% | 8.4% | 6.0% |
| Total Expenditures | $4,285,852 | $3,508,695 | $2,639,619 |
| Less Revenues | $846,957 | $866,338 | $17,500 |
| Net General Fund Expenditures | $3,438,895 | $2,642,357 | $2,622,119 |
| **Program Outcomes** | | | |
| % of customers who rate fire services as good to excellent | 90.0% | 90.0% | 90.0% |

### Activity Data

| LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the Fire Department. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures* | $2,386,748 | $2,363,653 | $1,530,996 |
| FTE's | 9.5 | 9.5 | 9.5 |
| Leadership & Management Support expenditures as a % of total department | 3.9% | 3.5% | 3.5% |
| Leadership & Management FTE's as percent of total Departmental FTE's | 3.9% | 3.9% | 3.9% |
| Number of uniform positions filled | 26 | 40 | 24 |

* L&GM decreases in FY 2014 due to the expiration of the SAFER Grant. The 12 FTEs from the grant were allocated within the L&GM Activity in prior fiscal years. In FY 2014, those positions are now funded out of the General Fund and are associated with the Fire Incident Response Activity, partly accounting ($1.0 million) for the increase in that activity's budget.

| HEALTH AND SAFETY – The goal of Health and Safety is to implement safety measures for Fire Department staff in order to reduce injuries and lost work time and decrease risks for Fire and EMS personnel. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,575,181 | $781,196 | $743,684 |
| FTE's | 4.0 | 4.0 | 4.0 |
| Number of EMS lost shifts due to Light Duty that require Minimum Staffing OT | 302 | 384 | 400 |
| Number of Fire lost shifts due to Light Duty that require Minimum Staffing OT | 558 | 973 | 1000 |

| COMMUNITY SERVICES UNIT – The goal of the Community Services Unit is to reduce deaths and injuries in the City by delivering fire and life safety education to schools, City residents and the business community. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $323,923 | $363,846 | $364,939 |
| FTE's | 2.5 | 2.5 | 2.5 |
| Numbers of community events attended | 64 | 72 | 72 |
| Number of business group presentations | 50 | 44 | 50 |

## Fire Emergency Services

**The goal of the Fire Emergency Services Program is to protect life and property through timely fire suppression and emergency medical response, mitigation and education for those who work, live in, and visit the City of Alexandria.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of all funds budget | 47.1% | 48.6% | 51.5% |
| Total Expenditures | $18,343,405 | $20,210,280 | $22,711,880 |
| Less Revenues | $228,491 | $300,000 | $300,000 |
| Net General Fund Expenditures | $18,114,914 | $19,910,280 | $22,411,880 |
| **Program Outcomes** | | | |
| % of fire and EMS calls responded to within the department's 5.5 minute response goal from dispatch to arrival on scene | 73.0% | 70.0% | 70.0% |

### Activity Data

| FIRE INCIDENT RESPONSE – The goal of Fire Incident Response is to protect life and property through timely fire suppression and emergency medical services for those who work, live and visit the City of Alexandria. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures* | $18,336,512 | $20,177,941 | $22,679,541 |
| FTE's | 150.9 | 162.9 | 162.9 |
| # of fire incidents responded to | 5,617 | 5,950 | 5,950 |
| # of EMS incidents responded to | 7,605 | 7,600 | 7,600 |
| Number of Shifts Worked on OT for Minimum Staffing (including Holdovers) | 1,395 | 1,600 | 1,500 |
| % of Department OT that is for Minimum Staffing | 70% | 85% | 75% |
| % of Workforce who have less than 3 years of service with the Department | 30% | 30% | 25% |
| Percent of 15 operational personnel assembled on a structure fire within 9 minutes | 50.0% | 55.0% | 50.0% |
| Number of Fire apparatus with 4 person minimum staffing | 4.0 | 4.0 | 5.0 |
| % of total fire incidents with a response time of four minutes or less from dispatch to arrival on scene | 67.0% | 70.0% | 70.0% |

* Fire Incident Response increases in FY 2014 partially due to the expiration of the SAFER Grant. The 12 FTEs from the grant were allocated within the L&GM Activity in prior fiscal years. In FY 2014, those positions are now funded out of the General Fund and are associated with the Fire Incident Response Activity, partly accounting ($1.0 million) for the increase in that activity's budget.

| ALEXANDRIA VOLUNTEER FIRE DEPARTMENT – The goal of Volunteer Firefighters is to supplement the career fire-fighting force with staffing in order to maintain and enhance public safety. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $6,893 | $32,339 | $32,339 |
| FTE's | 0.0 | 0.0 | 0.0 |
| Number of Firefighter and Medic volunteer hours expended | 3,400 | 3,400 | 3,400 |

## Emergency Medical Services

**The goal of the Emergency Medical Services Program is to provide treatment and transport of the sick and injured, stand-by support and specialized medical support in order to preserve life, and improve health and promote safety for those who work, live in, and visit the City of Alexandria.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of all funds budget | 20.9% | 22.6% | 22.0% |
| Total Expenditures | $8,122,220 | $9,380,499 | $9,702,816 |
| Less Revenues | $203,513 | $127,166 | $127,166 |
| Net General Fund Expenditures | $7,918,707 | $9,253,333 | $9,575,650 |
| **Program Outcomes** | | | |
| Percent of Fire and EMS calls responded to within the Departments' 5.5 minute response goal | 55.0% | 60.0% | 55.0% |

### Activity Data

| EMS INCIDENT RESPONSE – The goal of Fire Incident Response is to protect life through timely emergency medical services for those who work, live and visit the City of Alexandria. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $7,960,725 | $9,132,299 | $9,451,259 |
| FTE's | 65.0 | 73.0 | 73.0 |
| # of Fire and EMS incidents responded to | 13,755 | 15,000 | 15,000 |
| Number of Shifts Worked on OT for Minimum Staffing (including Holdovers) | 852 | 550 | 800 |
| % of Department OT that is for Minimum Staffing | 78% | 75% | 75% |
| Percent of ALS transport units to arrive on scene within five minutes of dispatch | 67% | 65% | 65% |
| Percent of (CPR) resuscitated patents with pulse (ROSC) on arrival at hospital | 27% | 25% | 25% |
| Number of EMS incidents for which assistance was received from other jurisdictions (mutal/automatic aid rec'd) | 1,314 | 1,300 | 1,350 |
| Number of EMS incidents for which assistance was given to other jurisdications (mutal/automatic aid given) | 1,274 | 1,360 | 1,250 |

| POLICE SPECIAL OPERATIONS SUPPORT – The goal of Police Special Operations Support is to provide the medical component of Police special operations training and deployment. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $3,467 | $29,225 | $29,225 |
| FTE's | 0.0 | 0.0 | 0.0 |
| # of incidents supported | 12 | 10 | 10 |
| # of training hours provided | 193.5 | 280 | 280 |

| AMBULANCE BILLING SERVICES – The goal of Ambulance Billing Services is to facilitate insurance reimbursement of ambulance transportation conducted by City medic units. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $158,028 | $218,975 | $222,332 |
| FTE's | 1.0 | 1.0 | 1.0 |
| # of ambulance transports | 8,082 | 8,400 | 8,400 |
| # of patients billed | 8,399 | 8,400 | 8,400 |
| Collection rate within 12 months | 62.0% | 55.0% | 60.0% |
| $ recovered per transport | $264 | $270 | $270 |

## Fire Prevention & Life Safety

**The goal of Fire Prevention & Life Safety is to provide comprehensive inspection services for existing structures and fire protection systems in order to uphold the City's fire prevention and life safety standards, identify code violations, respond to citizen and other complaints and to conduct complete and comprehensive investigations of crimes and offenses resulting from fire, environmental violations, and other related offenses that violate City and Commonwealth codes.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of all funds budget | 5.7% | 5.3% | 5.1% |
| Total Expenditures | $2,211,215 | $2,221,360 | $2,236,554 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $2,211,215 | $2,221,360 | $2,236,554 |
| **Program Outcomes** | | | |
| # of City Code violations cited | 2,662 | 8,000 | 8,000 |

### Activity Data

| RETESTING PROGRAM – The goal of the Retesting Program is to conduct comprehensive, quality inspections of existing fire protection systems projects, on a cost recovery basis, within an established time line in order to provide the maximum area of oversight based upon severity of life safety for each occupancy. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $734,235 | $779,575 | $795,715 |
| FTE's | 7.0 | 7.0 | 7.0 |
| # of retesting inspections conducted | 2,691 | 3,000 | 3,000 |
| # of cancellations | 194 | 200 | 200 |

| FIRE PREVENTION – The goal of Fire Prevention is to conduct comprehensive, quality inspections of exiting structures for fire prevention, emergency egress, hazardous materials, and required Fire Prevention permits in order to maintain the City's building stock and life safety standards, identify code violations, and repond to complaint inspections Citywide. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $548,127 | $506,592 | $501,905 |
| FTE's | 5.0 | 4.0 | 4.0 |
| # of inspections conducted | 9,000 | 14,000 | 14,000 |
| # of City Code violations cited | 2,662 | 8,000 | 8,000 |

## Fire Prevention & Life Safety (continued)

### Activity Data

| INVESTIGATIONS - The goal of investigations is to conduct comprehensive investigations of crimes and offenses in order to determine the cause and origin or the event, and to provide timely resolution by case closure or initiation of the judicial process. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $492,259 | $575,492 | $575,413 |
| FTE's | 3.5 | 3.5 | 3.5 |
| # of open case investigations conducted | 14 | 80 | 81 |
| # of investigations closed | 77 | 50 | 50 |
| # of arrests | 9 | 10 | 10 |

| ENVIRONMENTAL INVESTIGATION UNIT - The goal of the Environmental Investigation Unit is to provide comprehensive investigations of crimes and offenses involving the illegal use, storage, and disposal of hazardous materials resulting in a timely resolution by case closure or initiation of the judicial process. The Environmental Investigation Unit will also be tasked with the inspection of all facilities storing and utilizing Hazardous Materials and Motor Carriers transporting Hazardous Materials within the City in order to maintain life safety standards, identify Code violations, and respond to complaint investigations Citywide. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $438,216 | $359,701 | $363,521 |
| FTE's | 3.5 | 2.5 | 2.5 |
| # of inspections conducted | 798 | 1,000 | 1,001 |
| # of investigations closed | 13 | 65 | 66 |
| # of open case investigations conducted | 5 | 70 | 71 |

## Emergency Management

**The goal of Emergency Management is to prepare for, respond to, mitigate, and recover from emergencies and disasters, and to facilitate City-wide outreach and life safety education/awareness for the people who work, line in, and visit the City of Alexandria.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of all funds budget | 2.0% | 1.3% | 1.2% |
| Total Expenditures | $777,347 | $534,865 | $531,740 |
| Less Revenues | $323,130 | $0 | $0 |
| Net General Fund Expenditures | $454,217 | $534,865 | $531,740 |
| **Program Outcomes** | | | |
| % of National Incident Management System criteria met | 100.0% | 100.0% | 100.0% |

### Activity Data

| EMERGENCY PLANNING – The goal of Emergency Planning is to develop, review and update special events and emergency plans to mitigate hazards and respond to emergency events effectively in order to save lives and property. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $401,053 | $157,685 | $156,657 |
| FTE's | 1.0 | 1.0 | 1.0 |
| # of emergency management plans developed/reviewed/updated | 14 | 50 | 50 |
| Number of special events plans reviewed/updated | 134 | 100 | 100 |
| Number of incident plans developmed/reviewed/updated | 10 | 5 | 10 |
| Cost per plan developed/reviewed/updated | $10,559 | $3,154 | $3,133 |

| TRAINING AND EXERCISES – The goal of Training and Exercises is to train and exercise City staff in disaster response and recovery operations in order to ensure proficiency in emergency response. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $138,842 | $78,842 | $77,663 |
| FTE's | 0.5 | 0.5 | 0.5 |
| Number of City employees trained in National Incident Management System (NIMS) standards | 299 | 300 | 300 |
| Cost per City staff trained in NIMS | $179 | $263 | $259 |
| Percent of targeted City staff trained in compliance with NIMS standards | 100% | 100% | 100% |
| Number of citizens trained in Community Mergency Response Teams (CERT) methods | 16 | 15 | 15 |
| Number of CERT exercises or training activities. | 3 | 6 | 7 |
| Number of citizens who attended preparedness activities | 4,760 | 4,000 | 4,000 |

| EMERGENCY RESPONSE – The goal of Emergency Response is to respond to emergency events in order to save lives and property and coordinate disaster recovery. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $237,452 | $298,338 | $297,420 |
| FTE's | 2.0 | 2.0 | 2.0 |
| # of incidents supported | 12 | 15 | 15 |
| Number of City Emergency Operation Center (EOC) activations | 6 | 5 | 6 |

## Logistics

**The goal of Logistics is to provide maintenance, security, as well as to order, maintain, and deliver supplies and equipment to all fire department facilities to ensure safety and cleanliness.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of all funds budget | 2.5% | 2.0% | 1.9% |
| Total Expenditures | $988,988 | $851,334 | $845,838 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $988,988 | $851,334 | $845,838 |
| **Program Outcomes** | | | |
| Average age of facilities maintained in years | 50.4 | 51.4 | 52.4 |

### Activity Data

| FACILITY & EQUIPMENT MAINTENANCE – The goal of Facility and Equipment Maintenance is to provide department infrastructure preventive and emergency maintenance to ensure the safety and | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $566,575 | $511,271 | $504,237 |
| FTE's | 1.0 | 1.0 | 1.0 |
| Average age of facilities maintained in years | 50.4 | 51.4 | 52.4 |
| Number of repair and maintenance request tickets received | 487 | 470 | 500 |

| SUPPLIES – The goal of Supplies is to order, track, and provide the necessary equipment and supplies needed by operations and administrative personnel in order to ensure employees' safety and maintain the cleanliness and suitability of the work stations. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $422,413 | $340,063 | $341,601 |
| FTE's | 1.0 | 1.0 | 1.0 |
| Number of supply requests received | 2,994 | 2,500 | 3,000 |
| Percent of orders delivered within one week of receipt | 89.0% | 90.0% | 90.0% |

## Information Technology

**The goal of Information Technology is to provide software solutions, computer hardware support, and information management and analysis to enhance the Fire Department's delivery of essential public safety services to the residents, workers, and guests of the City of Alexandria.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 1.9% | 2.1% | 2.0% |
| Total Expenditures | $744,701 | $892,348 | $892,258 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $744,701 | $892,348 | $892,258 |
| **Program Outcomes** | | | |
| Number of service calls for mobile units* | 184 | 200 | 200 |

### Activity Data

| MOBILE COMPUTER SUPPORT – The goal of the Mobile Computer Support is to deploy, operate and enhance mobile data systems for dispatch, response, and field incident reporting by Fire, EMS and Code Enforcement Units. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $129,487 | $166,056 | $138,030 |
| FTE's | 0.5 | 0.5 | 0.5 |
| Number of mobile units operated | 91 | 110 | 110 |
| Number of service calls for mobile units* | 184 | 200 | 200 |

*Note - The CAD upgrade will increase the number of calls for service on mobile units

| REPORTING AND ANALYSIS – The goal of Reporting and Analysis is to collect, analyze and report information to facilitate department service delivery, quality improvement, and required federal and state-mandated reporting requirements. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $153,685 | $171,809 | $175,345 |
| FTE's | 1.0 | 1.0 | 1.0 |
| Number of information requests completed | 145 | 175 | 175 |

| SYSTEMS MAINTENANCE – The goal of Systems Maintenance is to ensure Department personnel can safely and expeditiously respond to emergency incidents through the provision of efficient, timely, high quality Department oriented IT products and Communications devices. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $461,529 | $554,483 | $578,883 |
| FTE's | 1.5 | 1.5 | 1.5 |
| # of systems maintained | 19 | 20 | 20 |
| # of workstations maintained | 190 | 200 | 200 |
| # of system users supported | 272 | 290 | 290 |
| Number of requests for Fire Department's specific applications | 1,252 | 1,250 | 1,250 |

## Employee Professional Development

**The goal of Employee Professional Development is to provide basic and advanced level technical and developmental training to new and current Fire Department employees to fully prepare and enhance employee ability to fulfill job functions and to secure and maintain needed professional certifications.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of all funds budget | 3.5% | 2.2% | 2.1% |
| Total Expenditures | $1,374,750 | $917,242 | $905,496 |
| Less Revenues | $55,535 | $0 | $0 |
| Net General Fund Expenditures | $1,319,215 | $917,242 | $905,496 |
| **Program Outcomes** | | | |
| Number of recruits trained | 29 | 30 | 30 |

### Activity Data

| RECRUIT TRAINING – The goal of Recruit Training is to train new hires to become Fire and EMS employees for the Alexandria Fire Department. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $720,766 | $311,956 | $327,430 |
| FTEs | 1.0 | 1.0 | 1.0 |
| Number of recruits trained | 29 | 30 | 30 |
| Number of class hours expended for recruit training | 1360 | 1200 | 1200 |
| % of recruits successfully completing training | 75.0% | 100.0% | 100.0% |

| IN-SERVICE TRAINING – The goal of In-Service Training is to provide recurring technical and developmental training to all departmental employees. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $653,984 | $605,286 | $578,066 |
| FTEs | 3.0 | 3.0 | 3.0 |
| Number of individuals trained (many staff trained multiple times and includes citizen academy trainings) | 3,689 | 3,700 | 3,700 |
| Number of attendance hours for Department-oriented leadership class | 1,040 | 3,000 | 3,000 |
| Number of attendance hours for Department-oriented management classes | 3,120 | 1,800 | 1,800 |
| Number of attendance hours for technical classes | 96 | 50 | 50 |

## Special Operations

**The goal of Special Operations is to protect life and property through timely response, mitigation, and education for those who live, work, and visit the city of Alexandria.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of all funds budget | 2.0% | 1.6% | 1.2% |
| Total Expenditures | $763,264 | $648,929 | $507,612 |
| Less Revenues | $37,719 | $15,000 | $15,000 |
| Net General Fund Expenditures | $725,545 | $633,929 | $492,612 |

### Activity Data

| HAZARDOUS MATERIALS – The goal of Hazardous Materials is to provide specialized service in preventing, mitigating, educating, and detecting hazardous materials or weapons of mass destruction incidents. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $312,521 | $316,052 | $266,495 |
| FTE's | 0.5 | 0.5 | 0.5 |
| # of hazardous incidents responded to | 69 | 70 | 71 |

| TECHNICAL RESCUE – The goal of Technical Rescue is to provide specialized service in preventing, mitigating, educating, and detecting building collapse, high angle rescue, automobile extrication, confined space, and trench rescue incidents. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $269,782 | $167,836 | $121,695 |
| FTE's | 0.5 | 0.5 | 0.5 |
| # of technical rescue incidents responded to* | 25 | 26 | 27 |

*Technical rescue response includes a team of fire supression personnel depending on the type and scope of the incident.

| MARINE OPERATIONS – The goal of Marine Operations is to provide specialized service in preventing, mitigating, educating, and detecting water/ice rescue incidents. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $180,961 | $165,041 | $119,422 |
| FTE's | 0.5 | 0.5 | 0.5 |
| # of marine incidents responded to | 6 | 7 | 8 |

## Vehicle Operations and Maintenance

**The goal of Vehicle Operations and Maintenance is to provide for repairs, maintenance and fueling of City-owned Fire Department vehicles and equipment in an efficient and cost effective manner.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of all funds budget | 2.8% | 2.1% | 1.9% |
| Total Expenditures | $1,073,072 | $862,065 | $844,541 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $1,073,072 | $862,065 | $844,541 |
| **Program Outcomes** | | | |
| Average Age of Department Engines (active and reserve in years)* | 10.10 | 3.27 | 4.27 |

### Activity Data

| PREVENTATIVE MAINTENANCE – The goal of Preventative Maintenance is to minimize downtime due to systems or parts failure and to minimize overall maintenance costs while ensuring that the vehicles operate safely and efficiently. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $278,391 | $266,552 | $257,700 |
| FTE's | 1.5 | 1.5 | 1.5 |
| Average Age of Department Engines (active and reserve in years)* | 10.1 | 3.27 | 4.27 |
| Average age of Department Ladder Trucks (active and reserve in years)* | 7.0 | 5.0 | 2.1 |
| Average age of Department Medic Units (active and reserve in years) | 4.1 | 3.2 | 3.2 |

*Note - The Department is currently scheduled to replace several engines, ladder trucks, and medic units in FY 2013 which will reduce the fleet age.

| CORRECTIVE MAINTENANCE – The goal of Corrective Mainteance is to address the broken or non functioning systems or parts on Department vehicles that are preventing that vehicle from operating in a safe and efficient manner, and restore the vehicle to full operating condition. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $469,624 | $437,780 | $429,108 |
| FTE's | 2.5 | 2.5 | 2.5 |
| Number of Corrective Maintenance Work Orders completed on engines* | 204 | 120 | 120 |
| Number of Correctie Maintenance Work Orders completed trucks | 84 | 80 | 80 |
| Number of Corrective Maintenance Work Orders completed on Medic Vehicles | 132 | 100 | 100 |
| % emergency vehicles available at all times | 86% | 85% | 85% |

*Note - with the purchase of new engines and a new ladder truck - there is an expected decrease in corrective maintenance.

| FUEL ACQUISITION & PROVISIONING - The goal of Fuel Acquisition and Provisioning is to acquire and deliver gasoline and diesel fuel to the Department's three fueling sites and distribute fuel for use in all Department vehicles. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $325,057 | $157,733 | $157,733 |
| FTE's | 0.1 | 0.1 | 0.1 |
| # of gallons of fuel purchased | 64564* | 90,000 | 90,000 |

*Note - Two ladder trucks were out of service for a portion of FY 2012, thereby reducing fuel consumption.

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

| Activity | Current Service Adjustment | FTE Impact | FY 2014 Proposed |
|---|---|---|---|
| **Fire Incident Response** | *Debt Service Funding* | *0.0* | **$362,782** |
| As part of a plan to address AFD's apparatus replacement needs, the City issued a number of general obligation bonds to finance the purchase. This amount is the amount needed to service those issued bonds in FY 2014. | | | |
| **Fire Incident Response** | *Overtime Funding* | *0.0* | **$890,000** |
| As part of a plan to mitigate AFD's overtime expenditures, City Council set aside $425,000 in contingent reserves in FY12. In FY13, an additional $465,000 was set aside in non-departamental as offset for future recruit classes. Both of these amounts have been moved to the Fire Department's overtime budget in FY 2013 as part of the November Supplemental Appropriations Ordance. In FY 2014, both these amounts have been moved into AFD's base budget for overtime use. | | | |

### Efficiency Savings

| Activity | Efficency Savings | FTE Impact | FY 2014 Proposed |
|---|---|---|---|
| **Fire Incident Response** | *Reduction in Overtime Expenditures* | *0.0* | **($600,000)** |
| 12 Firefighter personnel currently training to staff Fire Station #210 will graduate in April 2013. However the station will not be in service until April/May 2014. These Firefighters will supplement staffing on 4-person engines in order to bring down overtime expenditures required to meet minimum staffing requirements until the station opens. | | | |
| **EMS Incident Response** | *Delay Hiring of Medic Personnel for Fire Station #210* | *0.0* | **($194,060)** |
| 8 EMS personnel slated to be hired to staff Fire Station #210 will be delayed 4 months from July 2013 to November 2013. Hiring these personnel in November 2013 will still allow for sufficent time for training in preparation for the station's opening in April/May of 2014 while allowing partial year savings to be captured. | | | |

# Department of Code Administration

**Mission Statement:** The mission of the Department of Code Administration is to enforce the Virginia Uniform Statewide Building Code and other applicable codes and ordinances to maintain life safety standards and ensure structures are designed, built, and maintained to adopted code requirements.

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $4,324,517 | $4,966,020 | $5,157,971 | 3.9% |
| Non-Personnel | 807,348 | 991,386 | 1,000,698 | 0.9% |
| Capital Goods Outlay | 0 | 53,703 | 191,575 | 256.7% |
| Total Expenditures | $5,131,865 | $6,011,109 | $6,350,244 | 5.6% |
| **Less Revenues** | | | | |
| Internal Services | 0 | 28,390 | 166,262 | 485.6% |
| Special Revenue Funds | 4,365,419 | 5,083,499 | 5,363,953 | 5.5% |
| Total Designated Funding Sources | $4,365,419 | $5,111,889 | $5,530,215 | 8.2% |
| **Net General Fund Expenditures[1]** | **$766,446** | **$899,220** | **$820,029** | **-8.8%** |
| **Total Department FTE's[2]** | **49.5** | **48.0** | **50.7** | 5.7% |

[1]The proposed General Fund budget includes seven full-time positions with related non-personnel expenditures required for conducting the inspections of existing structures in the City (see page 14-9).

[2]Two full-time positions (one Plan Examiner and one Code Inpector III) that were incorrectly budgeted as a result of the split between Code and Fire department in FY 2012, was corrected in FY 2013. In FY 2014, one full-time Plan Examiner I position, one full-time New Construction Division Chief position and one part-time (0.62 FTE) Administrative Support III position were added given the increased construction demand to maintain current levels of service in the department.

## Highlights

- In FY 2014 the proposed General Fund budget for Code Administration decreases by $79,191, or -8.8%. The Code Department budget from all funding sources increases by $339,135, or 5.6%.
- Personnel costs increase by $191,951, or 3.9%. The increase is partially attributed to a higher cost of benefits and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%. Three new positions were added to support increases in development review related demand and to maintain current levels of service responsiveness in the department. These include one New Construction Division Chief position ($102,223) responsible for the coordination of all new code inspection services to include expanded third party inspections and quality control assurance; one new part-time (0.62 FTE) Administrative Support III position ($26,928) to provide additional administrative support due to increased activity in the department; and one Plan Examiner I position ($82,209) to provide additional site plan review and to help address building code issues in a timely manner. The positions will be funded with Permit Center fees reflected as Special Revenue Funds. Beginning in FY 2013, Permit Center fees have been used to fund several positions that are attached to the Permit Center. These include one Database Administrator II ($97,858) position located in Information Technology Services, one Urban Planner II position ($95,776) located in Planning and Zoning, one Account Clerk IV position ($73,778) located in the Finance Department and one partially funded Civil Engineer position (0.25 FTE and $22,617) located in Transportation and Environmental Services.

**Highlights, Continued**

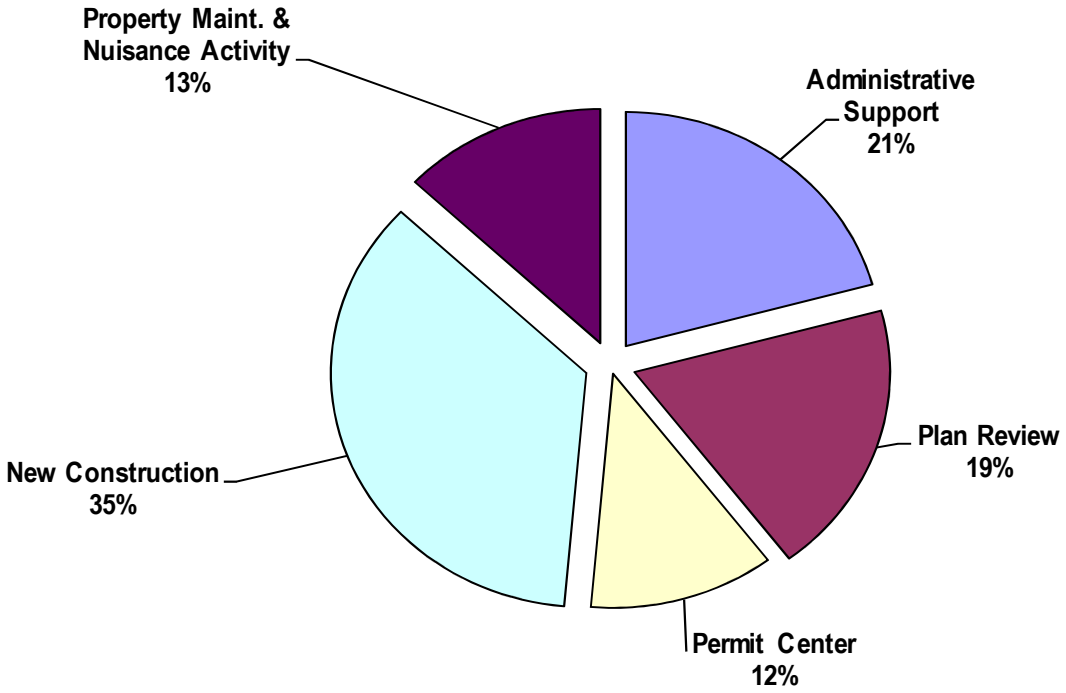
- In FY 2014, the costs of seven development and permit-related positions will also be funded by revenues from permit fees. These include one partially funded Civil Engineer I ($70,790) and three Engineering Aide I positions ($220,809) located in Transportation and Environmental Services (TES); one Archaeologist position ($94,986) located in the Office of Historic Alexandria (OHA); one Urban Planner III position ($120,295) and one half-year funded new GIS Analyst III position ($52,820) located in Planning and Zoning. Thus, expenditures supported by permitting fees will total $6,245,417 in FY 2014, an increase of $871,418, or 16.2%, when compared to FY 2013.
- Non-personnel costs increase by $9,312, or 0.9%, attributable to increased contract costs for computer equipment maintenance and enhancement of the department's VOIP telephone system. Several non-personnel expenditures totaling $77,995 were transferred from the General Fund to the Special Revenue Fund to be funded with Permit Center fees. These costs include vehicle depreciation ($24,403), computer equipment depreciation ($13,953), fuel ($11,221), telecommunications ($6,754), uniforms and wearing apparel ($4,102); education and training, membership dues, regional travel, long distance travel and conference registration ($7,904), controlled data processing and operational equipment ($4,337); supplies, operation supplies and material ($3,221); and other equipment maintenance ($2,100).
- Capital outlay expenditures increase by $137,872, or 256.7%, attributable to scheduled replacements for vehicles and other equipment. This increase is reflected in the Internal Service Fund which increased by the same amount.
- The special revenue fund increased $282,454, or 5.5%, partially attributable to the above mentioned personnel and non-personnel changes in Code Administration.
- The proposed budget increases the City revenue budget for Permit Center fees by $200,000 due to fee schedule modifications proposed based on new constructions and alterations to remain competitive with other localities and to maintain regional consistency. These fee increases will better align service with cost of administration ensuring that the department can meet the needs of applicants, as well as offset the cost of a consolidated full service Permit Center staff. Thus, the proposed Permit Center fee increase of $200,000 will be used to offset the above mentioned staff cost increases.

# Department of Code Administration

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2012 Approved | FY 2014 Proposed |
|---|---|---|---|
| Number of building and trade plans reviewed per week on average | 195 | 121 | 195 |
| # of inspections completed per week (Average output) | 617 | 600 | 610 |
| # of permits processed per week on average | 239 | 210 | 235 |

### FY 2014 Proposed Expenditures by Program



# Department of Code Administration

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Administrative Support | $824,743 | $1,095,519 | $1,318,150 | 20.3% |
| Plan Review | 978,703 | 1,167,898 | 1,199,623 | 2.7% |
| Permit Center | 653,101 | 729,735 | 745,625 | 2.2% |
| New Construction | 1,808,651 | 2,118,737 | 2,266,817 | 7.0% |
| Prop Maint & Nuisance Activities | 766,446 | 899,220 | 820,029 | -8.8% |
| Developer Supported Projects | 100,221 | 0 | 0 | N/A |
| **Total Expenditures[1]** | **$5,131,865** | **$6,011,109** | **$6,350,244** | **5.6%** |

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Administrative Support | 5.0 | 6.0 | 6.6 | 10.3% |
| Plan Review | 10.3 | 9.0 | 10.0 | 11.1% |
| Permit Center | 8.5 | 9.0 | 9.1 | 1.3% |
| New Construction | 18.3 | 17.0 | 18.0 | 5.9% |
| Prop Maint & Nuisance Activities | 7.0 | 7.0 | 7.0 | 0.0% |
| Developer Supported Projects | 0.7 | 0.0 | 0.0 | NA |
| **Total full time employees[1]** | **49.5** | **48.0** | **50.7** | 5.7% |

## Code Administration Programs and Activities

**Administrative Support**
- Administrative Support

**Plan Review**
- Building & Trade Plan Review
- One Stop Shop
- Walk Thru Plan Review

**Permit Center**
- Permit Processing
- Complaint Processing
- Phone Call Processing

**New Construction**
- Inspections of New Structures

**Property Maintenance & Nuisance Activities**
- Inspections of Existing Structures

## Dept Info

**Department Contact Info**
703.746.4200
alexandriava.gov/code/default.aspx

**Department Head**
John Catlett, Director
703.746.4200
john.catlett@alexandriava.gov

## Administrative Support

**The goal of Administrative Support is to provide overall managerial and administrative support to Code Administration personnel in order to ensure effective and efficient operations.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 15.5% | 18.2% | 20.8% |
| Total Expenditures | $824,743 | $1,095,519 | $1,318,150 |
| Less Revenues | $824,743 | $1,095,519 | $1,318,150 |
| Net General Fund Expenditures | $0 | $0 | $0 |
| **Program Outcomes** | | | |
| % of Permit Center payments made online | 8% | 10% | 10% |

### Activity Data

| ADMINISTRATIVE SUPPORT – The goal of Administrative Support is to provide overall managerial and administrative support to Code Administration personnel in order to ensure effective and efficient operations. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $824,743 | $1,095,519 | $1,318,150 |
| FTE's[1] | 5.0 | 6.0 | 6.6 |
| # of FTEs supported | 49.5 | 48.0 | 50.7 |
| $ amount of Code Administration expenditures managed (All Funds) | $5,131,865 | $6,011,109 | $6,350,244 |
| % of Permit Center payments made online | 8% | 10% | 10% |

[1]One part-time (0.62 FTE) Adiministratvie support position ($26,928) was added in FY 2014 to provide additional adminstrative support due to increased activity in the department.

## Plan Review

**The goal of Plan Review is to perform plan reviews for new construction and renovation work within existing structures; perform structural and trade plan reviews; conduct reviews of site plans, Special Use Permits, BAR and BZA reviews and other plan reviews as required in order to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 18.3% | 19.4% | 18.9% |
| Total Expenditures | $978,703 | $1,167,898 | $1,199,623 |
| Less Revenues | $978,703 | $1,167,898 | $1,199,623 |
| Net General Fund Expenditures | $0 | $0 | $0 |
| **Program Outcomes** | | | |
| % of all plans reviewed within established time frames | 99% | 99% | 99% |

### Activity Data

| BUILDING & TRADE PLAN REVIEW – The goal of Building and Trade Plan Review is to conduct comprehensive, quality plan reviews of construction projects, and conduct quality reviews of site plans, Special Use Permits, and BAR & BZA reviews for compliance within local and state mandated codes and regulations within published plan review times.[1] | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures[1] | $705,257 | $817,837 | $871,344 |
| FTE's[1] | 5.5 | 6.0 | 7.0 |
| # of building and trade plans reviewed per week on average | 168.0 | 121.4 | 195.0 |
| Cost per building and trade plan reviewed | $81 | $130 | $86 |
| % of plans reviewed within published plan review time frames | 99% | 99% | 99% |

[1] In FY 2013, the Building & Trade Review activity was combined with Site Plan Revew and BAR, BZA, SUP & Other Plan Review to make one activity. In FY 2014, one Plan Examiner position was addition to provide additional site plan reivew and help resolve building code issues in a timely manner.

| ONE STOP SHOP – The goal of One Stop Shop is to provide expedited plan review within one hour for building and other trades for existing construction, tenant layout, and alterations by appointment. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $46,447 | $128,578 | $93,628 |
| FTE's | 0.5 | 1.0 | 1.0 |
| # of building and trade plans reviewed (1 set of plans is equal to 4 plan reviews: building, electricity, plumbing & mechanic) per week on average. | 12 | 9 | 12 |
| Cost per building and trade plan reviewed[1] | $74 | $268 | $150 |
| % of qualified plans approved within one hour | 98% | 98% | 99% |

[1]Cost per building and trade plan reviewed is lower in FY 2014 due to the hiring of an employee at a lower than previously budgeted cost.

| WALK THRU PLAN REVIEW – The goal of Walk Thru Plan Review is to provide expedited plan review within one working day for specific scope of projects including small additions, alterations, and small repairs. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $226,999 | $221,483 | $234,651 |
| FTE's | 2.3 | 2.0 | 2.0 |
| # of plans reviewed per week on average | 47.0 | 42.3 | 60.0 |
| Cost per plan reviewed | $93 | $101 | $75 |
| % of qualified plans approved within one working day | 99% | 99% | 99% |

## Permit Center

**The goal of the Permit Center is to process the intake of plans for construction in a timely manner, issue permits, verify contractor licenses, process and dispatch complaint calls, and maintain files and records as well as the processing of requested documents in accordance with Code Administration policy and established laws to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 12.2% | 12.1% | 11.7% |
| Total Expenditures | $653,101 | $729,735 | $745,625 |
| Less Revenues | $653,101 | $729,735 | $745,625 |
| Net General Fund Expenditures | $0 | $0 | $0 |
| **Program Outcomes** | | | |
| % of customers served by a service representative within 30 minutes | 99% | 99% | 99% |

### Activity Data

| PERMIT PROCESSING – The goal of Permit Processing is to provide timely intake of plans, either at the permit counter or electronically, ensure completeness of plan submissions, review routing information from other City agencies, verify contractor licenses, process payment of fees, and generate permits in order to maintain life safety standards. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $415,560 | $598,514 | $628,070 |
| FTE's | 5.0 | 7.0 | 7.1 |
| # of permits processed per week (on average) | 239 | 210 | 235 |
| Cost per permit processed | $33 | $55 | $51 |
| Average wait time per customer served | 22 Min | 20 Min. | 17 Min |
| # of FOIAs requests processed | 301 | 225 | 290 |

| COMPLAINT PROCESSING – The goal of Complaint Processing is to gather accurate information regarding complaints, prepare the associated Record of Complaint, and notify and route complaints to the appropriate Code Administration Unit in order to identify hazardous or non code compliant conditions. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $126,839 | $73,652 | $59,787 |
| FTE's | 1.8 | 1.0 | 1.0 |
| # of complaints received per week (on average) | 97 | 86 | 90 |
| Cost per complaint received | $25 | $16 | $13 |
| % of complaints processed within same day of receipt | 95% | 95% | 96% |

| PHONE CALL PROCESSING – The goal of Phone Call Processing is to provide timely fielding of phone calls, answer customer questions, route calls to the appropriate staff member, and process information provided by callers in order to deliver quality customer service. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $110,702 | $57,569 | $57,768 |
| FTE's | 1.8 | 1.0 | 1.0 |
| # of phone calls answered by Permit Center Staff per week | 349 | 325 | 369 |
| Cost per phone call answered by Permit Center Staff per week | $6 | $3 | $3 |
| Average hold time per call | 49 Secs | 47 Secs. | 27 Secs |

## New Construction

**The goal of New Construction is to conduct inspections for new construction and renovation work within existing structures, perform structural, trade, and fire protection systems inspections when requested, and perform damage assessment and other related duties as required to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 33.9% | 35.2% | 35.7% |
| Total Expenditures | $1,808,651 | $2,118,737 | $2,266,817 |
| Less Revenues | $1,808,651 | $2,118,737 | $2,266,817 |
| Net General Fund Expenditures | $0 | $0 | $0 |
| **Program Outcomes** | | | |
| % of inspections completed within one working day of receipt | 99% | 99% | 99% |

### Activity Data

| INSPECTIONS OF NEW STRUCTURES – The goal of Inspections of New Structures is to conduct comprehensive, quality inspections of new construction and renovation projects to ensure compliance with approved plans. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,808,651 | $2,118,737 | $2,266,817 |
| FTE's[1] | 18.3 | 17.0 | 18.0 |
| # of inspections completed per week (average output) | 617 | 600 | 610 |
| Cost per inspection completed | $56 | $68 | $71 |
| % of inspections completed within one working day of receipt | 99% | 99% | 99% |

[1] One New Construction ($102,223) Division Chief was added to oversee all new contruction activity and third party inspections in the City.

## Property Maintenance & Nuisance Activities

**The goal of Property Maintenance & Nuisance Activities is to provide comprehensive inspection services for existing structures including enforcement of fire prevention, property maintenance and City nuisance codes in order to maintain the City's building stock and life safety standards.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 14.4% | 15.0% | 12.9% |
| Total Expenditures | $766,446 | $899,220 | $820,029 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $766,446 | $899,220 | $820,029 |
| **Program Outcomes** | | | |
| % of inspections conducted within specified timeframes | 100% | 100% | 100% |

### Activity Data

| INSPECTIONS of EXISTING STRUCTURES – The goal of Inspections of Existing Structures is to conduct inspections of existing structures and properties for compliance with the Virginia Maintenance Code and various City nuisance ordinances in order to maintain the City's building stock and life safety standards, either on a proactive basis or in response to complaints, and to identify illegal construction and code violations. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $766,446 | $899,220 | $820,029 |
| FTE's | 7.0 | 7.0 | 7.0 |
| # of inspections (Pro-Active) conducted per week(average) (output) | 148 | 360 | 160 |
| Cost per inspection conducted | $100 | $48 | $99 |
| % of inspections conducted within established timeframes | 100% | 100% | 100% |
| # of complaints to be followed upon received per week | 60 | 30 | 50 |
| # City Code violations cited | 4,853 | 5,000 | 4,000 |

## Developer Supported Activities

**The goal of Developer Supported Activities is to focus additional resources on specific development projects around the City in order to expedite the completion of projects, effectively deal with issues in a timely and efficient manner, and assure full cost recovery for these special services.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 1.9% | 0.0% | 0.0% |
| Total Expenditures [1] | $100,221 | $0 | $0 |
| Less Revenues | $100,221 | $0 | $0 |
| Net General Fund Expenditures | $0 | $0 | $0 |
| **Program Outcomes** | | | |
| $ amount of costs recovered | $100,221 | $0 | $0 |

[1] With the completion of the Washington Headquarters Services building (BRAC 133 at Mark Center) in FY 2012, the two staff dedicated to the project have been reallocated elsewhere in Code Adminsitration and no future funding will be allocated to the BRAC 133 at Mark Center activity. Actual expenditures for FY 2012 will continue to be shown within this activity.

### Activity Data

| **BRAC 133 at Mark Center - BRAC is a federal Department of Defense construction project constructed on federal land and Code Administration's role in this project is advisory and limited to plan review and inspection services under the direction of and as assigned by the Pentagon Fire Marshal. The federal government fully reimbursed the costs of this activity.** | **FY 2012 Actual** | **FY 2013 Approved** | **FY 2014 Proposed** |
|---|---|---|---|
| Expenditures | $100,221 | $0 | $0 |
| FTE's | 0.7 | 0.0 | 0.0 |

# Department of Code Administration

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

| Activity | Adjustment | FY 2014 Proposed |
|---|---|---|
| **Administrative Support** | *Contractual Adjustment for Equipment Maintenance Costs* | **$9,312** |
| This adjustment will fund the contractual adjustment for computer equipment maintenance and to enhance the department's VOIP telephone system to make more accessible to customers. This brings the total contract costs to $100,000 in FY 2014. | | |

### Reductions

| Activity | Expenditure Reduction | FY 2014 Proposed |
|---|---|---|
| **Inspection of Existing Structures** | *Non-Personnel Expenditures* | **-$77,995** |
| The department is proposing to transfer several non-personnel expenditures from the General Fund to the Special Revenue Fund to be funded with Permit Center Fees. These costs include vehicle depreciation ($24,403), computer equipment depreciation ($13,953), fuel ($11,221), telecommunications ($6,754), uniforms and wearing apparel ($4,102); also include education and training, membership dues, regional travel, long distance travel and conference registration ($7,904), controlled data processing and operational equipment ($4,337), supplies, operation supplies and material ($3,221); and other equipment maintenance ($2,100). | | |

# Department of Code Administration

## Summary of Budget Changes

### Supplemental Requests

| Activity | Adjustment | FTE | FY 2014 Proposed |
|---|---|---|---|
| **Administrative Support** | *Administrative Support III Position* | **0.62** | **$26,928** |
| Due to increased activity, one part-time (0.62 FTE) Administrative Support III position ($26,928) has been added to provide additional administrative support and to help process the growing level of permits in a timely manner. The position will be funded by Permit Center fees reflected in the Special Revenue Fund. | | | |
| **New Property Inspections** | *New Construction Division Chief* | **1.00** | **$102,223** |
| Also due to increase activiity, one New Construction Division Chief position ($102,223) has been added. The positon will be responsible for the coordination of all new code inspection services to include expanded third party inspections and quality control. The position will be funded by Permit Center fees reflected in the Special Revenue Fund. | | | |
| **Building &Trade Plan Review** | *Plan Examiner I* | **1.00** | **$82,209** |
| To maintain current level of service responsiveness in the department given increased construction demand, one Plan Examiner I position has been added to provide additional site plan review and to help address building code issues in a timely manner. The position will be funded by Permit Center fees reflected in the Special Revenue Fund. | | | |
| | **Total** | | **$211,360** |

### Proposed Fee Adjustments

| Activity | Fee Adjustment | FY 2014 Proposed |
|---|---|---|
| **Permit Center** | *Permit Fee Increase* | **$200,000** |
| The proposed budget increases the City revenue budget for Permit Center fees by $200,000, due to fee schedule modifications proposed based on new constructions and alterations to remain competitive with other localities and to maintain regional consistency. These fee increases will better align service with cost of administration ensuring that the department can meet the needs of applicants, as well as offset the cost of a consolidated full service Permit Center staff. | | |

# Police Department

**Mission Statement:** The mission of the Police Department is to preserve the peace and to protect persons and property.

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $44,288,272 | $45,619,641 | $47,972,925 | 5.2% |
| Non-Personnel | $7,962,718 | $6,212,824 | $6,741,341 | 8.5% |
| Capital Goods Outlay* | -$55,565 | $1,472,018 | $2,285,325 | 55.3% |
| Interfund Transfers | $154,483 | $0 | $0 | 0.0% |
| Total Expenditures | **$52,349,908** | **$53,304,483** | **$56,999,591** | **6.9%** |
| | | | | |
| **Less Revenues** | | | | |
| Internal Service | $642,569 | $1,334,728 | $2,223,035 | 66.6% |
| Special Revenue Fund | $414,027 | $30,000 | $30,000 | 0.0% |
| Total Designated Funding Sources | $1,056,596 | $1,364,728 | $2,253,035 | 65.1% |
| | | | | |
| **Net General Fund Expenditures** | **$51,293,312** | **$51,939,755** | **$54,746,556** | **5.4%** |
| Total Department FTE's | 415.00 | 419.00 | 416.25 | -0.6% |

* Capital Goods Outlay expenses are negative in FY 2012 due to an accounting adjustment of an expenditure that occurred in FY 2011. In June 2011 the purchase of a CSI field vehicle using grant funds was completed and as a result was reflected as expenditures in those funds in FY 2011. The entry for moving this purchase to the equipment replacement fund occurred in FY 2012 which is a credit to expenditures and a debit to transfers out. As a result there is a credit balance in expenditures which is the negative amount.

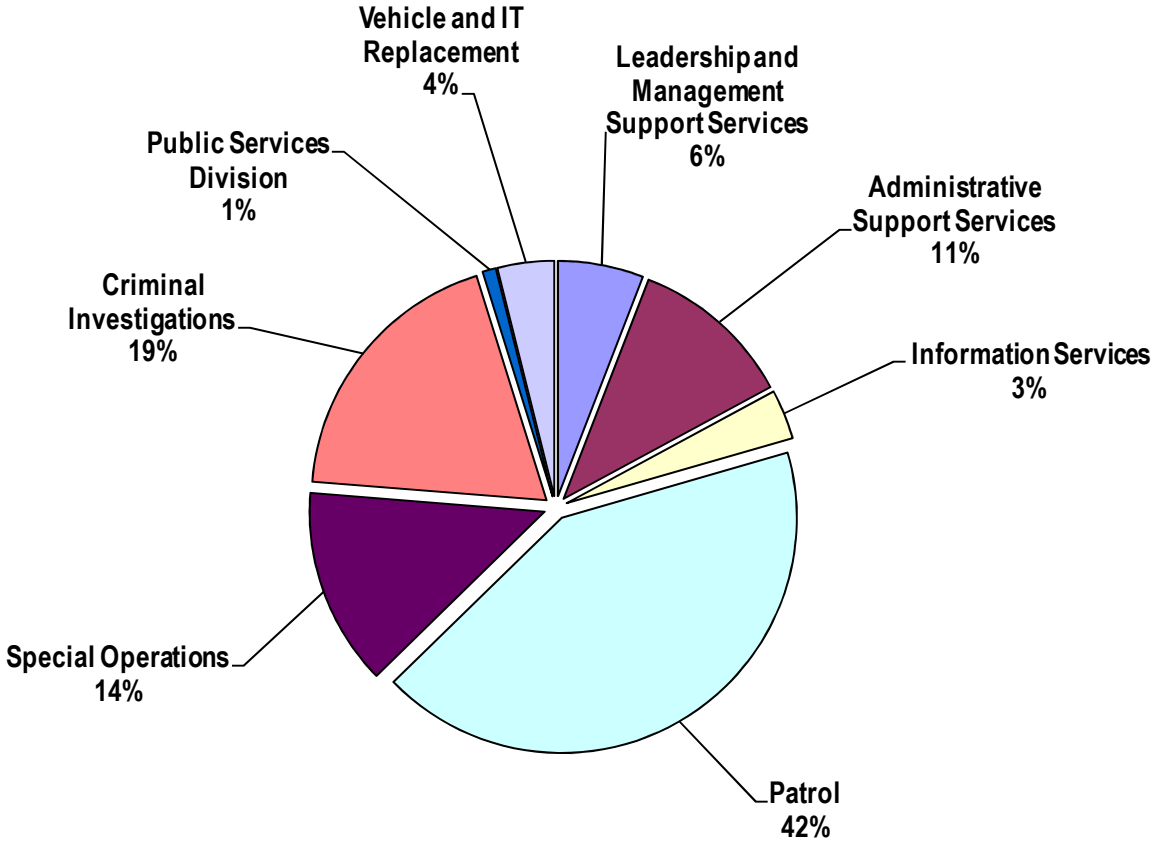
## Highlights

- In FY 2014, the proposed General Fund budget for the Alexandria Police Department increases by $2,806,801, or 5.4%.
- The personnel budget is increasing 5.2% or $2,353,284. The increase is attributed to a higher cost of employee healthcare plans ($600,434) and an increase in retirement contributions ($1,689,469) based on calculations from the Police/Fire Pension Board. Additionally, two parking enforcement officers ($109,594) were added to increase enforcement of parking infractions. This increase is partially offset through the elimination of five vacant sworn police officer positions ($442,660) and one civilian, domestic violence social worker position ($99,660).
- Total non-personnel costs increase $528,517 or 8.5%. This increase is primarily due to increased vehicle replacement costs ($349,386). Additional costs include fully funding APD Headquarters security costs ($58,578), a contribution to the Northern Virginia Regional Gang Task Force ($25,000), and costs related to software and equipment replacement for forensic recovery evidence devices ($25,000).
- Capital outlay increases $813,307 or 55.3% to reflect FY 2014 vehicle replacement costs.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Patrol's average response time from dispatch to arrival for emergency calls | 3.5 minutes | 3.4 minutes | 3.4 minutes |
| % of criminal investigations cases closed | 69% | 78% | 70% |
| Number of applicants processed | 5,691 | 5,331 | 5,331 |
| For information regarding crime statistics, please see Miscellaneous Departmental Information | | | |

## FY 2014 Proposed Expenditures by Program



# Police Department

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership and Management Support Services | $3,678,576 | $3,238,019 | $3,353,337 | 3.6% |
| Administrative Support Services | $6,620,218 | $6,290,769 | $6,403,205 | 1.8% |
| Information Services | $1,870,063 | $1,871,996 | $1,945,785 | 3.9% |
| Police Communications* | $316,742 | $0 | $0 | -100.0% |
| Patrol | $21,260,172 | $22,310,781 | $24,033,292 | 7.7% |
| Operations Support Services | $7,968,508 | $7,443,258 | $7,737,840 | 4.0% |
| Criminal Investigations | $9,488,296 | $10,291,990 | $10,782,989 | 4.8% |
| Public Services | $504,764 | $522,942 | $520,108 | -0.5% |
| Vehicle and IT Replacement | $642,569 | $1,334,728 | $2,223,035 | 66.6% |
| **Total Expenditures** | **$52,349,908** | **$53,304,483** | **$56,999,591** | **6.9%** |

* Police Communications program was transferred to Department of Emergency Communications in FY 2012.

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership and Management Support Services | 18.75 | 19.75 | 19.75 | 0.0% |
| Administrative Support Services* | 40.75 | 41.75 | 43.00 | 3.0% |
| Information Services | 23.50 | 23.50 | 23.50 | 0.0% |
| Patrol | 189.75 | 192.75 | 190.75 | -1.0% |
| Operations Support Services | 61.75 | 60.25 | 60.25 | 0.0% |
| Criminal Investigations | 74.50 | 77.00 | 75.00 | -2.6% |
| Public Services | 4.00 | 4.00 | 4.00 | 0.0% |
| **Total full time employees** | **415.00** | **419.00** | **416.25** | **-0.7%** |
| Sworn Personnel | 307.00 | 311.00 | 306.00 | -1.6% |
| Non-Sworn Personnel | 108.00 | 108.00 | 110.25 | 2.1% |

## Police Department Programs and Activities

**Leadership and Management Support Services**
- Leadership and General Management
- Financial Management
- Human Resources Management

**Administrative Support Services**
- Property & Evidence Management
- Policy Review & Maintenance
- Fleet Management
- Information Technology Management
- Facilities & Security Management
- Certification & Training

**Information Services**
- Report Management

**Patrol**
- Patrol
- Tactical Anti-Crimes Unit
- Crime Analysis

**Operations Support Services**
- Traffic and Parking
- Special Events and Incidents
- School Resource Officers

**Criminal Investigations**
- Criminal Investigations
- Domestic Violence Unit
- Vice/Narcotics
- Task Forces
- Crime Scene Investigation

**Public Services**
- Public Information Office
- Internal Investigations

## Dept. Info

**Department Contact Info**
www.alexandriava.gov/police

**Department Head**
Earl Cook, Chief of Police
703.746.4700
Earl.Cook@alexandriava.gov

## Leadership and Management Support Services Program

**The goal of Leadership and Management Support Services is to provide financial, personnel, planning and support services in order to facilitate the operations of the Police Department.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % total of All Funds Budget | 7.0% | 6.1% | 5.9% |
| Total Expenditures | $3,678,576 | $3,238,019 | $3,353,337 |
| Less Revenues | 0 | 0 | 0 |
| Net General Fund Expenditures | $3,678,576 | $3,238,019 | $3,353,337 |
| **Program Outcomes** | | | |
| % of authorized positions filled | 96% | 96% | 96% |

### Activity Data

| LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide fiscal and support services in order to facilitate the operations of the Police Department. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,752,314 | $2,230,925 | $2,312,915 |
| FTE's | 9.0 | 10.0 | 10.0 |
| % of Departmental effectiveness targets met | 95% | 95% | 95% |

| FINANCIAL MANAGEMENT - The goal of Finance Management is to provide responsible stewardship of the Police Department's budget to support law enforcement operations. | FY 2012 Approved | FY 2012 Actual | FY 2013 Approved |
|---|---|---|---|
| Expenditures | $429,173 | $367,001 | $371,771 |
| FTE's | 3.0 | 3.0 | 3.0 |
| # of fiscal transactions (P-Card, PV, APOs, Petty Cash, Travel) processed per year | 1,094 | 1,095 | 1,095 |

| HUMAN RESOURCES MANAGEMENT - The goal of Human Resources Management is to manage issues affecting employee compensation, staffing, and well-being in support of the Police Department's operations. | FY 2012 Approved | FY 2012 Actual | FY 2013 Approved |
|---|---|---|---|
| Expenditures | $497,089 | $640,093 | $668,651 |
| FTE's | 6.75 | 6.75 | 6.75 |
| # of civilian applicants processed | 3,643 | 2,676 | 2,676 |
| # of sworn applicants processed | 2,048 | 2,655 | 2,655 |

## Administrative Support Services Program

**The goal of Administrative Support Services is to ensure the Police Department has the best possible human resources and necessary tools to conduct its operations.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 12.6% | 11.8% | 11.2% |
| Total Expenditures | $6,620,218 | $6,290,769 | $6,403,205 |
| Less Revenues | 0 | 0 | 0 |
| Net General Fund Expenditures | $6,620,218 | $6,290,769 | $6,403,205 |
| **Program Outcomes** | | | |
| % of authorized positions filled | 96% | 96% | 96% |

### Activity Data

| PROPERTY & EVIDENCE MANAGEMENT – The goal of Property and Evidence Management is to manage all incoming property and evidence, from receipt to disposal. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $672,018 | $683,948 | $738,753 |
| FTE's | 5.0 | 5.0 | 6.0 |
| # of items of property and evidence processed each year | 5,273 | 4,800 | 5,326 |
| % of inventory disposed of annually* | 82% | 18% | 18% |

*FY 2012 disposal rate increase is primarily due to the move to the new APD facility that occurred during FY 2012, which included disposal and re-allocation of no longer needed furniture and equipment.

| POLICY REVIEW & MAINTENANCE – The goal of Policy Review is to research, develop, and amend department policies and procedures to ensure compliance with best practices, legal requirements and accreditation standards. | FY 2012 Approved | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $195,001 | $194,658 | $202,736 |
| FTE's | 2.0 | 2.0 | 2.0 |
| # of directives and addenda issued per year | 31 | 45 | 45 |
| % of accreditation standards met | 100% | 100% | 100% |

| FLEET MANAGEMENT – The goal of Fleet Management is to order vehicles, and to coordinate the equipment, maintenance and deployment of them, in support of police personnel. | FY 2012 Approved | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures* | $971,945 | $457,113 | $373,573 |
| FTE's | 3.0 | 4.0 | 3.0 |
| # of vehicles managed | 310 | 310 | 310 |

* Increased expenditures in FY 2012 due to higher than budgeted fuel costs. Decreased expenditures in FY 2014 due to reallocation of 1 FTE.

## Administrative Support Services Program, continued

### Activity Data

| INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to maintain and enhance the department's computer infrastructure to support operations, analysis and vital electronic communication for police employees. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures* | $1,584,061 | $1,766,341 | $1,862,145 |
| FTE's* | 9.0 | 9.0 | 9.0 |
| # of pc's in department | 384 | 385 | 385 |
| # of mobile computers | 366 | 367 | 367 |
| # of users supported | 449 | 450 | 450 |

* 4.0 FTEs transfer to the new Department of Emergency Communications in FY 2012.

| FACILITIES & SECURITY MANAGEMENT – The goal of Facilities and Security Management is to provide 24/7 security, as well as maintain an aesthetically pleasing, clean, and properly functioning facility environment that is conducive to staff fulfilling the department's mission to the public. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,289,893 | $2,330,858 | $2,332,489 |
| FTE's | 14.75 | 15.75 | 17.00 |
| # of security requests completed | 820 | 725 | 730 |
| # of maintenance requests completed | 300 | 368 | 404 |
| # of internal inspections completed | 25 | 25 | 25 |
| % of customers satisfied with the physical facility environment | 95% | 95% | 95% |

| CERTIFICATION AND TRAINING - The goal of Certification and Training is to coordinate training to ensure employees meet the Department of Criminal Justice certification and maintain skills to protect the public. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $907,300 | $857,851 | $893,509 |
| FTE's | 7.0 | 6.0 | 6.0 |

## Information Services Program

**The goal of Information Services is to maintain the integrity and accountability of police reports and other vital documents, so that information is available to assist in prosecution, investigations, reporting crimes, locating wanted or missing persons, and recovering stolen property.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds budget | 3.6% | 3.5% | 3.4% |
| Total Expenditures | $1,870,063 | $1,871,996 | $1,945,785 |
| Less Revenues | 0 | 0 | 0 |
| Net General Fund Expenditures | $1,870,063 | $1,871,996 | $1,945,785 |
| **Program Outcomes** | | | |
| Incident Based Report System reports (IBRS) submitted on time | 100% | 100% | 100% |

### Activity Data

| REPORT MANAGEMENT – The goal of Report Management is to review, classify, record and secure police incident reports and vital documents, to report crime statistics for the City in accordance with state and federal Incident Based Reporting (IBR) guidelines. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,870,063 | $1,871,996 | $1,945,785 |
| FTE's | 23.5 | 23.5 | 23.5 |
| # of incident reports processed | 11,851 | 13,500 | 13,500 |
| # of criminal reports | 8,255 | 8,800 | 8,800 |
| # of auto accident reports | 1,678 | 1,600 | 1,600 |
| # of non-criminal reports | 1,918 | 3,100 | 3,100 |

## Patrol Program

**The goal of Patrol is to respond to calls for service and provide proactive, visible police presence to protect life and property.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of total All Funds budget | 40.6% | 41.9% | 42.2% |
| Total Expenditures | $21,260,172 | $22,310,781 | $24,033,292 |
| Less Revenues | 166,471 | 0 | 0 |
| Net General Fund Expenditures | $21,093,701 | $22,310,781 | $24,033,292 |
| **Program Outcomes** | | | |
| Calendar Year % Change in Part 1 Crimes | 0.0% | 0.0% | 0.0% |

### Activity Data

| PATROL – The goal of Patrol is to provide visible police presence and timely response to citizen complaints using strategic response system methods. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $19,979,283 | $20,715,559 | $22,532,107 |
| FTE's | 175.75 | 178.75 | 178.75 |
| # of calls for service answered or initiated | 50,102 | 52,230 | 52,230 |
| # of incident reports completed | 11,851 | 13,200 | 13,200 |
| Average response time to emergency calls for service from dispatch to arrival, excluding accidents | 3.5 minutes | 3.4 minutes | 3.4 minutes |

| TACTICAL ANTI-CRIME UNIT - The TAC Unit's primary activities focus on street level criminal offenses, narcotics offenses, fugitive investigations, nuisance crimes, undercover operations, gang enforcement (in conjunction with the Gang Unit) and search warrant executions for other investigative units. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,008,990 | $1,300,267 | $1,196,694 |
| FTE's | 11.0 | 11.0 | 9.0 |
| # of arrests | 378 | 400 | 406 |

| CRIME ANALYSIS – The goal of Crime Analysis is to identify and analyze crime, calls for service and arrest data to provide actionable information through periodic reports, bulletins and maps that assist with officer deployment to combat and reduce crime. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $271,899 | $294,955 | $304,491 |
| FTE's | 3.0 | 3.0 | 3.0 |
| # of major crime maps per year | 350 | 342 | 250 |
| # of special requests and projects | 275 | 253 | 325 |

## Operations Support Services Program

**The goal of Operations Support Services is to augment patrol functions with focused problem solving efforts, and with specialized response to unusual events.**

| Program Total | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of total All Funds budget | 15.2% | 14.0% | 13.6% |
| Total Expenditures | $7,968,508 | $7,443,258 | $7,737,840 |
| Less Revenues | 63,807 | 0 | 0 |
| Net General Fund Expenditures | $7,904,701 | $7,443,258 | $7,737,840 |
| **Program Outcomes** | | | |
| Number of accidents | 1678 | 1600 | 1600 |

### Activity Data

| TRAFFIC AND PARKING – The goal of Traffic and Parking is to promote & facilitate the smooth & orderly flow of traffic, reduce vehicle accidents, protect pedestrians, reduce congestion, and enforce parking and vehicle tag regulations of the City. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $4,968,351 | $4,415,125 | $4,509,281 |
| FTE's | 40.5 | 40.5 | 40.5 |
| # of uniform citations issued by the Motor Unit | 8,218 | 6,575 | 6,800 |
| Net change in accident rate in city | 4% | -2% | -2% |
| # of parking tickets issued by all APD employees | 70,637 | 80,000 | 80,000 |

| SPECIAL EVENTS AND INCIDENTS – The goal of Special Events and Incidents is to lead and direct the specialized functions of police operations to intercept crime & support public safety. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,294,919 | $2,302,659 | $2,444,803 |
| FTE's | 15.25 | 13.75 | 13.75 |
| Number of planned, organized, and staffed special events | 42 | 45 | 47 |
| # of hostage/barricade, hazmat, natural disaster, unique emergency incidents | 16 | 17 | 17 |
| Total # of K9 searches done per year | 601 | 560 | 580 |
| Total # of K9 Detector Searches (bomb, narcotics) | 167 | 85 | 100 |

| SCHOOL RESOURCE OFFICERS – The goal of SRO is to provide visible police presence, education and intervention programs in City schools to support youth and discourage criminal behavior. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $705,238 | $725,474 | $783,756 |
| FTE's | 6.0 | 6.0 | 6.0 |
| # of incidents involving physical altercation | 97 | 75 | 96 |

## Criminal Investigations Program

**The goal of Criminal Investigations is to investigate felony and misdemeanor violations of law to identify the individuals who commit these offenses and arrest them.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds budget | 18.1% | 19.3% | 18.9% |
| Total Expenditures | $9,488,296 | $10,291,990 | $10,782,989 |
| Less Revenues | 183,479 | 30,000 | 30,000 |
| Net General Fund Expenditures | $9,304,817 | $10,261,990 | $10,752,989 |
| **Program Outcomes** | | | |
| Number of cases assigned program wide | 2,037 | 2,457 | 2,712 |

### Activity Data

| CRIMINAL INVESTIGATIONS – The goal of Criminal Investigations is to investigate sex, death, robbery, burglary, grand larceny, financial, gang and juvenile cases involving violations of law, with an emphasis on case closure and prosecution. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $5,052,340 | $5,516,858 | $5,880,360 |
| FTE's | 40.25 | 42.00 | 42.00 |
| # of cases assigned | 1,129 | 1,486 | 1,486 |
| Cost per case | $4,475 | $3,713 | $3,957 |
| % of cases closed | 69% | 78% | 70% |
| % of multiple case closures | 6% | 6% | 6% |

| DOMESTIC VIOLENCE UNIT – The goal of the Domestic Violence Unit is to investigate all domestic violence and stalking offenses, with an emphasis on coordinating victim services and successful | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $378,399 | $533,630 | $467,839 |
| FTE's | 4.0 | 4.0 | 3.0 |
| # of cases assigned | 784 | 846 | 1100 |
| Cost per case | $483 | $631 | $425 |
| % of cases involving arrest | 43% | 56% | 45% |
| % of cases involving services to victims and no arrest | 57% | 45% | 55% |

## Criminal Investigations Program, continued

### Activity Data

| VICE/NARCOTICS – The goal of Vice/Narcotics is to investigate violations of law involving vice, organized crime, and narcotics, to arrest the offenders and create a negative financial impact on violators. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,089,503 | $1,854,011 | $1,874,861 |
| FTE's | 11.0 | 11.0 | 10.0 |
| # of cases assigned | 124 | 125 | 125 |
| # of arrests | 107 | 44 | 112 |
| Cost per case assigned | $16,851 | $14,832 | $14,999 |

| TASK FORCES – The goal of Task Forces is to investigate national and regional drug and money laundering operations for Federal prosecution, in partnership with federal, state and local agencies. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $351,257 | $522,326 | $584,558 |
| FTE's | 4.25 | 4.00 | 4.00 |
| # of cases assigned | 117 | 85 | 123 |

| CRIME SCENE INVESTIGATIONS – The goal of Crime Scene Investigations is to support CIS and Patrol with crime scene processing and fingerprint identification, leading to arrests of criminal suspects. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,616,797 | $1,865,165 | $1,975,371 |
| FTE's | 15.0 | 16.0 | 16.0 |
| # of Evidence Processing Reports | 809 | 800 | 800 |
| % of latent fingerprints recovered at crime scenes (target is 50% ) | 43% | 50% | 50% |

## Public Services Program

**The goal of the Public Services Program is to promote public education, provide information through the media, and investigate all complaints against police employees.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of total All Funds budget | 1.0% | 1.0% | 0.9% |
| Total Expenditures | $504,764 | $522,942 | $520,108 |
| Less Revenues | 0 | 0 | 0 |
| Net General Fund Expenditures | $504,764 | $522,942 | $520,108 |
| **Program Outcomes** | | | |
| Percent of complaints against employees investigated and resolved | 100% | 100% | 100% |

### Activity Data

| PUBLIC INFORMATION OFFICE – The goal of the Public Information Office is to promptly and accurately notify command staff, the public, the media and city officials of significant police-related incidents. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $201,327 | $222,785 | $236,649 |
| FTE's | 2.0 | 2.0 | 2.0 |
| # of media interviews coordinated and conducted | 832 | 820 | 840 |
| # of Conferences & Special Events organized by PIO | 19 | 20 | 22 |

| INTERNAL INVESTIGATIONS – The goal of Internal Investigations is to investigate allegations of misconduct involving department personnel. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $303,437 | $300,157 | $283,459 |
| FTE's | 2.0 | 2.0 | 2.0 |
| # of formal complaints managed (received, investigated, resolved) | 143 | 153 | 153 |

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

| Activity | Current Service Adjustments | FTE Impact | FY 2014 Proposed |
|---|---|---|---|
| **Criminal Investigations** | *Forensic Recovery Evidence Devices and Software & Maintenance* | *0.0* | **$25,000** |
| APD purchased 4 Forensic Recovery Evidence Devices using one-time resources. These devices aid detectives in the recovery of evidence from computers, phones, tablets and other storage devices. The evidence collected has been vital to the sucessful prosecution of numerous cases. This funding provides for on-going replacement costs software upgrades associated with these devices. | | | |
| **Facilities and Security Management** | *Contracted Security for APD Facility* | *0.0* | **$58,578** |
| This funding provides for a second contracted security guard during the midnight and weekend shifts. The initial estimate for contracted security included funds for only one guard during these shifts. However, an analysis of staffing requirements was conducted by APD and the security guard vendor shortly after APD headquarter's opening in 2011. This analysis indicated the need for this second security guard. APD temporarily absorbed the additional cost by delaying equipment purchaes. APD is unable to absorb this cost in future fiscal years. | | | |
| **Task Forces** | *Northern Virginia Gang Task Force Contribution* | *0.0* | **$25,000** |
| APD currently participates in the Nothern Virginia Gang Task Force (NVGTF), which includes 13 local jurisidctions and the Virginia State Police. The NVGTF has become a national model for regional gang task force and is credited with reducing gang violence and gang affiliation in Northern Virginia. Federal funding for this regional task force was eliminated in FY13. As a result, the NVGTF is requesting that each jurisdiction contribute $25,000 to maintain administrative and support staff. This funding represents Alexandria's contribution. | | | |
| **Traffic and Parking** | *Addition of 2 Parking Enfocement Officers* | *2.0* | **$109,594** |
| Two additional Parking Enforcement Officer positions were added to increase enforcement of parking infractions. Expected revenue generation from these positions is $308,000. | | | |

# Police Department

## Summary of Budget Changes

### Reductions

| Activity | Reduction | FTE Impact | FY 2014 Proposed |
|---|---|---|---|
| **Domestic Violence Unit** | *Elimination of a Domestic Violence Social Worker* | *-1.0* | **($99,660)** |
| Elimination of one filled civilian domestic violence social worker position. This reduction will eliminate APD's ability to follow up and provide services to victims in non-arrest cases. In addition, the loss of this position will reduce APD's collaboration with other City agencies and its ability to participate in education and awareness classes on domestic violence issues. | | | |
| **Vice/Narcotics** | *Elimination of 1 Vice/Narcotics Detective* | *-1.0* | **($88,532)** |
| Elimination of one filled sworn Vice/Narcotics detective position. The amount shown equates to the cost of an incoming Police Officer 1 position which will no longer be filled. The loss of this position reduces APD's capacity to enforce narcotics laws and recover drugs. As a result, the likelihood of drugs reaching the street will increase. | | | |
| **Tactical Anti-Crime Unit** | *Elimination of 2 Tactical Anti-Crime Officers* | *-2.0* | **($177,065)** |
| Elimination of two Tactical Anti-Crime Unit positions. The amount shown equates to the cost of two incoming Police Officer 1 positions which will no longer be filled. The loss of these positions will significantly impact APD's capacity to address street level criminal and narcotics offenses, fugitive investigations, arrest of dangerous persons, quality of life issues, undercover operations, gang enforcement, and search warrant executions. | | | |
| **Traffic and Parking** | *Elimination of 2 Motor Officers* | *-2.0* | **($177,065)** |
| Elimination of two motor officer positions. The amount shown equates to the cost of two incoming Police Officer 1 positions which will no longer be filled. The loss of this position will result in a decrease in APD's ability to respond to citizen complaints regarding traffic and parking violations throughout the City. | | | |

## Miscellaneous Departmental Information

Table 1 shows the portion of the Police Department's expenditures that are funded with special revenue.

| Table 1 "Net City Share" of Department of Police Operations | | | |
|---|---|---|---|
| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
| General Fund Expenditures | 51,293,312 | 51,939,755 | 54,746,556 |
| **Police Related General Fund Revenues** | | | |
| HB599 Violation Fine Revenue | 5,380,492 | 5,380,536 | 5,380,536 |
| Parking Revenue | 3,387,500 | 3,400,000 | 3,908,000 |
| **Total** | **8,767,992** | **8,780,536** | **9,288,536** |
| | | | |
| **Net City Share (General Fund Expenditures Less Related Revenues)** | **42,525,320** | **43,159,219** | **45,458,020** |

Table 2 includes Alexandria crime statistics for 2009-2011.

| Table 2 Part I Crimes in Alexandria | | | |
|---|---|---|---|
| | CY 2010 | CY 2011 | CY 2012* |
| Homicide | 3 | 1 | 0 |
| Rape | 21 | 21 | 11 |
| Robbery | 124 | 130 | 139 |
| Aggravated Assault | 118 | 114 | 100 |
| Burglary | 310 | 308 | 255 |
| Larceny | 2,804 | 2,666 | 2,463 |
| Auto Theft | 282 | 373 | 321 |
| **Total** | **3,662** | **3,613** | **3,289** |

*CY 2012 figures contain preliminary data. Official data will be available in April 2013.

PAGE INTENTIONALLY LEFT BLANK

# Operating Agencies

## HEALTH AND WELFARE

Department of Community and Human Services..... 15-2
Alexandria Health Department..... 15-35
Other Health Activities ..... 15-54

# Department of Community & Human Services

**Mission Statement:** The Department of Community and Human Services provides effective and essential safety net services that measurably improve or maintain the quality of life for Alexandrians.

## FY 2014 Proposed Budget Summary Table and Highlights

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $49,535,830 | $52,312,965 | $53,063,182 | 1.4% |
| Non-Personnel | 37,850,675 | 36,905,278 | 37,338,280 | 1.2% |
| Capital Goods Outlay | 128,334 | 152,677 | 193,418 | 21.1% |
| Interfund Transfer to Capital Improvement Program | 575,000 | 0 | 0 | 0.0% |
| Total Expenditures | $88,089,839 | $89,370,920 | $90,594,880 | 1.4% |
| **Sources of Funds** | | | | |
| Internal Services | $49 | $149,647 | $190,388 | 21.4% |
| Special Revenue Funds | 38,988,504 | 38,495,665 | 39,379,159 | 2.2% |
| ARRA - Stimulus Fund | 225,995 | 0 | 0 | 0.0% |
| Total Designated Funding Sources | $39,214,548 | $38,645,312 | $39,569,547 | 2.3% |
| **Net General Fund Expenditures** | **$48,875,291** | **$50,725,608** | **$51,025,333** | **0.6%** |
| **Total Department FTE's** | **582.4** | **579.8** | **566.8** | **-2.3%** |

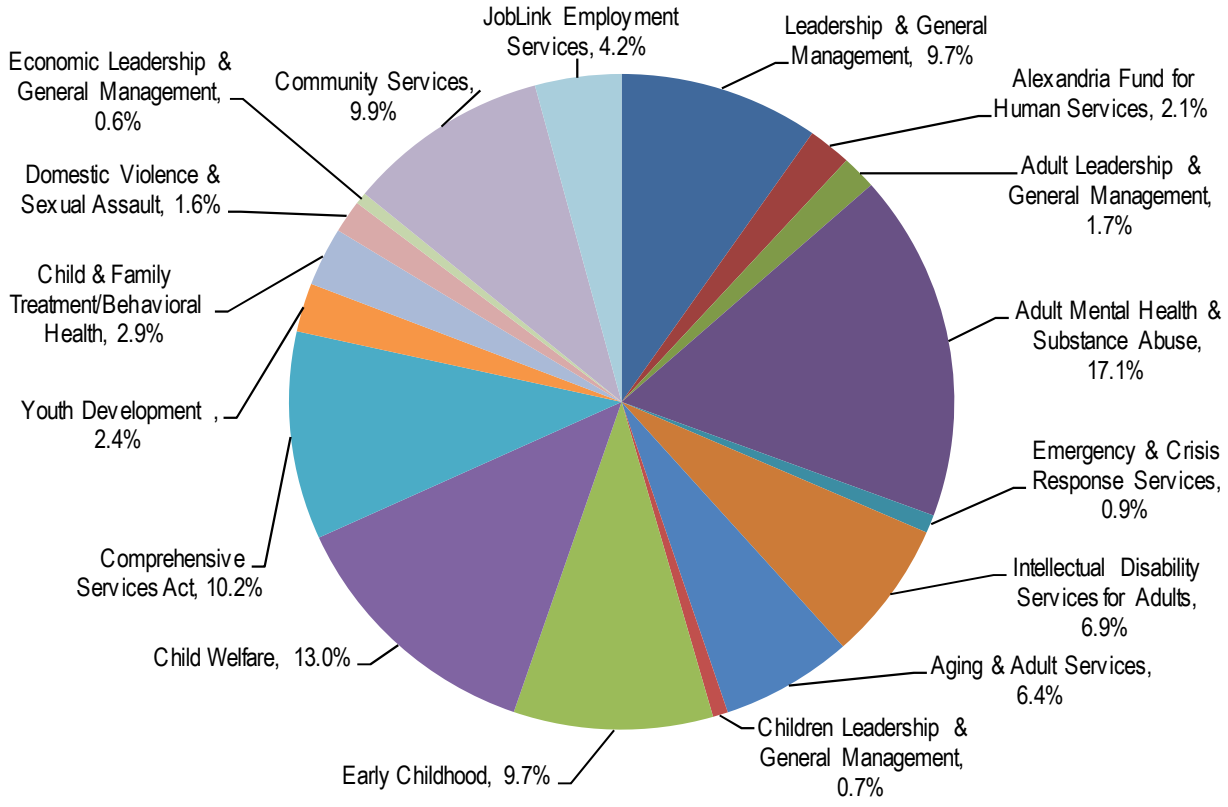
### Highlights

- In the FY 2014 Proposed budget, expenditures from all funding sources increase by $1,223,960 or 1.4%. The General Fund budget increases by $299,725 or 0.6%.
- Personnel costs increase by a total of $750,217 or 1.4%. This is the result of an increase of $1,939,293 due to increases in benefit costs, the addition of a full-time grant funded position, the transfer of a position from the Health Department, and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share of VRS to 5%. This increase was offset with a reduction of $1,189,075 from the elimination of 14.25 full-time equivalent positions (FTEs).
- Non-Personnel costs increase by $433,002 or 1.2%. Contracted services increased by $575,633 due to increased restricted state and federal revenues of 167,742 for the Parent Infant Education Program, increased federal revenues of $220,233 for the Head Start program, and a new grant award of $207,668 for teen pregnancy and sexually transmitted infection prevention services. Current service adjustments for contracted services, maintenance agreements and office space rental total $161,622. These increases were offset by $265,765 in reductions described in detail at the end of this section on pages 15-30 through15-32 and other reductions totaling $38,488 that brought budgeted non-personnel costs into alignment with anticipated grant awards.
- The budget includes a total personnel reduction of 13.0 FTE. Through the City's expenditure reduction plan DCHS reduced 16 positions equaling 14.25 FTE. This reduction is offset with the addition of 1.25 FTEs added during FY 2013 as a result of grant funds and one inter-departmental position transfer from the Health Department to more accurately reflect the position responsibilities.
- For details on the reductions realized by DCHS please see pages 15-30 and 15-32 of this section.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of objectives met as reported by Fund for Human Services grantees | 90.0% | 90.0% | 90.0% |
| $ Value of Benefit Programs and Energy Assistance | $67,600,000 | $75,000,000 | $80,000,000 |
| % of Benefit Program intake cases processed within State required time frames | 92.0% | 97.0% | 91.0% |
| Average hourly wage full time per placement | $15.00 | $15.00 | $15.00 |
| % of CSA services in congregate care | 13% | 13% | 13% |
| % of consumers served who will be maintained in the community without hospitalization | 90.0% | 90.0% | 93.0% |
| % of discharged who are maintained in the community for 90+ days without subsequent Detox Services | 80.0% | 80.0% | 80.0% |
| % of adults with intellectual disabilities who were able to reach some or all of their goals over the past year | 85.0% | 85.0% | 90.0% |
| # of calls received on Sexual Assault and Domestic Violence Hotlines | 2,200 | 1,550 | 1,538 |
| % of children attending accredited or STAR rated child care centers | 75.0% | 60.0% | 65.0% |

### FY 2014 Proposed Expenditure by Program



## Program Level Summary Information

### Expenditure Summary

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| **Administrative Services and Office of Strategic Initiatives and Communication** | | | | |
| Leadership & General Management | $8,794,458 | $7,652,284 | $8,798,906 | 13.0% |
| Alexandria Fund for Human Services | 2,020,594 | 2,033,259 | 1,911,264 | -6.4% |
| **Center for Adult Services** | | | | |
| Adult Leadership & General Management | 1,349,144 | 1,384,301 | 1,520,804 | 9.0% |
| Adult Mental Health & Substance Abuse | 14,654,718 | 15,802,603 | 15,528,371 | -1.8% |
| Emergency & Crisis Response Services | 837,827 | 839,830 | 798,780 | -5.1% |
| Intellectual Disability Services for Adults | 6,268,294 | 6,300,365 | 6,244,642 | -0.9% |
| Aging & Adult Services | 4,317,636 | 5,682,749 | 5,811,310 | 2.2% |
| **Center for Children and Families** | | | | |
| Children Leadership & General Management | 448,553 | 721,467 | 658,015 | -9.6% |
| Early Childhood | 9,662,072 | 8,476,297 | 8,781,350 | 3.5% |
| Child Welfare | 11,371,502 | 11,931,264 | 11,737,675 | -1.6% |
| Comprehensive Services Act | 9,567,466 | 9,281,813 | 9,284,159 | 0.0% |
| Youth Development | 1,857,561 | 1,987,075 | 2,173,256 | 8.6% |
| Child & Family Treatment/Behavioral Health | 1,897,835 | 2,350,410 | 2,629,969 | 10.6% |
| Domestic Violence & Sexual Assault | 1,483,699 | 1,534,168 | 1,463,472 | -4.8% |
| **Center for Economic Support** | | | | |
| Economic Leadership & General Management | 623,479 | 595,706 | 525,819 | -13.3% |
| Community Services and Benefits | 8,929,236 | 8,711,709 | 8,924,986 | 2.4% |
| JobLink Employment Services | 4,005,765 | 4,085,620 | 3,802,102 | -7.5% |
| **Total Expenditures** | **$88,089,839** | **$89,370,920** | **$90,594,880** | **1.4%** |

## Program Level Summary Information

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| **Administrative Services and Office of Strategic Initiatives and Communication** | | | | |
| Leadership & General Management | 65.4 | 58.8 | 63.7 | 7.7% |
| Alexandria Fund for Human Services | 0.0 | 0.0 | 0.0 | N/A |
| **Center for Adult Services** | | | | |
| Adult Leadership & General Management | 15.0 | 13.9 | 13.9 | 0.0% |
| Adult Mental Health & Substance Abuse | 156.4 | 155.2 | 147.3 | -5.4% |
| Emergency & Crisis Response Services | 6.5 | 6.5 | 6.5 | 0.0% |
| Intellectual Disability Services for Adults | 62.6 | 64.0 | 63.0 | -1.6% |
| Aging & Adult Services | 31.3 | 30.5 | 32.5 | 6.2% |
| **Center for Children and Families** | | | | |
| Children Leadership & General Management | 3.5 | 6.3 | 5.5 | -15.7% |
| Early Childhood | 22.5 | 21.0 | 21.5 | 2.3% |
| Child Welfare | 56.3 | 57.3 | 55.3 | -3.6% |
| Comprehensive Services Act | 3.0 | 3.0 | 3.0 | 0.0% |
| Youth Development | 18.6 | 18.6 | 18.0 | -3.3% |
| Child & Family Treatment/Behavioral Health | 21.5 | 22.5 | 24.6 | 8.6% |
| Domestic Violence & Sexual Assault | 13.8 | 14.1 | 14.3 | 1.4% |
| **Center for Economic Support** | | | | |
| Economic Leadership & General Management | 4.7 | 5.2 | 4.8 | -7.7% |
| Community Services and Benefits | 71.3 | 70.6 | 63.3 | -11.6% |
| JobLink Employment Services | 30.1 | 32.6 | 29.9 | -8.8% |
| **Total Full-Time Equivalents** | **582.4** | **579.8** | **566.8** | **-2.3%** |

The Department of Community and Human Services is budgeted for 566.8 full-time equivalent positions across four centers. Throughout the year, as client demand changes, there are reallocations of positions to maximize service delivery. The FY 2014 proposed budget compared to the FY 2013 approved budget reflects the reduction of 16 positions equaling 14.25 FTE. This reduction is offset with the addition of 1.25 FTEs added during FY 2013 as a result of grant funds and one inter-departmental position transfer from the Health Department to more accurately reflect the position responsibilities. Other fluctuations in programs are the result of the reallocation of existing personnel to reflect changes in service demand.

# Department of Community & Human Services

## DCHS Programs and Activities

**Leadership & Management Support Services**
- Leadership & General Management
- Facilities Management
- Technology Services
- Reimbursement, Quality Assurance & Program Evaluation
- Human Resources
- Strategic Initiatives & Communication

**Alexandria Fund for Human Services**
- Children's Fund
- Youth Fund
- Community Partnership Fund

**Adult Leadership & General Management**
- Leadership & Management

**Adult Mental Health & Substance Abuse**
- Case Management
- Psychosocial Rehabilitation & Mental Health Vocational Services
- Psychiatric Services
- Outpatient Services
- Jail Services
- Detoxification Services
- Residential Services

**Emergency & Crisis Response Services**
- Crisis Response and Assessment

**Intellectual Disabilities Services for Adults**
- Support Coordination Services
- Residential Services
- Day Support and Vocational Services

**Aging & Adult Services**
- Adult Protective Services
- Aging-In-Place Services
- Residential Placement & Assistance
- Older Adult Clinical Services

**Children Leadership & General Management**
- Leadership & Management

**Early Childhood**
- Child Care Services
- Head Start
- Out of School Time Services
- Early Intervention
- Regulatory Services and Quality Improvement

**Child Welfare**
- Child Protective Services
- Foster Care & Case Management
- Adoption Services

**Comprehensive Services Act**
- CSA Coordination & Financial Management
- CSA Services

**Youth Development**
- Youth Development

**Child & Family Treatment/Behavioral Health**
- Youth and Family Outpatient Services
- Community Wrap-Around Services

**Domestic Violence & Sexual Assault**
- Domestic Violence & Sexual Assault Services

**Economic Leadership & Management**
- Leadership & Management

**Community Services and Benefits Programs**
- Benefits Programs and Emergency Services
- Homeless Prevention
- Homeless Services

**JobLink Employment Services**
- Adult Employment
- Youth Employment

## Dept Info

Department Contact Info
703.746.4900
http://alexandriava.gov/dchs

DCHS Department Head / Executive Director of the Community Services Board
Michael Gilmore, Ph.D.
703.746.3400
mike.gilmore@alexandriava.gov

Suzanne Chis, 703.746.5700
Deputy Director & Director of Social Services

Lisa Baker, 703.746.3120
Chief Officer, Office of Strategic Initiatives & Communications

Jane Hassell, 703.746.3502
Chief Officer, Administrative Services

Dennis McKinney, 703.746.5990
Assistant Director for Economic Support

Deborah Warren, 703.746.3571
Assistant Director for Children & Families

Carol Layer, 703.746.3500
Assistant Director for Adult Services

## Administration and Center for Outreach and Communication

## Leadership and Management Support Services Program

**The goal of Leadership & General Management is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 10.0% | 8.6% | 9.7% |
| Total Expenditures | $8,794,458 | $7,652,284 | $8,798,906 |
| Less Revenues | $1,349,863 | $776,695 | $859,482 |
| Net General Fund Expenditures | $7,444,595 | $6,875,589 | $7,939,424 |
| **Program Outcomes** | | | |
| % of effectiveness measures met | 84.1% | 95.0% | 90.0% |

### Activity Data

| LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide overall administration and guidance, including financial management, information technology support, and operational oversight, to the Department to support the City's community and human services system. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $3,590,128 | $2,351,220 | $2,729,373 |
| FTE's | 18.8 | 14.5 | 15.1 |
| $ of expenditures managed | $88,089,839 | $89,370,920 | $90,594,880 |
| % of total Department funding derived from special revenues (grants and fees) | 44.5% | 43.2% | 43.7% |
| # of FTEs managed | 582.4 | 579.8 | 566.8 |
| Leadership & General Management as a % of total expenditures | 4.1% | 2.6% | 3.0% |

| FACILITIES MANAGEMENT – The goal of Facilities Management is to provide efficient and cost-effective maintenance, including a preventive maintenance program, to all residential and office facilities of the Department. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,546,161 | $1,501,212 | $1,553,341 |
| FTE's | 7.2 | 7.2 | 7.2 |
| # of work orders | 1,274 | 1,200 | 1,200 |
| # of work orders per FTE | 177 | 168 | 168 |
| % of emergency work orders completed within 24 hours | 81.0% | 80.0% | 80.0% |

## Leadership and Management Support Services Program, continued

### Activity Data

| TECHNOLOGY SERVICES – The goal of Technology Services is to meet the information system technology needs of the Department and its employees by ensuring a reliable network infrastructure, advancing the Department's secure electronic health record system (as mandated by HIPAA), supporting use of State data and information systems, and providing operational support. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,147,780 | $1,134,659 | $1,460,035 |
| FTE's | 8.5 | 9.1 | 9.5 |
| # of hours of unplanned database unavailability* | 31 | 6 | 12 |

*Higher than normal hours of database unavailability in FY 2012 is due to one incident that caused a 24 hour blackout.

| REIMBURSEMENT, QUALITY ASSURANCE & PROGRAM EVALUATION – The goal of Reimbursement, Quality Assurance & Program Evaluation is to collect, maintain and evaluate Community Services Board data required for regulatory authorities in order to improve the quality of consumer services, maximize revenue and maintain accreditation and licensing. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,167,867 | $1,243,721 | $1,291,789 |
| FTE's | 15.9 | 14.9 | 14.9 |
| Reimbursement Unit cost as a % of self pay and third party revenues received | 6.7% | 7.7% | 8.1% |
| # of records reviewed* | 91 | 250 | 250 |
| # of licensing citations | 0 | 0 | 0 |

*Lower than normal number of records reviewed in FY 2012 was due to staffing shortage for most of that FY.

| HUMAN RESOURCES - The goal of Human Resources is to assist department managers in recruiting, hiring, promoting and retaining a highly qualified and diverse workforce to meet the needs of the Department. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $461,206 | $560,002 | $601,745 |
| FTE's | 5.1 | 6.0 | 6.0 |
| # of hires | 120 | 155 | 120 |
| # of hires per FTE | 24 | 26 | 20 |

| STRATEGIC INITIATIVES & COMMUNICATION– The goal of Strategic Initiatives & Communication is to raise visibility about the programs and services offered by the department and provide leadership in implementing department-wide changes. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $881,316 | $861,470 | $1,162,623 |
| FTE's | 9.9 | 7.2 | 11.1 |
| DCHS events publicized* | 40 | 40 | 40 |
| DCHS website hits* | 13,011 | 30,000 | 13,000 |
| Number of calls to Call Center* | 22,058 | 25,800 | 29,980 |
| Call Center calls resulting in warm hand-off* | 7,300 | 7,750 | 10,493 |

*Call Center staffing formally moved under this activity in FY 2013.

## Alexandria Fund for Human Services

**The goal of the Alexandria Fund for Human Services is to provide human service programs for young children, youth, seniors, immigrants and persons with disabilities, through a competitive grant award process to community-based organizations, to meet human services priorities in the community.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 2.3% | 2.3% | 2.1% |
| Total Expenditures | $2,020,594 | $2,033,259 | $1,911,264 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $2,020,594 | $2,033,259 | $1,911,264 |
| **Program Outcomes** | | | |
| % of objectives met as reported by Fund for Human Services grantees | 89.0% | 90.0% | 90.0% |

### Activity Data

| CHILDREN'S FUND – The goal of the Children's Fund is to provide increased access to high quality early childhood programs with comprehensive services to ensure safety and quality programs for at-risk children. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $899,452 | $907,202 | $851,398 |
| FTE's | 0.0 | 0.0 | 0.0 |
| # of children served in classrooms with comprehensive services | 213 | 350 | 250 |
| # of children receiving home-based early intervention services | 256 | 200 | 250 |
| Cost per child served | $1,918 | $1,649 | $1,703 |
| % of objectives met as reported by grantees | 94.0% | 90.0% | 90.0% |

| YOUTH FUND – The goal of the Youth Fund is to promote and enhance youth development by mobilizing community organizations to take action to promote positive development among Youth. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $272,240 | $277,147 | $263,175 |
| FTE's | 0.0 | 0.0 | 0.0 |
| # of grants awarded | 21 | 20 | 20 |
| # of youth served (direct services)* | 2,414 | 4,000 | 2,500 |
| Cost per youth served | $113 | $69 | $105 |
| % of objectives met as reported by grantees | 90.0% | 90.0% | 90.0% |

* Represents a new measure in FY 2013.

## Alexandria Fund for Human Services, continued

### Activity Data

| COMMUNITY PARTNERSHIP FUND – The goal of the Community Partnership Fund is to provide human services to eligible Alexandrians to meet broad human service priorities in the community. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $848,902 | $848,910 | $796,691 |
| FTE's | 0.0 | 0.0 | 0.0 |
| # of residents served through grant-funded programs | 9,071 | 20,000 | 10,000 |
| # of grants awarded | 32 | 33 | 32 |
| Cost per resident served | $93.58 | $42.45 | $79.67 |
| % of objectives met as reported by grantees | 84.0% | 90.0% | 90.0% |

## Adult Services Leadership and Management Support Services Program

**The goal of Leadership & General Management is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 1.5% | 1.5% | 1.7% |
| Total Expenditures | $1,349,144 | $1,384,301 | $1,520,804 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $1,349,144 | $1,384,301 | $1,520,804 |
| **Program Outcomes** | | | |
| % of effectiveness measures met | 87.5% | 95.0% | 95.0% |

### Activity Data

| LEADERSHIP & MANAGEMENT – The goal of Leadership & Management is to lead, manage, and support all activities of the Center for Adult Services and collaborate with other government institutions in order to effectively and efficiently achieve the Center's Goals. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,349,144 | $1,384,301 | $1,520,804 |
| FTEs | 15.0 | 13.9 | 13.9 |
| # of FTEs managed in Center | 271.8 | 270.1 | 263.2 |
| $ of Center expenditures managed | $27,427,619 | $30,009,848 | $29,903,907 |
| % of effectiveness measures met | 87.5% | 95.0% | 95.0% |

## Adult Mental Health and Substance Abuse Program

**The goal of Adult Mental Health and Substance Abuse Services is to provide accurate and effective assessment, treatment and support to adults with a mental health, substance abuse, or co-occurring disorder to help them eliminate and/or manage their symptoms, and improve their ability to function independently in the community.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 16.6% | 17.7% | 17.1% |
| Total Expenditures | $14,654,718 | $15,802,603 | $15,528,371 |
| Less Revenues | $7,616,818 | $8,103,490 | $8,108,315 |
| Net General Fund Expenditures | $7,037,900 | $7,699,113 | $7,420,056 |
| **Program Outcomes** | | | |
| % consumers who will maintain/improve functioning as measured by changes in scores on a standardized instrument | 71.0% | 75.0% | 75.0% |

### Activity Data

| **CASE MANAGEMENT – The goal of Case Management, Recovery Coaching and Homeless Outreach services is to provide outreach, engagement and case management services to individuals who are homeless and have a severe and persistent mental illness or co-occurring MH/SA disorders; and provide individualized assessment, planning, treatment, linkage and monitoring services to increase consumers' ability to live independently, minimize the frequency of psychiatric hospitalizations and increase periods of abstinence from substances.** | **FY 2012 Actual** | **FY 2013 Approved** | **FY 2014 Proposed** |
|---|---|---|---|
| Expenditures | $1,552,837 | $1,877,354 | $1,661,199 |
| FTE's | 23.1 | 22.0 | 18.2 |
| # of consumers served | 659 | 650 | 650 |
| # of service hours provided | 16,866 | 19,479 | 19,479 |
| Cost per service hour | $92 | $96 | $85 |
| % of homeless consumers with mental illness who are successfully linked to MH services | 52.0% | 60.0% | 60.0% |
| % consumers who will maintain/improve functioning as measured by changes in scores on a standardized instrument | 71.0% | 75.0% | 75.0% |

## Adult Mental Health and Substance Abuse Program, continued

### Activity Data

| PSYCHOSOCIAL REHABILITATION & MENTAL HEALTH VOCATIONAL SERVICES - The goal of the West End Wellness Center and Vocational program is to promote recovery, vocational readiness, and to assist individuals obtain and maintain satisfying employment and achieve and maintain the highest level of independence possible. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $757,689 | $809,754 | $786,039 |
| FTE's | 8.6 | 8.6 | 7.9 |
| # of consumers served | 166 | 180 | 170 |
| # of consumer hours of services provided (Psychosocial Rehabilitation)* | 34,767 | 48,750 | 41,400 |
| # of service days (Group Employment)* | 59 | 90 | 90 |
| # of service hours provided (Individual Employment) | 1,179 | 1,464 | 1,464 |
| % of consumers served who will be maintained in the community without hospitalization | 97.0% | 90.0% | 93.0% |

*FY 2012 data is lower than expected due to reductions in transportation services, this issue has been addressed and measures are expected to return to normal levels in FY 2013 and beyond.

| PSYCHIATRIC SERVICES – The goal of Psychiatric Services is to provide psychiatric evaluation, medications and medication management, nursing services and health education to persons experiencing psychiatric symptoms. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,306,889 | $1,567,030 | $1,632,333 |
| FTE's | 7.5 | 7.8 | 7.8 |
| # of consumers served | 1,316 | 1,440 | 1,440 |
| # of service hours provided | 5,988 | 5,397 | 5,397 |
| Cost per service hour | $218 | $290 | $302 |

| OUTPATIENT SERVICES - The goal of Outpatient Treatment is to provide individuals with a serious mental illness, substance use, or co-occurring (MH/SA) disorder individualized assessment, planning, treatment (individual, group and family), linkage and monitoring services in order to increase their ability to live independently, minimize the frequency of psychiatric hospitalizations and increase periods of abstinence from substances. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $3,118,969 | $3,471,506 | $3,556,677 |
| FTE's | 31.5 | 32.5 | 32.5 |
| # of consumers served | 1,696 | 1,925 | 1,750 |
| # of service hours provided | 19,238 | 21,772 | 21,254 |
| Cost per service hour | $162 | $159 | $167 |
| % of consumers discharged from outpatient programs who meet or partially meet treatment goals | 77.0% | 75.0% | 75.0% |

## Adult Mental Health and Substance Abuse Program, continued

| JAIL SERVICES - The goal of Jail Services is to provide mental health and substance abuse services to City of Alexandria Detention Center (ADC) inmates to help them adjust to incarceration, promote safety and stabilization, and to improve their functioning. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $938,383 | $1,101,032 | $1,017,011 |
| FTE's | 11.0 | 11.0 | 10.0 |
| # of consumers served | 804 | 900 | 900 |
| % of inmates receiving substance abuse treatment who report progress toward meeting goals as collected three times during program | 96.0% | 100.0% | 100.0% |
| % of inmates receiving Jail Services who report a "more hopeful" mental status as a result of service | 66.0% | 50.0% | 50.0% |
| Cost per consumer served | $1,167 | $1,223 | $1,130 |

| DETOXIFICATION SERVICES – The goal of the Detox Unit is to safely and effectively detoxify adults addicted to drugs and/or alcohol in a non-medical setting, assist consumers in learning about addiction, and help consumers transition from the Detox Unit to ongoing substance abuse treatment so they may continue their progress toward a drug-free life. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $801,655 | $677,703 | $897,447 |
| FTE's | 7.1 | 6.7 | 8.6 |
| # of consumers | 215 | 225 | 220 |
| # of bed days provided | 2,122 | 2,420 | 2,268 |
| Cost per bed day | $378 | $280 | $396 |
| % of discharged who are maintained in the community for 90+ days without subsequent Detox Services | 85.0% | 80.0% | 80.0% |

| RESIDENTIAL SERVICES – The goal of Residential and Supported Living services is to provide individuals with a serious mental illness or co-occurring (MH/SA) disorders, individual assessment, planning, treatment linkages and monitoring services in order to increase their ability to live independently, minimize the frequency of psychiatric hospitalizations and increase periods of abstinence from substances. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $6,178,296 | $6,298,224 | $5,977,665 |
| FTE's | 67.6 | 66.6 | 62.3 |
| # of consumers | 344 | 286 | 336 |
| # of bed days provided | 45,962 | 49,206 | 46,704 |
| Cost per bed day | $131 | $123 | $124 |
| # of service hours provided in supported living program | 2,188 | 2,561 | 2,561 |
| Cost per service hour in the supported living program | $78 | $74 | $74 |
| % of consumers who are discharged from residential programs who will transition to a similar or less-intensive housing situation | 68.0% | 70.0% | 70.0% |

## Emergency & Crisis Response Services Program

**The goal of Emergency and Crisis Response Services is to provide state mandated crisis intervention and assessment services to persons in Alexandria to help promote safety and stabilization, and to help individuals improve their functioning.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 1.0% | 0.9% | 0.9% |
| Total Expenditures | $837,827 | $839,830 | $798,780 |
| Less Revenues | $373,938 | $362,852 | $318,723 |
| Net General Fund Expenditures | $463,889 | $476,978 | $480,057 |
| **Program Outcomes** | | | |
| % of consumers who report feeling "more hopeful" after intervention | 88.0% | 75.0% | 80.0% |

### Activity Data

| CRISIS RESPONSE AND ASSESSMENT – The goal of Crisis Response and Assessment Services is to provide State-mandated immediate clinical crisis intervention services, 24 hours a day, to persons and groups in Alexandria to help ensure the safety and well being of all citizens and City staff, including assistance to first responders and the public during and following critical incidents. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $837,827 | $839,830 | $798,780 |
| FTE's | 6.5 | 6.5 | 6.5 |
| # of consumers served | 663 | 600 | 650 |
| # of critical incidents responded to | 16 | 10 | 15 |
| Cost per coverage hour (8,750 coverage hours per year; 24 hours/day x 365 days) | $96 | $96 | $91 |
| % of consumers who report feeling "more hopeful" after intervention | 88.0% | 75.0% | 80.0% |

## Intellectual Disability Services for Adults Program

**The goal of Intellectual Services for Adults is to provide accurate and effective assessment and support to adults with an intellectual disability to help them improve or maintain their ability to function independently in the community.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 7.1% | 7.0% | 6.9% |
| Total Expenditures | $6,268,294 | $6,300,365 | $6,244,642 |
| Less Revenues | $3,131,448 | $2,836,428 | $2,790,205 |
| Net General Fund Expenditures | $3,136,846 | $3,463,937 | $3,454,437 |
| **Program Outcomes** | | | |
| % of adults with intellectual disabilities who were able to access activities in the community, such as shopping, restaurants, etc. | 93.0% | 85.0% | 90.0% |

### Activity Data

| SUPPORT COORDINATION SERVICES – The goal of support coordination services is to provide adults with an intellectual disability an assessment of their strengths and needs, links with services, and monitoring of progress towards their goals in order to maximize the individual's level of functioning, increase social interaction and use of natural supports within the community. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $786,911 | $800,547 | $765,101 |
| FTE's | 7.5 | 7.5 | 7.5 |
| # of consumers served | 185 | 175 | 175 |
| # of staff hours of service provided | 7,054 | 6,641 | 6,641 |
| Cost per staff hours of service provided | $112 | $121 | $115 |
| % of adults with intellectual disabilities who were able to reach some or all of their goals over the past year | 93.0% | 85.0% | 90.0% |

| RESIDENTIAL SERVICES – The goal of Residential Services (group homes and apartments) is to provide comprehensive, supervised residential services to Alexandrians who have an intellectual disability and need support within the home to live in the community in order to maximize their level of functioning, increase social interaction and use of natural supports within the community. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $4,047,198 | $4,051,466 | $3,965,922 |
| FTE's | 41.9 | 43.9 | 42.9 |
| # of residents served | 54 | 52 | 52 |
| # of bed days provided | 16,989 | 17,176 | 17,176 |
| Cost per bed day | $238 | $236 | $231 |
| % of consumers or authorized representatives who report achieving some or all residential treatment goals | 98.0% | 85.0% | 90.0% |

## Intellectual Disability Services for Adults Program, continued

**Activity Data**

| DAY SUPPORT AND VOCATIONAL SERVICES – The goal of Day Support and Vocational Services is to provide a respectful and supportive environment where adults with an intellectual disability can structure their days with meaningful activities and help them achieve the highest level of independence possible through the provision of consumer-driven group and sheltered employment services. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,434,185 | $1,448,352 | $1,513,619 |
| FTE's | 13.2 | 12.7 | 12.7 |
| # of consumers served | 76 | 75 | 75 |
| # of client service hours provided (Day Support) | 60,547 | 62,610 | 62,610 |
| # of service hours provided (Individual Employment) | 295 | 204 | 204 |
| # of service days provided (Group Employment) | 3,019 | 3,143 | 3,143 |
| Cost per consumer | $18,871 | $19,311 | $20,182 |
| Average daily hours Day Support consumers participate in meaningful activities | 5 | 5 | 5 |

## Aging and Adult Services Program

**The goal of Aging and Adult Services is to provide resources and services to seniors and adults with disabilities in order to help them maintain their highest level of independence and remain safely in the community.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 4.9% | 6.4% | 6.4% |
| Total Expenditures | $4,317,636 | $5,682,749 | $5,811,310 |
| Less Revenues | $1,367,080 | $1,621,630 | $1,646,252 |
| Net General Fund Expenditures | $2,950,556 | $4,061,119 | $4,165,058 |
| **Program Outcomes** | | | |
| % effectiveness of Aging Programs as measured by effectiveness goals | 100.0% | 100.0% | 100.0% |

## Aging and Adult Services Program, continued

### Activity Data

| ADULT PROTECTIVE SERVICES – The goal of Adult Protective Services is to investigate reports and then provide services and resources necessary to protect seniors and adults with disabilities from abuse, neglect and/or exploitation pursuant to the Code of Virginia. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $461,077 | $646,014 | $641,020 |
| FTE's | 4.5 | 6.0 | 6.0 |
| # of reports investigated | 276 | 230 | 230 |
| Monthly average # of cases managed | 141 | 140 | 140 |
| % of investigations initiated within 24 hours of report | 98.0% | 98.0% | 98.0% |
| % of cases without further incidence of abuse, exploitation, or neglect within 12 months | 98.0% | 97.0% | 97.0% |

| AGING-IN-PLACE SERVICES – The goal is to provide assessment for non-medical in home services, basic resources such as food, and transportation, to enable seniors and adults with disabilities to remain safely in their homes. This area also includes the Adult Day Care Center. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $3,519,703 | $3,858,203 | $3,975,874 |
| FTE's | 21.8 | 20.3 | 21.5 |
| Monthly average # of companion cases managed | 240 | 230 | 230 |
| Medicaid Home and Community Based Screenings | 147 | 140 | 140 |
| % of clients stay safely in home | 100.0% | 100.0% | 100.0% |
| % of home meals delivered on schedule | 100.0% | 100.0% | 100.0% |
| # of one-way senior taxi trips | 23,389 | 15,322 | 17,160 |

| RESIDENTIAL PLACEMENT AND ASSISTANCE – The goal of Residential Placement and Assistance is to provide assessment and placement of indigent seniors and disabled adults in a City governed facility for nursing home and assisted living services.* | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $0 | $674,320 | $655,060 |
| FTE's | 1.0 | 0.2 | 0.0 |
| # of beds budgeted | 28 | 28 | 28 |
| Total Annual Cost per budgeted bed | $0 | $24,083 | $23,395 |

| OLDER ADULT CLINICAL SERVICES – The goal of Older Adult Clinical Services is to provide accurate and effective assessment and treatment to adults age 60+. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $336,856 | $504,212 | $539,356 |
| FTE's | 4.0 | 4.0 | 5.0 |
| # of consumers served | 228 | 200 | 200 |
| # of service hours provided | 3,324 | 3,404 | 3,404 |
| Cost per service hour | $101 | $148 | $158 |
| % of consumers who partially or fully meet treatment goals as assessed by clinician & consumer | 80.0% | 75.0% | 75.0% |

## Children and Families Leadership and Management Support Services Program

**The goal of Leadership & General Management is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 0.5% | 0.8% | 0.7% |
| Total Expenditures | $448,553 | $721,467 | $658,015 |
| Less Revenues | $124,659 | $105,945 | $111,508 |
| Net General Fund Expenditures | $323,894 | $615,522 | $546,507 |
| **Program Outcomes** | | | |
| % of effectiveness measures met | 73.0% | 95.0% | 95.0% |

### Activity Data

| LEADERSHIP & MANAGEMENT – The goal of Leadership & Management is to lead, manage, and support all activities of the Center for Children and Families and collaborate with other government institutions in order to effectively and efficiently achieve the Center's Goals. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $448,553 | $721,467 | $658,015 |
| FTE's | 3.5 | 6.3 | 5.5 |
| # of FTEs managed in Center | 125.4 | 128.6 | 127.7 |
| $ of Center expenditures Managed | $34,804,989 | $34,748,326 | $35,264,424 |
| % of effectiveness measures met | 73.0% | 95.0% | 95.0% |

## Early Childhood Program

**The goal of Early Childhood is to provide high quality childhood education resources for children to ensure school readiness and to reduce the incidence of mental illness, Intellectual Disability and substance abuse through effective prevention and early intervention.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 11.0% | 9.1% | 8.9% |
| Total Expenditures | $9,662,072 | $8,150,261 | $8,096,900 |
| Less Revenues | $5,361,500 | $4,294,866 | $4,630,069 |
| Net General Fund Expenditures | $4,300,572 | $3,855,395 | $3,466,831 |
| **Program Outcomes** | | | |
| % of children attending accredited or STAR rated child care centers | 68.0% | 60.0% | 65.0% |

### Activity Data

| CHILD CARE SERVICES – The goal of Child Care Services is to provide financial assistance with child care services to income eligible families to allow parents to work or to attend a school or education program leading to employment. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $3,443,953 | $2,751,331 | $2,618,969 |
| FTE's | 12.3 | 11.6 | 11.6 |
| # of families that received child care services | 427 | 620 | 500 |
| # of children that received child care services | 663 | 800 | 750 |
| Cost per child served | $5,194 | $3,439 | $3,492 |

| HEAD START - The goal of Head Start is to provide quality preschool experience and comprehensive services to low-income families to help children develop the skills necessary for school readiness through a contractual relationship with a local non-profit. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,414,730 | $2,361,103 | $2,564,551 |
| FTE's | 0.3 | 0.3 | 0.3 |
| # of children served | 309 | 309 | 309 |
| Cost per child served | $7,815 | $7,641 | $8,300 |

## Early Childhood Program, continued

### Activity Data

| OUT OF SCHOOL TIME SERVICES – The goal of Out-of-School Time Services is to support, promote and provide quality before and after school programs for children of the City's working families so that they are engaged in structured and supervised activities during non-school hours. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,777,625 | $1,741,835 | $1,741,835 |
| FTE's | 0.0 | 0.0 | 0.0 |
| # of students enrolled in regular School Year, Gap Camp, and Summer Program | 1,533 | 1,300 | 1,300 |
| % of parents rating vendor provided programs as good or excellent | 99.0% | 95.0% | 95.0% |

| EARLY INTERVENTION – The goals of Early Intervention Services are to help children 0 to 3 with developmental disabilities reach their full potential and to provide on-site mental health assessment, early intervention, and prevention for at-risk children ages 3 to 6 and to reduce their aggressive behavior and increase their social skills. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,540,717 | $1,295,992 | $1,171,545 |
| FTE's | 7.0 | 7.0 | 7.5 |
| # of service hours provided (Parent Infant Education/MH Prevention)* | 10,963 | 7,529 | 7,529 |
| # of consumers served (Parent Infant Education/MH Prevention) | 459 | 350 | 400 |
| % of children who improve in at least one area of development | 100.0% | 80.0% | 90.0% |

*Higher than normal service hours in FY 2012 is due to the merger of measures from the Department of Human Services and Mental Health, Mental Retardation and Substance Abuse. Data collection and reporting method has been revised in FY 2013 and beyond.

| REGULATORY SERVICES AND RESOURCE DEVELOPMENT - The goal of Regulatory Services and Resource Development is to determine initial and on-going compliance of family child care providers with City ordinances and DCHS and State regulations and to provide training, education, mentoring and support for family child care providers and child care staff in order to develop and maintain high quality early childhood experiences. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures* | $485,047 | $326,036 | $684,450 |
| FTE's | 2.9 | 2.1 | 2.1 |
| # of Early Childhood Training hours provided** | 2,352 | 3,060 | 2,500 |
| # completing Vocational English as Second Language Class | 12 | 37 | 20 |
| # of providers regulated | 134 | 170 | 150 |
| # of Center Staff completing CDA (Child Development Associate) credential | 14 | 10 | 12 |

*This is new activity starting in FY 2012

**Starting FY 2012, yearly training requirement increased from 6 to 12 hours

## Child Welfare Program

**The goal of Child Welfare Services is to ensure the safety and well-being of children at risk of neglect or abuse and foster a permanent connection to family.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 12.9% | 13.4% | 13.0% |
| Total Expenditures | $11,371,502 | $11,931,264 | $11,737,675 |
| Less Revenues | $7,243,967 | $8,156,298 | $8,303,053 |
| Net General Fund Expenditures | $4,127,535 | $3,774,966 | $3,434,622 |
| **Program Outcomes** | | | |
| % of children without recurrence of maltreatment | 96.0% | 100.0% | 100.0% |

### Activity Data

| CHILD PROTECTIVE SERVICES – The goal of Child Protective and Family Services is to investigate allegations of child abuse/neglect and to identify service needs to reduce risk and secure safety for children and to provide services to at-risk families to prevent/reduce child abuse/neglect and promote safety. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,445,048 | $3,064,588 | $2,876,229 |
| FTE's | 20.9 | 25.3 | 24.0 |
| Monthly average # of families receiving prevention and child protection services | 238 | 220 | 170 |
| Cost per family served | $10,273 | $13,930 | $16,919 |
| % of children without recurrence of maltreatment | 96.0% | 100.0% | 100.0% |

| FOSTER CARE & CASE MANAGEMENT – The goal of Foster Care and Case Management is to provide care and treatment to ensure the well being of children in foster care while working toward permanency within 12 months. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures* | $5,006,723 | $4,945,837 | $4,883,806 |
| FTE's | 29.0 | 24.8 | 23.9 |
| $ of non CSA foster care payments | $1,420,802 | $1,550,000 | $1,897,595 |
| Monthly average # of children served in foster care | 127 | 140 | 113 |
| Service delivery cost per child | $28,236 | $24,256 | $26,427 |
| % of children in foster care that have no more than 2 placements in less than 12 months | 77.0% | 98.0% | 86.0% |
| % of children re-entering foster care | 10.0% | 5.0% | 7.0% |

*Additional foster care and treatment services occur in the Foster Care Activity within the CSA Program.

## Child Welfare Program, continued

### Activity Data

| ADOPTION SERVICES – The goal of Adoption Services is to secure permanent families for children in the department's custody. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $3,919,731 | $3,920,839 | $3,977,640 |
| FTE's | 6.38 | 7.17 | 7.37 |
| Total $ of adoption subsidies* | $3,327,126 | $2,200,000 | $3,114,358 |
| Monthly average # of subsidies | 211 | 215 | 220 |
| Service delivery cost per child | $2,809 | $8,004 | $3,924 |
| % of children exiting to adoption whose adoption is completed within 24 months | 48% | 24% | 36% |

*VDSS provided additional clarification on eligibility for adoption subsidies for special needs, which increased subsidies in Adoption while decreasing what was paid from Foster Care IVE.

## Comprehensive Services Act Program

**The goal of the Comprehensive Services Act is to provide funding for services to at risk children and to ensure that State and local agencies, parents and private service providers work together to plan and provide services.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 10.9% | 10.4% | 10.2% |
| Total Expenditures | $9,567,466 | $9,281,813 | $9,284,159 |
| Less Revenues | $4,387,197 | $4,392,351 | $4,400,913 |
| Net General Fund Expenditures | $5,180,269 | $4,889,462 | $4,883,246 |
| **Program Outcomes** | | | |
| % of CSA services in congregate care | 14.0% | 13.0% | 13.0% |

### Activity Data

| CSA COORDINATION & FINANCIAL MANAGEMENT – The goal of CSA Coordination and Financial Management is to provide overall coordination and financial control for Comprehensive Services Act purchase of services. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $304,393 | $305,137 | $307,483 |
| FTE's | 3.0 | 3.0 | 3.0 |
| $ of funds administered | $9,263,073 | $8,976,676 | $8,976,676 |
| Cost per $100,000 administered | $3,286 | $3,399 | $3,425 |
| % of CSA services in congregate care | 14.0% | 13.0% | 13.0% |

## Comprehensive Services Act Program, continued

### Activity Data

| COMPREHENSIVE SERVICES ACT SERVICES – The goal of CSA Services is to purchase comprehensive services for at-risk youth and families, based on the level of need and in the least restrictive environment to prevent/reduce child abuse/neglect and promote safety for at-risk families, and/or to purchase services consistent with Individual Treatment Plans, and other services for at-risk families based on level of need. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $9,263,073 | $8,976,676 | $8,976,676 |
| FTE's | 0.0 | 0.0 | 0.0 |
| # of children served | 296 | 319 | 319 |
| $ of services purchased for foster care | $5,100,652 | $5,031,139 | $5,031,139 |
| $ of services purchased for special education tuition assistance | $4,088,933 | $3,725,713 | $3,863,632 |
| $ of services purchased for parental placements and/or nonmandated at-risk youth | $73,488 | $81,905 | $81,905 |
| Cost per child served | $31,294 | $28,140 | $28,140 |

## Youth Development Program

**The goal of the Youth Development is to promote positive youth development through effective collaborative initiatives and best practice direct service to youth and their families.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 2.1% | 2.2% | 2.4% |
| Total Expenditures | $1,857,561 | $1,987,075 | $2,173,256 |
| Less Revenues | $749,849 | $872,810 | $1,066,113 |
| Net General Fund Expenditures | $1,107,712 | $1,114,265 | $1,107,143 |
| **Program Outcomes** | | | |
| % of participants reporting a positive change as a result of the program | 95.0% | 80.0% | 85.0% |

### Activity Data

| YOUTH DEVELOPMENT – The goal of Youth Development is to support and motivate youth to avoid risky behaviors and achieve success at school and at home through best practice programming and coordination and collaboration with youth, parents, professionals and others. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,857,561 | $1,987,075 | $2,173,256 |
| FTE's | 18.6 | 18.6 | 18.0 |
| # of youth and parents/guardians served in youth development programs | 2,680 | 2,500 | 2,500 |
| % decrease in teen pregnancy rate (most recent year) | 20.0% | 1.0% | 1.0% |
| % decrease in alcohol use by teens | 17.0% | 1.0% | 1.0% |

## Child and Family Treatment/Behavioral Program

**The goal of the Child and Family Behavioral Health program is to provide effective treatment for at risk children, youth and their families to measurably improve their functioning in key areas of their lives.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 2.2% | 2.6% | 2.9% |
| Total Expenditures | $1,897,835 | $2,350,410 | $2,629,969 |
| Less Revenues | $1,485,720 | $1,441,301 | $1,479,967 |
| Net General Fund Expenditures | $412,115 | $909,109 | $1,150,002 |
| **Program Outcomes** | | | |
| % youth served by the Homebased Program maintained in the community | 96.0% | 90.0% | 95.0% |

### Activity Data

| YOUTH AND FAMILY OUTPATIENT SERVICES – The goal of Youth and Family Outpatient Services is to evaluate and treat children and youth with severe emotional disturbance and/or substance abuse challenges and their families to improve their functioning in key areas of their lives. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,013,022 | $1,147,250 | $1,740,853 |
| FTE's | 14.5 | 11.3 | 17.8 |
| # of service hours provided | 12,548 | 9,398 | 12,800 |
| # of consumers* | 347 | 575 | 400 |
| Cost per service hour | $79 | $122 | $136 |
| % of children receiving services who maintain or improve functioning | 86.0% | 70.0% | 80.0% |

*Some consumers previously captured in Outpatient Services are now being captured in Community Wraparound Services. See increase in number of consumers within Community Wraparound Services.

| COMMUNITY WRAPAROUND SERVICES – The goal of Community Wraparound Services is to provide timely, intensive, supportive, and community based interventions for children through 21 years of age and their families in order to maintain youth with their families in the community. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $884,813 | $1,203,160 | $889,116 |
| FTE's | 7.0 | 11.2 | 6.8 |
| # of service hours provided | 11,592 | 13,376 | 11,440 |
| # of consumers | 376 | 205 | 375 |
| Cost per service hour | $76 | $90 | $78 |
| % youth served by the Homebased Program maintained in the community | 96.0% | 90.0% | 95.0% |

*Some consumers previously captured in Outpatient Services are now being captured in Community Wraparound Services. See increase in number of consumers within Community Wraparound Services.

## Domestic Violence and Sexual Assault Services Program

**The goal of Domestic Violence and Sexual Assault Services is to advocate for and provide support to women, men, and children affected by sexual and domestic violence in order to reduce the effects of crisis in a person's life, restore balance and increase safety.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 1.7% | 1.7% | 1.6% |
| Total Expenditures | $1,483,699 | $1,534,168 | $1,463,472 |
| Less Revenues | $458,775 | $449,512 | $468,010 |
| Net General Fund Expenditures | $1,024,924 | $1,084,656 | $995,462 |
| **Program Outcomes** | | | |
| % of survivors who are able to identify their safety options | 93.0% | 95.0% | 95.0% |

### Activity Data

| DOMESTIC VIOLENCE AND SEXUAL ASSUALT SERVICES – Advocate for and provide support to women, men, and children affected by sexual and domestic violence in order to reduce the effects of crisis in a person's life, restore balance and increase safety. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,483,699 | $1,534,168 | $1,463,472 |
| FTE's | 13.8 | 14.1 | 14.3 |
| # of calls received on Sexual Assault and Domestic Violence Hotlines | 1,538 | 1,550 | 1,538 |
| # of youth clients served through supportive counseling | 245 | 350 | 245 |
| # of services received by adult clients | 11,160 | 8,700 | 11,160 |
| # of adult clients served through supportive counseling | 1,960 | 1,350 | 1,960 |
| % of individuals calling the hotline who reported being informed about services available | 100.0% | 70.0% | 70.0% |

## Economic Support Leadership and Management Support Services Program

**The goal of Leadership & General Management is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 0.7% | 0.7% | 0.6% |
| Total Expenditures | $623,479 | $595,706 | $525,819 |
| Less Revenues | $54,475 | $31,751 | $33,372 |
| Net General Fund Expenditures | $569,004 | $563,955 | $492,447 |
| **Program Outcomes** | | | |
| % effectiveness measures met | 100.0% | 90.0% | 90.0% |

### Activity Data

| LEADERSHIP & MANAGEMENT – responsible for ensuring the coordinated and expeditious delivery of services to clients in need of immediate and ongoing services to support their self-sufficiency. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $623,479 | $595,706 | $525,819 |
| FTE's | 4.7 | 5.2 | 4.8 |
| # of FTEs managed in Center | 106.1 | 108.3 | 98.0 |
| $ of Center expenditures Managed | $13,558,480 | $13,393,035 | $13,252,907 |
| % of effectiveness measures met | 100.0% | 90.0% | 90.0% |

## Community Services and Benefits Programs

**The goal of Community Services and Benefits Programs is to provide financial assistance, medical assistance, counseling and support services, that allow households and eligible individuals to re-establish or maintain self-sufficiency and affordable housing.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 10.1% | 9.7% | 9.9% |
| Total Expenditures | $8,929,236 | $8,711,709 | $8,924,986 |
| Less Revenues | $3,906,803 | $3,936,834 | $4,084,712 |
| Net General Fund Expenditures | $5,022,433 | $4,774,875 | $4,840,274 |
| **Program Outcomes** | | | |
| Clients served within state mandated time frames | 97.1% | 97.0% | 91.0% |

### Activity Data

| BENEFIT PROGRAMS AND EMERGENCY SERVICES – Provide financial assistance, access to State benefit programs, comprehensive case management, and community referral services to promote the stability, self-sufficiency, health and well-being of income-eligible households. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $6,446,358 | $6,272,452 | $6,387,134 |
| FTE's | 63.2 | 62.0 | 58.0 |
| % of Benefit Program intake cases processed within State required time frames | 97.1% | 97.0% | 91.0% |
| Average monthly number of Medicaid cases, SNAP, and TANF | 13,748 | 13,000 | 13,000 |
| Number of Households receiving State Energy Assistance Program (duplicated) | 1,410 | 1,020 | 1,020 |
| $ Value of Benefit Programs and Energy Assistance | $83,340,000 | $75,000,000 | $80,000,000 |
| # of clients served with short-term safety net services | 2,904 | 3,400 | 3,400 |
| $ of short-term safety net assistance provided | $377,423 | $300,000 | $300,000 |
| $ value of community donations disseminated | $114,044 | $115,000 | $115,000 |

## Community Services Program, continued

### Activity Data

| HOMELESS PREVENTION – Provision of financial assistance, comprehensive case management, and referral services to stabilize households at risk of experiencing homelessness. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $637,755 | $715,867 | $763,736 |
| FTE's | 3.0 | 3.0 | 3.0 |
| # of clients served | 268 | 210 | 250 |
| # of households served | 98 | 82 | 88 |
| $ of direct financial assistance | $313,299 | $450,000 | $250,000 |
| Cost per client served | $2,380 | $3,409 | $3,055 |
| % of households who are still in their homes 6 months later | 92.0% | 80.0% | 85.0% |

| HOMELESS SERVICES – Provision of a coordinated Continuum of Care consisting of homeless services and resources, in collaboration with community partners, to individuals currently experiencing homelessness. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,845,123 | $1,723,390 | $1,774,116 |
| FTE's | 5.1 | 5.6 | 2.3 |
| Alexandria Community (Emergency) Shelter - contract $ | $817,437 | $793,728 | $847,184 |
| Winter Shelter - contract $ | $99,852 | $99,000 | $99,000 |
| Transitional Housing $ | $63,883 | $63,250 | $0 |
| # of clients served in shelters or transitional housing | 597 | 550 | 605 |
| # of bed nights | 28,575 | 39,000 | 28,000 |
| % of households developing a self-sufficiency assessment within 72 hours of entering shelter | 96.0% | 96.0% | 93.0% |
| Cost per bed nights in shelters or transitional housing | $34 | $27 | $33 |

## JobLink Employment Services Program

**The goal of the JobLink Employment Services Program is to bring together job seekers who desire permanent employment and businesses that need reliable employees in order to increase self-sufficiency and promote economic development.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total Budget | 4.5% | 4.6% | 4.2% |
| Total Expenditures | $4,005,765 | $4,085,620 | $3,802,102 |
| Less Revenues | $1,602,426 | $1,262,549 | $1,268,853 |
| Net General Fund Expenditures | $2,403,339 | $2,823,071 | $2,533,249 |
| **Program Outcomes** | | | |
| % of Clients Rating Service as Good or Excellent | 91.0% | 85.0% | 85.0% |

### Activity Data

| ADULT EMPLOYMENT – The goal of Adult Employment is to provide employment services to adults to increase self-sufficiency. Clients served include those affected by layoffs, those who are low income and unemployed or underemployed, those who have disabilities, those who were previously incarcerated, as well as refugees, food stamp recipients, and other City residents not eligible for special programs. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $3,406,055 | $3,458,857 | $3,176,000 |
| FTE's | 26.9 | 29.4 | 26.7 |
| # of adult clients served | 2,919 | 2,477 | 2,244 |
| Cost per adult client served | $1,167 | $1,396 | $1,415 |
| Average hourly wage full time per placement | $14.42 | $15.00 | $15.00 |
| # of VIEW clients served | 411 | 475 | 475 |
| % of VIEW clients in a work activity | 91.0% | 85.0% | 85.0% |

| YOUTH EMPLOYMENT – The goal of Youth Employment is to provide employment services to low-income clients, ages 14 to 21, to increase employability and self-sufficiency. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $599,710 | $626,763 | $626,102 |
| FTE's | 3.2 | 3.2 | 3.2 |
| # of all youth served | 526 | 539 | 539 |
| Cost per youth served | $1,140 | $1,163 | $1,162 |
| Hourly average wage per placement | $7.42 | $7.25 | $7.25 |

## Summary of Budget Changes

### Adjustments to Maintain Current Services

| Activity | | | FY 2014 Proposed |
|---|---|---|---|
| **General Fund Adjustments** | | | |
| **Various** | *Contractual Increases* | **0.0** | **$82,541** |
| Adjustments are necessary to cover increases required by contracts held by DCHS in order to maintain the current level of services provided to the Alexandria community. Significant and notable contractual increases include $53,311 for Meal on Wheels; $16,148 for the purchase of service agreements for the Alexandria Community Services Board clients; and $11,696 for the Alexandria Community Shelter. | | | |
| **Various** | *Increased Rent Costs* | **0.0** | **$79,081** |
| Lease costs throughout the Department were increased as mandated in contracts held by DCHS. The Department has leased space at 2525 Mt. Vernon Ave, 1900 Beauregard Street, 720 North St. Asaph Street and 421 and 4480 King Street. | | | |

# Department of Community & Human Services

## Summary of Budget Changes

### Special Revenue Fund Adjustments

| Activity | Adjustment | | FY 2014 Proposed |
|---|---|---|---|
| **Various** | *VDSS Revenue* | **0.0** | **($397,402)** |
| Due to a formula adjustment the department is projecting revenue from the Virginia Department of Social Services to increase by $397,404 in FY 2014, which allows the City to reduce the General Fund budget by an equal amount. | | | |
| **Various** | *CSB Block Grant Revenue* | **0.0** | **($65,562)** |
| The department is projecting revenue from mental health block grants to increase by $65,562 in FY 2014, which allows the City to reduce the General Fund budget by an equal amount. | | | |

### Expenditure Reductions

| Activity | Adjustment | | FY 2014 Proposed |
|---|---|---|---|
| **Fund For Human Services** | *Fund For Human Services* | **0.0** | **($121,995)** |
| Reduces the Fund For Human Services General Fund supported grants by $121,995. Fund For Human Services grants are awarded on a biannual cycle. Reduces amount available for awards in FY 2014 for the Children's Fund by $55,804, Youth Fund by $13,972 and the Community Partnership Fund by $52,219. | | | |
| **Child Welfare** | *Child Protective Services Position* | **-1.0** | **($100,789)** |
| Eliminates 1 of 12 Child Protective Services positions. Child Protective Services primarily investigates allegations of child abuse and neglect but also provides early intervention and prevention services. This position only provides early intervention and prevention services to families. This reduction will result in an approximate 25% reduction in the number of families receiving early intervention and prevention services. | | | |
| **Aging-In-Place** | *Senior Taxi* | **0.0** | **($91,883)** |
| This reduction modifies Senior Taxi services to control increasing costs while continuing to serve Alexandria's' most needy seniors. As the population in Alexandria has aged costs of this services have increased rapidly. DCHS will modify the program to contain costs by capping expenditures at $165,000 annually, using a coupon based system, and implementing a detailed eligibility screening process. In FY 2012 771 seniors used this service. | | | |
| **Child Care Services** | *Childcare Non-Personnel* | **0.0** | **($148,535)** |
| Reduces childcare non-personnel expenditures. These funds were initially provided to supplement State and Federal child care funding when early estimates showed funding would not satisfy need. These funds are no longer needed and this reduction will have no impact on service provision. | | | |
| **Community Wraparound Services** | *Non-Personnel Training* | **0.0** | **($22,324)** |
| Reduces the Mental Health System of Care Prevention non-personnel training budget for staff providing comprehensive services to youth. This reduction is an efficiency and will have no impact on services provided. | | | |

## Summary of Budget Changes

### Expenditure Reductions

| Activity | Adjustment | | FY 2014 Proposed |
|---|---|---|---|
| **Youth Development** | *Bullying Coordinator* | **-1.0** | **($65,800)** |
| Eliminates the Bullying Coordinator Position. There will be no impact on exising services as this position was recently reclassified and the program has not yet begun. This position is currently vacant. | | | |
| **Adult Employment** | *Community and Education Specialist* | **-1.0** | **($115,620)** |
| Eliminates the Community and Education Specialist position and associated operating costs. This position provides english language and citizen orientation services for roughly 300 Spanish speaking citizens with the focus of assisting consumers find gainful employment. | | | |
| **Benefits Program** | *Support for Dental Co-Pays* | **0.0** | **($25,000)** |
| Eliminates financial co-pay assistance for return dental visits. Patient co-pay will increase from $20 to $40 per visit. This reduction will decrease consumers discretionary income and may limit the number of consumers that will attend follow-up visits. | | | |
| **Adult Employment** | *JobLink Non-Personnel Expenditures* | **0.0** | **($47,728)** |
| Reduces the JobLink non-personnel expenditures by $47,728, of which $29,928 will reduce printing, office supplies, etc., and $23,800 in client support including transportation, clothing and training. This reduction will decrease the quality and breadth of services offered to job-seekers. Reduction may decrease the number of people who are assisted through JObLink who are hired at livable wage. | | | |
| **Benefits Program** | *Public Assistance Processing Services* | **-1.0** | **($45,205)** |
| Eliminates one of fifteen Human Services Benefits Program Technician position. Position is responsible for process applications for State assistance programs including Temporary Assistance for Needy Families, food stamps (SNAP), and Medicaid. DCHS will lose an additional $16,267 in State revenue as a result of this reduction. This reduction is not expected to decrease the number of consumers served but may increase the timeliness of service provision. | | | |
| **Adult Employment** | *Employment Training Specialist* | **-1.0** | **($63,705)** |
| Eliminates one of eighteen Employment Training Specialist positions. Employment Training Specialist provides job training and placement assistance to low income adults. This will reduce the number of consumers served by approximately 85 per year. | | | |
| **Residential Services** | *MH/SA Residential Services* | **-2.0** | **($176,877)** |
| Eliminates two Therapist Supervisor positions within the Mental Health and Substance Abuse Residential Services program. | | | |
| **Detoxification Services** | *Detox Kitchen* | **-4.5** | **($150,000)** |
| Reduces personnel and operation expenditures for Detox Kitchen Services by moving services from "in-house" to contracted provision. This reduction will have no impact on the quality of services provided. | | | |
| **Detoxification Services** | *Detoxification Services* | **-0.8** | **($55,904)** |
| Reduces capacity of substance abuse detox to service medically complex clients by eliminating Detox Nurse position. This reduction may decrease the percent of individuals with serious substance issues who are able to remain in the community without hospitalization. | | | |
| **Residential Services** | *MH/SA Residential Services* | **-0.95** | **($89,245)** |
| This reduction reflects the elimination of two part-time Residential Counselor positions (0.95 FTE's) at Aspen Apartments for a savings of $44,190, and eliminates the non-personnel expenditures at Aspen Apartments as a savings of $44,055. Residential Counselors provided counseling services to MH/SA inpatient clients located at Aspen House for transitional services. Additionally, DCHS will sell Aspen House Apartments in FY 14, the revenue from the sale will be captured in FY 15. | | | |
| **Jail Services** | *Senior Therapist* | **-1.0** | |
| As part of the City's expenditure reduction plan the Alexandria Sherriff's Department eliminated their general fund support for the DCHS position of Senior Therapist for Mental Health and Substance Abuse Services that worked within the jail. As DCHS will not be able to fund the position without that support this position will be eliminated. DCHS will retain and reprogram their portion of the funding for this position. | | | |
| **Total Expenditure Reductions** | | **(14.25)** | **($1,783,574)** |

## Summary of Budget Changes

### Unfunded Positions Carried Over Into FY 2014

Over the past several years General Fund budget reductions have resulted in the positions noted below being unfunded and frozen. These positions are no longer included in the FTE count and their impact is felt through a continued reduction in performance measures. In some cases, positions are unfunded and can be authorized to be filled and their functions continued in the event that special revenue or reimbursement is available to the City.

| Activity | | FTEs | |
|---|---|---|---|
| **Community Services** | *Admin Support II* | **(1.00)** | **($21,821)** |
| Admin Support II's are responsible for the orderly and timely filing of caseload information so that it can be readily accessible to Eligibility Workers who deliver benefits to VDSS clients within the state mandate of seven days. Unfunding this position will prohibit DCHS from fully staffing the Records Room and negatively impact internal customer service. | | | |
| **Community Services** | *Eligibility Workers* | **(3.00)** | **($85,497)** |
| These positions are responsible for determining eligibility at initial contact and maintaining continual eligibility for public assistance cases which include TANF, Medicaid and Food Stamps. The increase in caseloads will have a material effect on the quality and timeliness of meeting state mandated standards along with the ability to provide other services to clients. | | | |
| **Youth Development** | *Coordinator Youth Services* | **(1.00)** | **($86,386)** |
| The Director of the Office of Youth Services will assume responsibility for the administrative function previously performed by the Project Coordinator. Additional responsibilities have been divided among the Project staff, so as not to negatively impact the total number of clients served, and other functions may take a lower priority. | | | |
| **Adult MH & SA** | *Clinical Psychiatrist* | **(0.50)** | **($75,151)** |
| This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here. | | | |
| **Adult MH & SA** | *Management Analyst I* | **(0.50)** | **($38,622)** |
| This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here. | | | |
| **Adult MH & SA** | *Direct Support Technician* | **(1.00)** | **($55,643)** |
| This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here. | | | |

## Summary of Budget Changes

### Unfunded Positions Carried Over Into FY 2014

| Activity | | FTEs | |
|---|---|---|---|
| **Adult MH & SA** | *Direct Support Technician* | **(1.00)** | **($55,643)** |
| This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here. | | | |
| **Adult MH & SA** | *Direct Support Technician* | **(1.00)** | **($55,643)** |
| This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here. | | | |
| **Adult MH & SA** | *Direct Support Technician* | **(0.50)** | **($27,822)** |
| This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here. | | | |
| **Various** | *Receptionist/Phone Operator* | **(0.50)** | **($22,109)** |
| This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here. | | | |
| **Leadership and General Management** | *Contract Administrator* | **(1.00)** | **($67,269)** |
| This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here. | | | |
| **Total General Fund Reduction** | | **(11.00)** | **($591,606)** |

# Health Department

**Mission Statement:** The mission of the Alexandria Health Department is "to protect and to promote health and well-being in the city communities" – we do this by providing the three core functions of public health: assessment, policy development and assurance. Our vision is "Healthy People, Healthier Communities" – recognizing that health is a continuum across time and that all people in our communities need to enjoy health for our communities to be fully healthy. Our fundamental values are: "working together," "improving continuously," and "making a difference."

## Expenditure and Revenue Summary

| City Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $1,832,147 | $1,966,824 | $1,888,863 | -4.0% |
| Non-Personnel | $4,864,113 | $5,066,141 | $4,953,314 | -2.2% |
| Capital Goods Outlay | $0 | $32,457 | $24,515 | -24.5% |
| Total Expenditures | $6,696,260 | $7,065,422 | $6,866,692 | -2.8% |
| **Less Revenues** | | | | |
| Internal Services | $0 | $32,457 | $24,515 | -24.5% |
| Special Revenue Funds | $39,166 | $0 | $0 | N/A |
| Total Designated Funding Sources | $39,166 | $32,457 | $24,515 | -24.5% |
| **Net General Fund Expenditures** | **$6,657,094** | **$7,032,965** | **$6,842,177** | **-2.7%** |
| **Total Department City FTE's** | **18.32** | **16.15** | **16.15** | **0.0%** |

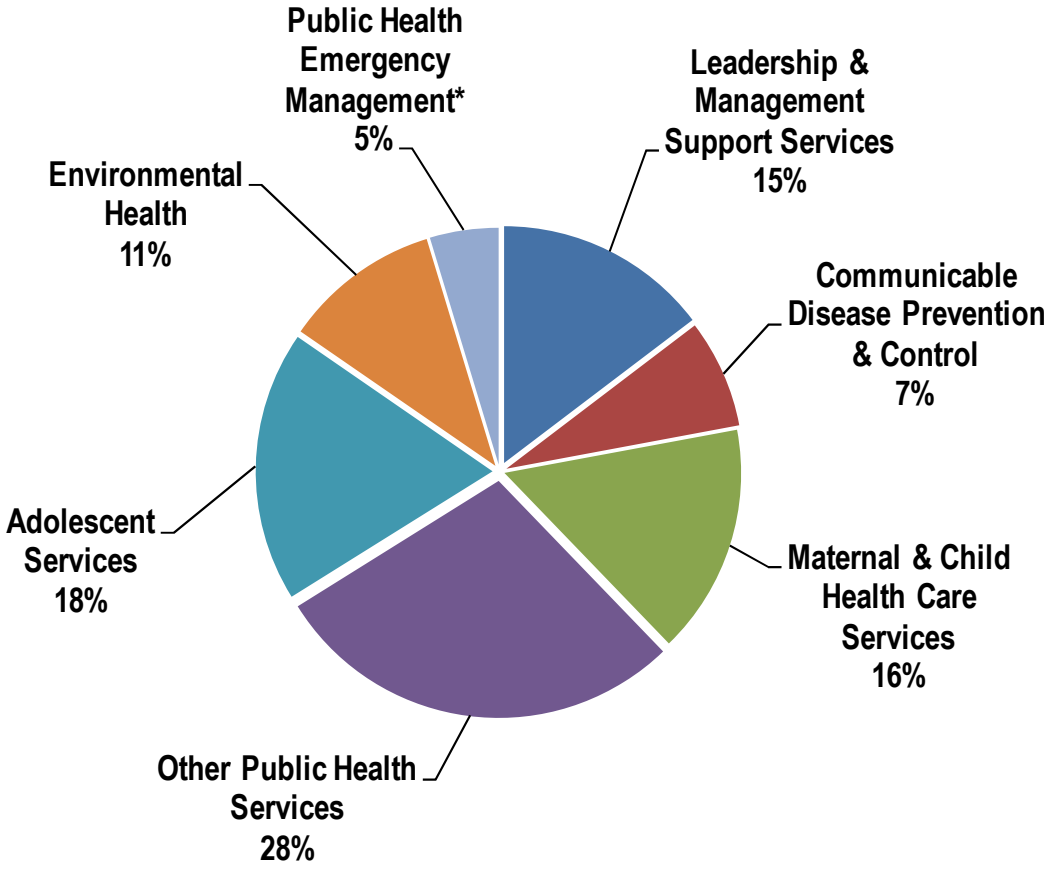
**Highlights**

- In FY 2014, the proposed General Fund budget for Alexandria Health Department decreases by $190,788, or -2.7%.
- The personnel budget is decreasing by $77,961 or -4.0%. These decreases are partly a result of reduced hours budgeted for Vector Control ($16,070) and Aquatic Inspections ($16,070) and the reclassification of a position dedicated to the Teen Wellness Center from a Medical Supervisor to a Nurse Practitioner saving $64,180. These decreases are offset partially by a higher cost of benefits and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share of VRS to 5%.
- Total non-personnel costs decrease by $112,827 or -2.2%. This decrease is primarily attributed to a transfer of utilities ($53,748) and custodial ($62,480) costs back to the State of Virginia. This decrease is offset partially through the increases in various maintenance contracts ($7,398) and the addition of non-personnel expenses for new positions added in FY 2013 ($13,716).
- Capital outlay decreases by $7,942 or -24.5%, to reflect FY 2014 vehicle replacement costs.

## Selected Performance Measures

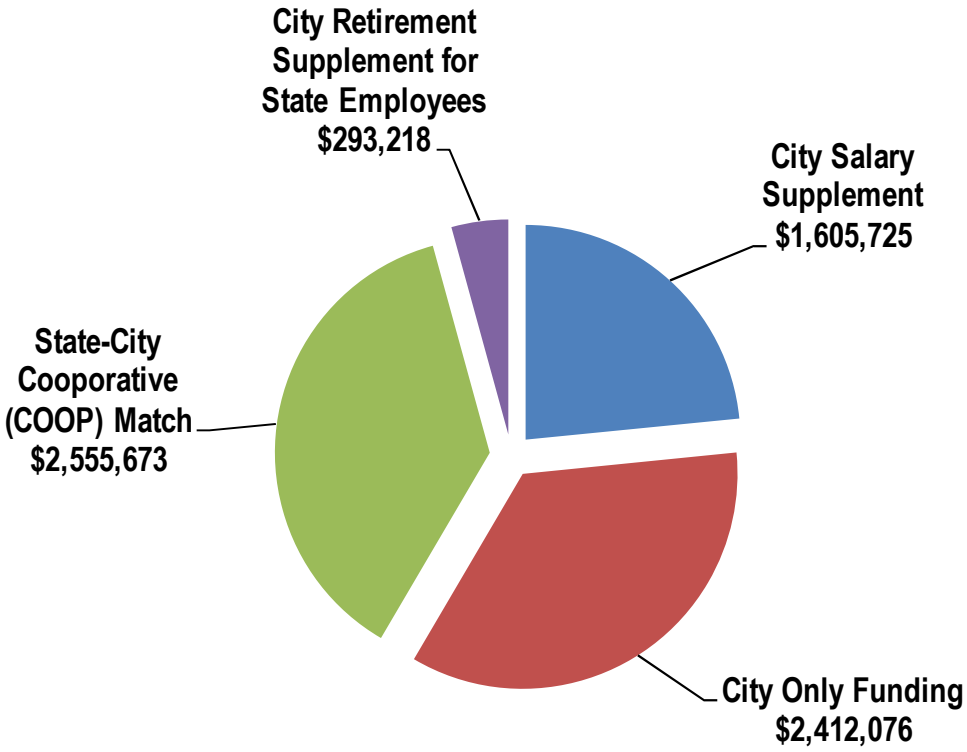
| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Number of refugee health assessments | 64 | 20 | 70 |
| Number of immunization visits | 4,883 | 6,000 | 5,000 |
| Number of pre-natal care visits | 5,770 | 6,400 | 6,000 |
| Number of pediatric visits | 3,685 | 5,000 | 4,000 |
| Number of medical exams provided by Adolescent Health Clinic | 798 | 1,000 | 900 |
| Number of food safety evaluations conducted | 2,218 | 2,200 | 2,200 |

## FY 2014 Proposed City General Fund Expenditures




*The Public Health Emergency Management Program is partially supported by federal funds.

**FY 2014 Proposed Total Expenditures $6,866,692**
**(Does not include State Match Allocation or Grants)**



# Health Department

## Health Department Funding and Program Expenditure Information

The Alexandria Health Department (AHD) is one of 35 State health district offices of the Virginia Department of Health (VDH). Although it is not a department of the Alexandria City government, AHD works closely with the City on public health issues.

The Health Department is funded through a variety of funding streams:

1. **City Only Funding** – the City provides funding for City employees and specific activities (e.g. the Teen Wellness Center).
2. **The State-City Cooperative (COOP) Match** – consists of the Commonwealth of Virginia's General Fund appropriation and a concomitant "match" by the City, resulting in an allocation that is 55% State funding and 45% City funding.
3. **The City Salary Supplement** – the City supplements the salaries of most classified State employees so that their salaries are comparable to City salary scales to assist with recruitment and retention.
4. **The City Retirement Supplement** – the City provides funding to supplement all classified State employees retirement through the City Supplemental Retirement plan to assist with recruitment and retention.
5. **State and Federal grants** – some grant funds are provided through VDH and others through the City to enhance public health.
6. **Client fees** – collected from insurance and patients who pay on a sliding scale based on federal poverty guidelines; from restaurant permits; and from issuance of death certificates.

Notes:

•The City's 45% "match" to the Cooperative Budget (#2, above) and the City Salary Supplement (#3) are committed annually via a signed local agreement between the City and the State Department of Health. These funds are paid on a quarterly basis to VDH.

• The City's All Funds budget reported herein does NOT include the State's General Fund appropriation to the Health Department or the Federal and State grants.

• VDH funding is based on a different programmatic structure than the programs and activities identified herein in the City's Managing for Results Initiative. Consequently, some programs or activities reported show $0 City dollars or no FTEs. These activities are funded either through the State-City Cooperative Match or by federal or State grants. Performance measures for these programs and activities are provided, if available, since these are important functions of the Health Department regardless of the source of funding.

## Program Level Summary Information

### City Expenditure Summary

| City Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management Support Services | $494,328 | $473,998 | $353,765 | -25.4% |
| Communicable Disease Prevention & Control | $157,520 | $175,615 | $178,624 | 1.7% |
| Maternal & Child Health Care Services | $536,964 | $375,295 | $378,940 | 1.0% |
| Other Public Health Services | $695,100 | $673,334 | $683,482 | 1.5% |
| Adolescent Services | $383,486 | $569,682 | $446,092 | -21.7% |
| Environmental Health | $212,899 | $236,201 | $258,138 | 9.3% |
| Public Health Emergency Management* | $0 | $106,008 | $113,035 | 6.6% |
| City Supplement to State Budget | $4,215,963 | $4,455,289 | $4,454,616 | 0.0% |
| **Total City Expenditures** | **$6,696,260** | **$7,065,422** | **$6,866,692** | **-2.8%** |

* The Emergency Preparedness program is partially supported by Federal funds.

### Staffing Summary

| Authorized Positions (FTE's) by Program* | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management Support Services | 2.00 | 2.00 | 2.00 | 0.0% |
| Communicable Disease Prevention & Control | 1.50 | 2.00 | 2.00 | 0.0% |
| Maternal & Child Health Care Services | 3.45 | 1.65 | 1.65 | 0.0% |
| Other Public Health Services | 5.95 | 4.10 | 4.10 | 0.0% |
| Adolescent Services | 3.42 | 4.40 | 4.40 | 0.0% |
| Environmental Health | 2.00 | 1.00 | 1.00 | 0.0% |
| Public Health Emergency Management | 0.00 | 1.00 | 1.00 | 0.0% |
| City Supplement to State Budget (No Staff) | 0.00 | 0.00 | 0.00 | NA |
| **Total FTE's** | **18.32** | **16.15** | **16.15** | **0.0%** |

* FTEs reported here are for City staff and do not include approximately 104 FTEs funded by the State cooperative budget (80 FTEs) or by other State and federal funds (24 FTEs).

# Health Department

## Health Department Programs and Activities

**Leadership & Management Support Services**
- Leadership and General Management
- Partnership for Healthier Alexandria

**Communicable Disease Prevention & Control**
- Tuberculosis Elimination
- Sexually Transmitted Infection Control
- Immunization
- Disease Surveillance
- Early Detection and Prevention of HIV

**Maternal & Child Health Care Services**
- Prenatal Care & Case Management
- Pediatric Care & Case Management
- Family Planning
- Women, Infants & Children Nutrition Education & Supplemental Food Program

**Other Public Health Services**
- Home Screening
- Pharmacy & Laboratory Services
- HIV/AIDS Case Management
- Adult Emergency Dental Care

**Adolescent Services**
- Teen Pregnancy Prevention
- Teen Wellness Center

**Environmental Health**
- Food Safety
- Vector Control
- Aquatic (Pool) Health and Safety
- Respiratory Health and Other EH Activities

**Public Health Emergency Management**
- Emergency Planning
- Training & Exercise
- Community Outreach & Preparation

**City Supplement to State Budget**

## Dept Info

**Department Contact Info**
703.746.4996
http://www.alexhealth.org/

**Department Head**
Stephen Haering, MD, MPH, FACPM
stephen.haering@vdh.virginia.gov

**Deputy Director**
Jeff Levine, MPA
703.746.4967
jeffrey.levine@vdh.virginia.gov

## Leadership & Management Support Services

The goal of Leadership and Management is to provide overall agency leadership; to enact strategic planning; to provide effective and efficient management support to AHD employees; to support community partnerships and collaborations concerned with public health.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds budget | 7.1% | 6.7% | 5.2% |
| City Add-On Funding | $494,328 | $473,998 | $353,765 |
| City Cooperative/Supplemental Funding | $1,235,134 | $1,305,249 | $1,305,103 |
| State Funding | $852,658 | $1,109,513 | $1,072,720 |
| Grants* | $1,183 | $5,680 | $0 |
| Fee Revenue | $307,429 | $207,329 | $239,000 |
| **TOTAL** | $2,890,732 | $3,101,769 | $2,970,588 |
| **Program Outcomes** | | | |
| % of departmental effectiveness targets met | 100% | 100% | 100% |

*Does not include all grant and donations for Partnership for a Healthier Alexandria.

### Activity Data

| LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the Alexandria Health Department (AHD). | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $371,276 | $371,435 | $250,225 |
| FTE's | 1.00 | 1.00 | 1.00 |
| $ amount of departmental expenditures (City All Funds budget only) | $6,696,260 | $7,065,422 | $6,866,692 |
| Leadership & General Management expenditures as % of department total | 5.5% | 5.3% | 3.6% |
| # of Department FTEs managed* | 120.2 | 118.6 | 120.2 |
| # of students/interns mentored/practicums provided | 19 | 25 | 25 |
| % of departmental effectiveness targets met | 100% | 0% | 100% |

* Reorganizations from FY2012 to FY2014 resulted in fluctuations of FTEs managed (one Emergency Preparedness Coordinator; one Teen Pregnancy Prevention Health Educator were added)

| PARTNERSHIP FOR A HEALTHIER ALEXANDRIA – The goal of Partnership for a Healthier Alexandria is to promote coalition building, collaborative planning and community action for Alexandria in order to provide a safe and healthy community. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $123,052 | $102,563 | $103,540 |
| FTE's | 1.00 | 1.00 | 1.00 |
| # of community linkages | 930 | 900 | 900 |
| # of participants in Partnerships steering committee and work groups | 219 | 225 | 225 |
| % of workgroup action plans achieved | 100% | 100% | 100% |

## Communicable Disease Prevention and Control

The goal of the Communicable Disease Prevention and Control Program is to work in partnership with our medical and other communities to reduce and eliminate the occurrence of, and to prevent the spread of, communicable diseases through prevention, surveillance, early detection and treatment, education and technical advice, and outbreak control.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds budget | 2.3% | 2.5% | 2.6% |
| City Add-On Funding | $157,520 | $175,615 | $178,624 |
| City Cooperative/Supplemental Funding | $553,355 | $584,767 | $584,632 |
| State Funding | $382,001 | $394,566 | $380,203 |
| Grants | $620,518 | $832,563 | $168,492 |
| Fee revenue | $57,532 | $55,500 | $93,000 |
| **TOTAL** | $1,770,926 | $2,043,011 | $1,404,951 |
| **Program Outcomes** | | | |
| % of high priority communicable disease investigations begun within 24 hours | 100% | 95% | 95% |

### Activity Data

| TUBERCULOSIS ELIMINATION – The goal of TB Elimination is to provide clinical and intervention services to the community in order to reduce the incidence of disease. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on Funding only) | $82,519 | $96,361 | $98,728 |
| FTE's | 1.00 | 1.00 | 1.00 |
| # of Latent TB Infection (LTBI) cases initiating treatment | 243 | 250 | 250 |
| # of active TB cases receiving direct observed therapy | 9 | 30 | 15 |
| # of suspect cases evaluated and treated | 0 | 10 | 5 |
| # of Newcomer Health Assessments completed* | 64 | 20 | 70 |
| # of newcomers found & referred to other US jurisdictions | 22 | 15 | 15 |

* Numbers fluctuate due to politically driven world events.

| SEXUALLY TRANSMITTED INFECTION (STI) CONTROL – The goal of Sexually Transmitted Infection Control is to provide clinical and preventive services to the community in order to reduce the incidence of disease. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $6,914 | $0 | $0 |
| FTE's | 0.00 | 0.00 | 0.00 |
| # of STI Clinic visits | 1,614 | 1,300 | 1,600 |
| % of persons evaluated in STI Clinic who return and are treated for an STI (Target 95% ) | 99% | 95% | 95% |

| IMMUNIZATION – The goal of Immunization program is to prevent and reduce the incidence of vaccine-preventable diseases through the achievement and maintenance of adequate vaccine coverage levels among children in the community as measured by Co CASA* | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $0 | $0 | $0 |
| FTE's | 0.00 | 0.00 | 0.00 |
| # of immunization visits adult and children | 4,883 | 6,000 | 5,000 |
| % of 2 year-old adequately immunized as assessed by CoCASA (2012 State avg was 70% )* | 72% | 78% | 74% |

* CoCASA is a software application used to randomly measure the immunization status of specific populations in the community and to educate to improve coverage in schools, daycare and preschools.

## Communicable Disease Prevention Control - Continued

### Activity Data

| DISEASE SURVEILLANCE – The goal of Disease Surveillance is to detect, investigate and monitor infectious diseases for the community in order to mitigate their spread in the community. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $0 | $0 | $0 |
| FTE's | 0.00 | 0.00 | 0.00 |
| # of communicable disease reports investigated | 253 | 300 | 300 |
| % of high priority reported cases with investigation begun within 24 hours | 100% | 95% | 95% |

| EARLY DETECTION AND PREVENTION OF HIV – The goal is to assure community collaborations for early detection and prevention of HIV through early diagnosis, partner notification of exposure to infection and the reduction of infectivity of persons living with HIV by connection to medical care. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $68,087 | $79,254 | $79,896 |
| FTE's | 0.50 | 1.00 | 1.00 |
| # of HIV tests conducted in Alexandria by Health and Community partners* | 3,601 | 3,000 | 3,500 |
| % of newly diagnosed HIV cases interviewed for partner notification and connection to medical care. | 57% | 95% | 80% |

* Pregnant women are now offered second HIV/AIDS test during the 3rd trimester

## Maternal and Child Health Care Services

**The goal of Maternal and Child Health Care Services is to promote and protect the health of Alexandrians through the provision of reproductive, prenatal and pediatric care and nutrition services to low income residents.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds budget | 7.7% | 5.3% | 5.5% |
| City Add-On Funding | $536,964 | $375,295 | $378,940 |
| City cooperative/supplemental Funding | $1,284,113 | $1,357,007 | $1,356,802 |
| State Funding | $886,470 | $856,629 | $800,747 |
| Grants* | $700,629 | $781,250 | $872,511 |
| Fee Revenue | $63,045 | $37,500 | $101,225 |
| TOTAL | $3,471,221 | $3,407,681 | $3,510,225 |
| **Program Outcomes** | | | |
| Percent of AHD low birth-weight babies (State benchmark to maintain below 7%) | 5% | 7% | 7% |

* $50,000 of Alexndria Health Department's State grant (Title X) funding is provided to support the Arlandria Healh Center family planning services.

### Activity Data

| PRENATAL CARE & CASE MANAGEMENT – The goal of Prenatal Care and Case Management is to provide care to high risk underserved pregnant women and their infants to prevent low birth weight and other poor birth outcomes, and to ensure linkage to appropriate services. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $498,627 | $349,925 | $352,366 |
| FTE's* | 2.58 | 1.28 | 1.28 |
| # of deliveries | 587 | 550 | 550 |
| # of visits | 5,770 | 6,400 | 6,000 |
| % of pregnant women enrolled in prenatal care in their first trimester | 47% | 45% | 45% |
| % of patients who receive adequate prenatal care (7 visits if enter in first trimester, 5 in second, 3 in third) | 95% | 85% | 85% |

| PEDIATRIC CARE & CASE MANAGEMENT – The goal of Pediatric Care & Case Management is to provide screening and access to health services for high-risk infants and children, and to link families to available resources in order to promote & protect children's health. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $38,337 | $25,370 | $26,574 |
| FTE's* | 0.87 | 0.37 | 0.37 |
| # of Child Health Clinic visits (includes newborn assessments, acute pediatrics and well child visits) | 3,685 | 5,000 | 4,000 |
| % of AHD OB Clinic newborns assessed within 5 days | 95% | 95% | 95% |
| # of Car Safety Seats distributed through certified instruction to eligible families | 510 | 500 | 500 |
| % of children (0-5) designated as founded CPS cases receiving coordinated services (CATCH) | 100% | 100% | 100% |

## Maternal and Child Health Care Services - Continued

| FAMILY PLANNING – The goal of Family Planning is to provide reproductive healthcare, education and counseling to ensure that low-income women & men can plan pregnancies that occur by choice and under low-risk circumstances. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $0 | $0 | $0 |
| FTE's | 0.00 | 0.00 | 0.00 |
| # of family planning patients enrolled for one year | 5,169 | 3,500 | 5,500 |

| WOMEN, INFANTS & CHILDREN SUPPLEMENTAL FOOD PROGRAM (WIC) – The goal of the federal Women Infants and Children Supplemental Food Program is to promote the nutritional health of high risk pregnant women, infants and children and to prevent poor birth outcomes through nutrition education, supplemental food vouchers and linkages to medical and social services to improve the health of children. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $0 | $0 | $0 |
| FTE's | 0.00 | 0.00 | 0.00 |
| $ redeemed value of WIC vouchers | $2,012,000 | $2,100,000 | $2,100,001 |
| # of active participants | 3,118 | 3,500 | 3,501 |
| % of women initiating breastfeeding | 60% | 45% | 60% |

## Other Public Health Services

**The goal Other Public Health Services to provide support services to AHD clinics; Home Screenings, HIV/AIDS Case Management and Adult Dental Care services described below.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds budget | 10.4% | 9.5% | 10.0% |
| City Add-On Funding | $695,100 | $673,334 | $683,482 |
| City Cooperative/Supplemental Funding | $618,892 | $654,024 | $653,922 |
| State Funding | $427,244 | $481,846 | $444,372 |
| Grants | $0 | $0 | $0 |
| Fee Revenue | $408,913 | $220,200 | $262,700 |
| TOTAL | $2,150,149 | $2,029,404 | $2,044,476 |
| **Program Outcomes** | | | |
| % of HIV/AIDS patients who remain connected to care annually | 99% | 98% | 98% |

### Activity Data

| COMMUNITY BASED WAIVERS - HOME SCREENING – The goal of Community Based Waivers - Home Screening is to conduct a community based medica, social and mental health assessment of a resident's needs and establish a plan of care for the resident to remain in their home with support services when practical and safe or to assist with entrance to long term care. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $323,963 | $207,816 | $208,409 |
| FTE's | 1.75 | 0.50 | 0.50 |
| # of persons evaluated | 157 | 200 | 175 |

| PHARMACY AND LABORATORY SERVICES – The goal of Pharmacy and Laboratory Services is to purchase and dispense medications; to collect, process, transport and insure QA integrity of lab collection and transport processes; and to provide patient and clinical education to staff and consumers of the Department to improve the outcomes of all clinical activities. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $154,211 | $259,160 | $264,161 |
| FTE's* | 2.00 | 2.00 | 2.00 |
| # of prescriptions filled (total) | 8,425 | 6,500 | 8,500 |
| Cost per prescription filled | $5.56 | $10.87 | $6.00 |
| # of specimens processed to DCLS (State lab contract) | 9,487 | 10,000 | 10,500 |
| Cost per specimens processed | $11.29 | $10.71 | $10.20 |

*70% of the 1.00 FTE Pharmacist position is dedicated to Alexandria Neighborhood Health Services Inc.

## Other Public Health Services - Continued

### Activity Data

| HIV/AIDS CASE MANAGEMENT - The goal of HIV/AIDS Case Management is to assure comprehensive health care services and provide referrals to qualifying residents with HIV or AIDS to optimize their health by providing access to medications, avoid unnecessary hospitalization, and prevent the spread of infection. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $25,763 | $8,765 | $8,813 |
| FTE's* | 0.70 | 0.10 | 0.10 |
| # of adults served | 204 | 250 | 250 |
| % of patients remaining connected to care | 99% | 99% | 99% |
| # of HIV/AIDS dental visits | 149 | 150 | 160 |

* Three-year transition of Ryan-White Grant Program being assumed by ANHSI.

| ADULT EMERGENCY DENTAL CARE – The goal of Adult Emergency Dental Care is to provide selected dental services to uninsured and low income adults. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $191,163 | $197,593 | $202,099 |
| FTE's | 1.50 | 1.50 | 1.50 |
| # of adult dental visits | 971 | 1,300 | 1,200 |
| Cost per adult dental visit | $197 | $152 | $168 |
| % of dental emergencies resolved (target = 98% ) | 99% | 98% | 98% |

## Adolescent Services

**The goal of the Adolescent Services Program is to provide services that will help to assure that school age children in the City of Alexandria can succeed; this is done through partnerships and collaborative programs, as well as through educational programs, outreach activities, and the direct provision of clinical services.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds budget | 5.7% | 8.1% | 6.5% |
| City Add-On Funding | $383,486 | $569,682 | $446,092 |
| City Cooperative/Supplemental Funding | $0 | $0 | $0 |
| State Funding | $0 | $0 | $0 |
| Grants | $114,182 | $65,000 | $30,000 |
| Fee Revenue | $0 | $0 | $0 |
| TOTAL | $497,668 | $634,682 | $476,092 |
| **Program Outcomes** | | | |
| Pregnancy rate (per 1,000 female residents) among youths 12-19 years old* | 33.40 | 43.00 | 40.00 |

*The teen pregnancy rate is reported by calendar year. Rate for CY2009 was 47.3/1,000, for CY2010 was 43.2/1,000, and for CY2011 was 33.4/1,000.

### Activity Data

| TEEN PREGNANCY PREVENTION – The goal of Teen Pregnancy Prevention is to outreach and provide education to youth & families in the schools and community and provide support to collaborative programs of ACPS, DCHS and ACAP to reduce the incidence of teen pregnancy in school age youth. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $0 | $0 | $0 |
| FTE's* | 0.00 | 0.00 | 0.00 |
| # of youth attending outreach activities or reached by health educator in programming. | 800 | 200 | 800 |

* State Teen Pregnancy Prevention Program grant funding ended June 2012; employee redirected to TWC as City employee and continues to work as health educator and outreach specialist.

| TEEN WELLNESS CENTER – The goal of the Teen Wellness Center is to provide comprehensive medical and psychosocial services to the Alexandria adolescent population 12-19 years of age, to ensure that each and every Alexandria teen succeeds - physically, emotionally, socially and academically; and to collaboratively provide an easily accessible Wellness Center at T.C. Williams High School. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $383,486 | $569,682 | $446,092 |
| FTE's | 3.42 | 4.40 | 4.40 |
| # of sports/routine physical exams | 798 | 1,000 | 900 |
| # of family planning visits | 1,430 | 1,200 | 1,500 |
| # of psychosocial assessments and visits | 973 | 400 | 400 |

## Environmental Health

**The goal of Environmental Health is to prevent disease, promote healthy environments for the community and provide environmental health services.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds budget | 3.2% | 3.3% | 3.8% |
| City Add-On Funding | $212,899 | $236,201 | $258,138 |
| City Cooperative/Supplemental Funding | $524,469 | $554,241 | $554,157 |
| State Funding | $362,060 | $436,416 | $398,631 |
| Grants | $11,931 | $0 | $0 |
| Fee Revenue | $57,670 | $125,000 | $34,575 |
| TOTAL | $1,169,029 | $1,351,858 | $1,245,501 |
| **Program Outcomes** | | | |
| % of complaint investigations initiated within 2 business days. | 97.9% | 95.0% | 98.0% |
| % of EH complaints by residents that are resolved within 30 days | 99.5% | 97.0% | 99.0% |

### Activity Data

| FOOD SAFETY – The goal of the Food Safety activity is to regularly evaluate food establishments for compliance with state food and local codes, to train and educate food establishment operators about good food safety practices, and, as needed, to take enforcement action to protect public health. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) * | $14,625 | $10,975 | $10,975 |
| FTE's ** | 0.00 | 0.00 | 0.00 |
| # of food safety evaluations conducted. | 2,218 | 2,200 | 2,200 |
| # of the 9 FDA National Retail Regulatory Program Standards met | 7 | 8 | 8 |
| # of complaints about food establishments investigated | 165 | 150 | 175 |
| % of Food Safety related resident complaints resolved within 30 days | 98.8% | 97.0% | 98.0% |

*The Food Safety program generated $57,670 in City permit fees and other revenue in FY 2012.

**Food Safety Program staffing is supported by the cooperative budget.

| VECTOR CONTROL – The goal of the Vector Control activity is to prevent vector-borne diseases in humans and to monitor and control mosquito populations and mosquito-borne diseases. The program also monitors and responds to rabies incidents and numerous other public health issues including bed bugs and ticks. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $143,598 | $162,767 | $199,811 |
| FTE's* | 1.75 | 1.00 | 1.00 |
| # of animals tested for rabies | 64 | 50 | 50 |
| # of mosquitoes trapped and analyzed | 25,884 | 28,000 | 28,000 |
| % of Vector Control related resident complaints resolved within 30 days | 100.0% | 97.0% | 97.0% |

*The Department employs seasonal staff to perform Vector Control functions during the year.

## Environmental Health – Continued

### Activity Data

| AQUATIC HEALTH AND SAFETY – The goal of the Aquatic Health and Safety activity is to regularly evaluate pools and spas for compliance with the Aquatic Health Ordinance in order to prevent drownings, injuries and waterborne illnesses and to improve sanitary conditions at these facilities. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $32,591 | $62,459 | $47,352 |
| FTE's* | 0.00 | 0.00 | 0.00 |
| # of pool and spa evaluations conducted | 1,333 | 1,140 | 1,140 |
| # of pools cited for imminent health hazards resulting in pool closure | 7 | 25 | 15 |
| Aquatic Health permit fees and other revenue collected** | $58,530 | $60,000 | $60,000 |

*The Department employs seasonal staff to perform Aquatic (Pool) and Safety functions during the year.

| RESPIRATORY HEALTH AND OTHER ENVIRONMENTAL HEALTH ACTIVITIES – The goal of the Respiratory Health activity is to reduce respiratory illness in Alexandria through community educational outreach activities, enforcement of state and city smoking regulations, and investigation of respiratory health complaints associated with mold, toxic chemicals and allergens. Other Environmental Health activities include regulation of hotels, marinas, geothermal heat pump wells, massage therapy and personal grooming establishments are also included in this activity category. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only)* | $22,085 | $0 | $0 |
| FTE's | 0.25 | NA | NA |
| # of respiratory health complaints investigated | NA | NA | NA |
| # of other environmental health complaints investigated | NA | NA | NA |
| % of Respiratory Health related resident complaints resolved within 30 days | NA | NA | NA |

## Public Health Emergency Management

**The goal of the Public Health Emergency Management Program is to help assure the health and safety of Alexandria residents, businesses and visitors during public health emergencies. This is accomplished through effective, integrated planning with City agencies and community partners; through training and exercises with staff, volunteers and community partners; and through community outreach to the public to provide accurate information and guidance for preparing for and responding to emergencies that could threaten health.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds budget | 0.0% | 1.5% | 1.6% |
| City Add-On Funding | $0 | $106,008 | $113,035 |
| City Cooperative/Supplemental Funding | $0 | $0 | $0 |
| State Funding | $0 | $0 | $0 |
| Grants | $178,956 | $231,500 | $284,319 |
| Fee Revenue | $0 | $0 | $0 |
| TOTAL | $178,956 | $337,508 | $397,354 |
| **Program Outcomes** | | | |
| % of State-identified Critical Tasks met | 100% | 100% | 100% |
| % of CDC and UASI Critical Tasks completed | 100% | 100% | 100% |

### Activity Data

| EMERGENCY PLANNING – The goal of Emergency Planning is to assure the City of Alexandria is ready for public health emergencies. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only)* | $0 | $106,008 | $113,035 |
| FTE's* | 0.00 | 1.00 | 1.00 |
| # of CDC grant funding requirements met (out of 36)** | 36 | 36 | 36 |
| # of Urban Areas Security Initiative (UASI) grant requirements met | 9 | 9 | 9 |
| % of Public Health Emerg Operations Plan (EOP) elements updated annually | 100% | 100% | 100% |

*An Emergency Management Coordinator position ($106,008 and 1.0 FTE) was created in FY 2013 to support emergency preparedness activities in the City; this was part of a reorganization strategy that resulted in overall FTE decrease for the Health Department.

| TRAINING & EXERCISE – The goal of Training & Exercise is to assure that all Public Health staff and volunteers are prepared to respond effectively to Public Health Emergencies | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $0 | $0 | $0 |
| FTE's | 0.00 | 0.00 | 0.00 |
| # of Health Department staff trained and ready* | 120 | 120 | 120 |
| % of Department staff trained in roles for health emergencies | 100% | 100% | 100% |
| # of community volunteers trained and ready | 340 | 600 | 600 |
| % of volunteers trained. | 68% | 80% | 80% |
| # of volunteer hours | 1,478 | 600 | 1,500 |
| $ value of volunteer hours | $39,300 | $16,885 | $40,000 |
| # of drills conducted. | 6 | 5 | 6 |

* Includes City and State personnel

## Emergency Preparedness, continued

### Activity Data

| COMMUNITY OUTREACH & PREPARATION – The goal of Community Outreach and Preparation is to provide accurate information and viable planning guidance to help the general public, and all relevant local government and non-government agencies, be ready for public health emergencies. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City add-on funding only) | $0 | $0 | $0 |
| FTE's | 0.00 | 0.00 | 0.00 |
| # of outreach events/presentations | 25.0 | 25.0 | 25.0 |
| # of public information contacts | 1,000 | 2,500 | 2,500 |

## City Supplement to State Budget (spread into program totals above)

**These funds are provided to meet the City's Local Government Agreement obligation to match the State allocation as well as to supplement most AHD employees' salary and retirement (to enhance recruitment and retention).**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds budget | 63.0% | 63.1% | 64.9% |
| City Cooperative/Supplemental Funding | $4,215,963 | $4,455,289 | $4,454,616 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $4,215,963 | $4,455,289 | $4,454,616 |
| **Program Outcomes** | N/A | N/A | N/A |

### Activity Data

| CITY SUPPLEMENT TO STATE BUDGET - The City Supplement to the State includes the City's 45% match to the State General Fund allocation; the City's salary supplement to State Co-op employees; City supplemental retirement benefits for the Health Department's full-time State employees; and the Contingent Account (if any). The City's 45% match and the salary supplement are paid quarterly to the State Department of Health, as part of the Local Agreement with the State. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (City Cooperative/Supplemental Funding) Plus supplemental retirement to state employees | $4,215,963 | $4,455,289 | $4,454,616 |
| FTE's (no staff) | 0.00 | 0.00 | 0.00 |

## Summary of Budget Changes

### Current Service Adjustments

| Activity | Current Service Adjustment | FTE | FY 2014 Proposed |
|---|---|---|---|
| **Comm. Based Waivers - Home Screenings** | *HVAC Contract* | **0.0** | **$1,002** |
| Contractual adjustment to provide HVAC maintenance at Casey Clinic. | | | |
| **Emergency Planning** | *Non-Personnel Costs* | **0.0** | **$8,384** |
| An Emergency Planner position was added in FY13 and funded only salary and benefits. This adjustment provides funding for associated non-personnel costs with this postion. | | | |
| **Teen Wellness Center** | *Non-Personnel Costs* | **0.0** | **$5,332** |
| A Health Planner position was added in FY13 and funded only salary and benefits. This adjustment provides funding for associated non-personnel costs with this postion. | | | |
| **Leadership and General Management** | *Janitorial Services Contract* | **0.0** | **$2,700** |
| Contractual adjustment to provide janitorial services at Health Department Facilities across the city. | | | |
| **Pharmacy and Lab Services** | *Data Processing Equipment Maintenance* | **0.0** | **$3,696** |
| Contractual adjustment to provide warranty and maintenance of pharmacy data processing equipment. | | | |

### Reductions

| Activity | Reduction | FTE | FY 2014 Proposed |
|---|---|---|---|
| **Leadership and General Management** | *Utilities Savings* | **0.0** | **-$53,748** |
| The Health Department identified a $53,748 savings by charging a portion of the utility expenses incurred at the King Street location to the State. This action is in accordance with the current building lease agreement. | | | |
| **Leadership and General Management** | *Custodial Savings* | **0.0** | **-$62,480** |
| The Health Department identified a $62,480 savings by charging all the Custodial Services performed at the Casey Clinic location to the State. This action is in accordance with the current building lease agreement. | | | |
| **Aquatic Health And Safety** | *Reduced Pool Inspections* | **0.0** | **-$16,070** |
| The Aquatic (Pool) Health & Safety Activity will continue to be staffed with seasonal employees. There will be no reduction in the program's ability to conduct pool and spa inspections nor ensure proper safety and sanitary conditions at these facilities. | | | |
| **Respiratory Health And Other Environmental Health Activities** | *Reduced Vector Control* | **0.0** | **-$16,070** |
| The Vector Control Activity will continue to be staffed with seasonal employees. There will be no reduction in the program's ability to monitor, treat or respond to mosquito complaints. | | | |

# Other Health Activities

**Mission Statement:** This section summarizes City contributions to regional and non-profit organizations that provide health care or health-related services to Alexandria residents. (The City also provides funds to the Alexandria Health Department, a State agency.)

## FY 2014 Budget Summary Table

| Expenditure By Organization | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| INOVA Alexandria Hospital | $800,000 | $800,000 | $800,000 | 0.0% |
| Arlandria Health Center | $362,500 | $510,000 | $560,000 | 9.8% |
| Health Systems Agency of Northern Virginia | $13,600 | $14,000 | $14,000 | 0.0% |
| **Net General Fund Expenditures** | **$1,176,100** | **$1,324,000** | **$1,374,000** | **9.8%** |

| Selected Performance Measures | 2011 Actual | 2012 Actual |
|---|---|---|
| INOVA Total $ Amount of Indigent Care Provided to Alexandria Residents (CY) | $11,100,000 | $13,500,000 |
| Arlandria Clinic # of Alexandria Patient Visits (FY) | 23,616 | 42,736 |
| Arlandria Clinic City Contribution Per Visit (FY) | $15.3 | $11.9 |

## Other Health Background

**INOVA Alexandria Hospital**

INOVA Alexandria Hospital and the City of Alexandria have a long history of cooperation in attempting to meet the health care needs of our low-income residents. Since the mid1940s the Hospital has been exempt from the payment of real property and business tangible taxes to the City. Prior to 1982, the City contributed to the support of the hospital's emergency department and inpatient care. In 1982, the City contributed $315,000 to the Hospital for "indigent care." The amount gradually increased, and since 1991, the City has contributed $700,000 annually to the Hospital to help offset costs for indigent inpatient care for City residents. In FY 2012, City Council added $100,000 to the contribution to the Hospital, bringing it to $800,000. The approved budget for FY 2014 remains at the same level.

**Arlandria Health Center***

The City Contribution to ANHSI is increasing from $510,000 in FY 2013 to $560,000 in FY 2014, which comprises entirely of an increased contribution to provide additional services at the Casey Clinic due to increased demand.

The proposed budget for FY 2014, including all sources of funds, is $8.9 million, an increase of $1.9 million compared to FY 2013. In FY 2012 ANHSI received 27.0% ($1.9 million) of its funding from federal sources, such as the federal Community Health Center Program, under the Health Resources and Service Administration's Bureau of Primary Health Care and other federal grant programs.

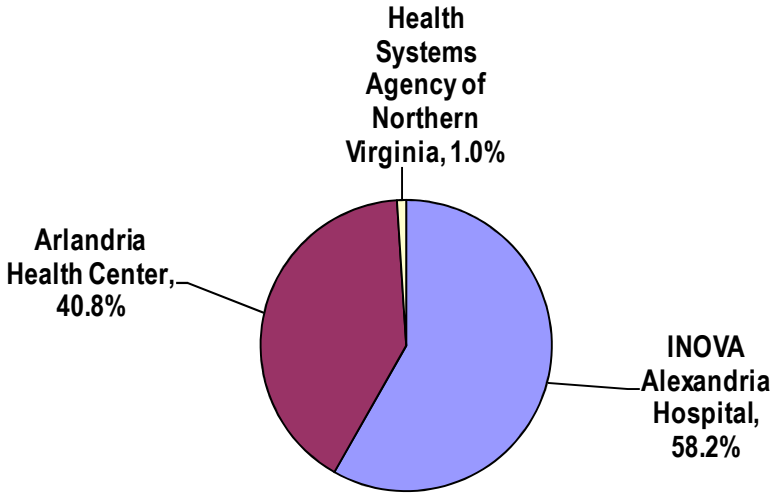
* The Arlandria Health Center (formerly the Arlandria Health Center for Women and Children) began in 1993 as a unique public-private partnership between the City of Alexandria, the Alexandria Health Department, the Commonwealth of Virginia, and the private sector. Alexandria Neighborhood Health Services, Inc. (ANHSI), a not-for-profit organization, was created in 1996 to sustain and manage the clinic as the initial federal funding obtained by the Alexandria Health Department ended. In late 2003, ANHSI was awarded a three-year federal grant to establish and operate a Community Health Center (CHC) in Alexandria, known as the Arlandria Health Center. As Northern Virginia's first Federally Qualified Community Health Center, the Arlandria Health Center expanded its array of primary care services and began serving men.

# Other Health Activities

ANHSI reports serving 12,963 individuals during FY 2012 and providing 42,736 health care visits. Recent data provided by ANHSI indicates that 55% or 7,130, are from the City of Alexandria; 12%, or 1,556, from Arlington County; 30%, or 3,889, from Fairfax County, Fairfax City and Falls Church; and 3%, or 388, from Prince William and Loudoun Counties. ANHSI also reports that 81% of total patients are uninsured, including 92% of adults and 42% of children. In addition, ANHSI reports that Arlington County contributes approximately $70,958 of in-kind support for dental ($25,112) and primary care services ($45,846). ANHSI has requested additional funding from Arlington County.

**Health Systems Agency of Northern Virginia**

The Health Systems Agency (HSA) of Northern Virginia was incorporated in 1975 as a Virginia non-profit organization to ensure accessible health facilities in the Northern Virginia area and to prevent unnecessary duplication of health resources by providing health planning and coordination of services with other health organizations and agencies. In June 1990, the HSA was designated the regional health planning agency for Northern Virginia by the Virginia Health Planning Board under the authority of the Virginia Health Planning and Resources Development Act. Participating local jurisdictions are asked to contribute roughly ten cents per capita to the HSA for FY 2014. Alexandria's share is $14,000.



PAGE INTENTIONALLY LEFT BLANK

# Operating Agencies

## COMMUNITY DEVELOPMENT

Office of Housing ..... 16-2
Planning and Zoning..... 16-14
Economic Development Activities..... 16-25
Office of Project Implementation..... 16-33

# Office of Housing

**Mission Statement:** The mission of the Office of Housing is to preserve and expand decent, safe and affordable housing opportunities for City residents, primarily low & moderate-income families; to monitor compliance with fair housing laws and requirements for relocation assistance to tenants displaced by condominium conversions; to facilitate compliance with state and local laws affecting landlord tenant rights & responsibilities; and to encourage residential and commercial revitalization.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $1,547,781 | $1,683,599 | $1,844,544 | 9.6% |
| Non-Personnel | 7,920,688 | 4,922,505 | 7,778,954 | 58.0% |
| Capital Goods Outlay | 0 | 0 | 0 | 0.0% |
| Total Expenditures | $9,468,469 | $6,606,104 | $9,623,498 | 45.7% |
| **Less Revenues** | | | | |
| CDBG, NSP and Home New Revenue | $770,639 | $980,032 | $980,032 | 0.0% |
| CDBG, NSP and Home Carryover Revenue | 1,288,008 | 1,682,784 | 585,069 | -65.2% |
| CDBG, NSP and Home Program Income | 536,897 | 186,000 | 222,448 | 19.6% |
| ARRA New Revenue | 0 | 0 | 0 | 0.0% |
| ARRA Carryover Revenue | 75,280 | 0 | 0 | 0.0% |
| Housing Trust Fund New Revenue - Earmarked* | 298,175 | 993,966 | 1,960,000 | 97.2% |
| Housing Trust Fund New Revenue - Not Earmarked | 0 | 0 | 565,000 | N/A |
| Housing Trust Fund Carryover Revenue - Earmarked* | 1,933,800 | 595,477 | 870,000 | 46.1% |
| Housing Trust Fund Carryover Revenue - Not Earmarked | 0 | 0 | 542,977 | N/A |
| Affordable Housing Bonds - Earmarked* | 0 | 0 | 1,600,000 | N/A |
| Other | 2,832,994 | 0 | 0 | N/A |
| Total Designated Funding Sources | $7,735,793 | $4,438,259 | $7,325,526 | 65.1% |
| **Net General Fund Expenditures** | **$1,732,676** | **$2,167,845** | **$2,297,972** | **6.0%** |
| **Total Department FTE's** | **17.3** | **15.0** | **16.0** | **6.7%** |

*Reflects $4,430,000 previously earmarked by City Council through the Braddock and Beauregard Small Area Plans for affordable housing within those plan areas.

### Highlights

• In FY 2014, the proposed General Fund budget increases by $100,128 or 6.0%.

• FY 2014 personnel costs increase by $160,945, or 9.6%. A majority of this increase is due to the addition of a Beauregard Small Area Plan related Housing Relocation Advisor II position with a total cost of $83,609. The remaining increase of $77,336, will pay for increased benefit costs and the 1% increase in General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.

**Highlights, continued**

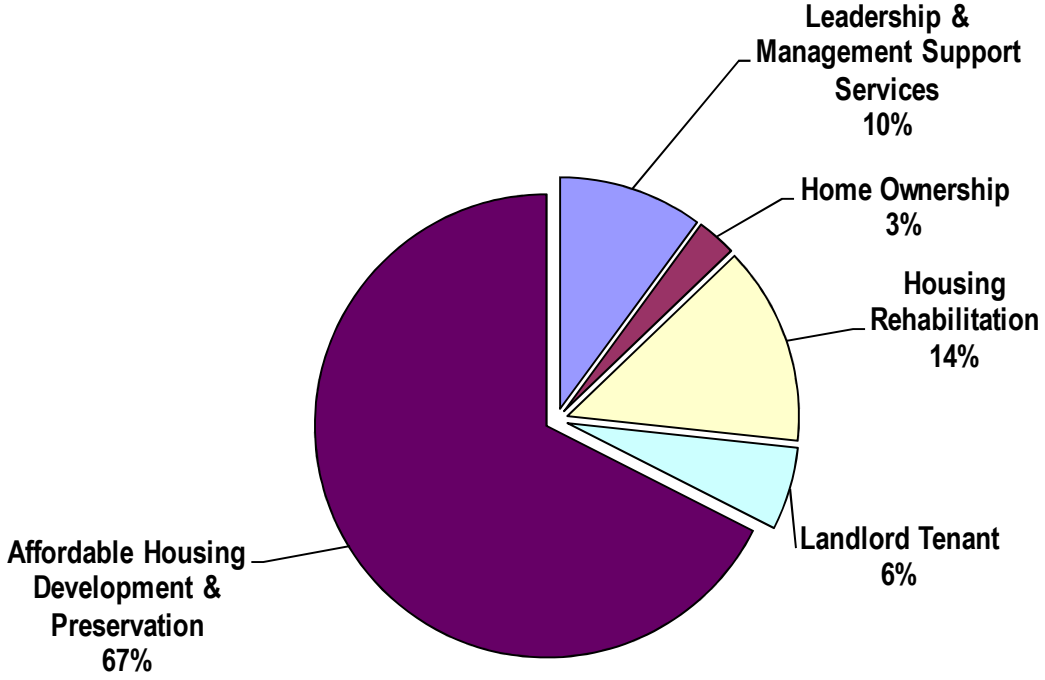
•FY 2014 total non-personnel costs increase by $2,856,449, or 58.0% . Of this $52,849 impacts the General Fund and is due to an increase in rent of $10,446, as well as a $42,403 increase in the resources available for affordable housing projects from the dedicated real estate tax rate, due to slight increases in assessments. The remaining increase of $2,806,067 is part of the $4,430,000 that has already been earmarked by City Council action will be used for the Beauregard and Braddock Small Area Plan affordable housing implementation.

•The dedicated 0.6 cents of the City's real estate tax rate, which supports affordable housing is projected to be continued into FY 2014. A portion of the dedicated funds are allocated to existing and projected debt service on City issued bonds whose proceeds have been, or will be, used for affordable housing.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of participants served in home buyer training and education opportunities | 151 | 0 | 0 |
| Total # of households receiving homeownership loans | 36 | 8 | 6 |
| Total # of rehabilitation loan or grants obligated | 13 | 12 | 13 |
| # landlord tenant disputes mediated | 1,215 | 1,000 | 1,000 |
| % of tenant issues successfully resolved | 96% | 95% | 95% |
| # of affordable units pledged by developers | 61 | 10 | 10 |
| # of Lending projects financed (counted at City loan approval) | 1 | 2 | 3 |

## FY 2014 Proposed Expenditures by Program



# Office of Housing

## Activity Level Summary Information

### Expenditure Summary

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management Support Services* | $1,018,080 | $954,217 | $967,665 | 1.4% |
| Home Ownership | $2,195,220 | $309,584 | $263,443 | -14.9% |
| Housing Rehabilitation | $785,162 | $1,147,785 | $1,330,656 | 15.9% |
| Landlord Tenant | $341,578 | $437,014 | $542,540 | 24.1% |
| Affordable Housing Development & Preservation | $5,128,429 | $3,757,504 | $6,519,194 | 73.5% |
| **Total Expenditures** | **$9,468,469** | **$6,606,104** | **$9,623,498** | **45.7%** |

*FY 2011 figure includes Housing Master Plan and ARHA Strategic Plan.

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management Support Services | 5.4 | 5.3 | 5.3 | 0.0% |
| Home Ownership | 4.2 | 0.8 | 0.8 | 0.0% |
| Housing Rehabilitation | 2.3 | 1.9 | 1.9 | 0.0% |
| Landlord Tenant Relations | 3.4 | 3.3 | 4.3 | 30.3% |
| Affordable Housing Development & Preservation | 2.0 | 3.7 | 3.7 | 0.0% |
| **Total full time equivalents (FTE's)** | **17.3** | **15.0** | **16.0** | **6.7%** |

## Housing Programs and Activities

**Leadership & Mgmt Support Services**
- Leadership & General Management
- Grant & Financial Management

**Home Ownership**
- Lending & Loan Management
- Counseling & Training
- Sales & Marketing

**Housing Rehabilitation**
- Financing & Loan/Grant Management
- Counseling & Training
- Sales & Marketing

**Landlord Tenant Relations**
- Landlord Tenant Mediation & Education
- Fair Housing Enforcement & Education

**Affordable Housing Development & Preservation**
- Securing & Fostering Affordable Unit Development
- Lending

## Dept Info

**Department Contact Info**
703.746.4990
http://alexandriava.gov/housing/

**Department Head**
Mildrilyn Davis, Director
703.746.4990
Mildrilyn.Davis@alexandriava.gov

**Department Staff**
Helen McIlvaine, Deputy Director
Melodie Seau, Division Chief, Landlord Tenant Relations
Shane Cochran, Division Chief, Program Implementation
Eric Keeler, Division Chief, Program Administration
Sean Christensen, Fiscal Officer

## Leadership & Management Support Services Program

**The goal of Leadership and Management Support Services is to administer departmental resources effectively, and to work effectively with members of the public and with state and regional bodies to heighten awareness of Alexandria's housing goals, in order to advance the realization of the City's affordable housing goals.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 10.8% | 14.4% | 10.1% |
| Total Expenditures | $1,018,080 | $954,217 | $967,665 |
| CDBG, and Home New Revenue | 206,178 | 167,143 | 168,141 |
| CDBG, and Home Carryover Revenue | 108,721 | 0 | 0 |
| Affordable Housing Bonds and Dedicated Revenue Carryover | 102,756 | 0 | 0 |
| Net General Fund Expenditures | $600,425 | $787,074 | $799,524 |
| **Program Outcomes** | | | |
| % of activities achieving target service levels | 60% | 100% | 100% |

### Activity Data

| LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to ensure the efficient administration of departmental activities, provide support to City-appointed citizen bodies, provide input to regional or statewide housing bodies, and inform the public about housing issues and Office of Housing programs. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $569,844 | $596,486 | $606,163 |
| FTE's | 1.6 | 1.6 | 1.6 |
| # of departmental FTEs supported | 17.0 | 15.0 | 16.0 |
| # of activities managed | 10 | 10 | 10 |
| # educational presentations made | 21 | 20 | 20 |

| GRANT AND FINANCIAL MANAGEMENT – The goal of the Grant and Financial Management Activity is to secure, monitor, and report on federal, state and local funds for housing and community development activities in order to provide adequate funding for housing programs. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $448,236 | $357,731 | $361,502 |
| FTE's | 3.8 | 3.8 | 3.8 |
| $ amount of federal funds awarded | $1,957,643 | $980,032 | $980,032 |
| # of federal applications and reports produced | 12 | 10 | 10 |
| % funding sources administered within budget | 100% | 100% | 100% |

## Home Ownership Program

**The goal of the Homeownership Program is to provide financing, training, and counseling in order to make home ownership possible for low and moderate income Alexandria residents and workers.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 23.2% | 4.7% | 2.7% |
| Total Expenditures | $2,195,220 | $309,584 | $263,443 |
| CDBG, NSP and Home New Revenue | 545,685 | 0 | 0 |
| CDBG, NSP and Home Carryover Revenue | 470,742 | 0 | 0 |
| CDBG, NSP and Home Program Income | 180,089 | 61,000 | 61,000 |
| Housing Trust Fund New Revenue | 123,175 | 61,500 | 65,000 |
| Housing Trust Fund Carryover Revenue | 458,977 | 150,000 | 100,000 |
| Other Non-Federal New Revenue | 0 | 0 | 0 |
| Net General Fund Expenditures | $416,552 | $37,084 | $37,443 |
| **Program Outcomes** | | | |
| % of lender-ready applicants receiving City loan assistance | 74% | 30% | 30% |

### Activity Data

| LENDING & LOAN MANAGEMENT – The goal of the Lending and Loan Management Activity is to provide home purchase loans to low and moderate income Alexandria workers and residents in order to improve their economic stability. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,012,960 | $283,911 | $237,521 |
| FTE's | 3.3 | 0.4 | 0.4 |
| Total # of households receiving homeownership loans | 36 | 8 | 6 |
| Cost per household receiving homeownership loan | $55,916 | $35,489 | $39,587 |
| % of loans closed within 60 days of receipt of loan package | 100% | 100% | 100% |

| COUNSELING & TRAINING – The goal of the Counseling and Training Activity is to provide home buyer training and education opportunities to low and moderate income Alexandria workers and residents in order to improve their readiness for home ownership. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $69,013 | $0 | $0 |
| FTE's | 0.4 | 0.0 | 0.0 |
| # of participants served in home buyer training and education opportunities | 151 | 0 | 0 |
| Cost per participant served | $457 | $0 | $0 |
| % of prescreened applicants completing home buyer training curriculum | 42% | 0% | 0% |

| SALES AND MARKETING – The goal of the Sales and Marketing Activity is to place eligible buyers in committed long term affordable units in order for the community to remain economically diverse. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $113,247 | $25,673 | $25,922 |
| FTE's | 0.5 | 0.4 | 0.4 |
| # of sales units placed under contract (including resale) | 0 | 8 | 4 |
| Cost per unit under contract | NA | $3,209 | $6,481 |
| % of units under contract within 6 months of listing | NA | 100% | 100% |

## Housing Rehabilitation Program

**The goal of the Housing Rehabilitation Program is to provide finance, consulting and project management in order to improve the quality of the City's existing housing stock and maintain accessible, decent, safe and sanitary housing for low income City residents.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 8.3% | 17.4% | 13.9% |
| Total Expenditures | $785,162 | $1,147,785 | $1,330,655 |
| CDBG and Home New Revenue | 0 | 464,867 | 460,877 |
| CDBG and Home Carryover Revenue | 301,039 | 440,817 | 575,069 |
| CDBG and Home Program Income | 356,808 | 125,000 | 125,000 |
| ARRA Carryover Revenue | 75,280 | 0 | 0 |
| Housing Trust Fund New Revenue | 0 | 0 | 0 |
| Housing Trust Fund Carryover Revenue | 52,035 | 3,000 | 54,500 |
| Net General Fund Expenditures | $0 | $114,101 | $115,209 |
| **Program Outcomes** | | | |
| % of applicants with improved housing conditions | 100% | 100% | 100% |

### Activity Data

| FINANCING & LOAN/GRANT MANAGEMENT – The goal of Financing and Loan/Grant Management is to provide home rehabilitation loans to low income Alexandria home owners to improve the condition or accessibility of their housing. Accessibility improvements are available to Alexandria renters. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $785,162 | $1,147,785 | $1,330,655 |
| FTE's | 2.3 | 1.9 | 1.9 |
| Total # of rehabilitation loan or grants obligated | 13 | 12 | 13 |
| Total # of home rehabilitation loan subordinated | 4 | 4 | 4 |
| Cost per loan transaction | $46,186 | $71,737 | $78,274 |
| % of non-lead based projects completed within 6 months of contract execution | 80% | 90% | 90% |
| % of lead based projects completed within 9 months of contract execution | 100% | 90% | 90% |

## Landlord Tenant Relations Program

**The goal of Landlord Tenant Relations is to mediate disputes, provide counseling, referrals, and information regarding the rights and responsibilities of both landlords and tenants in order to foster positive relations and prevent evictions where appropriate.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 3.6% | 6.6% | 5.6% |
| Total Expenditures | $341,578 | $437,014 | $542,540 |
| CDBG and Home New Revenue | 18,776 | 11,383 | 12,034 |
| CDBG and Home Carryover Revenue | 11,948 | 10,000 | 10,000 |
| Net General Fund Expenditures | $310,854 | $415,631 | $520,506 |
| **Program Outcomes** | | | |
| % of tenant issues successfully resolved | 96% | 95% | 95% |

### Activity Data

| LANDLORD TENANT MEDIATION & EDUCATION – The goal of Landlord Tenant Mediation and Education is to provide information and mediation to landlords and tenants based on legal rights and responsibilities, and to provide oversight of condominium conversions in order to enhance the understanding of landlord and tenant rights and responsibilities, resolve disputes satisfactorily, and ensure compliance with state and local laws regarding condominium conversion. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $279,769 | $376,067 | $477,632 |
| FTE's | 2.6 | 2.6 | 3.6 |
| # landlord tenant disputes mediated | 1,215 | 1,000 | 1,000 |
| # of clients served for information and referral | 3,000 | 4,000 | 4,000 |
| Program cost per 1,000 Alexandria rental units | $8,835 | $11,876 | $15,083 |

| FAIR HOUSING ENFORCEMENT & EDUCATION – The goal of Fair Housing Enforcement and Education is to eliminate housing discrimination through testing, training of housing industry professionals and educating consumers regarding their fair housing rights. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $61,809 | $60,947 | $64,908 |
| FTE's | 0.8 | 0.8 | 0.8 |
| # testing reports completed | 1 | 1 | 1 |
| Cost per housing unit in the City | $394 | $388 | $406 |
| % positive evaluation by participants of training | 100% | 100% | 100% |

## Affordable Housing Development & Preservation Program

**The goal of Affordable Housing Development and Preservation is produce and preserve a range of permanent affordable housing types for low and moderate income Alexandria workers and residents in order to promote a diverse and vibrant community.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 54.2% | 56.9% | 67.7% |
| Total Expenditures | $5,128,429 | $3,757,504 | $6,519,194 |
| CDBG and Home New Revenue | 0 | 336,639 | 338,980 |
| CDBG and Home Carryover Revenue | 395,558 | 1,231,967 | 0 |
| CDBG and Home Program Income | 0 | 0 | 36,448 |
| ARRA Carryover Revenue | 0 | 0 | 0 |
| Housing Trust Fund New Revenue | 175,000 | 932,466 | 2,460,000 |
| Housing Trust Fund Carryover Revenue | 1,422,788 | 442,477 | 1,258,477 |
| Affordable Housing Bonds and Dedicated Revenue Carryover | 2,730,238 | 0 | 1,600,000 |
| Other Non-Federal Carryover Revenue | 0 | 0 | 0 |
| Net General Fund Expenditures | $404,845 | $813,955 | $825,289 |
| **Program Outcomes** | | | |
| % of all residential/mixed-use development activity resulting in committed affordable units | 50% | 33% | 33% |

### Activity Data

| SECURING & FOSTERING AFFORDABLE UNIT DEVELOPMENT – The goal of Securing and Fostering Affordable Unit Development is to work with private developers to facilitate commitments of funds for affordable housing and/or commitments of on-site affordable units in new developments, and to provide affordable housing developers technical assistance, project oversight, and construction supervision, as required, to ensure that all available financial resources are leveraged to maximize opportunities for quality affordable housing production. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $270,638 | $319,779 | $3,973,542 |
| FTE's | 1.3 | 1.7 | 1.7 |
| # of affordable units pledged by developers | 61 | 10 | 10 |
| # of units resulting from technical assistance provided by the City | 0 | 30 | 47 |
| Total # of affordable units (rental & sales) pledged or receiving city technical assistance | 61 | 40 | 57 |
| $ contributed to Housing Trust Fund by developers | $350,000 | $900,000 | $2,460,000 |
| % of affordable units of total units developed | 0% | 100% | 100% |

Note: This activity includes funds reserved for Beauregard Small Plan Area housing units in FY 2014.

| LENDING – The goal of Lending is to provide City-secured funds to non profit development organizations and private developers to subsidize the costs of producing and/or preserving affordable rental or special needs housing. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures (1) | $4,857,791 | $3,437,725 | $2,545,652 |
| FTE's | 0.7 | 2.0 | 2.0 |
| # of projects financed (1&2) | 1 | 2 | 3 |
| # of units committed (1&2) | 10 | 56 | 40 |
| Average loan amount committed per unit financed | $30,000 | $61,388 | $63,641 |
| % of loans approved or denied within 60 days of application | 100% | 100% | 100% |

(1) FY 2012 expenditures includes funds for 14 condominium replacment units related to the James Bland Replacement units. FY 2013 includes a potential project for which funds would have to be carried over from FY2012. FY2014 includes funds set aside for the Braddock Metro Area Plan. The Plan calls for 50% of developer contributions received in the area to be reserved to fund replacement housing sites .

(2) Counted at City loan approval

## FY 2014 Housing Program Sources and Uses

| Program | Home Ownership | | | Housing Rehab. | Landlord Tenant | | Affordable Housing Development & Preservation | | Leadership & Mgmt Support Services | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Activity (Uses) / Funding (Sources) | Lending & Loan Management | Counseling & Training | Sales & Marketing | Financing & Loan/Grant Management | Landlord Tenant Mediation & Education | Fair Housing Enforcement & Education | Securing & Fostering Affordable Development | Lending | Leadership & General Management | Grant & Financial Management | Totals |
| **CDBG** | | | | | | | | | | | |
| New Grant | 0 | 0 | 0 | 460,877 | 0 | 12,034 | 0 | 0 | 38,489 | 94,836 | 606,236 |
| Program Income | 25,000 | 0 | 0 | 125,000 | 0 | 0 | 0 | 0 | 0 | 0 | 150,000 |
| Carryover | 0 | 0 | 0 | 575,069 | 0 | 10,000 | 0 | 0 | 0 | 0 | 585,069 |
| | 25,000 | 0 | 0 | 1,160,946 | 0 | 22,034 | 0 | 0 | 38,489 | 94,836 | **1,341,305** |
| | **One Loan** | | | **Nine HPRLP Loans One RAMP** | | **One Testing Round** | | | | | |
| **HOME** | | | | | | | | | | | |
| New Grant | | 0 | 0 | 0 | 0 | 0 | 0 | 338,980 | 0 | 34,816 | 373,796 |
| Program Income | 36,000 | 0 | 0 | 0 | 0 | 0 | 0 | 36,448 | 0 | 0 | 72,448 |
| Carryover | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 36,000 | 0 | 0 | 0 | 0 | 0 | 0 | 375,428 | 0 | 34,816 | **446,244** |
| | **One Loan** | | | | | | | **One Project Financed** | | | |
| **GENERAL FUND** | | | | | | | | | | | |
| New | 11,521 | 0 | 25,922 | 115,210 | 406,027 | 42,874 | 260,138 | 151,542 | 567,674 | 231,850 | 1,812,758 |
| Dedicated Revenue | 0 | | 0 | 0 | 71,605 | 0 | 0 | 385,520 | 0 | 0 | 457,125 |
| New HOME Match | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28,089 | 0 | 0 | 28,089 |
| | 11,521 | 0 | 25,922 | 115,210 | 477,632 | 42,874 | 260,138 | 565,151 | 567,674 | 231,850 | **2,297,972** |
| | **Admin Support for Homeownership Program** | | **TBD units placed under contract** | | **1,000 disputes mediated & 4,000 clients served** | | **10 Developer Pledged Units** | | | | |
| **HOUSING TRUST FUND** | | | | | | | | | | | |
| New | 65,000 | 0 | 0 | 0 | 0 | 0 | 1,500,000 | 960,000 | 0 | 0 | 2,525,000 |
| Carryover | 100,000 | 0 | 0 | 54,500 | 0 | 0 | 613,404 | 574,000 | 0 | 0 | 1,341,904 |
| HOME Match (Carryover) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 71,073 | 0 | 0 | 71,073 |
| | 165,000 | 0 | 0 | 54,500 | 0 | 0 | *2,113,404* | 1,605,073 | 0 | 0 | **3,937,977** |
| | **Four Loans** | | | **Three Mini-RAMP Grants** | | | **Beauregard Funds** | **Two Projects Financed** | | | |
| **GO BONDS FOR BEAUREGARD** | 0 | 0 | 0 | 0 | 0 | 0 | 1,600,000 | 0 | 0 | 0 | **1,600,000** |
| **ALL FUNDS** | **237,521** | **0** | **25,922** | **1,330,656** | **477,632** | **64,908** | **3,973,542** | **2,545,652** | **606,163** | **361,502** | **9,623,498** |

Notes: $460K of the new HTF will be allcoated to the Braddock Fund and $374K of the HTF carryover funds are in the the same fund.

$3.6 million of the HTF and Bond funds are allocated for Beauregard.

## Miscellaneous Information

Proposed Housing Trust Fund (HTF) expenditures for FY 2014 include a new allocation of up to $864,000 in estimated carryover Housing Trust Fund monies for the following programs:

| | |
|---|---|
| $314,000 | Housing Opportunities Fund |
| $50,000 | Rebuilding Together Alexandria |
| $500,000 | Beauregard Small Area Plan Housing Fund |
| $864,000 | Total |

In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2014 will be used to supplement the following programs:

| | |
|---|---|
| $279,000 | Housing Opportunities Fund: Alexandria Housing Development Corporation (AHDC) |
| $221,000 | Housing Opportunities Fund: Not yet designated |
| $1,500,000 | Beauregard Small Area Plan Housing Fund |
| $460,000 | Braddock Metro Small Area Plan Housing Fund |
| $2,460,000 | Total |

## Supplemental Requests

| Activity | Supplemental Request | FTE's | FY 2014 Proposed |
|---|---|---|---|
| **Landlord Tenant Mediation and Education** | *Relocation Advisor II* | **1.0** | **$83,670** |

This initiative will add a Relocation Advisor II position to primarily manage the Beauregard Small Area Plan relocation process. The relocation process will assist displaced households to relocate to safe and affordable housing that aligns with the households needs. In FY 2014 the main body of work for this position will be to begin to develop better tenant information through a detailed survey to begin establishing the databases, and to apply the proposed tenant relocation scoring criteria in order to prioritize tenants for eventual relocation once redevelopment becomes imminent.

# Planning & Zoning

**Mission Statement:** The mission of Planning and Zoning is to involve the community in creating a shared vision for Alexandria's future, and to ensure that all new development reflects this vision.

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $5,302,967 | $5,506,083 | $5,798,233 | 5.3% |
| Non-Personnel | 385,091 | 223,363 | 243,039 | 8.8% |
| Capital Goods Outlay | 0 | 0 | 0 | 0.0% |
| Total Expenditures | $5,688,058 | $5,729,446 | $6,041,272 | 5.4% |
| **Less Revenues** | | | | |
| Internal Service | $0 | $0 | $0 | 0.0% |
| Special Revenue Fund | 112,557 | 96,424 | 268,798 | 178.8% |
| Total Designated Funding Sources | $112,557 | $96,424 | $268,798 | 178.8% |
| **Net General Fund Expenditures** | **$5,575,501** | **$5,633,022** | **$5,772,474** | 2.5% |
| **Total Department FTE's** | **47.5** | **48.0** | **50.0** | **4.1%** |

## Highlights

• In FY 2014 the General Fund budget increases by $139,452 or 2.5 %.

• In FY 2014, the personnel budget increases by $292,150 or 5.3%. The increase is attributed to a higher cost of benefits and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.

The personnel budget increase is also due to the addition of one full time Urban Planner III in the Development Division. The new position is created to support increases in development review related activities and to maintain or enhance current levels of service in the department. Additionally, one existing Urban Planner III position equivalent ($120,295) will be funded with Permit Center fees reflected as Special Revenue Funds. The Department of Code Administration is projecting to have sufficient revenue to support this position, as well as the cost of one Urban Planner II position ($95,683 in FY 2014) – funded in FY 2013; both of which will work in support of the City's multi-department Permit Center. Funding the position with special revenue results in a reduction to Planning & Zoning's General Fund budget of $120,295. Special Revenue will also fund 1 FTE hired for half of FY 2014 ($52,820) to support GIS functions related to on-going implementation of the City's Permit Plan System.

•Total non-personnel costs increase by $19,676 or 8.8% due to an adjustment to maintain current levels of service ($18,000) related to GIS software capabilities to support Cityworks, CAD and GARI - which are programs used throughout the City - as well as an increase in office space leasing costs ($1,676) for the GIS functions of the department.

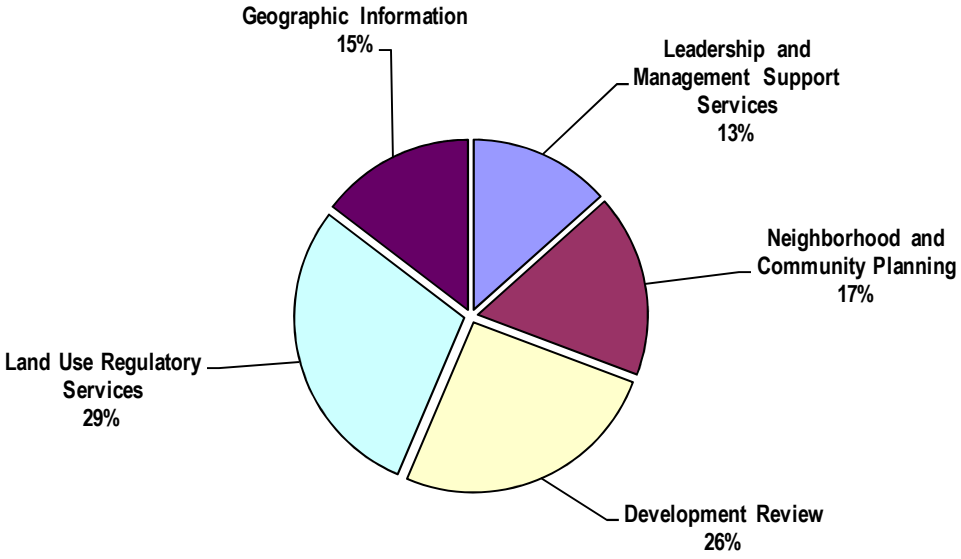
•The proposed budget increases the revenue budget for land use and development fees by $422,000, due to increases in base fee rates for development cases and increases to the maximum cap charged on development cases. These fee increases will better align service with cost of administration, ensuring that the department can meet the needs of applicants, as well as offset the addition of the one Urban Planner III for development review.

## Selected Performance Measures

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| # of items docketed | 23 | 35 | 30 |
| # of development reviews | 215 | 250 | 225 |
| # of Neighborhood Planning initiatives in progress | 5 | 5 | 5 |
| # of items docketed for PC, BAR, and BZA (excluding development items) | 208 | 260 | 200 |
| # of administrative zoning applications processed | 88 | 100 | 100 |
| # of Historic Preservation administrative applications processed | 253 | 350 | 300 |
| % of targets met* | 86% | 92% | 92% |

* reflects department-wide average

## FY 2014 Proposed Expenditures by Program



# Planning & Zoning

## Expenditure and Staffing Summary

### Expenditure Summary

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership and Management Support Services | $889,716 | $859,683 | $808,755 | -5.9% |
| Neighborhood and Community Planning | 1,076,981 | 1,003,788 | 1,047,227 | 4.3% |
| Development Review | 1,347,034 | 1,420,394 | 1,552,139 | 9.3% |
| Land Use Regulatory Services | 1,624,179 | 1,667,135 | 1,749,296 | 4.9% |
| Geographic Information | 750,148 | 778,446 | 883,855 | 13.5% |
| **Total Expenditures** | **$5,688,058** | **$5,729,446** | **$6,041,272** | **5.4%** |

### Staffing Summary*

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership and Management Support Services | 6.2 | 6.0 | 6.0 | 0.0% |
| Neighborhood and Community Planning | 7.7 | 8.1 | 8.1 | 0.0% |
| Development Review | 11.5 | 11.3 | 13.1 | 15.9% |
| Land Use Regulatory Services | 16.1 | 16.6 | 15.8 | -4.8% |
| Geographic Information | 6.1 | 6.1 | 7.0 | 16.2% |
| **Total FTE's** | **47.5** | **48.0** | **50.0** | **4.1%** |

*Columns may not total due to rounding.

## Planning & Zoning Programs and Activities

**Leadership & Mgmt Support Services**
- Leadership & General Management

**Neighborhood and Community Planning**
- Small Area Plans, Special Studies & Citywide Projects
- Plan Implementation

**Development Review**
- Plan & Development Review

**Land Use Regulatory Services**
- Administrative Support to P&Z Boards and Commission
- Zoning Administration
- Historic Preservation

**Geographic Information Systems**
- Data Development
- Application and User Support

## Dept Info

**Department Contact Info**
703.746.4666
http://alexandriava.gov/planning/

**Department Head**
Faroll Hamer, Director
703.746.4666
Faroll.Hamer@alexandriava.gov

**Department Staff**
Cicely Woodrow, Management Analyst III
Cicely.Woodrow@alexandriava.gov

## Leadership and Management Support Services Program

**The goal of Leadership and Management Support Services is to provide assistance to planning staff, other department staff, and the public by keeping people informed about important planning activities.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 15.6% | 15.0% | 13.4% |
| Total Expenditures | $889,716 | $859,683 | $808,755 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $889,716 | $859,683 | $808,755 |
| **Program Outcomes** | | | |
| % of program targets met | 100% | 100% | 100% |

### Activity Data

| LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and Management Support Services is to set strategic goals for the department, manage the department and staff efficiently to achieve those goals, and provide assistance to other City staff and the public through communication about important planning activities | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $889,716 | $859,683 | $808,755 |
| FTE's | 6.2 | 6.0 | 6.0 |
| Citizen, Council and Freedom Of Information Act (FOIA) requests processed | 438 | 375 | 425 |

## Neighborhood and Community Planning Program

**The goal of the Neighborhood and Community Planning Program is to work with City residents to create neighborhood plans, and to build consensus on a vision for the future that reflects community goals and expectations.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 18.9% | 17.5% | 17.3% |
| Total Expenditures | $1,076,981 | $1,003,788 | $1,047,227 |
| Less Revenues | $112,557 | $0 | $0 |
| Net General Fund Expenditures | $964,424 | $1,003,788 | $1,047,227 |
| **Program Outcomes** | | | |
| % of targets met | 100% | 100% | 100% |

### Activity Data

| SMALL AREA PLANS, SPECIAL STUDIES & CITYWIDE PROJECTS – The goal of Small Area Plans, Special Studies & Citywide Projects is to create a plan for an identified area that provides a vision and formulate recommendations for implementation to improve the quality of the community. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $627,691 | $545,509 | $566,373 |
| FTE's | 3.8 | 4.2 | 4.2 |
| # of Neighborhood Planning initiatives in progress* | 5 | 5 | 5 |

*The planning initiatives for FY 2012 were: Beauregard, Waterfront, Potomac Yard, Public Engagement Process, and Wayfinding.

Planning initiatives for FY 2014 may include: Eisenhower West, Gen-On, and North Old Town

| PLAN IMPLEMENTATION – The goal of Plan Implementation is to improve the quality of the community by implementing the approved small area plans. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $449,290 | $458,279 | $480,854 |
| FTE's | 3.8 | 3.8 | 3.8 |
| # of Plan Implementations in progress * | 4 | 5 | 5 |

*The plan implementations for FY 2012 were: Wayfinding, Arlandria, Braddock Road, and King Street Retail.

The FY 2014 plan implementations include: Arlandria, Beauregard Corridor, Braddock, Landmark/Van Dorn, and Waterfront.

## Development Review Program

**The goal of the Development Review Program is to retain and enhance Alexandria's quality of life by ensuring that development proposals are consistent with the Master Plan and Zoning Ordinance, consist of quality building design, urban design and site planning, and provide an overall public benefit.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 23.7% | 24.8% | 25.7% |
| Total Expenditures | $1,347,034 | $1,420,394 | $1,552,139 |
| Less Revenues | $0 | $96,424 | $215,978 |
| Net General Fund Expenditures | $1,347,034 | $1,323,970 | $1,336,161 |
| **Program Outcomes** | | | |
| % of targets met | 60% | 95% | 95% |

### Activity Data

| PLAN & DEVELOPMENT REVIEW - The goal of Plan and Development Review is to ensure that high quality development meets regulatory obligations and involves the community at the formative stage of each project. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,347,034 | $1,420,394 | $1,552,139 |
| FTE's | 11.5 | 11.3 | 13.1 |
| # of items docketed | 23 | 35 | 30 |
| # of permits reviewed | 810 | 650 | 725 |
| % of permits reviewed by scheduled date | 95% | 95% | 95% |
| % of preliminary plans docketed within 90 days | 95% | 95% | 95% |
| # of development reviews | 215 | 250 | 225 |

## Land Use Regulatory Services Program

**The goal of the Land Use Regulatory Services Program is to administer and enforce zoning and subdivision regulations, review and approve construction permits and business licenses for compliance with the Zoning Ordinance, and respond to citizen complaints and inspect property for zoning compliance.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 28.6% | 29.1% | 29.0% |
| Total Expenditures | $1,624,179 | $1,667,135 | $1,749,296 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $1,624,179 | $1,667,135 | $1,749,296 |
| **Program Outcomes** | | | |
| % of scheduled targets met | 90% | 95% | 95% |

### Activity Data

| ADMINISTRATIVE SUPPORT TO P&Z BOARDS AND COMMISSION – The goal of Administrative Support to Boards and Commission is to manage dockets, publish staff reports and materials, maintain official meeting minutes and case files, and prepare and certify legal notices for the Planning Commission, Board of Architectural Review, and Board of Zoning Appeals.* | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures** | $552,897 | $599,899 | $308,575 |
| FTE's** | 5.4 | 2.9 | 2.8 |
| # of items docketed for PC, BAR, and BZA (excluding development items) | 208 | 260 | 200 |

*In FY 2013 the Permit & License Review activity was renamed Administrative Support to P&Z Boards and Commission to create an activity that more accurately reflects the Department's work supporting the planning and zoning boards and commissions. For FY 2013, FTEs associated with the zoning enforcement and administration functions of the department previously budgeted in Permit & License Review have been reallocated to the Zoning Administration Activity.

**FTE's in FY 2013 reflect only the new Administrative Support activity. Prior year expenditures and FTEs represent the prior Permit & License Review activity which included some expenditures and FTE's associated with zoning functions that were reallocated to the Zoning Administration activity in FY 2013. FY 2014 expenditures reflect corrected expenditures adjustment for the FY 2013 reorganization.

## Land Use Regulatory Services Program, cont.

### Activity Data

| ZONING ADMINISTRATION – The goal of Zoning Administration is to ensure compliance with the Zoning Ordinance and applicable regulations through review and approval of permit and license applications, review of grading plans, and enforcement of provisions of the ordinance, regulations, and special use permits.* | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $573,748 | $519,578 | $875,929 |
| FTE's | 6.4 | 8.4 | 7.9 |
| # of administrative zoning applications processed | 88 | 100 | 100 |
| # of permits/licenses/grading plans processed | 4,474 | 3,100 | 3,500 |
| # of customers served | 24,873 | 21,000 | 22,000 |
| # of zoning enforcement activities | 1,257 | 750 | 1,000 |

*FY 2014 expenditures, FTEs and performance measures reflect the reorganization related to the department's zoning enforcement and administration functions that were previously associated with the Permit & License Review activity.

### Activity Data

| HISTORIC PRESERVATION – The goal of Historic Preservation is to maintain the high quality, reputation and character of the City's historic buildings, and to ensure compliance with historic district requirements through the review and approval of applications for changes to structures in the City's historic districts. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $497,534 | $547,658 | $564,792 |
| FTE's | 4.4 | 5.4 | 5.2 |
| # of Historic Preservation administrative applications processed | 253 | 350 | 300 |
| # of Historic Preservation permits processed | 1352 | 950 | 950 |
| # of Historic Preservation special projects in process | 5 | 4 | 4 |

## Geographic Information Program

**The goal of the Geographic Information Program is to enable the City to improve communication and decision-making to ultimately better serve the public through the innovative use of Geographic Information Systems Technology.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of All Funds Budget | 13.2% | 13.6% | 14.6% |
| Total Expenditures | $750,148 | $778,446 | $883,855 |
| Less Revenues | $0 | $0 | $52,820 |
| Net General Fund Expenditures | $750,148 | $778,446 | $831,035 |
| **Program Outcomes** | | | |
| % of targets met | 80% | 70% | 70% |

### Activity Data

| DATA DEVELOPMENT – The goal of the Data Development activity is to create and maintain the City's geospatial infrastructure, the City's definitive source for geographic information. This system models real world features and the relationships between them to provide the foundation for Division's User Support Activities. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $244,292 | $251,544 | $259,814 |
| FTE's | 2.0 | 2.0 | 2.0 |
| # of data layers maintained | 95 | 95 | 107 |

| APPLICATION AND USER SUPPORT – The Goal of the Application and User Support activity is to ensure departments such as Planning and Zoning, Public Safety, Real Estate Assessments, and Transportation and Environmental Services can fulfill critical aspects of their missions through an array of geospatial tools including applications, studies and maps. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $505,856 | $526,902 | $624,041 |
| FTE's | 4.0 | 4.0 | 5.0 |
| # of City staff users accessing the GIS | 650 | 700 | 800 |
| # of GIS applications supported | 19 | 19 | 20 |
| # hits on GIS internet map server application | 65,500 | 70,000 | 70,000 |
| # of GIS projects in process | 5 | 5 | 5 |

# Planning & Zoning

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

| Activity | Adjustment | FTE Impact | FY 2014 Proposed |
|---|---|---|---|
| **Application & User Support** | *Increased software licensure cost* | **0.0** | **$18,000** |

The FY 2014 Budget provides an additional $18,000 to maintain current services related to GIS software capabilities to support Cityworks, CAD and GARI - which are programs used throughout the City. The adjustment is due to increased licensure costs for ESRI software that provides the basis for the three City computer programs.

### FY 2014 Proposed Supplemental Requests

| Activity | Supplemental Request | FTE Impact | FY 2014 Proposed |
|---|---|---|---|
| **Development Review Program** | *One new Urban Planner III* | **1.0** | **$95,420** |

Development applications are projected to increase into FY 2014, necessitating the addition of a development review position to maintain current departmental performance levels, specifically in regard to processing time. The cost of this position will be offset in the General Fund with increased revenue budget for land use and development fees.

| | | | |
|---|---|---|---|
| **Application & User Support** | *One new GIS Analyst III* | **1.0** | **$0** |

The cost of this position in FY 2014 is $52,820 and will be funded by Permit Center fees reflected in the Special Revenue Fund. While the personnel impact is the addition of one FTE, the position is only funded for one half of FY 2014. This position will support GIS functions related to on-going implementation and maintenance of the City's Permit Plan System - which is integral to the performance and on-going operation of the City's multi-departmental Permit Center.

### FY 2014 Proposed Budget Reductions

| Activity | Reduction | FTE Impact | FY 2014 Proposed |
|---|---|---|---|
| **Development Review Program** | *Fund portion of Program with Special Revenue* | **0.0** | **($120,295)** |

In FY 2014 one existing Urban Planner III FTE will be funded by Permit Center fees reflected in the Special Revenue Fund. This change reduces the General Fund budget for Planning & Zoning by $120,295 in FY 2014. Code is projecting to have sufficient revenue to support departmental operations and this position equivalent, which currently supports Permit review activity. This position will become part of the permit center expanded operations.

## Summary of Budget Changes

### Proposed Fee Adjustments

| Activity | Fee Adjustment | FY 2014 Proposed |
|---|---|---|
| **Zoning Administration** | *Land Use & Development Fee Revenue Adjustment* | **$422,000** |
| The positive real estate and development trend for FY 2013 is projected to continue into FY 2014. As a result, revenue collections from the City's land use and development fees is anticipated to increase. The increase in revenue shown will also come due to fee increases proposed, including increases in base fee rates for development cases and increases to the maximum cap charged on development cases These fee increases will better align service with cost of administration, ensuring that the department can meet the needs of applicants. Some fees for smaller projects would also be decreased to better align with the level of service provided by the City. | | |

# Economic Development Activities

**Mission Statement:** Economic Activities encompasses City contributions to organizations that provide economic development activities that benefit Alexandria residents.

## FY 2014 Proposed Organization Summary Information (reflects City and non-City funding)

| Expenditure By Program* | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change '13 to '14 |
|---|---|---|---|---|
| Alexandria Convention and Visitors Association (ACVA) | $3,017,580 | $3,114,028 | $3,374,683 | 8.4% |
| Old Town Marketing and Advertising Banners (ACVA) | $0 | $25,000 | $0 | -100.0% |
| Alexandria Economic Development Partnership (AEDP) | $1,473,587 | $1,692,520 | $1,680,945 | -0.7% |
| Alexandria Small Business Development Center (SBDC) | $443,201 | $406,171 | $418,974 | 3.2% |
| Marketing Fund | $176,346 | $185,000 | $135,000 | -27.0% |
| First Night | $45,000 | $45,000 | $45,000 | 0% |
| Holiday Lights (New FY 2014) | $0 | $0 | $71,900 | 100.0% |
| **Total Expenditures** | $5,155,714 | $5,467,719 | $5,726,502 | 4.7% |
| **Less: Revenues and Retained Earnings** | $296,315 | $626,767 | $640,778 | 2.2% |
| **Total General Fund Expenditures** | $4,859,399 | $4,840,952 | $5,085,724 | 5.1% |

*The funding above reflects the total investment in Economic Development activities, including City General Fund contributions, federal grants, membership fees, retained earnings, Industrial Development Authority fees and other income. Program expenditures shown are those submitted to the City in organizational financial statements. The City General Fund expenditures includes all General Fund support to each agency. SBDC 2012 Actuals are reported by Calendar Year (CY 2011)

## Highlights

• The FY 2014 proposed budget increases the City's overall General Fund contribution to economic development activities by $244,772 or 5.1%.

• The General Fund contribution to ACVA increases by $248,655 or 8.5%. This increase is attributed to $88,655 in current services adjustments related to salary and benefit cost increases and higher lease expenses, a $200,000 increase in the Destination Advertising Campaign, and the elimination of $15,000 for operation of the Visitor Center during non-peak seasonal periods. $25,000 in one time funding for King Street banners was included in FY 2013 and is not part of the FY 2014 proposed budget. The increased funding for the Destination Advertising Campaign serves to generate overnight stays in Alexandria by targeting a key demographic within a 5-hour drive through strategic advertising placements and is expected to generate at least $500,000 in additional City revenues. In addition, some international advertising will be initiated in key markets, in a joint program with other jurisdictions.

• The General Fund contribution to AEDP decreases by $1,087 or 0.7%. The net decrease includes a current service adjustment of $38,914 related to salary and benefit cost increases as well as higher lease and management costs. The FY 2014 proposed budget eliminates $25,000 in funding for the Greater Washington Initiative marketing program – which is no longer occurring – as well as $15,000 in funds for business façade improvements in the Arlandria neighborhood.

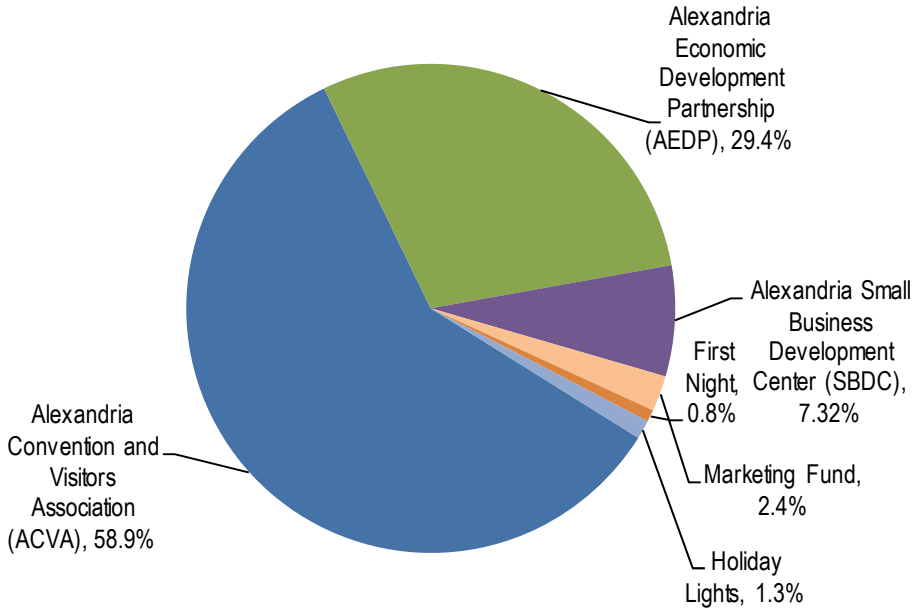
• The General Fund contribution to SBDC's budget reflects three changes. First, the SBDC proposed budget includes a current service adjustment of $24,592 related to salary and benefit cost increases as well as higher lease costs. Second, the FY 2014 proposed budget eliminates $49,288 due to operational efficiencies implemented in the agency. This decrease is more than offset by $60,000 in FY 2014 CIP IT Plan funding for a website overhaul to improve client processing, education and outreach, as well as leveraging support from AEDP.

• First Night Alexandria ($45,000) is funded at FY 2013 levels in the FY 2014 budget. The Marketing Fund has been reduced by $50,000 from FY2013 levels, to $135,000, however the fund will now be allowed to carryover fund balances of up to $50,000 per year.

• The FY 2014 proposed budget adds funding for King Street Holiday Lights ($71,900) as a new Economic Development Activity. This funding was previously allocated to Recreation, Parks & Cultural Activities, which will remain responsible for installing and maintaining the Holiday Lights.

# Economic Development Activities

**FY 2014 Proposed Expenditures by Organization**




## Economic Development Activities

**Economic Development Activities**

- Alexandria Convention & Visitors Association
- Alexandria Economic Development Partnership, Inc.
- Alexandria Small Business Development Center
- First Night Alexandria
- Marketing Fund
- Holiday Lights

## Contact Information

**Alexandria Convention and Visitors Association**
Patricia Washington, President and CEO
VisitAlexandriava.com
patricia@visitAlexva.com

**Alexandria Economic Development Partnership, Inc.**
Val Hawkins, President and CEO
www.alexecon.org
hawkins@alexecon.org

**Alexandria Small Business Development Center**
Bill Reagan, Executive Director
www.alexandriasbdc.org
billr@alexandriasbdc.org

## ACVA Program

**The goal of the Alexandria Convention and Visitors Association is to generate tourism and conventions that increase business revenues and City taxes, as well as promote the City of Alexandria and its assets.**

| Program Totals | FY 2012 Actual* | FY 2013 Approved*** | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | 3,017,580 | 3,139,028 | 3,374,683 |
| Less Revenues | $238,364 | $226,000 | $213,000 |
| Use of/Contributions to Retained Earnings** | -$19,754 | $0 | $0 |
| Net General Fund Expenditures | $2,798,970 | $2,913,028 | $3,161,683 |
| **Program Outcomes** | | | |
| Change in hotel transient lodging tax (6.5%) | 1.9% | 6% | 3.8% |
| Change in lodging fee ($1 per room per night) | 2.4% | 2% | 1% |

*Net General Fund Expenditures include $50,000 allocated in Council's Contigent Reserves

** Subject to change by ACVA in FY2013

*** Includes additional $25,000 for Banners in FY 2013 above the base contribution of $2,888,028.

### Activity Data

| CONVENTION SALES AND MEETING SUPPORT – The goal of Convention Sales and Meeting Support is to attract conventions, meetings and other groups to the City to generate revenue, thereby reducing the tax burden on residents. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $603,516 | $622,806 | $674,937 |
| $ of actualized revenue for businesses including hotels | $3,805,097 | $4,000,000 | $4,200,000 |
| Qualified group tourism leads | 850 | 1,000 | 925 |

| ADVERTISING/MARKETING – The goal of the paid advertising campaign is to generate visitor spending through leisure visitors, with an emphasis on overnight guests. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $1,901,075 | $1,893,417 | $2,126,050 |
| Total Lodging Tax Generated | 11,519,776 | $12,400,000 | $12,871,200 |
| Total Visitor Spending | $711,000,000 | $660,000,000 | $769,017,600 |
| Website Visits | 1,009,128 | 1,000,000 | 1,525,801 |

| ALEXANDRIA VISITORS CENTER AT RAMSAY HOUSE – The goal of the Visitor Center is to provide visitors to the City with a central location to gather information and plan their visit. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $211,231 | $311,403 | $236,228 |
| Number of visitors | 79,755 | 78,000 | 80,000 |

| PUBLIC RELATIONS – The goal of Public Relations is to generate earned media, and provide tourism industry professional and marketing support. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $241,406 | $249,122 | $269,975 |
| Total number of stories placed (print, online and broadcast) | 609 | 800 | 800 |

| TOURISM INDUSTRY SUPPORT – The goal of Tourism Industry Support is to provide networking and professional development opportunities for Alexandria's tourism industry in order to improve their ability to serve visitors to the City. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $60,352 | $62,281 | $67,494 |
| Total jobs supported by visitor spending (calendar year) | 6,067 | 6,025 | 6,067 |
| Number of members | 350 | 350 | 350 |

## Alexandria Economic Development Partnership, Inc.

**The goal of the AEDP Program is to increase economic development activity that will result in a more equitable distribution of the real estate tax burden between commercial and residential properties and will ensure a sustainable economic future for Alexandria.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $1,473,587 | $1,692,520 | $1,680,945 |
| Retained Earnings | ($140,468) | $15,490 | $0 |
| IDA Funds | $24,052 | $50,000 | $50,000 |
| Other Funding | $535 | $208,376 | $213,378 |
| Net General Fund Expenditures* | $1,589,468 | $1,418,654 | $1,417,567 |
| **Program Outcomes** | | | |
| % of real property tax base representing commercial property | 43.2% | 42% | 42.9% |

* FY 2012 Actual includes $200,000 in contingent reserves

### Activity Data

| MARKETING – The goal of Marketing is to promote Alexandria as a premiere location for business thereby enhancing the City's tax revenue and increasing employment opportunities. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $614,486 | $705,781 | $700,954 |
| FTE's | 1.5 | 1.5 | 1.5 |
| % increase in commercial tax base | -0.7% | 6.6% | 2% |
| % increase in level of at-place employment | 9.4% | 4% | 4% |
| Visits to Alexecon.org website | 39,521 | 60,000 | 75,000 |
| Alexecon.org page views | 178,924 | 200,000 | 250,000 |

| BUSINESS RETENTION & EXPANSION.- The goal of Business Retention and Expansion is to retain existing businesses in existing or more suitable locations within the City, to maintain and expand the commercial tax base and the City's employment opportunities, and to ensure a diverse quality of life for both the business and residential communities. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $337,451 | $387,587 | $384,936 |
| FTE's | 1.5 | 1.5 | 1.5 |
| # of jobs retained | 1340 | 475 | 1000 |
| Square feet of commercial space leased - retention or expansion | 262,504 | 150,000 | 200,000 |

| BUSINESS ASSISTANCE – The goal of Business Assistance is to provide Alexandria business with support, in the form of grants, regulatory process expertise and general information, to enable them to function in full compliance and awareness of the requirements and opportunities available to them. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $260,825 | $299,576 | $297,527 |
| FTE's | 1.5 | 1.5 | 1.5 |
| # of applications for Façade Improvement grants** | 4 | 2 | 0 |
| # of bond financing applicants & total bonds issued ($) | 4/$26,105,000 | N/A | 3/$20,000,000 |
| # of businesses assisted | 210 | 200 | 300 |

** Façade Improvement program has been eliminated for FY 2014

## Alexandria Economic Development Partnership, Inc., continued

| BUSINESS ATTRACTION - The goal of Business Attraction is to work with property owners, developers, real estate professionals, brokers and tenants to attract new businesses to the City that create new economic activity and employment opportunities. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $260,825 | $299,576 | $297,527 |
| FTE's | 1.5 | 1.5 | 1.5 |
| # of jobs attracted | 6,165 | 2,000 | 3,000 |
| Square feet of commercial space leased - new | 1,757,171 | 300,000 | 300,000 |
| Commercial (office) vacancy rate*** | 15.3% | 11% | 14% |
| Commercial (office) average rental rate | $30.45 | $32.50 | $32.00 |

*** FY 2012 Actuals are as of June 30, 2012. FY 2014 represents the projected vacancy rate for June 30, 2014.

## Alexandria Small Business Development Center:

| Program Totals | FY 2012 Actual* | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $443,201 | $406,171 | $418,974 |
| Use of Retained Earnings* | $0 | $24,901 | $0 |
| Less Revenues | $193,586 | $102,000 | $164,400 |
| Net General Fund Expenditures | $249,615 | $279,270 | $254,574 |
| **Program Outcomes** | | | |
| # of individuals assisted | 569 | 425 | 700 |

*FY 2012 actual figures are reported by calendar year (CY 2011).

### Activity Data

| BUSINESS ASSISTANCE - INDIVIDUAL CONSULTATIONS - The goal of Business Assistance - Individual Consultations is to provide individual and confidential guidance to existing business owners and new entrepreneurs to help them solve problems, overcome obstacles, connect to resources, identify new opportunities, and strengthen their potential for success and growth. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $361,208 | $331,029 | $341,464 |
| FTE's | 3.1 | 3.1 | 2.5 |
| # of individuals counseled/total conseling hours | 350/1126 | 1,000 | 500/1500 |
| Increased sales by client companies | $19,030,811 | $10,000,000 | $20,000,000 |
| Increased jobs (created and retained) | 239/472 | 300 | 250/475 |
| # of loans procured/value of loans by clients - with SBDC assistance** | 17/$7,000,000 | N/A | 25/$10,000,00 |

** This is a new measure for FY 2013

| BUSINESS ASSISTANCE - INDIVIDUAL INQUIRIES/INFORMATIONAL MATERIALS - The goal of Business Assistance - Individual Inquiries/Information Materials is to provide timely answers to initial inquiries from existing business owners and new entrepreneurs to help them with the issues that concern them and to help determine what resources, including the SBDC, can be helpful to them. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $81,992 | $75,142 | $77,510 |
| FTE's | 0.7 | 0.7 | 0.5 |
| # of tailored start-up packets created and distributed | 349 | 400 | 450 |
| # of training events/attendees | 37/680 | 41/1052 | 45/1125 |

Note: as of July 1, 2012 the SBDC has transitioned to a FY of July-June to align with the City's FY. Many of the metrics above are reported on a calendar year basis (2011 or 2012, if available)

## Other Economic Development Activities

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $221,346 | $230,000 | $251,900 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $221,346 | $230,000 | $251,900 |
| **Program Outcomes** | | | |
| No Program Outcomes | N/A | N/A | N/A |

### Activity Data

| Marketing Fund - The Marketing Fund is a matching grant program designed to leverage private matching dollars and increase cooperation and coordination among multiple businesses and organizations to promote Alexandria as a destination for visiting, shopping, dining and doing business. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed * |
|---|---|---|---|
| Total Expenditures | $176,346 | $185,000 | $135,000 |
| Non-City funding | $0 | $0 | $0 |
| City funding | $176,346 | $185,000 | $135,000 |

* The Marketing Fund will be allowed carryover of fund balances up to $50,000 per year beginning in FY2014.

| First Night Alexandria | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $45,000 | $45,000 | $45,000 |

| Holiday Lights** | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $0 | $0 | $71,900 |

**Holiday Lights funding has been transferred from the Recreation Parks & Cultural Activities budget to Economic Development for FY 2014. Recretion Parks & Cultural Activities will remain responsible for light installation and maintenance.

# Economic Development Activities

## Summary of Budget Changes

### Adjustments to Maintain Current Services

| Agency | Adjustment | FY 2014 Proposed |
|---|---|---|
| **ACVA** | | **$88,655** |
| Personnel costs increase due to salary and benefits adjustment. Non-personnel costs increase by $3,000 to cover the inflationary-based lease adjustment for office space, as well as a 3% increase office management expenses. | | |
| **AEDP** | | **$38,914** |
| This adjustment will accommodate merit and benefit increases for existing staff, as well as the annual increase in occupancy costs and organizational costs (eg. Insurance). | | |
| **SBDC** | | **$24,592** |
| This increase provides for a merit increase to SBDC staff and covers SBDC's share of the increased cost for office space. | | |
| **Holiday Lights** | | **$71,900** |
| This a transfer of funding previously included in the Recreation Parks & Cultural Activities Budget. | | |

### Expenditure Reduction

| Agency | Reduction Option | FY 2014 Proposed |
|---|---|---|
| **ACVA** | *Reduction to Visitor Center at Ramsay House* | **($15,000)** |
| This reduction results from closing the Visitors Center at 5pm (instead of 8pm) Sunday through Wednesday for 14 weeks beginning early December through mid-March, in addition to augmenting paid staff with volunteers. | | |
| **AEDP** | *Cost Savings and Reduction to Business Assistance* | **($40,000)** |
| This reduction reflects the elimination of AEDP's participation in the Greater Washington Initiative Marketing Program. This program has been terminated, resulting in savings to AEDP of $25,000. The reduction also includes elimination of $15,000 in funding the Facade Improvement Program for Arlandria/ Enterprise Zone area properties. | | |
| **SBDC** | *Reduction to Small Business Consulting Services* | **($49,288)** |
| This reduction reflects ongoing operational efficiencies to be implemented within the agency which will be balanced by synergistic support from AEDP and offset by $60,000 in FY 2014 Capital Improvement IT Plan funding dedicated to an agency website overhaul. This website overhaul will improve client intake performance through creation of an online portal for education and processing. | | |
| **Marketing Fund** | *Reduction to Marketing Fund* | **($50,000)** |
| This reduction reduces the Marketing Fund by $50,000 from FY2013 levels, to $135,000; however the fund will now allow carryover of fund balances of up to $50,000 per year to ensure sustainability of the program. | | |

## Summary of Budget Changes (Continued)

| Supplemental Adjustment | | |
|---|---|---|
| **Agency** | **Adjustment** | **FY 2014 Proposed** |
| **ACVA** | *Additional Investment for Destination Advertising* | **$200,000** |

The Destination Advertising Campaign serves to generate overnight stays by targeting a high value audience within a five-hour drive radius, through advertising in print, broadcast and digital media. A third-party ROI study commissioned by the City and ACVA in 2010 concluded that $1 spent on advertising resulted in $133 of visitor spending and $4 in tax revenue for the City. In last year's FY 2013 budget, an additional $100,000 increased the program's budget to the current level of $701,216 thus increasing the economic impact of the campaign from $80 million to $93 million while generating $200,000 in revenue for the City. In FY 2014, the proposed budget provides for a $200,000 increase to be invested in domestic advertising ($125,000), international advertising ($50,000) (through a collaboration with the Capital Regional USA, the Northern Virginia DMOs, and Virginia Tourism Corporation), and advertising for conventions and meetings ($25,000). The City anticipates the additional investment will be offset by at least $500,000 in City general fund revenue generated. The additional investment will also increase the economic impact of the campaign by at least $26.6 million in additional visitor spending.

# Office of Project Implementation

**Mission Statement:** The goal of the Office of Project Implementation is to facilitate the work of City Departments, contractors and external governmental organization, from plan approval to project completion, ensuring the successful development and completion of the most complex and highest priority capital projects, to maximize the efficiency and benefit to all stakeholders. A primary focus of this Office is implementation of the City's Waterfront Small Area Plan.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual * | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | N/A | $308,967 | $321,633 | 4.1% |
| Non-Personnel | N/A | 0 | 10,000 | 100.0% |
| Capital Goods Outlay | N/A | 0 | 0 | 0.0% |
| Total Expenditures | N/A | $308,967 | $331,633 | 7.3% |
| **Funding Sources** | | | | |
| Internal Service | N/A | $0 | $0 | 0.0% |
| Total Designated Funding Sources | N/A | $0 | $0 | 0.0% |
| **Net General Fund Expenditures** | **N/A** | **$308,967** | **$331,633** | **7.3%** |
| **Total Department FTEs** | **N/A** | **2.0** | **2.0** | **0.0%** |

** Office of Project Implementation was established in FY 2013*

### Highlights

• In FY 2014, the General Fund budget increases by $22,666, or 7.3%.

• In FY 2014, the personnel budget increases by $12,666, or 4.1%. The increase is attributed to a higher cost of benefits and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.

•In FY 2014, a $10,000 non-personnel budget is established. The Office of Project Implementation was created in FY 2013 as a Non-Departmental expenditure ($308,967). Staff expects the first full year of functional operation in FY 2014.

# Office of Project Implementation

## Program Level Summary Information

**Expenditure Summary**

| Expenditure By Program | FY 2012 Actual * | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Office of Project Implementation | N/A | $308,967 | $331,633 | 7.3% |
| **Total Expenditures** | **N/A** | **$308,967** | **$331,633** | **7.3%** |

**Staffing Summary**

| Authorized Positions (FTE's) by Program | FY 2012 Actual * | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Office of Project Implementation | N/A | 2.0 | 2.0 | 0.0% |
| **Total Authorized Posistions (FTE's) by Program** | **N/A** | **2.0** | **2.0** | **0.0%** |

** Office of Project Implementation was established in FY 2013*

### Office of Project Implementation Programs and Activities

**Office of Project Implementation**

Project Implementation

Waterfront Small Area Plan Implementation

### Dept Info

**Department Contact Info**
703.746.4300

**Department Head**
Vacant

## Project Implementation:

**The goal of the Project Implementation activity is to facilitate the implementation of high priority capital projects, including the recently adopted Waterfront Plan and flood mitigation and other complex capital plans.**

| Program Totals | FY 2012 Actual* | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | N/A | $308,967 | $331,633 |
| Less Revenues | N/A | $0 | $0 |
| Net General Fund Expenditures | N/A | $308,967 | $331,633 |

| PROJECT IMPLEMENTATION – The goal of the Project Implementation activity is to facilitate the implementation of high priority capital projects, including the recently adopted Waterfront Plan and flood mitigation and other complex capital plans. | FY 2012 Actual* | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | N/A | $308,967 | $331,633 |
| FTE's | N/A | 2.0 | 2.0 |

** Office of Project Implementation was established in FY 2013*

PAGE INTENTIONALLY LEFT BLANK

# Operating Agencies

## PARKS, RECREATION AND CULTURAL

Historic Alexandria ..... 17-2
Library ..... 17-10
Recreation, Parks and Cultural Activities ..... 17-18
Other Recreation Activities ..... 17-34

# Historic Alexandria

**Mission Statement:** The Office of Historic Alexandria (OHA) enhances the quality of life for City residents and visitors by preserving and interpreting Alexandria's historic properties, archaeological sites, cultural resources, artifact collections, objects, archives, records, and personal stories, and by encouraging audiences to appreciate Alexandria's diverse historic heritage and its place within the broader context of American history.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $2,518,817 | $2,456,479 | $2,429,010 | -1.1% |
| Non-Personnel | $811,300 | $770,548 | $761,465 | -1.2% |
| Capital Goods Outlay | $0 | $4,500 | $4,500 | 0.0% |
| Total Expenditures | $3,330,117 | $3,231,527 | $3,194,975 | -1.1% |
| **Funding Sources** | | | | |
| Internal Service | $0 | $0 | $0 | |
| Special Revenue Fund | $529,599 | $461,618 | $572,724 | 24.1% |
| Total Designated Funding Sources | $529,599 | $461,618 | $572,724 | 24.1% |
| **Net General Fund Expenditures** | **$2,800,518** | **$2,769,909** | **$2,622,251** | **-5.3%** |
| **Total Department FTE's** | **26.2** | **26.2** | **25.7** | **-2.0%** |

### Highlights

• In FY 2014 the General Fund budget for the Office of Historic Alexandria decreases by $147,658, or -5.3%, while the Special Revenue Fund increases by $111,106 or 24.1%. A majority of the decrease in the General Fund and increase in the Special Revenue is related to funding a 1.0 FTE archeology position. This position will be funded by Permit Center fees reflected in the Special Revenue Fund. The position was funded by the General Fund in FY 2013.

• Personnel costs decrease by $27,469, or -1.1%. A 1.0 FTE Public Information Officer is being reduced to a 0.5 FTE position, resulting in $43,421 in savings. Personnel savings in the amount of $42,001 will be realized from the retirement of archeology staff, and filling vacant positions at lower steps on the City's pay scale. These decreases were offset by increased benefits costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%. Additionally, $4,768 was added for additional part-time staff at the City's Black History Museum to increase rental opportunities, and to allow professional staff to focus more on museum exhibits and operations.

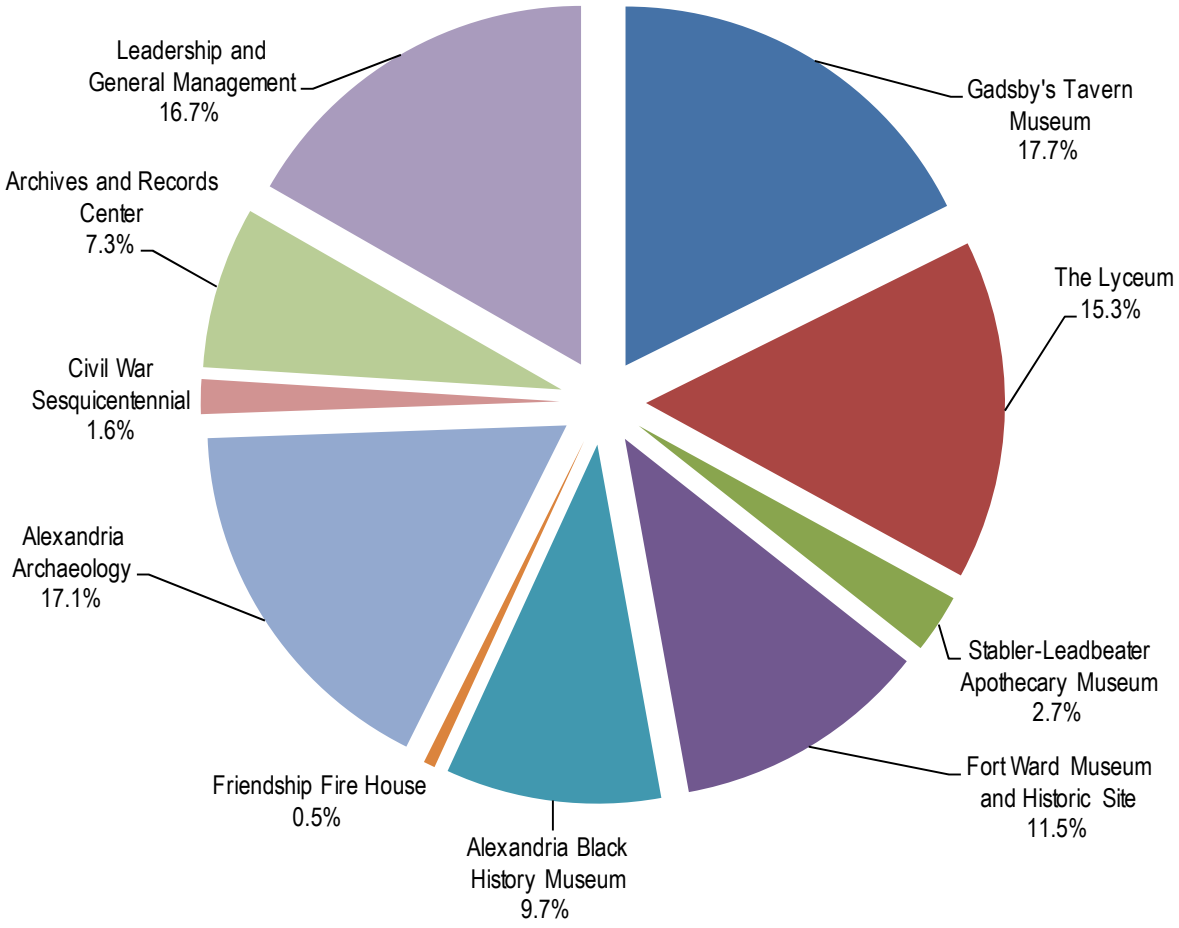
•Total non-personnel costs decrease by $9,083, or -1.2%. A reduction of $30,000 in marketing funding for Civil War Sesquicentennial is included (reducing funding from $80,000 in FY 2013 to $50,000 in FY 2014), with City staff continuing to look for opportunities for private contributions to supplement City funds. Current services adjustment increases included the maintenance of new point of sale software budgeted in the Special Revenue Fund ($11,128). This software is expected to have a positive impact on the City's ability to sell merchandise and other related items at the City's museums and historical sites. An increase in mowing cycles at Ft. Ward ($4,480) fort area was also budgeted as a current service adjustment increase.

•Revenues from Special Revenues increase by $111,106 or 24.1% primarily due to the moving of costs of a 1.0 FTE archeology position related to development review from the General Fund to the Special Revenue Fund.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of visitors to City historic sites rating their overall experience as good to excellent | 98% | 95% | 95% |
| % of visitors who state they have gained an appreciation of local history | 98% | 95% | 95% |
| Total number of visitors/program participants served | 189,395 | 191,500 | 189,395 |

## FY 2014 Proposed Expenditure by Activity



# Historic Alexandria

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Historic Resources | $3,330,117 | $3,231,527 | $3,194,975 | -1.1% |
| **Total Expenditures** | **$2,800,516** | **$3,231,527** | **$3,194,975** | **-1.1%** |

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Historic Resources | 26.2 | 26.2 | 25.7 | -2.0% |
| **Total Full Time Equivalents** | **26.2** | **26.2** | **25.7** | **-2.0%** |

## Historic Alexandria Programs and Activities

**Historic Resources**
- Gadsby's Tavern Museum
- The Lyceum
- Stabler-Leadbeater Apothecary Museum
- Fort Ward Museum & Historic Site
- Alexandria Black History Museum
- Friendship Fire House
- Alexandria Archaeology
- Archives & Records Center
- Leadership & General Management/ Lloyd House
- Civil War Sesquicentennial

## Dept Info

**Department Contact Info**
703.746.4554
http://oha.alexandriava.gov/

**Department Head**
Lance Mallamo
703.746.4554
Lance.Mallamo@alexandriava.gov

## Historic Resources Program

**The goal of Historic Resources is to preserve significant buildings, places, sites, documents and artifacts on behalf of City residents, and to foster an appreciation for Alexandria's significant role in American history through public use, education and enjoyment of these resources.**

| Program Totals | FY 2012 Acutal | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $3,330,117 | $3,231,527 | $3,194,975 |
| Less Revenues | $529,599 | $461,618 | $572,724 |
| Net General Fund Expenditures | $2,800,518 | $2,769,909 | $2,622,251 |
| **Program Outcomes** | | | |
| % of visitors to City historic sites rating their overall experience as good to excellent | 98% | 95% | 95% |
| % of visitors who state they have gained an appreciation of local history | 98% | 95% | 95% |

### Activity Data

| LEADERSHIP AND GENERAL MANAGEMENT/Lloyd House – The goal of Leadership and General Management is to administer and promote public access to the City-owned historic resources in order to enhance and encourage public use. This function is housed in and also manages Lloyd House. This activity also includes the new National Harbor initiatives operated by OHA. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $499,888 | $580,238 | $533,984 |
| FTE's | 2.9 | 2.9 | 2.4 |
| Total number of visitors/program participants served | 189,395 | 191,500 | 189,395 |
| OHA operating costs per resident | $17.58 | $16.87 | $16.87 |
| % of department outcomes achieved | 95% | 95% | 95% |

| GADSBY'S TAVERN MUSEUM – The goal of Gadsby's Tavern Museum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $550,077 | $547,764 | $564,538 |
| FTE's | 4.1 | 4.1 | 4.1 |
| # of visitors/program participants | 22,126 | 24,000 | 24,000 |
| Cost per visitor/program participant | $24.86 | $22.82 | $23.52 |
| % of visitors who rated their experience as good to excellent | 99% | 98% | 98% |

| THE LYCEUM – The goal of The Lyceum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $482,916 | $474,193 | $489,028 |
| FTE's | 4.8 | 4.8 | 4.8 |
| # of visitors/program participants | 24,134 | 35,000 | 35,000 |
| Cost per visitor/program participant | $20.01 | $13.55 | $13.97 |
| % of visitors who rated their experience and good to excellent | 95% | 95% | 95% |

## Historic Resources Program, continued

### Activity Data

| STABLER-LEADBEATER APOTHECARY MUSEUM – The goal of the Stabler-Leadbeater Apothecary Museum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $150,822 | $83,179 | $84,992 |
| FTE's | 1.0 | 1.0 | 1.0 |
| # of visitors/program participants | 12,118 | 10,000 | 10,000 |
| Cost per visitor/program participant | $12.45 | $8.32 | $8.50 |
| % of visitors who rated their experience and good to excellent | 99% | 98% | 98% |

| FORT WARD MUSEUM AND HISTORIC SITE – The goal of Fort Ward is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $321,159 | $355,367 | $368,036 |
| FTE's | 3.1 | 3.3 | 3.3 |
| # of visitors/program participants* | 41,224 | 40,000 | 40,000 |
| Cost per visitor/program participant | $7.79 | $8.88 | $9.20 |
| % of visitors who rated their experience as good to excellent | 98% | 95% | 95% |

*Includes visitors or program participants to main museum building only.

| ALEXANDRIA BLACK HISTORY MUSEUM – The goal of the Alexandria Black History Museum is to present programs that foster tolerance and understanding among all cultures and to stimulate appreciation for the diversity of the African American experience. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $325,914 | $291,161 | $309,705 |
| FTE's | 2.6 | 2.6 | 2.6 |
| # of visitors/program participants | 9,362 | 8,000 | 8,000 |
| Cost per visitor/program participant | $34.81 | $36.40 | $38.71 |
| % of visitors who rate their experience as good to excellent | 93% | 92% | 92% |

| FRIENDSHIP FIRE HOUSE – The goal of Friendship Fire House is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $14,731 | $16,045 | $16,267 |
| FTE's | 0.2 | 0.2 | 0.2 |
| # of visitors/program participants | 3,068 | 3,000 | 3,000 |
| Cost per visitor/program participant | $4.80 | $5.35 | $5.42 |
| % of visitors who rated their experience as good to excellent | 100% | 92% | 92% |

## Historic Resources Program, continued

### Activity Data

| ALEXANDRIA ARCHAEOLOGY – The goal of Alexandria Archaeology is to discover and preserve our 13,000-year heritage in order to enhance the City's historic character and public appreciation of Alexandria's diverse past and significant archaeological collection. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $702,257 | $575,500 | $545,502 |
| FTE's | 5.0 | 5.0 | 5.0 |
| # of cubic feet of archaeological collections | 3,260 | 3,200 | 32,000 |
| # of visitor/program participants | 48,670 | 30,000 | 30,000 |
| Cost per resident | $4.94 | $4.05 | $3.84 |
| % of visitors who rated their experience as good to excellent | 100% | 98% | 98% |

| ARCHIVES AND RECORDS CENTER – The goal of the Archives and Records Center is to manage the records created by all City of Alexandria agencies, and to document the activities and functions of City government. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $217,617 | $228,080 | $232,923 |
| FTE's | 2.4 | 2.4 | 2.4 |
| # of boxes received and destroyed | 3,588 | 2,500 | 3,000 |
| # of electronic records destroyed (new for FY 2014) | N/A | N/A | 12,000 |
| # of research/records requests processed | 1,500 | 1,200 | 1,200 |
| % of boxes processed that met governmental standards | 99% | 98% | 98% |
| % of requests fulfilled within five days | 97% | 95% | 95% |

| CIVIL WAR SESQUICENTENNIAL - The goal of providing funding for the Civil War Sesquicentennial commemoration is to promote heritage tourism activities associated with the Civil War 150th commemoration. Activities and events will take place from FY 2012 to FY 2015. Additionally, the Warr of 1812 commeration activities are budgeted here in FY 2014. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $64,736 | $80,000 | $50,000 |
| FTE's | 0.0 | 0.0 | 0.0 |
| # of visitors/program participants | 32,760 | 30,000 | 30,000 |
| % of visitors who rated their experience as good to excellent | 99% | 95% | 95% |
| % of visitors who express an increase in their understanding of the Civil War | 98% | 95% | 95% |

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

| Activity | Adjustment | FTE | FY 2014 Proposed |
|---|---|---|---|
| **Ft. Ward** | *Mowing Contract* | **0.0** | **$4,480** |
| Increases the number of mows annually at Ft. Ward fort area from 14 to 16. | | | |
| **All Museums & Historical Site** | *Point of Sale System* | **0.0** | **$11,128** |
| Annual subscription fee and credit card fees for the new point of sale system, which will allow for merchandise and other product sales at City historic sites and museums. All costs are captured in the Special Revenue Fund. | | | |

### Supplemental Adjustments

| Activity | Adjustment | FTE | FY 2014 Proposed |
|---|---|---|---|
| **Black History Museum** | *Lump Sum Part-Time Funding* | **0.0** | **$4,768** |
| Additional part-time funding for positions at the City's Black History Museum. Increased staffing provides opportunities for more rentals, potentially increasing revenues, as well as allowing professional staff to focus more on museum exhibits and operations. | | | |

## Summary of Budget Changes

### Expenditure Reductions

| Activity | Reduction Option | FTE | FY 2014 Proposed |
|---|---|---|---|
| **Archeology** | *Full-Time Employee Personnel Cost Savings* | **0.0** | **($42,001)** |
| Personnel savings resulting from retirements in the department, and filling positions in FY 2014 at lower steps on the City's pay scale. | | | |
| **Archeology** | *1.0 FTE Funded by Permit Center Fees* | **0.0** | **($94,986)** |
| One development review-related Archeologist I position will be funded by Permit Center fees that are reflected in the Special Revenue Fund. The dollar amount noted above represents the reduction to the General Fund, as all personnel costs associated with the position are now captured in the Special Revenue Fund from Permit Center fees. While archeological development review is handled by a number of Office of Archeology personnel, it was determined that the combined efforts produced about the work equivalent of one FTE. | | | |
| **Administration** | *Reduce 1.0 FTE PIO to 0.5 FTE* | **0.5** | **($43,421)** |
| Reclassify vacant Office of Historic Alexandria Public Information Officer (PIO) position from a 1.0 FTE to a 0.5 FTE position. Salary and benefits savings. | | | |
| **Civil War Sesquicentennial** | *Fees for Professional Services* | **0.00** | **($30,000)** |
| Reduce funding for professional services (and other activities such as marketing) for Civil War commemoration activities. Reduced from $100,000 in FY 2012 to $80,000 in FY 2013. FY 2014 reduction of $30,000 will bring FY 2014 to $50,000. | | | |

# Library

**Mission Statement:** The mission of the Alexandria Library is to provide print and non-print materials, on-site and remote access to electronic information, and in person information services that foster and support an informed and educated community.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Acutal | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $5,296,653 | $6,066,180 | $5,859,165 | -3.4% |
| Non-Personnel | $1,333,903 | $1,272,390 | $1,325,118 | 4.1% |
| Capital Goods Outlay | $0 | $0 | $0 | |
| Total Expenditures | $6,630,556 | $7,338,570 | $7,184,283 | -2.1% |
| **Funding Sources** | | | | |
| Internal Service | $0 | $0 | $0 | |
| Special Revenue Fund | $484,891 | $460,406 | $439,838 | -4.5% |
| Total Designated Funding Sources | $484,891 | $460,406 | $439,838 | -4.5% |
| **Net General Fund Expenditures** | **$6,145,665** | **$6,878,164** | **$6,744,445** | **-1.9%** |
| **Total Department FTE's** | **75.4** | **73.2** | **70.1** | **-4.2%** |

### Highlights

• In FY 2014 the General Fund budget for the Library decreases by $133,719, or -1.9%.

• Total personnel costs decrease $207,015, or -3.4%. A total of 2.025 FTE positions associated with reducing branch library hours from 52 to 50 hours were eliminated, along with the elimination of a 1.0 FTE position for Talking Books. Talking Books service will still be provided; existing staff will be reallocated to assist at the Talking Books customer services desk. These eliminations resulted in total personnel reductions of $181,865. Additionally a technical correction was made to the personnel budget to account for positions that were eliminated in FY 2013, but were not removed from the City's personnel system. These decreases were offset by increased benefits costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.

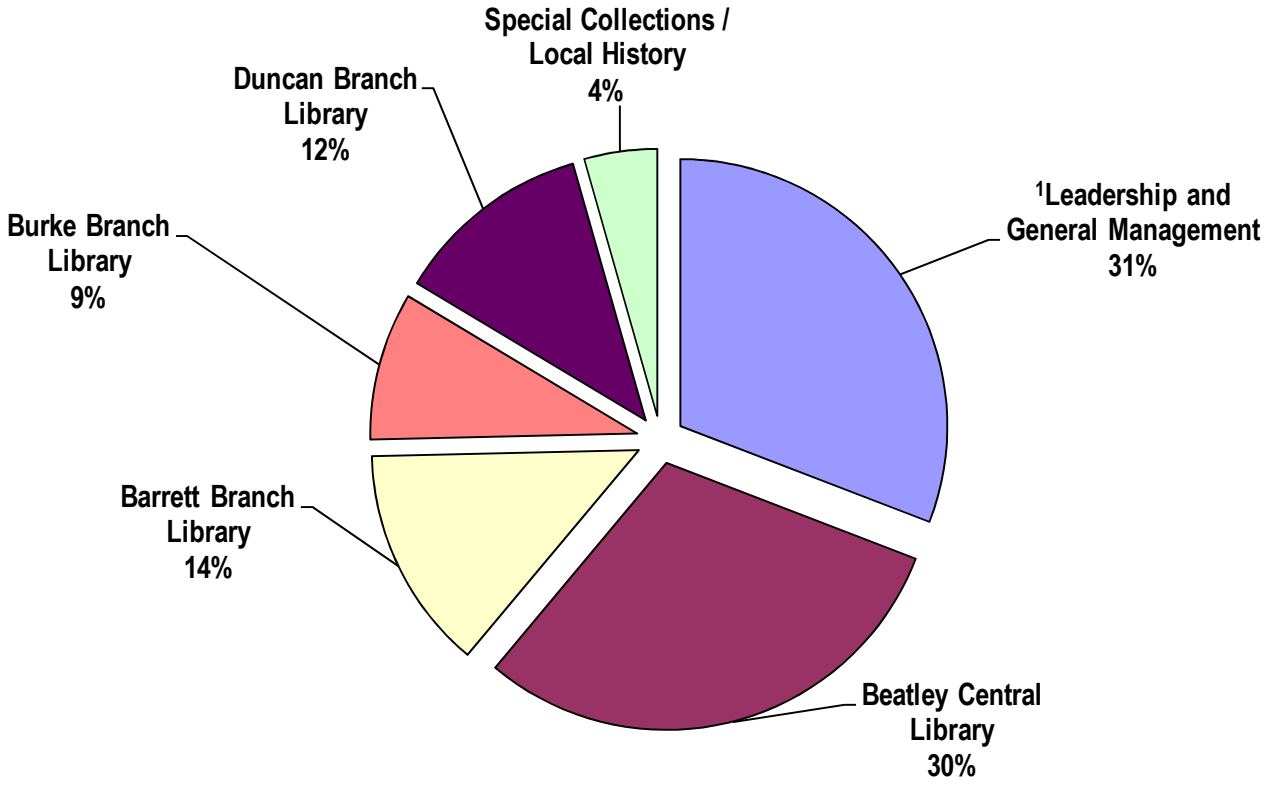
• Non-personnel cost increase $52,728, or 4.1%. A night time cleaning contract for cleaning services three days a week at the central library and branch libraries totaling $57,744 was added to the budget. All other current service adjustments (details of significant adjustments provided on page 17-15) totaled $50,984. These additions were offset by a reduction in material holdings throughout the library system totaling $56,000.

• Revenues decrease by $20,568, or -4.5%. Fees and fines revenues are reduced $20,500 from $300,500 to $280,000 based on FY 2013 projected collections. State revenue is reduced by $68, from $159,906 to $159,838.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total number of visitors | 843,793 | 883,700 | 864,300 |
| Total number of materials circulated/used in all Library branches | 1,102,993 | 1,060,000 | 1,132,500 |
| Total number of internet sessions in all Library branches | 125,939 | 137,000 | 127,000 |
| Total number of people attending children's programs in all Library branches | 32,524 | 23,700 | 32,750 |
| Average cost per action (reference question answered, material circulated, Internet session, children's program attendees) in all Library branches | $2.15 | $2.52 | $2.31 |

## FY 2014 Proposed Expenditures by Activity




[1] This activity includes Library Administration, IT, custodial services, and the Library's Technical Services Division.

# Library

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Classification | FY 2012 Acutal | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Library Resources | $6,630,555 | $7,338,570 | $7,184,283 | -2.1% |
| **Total Expenditures** | **$6,630,555** | **$7,338,570** | **$7,184,283** | **-2.1%** |

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Acutal | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Library Resources | 75.4 | 73.2 | 70.1 | -4.2% |
| **Total Full-time Equivalents (FTE's)** | **75.4** | **73.2** | **70.1** | **-4.2%** |

## Library Programs and Activities

**Library Resources**
- Leadership & General Management
- Beatley Central Library
- Barrett Branch Library
- Burke Branch Library
- Duncan Branch Library
- Special Collections/Local History

## Dept Info

**Department Contact Info**
703.746.1701
http://www.alexandria.lib.va.us./

**Department Head**
Rose T. Dawson, Director
703.746.1701
rdawson@alexandria.lib.va.us

**Department Staff**
Linden Renner, Deputy Director
Linda Wesson, Division Chief/Administrative Services
Jean Gregorio, Fiscal Analyst

**Branch Managers**
Renee Dipilato, Beatley Central Library
Elizabeth Stromme, Barrett Branch Library
Kyle Maier, Burke Branch Library
Stephanie Clark, Duncan Branch Library
George Combs, Special Collections/Local History

## Library Resources Program

**The goal of Library Resources is to facilitate public library services for city residents and the general public.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Total Expenditures | $6,630,555 | $7,338,570 | $7,184,283 |
| Less Revenues | $484,891 | $460,406 | $439,838 |
| Net General Fund Expenditures | $6,145,664 | $6,878,164 | $6,744,445 |
| **Program Outcomes** | | | |
| Citizens' Ratings of Overall Library Services (0% -100% satisfied)* | 80.7% | 90.0% | 90.0% |

### Activity Data

| LEADERSHIP AND GENERAL MANAGEMENT - The goal of Leadership and General Management is to implement the Library Board's policies; to provide leadership and to support library staff to facilitate public library services for city residents and the general public; and to provide access to library materials, electronic information, and automated library services to Alexandria residents and the general public in order to meet information, education and recreation needs. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,048,179 | $1,990,275 | $2,215,878 |
| FTE's | 19.5 | 18.8 | 19.8 |
| # of departmental FTEs managed (or supported) | 75.4 | 73.2 | 73.2 |
| Leadership & Management Support Services expenditures as a % of department total | 30.9% | 27.1% | 30.8% |
| # of facilities maintained | 4 | 4 | 4 |
| % satisfaction with facility cleanliness* | 83% | 97% | 90% |

*Satisfaction rating increased in FY 2014 to account for three nights of cleaning at the Central Library and three branch libraries.

| BEATLEY CENTRAL LIBRARY - The goal of Beatley Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,144,005 | $2,426,999 | $2,173,063 |
| FTE's | 26.1 | 24.9 | 21.9 |
| # of materials circulated | 532,991 | 530,000 | 550,000 |
| # of Internet sessions | 65,327 | 70,000 | 66,000 |
| # of visitors | 337,456 | 342,000 | 350,000 |
| # of people attending children's programs | 11,625 | 8,000 | 11,700 |
| Cost per action (materials circulated, Internet sessions, visitors, children's program attendees) | $2.26 | $2.55 | $2.22 |
| Beatley Library turnover rate (# of times each book circulates per year) | 2.55 | 2.65 | 2.60 |

## Library Resources Program, continued

### Activity Data

| BARRETT BRANCH LIBRARY - The goal of Barrett Branch Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $864,397 | $1,036,768 | $973,078 |
| FTE's | 10.1 | 9.6 | 9.6 |
| # of materials circulated | 148,404 | 130,000 | 150,000 |
| # of Internet sessions | 19,529 | 18,000 | 19,500 |
| # of visitors | 130,025 | 123,000 | 125,500 |
| # of people attending children's programs | 7,018 | 4,500 | 7,050 |
| Cost per action (materials circulated, Internet sessions, visitors, children's program attendees) | $2.83 | $3.76 | $3.22 |
| Barrett Library turnover rate (# of times each book circulates per year) | 1.79 | 2.00 | 1.80 |

| DUNCAN BRANCH LIBRARY - The goal of Duncan Branch Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $739,054 | $910,769 | $861,501 |
| FTE's | 8.9 | 8.7 | 8.7 |
| # of materials circulated | 279,512 | 270,000 | 285,000 |
| # of Internet sessions | 15,802 | 18,000 | 16,000 |
| # of visitors | 238,233 | 225,000 | 250,000 |
| # of people attending children's programs | 11,389 | 9,000 | 11,500 |
| Cost per action (materials circulated, Internet sessions, visitors, children's program attendees) | $1.36 | $1.74 | $1.53 |
| Duncan Library turnover rate (# of times each book circulates per year) | 2.68 | 2.80 | 2.70 |

| BURKE BRANCH LIBRARY - The goal of the Burke Branch Library is to provide complete branch library services, including access to computers, Internet services and conventional library material, while functioning as a shared use facility with the Alexandria City Public Schools. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $596,561 | $657,789 | $644,046 |
| FTE's | 8.0 | 7.3 | 6.1 |
| # of materials circulated | 127,292 | 115,000 | 135,000 |
| # of Internet sessions | 25,281 | 31,000 | 25,500 |
| # of visitors | 121,753 | 178,000 | 121,800 |
| # of people attending children's programs | 2,492 | 2,200 | 2,500 |
| Cost per action (materials circulated, Internet sessions, visitors, children's program attendees) | $2.16 | $2.02 | $2.26 |
| Burke Library turnover rate (# of times each book circulates per year) | 1.81 | 1.80 | 1.80 |

## Library Resources Program, continued

### Activity Data

| SPECIAL COLLECTIONS / LOCAL HISTORY – The goal of Special Collections is to provide access to information on local history topics in order to further the development of knowledge of Alexandria and Virginia history. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $238,359 | $315,970 | $316,717 |
| FTE's | 2.8 | 4.1 | 4.0 |
| # of materials used | 14,794 | 15,000 | 12,500 |
| # of visitors | 16,326 | 15,700 | 17,000 |
| Cost per visitor or material used | $7.66 | $10.29 | $10.74 |
| Special Collections turnover rate | 0.81 | 0.85 | 0.81 |
| % satisfaction with Special Collections' services | 74.7% | 75.0% | 75.0% |

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

| Activity | Adjustment | FTE | FY 2014 Proposed |
|---|---|---|---|
| **Multiple Activities** | *Fees for Professional Services* | | **$33,669** |
| Significant current service adjustment increases in FY 2014 include: increased costs of the annual financial audit ($4,500); Cooperative Library Record Sharing Service ($4,698); materials recovery service ($14,400); security guard contract services at Burke Branch Library ($2,609); electronic security monitoring at all facilities ($1,167); self check-out machine maintenance ($3,600); and internet security costs ($2,695). | | | |
| **SirsiDynix Maintenance** | *Equipment Support Services* | | **$14,796** |
| SirsiDynix provides the Library's integrated library database system, including circulation, acquisitions, cataloging, and serials functions as well as the Library's website. It is used within the library system and at home by patrons 24 hours a day, seven days a week. The total contract cost annually is $75,096. | | | |
| **Central Library and All Branches** | *Building Maintenance & Janitorial Supplies* | | **$10,450** |
| Increased costs based on prior year actual expenditures: building maintenance ($4,441) and janitorial supplies ($6,009). | | | |
| **Other Activities** | *VML Insurance; Postage* | | **($7,863)** |
| The Library's Insurance through VML provides insurance coverage for its buildings, furnishings, and materials. The FY 2014 premium amount is reduced by $2,863, resulting in a reduction to the VML insurance budget to $35,131. Postage costs are decreased by $5,000 based on prior year actual expenditures. The Library sends increasingly larger numbers of overdue notices via email and phone. | | | |

### Supplemental Adjustments

| Activity | Adjustment | FTE | FY 2014 Proposed |
|---|---|---|---|
| **Central Library and All Branches** | *Night Time Cleaning Contract* | | **$57,744** |
| Funding is provided for a night time cleaning contract for the central library and branch libraries, three days a week. | | | |

# Library

## Summary of Budget Changes

### Expenditure Reductions

| Activity | Adjustment | FTE | FY 2014 Proposed |
|---|---|---|---|
| **Barrett, Burke, Duncan Libraries** | *Reduced Operating Hours* | **2.025** | **($93,454)** |
| Reduce library hours from 52 to 50 hours a week at the Barrett, Burke, and Duncan Branch Libraries. A total of 2.025 FTE positions (five part-time positions in total) are eliminated. Reductions are in salary and benefits budget line items. | | | |
| **Beatley Central Library** | *Talking Books FTE position* | **1.0** | **($88,411)** |
| Eliminate 1.0 FTE position dedicated to Talking Books, a service provided to the visually impaired. The Talking Books weekly hours of operation will be reduced from 35 to 20 hours. The service provided by the FTE position being eliminated will be covered by reallocating existing staff in shifts to cover the Talking Books customer service desk during the 20 hours of weekly operation. Reductions are in salary and benefits budget line items. | | | |
| **Central Library and All Branches** | *Materials* | | **($56,000)** |
| Reduce the amount of annual funding spent on material holdings. The reduction is distributed among the central library and the branch libraries in the books and subscriptions budget line item. | | | |

### Revenue Reductions

| Activity | Fee or Revenue Adjustment | FTE | FY 2014 Proposed |
|---|---|---|---|
| **Central Library and All Branches** | *Fees & Fines Revenues* | | **($20,500)** |
| In FY 2012, the library system completed its first year using a materials recovery service, during which higher than usual amounts of fines and fees were collected as the service was implemented. This was expected based on the experience of other library systems who have contracted with a materials recovery service. FY 2013 has seen fines and fees revenues dropping now that patrons are returning their items with more regularity in order to avoid being sent to the recovery service. Based on estimated FY 2013 projections, it is expected that fees and fines revenues will be $20,500 lower than the FY 2013 budgeted amount of $300,500. Fees and fines revenues will be budgeted at $280,000 for FY 2014. | | | |

# Recreation, Parks, & Cultural Activities (RPCA)

**Mission Statement:** The mission of Recreation, Parks & Cultural Activities (RPCA) is to promote a vibrant, safe and attractive city of opportunity through the development of effective and efficient recreation programs, facilities and parks for all citizens and residents to enjoy.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $14,076,910 | $15,477,005 | $15,808,781 | 2.1% |
| Non-Personnel | 5,474,926 | 5,355,420 | 5,769,890 | 7.7% |
| Capital Goods Outlay | 19,434 | 142,423 | 175,572 | 23.3% |
| Interfund Transfers to the Special Revenue Fund | 185,313 | 0 | 0 | 0.0% |
| Interfund Transfer to Capital Improvement Program[1] | 1,500,000 | 0 | 0 | 0.0% |
| Total Expenditures | $21,256,583 | $20,974,848 | $21,754,243 | 3.7% |
| **Less Revenues** | | | | |
| Internal Services | $4,439 | $120,650 | $153,799 | 27.5% |
| Special Revenue Funds | 2,268,300 | 514,806 | 516,606 | 0.3% |
| Total Designated Funding Sources | $2,272,739 | $635,456 | $670,405 | 5.5% |
| **Net General Fund Expenditures** | **$18,983,844** | **$20,339,392** | **$21,083,838** | 3.7% |
| **Total Department FTE's** | **170.7** | **170.6** | **172.7** | **1.2%** |

[1] This interfund transfer was for revenue received for open space acquisition from the Department of Defense (BRAC-133) and was ultimately transferred to the CIP. This interfund transfer was received as a donation and the expenditure is reflected in the Park Planning Activity.

### Highlights

• The FY 2014 RPCA General Fund budget increases by $744,446, or 3.7%.

• The total of all personnel actions impacting the FY 2014 personnel budget results in a net increase of $331,776, or 2.1%. A total of 2.0 FTE positions (Laborer II and III) were added as part of current services adjustments associated with the maintenance of 10 new sites. Additionally, increased benefits costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee were also budgeted. This is the second year of a phased approach to bring the employee share to 5%.

• Current services adjustments total $753,689 and are detailed on page 17-28. The total current services adjustment costs include personnel, non-personnel, and capital outlay costs. Current service adjustments include the maintenance of 10 new parks (including the new Potomac Yard Park), greenways, and horticultural sites ($608,586); additional right-of-way and median maintenance ($98,466); charges for credit card payments accepted for RPCA services ($27,000); and utility and vehicle related charges ($31,684). Additionally current service adjustments represent the shifting of the Marina security costs ($44,781) from General Services to RPCA and shifting the cost of the holiday lights (-$71,900) on King Street from RPCA to Economic Development.

• FY 2014 total expenditure reductions total $298,603, and are detailed on page 17-29. The total expenditure reductions include personnel (no FTE reductions, only seasonal staff), non-personnel and capital outlay costs. FY 2014 expenditure reductions include reducing contracted Marina security by two hours a night (-$15,000); reducing plantings of annuals (-$40,000); reducing operating hours at recreation centers (-$44,250); closing Warwick Pool (-$92,000); reducing Alexandria Commission for the Arts grants (-$11,000); reducing costs associated with the City's birthday celebration (-$23,000); and department-wide operating budget reductions (-$73,353).

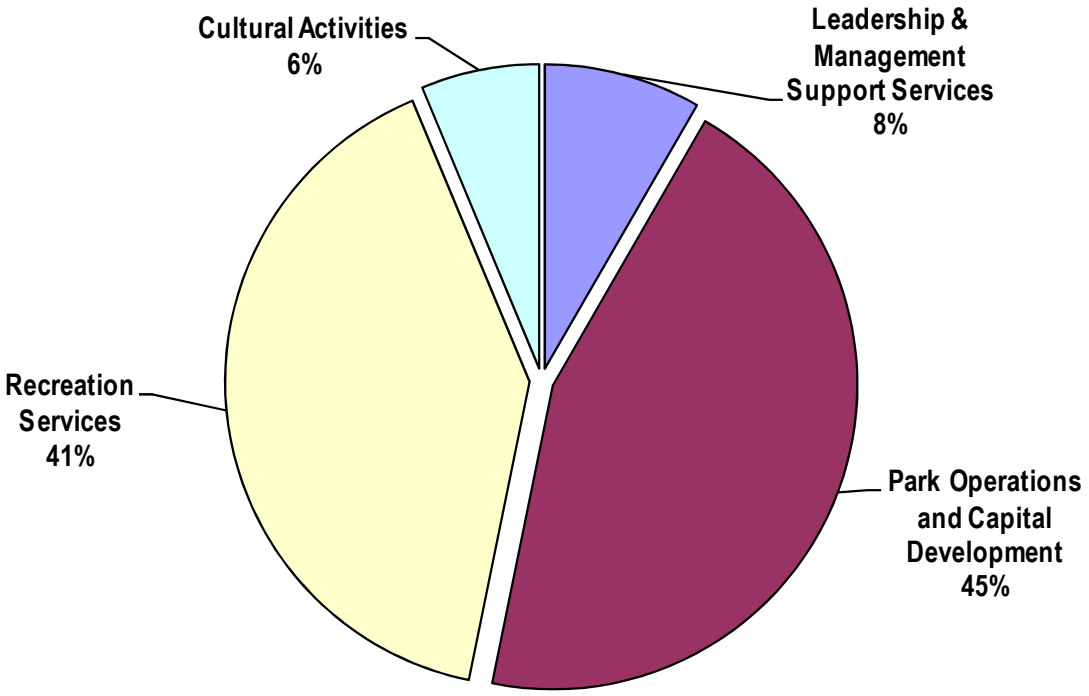
**Highlights, continued**

• Revenues increase $34,949 or 5.5% primarily due to an increase in Internal Services Fund revenue for vehicle and capital equipment replacement. Additionally, a number of fees for services and programs are increased in FY 2014, and are detailed on page 17-30. These revenues are captured as part of total General Fund revenues, and are expected to yield an additional $318,000 in FY 2014 for the General Fund.

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of community residents rating the department services/facilities as good to excellent | 86% | 86% | 86% |
| # of open space acres protected in accordance with Open Space Master Plan | 0.0 | 0.5 | 0.5 |
| Average cost per park facility maintained | $7,963 | $7,963 | $8,309 |
| % cost recovery for direct special events support | 55% | 55% | 55% |

## FY 2014 Proposed Expenditures by Program



# Recreation, Parks, & Cultural Activities

## Program Level Summary Information

### Expenditure Summary

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management Support Services | $1,857,802 | $1,897,552 | $1,813,222 | -4.4% |
| Park Operations and Capital Development | $9,497,232 | $8,883,049 | $9,760,301 | 9.9% |
| Recreation Services | $8,306,766 | $8,703,945 | $8,815,096 | 1.3% |
| Cultural Activities | $1,594,783 | $1,490,302 | $1,365,624 | -8.4% |
| **Total Expenditures** | **$21,256,583** | **$20,974,848** | **$21,754,243** | **3.7%** |

### Staffing Summary

| Authorized Positions (FTE's) by Program | FY 2012 Approved | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management Support Services[1] | 16.8 | 16.8 | 15.8 | -6.1% |
| Park Operations and Capital Development | 68.3 | 68.3 | 71.3 | 4.4% |
| Recreation Services | 77.6 | 77.5 | 78.6 | 1.4% |
| Cultural Activities | 8.0 | 8.0 | 7.0 | -12.5% |
| **Total full time equivalents[2]** | **170.7** | **170.6** | **172.7** | **1.2%** |

[1] In FY 2012, two full-time employees were transferred from RCPA to ITS as part of a City-wide reorganization of IT related functions.

[2] FTE counts may vary slightly due to rounding.

## RPCA Programs and Activities

**Leadership and General Management**
- Leadership and General Management

**Park Operations and Capital Development**
- Park Planning & Dev. Of Open Space
- Park Ops & Facility Maintenance
- Marina Operations
- Natural Resource Management
- Environmental Education

**Recreation Services**
- Youth Activities
- Adult Activities
- Neighborhood Recreation Centers
- Aquatics

**Cultural Activities**
- Office of the Arts
- Durant Center
- Special Events

## Dept Info

**Department Contact Info**
703.746.4343
www.alexandriava.gov/recreation

**Department Head**
Jim Spengler, Director
703.746.5500

**Department Staff**
Dinesh Tiwari, Deputy Director, Park Operations
Diane Ruggerio, Deputy Director, Office of the Arts
William Chesley, Deputy Director, Recreation Services
Ron Kagawa, Division Chief, Park Planning
Fariba Maslaki, Fiscal Officer III
Jack Broward, Division Chief, Marketing, Special Events, and Waterfront Operations

## Leadership & Management Support Services

**The goal of Leadership and Management Support Services is to provide management services that enable the Department to deliver high quality services to the citizens and residents of the community.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 8.7% | 9.0% | 8.3% |
| Total Expenditures | $1,857,802 | $1,897,552 | $1,813,222 |
| Less Revenues | $10,824 | $3,000 | $3,000 |
| Net General Fund Expenditures | $1,846,978 | $1,894,552 | $1,810,222 |
| **Program Outcomes** | | | |
| [1]% of community residents rating the department services/facilities as good to excellent | 86% | 86% | 86% |

[1] No City-wide survey was done in 2010. No new survey is planned at this time.

### Activity Data

| LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and support services associated with the Department's mission in order to facilitate the operations of the Recreation, Parks & Cultural Activities Department. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,857,802 | $1,897,552 | $1,813,222 |
| FTE's | 16.8 | 16.8 | 15.8 |
| # of department FTE's managed | 170.6 | 170.6 | 172.7 |
| $ amount of departmental expenditures | $21,256,583 | $20,974,848 | $21,754,243 |
| Leadership & General Management expenditures as a % of total department | 10% | 9% | 8% |
| [1]FTE per 1,000 population for park operations | 0.44 | 0.44 | 0.44 |
| FTE per 1,000 population for recreation services | 0.55 | 0.55 | 0.55 |

[1] Does not include 6.1 FTEs for Park Planning & Open Space Development.

## Park Operations and Capital Development

**The goal of Park Operations and Capital Development is to provide quality facilities and development to meet the needs of the community through recreational opportunities.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 44.7% | 42.4% | 44.9% |
| Total Expenditures | $9,497,232 | $8,883,049 | $9,760,301 |
| Less Revenues | $1,556,822 | $150,650 | $183,799 |
| Net General Fund Expenditures | $7,940,410 | $8,732,399 | $9,576,502 |

### Activity Data

| PARK PLANNING & DEVELOPMENT OF OPEN SPACE – The goal of Acquistion and Development of Open Space and Facilities is to advance new and ongoing initiatives in the development of parks, facilities and open space for the public in order to ensure high quality urban design development. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures[1] | $1,967,952 | $539,411 | $635,646 |
| FTE's | 6.1 | 6.1 | 6.1 |
| # of Open Space acres protected through acquisition in accordance with the Open Space Master Plan | 0.0 | 0.5 | 0.5 |
| # of recently acquired Open Space acres improved upon through use of Open Space funds | 3.0 | 1.5 | 2.0 |
| Cost per acre for Open Space purchases | 0 | $1.6 million | $1.6 million |

[1] FY 2012 actuals reflect an interfund transfer of revenue received for open space acquisition from the Department of Defense (BRAC-133) that was ultimately transferred to the CIP.

| PARK OPERATIONS AND FACILITY MAINTENANCE – The goal of Park Operations is to protect public assets in the development of parks and athletic facilities, and to ensure the regular maintenance activities are carried out on an established schedule. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $4,462,423 | $5,291,249 | $6,097,486 |
| FTE's | 43.0 | 43.0 | 47.0 |
| % of maintenance cycles completed on time | 90% | 100% | 90% |
| Acres of Parkland per 1000 population | 6.8 | 6.8 | 6.96 |
| Average cost per acre of park facility maintained (based on 664.45 acres) | $7,963 | $7,963 | $8,309 |
| # of Fields per 1000 population | 0.35 | 0.35 | 0.37 |

| MARINA OPERATIONS – The goal of the Marina Operations is to provide a safe, active, and efficient waterfront facility that is in keeping with the historical value of the City's Old Town District. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $399,775 | $433,339 | $492,865 |
| FTE's | 3.0 | 3.0 | 2.0 |
| % of slips leased[1] | 76% | 75% | 86% |

[1]100% of total designated annual licensed slips are leased.

## Park Operations and Capital Development Continued

### Activity Data

| NATURAL RESOURCE MANAGEMENT – The goal of Natural Resource Management is to preserve and protect the existing population of 17,000 street trees and tens of 1000's of park trees through preventative maintenance and pruning every 5 years. Natural resouces also include horticultural, school mowing and street median mowing. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,356,387 | $2,224,389 | $2,152,860 |
| Cost per square foot of flower beds maintained | $9 | $9 | $9 |
| FTE's | 12.1 | 12.1 | 12.1 |
| # of urban forestry work orders completed | 2,224 | 1,500 | 2,500 |
| # of service requests from public | 1,276 | 900 | 1,500 |
| # of work orders | 2,486 | 1,500 | 2,500 |
| % of mowing cycle met | 80% | 80% | 80% |

| ENVIRONMENTAL EDUCATION - The goal of Environmental Education is to provide quality, nature-based interpretive programs in order to aid the management, conservation, and preservation of Alexandria's natural resources through informative recommendations, conservation projects, and public education. This activity was moved to Recreation Services beginning FY 2013, and historical data is captured here. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $310,695 | $394,661 | $381,444 |
| FTE's | 4.1 | 4.1 | 4.1 |
| # of visits to the Nature Center | 17,166 | 15,000 | 16,000 |
| # of programs held[1] | 30 | 30 | 500 |
| % of participants reporting satisfaction with Nature Center Programs | 100% | 99% | 99% |

[1] Beginning FY 2014, measure represents number of program session, not just programs offered.

## Recreation Services

**The goal of Recreation Service is to provide quality wellness, athletics, aquatics, nature-based, cultural, life long learning and other leisure opportunities and facilities for residents and visitors in order to enrich the quality of life of the Alexandria community as a whole.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | | 41.5% | 40.5% |
| Total Expenditures | $8,306,766 | $8,703,945 | $8,815,096 |
| Less Revenues | $238,731 | $234,000 | $240,800 |
| Net General Fund Expenditures | $8,068,035 | $8,469,945 | $8,574,296 |
| **Program Outcomes** | | | |
| % of residents reporting they are satisfied with programs in which they participated | 99% | 99% | 99% |

### Activity Data

| RECREATION SERVICES MANAGEMENT AND LEADERSHIP - The goal of Recreation Services Management and General Leadership is to provide financial, personnel, facilities and programmtic support and oversight to facilitate the operations of the Recreation Services Division. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $0 | $0 | $717,943 |
| FTE's | 0.0 | 0.0 | 6.0 |
| # of program FTE's managed | 0.0 | 0.0 | 72.6 |
| $ amount of program expenditures | $0 | $0 | $8,815,096 |
| Leadership & General Management expenditures as a % of Recreation Services Program Budget | N/A | N/A | 8% |

| YOUTH ACTIVITIES – The goal of Youth Activities is to provide sports, camps, cultural and educational enrichment, and other community recreation opportunities for Alexandria's youth population so they can develop physical fitness, lifelong learning, and citizenship skills. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,115,290 | $2,242,459 | $1,958,645 |
| FTE's | 18.5 | 18.5 | 16.5 |
| # of youth (18 and under) registrations in youth activities | 12,815 | 12,000 | 13,000 |
| % of participants reporting satisfaction with youth classes | 99% | 99% | 99% |

| ADULT ACTIVITIES – The goal of Adult Activities is to provide a variety of instructional and competitive programs, leagues, and social opportunities in order for adults to become physically fit, enjoy their leisure time, and pursue lifelong recreational skills. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $696,784 | $760,474 | $565,571 |
| FTE's | 5.4 | 5.4 | 3.4 |
| # of registrations in adult recreation activities | 4,854 | 6,000 | 6500 |
| % of participants reporting satisfaction with adult classes | 99% | 99% | 99% |

## Recreation Services Continued

### Activity Data

| NEIGHBORHOOD RECREATION CENTERS - The goal of Neighborhood Recreation Centers is to provide a variety of recreation, enrichment and leisure activities in order to meet the diverse needs of preschool children, school age children, teens, adults, and their families in a safe and healthy | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $3,904,110 | $4,125,995 | $4,054,731 |
| FTE's | 44.3 | 44.3 | 43.3 |
| # of registered users of Recreation Centers and recreation activites | 4,416 | 6,500 | 7,000 |
| % of participants reporting satisfaction with Centers | 99% | 99% | 99% |

| AQUATICS - The goal of Aquatics is to promote water safety awareness while providing a broad variety of programs, activities, and services in order to meet the needs and interests of a diverse community and facilitate the development of healthy life styles related to aquatic based programming | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,590,582 | $1,575,017 | $1,518,206 |
| FTE's | 9.37 | 9.37 | 9.37 |
| # of visits to aquatic facilities | 137,918 | 210,000 | 210,000 |
| Cost per visit /user | $11.58 | $7.47 | $9.40 |
| % of participants reporting satisfaction with aquatic facilties | 99% | 99% | 99% |

## Cultural Activities

**The goal of Cultural Activities is to promote the value of arts and culture in the City of Alexandria by nurturing, investing in and celebrating the creative contributions of artists and arts organizations as well as special events. Through engaging the community, encouraging participation, and facilitating access to arts and culture, the department strives to build a vibrant community for all of the City's residents, workers and visitors.**

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of Total All Funds Budget | 7.5% | 7.1% | 6.3% |
| Total Expenditures | $1,594,783 | $1,490,302 | $1,365,624 |
| Less Revenues | $466,362 | $247,806 | $242,806 |
| Net General Fund Expenditures | $1,128,421 | $1,242,496 | $1,122,818 |
| **Program Outcomes** | | | |
| % cost recovery for direct special events support | 55% | 55% | 55% |

### Activity Data

| OFFICE OF THE ARTS – The goal of the Office of the Arts is to encourage artistic excellence in the City; assist Alexandria-based arts organizations in improving their financial, administrative, and management capabilities; provide individual artists with opportunities to create, perform, and present their works; and present community outreach programs. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| [1]Expenditures | $493,965 | $493,314 | $567,193 |
| FTE's | 1.9 | 1.9 | 2.8 |
| Dollars ($'s) granted (including $5,000 from Virginia Commission for the Arts) | $184,937 | $184,937 | $170,000 |
| # of funded activities by grant recipients | 730 | 700 | 650 |
| # of people reached through activities by grant recipients | 175,000 | 241,000 | 150,000 |

[1]The FY 2012 - FY 2014 budgets include funding for Arts Grants

| DURANT ARTS CENTER - The goal of the Durant Arts Center is to provide a safe, clean, functional, attractive and dynamic venue for performances, rehearsals, meetings, classes, programs and special events for the community while generating revenue. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $250,290 | $269,874 | $195,596 |
| FTE's | 3.1 | 3.1 | 2.2 |
| # of paid facility rentals | 55 | 60 | 50 |
| # of free facility rentals | 96 | 2,100 | 100 |
| Facility revenue generated | $43,346 | $37,000 | $40,000 |
| # of participants in activities held at the Durant Center | 17,107 | 55,000 | 15,000 |
| % of participants satisfied with facility rental at Durant Center | 100% | 100% | 100% |

## Cultural Activities, Continued

### Activity Data

| SPECIAL EVENTS - The goal of the Special Events activity is to host special events, programs, and services in order to provide residents and visitors the opportunity to engage in life long learning experiences and leisure activities. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $850,528 | $727,114 | $602,835 |
| FTE's | 3.0 | 3.0 | 2.0 |
| # of special events supported | 179 | 175 | 185 |
| Number of hours of special events held in the City | 798 | 750 | 848 |
| Cost per special event supported | $4,752 | $4,155 | $3,259 |
| % cost recovery for direct special events support | 55% | 55% | 55% |
| % cost recovery for non-City funded special events | 100% | 100% | 100% |
| % of participants reporting satisfaction with events | 100% | 100% | 100% |

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

| | Current Service Adjustment | FTE's | FY 2014 Proposed Budget |
|---|---|---|---|
| **Department-Wide** | *Assume Responsibility for New Parks Greenways and Horticulture Sites* | **2.0** | **$608,568** |
| In FY 2014, RCPA will assume responsibility for ten (10) new parks, greenways, and horticulture sites. These sites include: Contrabands and Freedmen Cemetery, Custis Linear/Finger Park, James Bland Park, Potomac Greens right-of-way and street trees, Potomac Greens Park, Potomac Yard Park, President Gerald Ford Park, Urban Deck (S. Washington St.), Washington and Old Dominion (W & OD) Trail, and 600 N. Henry Street. Included in the total costs are two new FTE positions (Laborer II & III). Total costs included personnel, operating (professional services, utilities, operating supplies), and vehicles and small equipment. The proposed budget accounts for the acceptance date of these properties, so a full year of funding is not budgeted for all of the properties. In FY 2015, an estimated $158,000 in additional funding will be required to fund an entire year of operations at each site. It is also noted that RPCA will be responsible for median and right-of-way maintenance in the new Route 1 Bus Rapid Transit (BRT) corridor. Funding for those maintenance activities is included as part of the City's Transportation Improvement Program (TIP). | | | |
| **Marina** | *Professional Services* | | **$59,871** |
| Responsibility for contracted Marina Security was transferred from General Services to RPCA. The FY 2014 proposed budget includes a $15,000 reduction for security services, reducing night time security hours from 9pm to 5am to 10pm to am. Total of $59,871 represents entire amount of contract before reduction. | | | |
| **Holiday Lights** | *Holiday Lights - King Street* | | **($71,900)** |
| Holiday lights are now budgeted in a new Economic Development budget line-item. There is no reduction in total costs from FY 2013, and RPCA will continue to manage this program. | | | |
| **Parks Operations** | *Professional Services/ SeasonalStaff* | | **$98,466** |
| The RPCA Parks Operations Division supervises contractor-provided services to include mowing, edging and weed abatement in public right-of-ways throughout the City. These services represent similar activities at numerous City facilities including but not limited to libraries, recreation centers and museums. The FY 2014 increase represents the increase in the new contract for these services, along with additional locations that are now being maintained. Funding in the amount of $93,697 is provided for increased contract services, and $4,769 is provided for additional seasonal staff to supplement contract services. | | | |
| **Department Wide** | *Banks Fees for Credit Card Payments* | | **$27,000** |
| RPCA accepts credit cards as a form of payment for services from residents. This increase is related to the RPCA share of bank charges for accepting credit cards. | | | |
| **Department Wide** | *Utilities, Equipment Replacement* | | **$31,684** |
| Current services adjustments based on revised utility costs and equipment replacement contributions. | | | |
| **TOTAL** | | **2.0** | **$753,689** |

## Summary of Budget Changes

### Expenditure Reductions

| Activity | Reduction Option | FTE's | FY 2014 Proposed Budget |
|---|---|---|---|
| **Marina** | *Professional Services* | | **($15,000)** |
| The FY 2014 proposed budget includes a $15,000 reduction for contracted security services, reducing night time security hours from 9pm to 5am to 10pm to 4am. | | | |
| **Horticulture** | *Professional Services* | | **($40,000)** |
| Eliminate planting of annuals (seasonal flowers) at approximately 38 City-maintained landscapted sites, including landscapted sites on school grounds. Will maintain current level of services at: Founders Park, City Hall/Market Square, Ramsay Visitor Center, 100 N. through 200 S. blocks of Washington St. medians, Court House, Lyceum, and Black History Center. | | | |
| **Department-Wide** | *Vehicle Repairs/Operating Supplies/ Professional Services/Training* | | **($73,353)** |
| Various reductions to budget line-items throughout the department based on prior year actuals, reducing purchase of operating supplies, reducing the cost of contracted equipment maintenance, and reducing staff training. | | | |
| **Charles Houston Recreation Center** | *Reduced Operating Hours* | | **($26,250)** |
| Charles Houston Recreation Center will eliminate early morning hours (6am to 9am) six days a week. Reduction of seasonal staff hours and facility operating costs. | | | |
| **Recreation Centers** | *Close Centers on Selected Holidays* | | **($18,000)** |
| Close Charles Barrett, Mt. Vernon, and Patrick Henry Recreation Centers to close on three holiday - Martin Luther King Day, Presidents Day, day after Thanksgiving. Reduction of seasonal staff hours and facility operating costs. | | | |
| **Municipal Pools** | *Close Warwick Pool* | | **($92,000)** |
| Eliminate pool operations beginning FY 2014. Reductions include seasonal staff (no FTE reductions), utilities, operating supplies, and custodial supplies. | | | |
| **Office of the Arts** | *Arts Grants* | | **($11,000)** |
| Decrease the total amount in grants provided by the Alexandria Commission for the Arts by 6% ($11,000). | | | |
| **Special Events** | *City Birthday Celebration* | | **($23,000)** |
| Eliminate paid performances, begin program at 7pm and reduce staff support for performances. Program would be reformatted to include official community programs concluding with choreographed fireworks display. RPCA staff will continue to look for private support to offset costs associated with this speical event. | | | |
| **TOTAL** | | **0.0** | **($298,603)** |

## Summary of Budget Changes

| Fees/Revenue Increases | | |
|---|---|---|
| **Activity** | **Fee or Revenue Adjustment** | **FY 2014 Proposed Revenue Increase** |
| **Marina** | *Marina User Fee* | **$58,000** |
| Increase resident and nonresident annual slip license fees; pleasure boat overnight docking fee; and pleasure boat short-tem docking fee. Increase the number of dedicated annual lease slips from 48 to 54. | | |
| **Therapuetic Recreation** | *Program Fees* | **$10,000** |
| Fee increase for participation in Therapeutic Recreation Programs (approximately a 20% increase in the various fees). | | |
| **Youth Sports** | *Program Fees* | **$30,000** |
| Across the board $10 increase in registration fees for all sports. Registraton fees increase from $40 to $50. | | |
| **Summer Youth Programs** | *Summer Out of School Time Program Fees* | **$50,000** |
| Fee increase of summer Out of School Time program. Fees increase from $50 to $100 for the summer program. | | |
| **After School Youth Programs** | *Out of School Time Program Fees* | **$50,000** |
| Fee increase of $50 annually, increasing total annual cost from $250 to $300 per year. | | |
| **Aquatics** | *Learn to Swim Fees Time Program Fees* | **$30,000** |
| Fee increase of $1 per class for swimming lessons. Learn to Swim class fees increase from $12 to $13. | | |
| **Chinquapin Aquatics Center** | *All Fees and Revenues Time Program Fees* | **$90,000** |
| Across the board fee increases for activities and rentals. Goal is to increase budget to last recovery ratio target. | | |
| **TOTAL** | | **$318,000** |

## Miscellaneous RPCA Data

**FY 2014**
**RPCA General Fund Expenditures and Revenues**

| | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| General Fund Expenditures | $18,983,844 | $20,339,392 | $21,083,838 |
| **General Fund Revenues** | | | |
| General Parks & Recreation | $2,237,166 | $2,493,193 | $2,811,193 |
| **NET GENERAL FUND IMPACT** | **$16,746,678** | **$17,846,199** | **$18,272,645** |

| **FY 2014 Public Recreation Statistics** | |
|---|---|
| Total acreage maintained by RPCA | 958 |
| Facilities: | # |
| Playgrounds | 36 |
| Gymnasiums | 16 |
| Swimming Pools | 7 |
| Basketball Courts (does not include multi-use courts) | 19 |
| Tennis Courts | 36 |
| Athletic Fields | 49 |
| Dog Parks | 18 |
| Total Facilities | 181 |

## Alexandria Commission for the Arts

| Alexandria Commission for the Arts<br>FY 2013 Grant Awards | | | |
|---|---|---|---|
| **ORGANIZATION** | **TYPE** | **DISCIPLINE** | **AWARD** |
| Alexandria Choral Society | Operating | Music | $5,673.00 |
| Alexandria Harmonizers | Operating | Music | $11,975.00 |
| Alexandria Singers | Operating | Music | $10,000.00 |
| Alexandria Symphony Orchestra | Operating | Music | $11,484.00 |
| Art League | Operating | Visual Arts | $12,066.00 |
| Choreographers Collaboration Project | Project | Dance | $2,464.00 |
| Del Ray Artisans | Operating | Visual Arts | $10,301.00 |
| Eclipse Chamber Orchestra | Project | Music | $11,700.00 |
| Empowered Women International | Operating | Interdisciplinary | $10,771.00 |
| First Night Alexandria | Operating | Interdisciplinary | $12,352.00 |
| Jane Franklin Dance Company | Project | Dance | $3,775.00 |
| Karen Reedy Dance Company | Operating | Dance | $932.00 |
| Kathy Harty Gray Dance Theatre | Operating | Dance | $3,707.00 |
| Living Legends of Alexandria | Operating | Visual Arts | $4,537.00 |
| MetroStage | Operating | Theater | $12,020.00 |
| National Rehabilitation & Rediscovery Fdn | Project | Dance | $4,493.00 |
| Northern Virginia Fine Arts Association | Operating | Interdisciplinary | $11,871.00 |
| Port City Playhouse | Operating | Theater | $5,570.00 |
| QuinTango | Operating | Music | $5,723.00 |
| Virginia Bronze | Project | Music | $5,892.00 |
| Virginia Opera | Project | Music | $10,677.00 |
| Washington Balalaika Society | Project | Music | $5,078.00 |
| Washington Metro Philharmonic Assoc. | Operating | Music | $9,590.00 |
| Young at Art | Project | Visual Arts | $2,286.00 |
| **Total** | | | **$184,937.00** |

# Other Recreation

**Description:** The City of Alexandria is a member jurisdiction of the Northern Virginia Regional Park Authority (NVRPA). NVRPA strives to enhance the communities of Northern Virginia and enrich the lives of their citizens through the conservation of regional natural and cultural resources. It provides diverse regional recreational and educational opportunities, and fosters an understanding of the relationship between people and the environment. The City's contribution to NVRPA is based on its proportional share of the total population of member jurisdictions. NVRPA operates two facilities within the City of Alexandria: the Carlyle House and Cameron Run Regional Park.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2012 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Personnel | $0 | $0 | $0 | 0.0% |
| Non-Personnel | 288,814 | 288,814 | 272,729 | -5.6% |
| Capital Goods Outlay | 0 | 0 | 0 | 0.0% |
| Total Expenditures | $288,814 | $288,814 | $272,729 | -5.6% |
| **Funding Sources** | | | | |
| Internal Services | $0 | $0 | $0 | 0.0% |
| Special Revenue Funds | 0 | 0 | 0 | 0.0% |
| Total Designated Funding Sources | $0 | $0 | $0 | 0.0% |
| **Net General Fund Expenditures** | **$288,814** | **$288,814** | **$272,729** | **-5.6%** |
| **Total Department FTE's** | **0.0** | **0.0** | **0.0** | **0.0%** |

### Highlights

• While the total overall budget for all member jurisdictions increases only $2,751 from $3,440,26 to $3,443,017 in FY 2014, the per capita rate has been reduced from $2.06 to $1.89. Because of this reduction, and using a revised population rate, the City of Alexandria's share of operating decreases from $288,814 to $272,729, a $16,085 or -5.5% reduction. Details of participating jurisdiction contributions are found on page 17-34.

•NVRPA used updated population numbers for FY 2014 operating budget calculations, after using estimates from July 2007 for a number of previous years. These figures are based on the U.S. Census "Annual Estimates of Resident Population for Counties of Virginia" as of July 2011, with a release date of April 2012.

• After a number of years without adjustments for population or inflation, NVRPA incorporated these adjustments into the calculation of each member jurisdiction's share of the operating appropriation.

# Other Recreation

| Member Jurisdiction Budget Requests | | | |
|---|---|---|---|
| Jurisdiction | [1]Population | Percent | Operating Budget Request |
| City of Alexandria | 144,301 | 7.9% | $272,729 |
| Arlington County | 216,004 | 11.9% | $408,248 |
| City of Fairfax | 22,549 | 1.2% | $42,618 |
| Fairfax County | 1,100,692 | 60.4% | $2,080,308 |
| City of Falls Church | 12,751 | 0.7% | $24,099 |
| Loudoun County | 325,405 | 17.9% | $615,015 |
| **Total** | **1,821,702** | **100%** | **$3,443,017** |

[1] Population based on U.S. Census "Annual Estimates of the Resident Population of Counties of Virginia" as of July 2011, with a release date of April 2012.

PAGE INTENTIONALLY LEFT BLANK

# Operating Agencies

PUBLIC WORKS

Transportation and Environmental Services……18-2
Transit Subsidies……..18-30

# Transportation & Environmental Services

**Mission Statement:** The mission of Transportation & Environmental Services is to provide excellent multimodal transportation services and facilities, and to protect and enhance the natural environment to improve the quality of life for those who live in, work in, and visit the city of Alexandria.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2012-2013 |
|---|---|---|---|---|
| Personnel | 18,085,876 | 18,893,205 | 20,414,516 | 8.1% |
| Non-Personnel | 13,702,599 | 13,691,312 | 12,813,046 | -6.4% |
| Capital Goods Outlay | 44,962 | 557,943 | 1,465,763 | 162.7% |
| Interfund Transfers | 13,302,550 | 12,775,784 | 10,338,805 | -19.1% |
| Debt Service | 0 | 117,688 | 628,475 | 434.0% |
| Total Expenditures | $45,135,987 | $46,035,932 | $45,660,605 | -0.8% |
| Special Revenue Funds | | | | |
| Internal Services | 4,300 | 551,943 | 1,409,763 | 155.4% |
| ARRA - Stimulus Funds | 3,275,671 | 0 | 0 | 0.0% |
| Sanitary Sewer Fund | 4,922,270 | 7,500,000 | 7,846,295 | 4.6% |
| Storm Sewer Fund | 1,622,320 | 1,699,040 | 1,716,670 | 1.0% |
| Potomac Yard Metrorail Station Transfers to the CIP | 1,500,000 | 910,380 | 1,471,507 | 61.6% |
| Other Special Revenue Funds | 951,579 | 436,064 | 731,481 | 67.7% |
| Total Designated Funding Sources | $12,276,140 | $11,097,427 | $13,175,716 | 18.7% |
| Net General Fund Expenditures | $32,859,847 | $34,938,505 | $32,484,889 | -7.0% |
| Total Department FTE's | 210.0 | 208.5 | 219.5 | 5.3% |

### Highlights

- In FY 2014, the General Fund budget decreases by $2,453,620, or -7.0%.
- Personnel costs increase by $1,521,311, or 8.1% due to the addition of 11.5 FTEs for sanitary sewers, storm water, solid waste and transportation improvements as well as an increase in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.
- Non-personnel costs decrease by $878,266, or -6.4%, due mainly to the transfer of $1.375 million in funding for major street reconstruction projects from the operating budget to the Capital Improvement Program (CIP) to reflect the multi-year nature of those types of projects and to leverage State revenue sharing funding.
- Capital goods outlays increase by $907,820, or 162.7%, due to the planned replacement of vehicles in FY 2014 and the addition of $50,000 for survey equipment and laptop computer replacement.
- Interfund transfers decrease by $2,436,979, or -19.1%, due to reductions in cash capital funding for Transportation Improvement Program (TIP), sanitary sewers and storm water projects in the CIP.
- Debt service increases by $510,787, or 434.0%, due to increased debt financing for TIP capital projects in the CIP.

- The Solid Waste residential refuse collection fee is reduced by $20 per household per year, which reflects a lower tip fee cost at the Waste-to-Energy plant.
- 3.25 permit-related positions are shifted from the General Fund and will now be funded by Permit Center fees reflected in the Special Revenue Fund. This is part of the process of expanding the City's multi-departmental Permit Center.
- A number of revenue initiatives are also included (see Fee Adjustments) which will raise nearly $600,000.

## T&ES Programs and Activities

Leadership & Management Support Services
- Leadership and General Management

Streets & Sidewalk Maintenance
- Street Maintenance
- Sidewalk, Curb & Gutter Maintenance
- Snow Plowing & De-Icing

Sewer Maintenance
- Sanitary Sewer Maintenance
- Storm Sewer Maintenance
- Fire Hydrant Maintenance

Recycling
- Residential Recycling Collection
- Commercial Recycling
- Other Recycling

Capital Project Management
- Design Management
- Construction Management
- Bridge Inspection & Maintenance

Transportation Management
- Signals, Signs & Markings
- Parking Meters
- Plan Review
- Special Events
- Traffic Calming
- Street Lighting
- Impound Lot

Refuse Collection
- Commercial Refuse Collection
- Residential Refuse Collection
- Spring Clean-Up

Street Cleaning
- Street Sweeping
- Special Events
- Leaf Collection
- King Street Cleaning

Environmental Quality
- Air Quality
- Water Quality
- Noise Quality
- Contaminated Land

Plan Review & Permitting
- Site Plan Review
- Development Site Inspection
- Permitting
- Flood Plain Management

Regional Transportation Systems
- Regional Transportation
- Paratransit Services
- Potomac Yard Metro Station Transfer

Transportation Planning & Support
- Transportation Plan Review
- Alternative Transportation Promotion
- Bicycle & Ped Coordination

Transportation Expansion Program
- Transportation Expansion Program

## Dept Info

Department Contact Info
703.746.4025
www.alexandriava.gov/tes

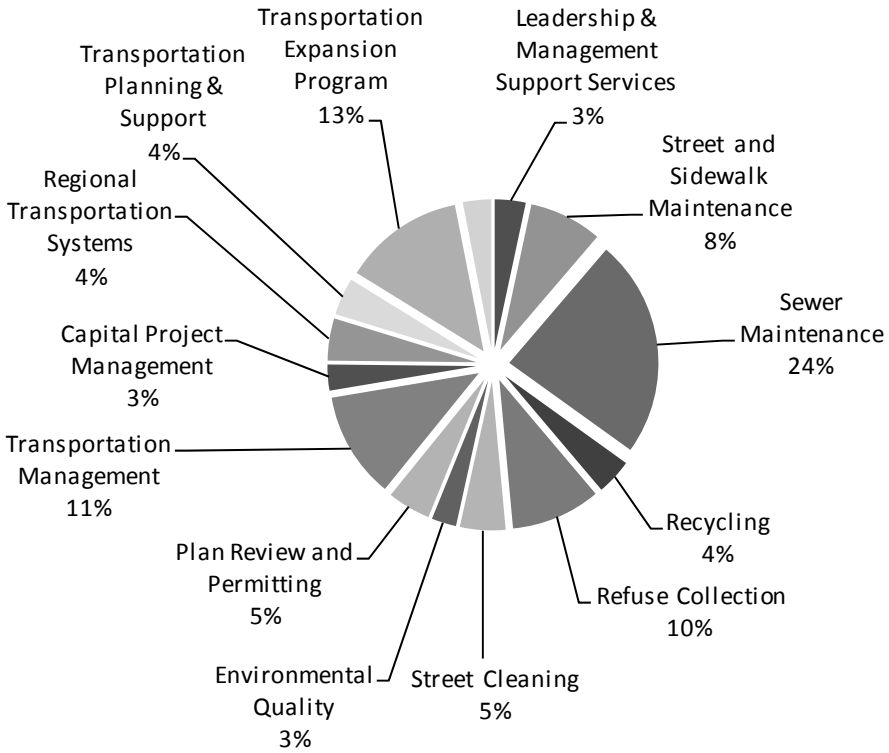
Department Head
Richard J. Baier, P.E., LEED AP, Director
703.746.4025
rich.baier@alexandriava.gov

Department Staff
Emily Baker, City Engineer
Yon Lambert, Deputy Director for Operations
Bill Skrabak, Deputy Director, Office of Environmental Quality
Sandra Marks, Acting Deputy Director for Transportation
Antonio Baxter, Strategic Management Services Division Chief

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % of department-wide performance outcomes and goals achieved | 87% | 70% | 86% |
| % of storm sewer repairs completed within 3 working days | 90% | 90% | 90% |
| % of the waste stream diverted by recycling | 44% | 38% | 44% |

## FY 2014 Proposed Expenditures by Program



## Program Level Summary Information

**Expenditure Summary**

| Expenditure By Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management Support Services | $1,775,174 | $1,395,651 | $1,531,261 | 9.7% |
| Street and Sidewalk Maintenance | $4,937,200 | $4,810,025 | $3,614,019 | -24.9% |
| Sewer Maintenance | $7,734,619 | $10,389,117 | $10,802,464 | 4.0% |
| Recycling | $1,316,859 | $1,735,622 | $1,777,233 | 2.4% |
| Refuse Collection | $5,669,033 | $5,407,772 | $4,435,679 | -18.0% |
| Street Cleaning | $1,888,269 | $1,849,775 | $2,247,842 | 21.5% |
| Environmental Quality | $1,194,329 | $1,219,180 | $1,228,949 | 0.8% |
| Plan Review and Permitting | $2,042,172 | $2,040,281 | $2,138,183 | 4.8% |
| Transportation Management | $5,483,062 | $5,341,492 | $5,261,583 | -1.5% |
| Capital Project Management | $1,465,311 | $1,239,252 | $1,291,331 | 4.2% |
| Regional Transportation Systems | $5,977,899 | $1,558,916 | $2,092,616 | 34.2% |
| Transportation Planning & Support | $1,839,260 | $1,808,260 | $1,848,293 | 2.2% |
| Transportation Expansion Program | $3,808,500 | $6,688,646 | $5,981,389 | -10.6% |
| Vehicle Replacement | $4,300 | $551,943 | $1,409,763 | 155.4% |
| Total Expenditures | $45,135,987 | $46,035,932 | $45,660,605 | -0.8% |

**Staffing Summary**

| Authorized Positions (FTE's) by Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Leadership & Management Support Services | 8.0 | 10.8 | 11.9 | 10.7% |
| Street and Sidewalk Maintenance | 20.6 | 15.8 | 15.3 | -3.2% |
| Sewer Maintenance | 28.9 | 39.7 | 47.7 | 20.0% |
| Recycling | 5.1 | 4.8 | 4.9 | 2.1% |
| Refuse Collection | 35.5 | 34.8 | 35.8 | 2.7% |
| Street Cleaning | 20.8 | 19.9 | 21.4 | 7.5% |
| Environmental Quality | 8.9 | 8.4 | 8.4 | 0.0% |
| Plan Review and Permitting | 21.2 | 18.3 | 18.3 | 0.0% |
| Transportation Management | 27.6 | 28.6 | 27.9 | -2.4% |
| Capital Project Management | 15.4 | 11.2 | 11.2 | 0.0% |
| Regional Transportation Systems | 5.8 | 4.8 | 4.8 | -1.0% |
| Transportation Planning & Support | 11.2 | 10.5 | 10.0 | -4.8% |
| Transportation Expansion Program | 1.0 | 1.0 | 2.0 | 100.0% |
| Total FTE's | 210.0 | 208.5 | 219.5 | 5.3% |

## Leadership & Management Support Services Program

The goal of the Leadership and Management Support Services is to provide leadership and policy guidelines for the Department of Transportation and Environmental Services, and to provide departmental support in information technology, public information, and fiscal management.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 3.9% | 3.0% | 3.4% |
| Total Expenditures | $1,775,174 | $1,395,651 | $1,531,261 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $1,775,174 | $1,395,651 | $1,531,261 |
| Program Outcomes | | | |
| % of department-wide performance outcomes and goals achieved | 87% | 70% | 86% |
| T&ES operating expenditures per capita | $325 | $328 | $322 |

### Activity Data

| LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to develop and administer departmental policy, manage and coordinate personnel, maintain APWA accreditation, manage the departmental budget and grants, and oversee purchasing. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,775,174 | $1,395,651 | $1,531,261 |
| FTE's | 8.3 | 10.8 | 11.9 |
| # of department FTEs managed | 210.3 | 208.5 | 219.5 |
| $ amount of departmental expenditures | $45,135,987 | $46,035,932 | $45,660,605 |
| Leadership & Management Support Services expenditures as % of department total | 3.9% | 3.0% | 3.2% |
| % of departmental effectiveness targets met | 87% | 70% | 86% |

## Streets & Sidewalks Program

The goal of Street and Sidewalk Maintenance is to maintain existing roads and sidewalks for the safe and efficient movement of vehicles and pedestrians.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 10.9% | 10.4% | 7.9% |
| Total Expenditures | $4,937,200 | $4,810,025 | $3,614,019 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $4,937,200 | $4,810,025 | $3,614,019 |
| Program Outcomes | | | |
| Average pavement condition rating | 68% | 60% | 60% |

### Activity Data

| STREET MAINTENANCE – The goal of Street Maintenance is to repair potholes within 24 hours of notification, maintain the riding surface of streets and alleys in a safe condition by resurfacing them on an as-needed basis, and restore to City standards the public right-of-way disturbed by utility companies and private contractors within 30 days of permanent underground installation. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $4,577,033 | $4,451,648 | $3,251,327 |
| FTE's | 20.5 | 15.7 | 15.2 |
| # of lane miles resurfaced | 20.41 | 20 | 17.63 |
| Cost per lane mile resurfaced | $219,738 | $222,582 | $253,670 |
| Average pavement condition rating | 68% | 60% | 60% |

In FY 2014, $1.375 million in street paving expenditures are transferred to the CIP for major resurfacing projects for which construciton may extend over multiple fiscal years and to leverage State funding through the revenue sharing program.

| SIDEWALK, CURB, & GUTTER MAINTENANCE – The goal of Sidewalk, Curb and Gutter Maintenance is to maintain sidewalks, provide pedestrian safety, and maintain good drainage of streets through the continued maintenance and repair of curbs and gutters. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures[1] | $360,167 | $358,377 | $362,692 |
| FTE's | 0.1 | 0.1 | 0.1 |
| # of sidewalks replaced (square yards) | 5,458 | 5,600 | 5,800 |
| Cost per square yard of sidewalk replaced | $65.99 | $64.00 | $62.53 |
| # of curb and gutter replaced (linear feet) | 2,547 | 2,700 | 2,900 |
| Cost per linear foot of curb and gutter replaced | $141.41 | $132.73 | $125.07 |

## Sewer Maintenance Program

The goal of Sewer Maintenance is to provide inspection, cleaning and repair to the City's sanitary and storm water collection and conveyance systems to minimize property damage, health hazards and pollution of surrounding water areas.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 17.1% | 22.6% | 23.7% |
| Total Expenditures | $7,734,619 | $10,389,117 | $10,802,464 |
| Less Revenues | $6,544,590 | $9,199,040 | $9,562,965 |
| Net General Fund Expenditures | $1,190,029 | $1,190,077 | $1,239,499 |
| Program Outcomes | | | |
| % of linear feet of sewers cleaned and inspected on schedule | 98% | 98% | 98% |

### Activity Data

| SANITARY SEWER MAINTENANCE – The goal of Sanitary Sewer Maintenance is to provide continuous inspection and cleaning of public sewers, inspect complaints within 2 hours of notification, and to eliminate structural and health hazards. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $4,922,270 | $7,500,000 | $7,846,295 |
| FTE's | 19.2 | 26.5 | 29.1 |
| # of linear feet of sanitary sewers cleaned and inspected | 70,000 | 990,000 | 88,000 |
| Cost per linear foot of sewer cleaned and inspected | $7.00 | $7.58 | $6.35 |
| % of linear feet of sewers cleaned and inspected on schedule | 98% | 98% | 98% |

Sanitary Sewer Maintenance personnel increased by 7.3 FTEs in FY 2013 due to the reallocation of T&ES staff from the General Fund to more accurately reflect the costs associated with this activity and by 2.5 FTEs in FY 2014 due to the addition of 3 civil engineer, 1 administrative analyst, and 1 contract specialist positions split between the sanitary sewer and storm water programs.

| STORMWATER SEWER MAINTENANCE – The goal of Stormwater Sewer Maintenance is to provide continuous inspection and cleaning of public sewers, inspect complaints within 2 hours of notification, and find and eliminate structural and health hazards. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,590,840 | $2,671,343 | $2,738,891 |
| FTE's | 9.5 | 13.0 | 18.5 |
| # of repair work orders completed for storm sewers | 87 | 225 | 100 |
| Cost per repair completed | $8,500 | $11,873 | $13,000 |
| % of storm water repairs completed within three working days | 90% | 90% | 90% |

Stormwater Sewer Maintenance personnel increased by 3.5 FTEs in FY 2013 due to the reallocation of T&ES staff from the General Fund to more accurately reflect the costs associated with this activity and by 5.5 FTEs in FY 2014 due to the addition of 3 stormwater civil engineer positions and 3 civil engineer, 1 administrative analyst, and 1 contract specialist positions split between the sanitary sewer and storm water programs.

## Sewer Maintenance Program, continued

The goal of Sewer Maintenance is to provide inspection, cleaning and repair to the City's sanitary and storm water collection and conveyance systems to minimize property damage, health hazards and pollution of surrounding water areas.

Activity Data

| FIRE HYDRANT MAINTENANCE – The goal of Fire Hydrant Maintenance is to repair existing and install new City fire hydrants in order to keep fire hydrants in working order. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $221,509 | $217,774 | $217,278 |
| FTE's | 0.2 | 0.2 | 0.1 |
| # of fire hydrants repaired overhauled | 242 | 675 | 675 |
| Cost per fire hydrant repaired overhauled | $915 | $323 | $322 |
| % of fire hydrants overhauled on schedule | 100% | 100% | 100% |

## Recycling Program

The goal of Recycling is to provide residential, commercial, multi-family and other collection services to divert at minimum 25% of the waste stream.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 2.9% | 3.8% | 3.9% |
| Total Expenditures | $1,316,859 | $1,735,622 | $1,777,233 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $1,316,859 | $1,735,622 | $1,777,233 |
| Program Outcomes | | | |
| % of the waste stream diverted | 44% | 38% | 44% |

### Activity Data

| RESIDENTIAL RECYCLING COLLECTION – The goal of Residential Recycling Collection is to provide residential curbside recycling collection on a weekly basis in order to divert materials from the waste stream. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $926,598 | $1,240,837 | $1,274,944 |
| FTE's | 3.7 | 3.6 | 3.7 |
| Tons of residential recycling collected | 7,050 | 6,760 | 7,280 |
| Cost per residential ton recycled | $131 | $184 | $176 |
| % of waste stream diverted | 49% | 45% | 50% |
| % of recycling complaints resolved within one business day | 99% | 100% | 100% |

| COMMERCIAL & MULTI-FAMILY COLLECTION – The goal of the Commercial and Multi-family Collection program is to establish implementation plans for recycling in commercial and multi-family establishments in order to divert materials from the waste stream. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $143,709 | $147,025 | $149,487 |
| FTE's | 1.3 | 1.1 | 1.1 |
| Tons of commercial and multi-family recycling reported | 55,315 | 61,202 | 60,000 |
| Cost per commercial and multi-family recycling plan monitored | $2.60 | $2.40 | $2.52 |
| % of waste stream diverted | 44% | 38% | 44% |

| OTHER COLLECTIONS – The goal of Other Collections is to provide weekly collection and environmentally safe disposal of common household products that could harm our workers or the environment, to provide drop office centers for computers and electronic items, and to provide collection of white goods on a weekly basis. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $246,552 | $347,760 | $352,802 |
| FTE's | 0.1 | 0.1 | 0.1 |
| Tons of other items collected | 962 | 1,300 | 1,300 |
| Cost per ton of other items collected | $256.29 | $267.51 | $271.48 |
| % of services requests completed on schedule | 100% | 100% | 100% |

## Refuse Collection Program

The goal of Refuse Collection is to provide business, church, school, and residential collections and spring clean up in order to maintain a clean environment.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 12.6% | 11.7% | 9.7% |
| Total Expenditures | $5,669,033 | $5,407,772 | $4,435,679 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $5,669,033 | $5,407,772 | $4,435,679 |
| Program Outcomes | | | |
| % of routes completed on schedule | 98% | 98% | 98% |

### Activity Data

| COMMERCIAL COLLECTION – The goal of Commercial Collection is to provide weekly refuse collection for businesses, churches and schools in order to maintain a clean environment. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $675,297 | $736,862 | $659,729 |
| FTE's | 6.3 | 6.0 | 6.1 |
| Tons of commercial trash collected | 1,920 | 5,500 | 2,000 |
| Cost per ton of commercial trash collected | $352 | $134 | $384 |
| % of routes completed on schedule | 98% | 98% | 98% |

| RESIDENTIAL CURBSIDE COLLECTION – The goal of Residential Curbside Collection is to provide weekly refuse collection for residents in order to maintain a clean environment. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $4,922,720 | $4,595,432 | $3,709,085 |
| FTE's | 28.5 | 28.1 | 28.9 |
| Tons of residential curbside trash collected | 20,562 | 22,000 | 22,000 |
| Cost per ton of residential curbside trash collected | $239 | $209 | $216 |
| Refuse/recycling fee (100% cost recovery rate) | $336 | $336 | $316 |
| % of routes completed on schedule | 98% | 98% | 98% |

The cost of refuse disposal at the Waste-to-Energy plant is reduced in FY 2014 due to the new solid waste disposal contract approved by City Council in January 2012. A portion of the savings has been used to fund new brush collection, mulching and grass/yard waste recycling services in the Leaf Collection activity, while the majority of the savings has been used to reduced the residential refuse collection fee by $20, from $336 to $316.

| SPRING CLEAN-UP - The goal of Spring Clean-Up is to provide Saturday refuse collection in the spring in order to maintain a clean environment. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $71,016 | $75,478 | $66,865 |
| FTE's | 0.7 | 0.7 | 0.8 |
| Tons of trash collected | 247 | 650 | 250 |
| Cost per ton of trash collected | $288 | $116 | $321 |
| % of neighborhoods completed on schedule | 100% | 100% | 100% |

## Street Cleaning Program

The goal of Street Cleaning is to provide litter and leaf collection, street cleaning and special event support in order to divert litter from the waste stream, provide clean and sanitary streets, and reduce the amount of debris collected in storm drains.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 4.2% | 4.0% | 4.9% |
| Total Expenditures | $1,888,269 | $1,849,775 | $2,247,842 |
| Less Revenues | $0 | $1 | $2 |
| Net General Fund Expenditures | $1,888,269 | $1,849,774 | $2,247,840 |
| Program Outcomes | | | |
| % of complaints resolved within 24 hours | 98% | 98% | 98% |

### Activity Data

| STREET SWEEPING – The goal of Street Sweeping is to sweep and flush City streets in order to ensure that streets are clean and sanitary. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,404,586 | $1,231,517 | $1,270,001 |
| FTE's | 14.2 | 13.8 | 13.8 |
| # of lane miles swept and flushed | 29,000 | 51,000 | 32,000 |
| Cost per lane mile swept and flushed | $48.43 | $24.15 | $40.08 |
| % of complaints resolved within one business day | 98% | 98% | 98% |

| SPECIAL EVENTS – The goal of Special Events is to provide a clean environment for event participants. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $0 | $21,412 | $16,828 |
| FTE's | 0.1 | 0.1 | 0.1 |
| Tons of material collected | 0 | 22 | 23 |
| Cost per ton of material collected | $0 | $973 | $736 |
| % of customers satisfied with special event clean up | 0% | 90% | 95% |

There were no expenditures charged to the Street Cleaning Special Events activity in FY 2012.

| LEAF COLLECTION – The goal of Leaf Collection is to provide vacuum and bag leaf collection for residential customers during the late fall in order to ensure that streets and catch basins are clean. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $380,801 | $448,106 | $810,774 |
| FTE's | 4.2 | 3.8 | 5.3 |
| Cubic yards of leaves collected | 33,700 | 34,700 | 33,000 |
| Cost per cubic yard of leaves collected | $11.30 | $12.91 | $15.24 |
| % of streets cleaned on schedule | 95% | 96% | 97% |

The FY 2014 budget includes personnel, contracting and equipment costs for new year-round brush collection, year-round mulching and grass/yard waste recycling services funded within the reduced residential refuse collection fee.

## Street Cleaning Program, continued

The goal of Street Cleaning is to provide litter and leaf collection, street cleaning and special event support in order to divert litter from the waste stream, provide clean and sanitary streets, and reduce the amount of debris collected in storm drains.

Activity Data

| KING STREET CLEANING – The goal of King Street Cleaning is to provide a desirable environment that will attract visitors to the City's historic district of shops and restaurants. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $102,882 | $148,740 | $150,239 |
| FTE's | 2.3 | 2.2 | 2.2 |
| # of blocks cleaned per day | 17 | 19 | 18 |
| Cost per block cleaned per day | $23 | $30 | $33 |
| % of litter problems resolved in the same business day | 98% | 98% | 98% |

## Environmental Quality Program

The goal of Environmental Quality is to provide air, water, noise and land quality services in order to protect and enhance the public's health and welfare and the City's environment.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 2.6% | 2.6% | 2.7% |
| Total Expenditures | $1,194,329 | $1,219,180 | $1,228,949 |
| Less Revenues | $120,083 | $50,367 | $50,372 |
| Net General Fund Expenditures | $1,074,246 | $1,168,813 | $1,178,577 |
| Program Outcomes | | | |
| % of complaints closed in 30 days | 92% | 90% | 91% |

### Activity Data

| AIR QUALITY – The goal of Air Quality is to investigate complaints, monitor air quality and inspect regulated facilities in order to administer and enforce the City Air Pollution Control Code (Title 11,Chapter 1) to enhance air quality. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $520,191 | $476,836 | $477,367 |
| FTE's | 3.2 | 2.9 | 2.9 |
| # of inspections conducted | 36 | 28 | 28 |
| # of complaints responded to | 10 | 20 | 20 |
| Cost per capita of air quality activity | $2.86 | $3.40 | $3.08 |
| % complaints closed within 30 days | 90% | 80% | 80% |

| WATER QUALITY – The goal of Water Quality is to conduct reviews and inspections of City site plans and ensure regulatory requirements are met for City permits in order to protect and manage the watershed. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $414,691 | $461,457 | $464,668 |
| FTE's | 3.5 | 3.2 | 3.2 |
| # of site plans reviewed | 392 | 315 | 315 |
| # of complaints resolved | 25 | 20 | 25 |
| Cost per capita of water quality activity | $2.96 | $3.29 | $3.36 |
| % complaints closed within 30 days | 100% | 100% | 100% |

| NOISE QUALITY – The goal of Noise Quality is to investigate noise complaints in order to ensure compliance with the noise regulations to enforce the City Noise Control Code (Title 11, Chapter 5). | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $125,192 | $88,732 | $91,572 |
| FTE's | 1.1 | 0.7 | 0.7 |
| # of complaints responded to | 72 | 45 | 45 |
| Cost per capita of noise quality activity | $0.89 | $0.63 | $0.66 |
| % of noise complaints resolved satisfactorily within 30 days | 90% | 90% | 90% |

## Environmental Quality Program, continued

The goal of Environmental Quality is to provide air, water, noise and land quality services in order to protect and enhance the public's health and welfare and the City's environment.

Activity Data

| CONTAMINATED LAND – The goal of Contaminated Land is to administer the contaminated land ordinance, manage City contaminated sites, and insure that the development of contaminated sites is done in a safe and responsible manner. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $134,255 | $192,155 | $195,342 |
| FTE's | 1.1 | 1.6 | 1.6 |
| # of contaminated sites reviewed | 42 | 15 | 15 |
| Cost per capita of contaminated land activity | $0.96 | $1.37 | $1.41 |
| % of site plans reviewed on schedule | 100% | 90% | 90% |

## Plan Review & Permitting Program

The goal of Plan Review and Permitting is to provide site plan, development site, inspection and other services to the citizens, contractors and developers in a timely manner to insure compliance with T&ES standards.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 4.5% | 4.4% | 4.7% |
| Total Expenditures | $2,042,172 | $2,040,281 | $2,138,183 |
| Less Revenues | $0 | $22,617 | $315,187 |
| Net General Fund Expenditures | $2,042,172 | $2,017,664 | $1,822,996 |
| Program Outcomes | | | |
| % of plans reviewed on schedule | 90% | 95% | 95% |

### Activity Data

| SITE PLAN REVIEW - The goal of Site Plan Review is to review private development plans for conformance with T&ES design requirements. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $648,235 | $668,243 | $645,704 |
| FTE's | 6.5 | 5.3 | 5.3 |
| # of plan submittals reviewed | 605 | 450 | 525 |
| Cost per plan submittal reviewed | $1,071 | $1,485 | $1,247 |
| % of submittals reviewed by two-week deadline | 90% | 95% | 95% |

In FY 2013, a portion of one Civil Engineer I is funded from permit center fee revenue.

| DEVELOPMENT SITE INSPECTION – The goal of Development Site Inspection is to conduct inspections to insure construction of public infrastructure for conformance with T&ES requirements. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $864,521 | $823,204 | $878,149 |
| FTE's | 8.8 | 7.3 | 7.3 |
| # of erosion and sediment control inspections conducted | 902 | 1,000 | 1,200 |
| Cost per site monitored | $958 | $823 | $698 |
| % of erosion and sediment control inspections conducted on schedule | 100% | 100% | 100% |

| PERMITTING – The goal of Permitting is to issue permits for construction activities within the public right-of-way and review building permits for impact on the public right-of-way for conformance with T&ES requirements. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $482,783 | $503,492 | $569,333 |
| FTE's | 5.5 | 5.4 | 5.4 |
| # of T&ES permits issued | 2,496 | 2,750 | 2,750 |
| # of Code Enforcement permits reviewed | 3,529 | 3,700 | 3,700 |
| # of Reserved Parking Parking request issued | 3,735 | 2,550 | 2,550 |
| Cost per T&ES permit issued | $100.00 | $100.00 | $100.00 |
| % of Code Enforcement permits reviewed within three days | 100% | 100% | 100% |

## Plan Review & Permitting Program, continued

The goal of Plan Review and Permitting is to provide site plan, development site, inspection and other services to the citizens, contractors and developers in a timely manner to insure compliance with T&ES standards.

Activity Data

| FLOOD PLAIN MANAGEMENT – The goal of Flood Plain Management is to comply with the National Flood Insurance program and maintain the City's participation in the community rating system in order to provide City property owners with access to discounted flood insurance. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $46,633 | $45,342 | $44,997 |
| FTE's | 0.4 | 0.3 | 0.3 |
| # of acres of floodplain managed | 530 | 645 | 530 |
| Cost per acre of floodplain managed | $87.99 | $70.30 | $86.00 |
| $ saved in flood insurance programs | 160,843 | 162,919 | 160,843 |

## Transportation Management

The goal of Traffic Operations is to provide the infrastructure needed on the City's right-of-way in order to ensure an efficient flow of traffic for residents and travelers in Alexandria in order to enhance safety for all users and to reduce air pollution.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 12.1% | 11.6% | 11.5% |
| Total Expenditures | $5,483,062 | $5,341,492 | $5,261,583 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $5,483,062 | $5,341,492 | $5,261,583 |
| Program Outcomes | | | |
| % of plans reviewed on schedule | 100% | 100% | 100% |

### Activity Data

| SIGNALS, SIGNS, & MARKINGS – The goal of Signals, Signs and Markings is to promote efficient flow of traffic to ensure pedestrian and vehicular safety and guide motored and non-motored traveling public through the City safely. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $2,387,329 | $2,256,206 | $2,232,964 |
| FTE's | 18.9 | 18.6 | 18.2 |
| # of signals maintained | 289 | 289 | 290 |
| Cost per signal maintained | $8,261 | $7,807 | $7,779 |
| % of signal outages responded to within one hour | 95% | 95% | 95% |

| METERS – The goal of Metering is to provide parking management to assure that there is adequate turnover of parking spaces to give motorists the opportunity of finding a place to park. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $729,634 | $738,557 | $700,552 |
| FTE's | 4.6 | 3.9 | 3.7 |
| # of mult-space meters maintained | 177 | 180 | 180 |
| Cost per meter maintained | $4,105 | $4,103 | $4,103 |
| % of meters collected on schedule | 95% | 95% | 95% |

| TRAFFIC MANAGEMENT - The goal of Traffic Management is to ensure quality development that is consistent with the City's Strategic Plan goal and that complies with federal, state and local regulations for traffic management. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $357,654 | $285,622 | $292,120 |
| FTE's | 0.0 | 2.1 | 2.1 |
| # of development submittals reviewed | 20 | 20 | 25 |
| Cost per submittal reviewed | $4,471 | $2,951 | $4,606 |
| % of site plan submittal reviews completed on schedule | 100% | 100% | 100% |

## Transportation Management, continued

The goal of Traffic Operations is to provide the infrastructure needed on the City's right-of-way in order to ensure an efficient flow of traffic for residents and travelers in Alexandria in order to enhance safety for all users and to reduce air pollution.

Activity Data

| SPECIAL EVENTS – The goal of Special Events is to assure traffic flow during times that City streets will be more crowded than usual, which will support economic development in the community. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,189 | $49,805 | $49,638 |
| FTE's | 0.1 | 0.2 | 0.2 |
| # of special events | 12 | 20 | 12 |
| Cost per event | $99 | $2,951 | $4,148 |
| % of temporary traffic flow structures removed within two hours of special event | 100% | 100% | 100% |

| STREET LIGHTING – The goal of Street Lighting is to pay for electricity and report outages to Dominion Virginia Power for repair. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,554,025 | $1,460,366 | $1,460,911 |
| FTE's | 0.5 | 0.5 | 0.5 |
| # of street light outages reported to Dominion Virginia Power by the City | 660 | 700 | 770 |
| Utility cost per street light | $2,264 | $1,989 | $1,808 |
| % of online complaints passed on to Virginia Dominion Power | 100% | 100% | 100% |

| IMPOUND LOT – The goal of Impounding is to provide secure storage of vehicles that have been impounded from City streets or due to traffic violations, and either restoring possession of these vehicles to their owners or disposing of the vehicles in an efficient manner. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $453,231 | $550,936 | $525,398 |
| FTE's | 3.5 | 3.4 | 3.3 |
| # of vehicles processed | 1,500 | 1,769 | 1,800 |
| Cost per car impounded | $302 | $311 | $294 |
| % of vehicles that are sold at auction | 100% | 95% | 100% |

## Capital Project Management Program

The goal of Capital Project Management is to provide design and construction management services for City infrastructure projects to safely meet the needs of the City while minimizing the impacts on the City.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 3.2% | 2.7% | 2.8% |
| Total Expenditures | $1,465,311 | $1,239,252 | $1,291,331 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $1,465,311 | $1,239,252 | $1,291,331 |
| Program Outcomes | | | |
| % of projects constructed on time and within budget | 85% | 90% | 90% |

### Activity Data

| DESIGN MANAGEMENT – The goal of Design Management is to provide a design solution to an infrastructure problem to maintain the integrity of the City's public infrastructure. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,292,719 | $1,080,719 | $1,133,144 |
| FTE's | 13.9 | 10.2 | 10.2 |
| # of design projects in process | 52 | 58 | 50 |
| Average cost per design | $24,860 | $18,633 | $21,955 |
| % of design task orders completed on time | 85% | 90% | 90% |
| % of design task orders completed within budget | 95% | 100% | 95% |

| CONSTRUCTION MANAGEMENT – The goal of Construction Management is to implement the design solutions for infrastructure problems to maintain the integrity of the City's public infrastructure. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $136,825 | $121,170 | $120,511 |
| FTE's | 1.2 | 0.8 | 0.8 |
| # of construction projects managed | 10.0 | 11.0 | 2.0 |
| $ value of construction projects managed | $12,225,283 | $13,000,000 | $11,500,000 |
| Construction management costs as a % of value of projects under construction | 12% | 15% | 15% |
| % of construction projects completed witihin budget | 100% | 100% | 100% |

| BRIDGE INSPECTION & MAINTENANCE – The goal of Bridge Inspection and Maintenance is to inspect and maintain bridges in order to ensure the safety of bridge infrastructure. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $35,767 | $37,363 | $37,676 |
| FTE's | 0.3 | 0.3 | 0.3 |
| # of bridges inspected | 14 | 13 | 15 |
| Cost per bridge inspected | $2,555 | $2,874 | $2,563 |
| % of bridges in satisfactory condition | 100% | 100% | 100% |

## Regional Transportation Systems

The goal of Regional Transportation Systems is to provide bus and rail services which benefit residents, workers and visitors to Alexandria through a combination of regional subsidies and direct operations, and to plan and construct transit facilities which will improve these operations.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 13.2% | 3.4% | 4.6% |
| Total Expenditures | $5,977,899 | $1,558,916 | $2,092,616 |
| Less Revenues | $5,261,406 | $910,380 | $1,471,507 |
| Net General Fund Expenditures | $716,493 | $648,536 | $621,109 |
| Program Outcomes | | | |
| $ of grant revenues secured by Transportation Planning | $3,000,000 | $3,100,000 | $4,200,000 |

### Activity Data

| REGIONAL TRANSPORTATION PLANNING – The goal of Regional Transportation Planning is to benefit taxpayers of the City by taking advantage of available public and private sector funding for transportation initiatives and to assure that the City's tax dollars are spent on projects that provide benefit to residents. | FY 2012 Actual | FY 2013 Approved | FY 2013 Approved |
|---|---|---|---|
| Expenditures | $4,360,232 | $515,875 | $487,844 |
| FTE's | 4.7 | 3.6 | 3.6 |
| # of grants secured by Transportation Planning | 6 | 4 | 5 |
| $ of grant revenues secured by Transportation Planning | $3,000,000 | $3,100,000 | $4,200,000 |
| % of Transportation Planning expenditures funded by grants | 70% | 75% | 75% |

FY 2012 expenditures include grant funded expenditures for a stimulus funed trolley purchase, dedicated transit corridor planning, transit store operations, and transit marketing and outreach.

| PARATRANSIT SERVICES ADMINISTRATION – The goal of Paratransit Services Administration is to provide Paratransit service for people from Alexandria with disabilities who are traveling to locations in the DOT service area in order to provide them with necessary travel options and to comply with the rules of the Americans with Disabilities Act. | FY 2012 Actual | FY 2013 Approved | FY 2013 Approved |
|---|---|---|---|
| Expenditures | $117,667 | $132,661 | $133,265 |
| FTE's | 1.1 | 1.2 | 1.2 |
| # of trips | 53,085 | 54,000 | 54,000 |
| Average cost per trip | $22.33 | $22.56 | $22.50 |
| Complaints received as a percentage of total trips | 0.04% | 0.04% | 0.04% |

This activity includes only the department staff and non-personnel costs associated with managing the DOT paratransit program. The City subsidy for DOT is funded in the Transit Subsidies budget.

| POTOMAC YARD METRORAIL STATION TRANSFER TO CIP – The goal of Potomac Yard Metrorail Station Financing is to establish a diverse revenue stream, including developer contributions, special tax district revenues, and net new General Fund revenues from an increased tax base, in order to fund the construction of a potential new Metrorail station at Potomac Yard without impacting the City's base General Fund budget. The dollar amounts in this activity reflect the growth-related General Fund real estate tax revenue growth which will be transferred to the CIP. | FY 2012 Actual | FY 2013 Approved | FY 2013 Approved |
|---|---|---|---|
| Expenditures | $1,500,000 | $910,380 | $1,471,507 |

## Transportation Planning & Support

The goal of Transportation Planning & Support is to develop and administer plans and programs that encourage residents and employees to use alternative transportation by implementing complete streets and multi-modal facilities that reduce traffic congestion and improve air quality.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 4.1% | 3.9% | 4.0% |
| Total Expenditures | $1,839,260 | $1,808,260 | $1,848,293 |
| Less Revenues | $345,761 | $363,080 | $365,922 |
| Net General Fund Expenditures | $1,493,499 | $1,445,180 | $1,482,371 |
| Program Outcomes | | | |
| % of submittals reviewed by two-week deadline | 95% | 75% | 95% |

### Activity Data

| TRANPORTATION PLAN REVIEW - The goal of Transportation Plan Review is to ensure quality development and redevelopment that is consistent with the City's strategic plan and that complies with federal, state, and local regulations for transportation management. This activity also includes transportation planning and parking planning. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $84,113 | $500,564 | $514,313 |
| FTE's | 3.1 | 2.7 | 2.7 |
| # of plan submittals reviewed | 218 | 100 | 175 |
| Cost per plan submittal reviewed | NA | $9,619 | $2,446 |
| % of submittals reviewed by two-week deadline | 95% | 95% | 95% |

Reorganized in FY 2013 to reflect activity associated with Transportation Planning Division

| ALTERNATIVE TRANSPORTATION PROMOTION & PLAN REVIEW – The goal of Alternative Transportation Promotion and Plan Review is to administer City employee, City resident, and private employer incentive programs and ensure that all major development projects include Transportation Management Plans (TMP) for alternative transportation in order to decrease congestion and improve air quality. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $1,472,620 | $1,016,139 | $966,101 |
| FTE's | 5.0 | 4.9 | 4.4 |
| Amount obligated by TMPs from July 2010-July 2011 | $2,245,286 | $2,191,598 | $2,335,097 |
| # of City employees receiving transit benefit | 325 | 375 | 380 |
| Cost per transit benefit provided | $52.68 | $68.00 | $70.00 |
| % of non-single occupied vehicle mode share for Transportation Management Plan (Residential) | 64% | 58% | 59% |
| % of non-single occupied vehicle mode share for Transportation Management Plan (Commercial) | 55% | 34% | 35% |
| % of City workforce that participates in transit benefit program | 7.5% | 9.0% | 9.0% |

## Transportation Planning & Support, continued

The goal of Transportation Planning & Support is to develop and administer plans and programs that encourage residents and employees to use alternative transportation by implementing complete streets and multi-modal facilities that reduce traffic congestion and improve air quality.

Activity Data

| BICYCLE & PEDESTRIAN COORDINATION – The goal of Bicycle and Pedestrian Coordination is to encourage the use of non-motorized transportation modes through new development and improvement of existing facilities for bicycles and pedestrians, which will decrease congestion and improve air quality. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $282,527 | $291,557 | $367,879 |
| FTE's | 3.1 | 2.9 | 2.9 |
| Number of pedestrian and bicycle spot improvements | 37 | 35 | 37 |
| Number of projects completed from Master Bicycle and Pedestrian Plan | 30 | 29 | 31 |
| Cost per linear foot added to the bikeway network | $0.75 | $0.75 | $0.75 |
| % of bike commuters | 2.70% | 3.12% | 3.12% |

## Transportation Improvement Program

The goal of the Transportation Improvement Program is to establish an ongoing and predictable source of revenue in order to improve the City's transportation and transit systems through the use of local funds and leveraged outside funding sources.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| % Total All Funds Budget | 8.4% | 14.5% | 13.1% |
| Total Expenditures | $3,808,500 | $6,688,646 | $5,981,389 |
| Less Revenues | $0 | $0 | $0 |
| Net General Fund Expenditures | $3,808,500 | $6,688,646 | $5,981,389 |
| Program Outcomes | | | |
| Planned total 10-year investment in transportation improvements funded through the real estate tax reservation | $143,938,283 | $128,422,555 | $125,156,356 |

### Activity Data

| TRANSPORTATION IMPROVEMENT PROGRAM – The goal of the Transportation Improvement Program is to establish an ongoing and predictable source of revenue in order to improve the City's transportation and transit systems through the use of local funds and leveraged outside funding sources. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $3,808,500 | $6,688,646 | $5,981,389 |
| FTE's | 1.0 | 1.0 | 2.0 |
| [1]Planned 10-year operating service investment (excluding debt service) | $ 33,635,719 | $ 59,740,124 | $ 47,726,705 |
| [2]Planned 10-year capital investment on general obligation bonds | $ 15,142,564 | $ 16,822,431 | $ 21,394,651 |
| [3]Planned 10-year capital investment (including cash capital and general obligation bonds) | $ 95,160,000 | $ 51,860,000 | $ 56,035,000 |

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

| Activity | Current Services Adjustment | FY 2014 Proposed |
|---|---|---|
| **Street Maintenance** | *Street Paving Materials* | **$148,613** |
| The FY 2014 budget includes $1,734,534 in contractual services and commodities for street paving and pothole patching. The FY 2014 budget includes a current service adjustment of $148,613 for 1.4% increase CPI-U cost escalation and an 8.25% increase for a fuel adjustment rate included in the contract to compensate for the cost of petroleum products used in the liquid asphalt mix. Fuel adjustment costs, which are charged on a per ton basis and determined by VDOT, have increased by 28% since 2010, and are projected to increase by another 8.25% in 2013. | | |
| **Design Management & Development Site Inspection** | *Survey & Computer Equipment Replacement* | **$100,000** |
| This adjustment includes one-time funding for the replacement of land survey equipment and field laptop computers for inspectors that have exceeded their useful life, become outdated and are in need of replacement to support the City's current software applications. | | |
| **Storm Sewer Maintenance** | *Storm Sewer Maintenance* | **$27,552** |
| The FY 2014 budget includes a $27,522 cost adjustment for storm sewer catch basin cleaning in the City's General Fund. T&ES funds storm sewer maintenance through a combination of General Fund revenues and a 0.5 cent real estate tax rate designation for storm water. T&ES typically spends between $250,000 and $300,000 annually in the General Fund on contracted catch basin. | | |
| **Alternative Transportation Promotion** | *Employee Transit Benefit* | **$27,000** |
| The City's employee transit benefit cost is increased based on increased participation by employees. The budget for FY 2013 is $198,660. An increase of $27,000 has been included in the FY 2014 budget. | | |
| **Street Maintenance** | *Bus Shelter Cleaning* | **$20,420** |
| T&ES cleans and maintains 124 City-owned bus shelters. In addition, T&ES expects to take over maintenance of 40 WMATA-owned bus shelters which the authority has discontinued maintaining and 6 new shelters coming being installed as part of new development. A current service adjustment of $20,420 is included in the budget for the increased cost of the existing service as well as the expansion to include additional shelters. | | |
| **Permitting** | *Permit Center Credit Card Processing Charges* | **$11,200** |
| T&ES currently pays approximately $11,200 in merchant fees for accepting permit payments by credit card. The expenditure was not budgeted for in FY 2013 and has been added as a current service adjustment in FY 2014. | | |

## Summary of Budget Changes, continued

### Supplemental Adjustments

| Activity | Supplemental Request | FTEs | FY 2014 Proposed |
|---|---|---|---|
| **Sanitary Sewer Maintenance** | *Sanitary Sewer Improvements* | **2.5** | **$0** |

The FY 2014 non-General Fund sanitary sewer maintenance operating budget includes funding for five new positions to be split in cost between the sanitary sewer fund and the stormwater fund to address the increasing needs for sewer maintenance and improvements related to State water qualilty compliance requirements: three new civil engineers, one administrative analyst, and one contract specialist. It also includes $400,000 for increased inspection of sanitary sewers, $250,000 for sanitary sewer cleaning, and $80,000 in annual billing costs associated with inclusion of the City's sewer maintenance fee in the new AlexRenew billing system. The increase is funded by an increase in the developer sewer connection fee rate for multi-family properties from 50% of the single family property rate to 70% ($247,545) and revenue growth rate. There is no increase included in the FY 2014 budget in the sewer line maintenance fee or the connection fee for single family or other commercial properties. The overall sanitary sewer plan for FY 2014 also includes funding for $2.1 million in capital projects for water quality compliance, the details of which are contained in the CIP. There is no General Fund revenue associated with this program.

| | | | |
|---|---|---|---|
| **Storm Sewer Maintenance** | *Storm Water Improvements* | **5.5** | **$0** |

The FY 2014 non-General Fund storm sewer maintenance operating budget includes funding for three new storm water engineers and five new positions to be split in cost between the sanitary sewer fund and the stormwater fund to address the increasing need for sewer maintenance and improvements related to State water quality complian requirements: three new civil engineers, one administrative analyst, and one contract specialist. The operating budget also includes a $250,000 increase for storm sewer cleaning and the allocation of the indirect cost of General Fund support of the storm water program being charged to the fund. The overal storm water plan for FY 2014 also includes funding for $4.0 million in capital projects to address water quality compliance, the details of which are contained in the CIP, and the purchase of additional equipment and vehicles from prior year funding. There is no change in the 0.5 cent real estate tax dedication for storm water in the FY 2014 budget, and no increase in the $950,000 included in the General Fund operating budget to support storm water maintenance.

| | | | |
|---|---|---|---|
| **Leaf Collection** | *Yard Waste & Brush Recycling* | **1.5** | **$228,333** |

The FY 2014 budget includes funding for new services related to yard waste and brush recycling including: year-round mulching, year-round brush collection, and yard waste/grass recycling. Year-round mulching will enable T&ES to grind storm debris, yard waste, fall leaves, Christmas trees and other brush into mulch for use at City facilities and distribution to Alexandria residents and divert these materials from the general waste stream for an environmental benefit and disposal cost reduction. Year-round brush collection would provide an on-call service similar to metal goods collection for residents needing to dispose of downed limbs, firewood, shrubs, bamboo and other loose brush to be mulched by the City. Yard waste and grass recycling would enable residents to bag grass clippings and other small yard waste separately for collection and composting. Due to the reduced cost of the City's new waste disposal contract, these services have been funded within the residential refuse collection fee while reducing the fee by $20 per household.

## Summary of Budget Changes, continued

### Supplemental Adjustments, continued

| Activity | Supplemental Request | FTEs | FY 2014 Proposed |
|---|---|---|---|
| **Transportation Improvements** | *Transportation Improvements* | **1.0** | **$295,058** |

The FY 2014 budget includes funding in the T&ES operating budget from the City's 2.2 cent real estate tax Transportation Improvement Program (TIP) for one new transportation planner ($150,058), $70,000 in bikesharing operating costs, and $75,000 for Route 1 Bus Rapid Transit (BRT) transitway maintenance. The overall TIP also includes funding in the Transit Subsidies budget for $621,000 in DASH bus service expansion and $200,000 for Route 1 BRT operations and $4.9 million in transportation capital projects, the details of which are included in the CIP. There is no change in the 2.2 cent real estate tax reservation in the FY 2014 budget.

### Expenditure Reductions

| Activity | Reduction Item | FTEs | FY 2014 Proposed |
|---|---|---|---|
| **Permit Center Positions** | *Permitting* | | **($291,590)** |

The FY 2014 budget includes the transfer of 3.25 Permit Center positions from the General Fund to the permit-fee funding and the transfer of 0.75 positions from the storm water fund to permit-fee funding.

## Summary of Budget Changes, continued

### Fee Adjustments

| Activity | Fee Adjustment | FY 2014 Proposed |
|---|---|---|
| **Residential Refuse Collection** | *Residential Refuse Collection Fee* | **-$350,000** |
| For FY 2014, the residential refuse collection fee is reduced by $20 per household to $316 due to a reduction in the cost for the City to dispose of waste at the Waste-to-Energy plant in the new waste disposal agreement approved by City Council in January 2012. The reduced household rate of $316 includes funding for new brush and yard waste collection and recycling services in FY 2014. | | |
| **Parking Meters** | *Parking Meter Hours* | **$320,000** |
| For FY 2014, parking meter hours are increased by 2 hours by extending the end of operations from 7:00 pm currently to 9:00 pm in all zones. | | |
| **Traffic Management** | *Reserved Parking Fee* | **$100,000** |
| For FY 2014, the reserved parking fee for residents to temporarily reserve street parking spaces is increased by $10, from $30 for metered spaces and $20 for non-metered spaces to $40 for metered spaces and $30 for non-metered spaces. | | |
| **Commercial Refuse Collection** | *Commercial Refuse Fee* | **$80,000** |
| For FY 2014, the cost for City refuse collection services provided to commercial property owners is increased to the same rate as the residential household fee. The current commercial rate is $217 per unit of service. The new rate for FY 2014 is $316 per unit of service. Units of service are based on the volume of waste disposed: residential properties are one flat rate and commercial properties may pay for multiple units of service depending on the volume of waste they produce. | | |
| **Impound Lot** | *Impound Fees* | **$48,000** |
| Owners of vehicles towed to the City's impound lot must pay a one-time service charge and a daily storage fee to recover their vehicle. For FY 2014, the service charge is increased by $10, from $80 to $90, and the daily storage fee is increased by $10, from $40 per day to $50 per day. | | |
| **Permitting** | *Excavation Fees* | **$42,200** |
| For FY 2014, the fee for contruction involving excavations requiring T&ES permit review is increased by $50, from $200 per city block to $250. | | |
| **Traffic Management** | *Valet and Car Share Parking Fees* | **$3,000** |
| The FY 2014 budget includes a new fee of 50 cents per parking space per hour for valet parking spaces and an annual parking fee for car sharing businesses of $1,500 per space in Carlyle and $2,400 per space in Old Town. | | |
| **Leaf Collection** | *Mulch Delivery Fee* | **$3,000** |
| For FY 2014, the fee for residents to have City mulch delivered to their homes in increased by $10, from $40 per load to $50. | | |

## Residential Refuse Collection Fee

| Residential Refuse Collection Fee | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|
| Residential Refuse Collection | $4,506,439 | $3,709,085 |
| Residential Curbside Recycling | $921,936 | $974,944 |
| Spring Clean-up | $179,879 | $66,865 |
| Leaf Collection | $434,480 | $810,774 |
| Indirect Costs (City Administrative Support) | $512,572 | $597,600 |
| Total Expenditures | $6,555,306 | $6,159,268 |
| Residences Served | 19,506 | 19,506 |
| Residential Refuse Fee | $336 | $316 |

# Transit Subsidies

**Mission Statement:** The mission of Transit Subsidies is to provide cost-effective transit services to address the public transportation needs of Alexandria's residents, workers and visitors by subsidizing the operation of the DASH, DOT paratransit, King Street Trolley, Virginia Railway Express (VRE) and Washington Metropolitan Area Transit Authority (WMATA) transit systems.

## Expenditure and Revenue Summary

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| DOT Paratransit | $1,169,571 | $1,330,328 | $1,330,328 | 0.0% |
| VRE Commuter Rail | $129,944 | $133,894 | $133,984 | 0.1% |
| WMATA Metobus, Metrorail and Metro Access Paratransit | $5,437,075 | $5,886,156 | $8,026,156 | 36.4% |
| DASH Bus | $8,460,569 | $9,684,000 | $10,755,632 | 11.1% |
| Trolley/Shuttle Services | $740,800 | $1,400,000 | $690,000 | -50.7% |
| Total General Fund Expanditures | $15,937,959 | $18,434,378 | $20,936,100 | 13.6% |

### Highlights

• In FY 2014, the General Fund budget increases by $2,501,632, or 13.6%.

• The City's total operating subsidy for WMATA Metrobus, Metrorail, and Metro Access paratransit service is $28.1 million, which is an increase of $3.3 million or 13.1%. It is funded by $8.0 million from the General Fund and $20.1 million is funded by the City's share of state aid and gas tax revenues at the Northern Virginia Transportation Commission (NVTC). The General Fund subsidy increases by $2,140,000, or 36.4%. A portion of the increase ($200,000) is due to operating costs of the new Route 1 Bus Rapid Transit service scheduled to begin in FY 2014 and funded by the Transportation Improvement Program (TIP), and a portion is due to the opening of the new Silver Line Metrorail service. The remainder ($1.9 million) is due to the increased cost of continuing existing services.

• The General Fund subsidy for local DASH bus service increases by a net of $1,071,632, or 11.1%, and is the result of a service cost increase of $1.6 million and a subsidy reduction of $576,368 from service reductions and/or fare increases to be determined by the Alexandria Transit Company (ATC) Board of Directors. Service cost increases include $621,000 in TIP funded service expansions.

• The King Street Trolley subsidy is reduced by $150,000, from $840,000 to $690,000, due to a $140,000 reduction in service from 15 minute headways to 20 minute headways and the addition of on board advertising to generate $10,000 in revenue. TIP funded shuttle service planned for Del Ray/Arlandria in FY 2014 has been cancelled as one of the FY 2014 budget reductions needed to close the City budget gap, and the TIP funds reprogrammed for higher priority needs. The trolley/shuttle budget for FY 2013 was $1.4 million. The reduction of the King Street Trolley cost and the cancellation of the Del Ray/Arlandria shuttle results in a total reduction of $710,000.

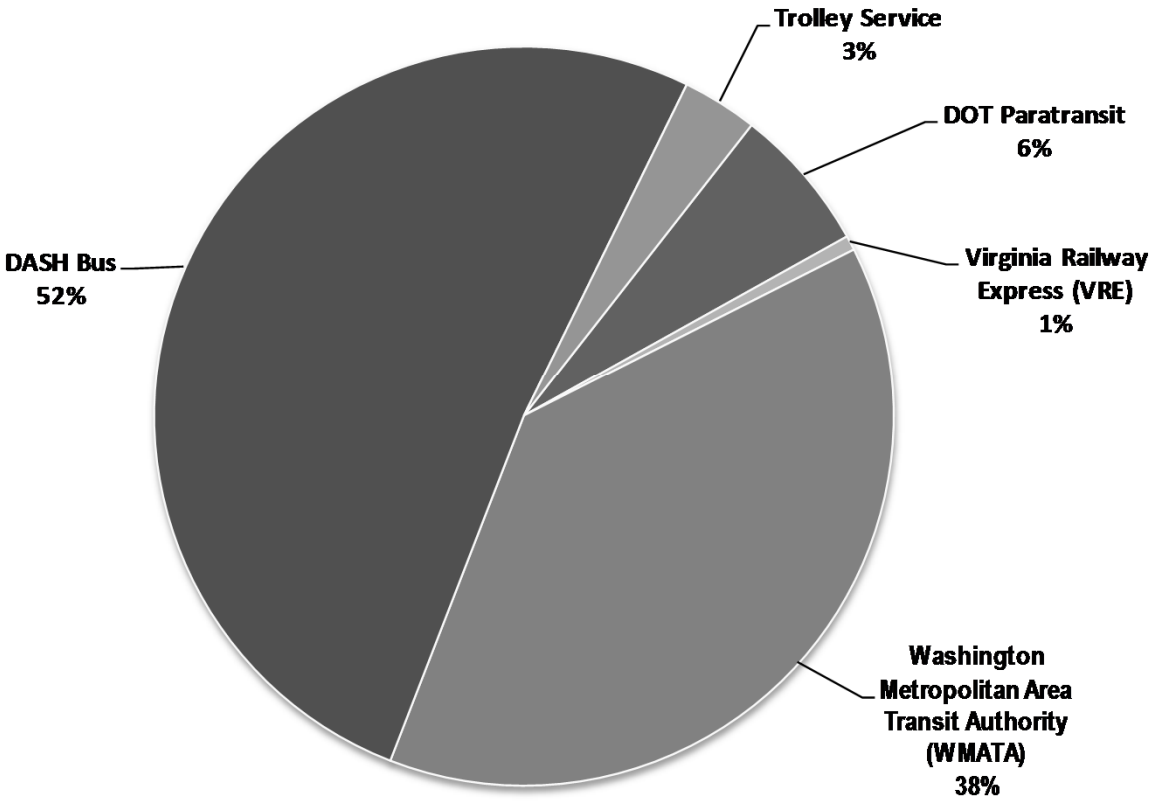
# Transit Subsidies

## Selected Performance Measures

| Selected Performance Measures | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| DASH trips* | 3,897,625 | 3,878,000 | 4,018,000 |
| Metrobus trips | 2,900,000 | TBD | TBD |
| Metrorail trips | 12,600,000 | TBD | TBD |

*FY 2014 ridership estimate is based on the DASH proposed Transit Development Program (TDP) and excludes any service reductions.

## FY 2014 Proposed General Fund Transit Subsidies



# Transit Subsidies

## Activity Level Subsidy Information

| Expenditure By Classification | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| DOT Paratransit | $1,169,571 | $1,330,328 | $1,330,328 | 0.0% |
| VRE Commuter Rail | $129,944 | $133,894 | $133,984 | 0.1% |
| WMATA Metobus, Metrorail and Metro Access Paratransit | $5,437,075 | $5,886,156 | $8,026,156 | 36.4% |
| DASH Bus | $8,460,569 | $9,684,000 | $10,755,632 | 11.1% |
| Trolley/Shuttle Services | $740,800 | $1,400,000 | $690,000 | -50.7% |
| Total General Fund Expanditures | $15,937,959 | $18,434,378 | $20,936,100 | 13.6% |

## Transit Subsidies Agencies

Transit Subsidies
- DASH
- DOT Paratransit
- King Street Trolley
- Virginia Railway Express (VRE)
- WMATA

## Department Information

Department Contact Info
703.746.4075
www.alexandriava.gov/transit

Department Head
Richard J Baier, P.E., LEED AP,
Director of T&ES
703.746.4025
rich.baier@alexandriava.gov

Department Staff
Marti Reinfeld, Transit Services Division Chief

# Transit Subsidies

## Transit Subsidies Program

The goal of Transit Subsidies is to provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors.

| Program Totals | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| General Fund Expenditures | $15,937,959 | $18,434,378 | $20,936,010 |
| **Program Outcomes** | | | |
| DASH trips | 3,897,625 | 3,878,000 | 4,018,000 |
| Metrobus trips | 2,900,000 | TBD | TBD |
| Metrorail trips | 12,600,000 | TBD | TBD |

### Activity Data

| DASH - The goal of DASH is to supplement the regional rail and bus service provided by WMATA and provide local bus service that is designed to support specific community objectives; safe, reliable, convenient, comfortable, and courteous; efficient in the use of resources, whatever their source. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| General Fund Subsidy | $8,460,569 | $9,684,000 | $10,755,632 |
| FTE's | N/A | N/A | N/A |
| Miles of service* | 1,580,000 | 1,671,000 | 1,831,500 |
| DASH trips* | 3,897,625 | 3,878,000 | 4,018,000 |
| Operating ratio (% of costs recovered through fares and other revenue)* | 36.9% | 33.0% | 28.0% |

* FY 2014 estimate reflects base service excluding service expansion and reductions.

| DOT Paratransit - The goal of DOT is to provide specialized transportation service for residents of Alexandria and visitors who cannot use regular transit buses or rail due to their disability. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| General Fund Subsidy | $1,169,571 | $1,330,328 | $1,330,328 |
| FTE's | N/A | N/A | N/A |
| Total trips | 53,085 | 54,000 | 54,000 |
| Average cost per trip | $22.03 | $24.64 | $24.64 |

| Trolley/Shuttle Service - The goal of Trolley/Shuttle Service is to offer free land shuttle service to serve tourists, businesses, day time workers, and residents in order to promote economic development and enhance the character of Alexandria. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| Expenditures | $740,800 | $1,400,000 | $690,000 |
| FTE's | N/A | N/A | N/A |
| # of riders | 607,223 | 700,000 | TBD |
| Cost per rider | $1.22 | $2.00 | N/A |

## Transit Subsidies Program, Cont'd

Activity Data

| VRE - The goal of VRE is to provide safe, cost-effective, accessible, customer-responsive, reliable, rail passenger service as an integral part of a balanced, intermodal regional transportation system. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| General Fund Subsidy | $129,944 | $133,894 | $133,894 |
| FTE's | N/A | N/A | N/A |

| WMATA - The goal of WMATA is to be an integral part of the Washington metropolitan area by ensuring the best in safe, reliable, cost-effective and responsive transit services, by promoting regional mobility and by contributing toward the social, economic and environmental well-being of the community. | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed |
|---|---|---|---|
| General Fund Subsidy | $5,437,075 | $5,886,156 | $8,026,156 |
| FTE's | N/A | N/A | N/A |
| Metrobus trips | N/A | TBD | TBD |
| Metrobus operating ratio | N/A | TBD | TBD |
| Metrorail trips | N/A | TBD | TBD |
| Metrorail operating ratio | N/A | TBD | TBD |

## Transit Subsidies Program, Cont'd

### Summary of Budget Changes

#### Supplemental Adjustments

| Activity | Adjustment | FTEs | Amount |
|---|---|---|---|
| **WMATA** | *Subsidy Increase* | | **$1,940,000** |

The City's total Washington Metropolitan Area Transit Authority (WMATA) operating subsidy for Metrobus, Metrorail and Metro Access paratransit service increases by $3.3 million, or 13.1%, from $24.8 million to $28.1 million in FY 2014. Of this increase, $3.1 million is due to the increased cost of continuing current services and is funded by a $1.9 million increase in the City's General Fund operating budget and a $1.2 million increase in the use of the City's share of state aid and fuel tax revenues at the Northern Virginia Transportation Commission (NVTC).

| Activity | Adjustment | FTEs | Amount |
|---|---|---|---|
| **WMATA** | *Route 1 Bus Rapid Transit (BRT)* | | **$200,000** |

The City's WMATA General Fund subsidy is increased by $200,000 for the estimated cost of implementing Route 1 Bus Rapid Transit (BRT) service to be operated by Metro. The funding for this increase is provided from Transportation Improvement Program (TIP) revenues reserved for expanding transportation service.

| Activity | Adjustment | FTEs | Amount |
|---|---|---|---|
| **DASH** | *DASH Bus Service Expansion* | | **$621,000** |

The City's General Fund subsidy for DASH bus service includes a $238,000 increase in TIP funded service expansion implemented in FY 2013, from $1,000,000 to $1,238,000, and $383,000 for additional TIP funded service expansion in FY 2014.

#### Expenditure Reductions

| Activity | Adjustment | FTEs | Amount |
|---|---|---|---|
| **DASH** | *DASH Bus Service Reduction* | | **-$576,368** |

As part of the FY 2014 budget development, DASH considered a combination of fare increases and service reductions to reduce the General Fund subsidy by as much as $607,120. The FY 2014 proposed subsidy includes a $576,368 subsidy reduction. The actual service reductions and/or fare increases will be determined by the Alexandria Transit Company (ATC) Board of Directors as part of the DASH budget adoption.

| Activity | Adjustment | FTEs | Amount |
|---|---|---|---|
| **DASH** | *Trolley Service Reduction* | | **-$710,000** |

King Street Trolley operating costs are reduced in FY 2014 from $840,000 to $700,000 by adjusting headways from 15 to 20 minutes and reducing hours of operation to begin service at noon instead of 11:30 am. The City's subsidy is further reduced by $10,000 to $690,000 by adding revenue from the sale of advertising space inside the trolley. Plans to implement a Del Ray/Arlandria trolley using TIP transportation expansion funding in FY 2014 have been cancelled, and the TIP funding reprogrammed for higher priority services. The budget in FY 2013 included $700,000 in non-reserved trolley funding and $700,000 in TIP funding. The combined reduction in King Street Trolley service and cancellation results in a $10,000 reduction in unreserved trolley funding and elimination and reprogramming of $700,000 in TIP funding for a total trolley reduction of $710,000.

# Transit Subsidies

## Additional Information

| DASH Bus Operating Budget | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Chg 2013-2014 |
|---|---|---|---|---|
| Operating Revenues | 4,417,688 | 4,962,000 | 4,460,000 | -10.1% |
| Operating Expenses | 12,878,257 | 14,646,000 | 15,215,632 | 3.9% |
| Net Operating Subsidy | 8,460,569 | 9,684,000 | 10,755,632 | 11.1% |

| WMATA Operating Subsidy | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Chg FY12/11 |
|---|---|---|---|---|
| Bus Operating | 15,750,479 | 16,638,627 | 17,265,514 | 3.8% |
| Rail Operating | 5,745,446 | 7,244,504 | 10,200,000 | 40.8% |
| Paratransit | 1,022,712 | 929,894 | 1,000,000 | 7.5% |
| Prior Year Audit Adjustment | 419,873 | 0 | (400,000) | - |
| Total Operating Subsidy | 22,938,510 | 24,813,025 | 28,065,514 | 13.1% |
| Capital Subsidy | 6,738,849 | 7,100,145 | 7,240,000 | 2.0% |
| Total Subsidy | 29,677,359 | 31,913,170 | 35,305,514 | 10.6% |

# Education

Alexandria City Public Schools ..... 19-2
Northern Virginia Community College ..... 19-10

# Alexandria City Public Schools

**Mission Statement:** The mission of the ACPS is to provide the environment, resources, and commitment to ensure that each and every student succeeds – academically, emotionally, physically, and socially.

| Expenditure By Classification | FY 2012 Actual | FY 2013 Final** | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Expenditures - Operating Budget only * | | | | |
| Total | $204,930,536 | $217,954,433 | $225,295,611 | 3.4% |
| **Less Revenues** | | | | |
| State Aid | $27,787,179 | $30,956,387 | $32,306,960 | 4.4% |
| Beginning Balance | 15,977,860 | 6,778,835 | 6,669,465 | -1.6% |
| Other | 2,382,524 | 732,806 | 832,781 | 13.6% |
| Total Designated Funding Sources | $46,147,563 | $38,468,028 | $39,809,206 | 3.5% |
| | | | | |
| **Net General Fund Transfer** | **$174,956,420** | **$179,486,405** | **$185,486,405** | 3.3% |
| Ending Balance*** | $16,173,447 | $0 | $0 | |

* The School's Operating Budget excludes expenditures associated with the FY 2014 School Nutrition Fund ($7.1 million) and the Grants and Special Projects Fund ($11.4 million).

** Subsequent to the City Council Budget Adoption, the School Board meets and approves a Final Budget that reflects the approved City General Fund Appropriation, as well as final estimates of State and Federal revenues.

***Ending Balance is the result of actual revenues in excess of expenditures. Of the $16.1 million ending balance in FY 2012, $6.8 is used as a beginning balance for FY 2013, of which $2.7 is related to prepaid items and encumbrances. The remaining $6.7 million from their FY 2012 ending balance is used as the beginning balance in FY 2014.

# Alexandria City Public Schools

**Highlights**

•The FY 2014 Proposed City General Fund transfer to the Schools for operating expenditures is $185,486,405. This is an increase of $6,000,000 or 3.3% over FY 2013.

•In January 2013, City Council adopted a resolution establishing the annual budget process and set specific guidance for the FY 2013 budget. The resolution specified, with regard to ACPS funding "that the City Manager recommend for transfer to the Alexandria City Public Schools an appropriation equal to the amount approved by City Council for FY 2013, except that the City Manager may vary from the FY 2013 approved appropriation if specifically to address anticipated changes in student enrollment or expense changes resulting from cost saving measures employed by ACPS."

•On January 24, 2013 the Superintendent presented a Proposed FY 2014 Operating Budget to the School Board totaling $228,499,576, a 4.8% increase over the School Board's FY 2013 Final Budget. The Superintendent's proposed budget requests a transfer from the City of $188,690,370, a 5.1% increase.

•Other revenue sources, including Local Funds and Federal Funds, in the Superintendent's Proposed Budget increase by $99,975 or 13.6% from the School Board's FY 2013 Final Budget. Revenue from the State increases by $1.4 million due in part to increases in sales tax revenue. Beginning Balance decreases by $109,370 from $6.78 million in FY 2013 to $6.67 million in FY 2014.

•The FY 2014 Grants and Special Projects Budget is projected to total $11.37 million which is a decrease of 20.2% compared to FY 2013. The decrease is primarily the result of the projected decrease in most federal entitlement grants.

•ACPS is projecting enrollment totals to be 13,707 in FY 2014, which is an increase of 593 students (4.5%) over FY 2013 actual enrollment. Projections suggest there will be an additional 447 elementary students and 146 secondary students.

•The Superintendent proposed a FY 2014 – 2023 Capital Improvement Plan (CIP) to the School Board on January 24, 2013. Similar to last year, the Superintendent's proposed CIP included a Needs-Based and Resource-Constrained plan. The Needs-Based plan requested $383.4 million over ten years from the City, while the Resource-Constrained plan equaled $357.4 million. The Resource-Constrained request would amount to an increase of $153.8 million over the City Council Approved FY 2013-2022 CIP. The City Manager's Proposed FY 2014-2023 CIP recommends funding for the ACPS capital program at $216.7 million over the ten year period. For FY 2014, the City Manager's Proposed CIP provides $10 million to ACPS for capital projects.

# Alexandria City Public Schools

## Program Level Expenditure Summary

### Operating Budget by Major Program*

| Expenditure by Major Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Instruction | $123,561,559 | $135,952,891 | TBD | N/A |
| Instructional Support | 29,055,676 | 31,495,080 | TBD | N/A |
| Administration | 23,221,707 | 25,540,454 | TBD | N/A |
| Attendance and Health | 4,431,048 | 4,849,424 | TBD | N/A |
| Transportation | 8,473,360 | 7,621,127 | TBD | N/A |
| Operations and Maintenance | 15,871,484 | 14,833,764 | TBD | N/A |
| School Food Services | 330,791 | 406,274 | TBD | N/A |
| Division-wide Programs | (15,089) | (2,744,581) | TBD | N/A |
| **Total Operating Expenditures** | **$204,930,536** | **$217,954,433** | **TBD** | N/A |

*FY 2014 Proposed figures are not represented as program funding levels are determined by ACPS through their budget development process. These figures will be included in the FY 2014 Approved budget.

### Staffing Summary by Major Program*

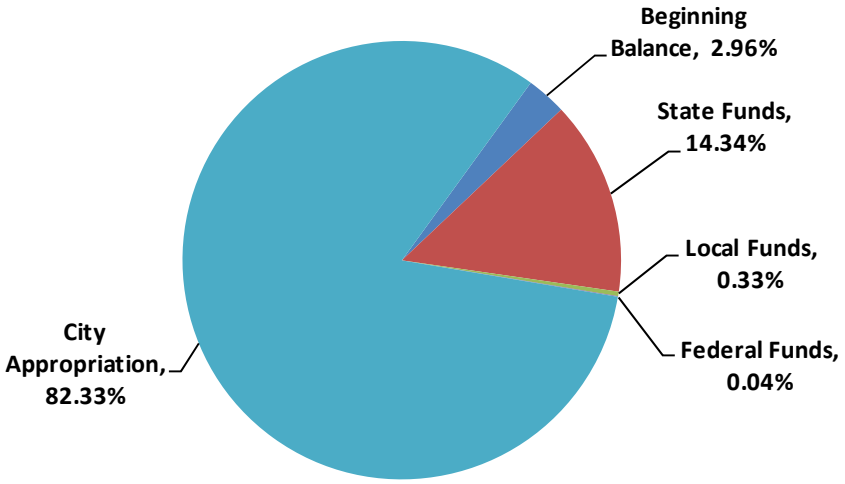
| Authorized Positions (FTE's) by Major Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Instruction | 1,332.63 | 1,360.40 | TBD | N/A |
| Instructional Support | 291.38 | 281.00 | TBD | N/A |
| Administration | 93.60 | 91.00 | TBD | N/A |
| Attendance and Health | 49.64 | 48.64 | TBD | N/A |
| Transportation | 138.00 | 138.00 | TBD | N/A |
| Operations and Maintenance | 85.57 | 85.38 | TBD | N/A |
| School Food Services | 17.03 | 17.03 | TBD | N/A |
| Division-wide Programs | 2.86 | 11.98 | TBD | N/A |
| **Total FTE's **** | **2,010.71** | **2,033.43** | **TBD** | N/A |

*FY 2014 Proposed figures are not represented as program funding levels are determined by ACPS through their budget development process. These figures will be included in the FY 2014 Approved budget.

** Positions are for the Operating Fund only and do not include positions supported by the Grants and Special Projects Fund or the School Lunch Fund.

# Alexandria City Public Schools

## FY 2014 Proposed Funding Source Breakdown




| Cost per Pupil WABE Guide Data* | |
|---|---|
| **Division** | **FY 2013** |
| Alexandria City | $17,024 |
| Arlington County | $18,675 |
| Fairfax County | $13,564 |
| Loudoun County | $11,595 |
| Prince William County | $10,163 |

*Source: Washington Area Boads of Education (WABE) 2013 Guide

## ACPS Program Areas

**Instruction**
- Kindergarten and Pre-Kindergarten
- Instructional Core
- Summer School
- Enrichment & Electives
- Career & Technical Education
- Alternative & At-Promise Education
- ELL
- Special Education
- Adult Education
- State Hospitals, Clinics, & Detention

**Instructional Support**
- Family & Community
- Financial Aid
- Guidance
- Homebound Instruction
- Improvement of Instruction: Regular
- Media Services
- Minority Student Achievement
- Professional Development
- School Administration
- Social Work
- Teacher Mentor Program
- Technology Services

**Administration, Health & Attendance**
- Board Services
- Evaluation & Planning
- Executive Administration
- Financial Services
- Human Resources
- Information Services
- Information Technology Services
- Strategic Initiatives
- Technology Services

**Attendance & Health**

**Transportation**

**Operations & Maintenance**

**School Food Service**

**Division-wide Programs**

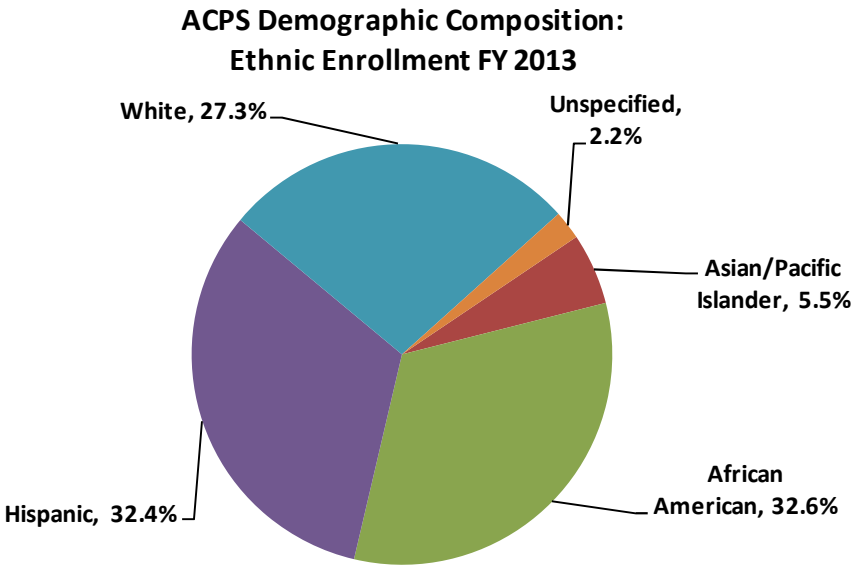
## Dept Info

**ACPS Contact Information**
703.824.6600
http://www.acps.k12.va.us/

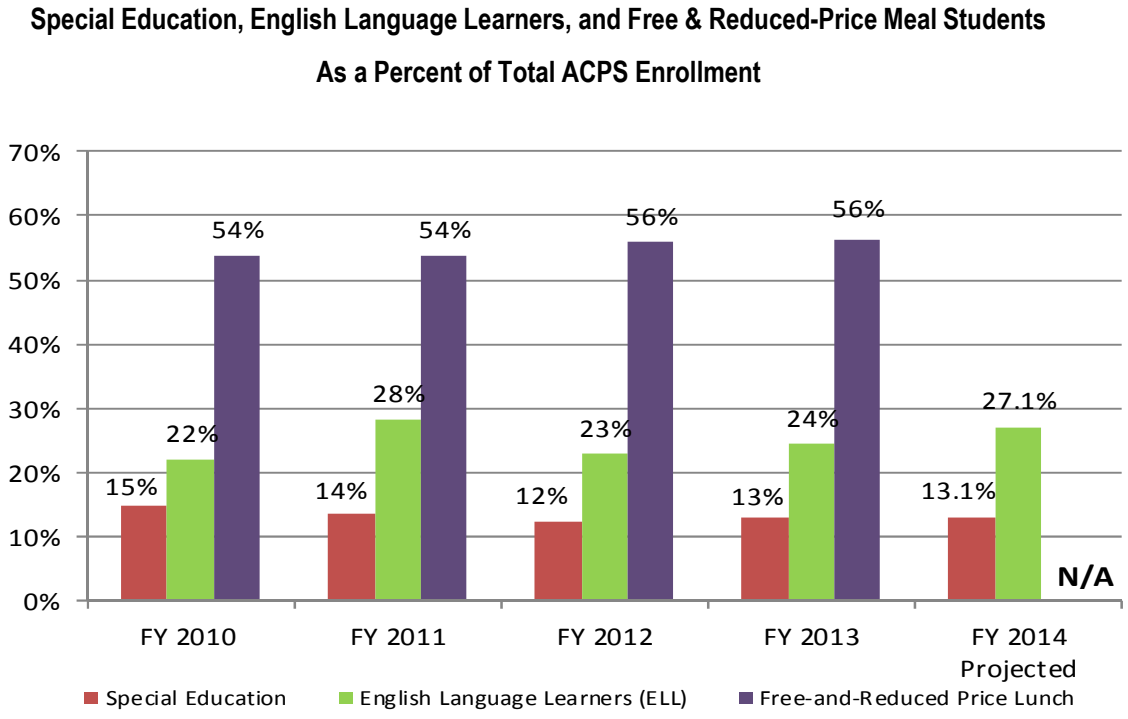
**Superintendent**
Dr. Morton Sherman, Superintendent
703.824.6610
superintendent@acps.k12.va.us

**Staff**
Gwen Carol Holmes, Chief Academic Officer
Madye Henson, Deputy Superintendent
Stacey Johnson, Chief Financial Officer
Tammy Ignacio, Chief Admin Officer

## ACPS Statistics




Note: Demographic data for FY 2014 is not yet available




Source: Alexandria City Public Schools

## ACPS Statistics

| Students per Teacher Scale Position<br>WABE Guide Data<br>FY 2013* | | | |
|---|---|---|---|
| Division | Elementary | Intermediate or Middle | Secondary or High |
| Alexandria City | 10.2 | 11.3 | 14.0 |
| Arlington County | 10.1 | 16.2 | 16.6 |
| Fairfax County | 14.1 | 19.9 | 20.9 |
| Loudoun County | 17.1 | 22.4 | 22.1 |
| Prince William County | 15.1 | 20.4 | 21.9 |

*Students per Teacher Scale Position include classroom teachers and other teachers such as ESOL/ESL, librarians, reading, coaches, metors, music, art, PE, etc.

| Students per Classroom Teacher<br>WABE Guide Data<br>FY 2013* | | | |
|---|---|---|---|
| Division | Elementary | Intermediate or Middle | Secondary or High |
| Alexandria City | 20.9 | 18.0 | 19.7 |
| Arlington County | 20.8 | 20.4 | 19.5 |
| Fairfax County | 21.4 | 24.4 | 24.9 |
| Loudoun County | 24.7 | 24.3 | 25.8 |
| Prince William County | 22.8 | 28.8 | 29.2 |

*Classroom teachers are positions used to determine class size.

## ACPS Historical and Projected Enrollment By Grade

**Historical Enrollment by Grade**

All Students, Including Under 5 and Over 20

All actual data based on ACPS September Reports

| Fiscal Year | | PK | K | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | Special Place-ments | Deten-tion Center | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| FY 2001 | Actual | 92 | 1,155 | 1,080 | 1,069 | 956 | 956 | 865 | 800 | 758 | 702 | 699 | 911 | 666 | 568 | 68 | | 11,345 |
| **FY 2002** | **Actual** | **76** | **1,056** | **1,107** | **985** | **1,006** | **923** | **914** | **803** | **776** | **707** | **720** | **903** | **655** | **562** | **81** | | **11,274** |
| FY 2003 | Actual | 92 | 1,035 | 1,017 | 1,008 | 915 | 936 | 870 | 847 | 750 | 730 | 756 | 817 | 736 | 585 | 105 | 40 | 11,239 |
| **FY 2004** | **Actual** | **90** | **1,057** | **973** | **945** | **915** | **855** | **894** | **804** | **805** | **721** | **724** | **838** | **674** | **587** | **113** | | **10,995** |
| FY 2005 | Actual | 110 | 1,025 | 1,014 | 933 | 925 | 850 | 809 | 832 | 760 | 740 | 754 | 763 | 708 | 590 | 108 | | 10,921 |
| **FY 2006** | **Actual** | **152** | **1,018** | **929** | **927** | **829** | **827** | **770** | **748** | **760** | **699** | **763** | **730** | **697** | **600** | **72** | | **10,521** |
| FY 2007 | Actual | 188 | 1,038 | 945 | 861 | 873 | 776 | 730 | 705 | 709 | 719 | 698 | 720 | 691 | 588 | 91 | | 10,332 |
| **FY 2008** | **Actual** | **155** | **1,057** | **1,036** | **886** | **826** | **836** | **780** | **706** | **686** | **683** | **731** | **720** | **742** | **601** | **112** | | **10,557** |
| FY 2009 | Actual | 124 | 1,179 | 1,111 | 1,023 | 889 | 820 | 834 | 766 | 709 | 706 | 751 | 786 | 756 | 656 | 115 | | 11,225 |
| **FY 2010** | **Actual** | **116** | **1,236** | **1,184** | **1,093** | **999** | **879** | **809** | **767** | **753** | **725** | **741** | **813** | **766** | **616** | **126** | | **11,623** |
| FY 2011 | Actual | 183 | 1,301 | 1,175 | 1,120 | 1,047 | 983 | 842 | 781 | 751 | 733 | 758 | 769 | 776 | 715 | 65 | | 11,999 |
| **FY 2012** | **Actual** | **282** | **1,361** | **1,287** | **1,106** | **1,061** | **1,028** | **953** | **801** | **753** | **739** | **784** | **803** | **713** | **655** | **69** | | **12,395** |
| FY 2013 | Actual | 276 | 1,516 | 1,345 | 1,223 | 1,098 | 1,048 | 996 | 871 | 775 | 765 | 813 | 847 | 789 | 673 | 79 | | 13,114 |
| **FY 2014** | **Projected** | **295** | **1,642** | **1,474** | **1,261** | **1,203** | **1,069** | **1,004** | **901** | **828** | **758** | **807** | **861** | **809** | **716** | **79** | | **13,707** |
| FY 2015 | Projected | 304 | 1,638 | 1,588 | 1,385 | 1,237 | 1,172 | 1,030 | 916 | 857 | 806 | 819 | 855 | 822 | 734 | 75 | | 14,238 |
| **FY 2016** | **Projected** | **313** | **1,733** | **1,587** | **1,463** | **1,356** | **1,195** | **1,128** | **931** | **869** | **835** | **871** | **867** | **816** | **746** | **71** | | **14,781** |
| FY 2017 | Projected | 323 | 1,759 | 1,665 | 1,450 | 1,430 | 1,289 | 1,137 | 1,022 | 872 | 837 | 902 | 923 | 828 | 740 | 67 | | 15,244 |
| **FY 2018** | **Projected** | **333** | **1,811** | **1,711** | **1,551** | **1,420** | **1,381** | **1,238** | **1,035** | **968** | **834** | **904** | **955** | **881** | **751** | **64** | | **15,837** |
| **FY 2019** | Projected | 336 | 1,870 | 1,761 | 1,598 | 1,513 | 1,370 | 1,327 | 1,119 | 940 | 891 | 901 | 957 | 912 | 799 | 61 | | 16,355 |

Source: Alexandria City Public Schools

## ACPS Strategic Plan Key Measures for 2012-2013

The table below lists the ACPS Strategic Plan Key Measures for SY 2012-2013 as adopted by the ACPS Board of Education. The priorities are focused on addressing disproportionality across the school division and closing the achievement gap while continuing to improve student achievement for all students.

| ACPS Priorities for SY 2012-2013 | | | ACPS Targets SY 11 - 12 | ACPS Prel. Results SY 11 - 12 | ACPS Achievement Gap* | Targets SY 12-13 |
|---|---|---|---|---|---|---|
| Special Education and English Language Learners | 1.Special Education (SPED) | % Pass on Reading SOL - SPED students | 64% | 52% | 44% | TBD |
| | | % Pass on Math SOL - SPED students | 63% | 27% | 55% | 41% |
| | | % On-time graduation rates - SPED students | 87% | 72% | 21% | 77% |
| | | % Dropout Rate - SPED students | 13% | 21% | 15% | 25% |
| | | % Disproportionately between SPED identification and enrollment - Black Students | reduce by 1/3 | 8.0% | n/a | reduce to 4% |
| | 2.English Language Learners | % Pass on Reading SOL - ELL students | 81% | 73% | 23% | TBD |
| | | % Pass on Math SOL - ELL students | 80% | 45% | 37% | 54% |
| | | % On-time graduation rate - ELL students | 80% | 80% | 13% | 83% |
| | | % Dropout Rate - ELL students | 14% | 16% | 10% | reduce to 14% |
| Elementary | 3.Elementary Reading & Math | % Pass on Grade 3-5 Reading SOL - all students | 86% | 80% | 15% | TBD |
| | | % Pass on Grade 3-5 Reading SOL - Black students / Hispanic students | 86% | 74% / 72% | 21% / 23% | TBD |
| | | % of Fall-identified K-3 students who succeed in meeting the PALS Spring benchmark | 60% | 41% | n/a | 56% |
| | | % Pass on Grade 3-5 Math SOL - all students | n/a | 55% | 29% | 62% |
| | | % Pass on Grade 3-5 Math SOL - Black Students/Hispanic Students | n/a | 40% / 43% | 44% / 41% | 51% / 53% |
| | | % Disproportionally between short-term suspensions and enrollment - Elementary School Black male students | n/a | 30% | n/a | reduce to 23% |
| | 4. TAG Identification (K-5) | % Disproportionally between K-5 TAG identification and K-5 student enrollment - FARM (Free and Reduced Meals) | n/a | 46% | n/a | reduce to 38% |
| | | % Disproportionally between K-5 TAG identification and K-5 student enrollment - Black Students | n/a | 26% | n/a | reduce to 22% |
| | | % Disproportionally between K-5 TAG identification and K-5 student enrollment - Hispanic Students | n/a | 29% | n/a | reduce to 24% |

## ACPS Strategic Plan Key Measures for 2012-2013

| ACPS Priorities for SY 2012-2013 | | | ACPS Targets SY 11 - 12 | ACPS Prel. Results SY 11 - 12 | ACPS Achievement Gap* | Targets SY 12-13 |
|---|---|---|---|---|---|---|
| Secondary | 5.Middle Schools | % Pass on Grade 6-8 Reading SOL - all students | 86% | 83% | 13% | TBD |
| | | % Pass on Grade 6-8 Reading SOL - Black students / Hispanic students | 84% / 81% | 79% / 75% | 17% / 21% | TBD |
| | | % Pass on Math SOL - all students | 71% | 53% | 28% | 60.0% |
| | | % Pass on Math SOL - Black students / Hispanic students | 70% / 69% | 42% / 40% | 39% / 41% | 52% / 50% |
| | | % Participation in ELA Honors and % Pass on Reading SOL | 67% / 96% | 51% / 95% | 29% / 4% | 55% / 97% |
| | | % Participation in Algebra I by Grade 8 and % Pass on Algebra SOL | 55% / 100% | 59% / 63% | 40% / 14% | 65% / 64% |
| | | % Disproportionately between short-term suspensions and enrollment - Middle School Black make students | reduce by 1/3 | 27% | n/a | reduce by 21% |
| | | % of Students achieving a score of 3 or higher for each measurement topic in ELA and Math assessed by unit transfer tasks | n/a | n/a | n/a | Baseline |
| | 6.T.C. Williams | % of Students taking an AP class (Grades 10, 11, 12) | n/a | 37% | UNK | 40% |
| | | % of Students taking duel-enrollment classes | n/a | 6% | 2% | 7% |
| | | % Graduation based on Federal Graduation Indicator** | 75% | 70% | 18% | 74% |
| | | % Completion of SAT or ACT by graduating seniors (SAT data only; ACT has not been validated yet) | 69% | 65% | 15% | 69% |
| | | % Pass on English SOL | 96% | 91% | 7% | TBD |
| | | % Pass on Math SOL | 87% | 60% | 19% | 64% |
| | | % Dropout Rate - Black students / Hispanic students | 7% / 15% | 12% / 19% | 6% / 13% | 11% / 18% |
| | | % Disproportionally between short-term suspensions and enrollment - High School Black male students | n/a | 24% | n/a | reduce to 18% |
| | | % of Students achieving a score of 3 or higher for each measurement topic in ELA and Math assessed by unit transfer tasks | n/a | n/a | n/a | Baseline |

Note: SOL data is reported using the unadjusted pass rate, i.e., it includes all students who were tested; no adjustments were made for transfer status, English language proficiency and/or remediation

* The column "ACPS Achievement Gap" compares a specific subgroup (as identified in the measure) to ACPS's highest performing subgroup. This is a more aspirational goal than comparing ACPS to the Virginia State "All Students" group, and directly address ACPS's Internal achievement gap.

**Federal Graduation Indicator: % of students who graduate with a Standard or Advanced Studies Diploma in four, five, or six years (T.C. Williams is using the four year measure); ACPS data is based on the SY 10-11 4-yr contract.

# Northern Virginia Community College

**Description:** The City of Alexandria contributes to the Local Maintenance and Operating Budget of the Northern Virginia Community College (NVCC). NVCC is a two-year higher education institution serving Northern Virginia. The local contribution supports the College's programs for the business and educational needs of Northern Virginia residents. Local contributions provide funds for services and activities that would not be possible with State funds alone. Area governments contribute funding based upon each jurisdiction's share of the combined population of the localities served. Population data is from the Weldon Cooper Center for Public Service at the University of Virginia.

## Expenditure Summary

| Program | FY 2012 Actual | FY 2013 Approved | FY 2014 Proposed | % Change 2013-2014 |
|---|---|---|---|---|
| Northern Virginia Community College | $12,288 | $11,721 | $11,785 | 0.5% |

## Participating Jurisdictions – Percent Shares

| Summary Table FY 2014 Proposed | | | | | |
|---|---|---|---|---|---|
| Jurisdiction | Population FY 2013 | Population* FY 2014 | Population Percent Change FY 13 - FY 14 | Jurisdiction Percent Share | Operating Budget Request |
| City of Alexandria | 140,236 | 143,464 | 2.3% | 6.3% | $11,785 |
| Arlington County | 208,051 | 214,373 | 3.0% | 9.4% | $17,609 |
| City of Fairfax | 22,587 | 22,866 | 1.2% | 1.0% | $1,878 |
| Fairfax County | 1,084,412 | 1,096,023 | 1.1% | 48.0% | $90,030 |
| City of Falls Church | 12,382 | 12,567 | 1.5% | 0.6% | $1,032 |
| Loudoun County | 317,035 | 324,337 | 2.3% | 14.2% | $26,642 |
| Manassas City | 37,881 | 39,060 | 3.1% | 1.7% | $3,208 |
| Manassas Park City | 14,387 | 14,540 | 1.1% | 0.6% | $1,194 |
| Prince William County | 405,522 | 414,531 | 2.2% | 18.2% | $34,051 |
| **Total** | **2,242,493** | **2,281,761** | | **100.0%** | **$187,429** |

*Population figures provided by NVCC come from the Weldon Cooper Center for Public Service (revised January 30, 2012).

**FY 2014 Budget Highlights**

• The total Local Maintenance and Operating Budget remained constant from FY 2013 to FY 2014. However, population changes result in varying requests to jurisdictions from FY 2013 to FY 2014, resulting in an increase to Alexandria's Contribution. See Summary Table above.

• Alexandria's contribution has increased $64, or 0.5%.

• The City of Alexandria also contributes a proportionate share of NVCC's locally-funded capital costs. Please refer to the City Manager's FY 2014-2023 Proposed Capital Improvement Program document for more information.

# PROPOSED FY 2014 – 2023

# CAPITAL IMPROVEMENT

# PROGRAM OVERVIEW

## CIP Overview Contents

In the CIP Overview pages that follow, please find the following descriptions and discussions of the Approved FY 2014 – 2023 Capital Improvement Program:


- **Overview of FY 2014 – 2023 Proposed Capital Improvement Program**– p. 2-3
- **Capital Project Definitions** – p. 2-7
- **FY 2014 – 2023 CIP Priorities –** p. 2-7
- **CIP Development Process** – pp. 2-8 – 2-11
- **Proposed FY 2014 Capital Year Budget Project Highlights** – pp. 2-12 – 2-14
- **Proposed FY 2014 – 2023 Capital Improvement Program Project Highlights** – pp. 2-15 – 2-18
- **Additional Projects funded with Three Cents on the Real Estate Tax Rate** – pp. 2-20– 2-21
- **Proposed FY 2014 – 2023 CIP Funding Sources** – p. 2-22
- **City Debt Policy Guidelines** – pp. 2-24 – 2-27
- **EcoCity Initiative Efforts** – p. 2-28

# Proposed FY 2014 – 2023 Capital Improvement Program Overview

***The Proposed FY 2014 – 2023 CIP continues the reserved 2.2 cents on the real estate tax for transportation improvement capital projects and includes an additional 3 cents on the real estate tax rate for additional capital infrastructure needs.***

## FY 2014 – 2023 Proposed Capital Improvement Program

The City Manager's Proposed FY 2014 – 2023 CIP was presented to City Council on February 26, 2013 and included $1.142 billion in total funding. The Proposed CIP included funding for the Potomac Yard Metrorail Station (from development contributions and special tax districts which will leverage required borrowing), as well as continuation of the reserved 2.2 cents on the base real estate tax rate and additional General Fund cash capital for the continuation of the City's Transportation Improvement Program approved by City Council beginning in FY 2012. Additionally, options for capital projects to funded with an additional three cents on the real estate tax rate are included for consideration. Information on these projects can be found on pages 2-20 and 2-21, and pages 4-5 and 4-6.

The Proposed FY 2014 – 2023 Capital Improvement Program totals $1.141 billion, which represents a $3.9 million, or 0.4%, increase from the Approved FY 2013 - 2022 CIP. To achieve a true comparison of the costs of the two plans, FY 2013 and FY 2023 must be removed from the comparison. When comparing only nine years (FY 2014 – 2022), the Proposed CIP increases $81.5 million, or 8.1% over last year's Approved CIP.

The chart below provides a comparison of last year's Approved FY 2013 – 2022 CIP and the Proposed FY 2014 – 2023 CIP.

***The most significant change from last year's Approved CIP to this year's Proposed CIP is moving the borrowing for Potomac Yard Metrorail Station from FY 2015 to FY 2016. Additionally, a new ACPS capacity project is included in FY 2018.***

** Peak in FY 2015/2016 is due to $265.3 million in General Obligation Bond issuance for Potomac Yard Metrorail Station*

# Proposed FY 2014 – 2023 Capital Improvement Program Overview

The most significant change from the Approved FY 2013 – 2022 CIP to the Proposed FY 2014 – 2023 CIP in moving the borrowing associated with the Potomac Yard Metrorail Station from FY 2015 – 2016. Additionally, a significant increase in FY 2018 is due to the inclusion of a second new capacity project for Alexandria City Public Schools (ACPS).

***The Proposed FY 2014 – 2023 CIP continues to incorporate a diverse funding structure.***

The funding makeup of the City's capital program is growing increasingly diverse each year. To help organize this added complexity, the Proposed FY 2014 – 2023 CIP divides revenue sources into three different types. Unrestricted City funds include general cash sources and General Obligation Bond revenues for the base CIP program. Restricted City funds include both cash and G.O. Bond revenues associated with the Sanitary Sewer Fund, Stormwater Management Fund, Transportation Improvement Program, Potomac Yard Metrorail Station, and other targeted sources. Because these Restricted revenues all have legal restrictions on their available uses, it is easier to discuss financing issues with them separately. Non-City funds generally include State and Federal grants and earmarks as well as private capital contributions and Comcast revenues. These revenues are also restricted in their use.

***Unrestricted revenue increases primarily due to new funding commitments for ACPS and the transfer of street resurfacing funds from the General Fund to the CIP.***

| Revenues | Last Year FY 2014 - 2022 | This Year FY 2014 - 2022 | Difference | *FY 2023 Only* |
|---|---|---|---|---|
| **Unrestricted** | | | | |
| Cash Capital | $ 133,802,751 | $ 145,262,189 | $ 11,459,438 | *$ 16,085,019* |
| G.O.Bonds | $ 404,999,051 | $ 461,970,000 | $ 56,970,949 | *$ 32,024,000* |
| **Total Unrestricted** | **$ 538,801,802** | **$ 607,232,189** | **$ 68,430,387** | ***$ 48,109,019*** |
| **Restricted** | | | | |
| Potomac Yard | $ 272,800,000 | $ 272,800,000 | $ - | *$ -* |
| Sewers - Sanitary and Stormwater | $ 107,978,000 | $ 93,360,000 | $ (14,618,000) | *$ 1,400,000* |
| Transportation Improvement Program | $ 51,860,000 | $ 53,005,000 | $ 1,145,000 | *$ 3,600,000* |
| Other | $ - | $ 800,000 | $ 800,000 | *$ 25,000* |
| **Total Restricted** | **$ 432,638,000** | **$ 419,965,000** | **$ (12,673,000)** | ***$ 5,025,000*** |
| **Non-City** | | | | |
| Grants | $ 22,492,500 | $ 46,232,999 | $ 23,740,499 | *$ 2,775,000* |
| Private Capital Contributions | $ - | $ 2,029,227 | $ 2,029,227 | *$ -* |
| Comcast Revenues | $ 9,486,000 | $ 9,486,000 | $ - | *$ 1,054,000* |
| **Total Non-City** | **$ 31,978,500** | **$ 57,748,226** | **$ 25,769,726** | ***$ 3,829,000*** |
| **Total, All Sources** | **$ 1,003,418,302** | **$ 1,084,945,415** | **$ 81,527,113** | ***$ 56,963,019*** |
| *Total FY 2014 - 2023* | | | | *$ 1,141,908,434* |
| *With Addiional Three Cents* | | | | *$ 1,268,636,581* |

If the three cents for additional capital projects is approved, the revenue source would be Unrestricted Cash Capital, and total funding sources for the CIP would increase to $1.269 billion.

# Proposed FY 2014 – 2023 Capital Improvement Program Overview

***This CIP continues to place a strong emphasis on funding to maintain the City's core facilities and infrastructure.***

The Proposed FY 2014 – 2023 CIP addresses two broad areas of expenditure:

- Protection of the City's investment in existing public facilities or infrastructure (physical assets); and
- Planning and construction of major new public facilities and infrastructure, including new or replacement Information Technology systems.

The Proposed FY 2014 – 2023 CIP is consistent with capital plans from recent years in that it places a strong emphasis on maintaining the existing core facilities and infrastructure of the City. This focus is supported by the continued use of the same three-Category prioritization system used in the development of the Approved FY 2013 – 2022 CIP.

Similar to FY 2013, the Office of Management and Budget first categorized projects into one of three potential Categories, as well as the City's Information Technology (IT) Plan.

- **Category 1: Asset Maintenance** – funding streams that cover an ongoing maintenance need for an existing City asset;
- **Category 2: Renovations/Existing Assets** – specific large renovation or restoration projects that are necessary cyclically or periodically, but can be scheduled for a specific time period. These projects also pertain to existing City assets;
- **Category 3: New Facilities** – projects that result in a new or expanded facility or level of service and can be scheduled; and
- **Information Technology Plan** – projects included the ten-year plan that are Information Technology related. In future CIPs, those projects will be assigned a category rather than remain as a separate category.

***The Proposed FY 2014 – 2023 CIP includes $216.7 million for ACPS capital needs, $92.9 million for capacity related projects (Category 3) and $123.8 million for non-capacity projects (Category 1). Projects that would be funded with the additional 3 cents on the tax rate are included on pages 2-20 and 2-21.***

The chart below provides a breakdown of funding by Category/IT Plan.

| Project Category | Total FY 2014-2023 |
|---|---|
| Category 1 - Asset Maintenance | $449,136,549 |
| Category 2 - Renovations/Existing Assets | $146,929,578 |
| Category 3 - New Facilities | $506,937,307 |
| IT Plan | $38,905,000 |
| **Grand Total** | **$1,141,908,434** |

While Category 3 receives the largest share of funding, it also includes the $272.8 million budgeted for the Potomac Yard Metrorail Station. Additionally, Category 3 includes $92.9 million for new ACPS capacity projects at Patrick Henry and a site to be determined. Over the next several years, City and ACPS staff will continue to work together to better define the long term capital needs of ACPS to inform future capital improvement program development processes.

# Proposed FY 2014 – 2023 Capital Improvement Program Overview

***The City of Alexandria's Capital Improvement Program (CIP) is a comprehensive plan, which identifies capital projects related to the City's future infrastructure needs and the corresponding funding required to meet those needs.***

Beyond basic capital maintenance issues, the Proposed FY 2014 – 2023 CIP reflects a vision for the City's future. The FY 2014 CIP decision making process included an initial effort to integrate the capital plan with City Council's guidance and Strategic Plan. As such, the Proposed CIP includes funding to support growth and economic development through such projects as the Potomac Yard Metrorail Station, Waterfront and Braddock plan implementation projects, public art acquisition program, and continues investments in expanded transportation infrastructure and transit options. The transportation program heavily focuses resources on the City's three planned high capacity transitways, which will in turn support future transportation fluidity, economic growth, and development.

***Sewers and ACPS have hundreds of millions of potential future capital infrastructure needs that are not included in the Proposed FY 2014 – 2023 CIP.***

For all the projects that are funded in the CIP, there still remains a number of identified capital investments which are not funded in the plan due to the lack of resources within the available capital funding streams. Most notably, these involve the capital costs associated with federally mandated capital infrastructure improvements to sanitary sewer and storm sewer infrastructure, which are not included in the Proposed CIP. These costs could reach $250 million - $400 million over the next two to three decades.

Additionally, Alexandria City Public Schools has submitted a $357.4 million CIP for consideration, of which $216.7 million is funded in this ten-year plan. As directed by City Council in the budget guidance, the Proposed CIP includes $92.9 million to address capacity issues system-wide, this amount is over $101.1 million less than the amount requested by ACPS, primarily in the last five years of the plan. Funding for non-capacity (capital infrastructure maintenance) is budgeted at $123.8 million, $39.8 million less than the ACPS request. City staff is continuing to discuss capital needs with ACPS staff to determine to appropriate level of capital investments over the ten-year plan, including a joint City – ACPS work group looking at long range enrollment projections.

The additional three cents on the real estate tax rate helps fund some of these capital needs not included in the Proposed FY 2014 – 2023 CIP. If approved, Sewers would receive an additional $26.5 million from FY 2019 – 2023, and ACPS would receive $19.4 million for capacity and non-capacity related projects.

# Proposed FY 2014 – 2023 Capital Improvement Program Overview

***Definition of a Capital Project:***

- ***Greater than $10,000;***
- ***Acquires or improves physical assets with useful life of 3 or more years; and***
- ***Not day-to-day maintenance.***

***City Council CIP Guidance:***

- ***ACPS capacity;***
- ***Recreation facilities;***
- ***Public safety facilities; and***
- ***Sewers and basic infrastructure.***

## Capital Improvement Program Purpose & Definitions

The adoption of the CIP by the City Council is an indication of its support of both the capital projects that the City intends to pursue, and a plan for the anticipated levels of financing needed to fund these capital projects over the ten-year period.

The adoption of the ten-year CIP is neither a firm commitment to a particular project nor a limitation to a particular cost. As a basic tool for prioritizing and scheduling anticipated capital projects and capital financing, the CIP is a key element in planning and managing future debt service requirements. Only the first year of the CIP (FY 2014) represents a funding commitment for the project to proceed to the next stage, or to be implemented depending on the level of funding provided.

The City defines a capital project expenditure (as opposed to an operating expenditure) as an expenditure of more than $10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years, and typically much longer than three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, minor (less than $10,000) carpentry, minor electrical and plumbing repairs, or repair or routine replacement of fixtures or furniture.

## CIP Priorities for FY 2014 – FY 2023

In developing the Proposed FY 2014 – 2023 CIP, there were some general guidelines followed in developing the balanced ten-year plan. These guidelines included:

- Using the City Council Approved FY 2013 – 2022 CIP as the "base" for the City Manager's Proposed FY 2014 – 2023 CIP;
- Incorporating City Council guidance into the plan with emphasis on schools capacity, recreation facilities, sewers and basic infrastructure, and public safety facilities;
- Working to align projects with our City's Strategic Plan and long-term and intermediate outcomes with an emphasis on preserving and maintaining our City's existing physical assets;
- Ensuring analysis is provided on increased debt service and adherence to debt policies over the life of the plan;
- Reviewing all projects to determine if the project scope and cost estimates were accurate; and
- Providing additional projects which could be funded with additional resources (a summary of which can be found on pages 2-20 and 2-21, and 4-5 and 4-6)

Additionally, a new internal process for developing the Capital Improvement Program was implemented in FY 2014, and also provided guidance on determining project prioritization. The new process is detailed on the next page.

***The CIP Process Improvement Team was charged with evaluating the prior CIP development process and recommending improvements.***

## FY 2014 – 2023 Capital Improvement Program Development

In addition to following the guidance provided by City Council, the City Manager created a "CIP Process Improvement Team" in the fall of 2012 and charged it with evaluating the existing CIP process and developing a system for linking CIP decisions with the City's key strategic priorities.

The team worked together to evaluate the current CIP process and developed a new process that will link CIP decisions with the key strategic priorities of the organization to ensure that the capital improvement process is more strategic and relevant. The team was charged with:

- Evaluating the existing capital improvement program and recommending appropriate changes; and
- Developing a way to evaluate projects consistent with the City's Strategic Plan, enabling the City to:
    - Leverage our investments to yield improved services through greater operational efficiency and effectiveness;
    - Develop criteria that will determine when a project is ready for evaluation;
    - Develop criteria by which projects will be evaluated/scored; and
    - Determine how projects relate to the Strategic Plan and the City's long-term and intermediate outcomes.

Throughout October and November 2012, CIP Process Improvement Team members met once a week to discuss the current CIP development process, recommend changes for a more efficient and transparent development process, and provide a new development schedule for the CIP.

***The CIP development process was based on creating fair, open and objective evaluation criteria; receiving quality project submissions; creating a transparent development process; and linking to the City's Strategic Plan and long-term and intermediate outcomes.***

At the highest level of discussion, the team came to a consensus on the most important guiding principles of the CIP budget development process. Listed below is the basic framework and principles that are recommended by the CIP Process Improvement Team to guide the CIP budget development process.

- **Fair, Open and Objective Evaluation** – using a more complete evaluation tool (included as Appendix B) that aligns projects with the City's Strategic Plan and long-term and intermediate outcomes.
- **Quality Submissions** – a new project submission form was created, designed to collect relevant information used in the evaluation of the projects.
- **Transparency** – allow the public and departments to better understand how funding decision are made.
- **Linking to the Strategic Plan** – integration of work from the new Work Planning Process group, including identification of long-term and intermediate outcomes associated with the City's capital investments.

### FY 2014 – 2023 Capital Improvement Program Development (Continued)

***A Peer Technical Review Committee will be implemented for the FY 2015 – 2024 CIP development process.***

It is important to note that this process effectively changes the way CIP projects are recommended to be reviewed. A Peer Technical Review Committee is recommended to be established to review the feasibility and technical details of each project before being sent to the Cluster Groups for review. Cluster Groups are new to the FY 2014 budget development process, and are headed by the four Deputy City Managers, organized generally by the departments they oversee. The Cluster Groups would then assume the review of projects and make recommendations based on achieving the City's long-term and intermediate outcomes. The Peer Technical Review Committee will be established in the summer of calendar year 2013, and will be an integral part of the development of the FY 2015 – 2024 CIP.

***The Information Technology Steering Committee and ACPS will continue to have their own CIP development processes; however, both will incorporate many of the improvements by the CIP Process Improvement Team.***

Also of note are the two outside (not managed by OMB) CIP development processes that are recommended to stay intact. The Information Technology Steering Committee (ITSC) is recommended to continue to work with the Chief Information Officer (CIO) to evaluate and recommend information technology projects. It is recommended the ITSC follow the same guiding principles, and use the same evaluation criteria so information technology projects can be evaluated in the context of all City capital projects. Alexandria City Public Schools (ACPS) also manages a separate CIP budget development process. ACPS has been an active participant in the CIP Process Improvement Team, and will follow a similar path in the development of its CIP.

***A new scoring tool designed to objectively evaluate and rank CIP project requests was implemented in the fall of 2012.***

The most important initiative implemented by the CIP Process Improvement Team was the creation of a project evaluation tool to provide objective criteria which was used in conjunction with City Council guidance to develop project prioritization. Twenty evaluation criteria were applied to all new project requests and existing projects that requested additional funding. The evaluation criteria used can be found in Appendix B, and the results of the evaluation – the project rankings – are included in Appendix C. For the FY 2014 – 2023 CIP, due to time limitations, only new and revised funding requested were ranked. It is expected that for the development of the FY 2015 – 2024 CIP, all capital project requests will be evaluated and ranked. Additionally, the CIP Process Improvement Team will also be reviewing the evaluation criteria to determine their appropriateness for future CIPs.

The CIP Process Improvement Team has recommended the following development process to be implemented. This process is subject to change by the City Manager.

1. Create project submissions for new and revised CIP projects (*Completed – new project submission form developed in fall 2012).*

**FY 2014 – 2023 Capital Improvement Program Development (Continued)**

2. Score projects using an evaluation checklist tool *(Completed – evaluation tool used on all new and revised funding requests; evaluation criteria to be reviewed by the CIP Process Improvement team for relevance in spring 2013).*
3. Have CIP Technical Review Committee comment on project requests.
4. Provide the ranked list to the Cluster Groups *(Headed by Deputy City Managers - to be implemented next year).*
5. Request feedback from the City Manager's Office where recommendations are needed prior to finalizing the CIP project rankings; incorporate City Council guidance into the project evaluations (*Completed).*
6. Produce the Proposed CIP document; provide details on project prioritization and project rankings *(Completed).*

Because of the timing of the creation of the CIP Process Improvement Team, and the completion of its recommendations, not all recommendation were implemented in FY 2014. It is expected that the CIP Process Improvement Team will reconvene after the Proposed CIP is presented to City Council and full implementation of the new development process will be incorporated into the FY 2015 – 2024 CIP.

***All projects in the FY 2014 – 2023 CIP are now accompanied by a detailed Sources and Uses table.***

Several other improvements were implemented as part of the CIP Process Improvement Team review. The individual project expenditure budget is now accompanied by an individual "Sources and Uses" table on each project description page. Each project now has a specific funding source(s) assigned. Additionally, for Category 2 and 3 projects, the total project budget is now shown, as opposed to in prior years where only the unallocated balance was provided. For these projects, it is most important to know the total amount of capital investment associated with the project. For Category 1 projects, the unallocated balance along with the current allocated balance is displayed on each project page. For these annual maintenance of effort projects, it provides a clear picture of prior year resources available to complete on-going capital maintenance needs. Projects which have large unused prior year balances may have funding reprioritized in the early years of the ten year plans until project implementation rates suggest the need for funds and shows a draw down of prior year available balances.

***A new document format was implemented to provide clear, concise, consistent and relevant information for each project.***

A new document format was created for FY 2014. OMB staff has suggested that the CIP document become a better communication tool for providing an overall picture of the capital investments in the City. The goals of the new document include:

- Communicating a direct relationship to Strategic Plan goals, long-term outcomes, and intermediate outcomes;
- Making the document more aesthetically pleasing;
- Providing consistency in the project descriptions across different CIP sections;
- Incorporating a sources and uses spreadsheet for each individual project as noted in the financing plan section; and
- Providing more relevant information on additional operating impacts and changes from the prior year plan.

It is noted that many of the changes to the Proposed CIP document have been recommended by the Budget and Fiscal Affairs Advisory Committee (BFAAC), and are designed to communicate the City's capital needs and priorities clearer. A description of all the document changes and information contained on each individual project page can be found on page 6-3.

**Future Process Improvements**

***Operating Impact Statements will continue to be improved for all projects in future CIP's. The process will also be designed to formally consider these impacts in determining project priority.***

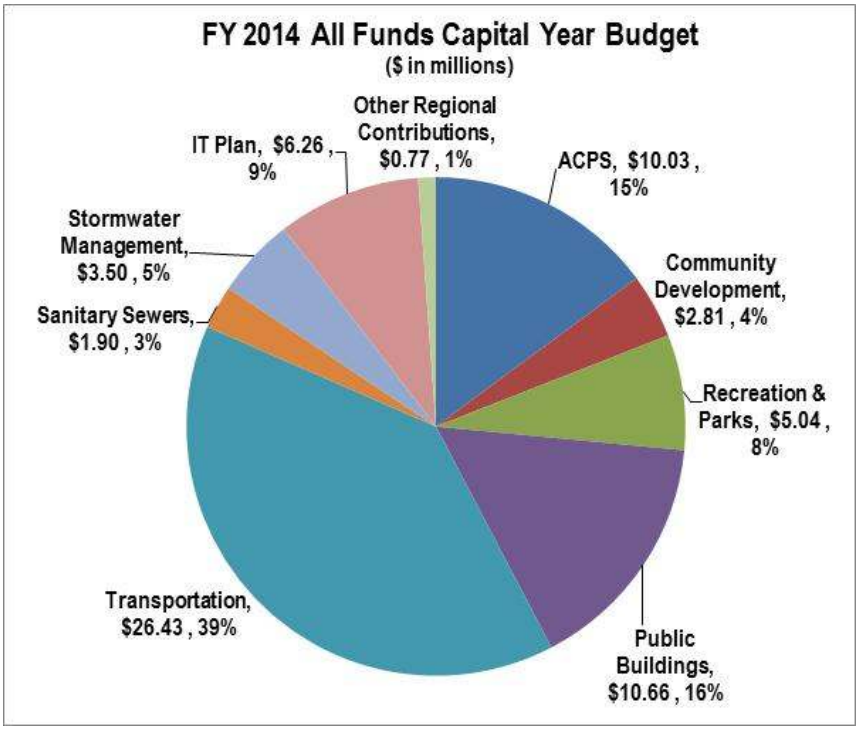
Future CIP's will include continued improvement of additional operational impacts. Many projects in the Proposed FY 2014 - 2023 CIP incorporate this information, but it is not yet universally available for all projects. Furthermore, future CIP development processes should weigh operating budget impacts more carefully when determining relative project priorities. Again, these are considerations that are informally built into the process today, but the goal is to formalize and refine them in the future.

Another future improvement recommended by the CIP Process Improvement Team is for projects to attain a minimum level of design, engineering, scoping, cost estimates, community coordination, etc., before the project enters the fifth year of the CIP. If this is to be an expectation, it will have to be resourced. There is not a one-size-fits-all approach to how this work should be completed – departments may request funds or may have in-house capability and projects can vary widely in cost and complexity.

***The Proposed FY 2014 capital year budget includes $67.4 million in total funding. This includes $12.2 million in non-City (State and Federal grants, private capital contributions) sources. With the additional 3 cents on the real estate tax rate for capital projects (not included in the pie chart), the Proposed FY 2014 capital year budget totals $83.1 million.***

**FY 2014 Proposed CIP Expenditures**

The total Proposed CIP for FY 2014 is $67.4 million, which includes $12.2 million in non-local revenues and $5.6 million from the City's Transportation Improvement Program. This is an increase of $8.1 million, or a 13.6% increase over the previously planned funding for FY 2014 in last year's Approved CIP. If the projects funded with the additional 3 cents on the real estate tax rate are included, the CIP would increase $23.8 million, or 40.1% over last year's Approved CIP. A listing of all projects included in the FY 2014 capital year budget can be found on pages 4-6 through 4-13.




Projects funded with the additional 3 cents are included on pages 2-20 and 2-21, and are not factored into the total amount associated with the Proposed CIP document section. A summary of the proposed FY 2014 capital year budget highlights follows:

***Highlights of the FY 2014 Capital Year Budget***

**Alexandria City Public Schools (FY 2014 – $10.0 million)**

- $5.0 million included for a capacity-related project at Patrick Henry (the remaining $38.0 million required for project completion is budgeted in FY 2015).
- $5.0 million for non-capacity projects which include existing asset capital infrastructure improvements.
- While the project was fully funded in FY 2012 – 2013, the new Jefferson-Houston K-8 facility is scheduled to be under construction in FY 2014.

***Highlights of the FY 2014 Capital Year Budget***

**Community Development (FY 2014 – $2.8 million)**

- $1.045 million for preliminary planning and design work associated with the Waterfront Small Area Plan ($0.8 million) and pedestrian and traffic flow improvements in the King Street/Union Street area ($0.25 million). The infrastructure improvements are funded with prior year available balances from the Transportation Improvement Program (TIP).
- $0.7 million for Fire Department vehicle and apparatus replacement. This is a new project in this year's CIP, as the City will use GO bonds for the purchase of the equipment, with the Fire Department Equipment Replacement Fund providing proceeds for the debt service payments.

**Recreation and Parks (FY 2014 – $5.0 million)**

- $0.545 million to complete work at Chinquapin Aquatics Center. A total of $2.145 million for critical capital infrastructure repairs has been budgeted for this project from FY 2012 – 2014.
- $2.8 million to maintain our existing recreation capital assets including playground repairs, pool repairs, park improvements, and recreation center capital infrastructure needs.
- $0.35 million to begin work on a renovated Patrick Henry recreation center, with total costs budgeted at $6.5 million from FY 2014 – 2016.
- $0.6 million for open space funding to meet immediate acquisition needs.

**Public Buildings (FY 2014 – $10.7 million)**

- $4.6 million is budgeted to maintain capital infrastructure at facilities Citywide including our historic facilities, libraries, public safety and general government facilities.
- An additional $1.3 million is provided for a dedicated Emergency Operations Center (EOC), relocation of the Sheriff's Administration Offices, the Hack Inspection Office, and emergency supply storage at the Public Safety Center. This brings total project funding to $4.8 million.

**Transit and Transportation Infrastructure (FY 2014 - $26.4 million):**

- $17.9 million for Public Transit projects including $6.8 million for WMATA capital contributions and $7.3 million for DASH bus replacement and expanded and enhanced routes. Potomac Yard Metrorail Station is budgeted at $1.98 million in FY 2014, from the Special Tax District and development contributions. The total project budget for the Metrorail Station is currently $277.1 million.
- $0.6 million for High Capacity Transit Corridors. This will complete funding for the Route 1 Transitway, a $20.8 million dollar project expected to be completed in late FY 2014.

***Highlights of the FY 2014 Capital Year Budget***

- $3.3 million for Non-Motorized Transportation including $1.3 million in additional grant funding for the Holmes Run Greenway and $0.6 million to continue to expand the Capital Bikeshare program. A Bicycle Master Plan update is also budgeted at $0.5 million.
- $2.0 million is budgeted for Streets and Bridges, including the shifting of Street Resurfacing ($1.375 million) from the operating budget to the capital budget beginning in FY 2014. In FY 2015, these funds will be utilized to leverage additional State Revenue Sharing funds.
- $2.7 million for Fixed Transportation Equipment to maintain our existing infrastructure (mast arms, traffic lights, etc.) and provide funding for technology projects designed to enhance mobility throughout our transportation network.

**Sanitary Sewers (FY 2014 - $1.9 million)**

- $1.9 million for on-going capital maintenance of the City's sanitary sewer infrastructure and permit compliance.

**Stormwater Management (FY 2014 - $3.5 million)**

- $3.5 million for on-going capital maintenance of the City's storm sewer infrastructure and permit compliance, which includes $2.2 million to mitigate damage from Tropical Storm Lee. Up to 75% of these expenditures may be eligible for reimbursement by FEMA.

**Other Regional Contributions (FY 2014 - $0.78 million)**

- $0.37 million for Northern Virginia Regional Park Authority capital contributions.
- $0.29 million for Northern Virginia Community College capital contributions.
- $0.12 million for Peumansend Creek Regional Jail capital contributions.

**Information Technology (FY 2014 - $6.2 million)**

- $0.7 million for the first of two years of funding for a new permit processing system; total project cost estimated at $1.9 million.
- $0.6 million to complete funding for the Computer Aided Dispatch (CAD) project; total project budget is $15.0 million.
- $3.4 million to maintain the City's information technology network infrastructure.

# Proposed FY 2014 – 2023 Capital Improvement Program Overview

***The Proposed FY 2014 – 2023 CIP includes $1.142 billion in capital projects, including $61.6 million of non-City funds and $56.6 million in capital improvements from the City's Transportation Improvement Program (TIP) approved by City Council in FY 2012.***

***If the additional 3 cents on the real estate tax rate for capital projects is approved, the FY 2014 – 2023 CIP would total $1.269 billion.***

***Of the total $216.7 million included for ACPS, funding to address capacity issues throughout the ACPS school system is budgeted at $92.9 million from FY 2014 – 2018.***

***Windmill Hill Park Bulkhead scheduled for replacement in FY 2015 – 2016.***

The Proposed FY 2014 – 2023 Capital Improvement Program totals $1.142 billion, which represents a $3.9 million, or 0.4%, increase from the Approved FY 2013 - 2022 CIP. To achieve a true comparison of the two plans, FY 2013 and FY 2023 must be removed from the comparison. When comparing only nine years (FY 2014 – 2022), the Proposed CIP increases $81.5 million, or 8.1% over last year's Approved CIP. If the projects funded with the additional 3 cents on the real estate tax rate are included, an additional $126.7 million would be added to the $1.141 billion CIP, for a ten-year total of $1.269 billion. A listing of all projects included in the FY 2014 - 2023 CIP can be found on page 4-7 through 4-13. A listing of projects to be funded with the additional 3 cents can be found on pages 2-20 and 2-21 and pages 4-5 and 4-6.

The Proposed FY 2014 - 2023 Capital Improvement Program focuses on repairing, refurbishing, renovating, rehabilitating, and reconstructing existing physical assets. In addition, the CIP calls for new capital projects that will save future operating costs, provide stimulus for new economic development, and help solve the growing transportation problems. The chart on page 2-19 illustrates CIP spending (both City and non-City sources) according to project category for each year in the ten-year plan. Highlights from each CIP section include:

**Alexandria City Public Schools (ACPS) (FY 2014 – 2023 - $216.7 million):**

- A total of $216.7 million over ten years has been included in this CIP for the capital needs of the Alexandria City Public School System (ACPS) for Schools projects.
- $92.9 million is planned to address capacity issues through projects such as additional capacity at Patrick Henry and a new school at a yet to be identified location to address increasing school system enrollment.
- $123.8 million is planned for major facilities maintenance projects throughout the ACPS system.

**Public Buildings (FY 2014 – 2023 - $111.9 million)**

- $40.7 million is budgeted to maintain capital infrastructure at facilities Citywide including our historic facilities, libraries, public safety and general government facilities.
- $17.8 million to provide HVAC and other critical capital infrastructure upgrades at City Hall.
- $47.1 million for four fire station renovation projects from FY 2015 – 2021.

**Recreation & Parks (FY 2014 – 2023 - $79.9 million)**

- $26.6 million is budgeted to maintain our existing recreation capital assets including playground repairs, pool repairs, park improvements, and recreation center capital infrastructure needs.
- $23.3 million to convert athletic fields to synthetic turf, and replace existing carpet (turf) past its useful life.
- $6.5 million for a renovated Patrick Henry Recreation Center.

***Highlights of the Proposed FY 2014 – 2023 Capital Improvement Program***

- $4.0 million to replace the Windmill Hill Park Bulkhead.
- $23.3 million for open space acquisition.
- $2.9 million for Marina repairs including repair of the Marin's seawalls and utility upgrades.

**Transit and Transportation Infrastructure (FY 2014 – 2023 - $539.8 million):**

- $272.8 million in cash and bond funding earmarked for the proposed new **Metrorail station in Potomac Yard**; total project costs are $277.1 million.
- $136.5 million in funding for **Public Transit** improvements. Significant projects include:
  - $74.5 million for WMATA capital contributions.
  - $46.4 million for DASH bus replacements.
  - $10.4 million for expanded DASH bus and trolley/circulator service.
- $30.6 million for **High Capacity Transit Corridors**. Significant projects include:
  - $24.5 million for Transit Corridor "C" (Beauregard) Construction.
- $65.0 million for **Streets & Bridges**. Significant projects include:
  - $41.1 million for Street Resurfacing and Reconstructions of major roads. This funding was previously budgeted in the operating budget. Moving to the capital budget allows the City to leverage State Revenue Sharing funds with City dollars. Funding is 50% from the City and 50% from the State Revenue Sharing Program. $21.2 million of funding is from City sources, with $19.9 million in State Revenue Sharing funds, which are approved by VDOT on an annual basis.
  - $10.1 million for one-time improvement projects including Duke Street Complete Streets, Madison and Montgomery Reconstruction, and Mt. Vernon Avenue and Russell Road Improvements.
  - $5.2 million for bridge repairs.

***Street Resurfacing of Major Roads is moved to the CIP from the operating budget to better leverage State Revenue Sharing funds.***

- $21.1 million for **Non-Motorized Transportation**. Significant projects include:
  - $7.9 million to implement complete streets infrastructure improvements.
  - $6.7 million for non-motorized transportation improvements along the Backlick Run multi-use path and Old Cameron Run trail.
  - $2.5 million for Capital Bikeshare and a Bicycle Master Plan Update.

***Highlights of the Approved FY 2014 – 2023 Capital Improvement Program***

- $13.7 million for **Fixed Transportation Equipment**. Significant projects include:
  - $10.6 million for fixed equipment (e.g. signals, mast arm poles, etc.).
  - $2.8 million for transportation technologies designed to move people quicker and more efficiently throughout the City.

**Community Development (FY 2014 -2023 - $34.3 million)**

- $18.2 million is budgeted for the replacement of Fire Department vehicles and apparatus. This is a new project in the CIP, as these large capital equipment purchases were funded through the Equipment Replacement Fund. Smaller vehicles and equipment will still be funded through the Equipment Replacement Fund.
- $3.4 million is planned for Public Art acquisition and capital maintenance.
- $6.5 million is planned for Marina dredging in FY 2014 – 2015 and FY 2019 – 2020.
- The costs of the Waterfront Plan implementation will be refined during FY 2014 and then reflected in the FY 2015 – 2024 CIP based on availability of funding.

**Sanitary Sewers (FY 2014 -2023 - $96.7 million)**

- $34.2 million is planned for AlexRenew Wastewater Treatment Plan capacity, which will allow the City to provide needed infrastructure for future development.
- $22.3 million is planned for the Wet Weather Management Facility, which will help mitigate sewer runoff and overflow issues during periods of wet weather.
- $15.3 million to continue work on Holmes Run Infiltration and Inflow remediation. Prior year funding of $19.9 million for a total project budget of $35.2 million.
- For the City to stay in compliance with the future combined sewer system permits, overflows from the combined sewer system (CSS) need to be mitigated. This is in part because of new regulatory requirements of the bacteria Total Maximum Daily Load (TMDL) for Hunting Creek, and in part from new state and federal mandates related to the City's CSS system in the older areas of the City. Total cost of mitigation of these overflows can range as high as $200 million - $300 million over several decades and depends on the type and mix of technologies that get implemented. Funding for these capital improvements is not included as part of the Proposed CIP but will likely be reflected in future CIPs as costs, implementation schedules, and funding plans are developed.

***Most capital costs associated with federally mandated capital infrastructure improvements to sanitary sewer and storm sewer infrastructure are not included in the Proposed CIP. These costs could reach $250 million - $400 million over the next two to three decades.***

***Highlights of the Proposed FY 2014 – 2023 Capital Improvement Program***

**Stormwater Management (FY 2014 -2023 - $15.8 million)**

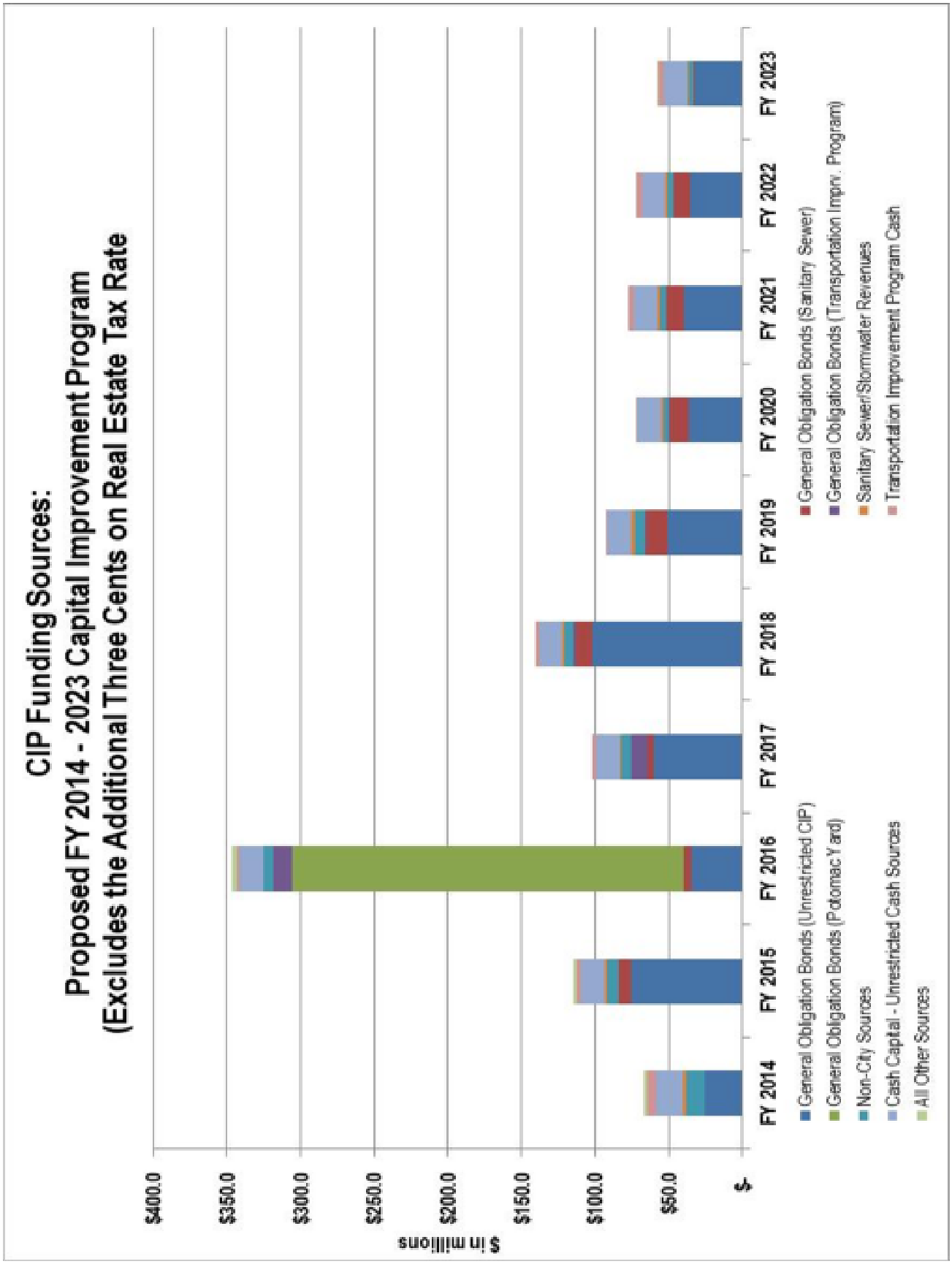
- $7.6 million is planned for stream and channel maintenance and restoration.
- $1.5 million is budgeted for Green Infrastructure projects, which will be a part of the federally mandated capital infrastructure improvements associated with combined sewer systems and water quality improvements.
- For the City to stay in compliance with its MS4 (Municipal Separate Storm System) permit, the City must improve stormwater management and water quality of discharges from its storm sewer system. Total cost of compliance and mitigation for FY 2014 – 2023 may range as high as $50 million and depends on the type and mix of technologies implemented. The cost of compliance beyond 2023 (i.e. FY 2023 – 2033) may be up to an additional $100 million. These costs will be reflected in future CIPs as costs, implementation schedules, and funding plans are developed.

**Information Technology (FY 2014 -2023 - $38.9 million)**

- $20.2 million is budgeted for City network infrastructure including servers, operating, equipment replacement, and LAN/WAN infrastructure .
- $3.3 million is planned for Public Safety systems including fully funding the Computer Aided Dispatch (CAD) project.
- $1.9 million is budgeted for a new permit processing system designed for more efficient and effective services both on-line and in person for City staff and persons conducting business with the City.

**Other Regional Contributions (FY 2014 - 2023 - $7.8 million)**

- $3.71 million for Northern Virginia Regional Park Authority capital contributions.
- $3.65 million for Northern Virginia Community College capital contributions.
- $0.43 million for Peumansend Creek Regional Jail capital contributions.


CIP Funding Sources:
Proposed FY 2014 - 2023 Capital Improvement Program
(Excludes the Additional Three Cents on Real Estate Tax Rate
$ in millions
$400.0
$350.0
$300.0
$250.0
$200.0
$150.0
$100.0
$50.0
$-
FY 2014
FY 2015
FY 2016
FY 2017
FY 2018
FY 2019
FY 2020
FY 2021
FY 2022
FY 2023
General Obligation Bonds (Unrestricted CIP)
General Obligation Bonds (Potomac Yard)
Non-City Sources
Cash Capital - Unrestricted Cash Sources
All Other Sources
General Obligation Bonds (Sanitary Sewer)
General Obligation Bonds (Transportation Impr. Program)
Sanitary Sewer/Stormwater Revenues
Transportation Improvement Program Cash

## Additional Projects funded with Three Cents on the Real Estate Tax Rate

***Capital Investments with an additional 3 cents on the real estate tax rate, estimated to yield $126.7 million from FY 2014 – 2023***

As part of the development of the Proposed FY 2014 – 2023 CIP, the City Manager has compiled a list of additional capital investments which could be implemented with an additional three cents annually on the real estate tax rate, which would yield $126.7 million.

In some cases, the amount of funding represents additional resources which could be applied to a project that has already been funded (e.g. Street Resurfacing, Bridge Repairs). A summary of those projects organized by CIP section is provided below. It is important to note that this additional funding does not appear as part of the individual project descriptions and funding throughout the CIP; nor does it account for additional operating impact on the City's operating budget.

***If approved, additional operating impacts associated with these projects would need to be considered as part of future operating budgets.***

- **Alexandria City Public Schools (ACPS) - $19.4 million (FY 2014 – 2023)**
  – An additional $19.4 million of the ten-year plan would be designated for ACPS. ACPS would make the determination if the funding would be for capacity or non-capacity projects on an annual basis.

- **Community Development - $1.5 million (FY 2014)**
  – Additional funding for planning, design and engineering of Waterfront Small Area Plan implementation projects including flood control, parks landscape architecture, and pedestrian and traffic improvements.

- **Recreation & Parks - $38.8 million (FY 2014 – 2023)**
  – This additional funding would implement staff recommendations for the Aquatics Plan from FY 2017 – 2023 totaling $25.0 million. Large parks Citywide would receive $10.5 million over the ten-year plan to implement master plan priorities; open space acquisition receives an additional $3.0 million for land acquisition; and $0.3 million is designated for Four Mile Run Park Expansion and improvements at the Old Duron Paint Building in Arlandria.

- **Transportation Infrastructure Projects - $22.3 million (FY 2014 – 2023)**
  – A number of deferred transportation capital infrastructure needs over the ten-year plan would receive additional funding. This includes $11.2 million for street resurfacing and reconstruction (which could be used to leverage additional State Revenue Sharing funds); $5.8 million for the City's non-motorized transportation infrastructure including sidewalks and shared-use paths; $3.0 million for additional bridge repairs; $1.75 million for complete streets initiatives; $0.23 million for additional bus shelters; and a $0.39 million one-time project involving an infrastructure improvement at Route 1 and E. Reed Avenue intersection.

*Capital Investments with an additional 3 cents on the real estate tax rate, estimated to yield $126.7 million from FY 2014 - 2023*

## Additional Projects funded with Three Cents on the Real Estate Tax Rate (Continued)

• **Public Buildings - $4.4 million (FY 2014, FY 2017 – 2023)**

– Additional funding ($0.5 million) for planning, design and engineering for all City projects to better define project scope and cost estimates; $1.9 million for deferred capital infrastructure needs at City owned facilities; and $2.0 million for renovations to Market Square.

• **Sewers - $26.5 million (FY 2019 – 2023)**

– Capital funding for federally mandated improvements for our combined sewer system and new permitting requirements for water quality improvements. This funding is only for stormwater projects, as capital infrastructure needs for the City's sanitary sewer system will likely be funded with the dedicated sanitary sewer fees.

• **Information Technology - $10.0 million (FY 2019 – 2023)**

– Installation of City owned fiber and wireless broadband networks independent of the current Institutional network infrastructure is estimated at $10.0 million.

• **Debt Service Reduction – $1.0 million (FY 2014)**

– A small portion of the additional three cents on the base real estate tax rate will be used to pay down existing debt in FY 2014, which will provide greater flexibility for future borrowing within the City's debt limit ratios.

• **Self Contained Breathing Apparatus (SCBA) - $2.8 million (FY 2014)**

– Additional capital funding to replace all Self Contained Breathing Apparatus (SCBA) that has exceeded its useful life. While this is noted as a capital expenditure, this one-time capital purchase would to be funded through the operating budget in accordance with governmental accounting standards. The cash proceeds in FY 2014 required for purchase would be maintained in the operating budget.

***The FY 2014 – 2023 CIP will be primarily financed with General Obligation Bonds, Cash Capital, Grants and Other Special Revenue.***

***The Proposed FY 2014 – 2023 is financed by 24% cash sources and 76% bonds. In FY 2014, the Capital Year Budget is 62% cash sources and 38% bonds.***

**FY 2014 – 2023 Proposed CIP Funding Sources**

The City will continue to use both pay-as-you-go cash capital financing and debt issuances over the next ten years in a manner that maintains compliance with its debt-related financial policies and as dictated by the economy and resulting pressure on the operating budget. The chart on the following page shows the breakdown of funding sources (City sources and non-City sources) for each year of the ten-year plan.

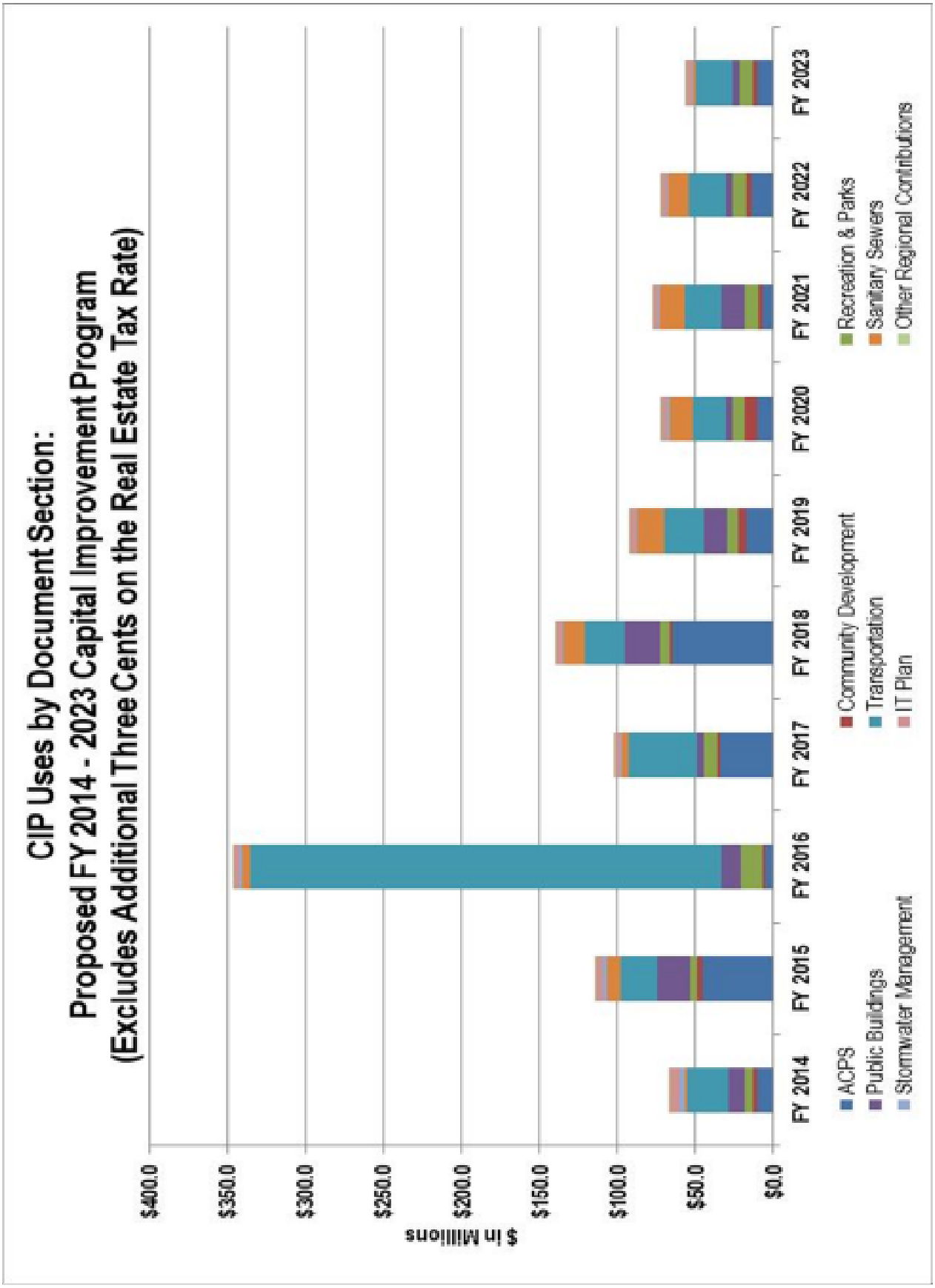
Funding the total ten-year capital program of $1.142 billion for the City and the Schools will be provided through a mix of sources including:

($ in millions)

| Funding Sources | FY 2014 - 2023 Funding |
|---|---|
| General Obligation Bonds (Unrestricted CIP) | $ 494.0 |
| General Obligation Bonds (Sanitary Sewer) | $ 80.2 |
| General Obligation Bonds (Potomac Yard) | $ 265.3 |
| General Obligation Bonds (Transportation Imprv. Program) | $ 28.0 |
| Non-City Sources | $ 61.6 |
| Sanitary Sewer/Stormwater Recurring Revenues | $ 14.6 |
| Cash Capital - Unrestricted Cash Sources | $ 161.3 |
| Transportation Improvement Program Cash | $ 28.6 |
| All Other Sources | $ 8.3 |
| **All Other Sources** | **$ 1,141.9** |

The FY 2014 - 2023 capital funding plan reflects the planned issuance of $867.5 million in general obligation bonds through FY 2023. These bonds are supported by Sanitary Sewer Fund fees ($80.2 million), the City's Transportation Improvement Program ($28.0 million), and Potomac Yard Special Tax District Revenues and Development Contributions ($265.3 million) in addition to the $494.0 million in General Obligation Bonds supported by the City's General Fund. Bond funding represents 76 percent of all funding sources in the ten-year CIP. The stacked graph on the next page shows the distribution of CIP funding sources over the ten-year plan.

# Proposed FY 2014 – 2023 Capital Improvement Program Overview



# Proposed FY 2014 – 2023 Capital Improvement Program Overview

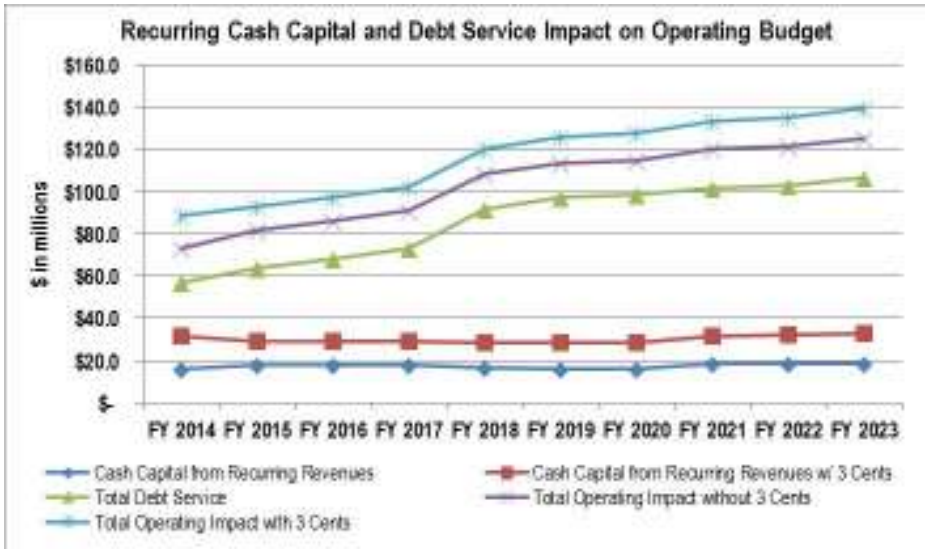
***Annual impact on the operating budget significantly impacts the amount of debt the City can issue.***

The Proposed FY 2014 – 2023 Capital Improvement Program assumes a substantial amount of debt ($867.5 million) issuance to fund the capital infrastructure needs identified throughout this document. Based on prior reviews by, and discussions with Moody's and S&P, this amount of debt should not endanger the City's hard-earned AAA/Aaa bond ratings. This amount of investment will impact the annual operating budget.

***Debt service payments increase each year of the CIP, peaking at $106.8 million in FY 2023. This includes debt service payments for the Potomac Yard Metrorail Station, to be funded through Special Tax Districts and development contributions.***

As illustrated by the chart below, the annual repayment on the principal and interest due on our general obligation bonds will increase from $48.6 million in FY 2013 to $57.0 million in FY 2014, and increase each year until peaking at $106.8 million in FY 2023. These amounts reflect the debt service for the self-financed Potomac Yard Metrorail Station. While the annual debt service increases each year until FY 2023, the planned growth of the annual cash capital contribution to the CIP from $15.9 million in FY 2014 to $18.7 million in FY 2023 drives much of the increase in the operating budget as well. This increase maintains a desired 25 percent/75 percent ratio of cash capital and bonds. Should the additional three cents on the base real estate tax rate for capital projects receive City Council approval, the annual cash contribution for the CIP would increase to $32.7 million by FY 2023. This planned financing structure would keep the average pay-as-you-go portion of the CIP at 24 percent for the ten-year period; that percentage of pay-as-you go CIP is skewed because of the one-time $265.3 million General Obligation Bond planned to be issued in FY 2016 for the new Potomac Yard Metrorail Station. If the additional 3 cents on the real estate tax rate for capital projects is approved, the pay-as-you-go portion of the CIP would increase to 31 percent over the ten-year period.

***The Proposed FY 2014 – 2023 CIP also plans to grow the annual cash capital contribution each year before peaking at $18.7 million in FY 2023, and includes the annual additional cash capital contribution for the City's Transportation Improvement Program. If the additional 3 cents on the real estate tax rate is added, the annual cash contribution would increase to $32.7 million in FY 2023.***




*Note: Cash Capital from current revenues includes the reserved 2.2 cents on the base real estate tax rate for the Transportation Improvement Program fund.*

***For the base CIP, the City will remain within adopted debt ratio limits. Because debt related to the proposed Potomac Yard Metrorail Station will cause some of these limits to be exceeded, an upward revision to these limits is planned.***

The City will remain in compliance with our adopted debt ratio limits, but will likely exceed two of our current debt ratio targets within the ten-year plan when debt related to the Potomac Yard Metrorail Station is considered.

Under this funding plan, the City's debt as a percentage of the fair market value of real property is 1.5 percent in FY 2016 when removing Potomac Yard Metrorail Station for the analysis, and peaks at 1.6 percent in FY 2018 – the ceiling of the City Council approved debt limits, then drops to 1.23 percent in FY 2023. Factoring in Potomac Yard Metrorail Station debt, this ratio peaks at 2.37 percent in FY 2018, which will pass the City's current limit. The debt to tax base ratio is the most important debt ratio considered by the bond rating agencies. Based on the City's discussion with the rating agencies, the issuance of Potomac Yard Metrorail Station debt will not endanger the City's bond ratings because it is an economic development long-range investment to be supported by dedicated taxes and still keeps this ratio in a moderate range for AAA municipalities. The analysis below shows the debt limits with and without Potomac Yard Metrorail Station debt, to ensure that when removing the Potomac Yard Metrorail Station debt, the City stays in compliance with prior approved debt limits.

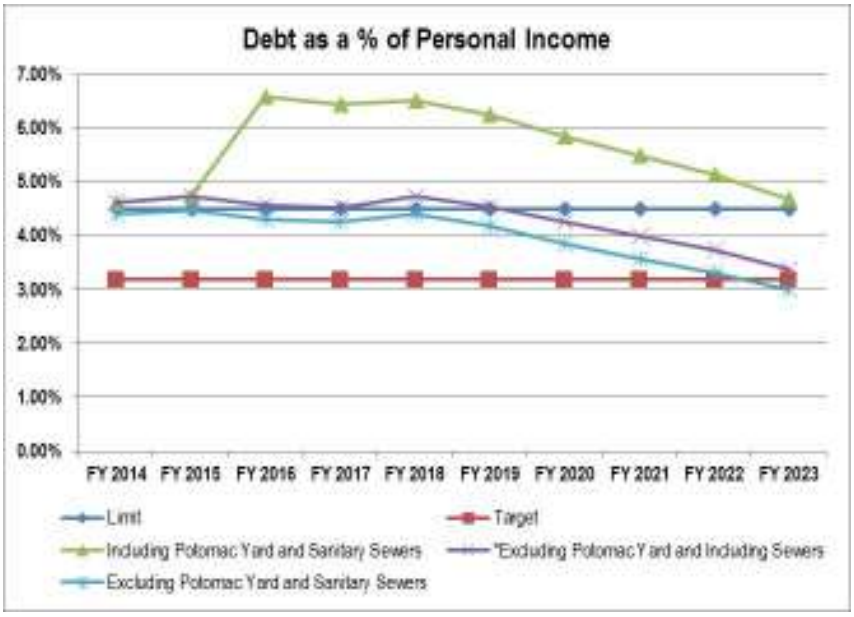
***Backing out the Potomac Yard Metrorail Station planned debt, debt as a percent of fair market value remains under the City's current target, although it does reach the target in FY 2018 before dropping significantly***

** Sanitary Sewer debt is backed by dedicated revenues for Sanitary Sewers; they are considered similar to revenue bonds and not counted against the City's debt limits.*

The City will be amending this guideline in the near future to address the planned Potomac Yard Metrorail Station debt issuance. While the Metrorail Station borrowing is significant, the resulting economic development and increase to total City assessed property values currently project a return on investment relatively quickly. This debt ratio continues to be below that of other AAA/Aaa rated jurisdictions.

***The City Manager recommended and City Council adopted a revision of the debt policy guidelines in 2008 (Debt as a percent of Personal Income).***

Based on comparison with other AAA/Aaa rated jurisdictions and recommendations by the Budget and Fiscal Affairs Advisory Committee (BFAAC), the City Manager recommended and Council adopted on June 24, 2008, a revision to one guideline - the debt per capita as a percent of per capita income - which was adjusted upward to a 3.2 percent target and 4.5 percent limit. This new target and limit are in the range of what other Washington area jurisdictions experience that have a triple-A bond rating. This revision also resynchronized this guideline with that for debt as a percent of the fair market value of real property. These two indicators had diverged since they were last reviewed and adopted by City Council in December 1997. Further revisions to this guideline will be proposed in FY 2014 as a result of the projected debt issuance for the planned Potomac Yard Metrorail Station.

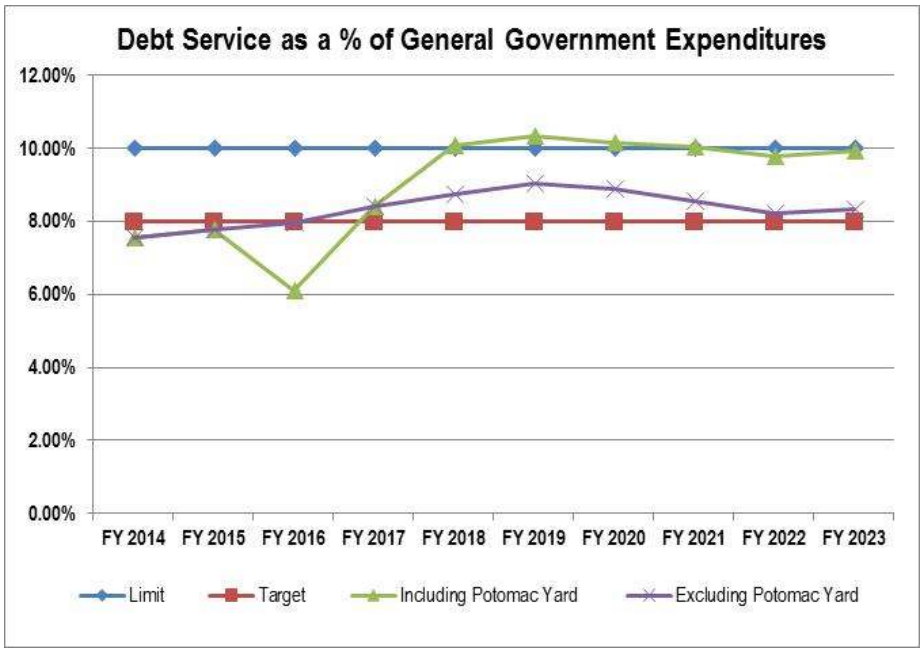



** Sanitary Sewer debt is backed by dedicated revenues for Sanitary Sewers; they are considered similar to revenue bonds and not counted against the City's debt limits.*

The City's ratio of debt as a percent of personal income at the end of Fiscal Year 2014 is projected to be 4.4 percent, which will exceed the 3.2 percent target, but stay below the limit of 4.5 percent. While this plan takes the City close to the debt ratio limit, the ratio steadily improves as we move into the later years of the plan. Factoring in the Metrorail Station borrowing, this ratio will pass the current limit in FY 2016 peaking at of 6.59 percent. In a similar result as that seen in the debt as a percentage of assessed value ratio, this debt ratio quickly improves towards the end of this decade as growth, including development of Potomac Yard, boosts projected personal income levels. The City would fall back within the current limit likely by FY 2024.

The figure below shows Debt Service as a Percentage of General Government Expenditures including the impact of Potomac Yard Metrorail Station borrowing. The City slightly exceeds its limit in FY 2018 – 2021 before dropping back under the limit in FY 2022.

Under current assumptions for the next ten years, the annual increase to total debt service increases at a faster rate than total City spending. For this reason, the ratio trends higher in each year of the plan, before leveling off in FY 2020. Although the City's ratio is increasing, the City would remain well below our limit of 10% when removing Potomac Yard Metrorail Station funding.




***Potomac Yard Metrorail Station planned debt has necessitated a look at the City's conservative debt guidelines, and will not jeopardize the AAA/Aaa bond ratings.***

**Future Revisions to Debt Policy Guidelines Planned:**

The new Metrorail station financing projections indicate the cost could be as much as $275.0 million. This will be fully funded by a package that would include significant developer contributions, a special tax district assessment, and by some of the net new tax revenues generated by this development. There should not be a negative General Fund impact. In fact, within ten years the General Fund is expected to start earning new tax revenues from development in Potomac Yard which have been previously projected to total in excess of $500 million over 30 years.

General Obligation Bonds for Potomac Yard are projected to be issued in FY 2016 and will have significant impact on the City's debt ratios. The City's conservative debt policy guidelines described in this CIP chapter will be amended to account for this major economic development. These changes in the guidelines would likely be proposed in FY 2016.

**Eco-City Initiative and the Capital Improvement Program**

The Proposed FY 2014 – 2023 CIP is well aligned and consistent with the goals of the City's sustainability initiative "Eco-City Alexandria" as well as those of City Council's Strategic Plan. The guiding principles of the Eco-City Charter relate to the areas of Land Use and Open Space, Water Resources, Air Quality, Transportation, Energy, Green Building, Solid Waste, Environment and Health, Emerging Threats, and Implementation. Goals and specific actions were developed for each of these principles which became the City's Environmental Action Plan 2030. The City's CIP is not only congruous and compatible with the City's Eco-City Charter and Environmental Action Plan, it furthers the implementation of the actions specified in the Action Plan.

Transit and Transportation Infrastructure projects of the CIP such as Dedicated High-Capacity Transitways, DASH Bus fleet replacement, Hybrid Bus/Trolley Battery Packs, Bus Shelters, Bike Trails and WMATA Capital contributions are in harmony with the principles related to Transportation, Air Quality, Environment and Health and Energy as articulated in the Eco-City Charter and Goal No. 3 of the Strategic Plan.

Projects such as the Open Space Acquisition and Development (funding stream re-established), and Tree and Shrub Capital Maintenance are consistent with Goal No. 2 of the Strategic Plan.

Storm and Sanitary Sewer projects, although primarily grey infrastructure projects, protect environmental resources and match the principles of Water Resources, Environment and Health. These projects include Four Mile Run Sanitary Sewer Repairs, Holmes Run Sewershed Infiltration and Inflow, and Holmes Run Trunk Sewer. Additionally, two projects are added included in the Proposed FY 2014 – 2023 CIP, AlexRenew Wastewater Treatment Plant Expansion and a Wet Weather Treatment Facility, which will expand system capacity to prevent sanitary sewer backups while minimizing the impacts of sanitary sewer discharge. Projects related to the Combined Sewer system, including Sewer Separation projects, not only improve existing infrastructure, but also the environment. These projects help the City stay in compliance with regulatory requirements.

Projects involving energy management and retrofitting of existing street lights and traffic lights with LED technology support the goals of Energy, Emerging Threat (Climate Change) and Air Quality principles, in addition to those of the Environment and Health principle. The City’s Energy Management project continues to provide an annual funding stream for energy efficient upgrades to City facility infrastructure.

The Proposed FY 2014 – 2023 CIP supports the Eco-City Charter and Environmental Action Plan with continued funding both now and well into the future.

# Glossary

ACPMT: Alexandria Community Policy and Management Team, an interagency body approved by City Council in November, 1992 to implement and locally administer the Commonwealth of Virginia's Comprehensive Services Act for At-Risk Youth and Families in Alexandria.

ACTIVITY: A significant element of an agency's program responsibilities. One or more activities constitute a program. Activities may encompass several related service delivery or support components.

ACTUAL: Monies which have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

ADA: Americans with Disabilities Act

ADEA: Age Discrimination in Employment Act

ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS): A client-server based multi-agency computer system serving the criminal justice and public safety agencies in the City.

ALLOCATION: A dedication of a portion of governmental resources, within appropriated amounts, to a specific project or for a specific activity. In the context of the City's Capital Improvement Program, City Council grants authorization for capital projects through approval of an allocation for a particular project through the City's monthly capital allocation.

APPROPRIATION: An authorization made by City Council that permits City agencies to incur obligations against, and to make expenditures of, governmental resources in fixed amounts for a one year period.

ASSESSMENT: Any fee, charge or assessment that does not exceed the actual cost incurred by a unit of government for design, construction and financing of a local improvement such as street paving, sidewalks and sewers.

ASSESSED VALUE: The fair market value placed on personal and real property owned by taxpayers, as determined by the City's Finance Department (for personal property) or the Department of Real Estate Assessments (for real property).

BFAAC: Alexandria's Budget & Fiscal Affairs Advisory Committee

BPOL: Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon those doing business or engaging in a profession, trade, or occupation in the City.

BOND - GENERAL OBLIGATION: A type of security sold to finance capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City through its taxing authority.

BUDGET: A plan of financial operation comprised of an estimate of approved expenditures for a fiscal year and the approved means of financing those expenditures in accordance with adopted policy.

BUDGET CALENDAR: The schedule of key dates which a government follows in the preparation and adoption of the budget.

BUDGET ORDINANCE: The legal means to amend the budget through recognizing revenue increases or decreases; transferring funding from one department to another, or from an existing capital project to a new capital project; decreasing funding of a fund or department; or providing supplemental funding to a fund or department or for the establishment of a new capital project. The City Council adopts or declines all budget ordinances.

BUDGET REVIEW PROCESS: The evaluation of a proposed budget's content and purpose by public hearing and comment, followed by reconsideration by the City Manager and City Council, prior to final budget approval.

CAPITAL BUDGET: Monies appropriated for the first year of the Capital Improvement Program.

CAPITAL GOODS: Long-lived assets that have a useful life of two or more years, can be identified permanently as a separate item, and cost over $10,000.

CAPITAL IMPROVEMENT PROGRAM (CIP): A ten-year plan of approved capital expenditures for long term improvements to the City's public facilities and public works as well as School capital projects.

CAPITAL PROJECT: A public improvement project undertaken as part of the Capital Improvement Program.

CAPITAL PROJECT EXPENDITURE: An expenditure of more than $10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, painting, minor (less than $10,000) carpentry, electrical and plumbing repairs, or repair or routine replacement of fixtures or furniture.

CASH BASIS ACCOUNTING: The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

CASH CAPITAL FUNDING: Monies appropriated for capital projects from the current operating budget.

CITY DEPARTMENTS - DEPARTMENT, PROGRAM, ACTIVITY: An entity with specific goals to fulfill. The City government is divided into Departments, Departments into Programs and into Activities, each with more specific goals and measures.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): A general purpose federal grant primarily used by the City to facilitate the production and preservation of low- and moderate-income housing.

COMPENSATION PHILOSOPHY: A policy document approved by City Council on May 27, 1997 and revised on June 25, 2010, which establishes policies and practices regarding the compensation of City employees that are under the jurisdiction of the City Manager. The Compensation Philosophy addresses the establishment of fixed pay steps, which supercede the minimum-maximum (min-max) salary schedule formerly in effect; defines the City's comparative labor market, which includes the counties of Prince William, Prince George's, Montgomery, Arlington and Fairfax; and establishes policies regarding career ladder development, education and tuition assistance and employee incentive awards. For more information, please refer to the Compensation Philosophy, which is published in Appendix A of the budget document.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): Annual audited results of the City's financial position and activity.

CONSTITUTIONAL OFFICERS: Elected officials who are authorized by the Constitution of Virginia to head City departments, such as the Sheriff, Commonwealth's Attorney and the Clerk of Courts.

CONSUMER PRICE INDEX (CPI): A measure commonly used to indicate the monthly rate of inflation, as calculated by the United States Bureau of Labor Statistics. The CPI-U is an index of prices for urban areas and a separate index, the CPI-U-DC is published for the Washington Metropolitan Area.

CONTINGENT RESERVES: An amount of money included within the total General Fund budget that is set aside to provide City Council with some degree of expenditure flexibility should unforeseen events occur during the fiscal year. Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to transfer these monies to other accounts. A transfer of monies from the contingent reserves account does not result in an increase in the total General Fund budget.

DASH: Logo referring to the Alexandria Transit Company's (ATC) local bus service. ATC is a non-profit corporation wholly-owned by the City.

DELIVERED SERVICES: Services that are provided to individuals, at the premise they occupy, by a City agency.

DEBT SERVICE: The amount of interest and principal that the City must pay on its debt.

DISTINGUISHED BUDGET PRESENTATION AWARD: The Distinguished Budget Presentation Award is designed and awarded by the Government Finance Officers Association to encourage governments to prepare budget documents of the highest quality to meet the needs of decision-makers and residents. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communication device.

DOCKET: An agenda of business matters for discussion and consideration by City Council at its various meetings; or, in the context of court proceedings, a list of legal cases to be tried or registering legal actions, such as judgments and liens.

ENCUMBRANCE: An accounting reservation of funds representing a legal commitment to pay for future goods and services.

ENTERPRISE FUND: Allows for separate accountability of certain operations within the City of Alexandria which are financed similar to private businesses.

EQUIPMENT REPLACEMENT INTERNAL SERVICES FUND: A self-replenishing fund that is used to account for equipment depreciation charges against user departments and associated expenditures to replace equipment (such as vehicles and computers).

EXPENDITURE: Actual outlay of monies for goods and services.

EXPENSES: Expenditures and other obligations (e.g., encumbrances) for goods and services.

FISCAL YEAR (FY): A twelve-month financial operating period. The City's fiscal year begins on July 1 and ends on June 30 of the following year. Fiscal years are named for the calendar year in which they end; FY 2012, for example, begins on July 1, 2011 and ends on June 30, 2012.

FRINGE BENEFITS: Job-related benefits, such as pension, paid vacation and holidays, and insurance, which are included in an employee's compensation package.

FULL-TIME EQUIVALENT (FTE): A measure for calculating personnel staffing, computed by equating 2,080 hours of work per year (2,912 for firefighters) with 1 full-time equivalent position.

FULL ACCRUAL BASIS ACCOUNTING: A method of accounting for revenues and expenses when earned or incurred instead of when cash is received or spent. Accrual Basis of Accounting can be done on a Full or Modified Basis. All funds within the City (General Fund, Special Revenue, Capital Projects and agency funds) use the Modified Accrual method of accounting.

FULL-TIME POSITION: A position regularly scheduled to work 40 hours per week, or 2,080 hours per year (2,912 for firefighters).

FUND: A separate self-balancing accounting unit with its own specific revenues and expenditures, assets and liabilities. Each fund in the City's accounting structure has been established to segregate a particular set of fiscal activities. Separate funds that have been established by the City include the General Fund, which is used to account for general operating expenditures; Special Revenue Funds, used to account for resources restricted to expenditures for specified current operating purposes; Enterprise Funds, used to account for operations that are financed in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; and the Equipment Replacement Internal Services Fund, used to account for depreciation charges against departments and associated expenditures to replace equipment.

FUND BALANCE: In the context of the City's budget discussions, Fund Balance generally refers to the undesignated General Fund Balance, which is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures, or "surplus", that is available for appropriation by City Council, and that has not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

GASB: The Governmental Accounting Standards Board which is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

GENERAL FUND: The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund.

GFOA: Government Finance Officers Association of the United States and Canada. The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit.

GIS: Geographic Information System

GOALS: Within the City's Performance Measurement processes, goals are broad statements of program and activity impacts or desirable outcomes. They are not necessarily quantified and may describe long-term aims.

GRANTS: A transfer of State or Federal monies to the City, usually for specific programs or activities.

HB 599: This stands for House Bill 599 and refers to a program initiated by the Virginia General Assembly in 1979 that assists localities with funding for law enforcement needs. Funding received from this source is reflected in the General Fund, under Intergovernmental Revenues.

ITSC: Information Technology Steering Committee

INTERGOVERNMENTAL REVENUE: Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

INTERNAL SERVICES FUND: A self-balancing set of accounts established to account for goods or services provided by one City department or agency for another City department or agency.

LIABILITY INSURANCE: Protection against risk of financial loss due to a civil wrong that results in property damage or bodily injury.

MANAGER'S MESSAGE: Written explanation of the budget and the City's financial plan and priorities presented by the City Manager to City Council.

MANAGING FOR RESULTS INITIATIVE: A City-wide management initiative implemented by the City Manager to increase government transparency and improve resource planning. The elements of MFRI are activity-based budgeting (presenting and managing costs at a lower level), performance measurement (tracking and reporting results), and business planning (developing interdepartmental plans for achieving the City's short- and long-term strategic goals).

MARKET RATE ADJUSTMENT: An increase in salaries to offset the adverse effect of inflation on compensation.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recognized in the period in which they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term "available" is limited to collection within forth-five days of the fiscal year-end. Levies made prior to the fiscal year-end but which are not available are deferred. Interest income is recorded as earned. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. Expenditures, other than accrued interest on long-term debt, are recorded when the fund liability is incurred.

NON-PASS THROUGH MONIES: Monies from sources outside the City that are paid directly to an agency or vendor and are not reflected in the City's financial records.

NON-PERSONNEL SERVICES: Expenditures relating to the cost of purchasing specific goods or services required for the operation of City agencies and departments.

NVTA: Northern Virginia Transportation Authority, the regional authority created by the Commonwealth of Virginia to provide regional transportation planning.

OBJECTIVES: Within the City's Performance Measurement processes, objectives are the specific, measurable steps required to achieve the goals established for City programs. Achievement of an objective may be determined by one or more indicators and measures.

ORDINANCE: A statute or law which sets out general laws. Ordinances require public hearings before they may be adopted.

OVERHIRES: Positions authorized by the City Manager to be filled as a result of (1) the availability of special revenue sources for time-limited special projects or activities; (2) needs arising that require an immediate, temporary response sometimes prior to the next budget cycle; and (3) positions needed to maintain a necessary level of actual, on-board on-duty staff due to expected turnover (such as sworn police and fire suppression staff).

PART-TIME POSITION: A position regularly scheduled to work no more than 39 hours per week. Part-time positions that are regularly scheduled to work 10 to 39 hours per week are considered regular part-time positions and receive limited benefits.

PERFORMANCE INDICATORS: Within the City's Performance Measurement processes, measures are used to assess the level of achievement by the organization towards an objective. The family of indicators and measures includes inputs, outputs, efficiency, service quality and outcomes.

PERSONAL PROPERTY TAX: A City tax levied on motor vehicles and boats, based on published listings of values, and on machinery and tools, based on a percentage of the item's original cost.

PERSONNEL SERVICES: Expenditures relating directly to the costs of compensating City employees; these include both wages and fringe benefits.

PROGRAM: An organized set of activities directed toward a common purpose or goal.

PURCHASED SERVICES: Services that are provided to an individual or group of individuals by an enterprise that is under contract with the City.

RECLASSIFICATION: An administrative review process by which a City position is re-evaluated to determine if it has been appropriately classified under the City's personnel classification system.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance.

REDUCTION IN FORCE (RIF): The elimination of positions due to lack of work or lack of funding. The City's RIF policy regulates the process for eliminating positions and reducing adverse impact on Employees.

REVENUES: Monies received or collected by the City through taxation, grants, fees, fines, charges and investments.

SPECIAL REVENUE FUND: Accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants).

TAX BASE: All forms of property wealth under the City's jurisdiction that are taxable.

TURNOVER RATE/SAVINGS: Percentage and amount by which a department's personnel services budget is reduced in anticipation of a reduction in expenditures attributable to employee turnover.

UNFUNDED POSITIONS: Positions that departments have elected to hold vacant in order to achieve personnel expenditure savings beyond the normal expected turnover savings. These positions are not funded in the budget or reflected in the departments' FTE counts, however they remain eligible for departments to request restored funding at some future date.

WMATA: Washington Metropolitan Area Transit Authority, the regional agency that operates the METRO bus and subway systems.

# Legislative References

Relevant Budget Legislative References……..... 22-2

Ordinance 4291 (BFAAC)..…… 22-6

Resolution 2536 (Setting Guidance For FY 2014 Budget Preparation)…...……22-9

Resolution 2537 (Establishing The Process To Be Used For FY 2014 Budget Adoption)……. 22-12

Financial Policies…….. 22-16

Reduction in Force (RIF) Administrative Regulation 6-22…….. 22-29

# Relevant Budget Legislative References

State Code

Sec. 58.785.1: Requires that the local tax rate must be adopted by June 30, but after April 15.

City Charter

General Provisions

Sec. 3.04 (b): The City Council shall have the power to adopt the budget of the City.

Sec. 4.02 (c): The City Manager shall have the power and shall be required to prepare and submit the annual budget to the City Council as provided in the Charter, and shall be responsible for its administration.

Sec. 5.05 : Work programs, allotments. Before the beginning of the budget year, the head of each office, department or agency shall submit to the Director of Finance, at such time as may be set by him, a work program for the year, which program shall show the requested allotments of the appropriations for such office, department or agency, for such periods as may be designated by the City Manager, for the entire budget year. The City Manager shall review the requested allotments and may revise, alter or change such allotments Before approving the same. The aggregate of such allotments shall not exceed the total appropriation available to said office, department or agency for the budget year.

Sec. 5.06: Allotments constitute basis of expenditures and are subject to revision. The Director of Finance shall Authorize all expenditures for the offices, departments and agencies to be made from appropriations on the basis An approved allotments and not otherwise. An approved allotment may be revised during the budget year in the same manner as the original allotment was made. If, at any time during the budget year, the City Manager shall ascertain that the available income, plus balances, for the year will be less that the total appropriations, he shall Reconsider the work programs and allotments of the several offices, departments and agencies and revise the allotments so as to prevent the making of expenditures in excess of the said income.

Sec. 5.07: Transfer of appropriations. The City Manager may at any time transfer any unencumbered appropriation balance or portion thereof within the accounts of an office, department or agency. The Council when advised of The details by the City Manager may be duly docketed resolution transfer any unencumbered appropriation balance or portion thereof form one office, department or agency to another. (Acts 1968, ch. 510, Sec. 1)

Sec. 6.03: Each department head, the judges of the courts, each board or commission, and any other office or agency supported by the City, is required to file with the City Manager, at the prescribed time, all estimates of revenue and expenditure for the ensuing fiscal year. Such estimates shall be submitted on forms furnished by the finance director and all information required by the City Manager is to be submitted thereon. The City Manager shall hold staff hearings to review and revise these estimates as (s)he may deem advisable.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources. Receipts from increased taxes, licenses or other sources shall be estimated on the basis of the average rate of increased collections during the preceding two fiscal years except in instances in which the City Manager submits, as a part of the budget, a written statement explaining any estimate that is made on some other basis. Receipts from new taxes, licenses or other sources shall be estimated on information available for other cities, the State of Virginia or other states, the federal government or other appropriate sources. If estimated receipts exceed estimated expenditures, the City Manager may recommend revisions in the tax, license or other ordinances of the City in order to bring the general fund budget into balance.

Sec. 6.08: The budget and budget message and all supporting schedules shall be a public record in the office of the City Manager, open to public inspection after the budget has been submitted to the Council and made public by it; provided, however, that no department or agency head, judge or board or commission, manager or director of finance shall divulge details of the proposed budget estimates until the budget has been submitted to the Council and made public by it.

Sec 6.08.1: The school board shall, prior to the time work has begun on the school budget, hold a public informational hearing to receive suggestions from the public concerning the school budget. The school board shall also hold a public hearing on its proposed budget prior to submitting it to the City Manager. The school board shall cause a notice of the time and place of each public hearing to be published in a newspaper of general circulation in the City at least seven days prior to the hearing. The school board shall also cause copies of the proposed budget to be available to the public at least seven days prior to the public hearing on the proposed budget. The school board may submit to the City Manager as its proposed budget the same proposed budget considered at the public hearing or it may, subsequent to said public hearing, submit a revised proposed budget.

**Responsibility of the City Manager for the Budget**:

Sec. 6.02: The City Manager is required to submit a general budget, a capital budget and an explanatory budget message in the form and with the contents provided by the Charter.

Sec. 6.04: The general budget shall contain:

(a) An estimate of that portion of surplus cash remaining at the end of the fiscal year which is to be used in meeting expenditures in the general budget;

(b) An estimate of receipts from current ad valorem taxes on real estate and personal property, and from all other sources;

(c) A statement of debt service requirements;

(d) An estimate of cash deficit, if any, at the end of the current fiscal year, and an estimate of obligations required by the Charter to be budgeted for the ensuing year; and,

(e) An estimate of expenditures for all other purposes to be met in the coming fiscal year.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources.

Sec. 6.06: The explanatory budget message shall contain an outline of the proposed financial policies of the City for the budget year and a description of the important features of the budget plan. Major policy changes are to be explained and reasons for salient changes in cost and revenue items from the previous year are to be indicated. A statement of pending capital projects and proposed new projects, with proposed financing plans, shall be included.

Sec. 6.07: At the same time that the City Manager submits a general budget (s)he may also submit a general appropriation ordinance and those additional tax ordinances as may be required to balance the Proposed budget.

Sec. 6.14: The capital budget is a budget of the proposed capital improvements projects for the ensuing fiscal year and for five years thereafter, with recommendations for financing the proposed improvements for the coming year.

Responsibility of the City Council for the Budget:

Sec. 6.09: At the meeting of the City Council at which the budget and budget message are submitted, the council shall determine the place and time (at least sixty days prior to the beginning of the budget year) of a public hearing on the budget, and shall publish a notice of said place and time, which shall not be less than seven days after the date of publication.

Sec. 6.10: All interested persons shall be given an opportunity to be heard at the public meeting for or against any of the estimates of any item of the budget.

Sec. 6.11: After the conclusion of the public hearing the City Council may insert new items of expenditure or may increase, decrease or strike out items of expenditure in the general fund budget, except that no items or expenditures for debt service or other provision of law shall be reduced or stricken out. The City Council shall adopt a balanced budget, or adopt measures for providing additional revenues in the case that expenditures exceed revenues.

Sec. 6.12: The budget shall be adopted by the votes of at least a majority of Council not later than the 27th day of June. If the City Council has not taken final action on or before this date, the budget as submitted shall be deemed to have been finally adopted by the Council.

Sec. 6.13: An appropriation in addition to those contained in the general appropriation ordinance, except for the purpose of meeting a public emergency as provided for elsewhere in this charter, may be made by the Council, by not less than a majority affirmative vote of all members of Council, only if there is available in the general fund a sum unencumbered and unappropriated sufficient to meet such appropriation.

Sec. 6.14: The City Council shall hold at least one public hearing on the capital budget and shall take final action not later than twenty days after June 27, the date prescribed for the adoption of the general budget.

Sec. 6.15: The City Council may establish by ordinance a reserve fund for permanent public improvements and may appropriate thereto any portion of the general fund cash surplus not otherwise appropriated at the close of the fiscal year.

**Ordinance 4291 - Adopted February 22, 2003,[1]**
**Establishing the Budget and Fiscal Affairs Advisory Committee**

AN ORDINANCE to amend Chapter 4 (COMMITTEES, BOARDS AND COMMISSIONS), of Title 2 (GENERAL GOVERNMENT) of The Code of the City of Alexandria, Virginia, 1981, as amended, by adding thereto a new Article R (BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE).

THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

Section 1. That Chapter 4 of Title 2 of The Code of the City of Alexandria, Virginia, 1981, as amended, be, and the same is hereby, amended by adding thereto a new Article R to read as follows:

ARTICLE R

Budget and Fiscal Affairs Advisory Committee

Sec. 2-4-130 Creation, composition, organization and term.

(a) The Budget and Fiscal Affairs Advisory Committee initially established by Resolution No. 1464, is hereby established by ordinance and designated as a standing committee known as the Budget and Fiscal Affairs Advisory Committee.

(b) The members of the committee shall be appointed by the City Council as follows:

(1) seven members, one each of whom shall be designated by the mayor and members of city council;

(2) three members appointed at-large in accordance with the provisions of section 2-4-7 of this code;

(3) one member designated by the Alexandria School Board; and

(4) two members designated by the Alexandria Chamber of Commerce.

(c) The members designated by the mayor and members of city council, the school board, or the chamber of commerce shall serve at the pleasure of the mayor, member of council, school board or chamber of commerce designating such person, and any vacancies in such positions shall be filled in the same manner as the original appointment. Members appointed at large shall serve for a term of two years, and vacancies and reappointments shall be handled in the manner prescribed in section 2-4-7 of this code.

[1]The Budget and Fiscal Affairs Advisory Committee was established July 2, 1985, by Resolution 1129. Resolution 1464 amended Resolution 1129 by adding two representative of the Chamber of Commerce to the committee. Resolution 1129 has been replaced by Ordinance 4291 as a result of Council action on February 22, 2003.

(d) All members of the committee shall:

(1) by virtue of their education and employment in the public or private sector, have demonstrated competence in one or more of the following areas: accounting, financial analysis, budget and fiscal management, public finance, or urban economics;

(2) be residents of and residing in the City of Alexandria at the time of appointment and continue to do so during the term of their appointment. The provisions of section 2-4-7(d) notwithstanding, this provision may not be waived; and

(3) not be (i) a member of any other board or commission having one or more members appointed by the city council, or (ii) an employee of the city, the school board, the Alexandria Chamber of Commerce, or any agency of any such entity or organization.

(4) declare to the committee their position as an officer or director of any entity or organization, and abstain from discussing, participating or voting on any matter before the committee, that directly relates to any appropriation or grant made or awarded by or through the city to the entity or organization of which the member is an officer or director.

Sec. 2-4-131 Functions, powers and duties; staff assistance.

(a) The functions, powers and duties of the committee shall be to advise and support the city council as to:

(1) an examination of the city's budget procedures and process and ways of improving such procedures and process, including participation by the public therein;

(2) the forecasting of future revenue and expenditure requirements and the effect on the several taxes and fees levied by the city and burden of taxation imposed on Alexandria citizens and business organizations;

(3) an evaluation of the comparative tax, revenue and expenditure levels in Alexandria with those in neighboring jurisdictions and the effect of such differences on the ability of Alexandria to attract new residents and economic development; and

(4) such other tasks as may be requested by the city council.

(b) Except as expressly provided in this article, the committee may adopt rules and regulations in regard to procedure and other matters for the conduct of its business, so long as the same are not inconsistent with the city code, including, but not limited to, the establishment of committees through which it may carry on its functions, duties and purpose.

(c) Subject to the availability of funds and staff, and recognizing that the city manager must give priority attention to requests from the city council, the city manager is authorized to provide such staff or other assistance to the committee as requested, and to make such information available to the committee as is available to the public generally.

Section 2. That no provision of this ordinance shall be deemed to affect the appointments or terms of the members of the Budget and Fiscal Affairs Advisory Committee in office on the effective date hereof.

Section 3. That Resolution No. 1464 be, and the same hereby is, rescinded.

Section 4. That this ordinance shall become effective upon the date and at the time of its final passage.

**RESOLUTION NO. 2536**

**Setting Guidance for FY 2014 General Fund Operating Budget and Capital Improvement Program for FY 2014 - FY 2023**

**WHEREAS**, the City Council of Alexandria passed a resolution establishing Council's process for formulating the Operating Budget and the Capital Improvement Programs (CIP) during the term of this Council and requires that City Council set budget guidance for the City Manager and the School Board for the FY 2014 budget.

**WHEREAS**, the City Council held a public hearing regarding the FY 2014 budget on October 13, 2012; and

**WHEREAS**, the City Manager presented to City Council at its December 11, 2012 budget work session, preliminary forecasts of revenues and expenditures; and

**WHEREAS**, the City Council's deliberations on the budget each year reflect a balancing of the goals articulated in the City's Strategic Plan with the ability to pay for the appropriate level of services associated with those goals; and

**WHEREAS**, the City Council is committed to continuously improving City government effectiveness and efficiency and expects the City Manager and City staff to focus on achieving goals identified in the Strategic Plan; and

**WHEREAS**, the City Council is committed to continue providing core services expected of a municipal government and to continue to provide effective services and infrastructure for the residents and businesses of Alexandria; and

**WHEREAS**, the City Council will not make any material changes that may threaten the City's AAA/Aaa bond rating; and

**WHEREAS**, the City Council understands that it will be a challenge to achieve many of the goals delineated in the Strategic Plan with the resources currently available; and

**WHEREAS**, the City Council recognizes the need to measure the impact of programs and activities against the expected goals in the Strategic Plan, to deemphasize programs that may not be as closely aligned with those goals as defined by their long term outcome, to identify efficiencies, and emphasize a multi-year plan to link future budgets to the achievement of strategic goals and objectives;

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF ALEXANDRIA THE FOLLOWING:**

(a) Operating and Capital Improvement Program Expenditures: The City Manager may propose for Council consideration, increases in operating and capital project expenditures including compensation adjustments so long as any increased operating or capital project expense can be demonstrated as necessary to meet the strategic goals and objectives of the City, and/or can be demonstrated to diminish a specific risk to the community. Likewise, the City Manager may propose decreases in operating and capital project expenditures provided the decrease can be demonstrated to be of lesser utility in achieving the goals and objectives of the City's Strategic Plan. An appropriate source of revenue, compliant with applicable laws regarding revenue sources as established by the Code of Virginia, must be designated for all proposed operating and capital project expenditures.

(b) Taxes, Fees, Fines and Service Charges: The City Manager may propose changes to taxes, fees, fines and service charges that are equitable, fair and administratively feasible provided that these proposals are observant of the constraints imposed by the Code of Virginia. The City Manager is encouraged to propose updates to fees, fines and service charges on an appropriate frequency to ensure currency.

(c) Cost Saving Measures: The City Manager shall continually identify and implement cost saving measures and efficiencies in all City operations—and shall include an accounting of the fiscal impact of those measures in the proposed budget.

(d) Use of Surplus: The City Manager will recommend use of surplus funds first to ensure that the Capital Improvement Program includes sufficient cash capital funding, then to address one-time costs that positively impact the expected goals in the Strategic Plan.

(e) Capital Expenditures: The City Manager shall not decrease the cash capital commitment to the CIP below the levels in the approved FY 2013-2022 CIP.

(f) ACPS Funding: That the City Manager recommend for transfer to the Alexandria City Public Schools an appropriation equal the amount approved by City Council for FY 13, except that the City Manager may vary from the FY 13 approved appropriation if specifically to address anticipated changes in student enrollment or expense changes resulting from cost saving measures employed by ACPS.

(g) Capital Improvement Program (CIP): The City Manager's proposed base CIP shall include:

(1) Specific estimates for expenditures and revenues for FY 2014 through FY 2019 and preliminary estimates of revenue and expenditures for FY 2020 through FY 2023;

(2) Reservation of funding provided by the real estate tax reserved for transportation purposes;

(3) Compliance with the City's adopted debt policies for any debt issuance planned for FY 2014 through FY 2023;

(4) A proposal for financing the planned Potomac Yard Metrorail station including any debt policy amendments necessary to allow for the Metrorail station financing;

(5) Specific descriptions of projects that can be funded within recommended levels of funding and their costs estimated for all years (FY 2014 - FY 2023); and

(6) Capital Improvement Program Package: The City Manager shall propose a CIP Package for consideration by the City Council during its deliberations. This package shall:

(1) Reflect the commitment of additional revenue.

(2) Provide funding for projects that are either entirely unfunded in the base CIP or are only allocated funding in the latter 5 years of the proposed CIP.

(3) Projects included in this proposal shall directly align to the goals of the City's Strategic Plan, and shall work to address acute capital needs in:
a. Education physical plant capacity
b. Sewer and other basic infrastructure
c. Public Safety
d. Recreation enhancements

Adopted: January 8, 2013

WILLIAM D. EUILLE MAYOR

ATTEST:

Henderson, MMC City Clerk

**Resolution No. 2537**

**Budget Resolution Establishing The Process To Be Used To Adopt Operating Budgets and Capital Improvement Programs**

**WHEREAS**, the Alexandria City Council wishes to establish policies to guide upcoming budget deliberations to ensure responsible actions with current economic resources; and

**WHEREAS**, resolutions No. 2088, 2150, 2166, and 2256, and 2368 previously adopted by City Council have now expired; and

**WHEREAS,** City Council believes that flexibility is needed for both the preparation and evaluation of expense items as well as with regard to diversifying the sources of revenue available to fund the General Fund Operating Budget; and

**WHEREAS,** City Council's deliberations on the budget each year reflect a balancing of the needs of the community with the community's ability to afford services to meet those needs; and

**WHEREAS,** the City Council desires to provide the core services expected of a municipal government and to continue to provide quality services and facilities for the residents and businesses of Alexandria, but understands that economic reality will require significant trade-offs between services and revenues; and

**WHEREAS**, the City Council is committed to managing the cost of City General Fund operating and capital expenditures in order to properly balance the tax burden placed on the community; and

**WHEREAS**, the City Council is committed to achieving the vision and strategic goals, long term outcomes, objectives, and initiatives as outlined in the City Council's Strategic Plan; and

**WHEREAS**, City Council desires to allow for a thoughtful and deliberate budget process given the budget's complexity and importance;

**NOW, THEREFORE, BE IT RESOLVED** by the Council of the City of Alexandria, Virginia, that the Council shall, for the purposes of consideration of the Budget for the City of Alexandria, adopt this resolution and adhere to the following rules of procedure:

**Section (a)** The City Manager's Budget Submission to City Council and the Setting of Budget Guidance by City Council

(1) That the City Manager shall plan and prepare the proposed Operating Budget and proposed ten-year Capital Improvement Program and that such preparations shall include those programs and resources necessary to achieve the City Council Strategic Plan.

(2) That the City Manager shall present to City Council a preliminary forecast and outlook for (a) revenues and (b) expenditures necessary to maintain existing services and policies (including the City Manager's forecast of cash capital and debt service costs related to the most recently approved Capital Improvement Program).

(3) That City Council shall direct that the City Manager prepare a budget resolution to be adopted by City Council to guide the preparation of the upcoming Operating Budget and next Capital Improvement Program.

(4) That the City Manager shall submit a proposed Operating Budget and Capital Improvement Program to the City. Such budget shall meet any guidance for General Fund revenues and expenditures established by City Council and should include no more than one percent of unreserved fund balance.

**Section (b)** The Budget Submission to City Council by the Alexandria Public Schools (ACPS)

(5) That the Alexandria City School System shall separately present to City Council, but in a format coordinated with the City Manager, its preliminary forecast and outlook for (a) expenditures necessary to maintain appropriate services and policies, (b) the outlook for additional requests for Schools operating in the upcoming fiscal year and capital needs through the upcoming fiscal year and the succeeding 5 to 10 years, (c) the outlook for possible budget reductions and increases in fees, fines and charges for services, (d) the outlook for Federal and State grants, and the costs of meeting unfunded Federal and State mandates, both current mandates and projected new mandates.

(6) That the Board of the Alexandria City Public Schools is requested to propose an Operating Budget and Capital Improvement Program prior to the City Manager's submission so that any request may be considered, and as appropriate, incorporated into the City Manager's proposed budget to City Council. If the ACPS budget request exceeds or otherwise does not comply with any guidance regarding fiscal limitation provided by City Council to ACPS, then ACPS shall clearly identify what operating programs and activities would be funded if additional funding were provided.

**Section (c)** Actions of City Council Concerning The Budget Submissions of the City Manager and the Alexandria Public Schools (ACPS)

(7) That as part of a preliminary forecast of assessments and expenditures provided by the City Manager, City Council will consider this information and any other relevant information available to it at that time including the comments of residents provided via a public hearing.

(8) That the Council shall hold a budget public hearing on the City Manager's proposed budget in the month following the budget submission by the City Manager and should communicate the Preliminary Add/Delete list to the community. Any additional public hearing shall not conflict with or serve in place of a public hearing regarding the establishment of an effective tax rate as required by the Code of Virginia.

(9) That Council directs City staff to organize at least one public meeting outside of City Hall to present the budget to interested residents, and solicit input. Additionally, City staff shall provide an opportunity for residents and organizations to submit written budget comments to the Council in lieu of or in addition to participation in public meetings.

(10) That City Council shall consider these recommendations and endeavor to enact an Operating Budget and Capital Improvement Program that balance the needs of the community with the community's desire and ability to pay for services to meet those needs.

(11) That City Council plans to adopt such a budget resolution.

**Section (d)** Proposed Budget for the City of Alexandria

(12) For purposes of this resolution, the proposed budget of revenue rates and expenditure levels for the fiscal year shall be that proposed by the City Manager.

(13) For purposes of this resolution, the Chief Financial Officer shall provide revenue and/or expenditure projections for any motion or amendment that could affect the proposed budget specified in Section (a) (2).

**Section (e)** Maximum Expenditure Levels May Not Exceed Sum of Projected Revenue and Appropriation from Fund Balance in Proposed Budget

(14) It shall not be in order in the Alexandria City Council to consider any motion or amendment to the proposed budget of the City of Alexandria if:

(i) there has not been a Budget Memo or formal information request submitted that relates to the specific item proposed for consideration or a Council discussion of the proposal during a budget work-session or public hearing has not occurred; and

(ii) any such motion or amendment that has the effect of increasing any specific budget expenditures proposed by the City Manager or would have the effect of reducing any specific revenue proposed by the City Manager unless such motion or amendment provides for a specific offset of either expenditure or revenue and ensures the maintenance of the fiscal balance of the proposed budget; and

(iii) such motion or amendment is not provided in writing electronically or in hard copy to all members of Council and the City Manager or Chief Financial Officer at least 7 days before the first budget work session to consider such motions or amendments (the preliminary add-delete work session), or discussed at the preliminary add-delete work session to be considered at the final add-delete work session.

(15) In the Alexandria City Council, any appropriation from the Fund Balance or any like account beyond that proposed in the Manager's proposed budget shall require an affirmative vote of five Council Members.

(16) In the event that the City Manager recommends final revenue technical adjustments that result in a net increase or net decrease from the revenue estimates specified in section (b) of this resolution, the net change in the revenue estimate shall be reflected as a change in the proposed appropriation from the Fund Balance insofar as such a change does not affect the minimum limits established by the debt policy guidelines or other budgetary draw-down commitments. As specified in Section c (2), any appropriation from the Fund Balance beyond that proposed in the Manager's proposed budget, including the net effect of final revenue adjustments shall require an affirmative vote of five Council Members.

**Section (f)** Expiration - The provision of this resolution shall expire with the expiration of the term of this City Council.

Adopted: January 8, 2013

WILLIAM D. EUILLE MAYOR

ATTEST:

M. Henderson, MMC City Clerk

**City of Alexandria, Virginia**
**Financial Policies**

The following pages provide the principles and policies that guide the City's overall financial management. These policies include :

**Debt Related Financial Policy Guidelines** - These policies guide City Council and staff in determining the debt capacity of the City, managing the impact of debt service on the operating budget, and maintaining adequate fund balances to cope with unexpected financial problems or emergencies.

**Investment Policy** – These policies guide the City's Treasurer in the management of all cash and cash equivalents, defined in the City of Alexandria's Comprehensive Annual Financial Report (CAFR), excluding pension funds.

**Financial Management Self-Assessment Using Standard and Poor's Rating Criteria** – The City prepares this every year prior to going to the rating agencies for the affirmation of our credit rating. This checklist provides a self-assessment of all financial policies and procedures relevant to maintaining the City's financial sustainability.

## Debt Ratio Policies
## Debt Related Financial Policies

City Council passed a set of debt-related financial policies on June 9, 1987. During FY 1998, the Budget and Fiscal Affairs Advisory Committee (BFAAC), a City Council appointed citizen committee, analyzed these debt-related financial policies, and examined the City's financial condition in comparison to other jurisdictions with superior credit ratings (other double-triple A rated jurisdictions). The BFAAC and the City Manager recommended that City Council reaffirm the updated debt-related financial policies, incorporating BFAAC's recommended updates to the policies to establish a consistent set of appropriate relationships between debt targets and limits. Because three of the six debt indicators measure the debt capacity of the City in relation to the size of the City and its economy, BFAAC recommended that these indicators should not produce debt capacity limits that vary greatly from each other. Note the terminology has been updated to reflect required changes to government accounting rules.

City Council reaffirmed its commitment to sound financial management and adopted the updated debt-related financial policies on December 9, 1997. City Council amended the policies on October 26, 1999, to allow priority consideration for an increase in the assignment of fund balance for capital project funding.

On June 24, 2008, City Council adopted the City Manager's recommendation, endorsed by BFAAC, to revise the target and limit upward reflecting the ratio of debt as a percentage of total personal income.

These updated polices are as follows:

Debt as a Percentage of Fair Market Real Property Value
Target = 1.1 percent; Limit = 1.6 percent

This ratio indicates the relationship between the City's debt and the full value of real property in the City as assessed annually at fair market value. It is an important indicator of the City's ability to repay debt because real property taxes are the primary source of the City's revenues used to repay debt. A small ratio is an indication that the City will be better able to withstand possible future economic downturns and continue to meet its debt obligations.

Debt as a Percentage of Total Personal Income
Target = 3.2 percent; Limit = 4.5 percent

This percentage is a measure of the capacity of citizens to finance tax-supported debt. A lower percentage means that taxes required to repay debt represent a smaller portion of the average citizen's income.

Debt Service as a Percentage of General Government Expenditures
Target = 8.0 percent; Limit = 10 percent

This ratio is a measure of the City's ability to repay debt without hampering other City services. A small ratio indicates a lesser burden on the City's operating budget.

Unassigned/Uncommitted General Fund Balance as a Percentage of General Fund Revenue
Target = Not applicable; Limit = 10 percent

Unassigned General Fund Balance as a Percentage of General Fund Revenue
Target = 5.5 percent; Limit = 4.0 percent

Net Assets as a Percentage of General Revenues
Target = 5.5 percent; Limit = 4.0 percent

These ratios indicate the ability of the City to cope with unexpected financial problems or emergencies. The Unassigned/Uncommitted General Fund Balance represents the funds legally available to the City. It is desirable that the City maintain Unassigned/Uncommitted General Fund Balance that is comparable to the ratio maintained by other double-triple A rated jurisdictions, but not to fall below the limit of 10 percent. The Unassigned General Fund Balance corresponds to the checkbook balance of the City. Both balances are important to consider. The unassigned/uncommitted balance includes commitments that the City Council has made and assignments City management has made but presumably could change. Net assets correspond to stockholders' equity for publicly traded companies. The larger the Unassigned General Fund Balance or spendable net assets, the greater the City's ability to cope with financial emergencies and fluctuations in revenue cycles.

The ratios for Unassigned General Fund Balance and spendable net assets are calculated after adjusting for the effect of subsequent year's expenditures, and funding for future equipment replacement and capital projects, grants and contributions restricted to specific programs, and extraordinary and special items.

The City will not issue tax or revenue anticipation notes to fund ongoing governmental operations. The City of Alexandria will manage its cash in a fashion that will prevent any borrowing to meet working capital needs.

The City will not issue bond anticipation notes (BAN's) for a period of longer than two years. If the City issues a BAN for a capital project, the BAN will be converted to a long-term bond or redeemed at its expiration, but will not be rolled over.

The City will continue to rely on current revenue, including its fund balance, to finance its short-lived and maintenance-oriented capital improvements. The City believes in funding a significant portion of capital improvements on a pay as you go basis; therefore, the City will continue to finance short-lived and maintenance-oriented capital improvements with current revenues, and its fund balance. The priority to consider when additional General Fund revenues become available at the end of the fiscal year would be an assignment within the General Fund fund balance for pay as you go capital.

The City will not establish a trend of using General Fund equity to finance current recurring operations. The City's General Fund equity has been built over the years to provide the City with sufficient working capital and to enable it to finance equipment replacement, capital projects, and unforeseen emergencies without borrowing. To conserve the General Fund equity balance and to avoid reliance on this balance, the City will not finance recurring operations from the General Fund equity balance for periods longer than two years as confirmed by the audited financial statements. If the audited financial statements confirm that recurring operations have been funded from the General Fund equity balance for a period longer than two consecutive fiscal years, then the City will adopt in its next ensuing budget a balanced budget in which the operating revenues meet the operating expenditures without any consideration of the General Fund equity balance.

In accordance with the City Charter and in order to meet the debt ratio targets, to schedule debt issuance, and to systematically improve the capital structure, each year the City will prepare and adopt a six-year capital improvement program. This capital improvement program will identify the source of funding for all capital projects. The debt issuances that are a part of the capital improvement program will be structured to meet the City's debt policies and debt ratio targets.

The City Manager will prepare each year and submit a set of ten-year scenarios of possible future revenues and expenditures that match the ten-year Capital Improvement Program time horizon with the proposed budget to be considered by the City Council. Those scenarios will be updated to reflect the decisions of the City Council and issued with the approved budget. In order to improve financial planning and decisions, the City Manager also will annually prepare with the approved budget a set of ten-year scenarios of possible future General Fund revenues and expenditures and their effects on the debt-related financial policy ratios outlined above, including the effect of planned borrowing under the approved CIP.

In accordance with the Government Finance Officers Association budget review requirements, this table, taken from the City's FY 2012 Comprehensive Annual Financial Report, is repeated here:

City of Alexandria, Virginia
Computation of Legal Debt Margin
as of June 30, 2012

| | | |
|---|---|---|
| Assessed Value of Real property, January 1, 2012 | | $33,782,697,985 |
| Debt Limit: 10 Percent of Assessed Value | | $3,378,269,799 |
| Amount of Debt Applicable to Debt Limit: | | |
| General Obligation Bonds | $459,060,000 | |
| Less Total General Obligation Debt | | ($459,060,000) |
| LEGAL DEBT MARGIN REMAINING | | $2,919,209,799 |

Limitations on the Incurrence of General Obligation Debt:

There is no requirement in the Virginia Constitution, the Virginia Statutes or in the Charter of the City of Alexandria that the issuance of general obligation bonds of the City be subject to approval of the electors of the City at referendum.

Under the City Charter, the City Council has full authority to authorize and issue general obligation bonds. The authorizing procedure consists of the passage on first reading of an ordinance authorizing the issuance of the bonds followed by a notice of public hearing at a subsequent meeting and the final passage on second reading following the public hearing.

The only constitutional limitation on the issuance of general obligation bonds is contained in Article VII, Section 10 of the Virginia Constitution, which states that: No city or town shall issue any bonds or other interest-bearing obligations which, including existing indebtedness, shall at any time exceed ten percent of the assessed valuation of real estate in the city or town subject to taxation, as shown by the last preceding assessment for taxes.

City of Alexandria, Virginia
Investment Policy
Adopted June 4, 2008

1.Policy Statement

It is the policy of the City of Alexandria that the administration of Deposits of Cash and Cash Equivalents, and their investment, shall be handled as its highest public trust. Investments shall be made in a manner that provides maximum security of principal invested and conforms to all applicable statutes of the Commonwealth of Virginia governing the investment of public funds. The portfolio shall consist of U.S. Treasuries, Agencies, "prime-quality" commercial paper (suspended pending future authorization by the City's Investment Committee), repurchase agreements and/or the Virginia Local Government Investment Pool. The portfolio shall have an average maturity of up to one year, while remaining liquid to meet the daily cash flow needs of the City. The receipt of a market rate of return will be secondary to safety and liquidity requirements.

2. Scope

This investment policy applies to all Deposits of Cash and Cash Equivalents, defined in the City of Alexandria's Comprehensive Annual Financial Report (CAFR), excluding pension funds. The City commingles its funds into one pooled investment fund for efficiency and maximum investment opportunity. Any new Deposits of Cash and Cash Equivalents will also be commingled unless specifically exempted by City Council and this policy. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

3. Objective and Strategy

It is the policy of the City of Alexandria that all Deposits of Cash and Cash Equivalents shall be managed and invested with three primary objectives, listed in order of their priority: safety, liquidity and yield.

a.Safety of Principal. Safety of principal is the foremost objective of the City of Alexandria. Investments of the City shall be made in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

The City will minimize credit risk, the risk of loss due to the failure of the security issuer or backer, by:

Limiting investments to the safest types of securities.

Pre-qualifying the financial institutions, broker/dealers, intermediaries and advisers with which the City will do business.

Diversifying the investment portfolio so that potential losses on individual securities will be minimized.

The City will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates, by:

Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.

Investing operating funds primarily in shorter-term securities.

b. Liquidity. The City of Alexandria's investment portfolio will remain sufficiently liquid to enable it to meet all operating requirements that might be reasonably anticipated. This will be accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio will consist largely of securities with active secondary or resale markets.

Cash flow forecasting is designed to ensure adequate liquid funds to meet the City of Alexandria's cash-flow requirements. Supplemental to the financial and budgetary systems, the Investment Committee and the external cash manager will maintain a cash-flow forecasting process designed to monitor and forecast cash positions for investment purposes.

c. Yield. The City of Alexandria's investment portfolio shall be structured with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and liquidity needs. "Market rate of return" may be defined as the average yield of the current six-month U.S. Treasury Bill. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

A security with declining credit may be sold early to minimize loss of principal.
A security swap would improve the quality, yield, or target duration in the portfolio.
Liquidity needs of the portfolio require that the security be sold.

4. Legal Limits, Responsibilities, and Authority

Specific parameters for the investment of public funds in Virginia are found in Sections 2.2-4500 through 2.2-4606 of the Code of Virginia.

5. Delegation of Investment Authority

The Deputy City Manager, the Director of Finance, and the Treasury Division Chief are designated as the City's Investment Committee and are responsible for investment management decisions and activities. The Investment Committee may delegate the daily investment activities to an external cash manager procured through the competitive bidding process or to the Investment Division of the Virginia Department of the Treasury, which manages the Virginia Local Government Investment Pool. The Investment Committee is responsible for considering the quality and ability of the City staff and external cash manager involved with investment management and procedures. All participants in the investment process shall seek to act responsibly as custodians of the public trust.

The external cash manager shall develop and maintain written administrative procedures and internal controls specific to the City of Alexandria's investment program, which are consistent with this investment policy. These procedures will include TBMA Master Repurchase Agreements, master custodial agreements, wire transfer agreements, internal controls, authorized investments, authorized dealers, diversity and maturity limitations, safekeeping and collateralization, delivery versus payment, and other investment-related activities. The written procedures will be approved initially, and reviewed annually, by the Investment Committee and the City's independent auditors.

The external cash manager shall be responsible for all transactions undertaken and shall establish controls to regulate the activities of subordinate officers and staff. The external cash manager shall designate a backup in the event circumstances require timely action when the external cash manager is not available.
No officer or designee may engage in any investment transaction except as provided under the terms of this policy and the external cash manager's written procedures, once they are approved by the Investment Committee.

6. Prudence

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing the City's overall portfolio. The standard states:
"Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the expected income to be derived."
Limitation of personal liability. The Investment Committee, and those delegated with investment authority under this policy, when acting in accordance with the written procedures and this investment policy, and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

7. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial or investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

8. Internal Controls

The external cash manager shall establish written internal controls that will be reviewed annually by the Investment Committee and by the City of Alexandria's independent auditors. The controls shall be designed to prevent loss of public funds due to fraud, employee error, misrepresentation by third parties, unanticipated market changes or imprudent actions by employees of the City of Alexandria or of the external cash manager. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

The internal controls shall address the following points:

Control of collusion
Separation of transaction authority from accounting and recordkeeping
Custodial safekeeping
Avoidance of physical delivery securities
Clear delegation of authority to subordinate staff members
Written confirmation of transactions for investments and wire transfers
Development of a wire transfer agreement with the lead bank and third-party custodian

9. Authorized Financial Dealers and Institutions

All investment transactions on behalf of the City of Alexandria must be restricted to approved broker/dealers. The external cash manager shall maintain a list of brokers and dealers, which are approved for investment purposes. For brokers and dealers of government securities, the external cash manager shall select only primary government securities dealers that report daily to the New York Federal Reserve Bank. Investment officers shall not conduct business with any securities dealer with whom or through whom public entities have paid excessive prices or have sustained losses on investments through mismanagement by the securities dealer. The external cash manage must periodically (at least annually) assess the financial strength and integrity of the broker/dealer firms and the individual account representatives with whom it does business. The list must be approved by the City's Investment Committee before investing any City funds. The following criteria must be met by those firms on the list:

a. Provide an audited financial statement for the most recent period.
b. Proof of certification by the National Association of Securities Dealers.
c. Proof of current registration with the State Securities Commission.
d. Completion of the City of Alexandria's broker/dealer questionnaire.

In addition, the supervising officers at each depository, recognized securities broker/dealer, and the external cash investment management service shall submit certifications that they have reviewed this investment policy and agree to disclose potential conflicts or risks to public funds that might arise out of business transactions between the firm/depository and the City of Alexandria. All depositories and the external cash manager shall agree to undertake all reasonable efforts to preclude imprudent transactions involving City funds.

The supervising officer of the depositories or firms shall agree to exercise due diligence in monitoring the activities of other officers and subordinate staff members engaged in transactions with the City. Employees of any firm or financial institution offering securities or investments to the City of Alexandria shall be trained in the precautions appropriate to public sector investments and shall be required to familiarize themselves with the City's investment objectives, policies, and constraints.

As investments are made, the external cash manager shall rotate from the authorized bidder's list for bids/offers. An attempt will be made to alternate to all names on the list.

10. Authorized Investments

Under this policy, investments shall be limited to the instruments listed below. The investments are to be chosen in a manner that promotes diversity of issuer and maturity. The choice of high-grade government instruments is designed to ensure the marketability of those investments should liquidity needs arise.

a. Obligations of the United States Government, and direct borrowings of United States Government Agencies and Instrumentalities, and United States Government Sponsored Enterprises, with a stated maturity not to exceed three years and a liquid market with a readily determinable market value.

b. Repurchase agreements, collateralized by U. S. Treasuries, not to exceed 180 days to stated maturity. An executed TBMA Master Repurchase Agreement with supplemental amendments must be on file with the City of Alexandria and the counter party bank or primary dealer.

To anticipate market changes and provide a level of additional security for all funds, the collateralization level required will be 102 percent of the market value of the principal and accrued interest. U. S. Treasury Notes will be the only acceptable securities for collateral.

c. "Prime Quality" commercial paper, with a maturity of 270 days or less, of issuing corporations organized under the laws of the United States, or of any state thereof including paper issued by banks and bank holding companies. (Suspended pending future authorization by the City's Investment Committee.) "Prime Quality" shall be as rated by at least two of the following: Moody's Investor Services,Inc., within its NCO/Moody's rating of prime 1, by Standard & Poor's, Inc., within its rating of A-1, by Fitch Investor's Services, Inc., within its rating of F-1, or by Duff and Phelps, Inc., within its rating of D-1, or by their corporate successors, provided that at the time of any such investment: 1. The issuing corporation, or its guarantor, has a net worth of at least fifty million dollars; and 2. The net income of the issuing corporation, or its guarantor, has averaged three million dollars per year for the previous five years: and 3. All existing senior bonded indebtedness of the issue, or its guarantor, is rated "A" or better or the equivalent rating by at least two of the following: Moody's Investors Services, Inc., Standard & Poor's, Inc., Fitch Investor's Services, Inc., or Duff and Phelps, Inc. The commercial paper must be backed by a bank line of credit equal to 100 percent of the issuer's outstanding commercial paper.

d. Virginia Local Government Investment Pool.

The external cash manager must review the portfolio at least weekly to ensure compliance with the City's investment policy and to review the credit ratings of all securities in the investment portfolio. The external cash manager will promptly notify the Investment Committee in the event that any investment no longer meets the original purchase requirements. The external cash manager and the Investment Committee will then review and discuss available alternatives and arrive at an agreed upon course of action. The external cash manager will issue monthly reports confirming their findings.

Competitive Bidding Requirement. Securities will only be purchased or sold after (3) offers/bids are taken to verify that the City of Alexandria is receiving fair market value/price for the investment. Records will be maintained of the bids offered, the bids accepted, and the justification for each investment decision.

Delivery Versus Payment. All security transactions, including collateral for repurchase agreements, entered into by, or on behalf of, the City of Alexandria, shall be conducted on a delivery versus payment (DVP) basis. Written trade confirmation tickets must be received by the external cash manager and Treasury Division Chief within three business days of all trades. A manager who is not authorized to buy or sell securities for this portfolio must receive and review the written trade confirmation tickets. The written trade confirmation ticket must provide the trade date, par value, maturity, interest rate, price, yield, settlement date, description of security purchased, issuer's name, amount due, third-party custodial information, and show City of Alexandria as owner of security.

11. Unauthorized Investments

a. The City will not "sell short," i.e., sell something it does not own in hope of buying it later at a lower price.
b. The City will not buy on margin.
c. The City will not contract for future delivery.
d. The City will not deal in futures or options of any kind.

12. Diversity and Maturity Limitations

The investment portfolio shall be diversified by:

limiting investments to avoid overconcentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities),
limiting investment in securities that have higher credit risks,
investing in securities with varying maturities, and
continuously investing a portion of the portfolio in overnight repurchase agreements to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

Diversification strategies shall be established and periodically reviewed. At a minimum, diversification standards by security type and issuer shall be:

| | Security Type | Maximum Percentage of the Total Funds Available For Investment |
|---|---|---|
| a. | U. S. Treasuries and securities with the U. S. Government's guarantee | 85% |
| b. | U. S. Government agencies and instrumentalities | 85% |
| c. | Repurchase agreements, fully collateralized by U. S. Treasuries | 50% |
| d. | Commercial Paper (in total) | 35% |
| e. | Commercial Paper of any one Issuing Corporation | 5% |
| f. | Virginia Local Government Investment Pool | 100% |

The external cash manager shall diversify maturities, and to the extent possible, match investments with anticipated cash flow requirements. Matching maturities with cash flow dates will reduce the need to sell securities prior to maturity, thus reducing market risk. The average maturity of the City's investment portfolio at the end of any given month shall be up to one year. No less than $15 million will be invested in securities with maturities of 14 days or less. Excluding the Virginia Local Government Investment Pool, securities with more than 36 months to maturity are not authorized for the City's investment portfolio.

13. Safekeeping and Collateralization

All trades where applicable will be executed by delivery versus payment (DVP) to ensure that all securities are deposited in an eligible financial institution prior to the release of funds. Securities will be held in safekeeping in the City of Alexandria's name in a segregated or pledged position in the Trust Department's account of an independent third-party custodial bank at the Federal Reserve Bank or Depository Trust Company (DTC). The custodial bank may not be within the same holding company as the bank from which the securities are pledged. At no time will the City's securities or collateral for repurchase agreements be commingled with those of other investors.

All safekeeping arrangements shall be approved by the Investment Committee and an agreement of the terms executed in writing. The third-party custodian shall issue original safekeeping receipts to the external cash manager, and duplicates to the Treasury Division Chief, listing each specific security, rate, description, maturity and cusip number. Each safekeeping receipt will clearly state that the security is held for the City of Alexandria or pledged for the City of Alexandria.

14. Perfected Security Interest

To ensure the City has a perfected security interest, the external cash manager must obtain written authorization from the City's Investment Committee prior to selling any security from the City's investment portfolio. Prior to making a purchase on behalf of the City, the external cash manager must notify the City's Investment Committee of the par value, maturity range, and type of security to be purchased.

15. Performance Evaluation and Reporting

By the fifth of each month, the external cash manager shall submit monthly reports to the Investment Committee containing sufficient information to permit an informed outside reader to evaluate the performance of the investment program. By July 5 each year, the external cash manager shall submit an annual report to the Investment Committee. The reports will be prepared and reviewed by individuals who are not responsible for buying and selling securities. In addition, the market value of the portfolio shall be calculated at least monthly and a statement of the market value of the portfolio shall be issued at least monthly. The reports will summarize investment activity and include, at a minimum, the following information:

Monthly Investment Portfolio Inventory Reports. Securities will be grouped by type, and will include the following information:

Name of issuer
Par amount
Coupon Rate
Contractual maturity date
Call date, if applicable

Amortized cost (book value)
Fair value (market value)
Expected yield
Unrealized gain or loss
Credit rating
CUSIP number
Purchase price
Original dollar amount of premium or discount
Yield to maturity or total return if held to maturity
Yield to call, or total return if held to call, if applicable
Interest received
Accrued interest
Amortized/Accretion Premium/Discount
Percentage of total portfolio that specific security comprises

Monthly Investment Portfolio Activity Reports. Listing of purchases, sales, calls, maturities, interest received, rating upgrades and rating downgrades, and beginning and ending par, book, and market values.

Monthly Investment Portfolio Liquidity Reports. Listing of investments by maturity date, and a maturity breakdown of the portfolio by type of investment and by time period.

Monthly Investment Portfolio Earnings Summary Reports. Listing of interest earnings accrued, amortization/accretion, and total earnings for the month and fiscal year-to-date.

Monthly Investment Portfolio Unrealized Gains and Losses Report.

Monthly Investment Portfolio Performance Reports. Listing of average weighted yield-to-maturity and yield-at-cost for current month and fiscal year-to-date, with comparison to the six-month U.S. Treasury Bill and average Federal Funds Rate.

Monthly Investment Policy Compliance Reports.

16. Policy Considerations

This policy shall be reviewed on an annual basis. The City's Investment Committee must approve any change.

# Reduction in Force (RIF)

**Administrative Regulation 6-22 – Effective January 18, 2012**

## AUTHORITY

The authority for the implementation of this Administrative Regulation is contained in the City Charter and in those City Code sections defining the authority of the City Manager to establish administrative procedures for the direction, supervision and coordination of personnel within the administrative branch of City government, and for the use of City equipment, services and facilities.

## PURPOSE

This Administrative Regulation will establish the policy of the City Administration in the event of a Reduction in Force (RIF) of the employees of the City of Alexandria.

## POLICY

The City of Alexandria will implement a Reduction in Force only when such action is required by an identified service reduction. Such a service reduction may be the result of a policy decision by the City Council, or it may be made necessary by program modification or funding shortfall.

A reduction in force is to be accomplished in a way which will reduce adverse effects on employees to the greatest extent which is reasonable under the circumstances, and in a manner consistent with the City's commitment to diversity.

Exceptions to any part of this policy may be made by the City Manager, as needed to ensure that service levels are maintained. Events not expressly covered by this policy shall move forward with a recommendation by the Director of Human Resources and ultimate decision by the City Manager.

## REDUCTION IN FORCE

The administration shall consider the following:

1. Normal attrition.
2. Job sharing or reduced work schedules.
3. Termination of temporary appointments in the affected classifications.
4. Layoff of regular employees in the affected classifications.

## DEFINITIONS

**Administration:** The City Manager or his or her designee.

**Affected Classification:** The position classification to which the employee is assigned when he/she becomes subject to the reduction in force procedure.

**Department:** All offices, divisions, and other work units that are under the control of a single Department head.

**Month:** For the purposes of seniority, a month is credited after an employee serves 15 calendar days of the month in which the employee is in a paid status.

**Probationary Employee:** An employee who is serving the first twelve months of a regular position is considered to be a probationary appointment. The initial probation may be extended up to an additional six months. Employees are removed from probationary status by written approval of their department head or designee.

**Reduction in Force (RIF):** A Reduction in Force is the elimination of a position or positions due to an identified service reduction, a change in a work program, design or service within a department or City-wide, or a technological change or advancement that impacts work force needs. Employees subject to a RIF may be separated from the City payroll.

**Grant Funded Employee (Restricted/Unrestricted):** A source of funding for an employee's position. May include grant only or grant/City funding sources.

**Service Needs:** A position within an affected classification that requires unique knowledge, skills, and abilities that are not required for every position in the affected classification and that cannot be acquired by other employees in 6 months or less.

**Temporary Appointment Employee:** This includes any City employee designated as seasonal, undefined, temporary, regular/limited term. Exceptions from the RIF of temporary appointments can be made based on the service needs of the department.

## REDUCTION IN FORCE PROCEDURE

The City Manager will make a determination of a need to reduce the work force as the result of a reduction in service or as the result of inadequate funding to meet payroll obligations for any specific program, and within a department. The affected Department Head will recommend to the Office of Management and Budget the positions to be eliminated through the Goal Group process. The Director of Management and Budget, in concert with the Director of Human Resources will forward recommendations with appropriate comments to the City Manager. Upon the approval of the City Manager, the Human Resources Director shall be responsible for the implementation of the Reduction in Force directive. The directive shall specify the number of positions in each

classification to be affected. The following procedures will be followed unless an exception is approved by the City Manager:

Step 1. Normal Attrition

Upon receipt of the determination of the City Manager to implement a Reduction in Force, the Director of Human Resources may halt the processing of advertising or selection for classifications of employees indicated in the RIF order.

Step 2. Notice to Affected Employees on the City Payroll

The Director of Human Resources shall develop a list of employees by classification. This list will be used to identify the affected classifications in the RIF order. The Human Resources Director will issue a written termination notice to employees in the affected classifications as soon as practicable upon receipt of the RIF order. Individual employees will be given a written notice with a minimum of thirty (30) days prior to termination. Copies of all such notices will be forwarded to the employing department.

Step 3. Human Resource Department Job Search Assistance

Every effort will be made by Human Resources staff to assist employees to apply for positions which are vacant and approved for hire by the Office of Management and Budget. The ability of the employee to perform the work assignment will be assessed in the application process. Employees will serve a new probationary period of one year. All employees so placed will be evaluated at the end this probationary period and their demonstrated performance will be the sole basis of any determination to retain or to terminate the employee from the assignment.

Step 4. Layoff of Regular Employees

The layoff of regular employees will be initiated, if necessary, to complete the reduction specified in the RIF order. Placement on the Recall List will be made by job classification and seniority.

## SALARY ASSIGNMENTS

Regular full-time and part-time employees placed as the result of this Administrative Regulation, to a work assignment in their same position/classification, shall retain their same salary step and within-scale eligibility date. Employees who accept a lower classification shall be placed on the step of their new salary grade which is the nearest to their original salary. If placed between two pay steps, the employee will receive the higher step in the new grade.

Employees will receive a new merit date that documents the start of the one-year

probation. Employees, who accept a position whose salary is at the top of or above the pay scale, shall have their salary frozen at their current salary level until the range exceeds their current salary.

## SEVERANCE PAY

Severance pay is authorized to be paid at an employee's current rate of pay at the time of lay off and granted to Regular employees laid off under the procedures of this regulation and in accordance with the following formula. The pay does not count toward hours worked in any pay period in which it is granted. Employees who are affected by the RIF who elect to retire in lieu of a non-retirement separation are eligible for severance pay.

| Completed YEARS OF SERVICE | WEEKS OF SEVERANCE PAY |
|---|---|
| 0 to 5 | 3 weeks pay |
| 6 to 10 | 4 weeks pay |
| 11 to 15 | 5 weeks pay |
| 16 or more | 6 weeks pay |

## REEMPLOYMENT AND RECALL LISTS

All employees in good standing who are affected by the RIF action will be placed on a Recall List for their position/classification for a period of one year from separation. All future vacancies in these classifications will be filled based on job classification and then seniority with the City for the duration of the Recall List. The individual must possesses the necessary skills and experience to perform the duties of the vacancy. Individuals recalled to fill the same classification from which they were removed (vacated) will be restored to regular employment and at the same step/grade. Individuals recalled to a classification other than that in which they have been previously employed will be required to satisfactorily complete a new one-year probationary period. If an employee accepts an alternative city position (one which they may have applied for and were selected), will be removed from the Recall List.

## EMPLOYEE RESPONSIBILITY

Any employee laid off and placed on a Recall List will be responsible for notifying the City Human Resources Department of any change in address or telephone number. Employees will be notified to return to work by registered mail. Any employee who fails to report to work as directed (within ten working days) following receipt of notification to return to work, will forfeit all further recall rights.

## AID TO EMPLOYEES

Individuals who are laid off under this Administrative Regulation shall be entitled to Unemployment Compensation as provided by the Code of the Commonwealth of Virginia. The City Human Resources Department will provide assistance to aid in filing for such unemployment compensation. Laid off employees will be paid for any earned annual leave or compensatory time (if eligible for payment) on the next pay day following their lay off. Upon re-employment within six months, all earned but unused sick leave will be reinstated if not reduced to zero by a sick leave payout at termination. The employee's annual leave accrual rate at the time of the layoff will be restored upon reemployment in a benefited position if the employee is rehired within six months.

All recalled employees shall be subject to the provisions of AR 6-18, for purposes of reemployment and RIF. For the duration of any lay off, laid off employees will be given priority consideration for any employment opportunity for which they apply and are qualified.

## GRANT FUNDED OR PARTIALLY GRANT FUNDED POSITIONS

A grant funded position is considered restricted when the grant and required match is funding only the scope of the position outlined in the grant. This position would not be expected to backfill other duties in the City or assist in a different capacity for the general City benefit as in doing so would be outside the scope of expectations outlined in the grant. Under this scenario, the employee occupying this position is not subject to the RIF policy.

A grant funded position is considered unrestricted when the grant and its required match supports a greater level of service or benefit to an existing City service/benefit, or when the grant covers a broad range of duties not intended in its award to be directed to a specified position or number of positions. The employee(s) occupying this position is subject to the City's RIF policy.

Positions created to perform restricted grant functions that aren't fully supported by the grant are subject to the benefits in the City's RIF policy. Existing positions that are subsequently assigned in whole or in part to restricted grant functions are also subject to the City's RIF policy.

Using the aforementioned definitions, the Human Resources Department in conjunction with Office of Budget and Management will create lists of employees who are, and are not subject to the City's RIF policy.

## APPEAL

Any employee who believes that the City did not follow the prescribed RIF process as specified in this Administrative Regulation shall have access to an administrative hearing with the Director of Human Resources, utilizing the procedure contained in A.R. 6-20. A

reduction in force implemented under this Reduction in Force regulation is not grievable pursuant to A.R. 6-21, Grievance Procedure, (IV)(B)(6).

# Table of Contents
# For Appendices


A. Compensation Philosophy……..... 23-2

B. General Salary Schedule…… 23-5

C. Police Salary Schedule…… 23-7

D. Sheriff Salary Schedule…… 23-9

E. Fire Salary Schedule…… 23-11

F. Physicians Salary Scale…….. 23- 13

G. FY 2014 City Holidays…….. 23-14

# City of Alexandria Compensation Philosophy

**Overview**

The statement of compensation philosophy is intended to provide a broad framework for the City Council, management, employees and the citizens in order to understand and guide decisions that affect pay. It is designed to reflect the importance public employees play in the delivery of services and programs to the community; that compensation is a clear measure of that importance; and that there is fair and equitable treatment of all employees, regardless of race, gender, or disability, and in accordance with EEO/AA goals. In addition, the statement establishes the commitment and necessity to maintain comparability with jurisdictions that are most likely to affect recruitment and retention of employees.

**Competitiveness and Comparability**

The intent of the compensation philosophy is to maintain a competitive compensation program in order to attract, retain, and motivate qualified employees. To that end, the following principles govern compensation programs:

- Pay programs are intended to be competitive at a minimum with the average pay of comparator organizations in the primary labor market. The primary labor market is currently defined as the Counties of Arlington, Fairfax, Prince William, Montgomery and Prince George's.
- From time-to-time, the City may recommend that other comparators should be used (e.g., Commonwealth of Virginia, agencies of the Federal government, or private sector employers or industry groups) where information from the primary labor market is considered insufficient to attract/retain specific positions or classification groups.
- In all instances, for benchmark jobs, information for an assessment of pay competitiveness will be ascertained through reliably published compensation survey data.
- Every two years, the City will conduct a market study of benchmark positions to determine the competitive posture of the organization, and propose a plan of action. The City may determine if a classification needs review in the interim.

If an average salary falls below market averages to the extent that attracting and retaining qualified employees may be jeopardized, the City will propose action necessary to align the position or classification with the competitive marketplace for implementation in the next fiscal year or sooner, if financially feasible.

**General Salary Adjustments**

Annually, the City Manager will recommend a budget for general salary adjustments that is based upon:

- Overall competitive posture of the organization
- Market rate adjustments
- Comparator organizations in the primary labor market
- Financial affordability

# City of Alexandria Compensation Philosophy

Pay Scales

The City will promulgate pay scales for all employees that will provide information on salary increases that an employee may expect from year-to-year if performing satisfactorily. In the public safety classifications, the pay scale schedules will differ from the general employee classifications.

For City employees, the annual increases in base salaries from year to year will be based on meeting established performance standards. In all cases, employees will know performance expectations to advance in-grade and career development opportunities to advance to another grade.

The specific schedules will be competitive at 100% (Approved by City Council – Item #12 dated 12-13-06) of the average pay levels for the relevant labor market, and will be adjusted whenever necessary to maintain market competitiveness.

Salary increases from the pay scale are a function of performance-merit. Such increases are recognition of performance that meets and exceeds expectations. Merit increases are not automatic.

All employees should be made aware that such increases are recognition of performance that meets and exceeds expectations. Performance standards and supervisory evaluations should stress that merit increases are not automatic.

**Career Development Increases**

The City will develop a structure to provide salary increases to recognize the attainment of career levels and developmental milestones that assure that the City's career positions are paid comparable with those in the primary labor market. Such a structure enables existing employees in career jobs within the City to receive pay increases in addition to merit, and enables the City to target its pay to those employees who grow in skill and capability.

**Education and Tuition Assistance**

An objective of compensation is to encourage and support advanced study, education and degree attainment for job-related courses and programs. The City will prepare and disseminate procedures for applying for and receiving education and tuition assistance, including the academic grades or measures necessary for an employee to be reimbursed and the type of course work that is authorized. The amount to be budgeted for this program will be the average of the budgets for the primary comparator jurisdictions. (A.R. 6-16, Employee Educational Tuition Assistance Program, was recently updated.)

# City of Alexandria Compensation Philosophy

**Incentives**

It is also the intent of the compensation philosophy to provide financial incentives for extraordinary and exemplary performance in two categories. First, with the recommendation of the City Manager and the approval of the City Council, an employee may be given a taxable cash award ranging from $1000 to $10,000. Such awards are to be given only in those instances where performance or contributions are deemed unique, truly extraordinary, and significantly beneficial to the City.

Second, there should be a program for rewarding employees at any time who demonstrate exemplary performance significantly beyond job expectations. Taxable cash awards in this category may be given to a maximum of $500, with typical awards being between $100 and $250. The City Manager should recommend a specific budget allocation to be made available for awards in this category, with procedures for determining selection of incentive awards. In either category, these awards are one-time cash awards and should not be considered increases in base salary or benefits.

**Exceptions**

Nothing in this compensation philosophy statement should be construed as a required benefit in the event that the City experiences a decline in revenue or revenue growth lower than the projected increase in expenses. "Revenue" is currently defined as the two largest components of operating revenue: the real property tax base and the projected total personal property tax base. As with all budget decisions, merit increases, market rate adjustments and funds for other employee benefits are subject to annual appropriation.

Revised June 25, 2010

# City of Alexandria Pay Scale

## GENERAL SALARY SCALE

| Step | C | D | E | F | G | H | I | J |
|---|---|---|---|---|---|---|---|---|
| Pay Increase | 5.00% | | | 3.50% | | | | |
| Grade | | | | | | | | |
| GS1 | ****** | ****** | ****** | ****** | 27,889.43 | 28,865.56 | 29,875.85 | 30,921.51 |
| GS2 | ****** | ****** | ****** | 28,153.28 | 29,138.64 | 30,158.50 | 31,214.04 | 32,306.54 |
| GS3 | ****** | ****** | 28,463.77 | 29,460.00 | 30,491.10 | 31,558.29 | 32,662.83 | 33,806.03 |
| GS4 | ****** | 28,360.66 | 29,778.69 | 30,820.95 | 31,899.68 | 33,016.17 | 34,171.74 | 35,367.75 |
| GS5 | 28,536.45 | 29,963.27 | 31,461.44 | 32,562.59 | 33,702.28 | 34,881.86 | 36,102.72 | 37,366.32 |
| GS6 | 29,843.48 | 31,335.65 | 32,902.44 | 34,054.02 | 35,245.91 | 36,479.52 | 37,756.30 | 39,077.77 |
| GS7 | 31,232.80 | 32,794.44 | 34,434.16 | 35,639.35 | 36,886.73 | 38,177.77 | 39,513.99 | 40,896.98 |
| GS8 | 32,689.98 | 34,324.48 | 36,040.71 | 37,302.13 | 38,607.71 | 39,958.98 | 41,357.54 | 42,805.05 |
| GS9 | 34,329.22 | 36,045.68 | 37,847.97 | 39,172.65 | 40,543.69 | 41,962.72 | 43,431.41 | 44,951.51 |
| GS10 | 35,831.96 | 37,623.56 | 39,504.74 | 40,887.40 | 42,318.46 | 43,799.61 | 45,332.60 | 46,919.24 |
| GS11 | 37,523.78 | 39,399.97 | 41,369.97 | 42,817.92 | 44,316.55 | 45,867.63 | 47,472.99 | 49,134.55 |
| GS12 | 39,292.29 | 41,256.91 | 43,319.75 | 44,835.94 | 46,405.20 | 48,029.38 | 49,710.41 | 51,450.28 |
| GS13 | 41,150.00 | 43,207.50 | 45,367.87 | 46,955.75 | 48,599.20 | 50,300.17 | 52,060.67 | 53,882.80 |
| GS14 | 43,227.79 | 45,389.18 | 47,658.64 | 49,326.69 | 51,053.12 | 52,839.98 | 54,689.38 | 56,603.51 |
| GS15 | 45,382.97 | 47,652.11 | 50,034.72 | 51,785.94 | 53,598.44 | 55,474.39 | 57,415.99 | 59,425.55 |
| GS16 | 47,656.32 | 50,039.14 | 52,541.10 | 54,380.04 | 56,283.34 | 58,253.25 | 60,292.12 | 62,402.34 |
| GS17 | 50,036.08 | 52,537.88 | 55,164.77 | 57,095.54 | 59,093.89 | 61,162.17 | 63,302.85 | 65,518.45 |
| GS18 | 52,541.92 | 55,169.01 | 57,927.46 | 59,954.92 | 62,053.35 | 64,225.21 | 66,473.10 | 68,799.66 |
| GS19 | 55,164.03 | 57,922.23 | 60,818.34 | 62,946.98 | 65,150.13 | 67,430.38 | 69,790.45 | 72,233.11 |
| GS20 | 57,919.09 | 60,815.04 | 63,855.79 | 66,090.75 | 68,403.92 | 70,798.06 | 73,275.99 | 75,840.65 |
| GS21 | 60,815.65 | 63,856.43 | 67,049.25 | 69,395.97 | 71,824.83 | 74,338.70 | 76,940.56 | 79,633.47 |
| GS22 | 63,851.76 | 67,044.34 | 70,396.56 | 72,860.44 | 75,410.56 | 78,049.93 | 80,781.67 | 83,609.03 |
| GS23 | 67,045.80 | 70,398.09 | 73,917.99 | 76,505.12 | 79,182.80 | 81,954.20 | 84,822.60 | 87,791.39 |
| GS24 | 70,394.76 | 73,914.50 | 77,610.22 | 80,326.58 | 83,138.01 | 86,047.84 | 89,059.51 | 92,176.60 |
| GS25 | 73,906.91 | 77,602.26 | 81,482.37 | 84,334.25 | 87,285.95 | 90,340.96 | 93,502.89 | 96,775.50 |
| GS26 | 77,604.94 | 81,485.18 | 85,559.44 | 88,554.02 | 91,653.41 | 94,861.28 | 98,181.43 | 101,617.78 |
| GS27 | 81,261.04 | 85,324.10 | 89,590.30 | 92,725.96 | 95,971.37 | 99,330.37 | 102,806.93 | 106,405.17 |
| GS28 | 85,324.05 | 89,590.26 | 94,069.77 | 97,362.21 | 100,769.89 | 104,296.83 | 107,947.22 | 111,725.38 |
| GS29 | 89,593.58 | 94,073.25 | 98,776.92 | 102,234.11 | 105,812.30 | 109,515.73 | 113,348.78 | 117,315.99 |
| GS30 | 94,068.44 | 98,771.86 | 103,710.46 | 107,340.32 | 111,097.23 | 114,985.64 | 119,010.13 | 123,175.49 |
| GS31 | 98,765.11 | 103,703.37 | 108,888.54 | 112,699.64 | 116,644.12 | 120,726.67 | 124,952.10 | 129,325.42 |
| GS32 | 103,703.57 | 108,888.75 | 114,333.18 | 118,334.85 | 122,476.56 | 126,763.24 | 131,199.96 | 135,791.96 |
| GS33 | 108,888.75 | 114,333.18 | 120,049.84 | 124,251.59 | 128,600.39 | 133,101.41 | 137,759.96 | 142,581.55 |
| GS34 | 114,333.18 | 120,049.84 | 126,052.33 | 130,464.16 | 135,030.41 | 139,756.47 | 144,647.95 | 149,710.63 |
| GS35 | 120,049.84 | 126,052.33 | 132,354.95 | 136,987.37 | 141,781.93 | 146,744.30 | 151,880.35 | 157,196.16 |

Effective Pay Period Beginning: 7/1/2013

# City of Alexandria Pay Scale

## GENERAL SALARY SCALE

| Step | K | L | M | N | O | P | Q | R | S |
|---|---|---|---|---|---|---|---|---|---|
| Pay Increase | 2.30% | | | | | | | | |
| Grade | | | | | | | | | |
| GS1 | 31,632.70 | 32,360.26 | 33,104.54 | 33,865.95 | 34,644.86 | 35,441.70 | 36,256.85 | 37,090.76 | 37,943.85 |
| GS2 | 33,049.59 | 33,809.73 | 34,587.35 | 35,382.86 | 36,196.67 | 37,029.19 | 37,880.86 | 38,752.12 | 39,643.42 |
| GS3 | 34,583.57 | 35,378.99 | 36,192.71 | 37,025.14 | 37,876.72 | 38,747.88 | 39,639.08 | 40,550.78 | 41,483.45 |
| GS4 | 36,181.20 | 37,013.37 | 37,864.68 | 38,735.57 | 39,626.48 | 40,537.89 | 41,470.27 | 42,424.08 | 43,399.84 |
| GS5 | 38,225.74 | 39,104.93 | 40,004.35 | 40,924.45 | 41,865.71 | 42,828.62 | 43,813.68 | 44,821.39 | 45,852.28 |
| GS6 | 39,976.56 | 40,896.02 | 41,836.63 | 42,798.87 | 43,783.25 | 44,790.26 | 45,820.44 | 46,874.31 | 47,952.42 |
| GS7 | 41,837.61 | 42,799.87 | 43,784.27 | 44,791.31 | 45,821.51 | 46,875.40 | 47,953.54 | 49,056.47 | 50,184.77 |
| GS8 | 43,789.57 | 44,796.73 | 45,827.05 | 46,881.08 | 47,959.34 | 49,062.41 | 50,190.84 | 51,345.23 | 52,526.17 |
| GS9 | 45,985.40 | 47,043.06 | 48,125.05 | 49,231.93 | 50,364.26 | 51,522.64 | 52,707.66 | 53,919.94 | 55,160.10 |
| GS10 | 47,998.38 | 49,102.34 | 50,231.70 | 51,387.02 | 52,568.93 | 53,778.01 | 55,014.91 | 56,280.25 | 57,574.69 |
| GS11 | 50,264.64 | 51,420.73 | 52,603.41 | 53,813.28 | 55,050.99 | 56,317.16 | 57,612.46 | 58,937.54 | 60,293.11 |
| GS12 | 52,633.63 | 53,844.21 | 55,082.62 | 56,349.52 | 57,645.56 | 58,971.41 | 60,327.75 | 61,715.29 | 63,134.74 |
| GS13 | 55,122.10 | 56,389.91 | 57,686.88 | 59,013.68 | 60,370.99 | 61,759.52 | 63,179.99 | 64,633.13 | 66,119.70 |
| GS14 | 57,905.39 | 59,237.21 | 60,599.67 | 61,993.46 | 63,419.31 | 64,877.96 | 66,370.15 | 67,896.66 | 69,458.29 |
| GS15 | 60,792.34 | 62,190.56 | 63,620.95 | 65,084.23 | 66,581.17 | 68,112.53 | 69,679.12 | 71,281.74 | 72,921.22 |
| GS16 | 63,837.60 | 65,305.86 | 66,807.90 | 68,344.48 | 69,916.40 | 71,524.48 | 73,169.54 | 74,852.44 | 76,574.05 |
| GS17 | 67,025.37 | 68,566.96 | 70,144.00 | 71,757.31 | 73,407.73 | 75,096.10 | 76,823.31 | 78,590.25 | 80,397.83 |
| GS18 | 70,382.05 | 72,000.83 | 73,656.85 | 75,350.96 | 77,084.03 | 78,856.97 | 80,670.68 | 82,526.10 | 84,424.20 |
| GS19 | 73,894.47 | 75,594.05 | 77,332.71 | 79,111.36 | 80,930.92 | 82,792.33 | 84,696.56 | 86,644.58 | 88,637.40 |
| GS20 | 77,584.99 | 79,369.44 | 81,194.94 | 83,062.42 | 84,972.86 | 86,927.23 | 88,926.56 | 90,971.87 | 93,064.22 |
| GS21 | 81,465.04 | 83,338.74 | 85,255.53 | 87,216.41 | 89,222.39 | 91,274.50 | 93,373.81 | 95,521.41 | 97,718.40 |
| GS22 | 85,532.04 | 87,499.28 | 89,511.76 | 91,570.53 | 93,676.65 | 95,831.21 | 98,035.33 | 100,290.15 | 102,596.82 |
| GS23 | 89,810.59 | 91,876.24 | 93,989.39 | 96,151.14 | 98,362.62 | 100,624.96 | 102,939.34 | 105,306.94 | 107,729.00 |
| GS24 | 94,296.66 | 96,465.48 | 98,684.19 | 100,953.92 | 103,275.86 | 105,651.21 | 108,081.19 | 110,567.05 | 113,110.10 |
| GS25 | 99,001.33 | 101,278.36 | 103,607.76 | 105,990.74 | 108,428.53 | 110,922.39 | 113,473.60 | 116,083.49 | 118,753.41 |
| GS26 | 103,954.99 | 106,345.95 | 108,791.91 | 111,294.12 | 113,853.89 | 116,472.53 | 119,151.39 | 121,891.88 | 124,695.39 |
| GS27 | 108,852.49 | 111,356.10 | 113,917.29 | 116,537.39 | 119,217.75 | 121,959.76 | 124,764.83 | 127,634.42 | 130,570.01 |
| GS28 | 114,295.06 | 116,923.85 | 119,613.09 | 122,364.19 | 125,178.57 | 128,057.68 | 131,003.01 | 134,016.07 | 137,098.44 |
| GS29 | 120,014.26 | 122,774.59 | 125,598.40 | 128,487.17 | 131,442.37 | 134,465.54 | 137,558.25 | 140,722.09 | 143,958.70 |
| GS30 | 126,008.52 | 128,906.72 | 131,871.58 | 134,904.62 | 138,007.43 | 141,181.60 | 144,428.78 | 147,750.64 | 151,148.90 |
| GS31 | 132,299.91 | 135,342.81 | 138,455.69 | 141,640.17 | 144,897.90 | 148,230.55 | 151,639.85 | 155,127.57 | 158,695.50 |
| GS32 | 138,915.17 | 142,110.22 | 145,378.76 | 148,722.47 | 152,143.08 | 155,642.37 | 159,222.15 | 162,884.26 | 166,630.60 |
| GS33 | 145,860.93 | 149,215.73 | 152,647.69 | 156,158.59 | 159,750.24 | 163,424.49 | 167,183.26 | 171,028.47 | 174,962.13 |
| GS34 | 153,153.97 | 156,676.52 | 160,280.08 | 163,966.52 | 167,737.75 | 171,595.72 | 175,542.42 | 179,579.89 | 183,710.23 |
| GS35 | 160,811.67 | 164,510.34 | 168,294.08 | 172,164.84 | 176,124.64 | 180,175.50 | 184,319.54 | 188,558.89 | 192,895.74 |

Effective Pay Period Beginning: 7/1/2013

# City of Alexandria Pay Scale

## POLICE SALARY SCALE

| Year | <1 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|---|
| Step Increase | | 5.00% | | | | 3.50% | | | | |
| Step | A | B | C | D | E | F | G | H | I | J |
| Grade | | | | | | | | | | |
| PS1 | 29,925.57 | 31,421.85 | 32,992.94 | 34,642.59 | 36,374.72 | 37,647.84 | 38,965.51 | 40,329.30 | 41,740.83 | 43,201.76 |
| PS2 | 31,235.55 | 32,797.33 | 34,437.20 | 36,159.06 | 37,967.01 | 39,295.86 | 40,671.22 | 42,094.71 | 43,568.02 | 45,092.90 |
| PS3 | 32,710.33 | 34,345.85 | 36,063.14 | 37,866.30 | 39,759.62 | 41,151.21 | 42,591.50 | 44,082.20 | 45,625.08 | 47,221.96 |
| PS4 | 34,251.99 | 35,964.59 | 37,762.82 | 39,650.96 | 41,633.51 | 43,090.68 | 44,598.85 | 46,159.81 | 47,775.40 | 49,447.54 |
| PS5 | 35,871.39 | 37,664.96 | 39,548.21 | 41,525.62 | 43,601.90 | 45,127.97 | 46,707.45 | 48,342.21 | 50,034.19 | 51,785.39 |
| PS6 | 37,682.66 | 39,566.79 | 41,545.13 | 43,622.39 | 45,803.51 | 47,406.63 | 49,065.86 | 50,783.17 | 52,560.58 | 54,400.20 |
| PS7 | 39,561.37 | 41,539.44 | 43,616.41 | 45,797.23 | 48,087.09 | 49,770.14 | 51,512.09 | 53,315.01 | 55,181.04 | 57,112.38 |
| PS8 | 41,543.11 | 43,620.27 | 45,801.28 | 48,091.34 | 50,495.91 | 52,263.27 | 54,092.48 | 55,985.72 | 57,945.22 | 59,973.30 |
| PS9 | 43,617.60 | 45,798.48 | 48,088.40 | 50,492.82 | 53,017.46 | 54,873.07 | 56,793.63 | 58,781.41 | 60,838.76 | 62,968.12 |
| PS10 | 45,802.01 | 48,092.11 | 50,496.72 | 53,021.56 | 55,672.64 | 57,621.18 | 59,637.92 | 61,725.25 | 63,885.63 | 66,121.63 |
| PS11 | 48,087.75 | 50,492.14 | 53,016.75 | 55,667.59 | 58,450.97 | 60,496.75 | 62,614.13 | 64,805.63 | 67,073.83 | 69,421.41 |
| PS12 | 50,489.40 | 53,013.87 | 55,664.56 | 58,447.79 | 61,370.18 | 63,518.14 | 65,741.27 | 68,042.21 | 70,423.69 | 72,888.52 |
| PS13 | 53,014.39 | 55,665.11 | 58,448.37 | 61,370.79 | 64,439.33 | 66,694.71 | 69,029.02 | 71,445.04 | 73,945.62 | 76,533.72 |
| PS14 | 55,661.04 | 58,444.09 | 61,366.29 | 64,434.60 | 67,656.33 | 70,024.30 | 72,475.15 | 75,011.78 | 77,637.19 | 80,354.49 |
| PS15 | 58,445.36 | 61,367.63 | 64,436.01 | 67,657.81 | 71,040.70 | 73,527.12 | 76,100.57 | 78,764.09 | 81,520.83 | 84,374.06 |
| PS16 | 61,364.72 | 64,432.96 | 67,654.61 | 71,037.34 | 74,589.21 | 77,199.83 | 79,901.82 | 82,698.38 | 85,592.82 | 88,588.57 |
| PS17 | 64,426.35 | 67,647.67 | 71,030.05 | 74,581.55 | 78,310.63 | 81,051.50 | 83,888.30 | 86,824.39 | 89,863.24 | 93,008.45 |
| PS18 | 67,650.00 | 71,032.50 | 74,584.13 | 78,313.34 | 82,229.01 | 85,107.03 | 88,085.78 | 91,168.78 | 94,359.69 | 97,662.28 |
| PS19 | 70,837.11 | 74,378.97 | 78,097.92 | 82,002.82 | 86,102.96 | 89,116.56 | 92,235.64 | 95,463.89 | 98,805.13 | 102,263.31 |
| PS20 | 74,378.94 | 78,097.89 | 82,002.78 | 86,102.92 | 90,408.07 | 93,572.35 | 96,847.38 | 100,237.04 | 103,745.34 | 107,376.43 |
| PS21 | 78,100.78 | 82,005.82 | 86,106.11 | 90,411.42 | 94,931.99 | 98,254.61 | 101,693.52 | 105,252.79 | 108,936.64 | 112,749.42 |
| PS22 | 82,001.62 | 86,101.70 | 90,406.79 | 94,927.13 | 99,673.49 | 103,162.06 | 106,772.73 | 110,509.78 | 114,377.62 | 118,380.84 |

Effective Pay Period Beginning: 7/1/2013

## POLICE SALARY SCALE

| Year | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
|---|---|---|---|---|---|---|---|---|
| Step Increase | 2.30% | | | | | | | |
| Step | K | L | M | N | O | P | Q | R |
| Grade | | | | | | | | |
| PS1 | 44,195.40 | 45,211.89 | 46,251.76 | 47,315.55 | 48,403.81 | 49,517.10 | 50,655.99 | 51,821.08 |
| PS2 | 46,130.04 | 47,191.03 | 48,276.42 | 49,386.78 | 50,522.68 | 51,684.70 | 52,873.45 | 54,089.54 |
| PS3 | 48,308.07 | 49,419.16 | 50,555.80 | 51,718.58 | 52,908.11 | 54,125.00 | 55,369.88 | 56,643.39 |
| PS4 | 50,584.83 | 51,748.28 | 52,938.49 | 54,156.08 | 55,401.67 | 56,675.91 | 57,979.46 | 59,312.99 |
| PS5 | 52,976.45 | 54,194.91 | 55,441.39 | 56,716.54 | 58,021.02 | 59,355.50 | 60,720.68 | 62,117.26 |
| PS6 | 55,651.40 | 56,931.38 | 58,240.80 | 59,580.34 | 60,950.69 | 62,352.56 | 63,786.67 | 65,253.76 |
| PS7 | 58,425.96 | 59,769.76 | 61,144.46 | 62,550.78 | 63,989.45 | 65,461.21 | 66,966.82 | 68,507.06 |
| PS8 | 61,352.69 | 62,763.80 | 64,207.37 | 65,684.14 | 67,194.88 | 68,740.36 | 70,321.39 | 71,938.78 |
| PS9 | 64,416.39 | 65,897.97 | 67,413.62 | 68,964.13 | 70,550.30 | 72,172.96 | 73,832.94 | 75,531.10 |
| PS10 | 67,642.43 | 69,198.21 | 70,789.77 | 72,417.93 | 74,083.54 | 75,787.46 | 77,530.57 | 79,313.77 |
| PS11 | 71,018.10 | 72,651.52 | 74,322.50 | 76,031.92 | 77,780.65 | 79,569.60 | 81,399.70 | 83,271.89 |
| PS12 | 74,564.96 | 76,279.95 | 78,034.39 | 79,829.18 | 81,665.25 | 83,543.55 | 85,465.05 | 87,430.75 |
| PS13 | 78,294.00 | 80,094.76 | 81,936.94 | 83,821.49 | 85,749.38 | 87,721.62 | 89,739.22 | 91,803.22 |
| PS14 | 82,202.64 | 84,093.30 | 86,027.45 | 88,006.08 | 90,030.22 | 92,100.92 | 94,219.24 | 96,386.28 |
| PS15 | 86,314.66 | 88,299.90 | 90,330.80 | 92,408.41 | 94,533.80 | 96,708.08 | 98,932.37 | 101,207.81 |
| PS16 | 90,626.11 | 92,710.51 | 94,842.85 | 97,024.24 | 99,255.80 | 101,538.68 | 103,874.07 | 106,263.17 |
| PS17 | 95,147.64 | 97,336.04 | 99,574.77 | 101,864.99 | 104,207.88 | 106,604.66 | 109,056.57 | 111,564.88 |
| PS18 | 99,908.51 | 102,206.41 | 104,557.16 | 106,961.97 | 109,422.10 | 111,938.81 | 114,513.40 | 117,147.21 |
| PS19 | 104,615.37 | 107,021.52 | 109,483.01 | 112,001.12 | 114,577.15 | 117,212.42 | 119,908.31 | 122,666.20 |
| PS20 | 109,846.09 | 112,372.55 | 114,957.12 | 117,601.13 | 120,305.96 | 123,073.00 | 125,903.68 | 128,799.46 |
| PS21 | 115,342.66 | 117,995.54 | 120,709.44 | 123,485.76 | 126,325.93 | 129,231.43 | 132,203.75 | 135,244.44 |
| PS22 | 121,103.60 | 123,888.98 | 126,738.43 | 129,653.41 | 132,635.44 | 135,686.06 | 138,806.84 | 141,999.40 |

Effective Pay Period Beginning: 7/1/2013

## SHERIFF SALARY SCALE (includes Medics and Fire Marshals)

| Year | <1 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|---|
| Step Increase | | 5.00% | | | | 3.50% | | | | |
| Step | A | B | C | D | E | F | G | H | I | J |
| Grade | | | | | | | | | | |
| PS1 | 30,527.08 | 32,053.43 | 33,656.10 | 35,338.91 | 37,105.85 | 38,404.56 | 39,748.72 | 41,139.92 | 42,579.82 | 44,070.12 |
| PS2 | 31,863.39 | 33,456.56 | 35,129.39 | 36,885.86 | 38,730.15 | 40,085.70 | 41,488.70 | 42,940.81 | 44,443.74 | 45,999.27 |
| PS3 | 33,367.80 | 35,036.19 | 36,788.00 | 38,627.40 | 40,558.77 | 41,978.33 | 43,447.57 | 44,968.24 | 46,542.13 | 48,171.10 |
| PS4 | 34,940.46 | 36,687.48 | 38,521.85 | 40,447.94 | 42,470.34 | 43,956.80 | 45,495.29 | 47,087.63 | 48,735.69 | 50,441.44 |
| PS5 | 36,592.40 | 38,422.02 | 40,343.12 | 42,360.28 | 44,478.29 | 46,035.03 | 47,646.26 | 49,313.88 | 51,039.86 | 52,826.26 |
| PS6 | 38,440.08 | 40,362.09 | 42,380.19 | 44,499.20 | 46,724.16 | 48,359.51 | 50,052.09 | 51,803.92 | 53,617.05 | 55,493.65 |
| PS7 | 40,356.55 | 42,374.38 | 44,493.10 | 46,717.75 | 49,053.64 | 50,770.52 | 52,547.48 | 54,386.65 | 56,290.18 | 58,260.33 |
| PS8 | 42,378.13 | 44,497.03 | 46,721.88 | 49,057.98 | 51,510.88 | 53,313.76 | 55,179.74 | 57,111.03 | 59,109.92 | 61,178.76 |
| PS9 | 44,494.32 | 46,719.03 | 49,054.99 | 51,507.73 | 54,083.12 | 55,976.03 | 57,935.19 | 59,962.92 | 62,061.63 | 64,233.78 |
| PS10 | 46,722.63 | 49,058.76 | 51,511.70 | 54,087.28 | 56,791.65 | 58,779.36 | 60,836.63 | 62,965.92 | 65,169.72 | 67,450.66 |
| PS11 | 49,054.32 | 51,507.03 | 54,082.38 | 56,786.50 | 59,625.83 | 61,712.73 | 63,872.68 | 66,108.22 | 68,422.01 | 70,816.78 |
| PS12 | 51,504.23 | 54,079.44 | 56,783.42 | 59,622.59 | 62,603.72 | 64,794.85 | 67,062.67 | 69,409.86 | 71,839.21 | 74,353.58 |
| PS13 | 54,079.98 | 56,783.97 | 59,623.17 | 62,604.33 | 65,734.55 | 68,035.26 | 70,416.49 | 72,881.07 | 75,431.91 | 78,072.02 |
| PS14 | 56,779.83 | 59,618.82 | 62,599.76 | 65,729.75 | 69,016.23 | 71,431.80 | 73,931.92 | 76,519.53 | 79,197.72 | 81,969.64 |
| PS15 | 59,620.11 | 62,601.11 | 65,731.17 | 69,017.73 | 72,468.61 | 75,005.02 | 77,630.19 | 80,347.25 | 83,159.40 | 86,069.98 |
| PS16 | 62,598.15 | 65,728.06 | 69,014.46 | 72,465.19 | 76,088.45 | 78,751.54 | 81,507.85 | 84,360.62 | 87,313.24 | 90,369.21 |
| PS17 | 65,721.32 | 69,007.38 | 72,457.75 | 76,080.64 | 79,884.67 | 82,680.63 | 85,574.46 | 88,569.56 | 91,669.50 | 94,877.93 |
| PS18 | 69,009.77 | 72,460.25 | 76,083.27 | 79,887.43 | 83,881.80 | 86,817.66 | 89,856.28 | 93,001.25 | 96,256.30 | 99,625.27 |
| PS19 | 72,260.93 | 75,873.98 | 79,667.68 | 83,651.06 | 87,833.62 | 90,907.79 | 94,089.57 | 97,382.70 | 100,791.10 | 104,318.79 |
| PS20 | 75,873.96 | 79,667.66 | 83,651.04 | 87,833.59 | 92,225.27 | 95,453.15 | 98,794.01 | 102,251.80 | 105,830.62 | 109,534.69 |
| PS21 | 79,670.61 | 83,654.14 | 87,836.85 | 92,228.69 | 96,840.12 | 100,229.53 | 103,737.56 | 107,368.37 | 111,126.27 | 115,015.69 |
| PS22 | 83,649.86 | 87,832.35 | 92,223.97 | 96,835.17 | 101,676.92 | 105,235.62 | 108,918.86 | 112,731.02 | 116,676.61 | 120,760.29 |

Effective Pay Period Beginning: 7/1/2013

## SHERIFF SALARY SCALE (includes Medics and Fire Marshals)

| Year | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
|---|---|---|---|---|---|---|---|---|
| Step Increase | 2.30% | | | | | | | |
| Step | K | L | M | N | O | P | Q | R |
| Grade | | | | | | | | |
| PS1 | 45,083.73 | 46,120.65 | 47,181.43 | 48,266.60 | 49,376.73 | 50,512.40 | 51,674.18 | 52,862.69 |
| PS2 | 47,057.25 | 48,139.57 | 49,246.78 | 50,379.45 | 51,538.18 | 52,723.56 | 53,936.20 | 55,176.73 |
| PS3 | 49,279.04 | 50,412.45 | 51,571.94 | 52,758.10 | 53,971.53 | 55,212.88 | 56,482.77 | 57,781.88 |
| PS4 | 51,601.60 | 52,788.43 | 54,002.57 | 55,244.63 | 56,515.25 | 57,815.10 | 59,144.85 | 60,505.18 |
| PS5 | 54,041.26 | 55,284.21 | 56,555.75 | 57,856.53 | 59,187.23 | 60,548.54 | 61,941.15 | 63,365.80 |
| PS6 | 56,770.00 | 58,075.71 | 59,411.45 | 60,777.92 | 62,175.81 | 63,605.85 | 65,068.79 | 66,565.37 |
| PS7 | 59,600.32 | 60,971.13 | 62,373.47 | 63,808.06 | 65,275.64 | 66,776.98 | 68,312.85 | 69,884.05 |
| PS8 | 62,585.87 | 64,025.35 | 65,497.93 | 67,004.38 | 68,545.49 | 70,122.03 | 71,734.84 | 73,384.74 |
| PS9 | 65,711.16 | 67,222.52 | 68,768.63 | 70,350.31 | 71,968.37 | 73,623.64 | 75,316.99 | 77,049.28 |
| PS10 | 69,002.03 | 70,589.08 | 72,212.62 | 73,873.52 | 75,572.61 | 77,310.78 | 79,088.92 | 80,907.97 |
| PS11 | 72,445.57 | 74,111.81 | 75,816.39 | 77,560.16 | 79,344.05 | 81,168.96 | 83,035.84 | 84,945.67 |
| PS12 | 76,063.71 | 77,813.17 | 79,602.88 | 81,433.74 | 83,306.72 | 85,222.77 | 87,182.90 | 89,188.11 |
| PS13 | 79,867.68 | 81,704.64 | 83,583.84 | 85,506.27 | 87,472.91 | 89,484.79 | 91,542.94 | 93,648.43 |
| PS14 | 83,854.94 | 85,783.60 | 87,756.62 | 89,775.03 | 91,839.85 | 93,952.17 | 96,113.07 | 98,323.67 |
| PS15 | 88,049.59 | 90,074.73 | 92,146.45 | 94,265.82 | 96,433.93 | 98,651.91 | 100,920.91 | 103,242.09 |
| PS16 | 92,447.70 | 94,574.00 | 96,749.20 | 98,974.43 | 101,250.84 | 103,579.61 | 105,961.94 | 108,399.07 |
| PS17 | 97,060.12 | 99,292.50 | 101,576.23 | 103,912.49 | 106,302.47 | 108,747.43 | 111,248.62 | 113,807.34 |
| PS18 | 101,916.65 | 104,260.73 | 106,658.73 | 109,111.88 | 111,621.45 | 114,188.74 | 116,815.09 | 119,501.83 |
| PS19 | 106,718.12 | 109,172.63 | 111,683.60 | 114,252.33 | 116,880.13 | 119,568.37 | 122,318.45 | 125,131.77 |
| PS20 | 112,053.99 | 114,631.23 | 117,267.75 | 119,964.91 | 122,724.10 | 125,546.75 | 128,434.33 | 131,388.32 |
| PS21 | 117,661.05 | 120,367.25 | 123,135.70 | 125,967.82 | 128,865.08 | 131,828.98 | 134,861.04 | 137,962.85 |
| PS22 | 123,537.78 | 126,379.14 | 129,285.87 | 132,259.44 | 135,301.41 | 138,413.34 | 141,596.85 | 144,853.57 |

Effective Pay Period Beginning: 7/1/2013

## FIRE SALARY SCALE

| Year | <1 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|---|
| Step Increase | | 5.00% | | | | 3.50% | | | | |
| Step | A | B | C | D | E | F | G | H | I | J |
| Grade | | | | | | | | | | |
| PS1 | 29,925.57 | 31,421.85 | 32,992.94 | 34,642.59 | 36,374.72 | 37,647.84 | 38,965.51 | 40,329.30 | 41,740.83 | 43,201.76 |
| PS2 | 31,235.55 | 32,797.33 | 34,437.20 | 36,159.06 | 37,967.01 | 39,295.86 | 40,671.22 | 42,094.71 | 43,568.02 | 45,092.90 |
| PS3 | 32,710.33 | 34,345.85 | 36,063.14 | 37,866.30 | 39,759.62 | 41,151.21 | 42,591.50 | 44,082.20 | 45,625.08 | 47,221.96 |
| PS4 | 34,251.99 | 35,964.59 | 37,762.82 | 39,650.96 | 41,633.51 | 43,090.68 | 44,598.85 | 46,159.81 | 47,775.40 | 49,447.54 |
| PS5 | 35,871.39 | 37,664.96 | 39,548.21 | 41,525.62 | 43,601.90 | 45,127.97 | 46,707.45 | 48,342.21 | 50,034.19 | 51,785.39 |
| PS6 | 37,682.66 | 39,566.79 | 41,545.13 | 43,622.39 | 45,803.51 | 47,406.63 | 49,065.86 | 50,783.17 | 52,560.58 | 54,400.20 |
| PS7 | 39,561.37 | 41,539.44 | 43,616.41 | 45,797.23 | 48,087.09 | 49,770.14 | 51,512.09 | 53,315.01 | 55,181.04 | 57,112.38 |
| PS8 | 41,543.11 | 43,620.27 | 45,801.28 | 48,091.34 | 50,495.91 | 52,263.27 | 54,092.48 | 55,985.72 | 57,945.22 | 59,973.30 |
| PS9 | 43,617.60 | 45,798.48 | 48,088.40 | 50,492.82 | 53,017.46 | 54,873.07 | 56,793.63 | 58,781.41 | 60,838.76 | 62,968.12 |
| PS10 | 45,802.01 | 48,092.11 | 50,496.72 | 53,021.56 | 55,672.64 | 57,621.18 | 59,637.92 | 61,725.25 | 63,885.63 | 66,121.63 |
| PS11 | 48,087.75 | 50,492.14 | 53,016.75 | 55,667.59 | 58,450.97 | 60,496.75 | 62,614.14 | 64,805.63 | 67,073.83 | 69,421.41 |
| PS12 | 50,489.40 | 53,013.87 | 55,664.56 | 58,447.79 | 61,370.18 | 63,518.14 | 65,741.27 | 68,042.21 | 70,423.69 | 72,888.52 |
| PS13 | 53,014.39 | 55,665.11 | 58,448.37 | 61,370.79 | 64,439.33 | 66,694.71 | 69,029.02 | 71,445.04 | 73,945.62 | 76,533.72 |
| PS14 | 55,661.04 | 58,444.09 | 61,366.29 | 64,434.60 | 67,656.33 | 70,024.30 | 72,475.15 | 75,011.78 | 77,637.19 | 80,354.49 |
| PS15 | 58,445.36 | 61,367.63 | 64,436.01 | 67,657.81 | 71,040.70 | 73,527.12 | 76,100.57 | 78,764.09 | 81,520.83 | 84,374.06 |
| PS16 | 61,364.72 | 64,432.96 | 67,654.61 | 71,037.34 | 74,589.21 | 77,199.83 | 79,901.82 | 82,698.38 | 85,592.82 | 88,588.57 |
| PS17 | 64,426.35 | 67,647.67 | 71,030.05 | 74,581.55 | 78,310.63 | 81,051.50 | 83,888.30 | 86,824.39 | 89,863.24 | 93,008.45 |
| PS18 | 67,650.00 | 71,032.50 | 74,584.13 | 78,313.34 | 82,229.01 | 85,107.03 | 88,085.78 | 91,168.78 | 94,359.69 | 97,662.28 |
| PS19 | 70,837.11 | 74,378.97 | 78,097.92 | 82,002.82 | 86,102.96 | 89,116.56 | 92,235.64 | 95,463.89 | 98,805.13 | 102,263.31 |
| PS20 | 74,378.94 | 78,097.89 | 82,002.78 | 86,102.92 | 90,408.07 | 93,572.35 | 96,847.38 | 100,237.04 | 103,745.34 | 107,376.43 |
| PS21 | 78,100.78 | 82,005.82 | 86,106.11 | 90,411.42 | 94,931.99 | 98,254.61 | 101,693.52 | 105,252.79 | 108,936.64 | 112,749.42 |
| PS22 | 82,001.62 | 86,101.70 | 90,406.79 | 94,927.13 | 99,673.49 | 103,162.06 | 106,772.73 | 110,509.78 | 114,377.62 | 118,380.84 |

Effectiv e Pay Period Beginning: 7/1/2013

## FIRE SALARY SCALE

| Year | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
|---|---|---|---|---|---|---|---|---|
| Step Increase | 2.30% | | | | | | | |
| Step | K | L | M | N | O | P | Q | R |
| Grade | | | | | | | | |
| PS1 | 44,195.40 | 45,211.89 | 46,251.76 | 47,315.55 | 48,403.81 | 49,517.10 | 50,655.99 | 51,821.08 |
| PS2 | 46,130.04 | 47,191.03 | 48,276.42 | 49,386.78 | 50,522.68 | 51,684.70 | 52,873.45 | 54,089.54 |
| PS3 | 48,308.07 | 49,419.16 | 50,555.80 | 51,718.58 | 52,908.11 | 54,125.00 | 55,369.88 | 56,643.39 |
| PS4 | 50,584.83 | 51,748.28 | 52,938.49 | 54,156.08 | 55,401.67 | 56,675.91 | 57,979.46 | 59,312.99 |
| PS5 | 52,976.45 | 54,194.91 | 55,441.39 | 56,716.54 | 58,021.02 | 59,355.50 | 60,720.68 | 62,117.26 |
| PS6 | 55,651.40 | 56,931.38 | 58,240.80 | 59,580.34 | 60,950.69 | 62,352.56 | 63,786.67 | 65,253.76 |
| PS7 | 58,425.96 | 59,769.76 | 61,144.46 | 62,550.78 | 63,989.45 | 65,461.21 | 66,966.82 | 68,507.06 |
| PS8 | 61,352.69 | 62,763.80 | 64,207.37 | 65,684.14 | 67,194.88 | 68,740.36 | 70,321.39 | 71,938.78 |
| PS9 | 64,416.39 | 65,897.97 | 67,413.62 | 68,964.13 | 70,550.30 | 72,172.96 | 73,832.94 | 75,531.10 |
| PS10 | 67,642.43 | 69,198.21 | 70,789.77 | 72,417.93 | 74,083.54 | 75,787.46 | 77,530.57 | 79,313.77 |
| PS11 | 71,018.10 | 72,651.52 | 74,322.50 | 76,031.92 | 77,780.65 | 79,569.60 | 81,399.70 | 83,271.89 |
| PS12 | 74,564.96 | 76,279.95 | 78,034.39 | 79,829.18 | 81,665.25 | 83,543.55 | 85,465.05 | 87,430.75 |
| PS13 | 78,294.00 | 80,094.76 | 81,936.94 | 83,821.49 | 85,749.38 | 87,721.62 | 89,739.22 | 91,803.22 |
| PS14 | 82,202.64 | 84,093.30 | 86,027.45 | 88,006.08 | 90,030.22 | 92,100.92 | 94,219.24 | 96,386.28 |
| PS15 | 86,314.66 | 88,299.90 | 90,330.80 | 92,408.41 | 94,533.80 | 96,708.08 | 98,932.37 | 101,207.81 |
| PS16 | 90,626.11 | 92,710.51 | 94,842.85 | 97,024.24 | 99,255.80 | 101,538.68 | 103,874.07 | 106,263.17 |
| PS17 | 95,147.64 | 97,336.04 | 99,574.77 | 101,864.99 | 104,207.88 | 106,604.66 | 109,056.57 | 111,564.87 |
| PS18 | 99,908.51 | 102,206.41 | 104,557.16 | 106,961.97 | 109,422.10 | 111,938.81 | 114,513.40 | 117,147.20 |
| PS19 | 104,615.37 | 107,021.52 | 109,483.01 | 112,001.12 | 114,577.15 | 117,212.42 | 119,908.31 | 122,666.20 |
| PS20 | 109,846.09 | 112,372.55 | 114,957.12 | 117,601.13 | 120,305.96 | 123,073.00 | 125,903.68 | 128,799.46 |
| PS21 | 115,342.66 | 117,995.54 | 120,709.44 | 123,485.76 | 126,325.93 | 129,231.43 | 132,203.75 | 135,244.44 |
| PS22 | 121,103.60 | 123,888.98 | 126,738.43 | 129,653.41 | 132,635.44 | 135,686.06 | 138,806.84 | 141,999.40 |

Effective Pay Period Beginning: 7/1/2013

# PHYSICIAN SCALE - FY 14

| Grade | | Minimum | Midpoint | Maximum |
|---|---|---|---|---|
| 29 | Board Eligible | $97,129.26 | $133,754.20 | $170,379.14 |
| | Board Certified | $104,304.05 | $141,613.90 | $178,923.74 |
| | Speciality Certified | $109,722.20 | $147,785.50 | $185,848.80 |
| 30 | Board Eligible | $101,985.73 | $140,441.91 | $178,898.10 |
| | Board Certified | $104,304.05 | $141,613.90 | $178,923.74 |
| | Speciality Certified | $115,208.31 | $155,174.78 | $195,141.24 |

Stipends of $5,000 will be paid for each ABPN specialty certification in child psychiatry, forensic psychiatry, geriatric psychiatry, clinical psychopharmacology and geriatric medicine.

Effective pay period beginning 6/22/2013

# FY 2014 City Compensated Holidays

July 1, 2013 through June 30, 2014

| | | |
|---|---|---|
| Independence Day | Thursday | July 4, 2013 |
| Labor Day | Monday | September 2, 2013 |
| Columbus Day (observed) | Monday | October 14, 2013 |
| Thanksgiving Day | Thursday | November 28, 2013 |
| Thanksgiving Day (in lieu of Veteran's Day) | Friday | November 29, 2013 |
| Christmas Eve | Tuesday | December 24, 2013 |
| Christmas Day | Wednesday | December 25, 2013 |
| New Year's Day | Wednesday | January 1, 2014 |
| Martin Luther King, Jr., Day (observed) | Monday | January 20, 2014 |
| Presidents' Day (observed) | Monday | February 17, 2014 |
| Memorial Day (observed) | Monday | May 26, 2014 |