City of Alexandria

FY 2011 Budget

ALEXANDRIA CITY COUNCIL

William D. Euille, Mayor

Kerry J. Donley, Vice Mayor

Frank H. Fannon IV

Alicia Hughes

Rob Krupicka

Redella S. Pepper

Paul C. Smedberg

CITY MANAGER
James K. Hartmann

Michele Evans, Deputy City Manager
Mark B. Jinks, Deputy City Manager
Tom Gates, Assistant City Manager
Debra R. Collins, Assistant City Manager
Bruce Johnson, Chief Financial Officer
Laura Triggs, Director of Finance
Cindy Smith-Page, ASA, Director of Real Estate Assessments

Prepared by the Office of Management and Budget

Bruce Johnson, Chief Financial Officer

Morgan E. Routt, Assistant Budget Director

Kendel Taylor, Assistant Budget Director

Paul R. Doku, Budget/Management Analyst

Eric Eisinger, Budget/Management Analyst

Steven R. Elliott, Budget/Management Analyst

Michael S. Stewart, Budget/Management Analyst

Ryan W. Touhill, Budget/Management Analyst

Dawn M. Webster, 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

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, 2009.

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 after holding a series of work sessions, two community meetings and a public hearing to obtain community input. The plan was adopted by City Council on September 14, 2004 and revised on January 21, 2006. 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.

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 2004-2009/Goals 2009

GOALS:

- Quality Development and Redevelopment that is Well Planned and Consistent with Alexandria's Vision.
- A City that Respects, Protects, Preserves and Enhances the Natural Environment and Historic Resources.
- An Integrated, Multi Modal Transportation System that Efficiently and Effectively Gets People from Point "A" to Point "B."
- A Strong Local Economy that is Growing in Varied Small Businesses and Job Opportunities.
- A Caring Community that is Diverse and Affordable.
- The City Government is Financially Sustainable, Efficient and Community Oriented.
- A City that Ensures the Safety, Security, Emergency Preparedness and Well Being of the Community.
- Public Schools that are Among the Best in Northern Virginia (in Partnership with the Alexandria Schools).

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 UPDATED MESSAGE……...2-1

3. OVERVIEW…….....3-1

4. UNDERSTANDING THE BUDGET…….....4-2

5. COMBINED SOURCES AND USES TABLES……..5-2

6. EXPENDITURE SUMMARIES
   Expenditure Summary…… 6-2
   Budget and Fiscal Affairs Advisory Committee Budget Format…….. 6-4

7. REVENUE SUMMARIES
   Revenue Overview……...7-1
   General Fund Revenue Distribution…… 7-11
   Summary of Budgeted Revenues and Other Finance Sources…….. 7-12
   Significant Fee and Fine Charges…… 7-13
   Real Property Tax Revenues…… 7-14
   Statement of Estimate Real Property Tax Revenues……..... 7-17
   Real Estate Assessments by Calendar Year……... 7-18
   Real Property Tax Base…….. 7-20
   Real Property Assessments Compared To General Fund Expenditures…… 7-22
   FY 2011 Approved Tax Rates for Major Revenue Sources…….. 7-42
   Grant Funding Summary…… 7-43

8. PERSONNEL SUMMARY
   Changes in Full-Time Positions……..... 8-2
   General Salary Adjustments……..... 8-15

9. FUND BALANCE
   Actual FY 2009 General Fund Fund Balance Year-End……..... 9-2
   Estimated FY 2010 General Fund Balance Year-End…… 9-4
   Statement of Projected Fund Balance…… 9-6
   Layperson's Guide to Fund Balance……9-9

10. FORECAST SCENARIOS
   Multi-Year Revenue and Expenditure Projections……..10-2

TABLE OF CONTENTS

11. LEGISLATIVE AND EXECUTIVE

City Council…….....11-2
City Manager…… 11-4
City Attorney…… 11-12
City Clerk and Clerk of Council……..11-18

12. COURTS AND CONSTITUTIONAL OFFICERS

18th Circuit Court……..... 12-2
18th General District Court……..12-6
Clerk of Courts…… 12-10
Commonwealth's Attorney…… 12-19
Court Service Unit……12-25
Juvenile and Domestic Relations Court……... 12-33
Law Library……..... 12-36
Other Public Safety and Justice Activities……12-39
Registrar of Voters……...12-46
Sheriff……12-52

13. GENERAL GOVERNMENT

Citizen Assistance……13-2
Office of Communications…….. 13-9
Finance……..13-15
General Services…… 13-25
Human Resources……13-41
Human Rights……..... 13-53
Information Technology Services……..13-59
Internal Audit……..13-70
Office of Management and Budget……..... 13-73
Non-Departmental……13-77
Debt Service…… 13-79
Contingent Reserves……...13-82
Office of Procurement…… 13-87
Real Estate Assessments…… 13-90
Office on Women…… 13-97

OPERATING AGENCIES

14. PUBLIC SAFETY

Fire…… 14-2
Office of Building and Fire Code Administration…… 14-18
Department of Emergency Communications……..14-31
Police…… 14-32

TABLE OF CONTENTS

15. HEALTH AND WELFARE
Human Services……15-2
Mental Health, Mental Retardation and Substance Abuse……15-29
Alexandria Health Department……15-48
Other Health Activities……15-64

16. COMMUNITY DEVELOPMENT
Housing……16-2
Planning and Zoning……16-14
Economic Development Activities……16-23

17. PARKS, RECREATION AND CULTURAL ACTIVITIES
Historic Alexandria……17-2
Library……17-10
Recreation, Parks and Cultural Activities……17-17
Other Recreation Activities……17-35

18. PUBLIC WORKS
Transportation and Environmental Services……18-2
Transit Subsidies……18-29

19. EDUCATION
Alexandria City Public Schools……19-2
Northern Virginia Community College……19-13

20. CIP RELATED INFORMATION
CIP Overview……20-2

21. COMMUNITY PROFILE……21-1

22. GLOSSARY……22-1

23. LEGISLATIVE REFERENCES
Relevant Budget Legislative References……23-2
Ordinance 4291(BFAAC)……23-6
Resolution 2371(Setting Guidance to FY 2011 Budget Preparation)……23-9
Resolution 2368 (Establishing the Processes to be Used to Plan and Adopt Operating Budgets and Capital Improvement Programs)……23-13
Reduction in Force (RIF) Administrative Regulation 6-22……23-18
Financial Policies……23-27

24. APPENDICES
A. Compensation Philosophy…….. 24-2
B. General Salary Schedule…… 24-5
C. Police Salary Schedule……24-6
D. Sheriff Salary Schedule……...24-7
E. Fire Salary Schedule……24-8
F. General, Police, Sheriff & Fire Schedule Classification Plans…… 24-9
G. FY 2011 City Holidays……..... 24-10

City Manager's Updated Message

July 12, 2010

To the Honorable Mayor and Members of City Council:

I am pleased to present City Council with the Approved Fiscal Year 2011 Operating Budget and the Approved FY 2011-2020 Capital Improvement Program. The budget passed by City Council affirms not only the City's commitment to long term financial sustainability, but also underscores our commitment to providing quality services to our residents.

The specific changes to the proposed budget approved by City Council are listed in the attachment to this updated message – "Budget Memo #100 FY 2011 Budget Adoption – Actions Taken Monday, May 3, 2010."

The FY 2011 General Fund Operating Budget increases 0.3 percent.

The budget approved by City Council will increase total General Fund spending by only $1.6 million, or 0.3 percent. The $531.6 million General Fund Operating Budget maintains core City services, education and Metro funding despite challenging economic conditions.

Residential real estate tax rate among the lowest in the region.

Commercial real estate tax rate lowest of major jurisdictions by approximately 10 percent.

The Approved Budget increased the real estate tax by 7.5 cents from 90.3 cents to 97.8 cents per $100 of assessed value. This blended rate includes 0.5 cents dedicated to stormwater management projects instead of a separate stormwater utility fee. The average homeowner's taxes will increase by $125, or 2.9%. Despite the increase, the City's real property tax rate remains among the lowest for a major jurisdiction in Northern Virginia, second only to Arlington County for residential home owners. The City's commercial tax rate remains the same as that for residential property, and is the lowest for a major jurisdiction in the region as other nearby major jurisdictions (Fairfax County and Arlington County) have adopted a commercial property tax rate increase that is dedicated to transportation initiatives. Other jurisdictions have adopted commercial tax rates between 10 and 34 percent higher than the City's tax rate.

Increase in ACPS allocation of 2 percent compared to FY 2010.

Two significant drivers of this year's budget increase were the Alexandria City Public Schools, whose transfer increased $3.3 million, 2 percent, compared to FY 2010. In addition, City Council set aside in Contingent Reserves an additional $1.6 million for the transit subsidy to the Washington Metropolitan Area Transit Authority, but now that the Authority has adopted its budget with a significant fare increase only $0.3 million of this contingent will be needed.

After having to freeze City employee compensation for the last year, merit steps were reinstated for FY 2011. City employees will pay more for their health insurance in FY 2011, as the employee share percentages and overall plan costs increased.

Continued emphasis on maintenance of City assets in the FY 2011 – FY 2020 Capital Improvement Program

The Approved CIP continues its emphasis on maintaining existing assets. As noted in the February 9, 2010 message, the prioritization process included funding most projects that involved repairs, renovations and upkeep of public facilities and infrastructure. A limited amount of resources within the allowable funding levels are planned for a small number of new facilities and expanded or improved infrastructure on a staggered basis over the next 10 years.

Dedicated funding for stormwater management projects.

The City Council adopted FY 2011 to FY 2020 Capital Improvement Program totals $707.1 million in total funding, of which $691.8 million comes from local sources. The FY 2011 budget for the CIP totals $106.1 million, of which $100.7 comes from local sources. During the add-delete process, City Council made several adjustments to the FY 2011 – FY 2020 Proposed CIP. City Council opted to approve more funds for the Sanitary Sewer Program by increasing the usage fee. City Council opted to not add a fee-funded Stormwater Utility module, but rather approved a dedicated 0.5 cent on the real estate tax rate for increased stormwater management projects. City Council also opted at this time not to add the Commercial Add-on Tax for Transportation module to the Approved CIP, but asked that this option continue to be studied.

The City continues to face challenging times, and will continue to do so for the next few years. This year's budget process shows the delicate balance between cutting costs and in some cases, service levels, maintaining the City's core services, and fairly compensating and maintaining the excellent workforce that makes this possible.

We are still anticipating 3 to 4 more years of difficult economic times. The City will continue to face these difficulties armed with a long-term, strategic plan that will guide us in maintaining the high quality of life valued by our residents and business owners, to protect those in the City who are the most vulnerable, and to prepare and position ourselves for the turnaround that will inevitably come.

Sincerely,

James K. Hartmann
City Manager

Budget Overview

The FY 2011 General Fund Operating Budget totals $531.6 million.

This is a 0.3% increase from the FY 2010 Approved Budget and 3.1% less than the amount needed to fund the current level of services.

The FY 2011 budget includes a real estate property tax rate increase of 7.5 cents, from $0.903 to $0.978, including 0.5 cents dedicated for stormwater improvement projects.

There are no other tax rate increases included in FY 2011.

The FY 2011 General Fund operating budget of $531.6 million reflects an increase of 1.6 million, or 0.3% from the FY 2010 approved budget. This is $17.1 million, or 3.1%, below the amount needed to continue the current level of services. City government expenditures decrease by $1.7 million, or 0.5%, from the FY 2010 budget, and are $6.2 million, or 1.7% lower than current services. City staff is reduced by a net of 61 positions, or 50.2 full-time equivalents (FTEs).

Summary of FY 2011 General Fund Operating Budget
($ in millions)

	FY 2010 Approved	FY 2011 Approved	$ Change	% Change
City Operations	$307.6	$305.5	-$2.1	-0.7%
Debt Service and Cash Capital	$41.8	$42.2	$0.4	1.0%
Transit Subsidies	$16.0	$16.0	$0.0	0.0%
Subtotal City	$365.4	$363.7	-$1.7	-0.5%
ACPS Transfer	$164.6	$167.9	$3.3	2.0%
Total	$530.0	$531.6	$1.6	0.3%

The FY 2011 City Operations approved budget includes $1.6 million in Contingent Reserves for a potential WMATA operating subsidy increase. The WMATA budget was not final at the time of City Council budget adoption. The budget adopted by WMATA following the City budget adoption included a $0.3 million subsidy increase.

The real estate property tax rate increases by 7.5 cents, from $0.903 to $0.978 per $100 of assessed value. The rate increase includes 0.5 cents designated for stormwater improvement projects and 7.0 cents for the General Fund. There are no other tax increases included in the FY 2011 budget. The average homeowner will pay $125, or 2.9%, more in taxes in FY 2011 than in FY 2010, or $10.41 per month. The FY 2011 budget also contains 17 user fee increases generating approximately $2.2 million in increased revenue.

These user fee increases include a $0.25 increase in the sanitary sewer usage fee per 1,000 gallons of water used for sanitary sewer improvements costing the average residential customer $17.50 per year, an increase in the residential refuse collection fee of $5 for each household served by the City to purchase larger covered curbside recycling carts, and an increase in parking meter rates to $1.75 per hour City-wide.

Revenues:

FY 2011 General Fund revenues increase by 0.3% compared to the FY 2010 Approved Budget.

Total equalized real estate assessments are down 6.32% overall, with commercial assessments decreasing by 8.63% and residential assessments decreasing 4.95%.

Increases in user fees, fines and charges for services contribute an additional $2.2 million in revenue for FY 2011.

Federal and state revenues are reduced by 3.2%.

For additional information, see the Revenues section.

With the inclusion of a 7.0 cent General Fund real estate property tax increase, total FY 2011 General Fund taxes are expected to increase by 3 tenths of one percent as compared to the FY 2010 approved budget. This is due mostly to the continuing decline of real estate property values.

Millions of Dollars

	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	%Change 10 Approved/ 11 Approved
Real Property Taxes	$296.3	$303.5	$296.2	0.0%
Other taxes	$149.1	$147.0	$150.6	1.0%
Taxes	$445.4	$450.5	$446.8	0.3%
Non-tax revenue	$27.6	$25.7	$26.1	-5.4%
Federal & State Revenue	$53.4	$51.7	$51.7	-3.2%
Prior Year Surplus & Transfers	$3.6	$3.6	$6.9	91.7%
Total	$530.0	$531.7	$531.6	0.3%

Real property taxes are taxes on residential and commercial real estate.

Other taxes include the personal property tax, the 1% sales tax, utility taxes, business license (BPOL) gross receipt taxes, transient lodging taxes, and others.

Non-tax revenue includes fines and forfeitures such as parking fees, and charges for services, such as solid waste fees.

Federal & State revenue is aid from the federal government and the Commonwealth of Virginia which goes into the City's General Fund and is not generally restricted to special activities. Federal and State revenue which is restricted is budgeted in the City's Special Revenue Fund.

Prior Year Surplus & Transfers finances the difference between the General Fund revenue projection and the General Fund expenditure budget. This category includes accumulated surpluses from prior years and Sewer Fund debt service.

General Fund Expenditures by Strategic Plan Goal:

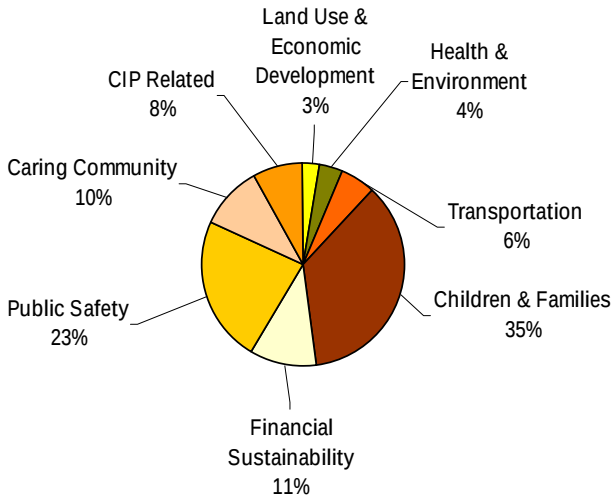
When measured by the goals of the Strategic Plan, the largest share of the operating budget (35%) is dedicated to Education and Youth. When combined with Public Safety, the two goal areas comprise over half (58%) of the City's budget.

Over a two year period, from FY 2009 to FY 2011, only the Strategic Plan goal areas of Health & Environment, Transportation, and Public Safety have increased General Fund funding.

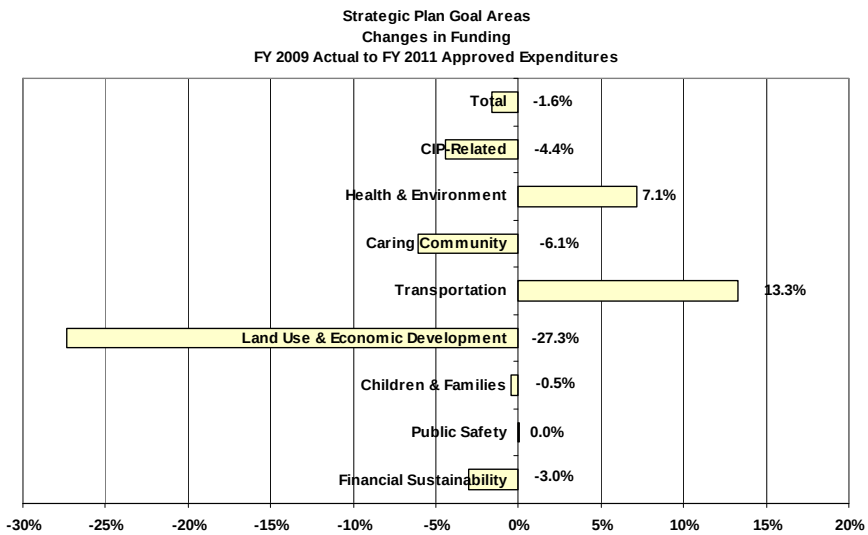
More information regarding the Strategic Plan being developed by City Council and Alexandria's future can be found on the City's web site.

http://alexandriava.gov/StrategicPlanning

The Operating Budget By Strategic Plan Goals



The chart above allocates the FY 2011 operating budget by the City Council's strategic goals. There is overlap in how expenditure activities apply to the strategic goals. (For example, street maintenance included under goal 3 is also important to Goal 1, maintaining a strong local economy.) However, the chart shows generally the strategic alignment of operating budget expenditures. The chart below shows the percent change in budgeted resources over a two year period by goal area. For example, Health and Environmental expenditures have increased by 7.1% since FY 2009 while expenditures in the Caring Community goal area have decreased by 6.1% over the same period.



The Strategic Plan Goals

In June 2010, City Council adopted a new Strategic Plan containing the City's overall vision, goals, objectives and initiatives. The goals of the new plan currently are:

Goal 1: Alexandria has Quality development and Redevelopment, Support for Local Businesses, and a Strong, Diverse, and Growing Local Economy.

Goal 2: Alexandria Respects, Protects, and Enhances the Health of its Citizens and the Quality of its Natural Environment.

Goal 3: A Multimodal Transportation System that Supports Sustainable Land Use and Provides Internal Mobility and Regional Connectivity for Alexandrians.

Goal 4: Alexandria is a Community that Supports and Enhances the Well-Being, Success and Achievement of Children, Youth and Families.

Goal 5: Alexandria is Financially Sustainable, Efficient, Community Oriented and Values its Employees.

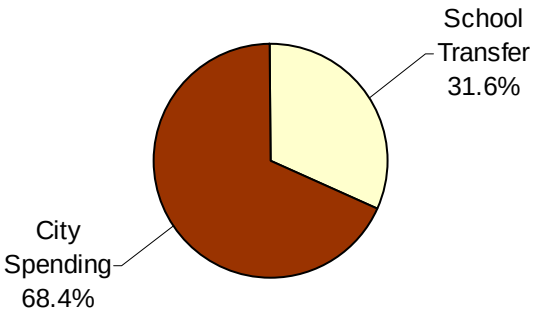
Goal 6: The City Protects the Safety and Security of its Residents, Businesses, Employees and Visitors.

Goal 7: Alexandria is a Caring and Inclusive Community That Values its Rich Diversity, History and Culture, and Promotes Affordability.

General Fund Expenditures by Type:

City Operations account for 68% of General Fund expenditures and the transfer to Schools account for 32%.

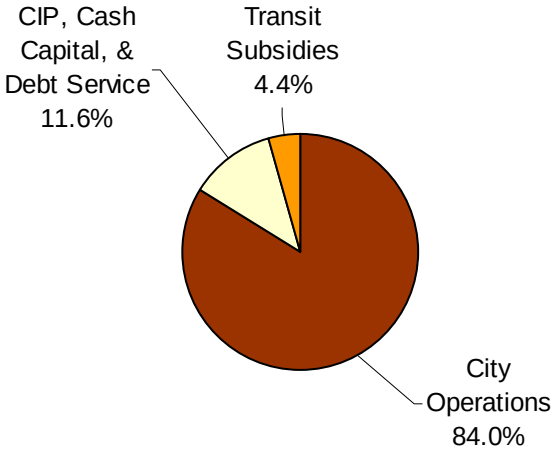
General Fund Expenditures
$531.6 Million



Under the FY 2011 budget, the City would transfer $167.9 million of its General Fund revenue to the Alexandria School System, not including spending on School capital improvement projects, or for School related debt service.

After transfers to the Alexandria School System, the remaining General Fund expenditures of $363.7 million are divided among City operations, funding for the Capital Improvement Program, Cash Capital and Debt Service, and funding for transit programs such as DASH, Metrobus, Metrorail, VRE and the King Street Trolley.

General Fund Expenditures
Excluding School Transfers
$363.7 Million



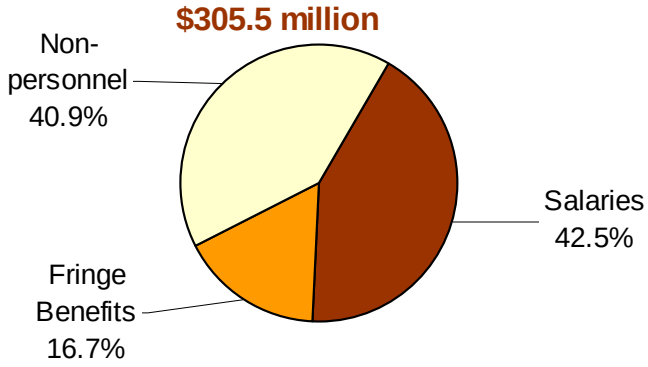
Of the $363.7 million in City government expenditures in FY 2011, City operations account for $305.5 million, CIP cash capital and debt service account for $42.2 million, and transit subsidies for $16.0 million. City operations include $1.6 million in Contingent Reserves for a potential WMATA operating subsidy increase. The WMATA budget was not final at the time of City Council budget adoption. The budget adopted by WMATA following the City budget adoption included a $0.3 million subsidy increase.

Excluding transit subsidies, cash capital and debt service, approximately 60% of the budget is devoted toward salaries and fringe benefits.

General Fund Expenditures for City Operations

(less Schools, Transit, Cash Capital & Debt Service)

$305.5 million



FY 2011 Budget Overview

General Fund Changes by Department: FY 2010 Approved to FY 2011 Approved

	FY10 Approved	FY11 Approved	$ Change	% Change
Legislative & Executive				
City Council	524,157	528,151	3,994	0.8%
City Manager	1,654,638	1,703,268	48,630	2.9%
City Attorney	2,806,519	2,998,772	192,253	6.9%
City Clerk & Clerk of Council	419,178	411,365	(7,813)	(1.9%)
Total Legislative & Executive	5,404,492	5,641,556	237,064	4.4%
Courts & Constitutional Officers				
18th Circuit Court	1,340,904	1,387,077	46,173	3.4%
18th General District Court	79,228	59,585	(19,643)	(24.8%)
Clerk of Court	1,563,551	1,518,691	(44,860)	(2.9%)
Commonwealth Attorney	2,626,465	2,619,874	(6,591)	(0.3%)
Court Services Unit	1,381,760	1,394,781	13,021	0.9%
Juvenile & Domestic Rel. Court	34,155	34,512	357	1.0%
Law Library	116,927	115,935	(992)	(0.8%)
Other Public Safety & Justice	5,173,292	5,098,020	(75,272)	(1.5%)
Registrar of Voters	1,070,439	1,128,653	58,214	5.4%
Sheriff	25,826,168	26,710,533	884,365	3.4%
Total Courts & Constitutional	39,212,889	40,067,661	854,772	2.2%
General Government				
Citizens Assistance	557,595	553,778	(3,817)	(0.7%)
Finance	8,496,407	9,528,280	1,031,873	12.1%
Procurement	910,105	946,306	36,201	4.0%
General Services	11,400,484	11,734,468	333,984	2.9%
Human Rights	614,003	610,858	(3,145)	(0.5%)
ITS	6,504,441	6,945,173	440,732	6.8%
Internal Audit	223,233	228,920	5,687	2.5%
Office of Management & Budget	1,139,968	1,185,929	45,961	4.0%
Non-Departmental*	12,264,978	11,776,132	(488,846)	(4.0%)
Cash Capital	4,400,038	4,295,000	(105,038)	(2.4%)
Debt Service	37,418,614	37,916,774	498,160	1.3%
Office on Women	1,321,444	1,404,218	82,774	6.3%
Human Resources	3,090,821	2,660,065	(430,756)	(13.9%)
Real Estate	1,516,494	1,665,223	148,729	9.8%
Office of Communications	1,306,261	1,232,320	(73,941)	(5.7%)
Total General Government	91,164,886	92,683,444	1,518,558	1.7%
Operating Agencies				
Fire	32,521,197	32,908,171	386,974	1.2%
Code Administration	6,922,770	2,950,140	(3,972,630)	(57.4%)
Police	53,632,400	52,259,991	(1,372,409)	(2.6%)
Emergency Communications	0	192,273	192,273	-
Health	6,866,006	7,041,871	175,865	2.6%
Other Health Activities	1,038,600	1,038,600	-	-
Human Services	29,709,708	28,495,306	(1,214,402)	(4.1%)
MH / MR / SA	17,222,379	18,347,190	1,124,811	6.5%
Housing	2,306,072	1,601,388	(704,684)	(30.6%)
Economic Development Activities	3,246,153	3,568,611	322,458	9.9%
Planning & Zoning	5,337,436	5,355,144	17,708	0.3%
Historic Alexandria	2,533,323	2,501,575	(31,748)	(1.3%)
Library	6,074,971	6,248,349	173,378	2.9%
RPCA	18,949,746	19,195,811	246,065	1.3%
Transit Subsidies	16,035,685	16,039,422	3,737	0.0%
Transportation & Environ Svc's	27,217,327	27,576,240	358,913	1.3%
Total Operating Agencies	229,613,773	225,320,082	(4,293,691)	(1.9%)
Education				
Schools	164,594,674	167,886,567	3,291,893	2.0%
Other Educational Activities	12,304	12,229	(75)	(0.6%)
Total Education	164,606,978	167,898,796	3,291,818	2.0%
Grand Total	**530,003,018**	**531,611,539**	**1,608,521**	**0.3%**

* FY 2011 Approved Non-Departmental expenditures include $1.6 million in Contingent Reserves for a potential WMATA operating subsidy increase. The WMATA budget was not final at the time of City Council budget adoption. The budget adopted by WMATA following the City budget adoptions included a $0.3 millions subsidy increase.

City Personnel & Compensation Overview:

The FY 2011 General Fund salaries and benefits budget decreases by 0.7% from FY 2010.

A merit/step increase is included, but no market rate adjustment.

Employee cost sharing of health insurance premiums is increased.

61 full- and part-time positions are proposed to be reduced, which equal 50.2 full-time equivalent positions (FTEs).

Compared to the original approved FY 2009 budget, the number of FTEs has decreased by 122.2, or 4.6%.

For additional information, see the Personnel and Compensation section.

The FY 2011 General Fund personnel budget is reduced by $1.3 million, or 0.7%, from the FY 2010 approved budget.

The budget includes merit based step increases for employees but no market rate adjustment. Employee cost sharing of health insurance premiums is increased.

FTE Summary

	FY 2009 Approved	FY 2010 Amended	New	Deleted	FY 2011 Approved	Change (FY11/10) #	%
Full-time Permanent	2,405.0	2,348.0	12.0	(35.0)	2,325.0	(23.0)	(1.0%)
Part-time (FTE)	202.7	193.7	0.0	(11.2)	182.5	(11.2)	(5.8%)
Approved Overhire	57.0	39.0	0.0	(4.0)	35.0	(4.0)	(10.3%)
Total (FTE)	2,664.7	2,580.7	12.0	(50.2)	2,542.5	(38.2)	(1.5%)

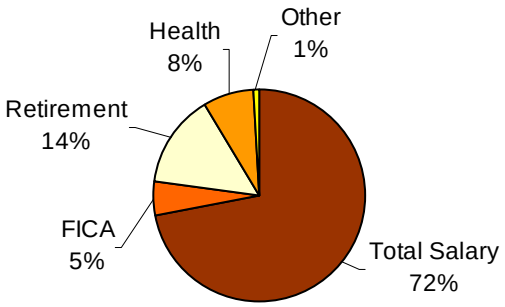
A total of 61 full- and part-time positions, or 50.2 full-time equivalents, are proposed to be reduced. These reductions are offset by an increase of 12 new full-time positions for a total decline of 38.2, or 1.5%, FTEs. Over two years, staffing levels decreased by 122.2 FTEs, or 4.6%.

City Personnel & Compensation Overview

General Fund salaries decrease by 1.4% while benefit costs increase by 1.0%. Overall, General Fund compensation costs decrease by 0.7%.

Title	FY 2010 Approved	FY 2011 Approved	$Change FY10/11	%Change FY10/11
Total Salary	$131.5	$129.7	($1.8)	-1.4%
Fringe				
FICA	9.9	9.7	(0.2)	-2.0%
Retirement	24.8	25.4	0.6	2.4%
Health	14.3	14.3	0.0	0.0%
Other	1.4	1.5	0.1	7.1%
Total Fringe	50.4	50.9	0.5	1.0%
Total Personnel	$181.9	$180.6	($1.3)	-0.7%

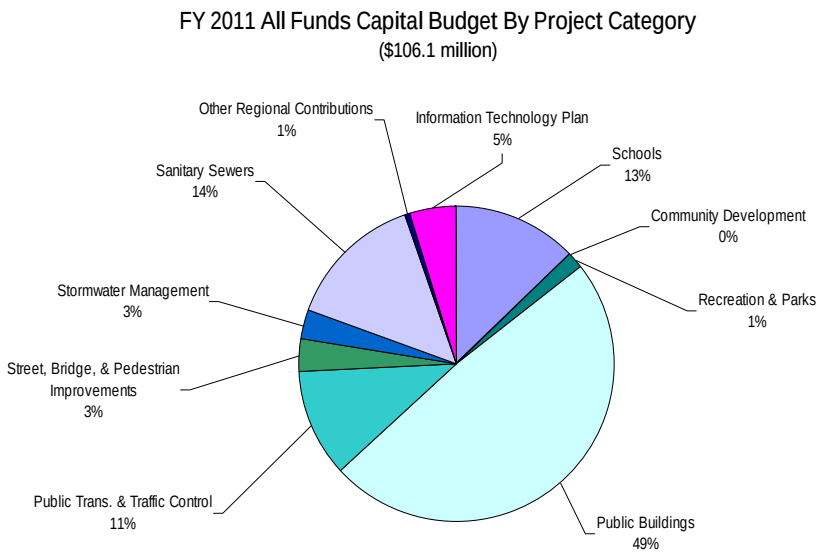
FY 2011 City General Fund Personnel Budget
$180.6 M



For additional information, see the Personnel and Compensation section.

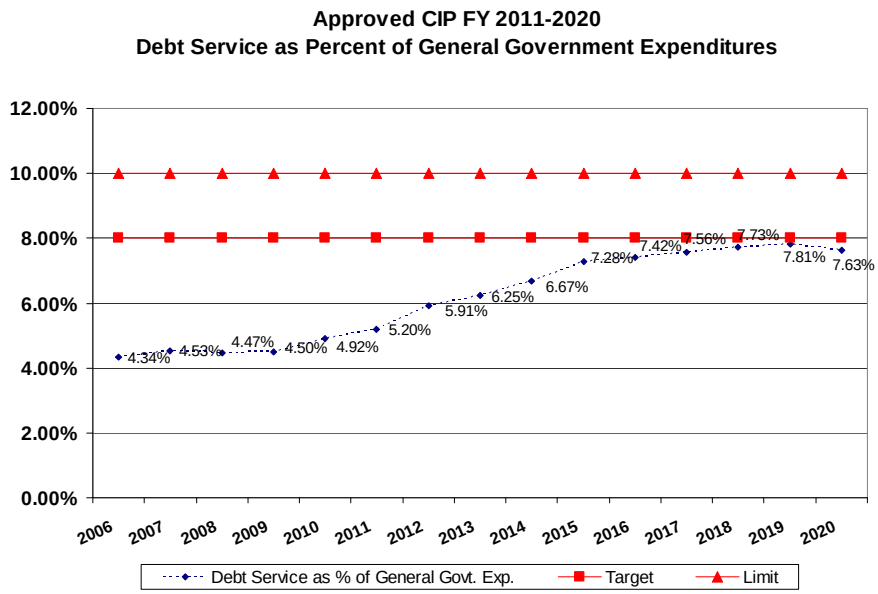
Capital Improvement Program Overview:

The total CIP for FY 2011 is $106.1 million, which includes $5.5 million in grants and other non-City revenues. The locally funded CIP is $100.7 million, a $16.7 million (19.9%) increase from what was previously planned for FY 2011 in last year's approved CIP.



The FY 2011 – FY 2020 Capital Improvement Program (CIP) is the first time the City has published a ten-year capital plan rather than a six-year plan. It is a completely balanced plan, not just over the life of the plan but within each fiscal year.

The City will not exceed the guideline set by Council that debt service as a percent of General Governmental (all funds) expenditures not exceed 10% as a limit, and the City has a goal of being below 8% as a target. However, the proportion of the budget being devoted to debt service is steadily increasing.



General Fund pay-as-you-go support for the CIP decreases by $0.1 million in FY 2010, while debt service increases $0.5 million.

The FY 2011 General Fund budget includes a $0.1 million reduction from FY 2010 in cash capital funding to support the Capital Improvement Program (CIP).

CIP focus is on maintaining existing assets, not expanding them.

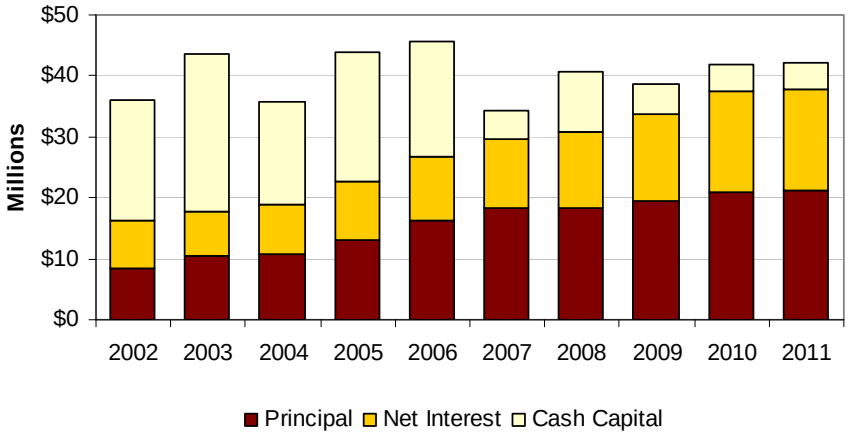
The primary focus of the CIP is maintaining the current City and Schools facilities and infrastructure with some limited funding for construction of new or expanded Schools and public safety facilities.

The CIP also includes a dedicated 0.5 cent real estate property tax for stormwater management projects and an increase of $0.25 per 1,000 gallons of water used in the sanitary sewer usage fee to fund sanitary sewer improvements.

Significant Police and Fire facility needs including a new Police headquarters and new and/or improved Fire stations are included in the CIP.

Debt service increases $0.5 million as compared to the FY 2010 approved budget.

Debt Service and Cash Capital
FY 2002 to FY 2011



For additional information, see the Capital Improvement Program section and Capital Improvement Program budget document.

- Cash capital payments are made to the Capital Improvement Program fund out of the General Fund on a pay-as-you-go basis.
- Debt service payments are composed of principal and interest payments on past bonds issued to finance capital projects.

Budget Schedule:

Citizens participated in a public hearing on the budget on Wednesday, March 10, 2010 at 4:00 pm and a public hearing on the tax rate on Saturday, April 17 at 9:30 am.

City Council also held a series of eleven public work sessions denoted to the right, followed by adoption on May 3, 2010.

All work sessions were held in City Hall, Sister Cities Conference Room #1101, at 6:30 pm unless otherwise noted.

- February 16th – Introduction and Presentation of Budget
  (5:30 pm City Council Chambers, City Hall) – Delayed from February 9, 2010 due to a snow emergency
- February 16th – Combined Work Session on Revenues and Human Resources and Compensation
  (7:30 pm City Council Chambers, City Hall)
- February 24th – Work Session on CIP
- March 1st – Work Session on Public Safety
- March 3rd – Work Session on Health and the Environment
- March 9th – Joint Work Session with ACVA, AEDP & SBDC
  (5:00 pm City Council Work Room, City Hall)
- March 10th – Budget Public Hearing
  (4:00 pm City Council Chambers, City Hall)
- March 13th – Regular Public Hearing – Set Maximum Tax Rate
  (9:30 am City Council Chambers, City Hall)
- March 15th – Joint Work Session on Education and Youth
  (6:30 pm George Washington Middle School)
- March 23rd – Legislative Meeting – Introduce Tax Rate Ordinances
  (7:00 City Council Chambers, City Hall)
- March 24th – Work Session on Caring Community
- April 5th – Work Session on Transportation & Economic Development
- April 14th – Work Session on Financial Sustainability and BFAAC Report
  (5:30 pm Sister Cities Conference Room)
- April 17th – Regular Public Hearing – Tax Rate Ordinances and Effective Tax Rate Hearing
  (9:30 am City Council Chambers, City Hall)
- April 26th – Work Session on Preliminary Add/Delete
- May 3rd – Work Session on Final Add/Delete
  (5:30 pm, City Council Work Room, City Hall)
- May 3rd – Budget Adoption
  (6:30 pm, City Council Chambers, City Hall)

A brief guide to the departments and page references to detailed descriptions of the departments in the Operating Budget is included below:

Section IX **(Also see the School Board's Operating Budget)**

- Education includes the Alexandria City Public Schools.

Section VIII

- Public Safety includes the Emergency Communications, Fire and Police Departments and the Office of Building and Fire Code Administration.

Section VII

- General Government includes, among other departments, Office of Communications, General Services, Finance, Human Resources, and Real Estate Assessments.

Section VIII

- Public Works includes the Department of Transportation and Environmental Services, which maintains City streets and the City sanitary and sewer system. Transit subsidies to WMATA (Metrorail, Metrobus and MetroAccess), the City's DASH bus and DOT paratransit systems, the Virginia Rail Express (VRE), and the King Street Trolley are also included in "Public Works."

Section VI

- Courts and Constitutional Officers includes departments with elected officials such as the Office of Sheriff, which manages the Alexandria Detention Center, the Commonwealth's Attorney, the Clerk of Courts, and the Registrar of Voters.

Section VIII

- Parks & Recreation include the Office of Historic Alexandria, the Alexandria Library system, and the Department of Recreation, Parks, and Cultural Activities, which manages the City's parks and manages youth programs.

Section VII
(Non-Departmental)

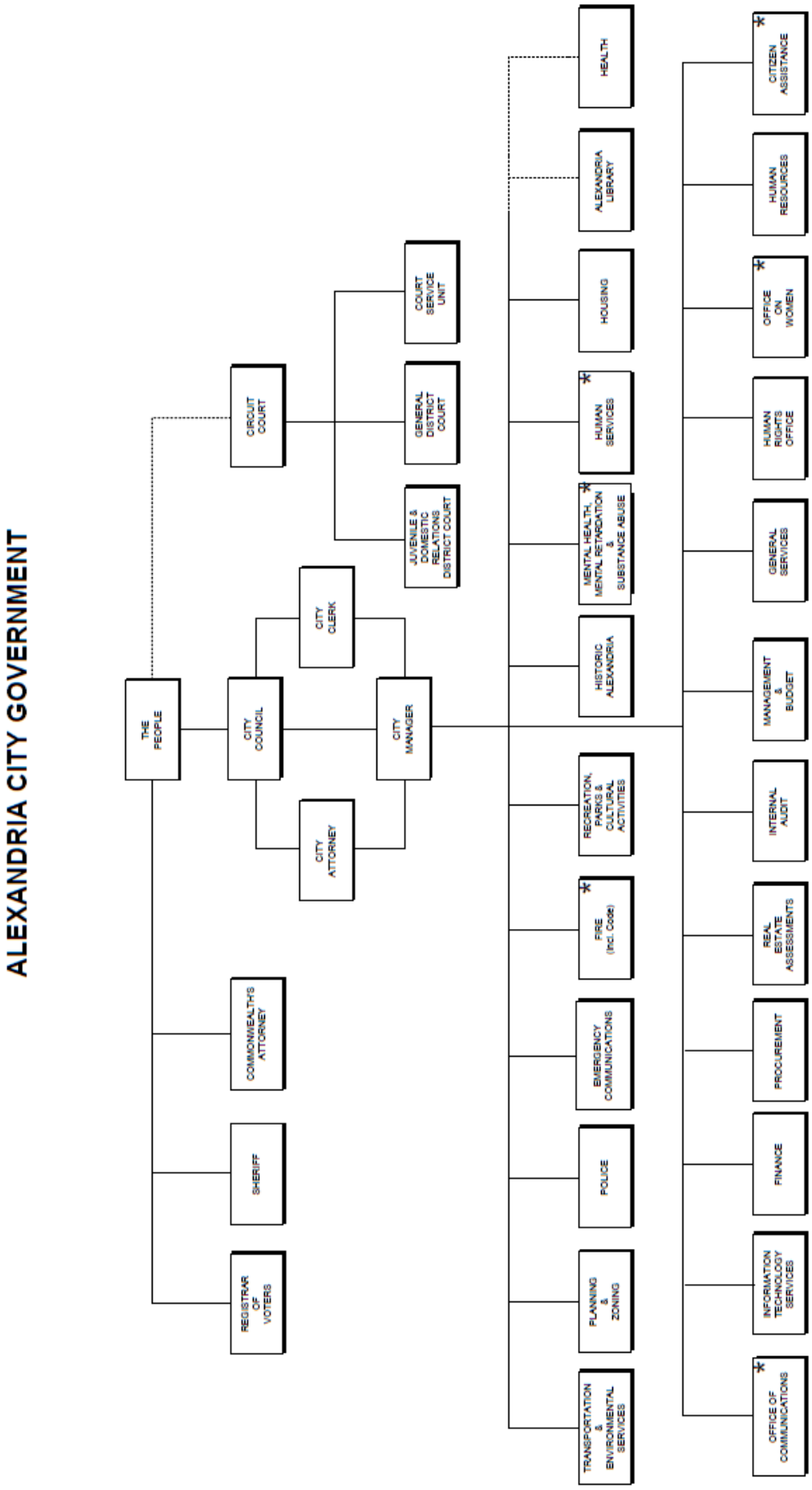
- Debt Service & Cash Capital. Debt Service is the amount the City repays in principal and interest on outstanding bonds issued for infrastructure improvements. Cash Capital represents funds in the current operating budget designated for capital improvements.

Section VIII

- Health & Welfare includes the Health Department, the Department of Human Services, and the Department of Mental Health, Mental Retardation, and Substances Abuse.

Section VIII

- Community Development includes the Departments of Housing, Economic Development, and Planning and Zoning, as well as the City's economic development agencies.



* During FY 2011 the Departments of Human Services; Mental Health, Mental Retardation and Substance Abuse; and the Office on Women will be merged into a single department. Also in FY 2011, Citizen Assistance and the Office of Communications will merge to create a new department. In addition, the Office of Building and Fire Code Administration will be separated from the Fire Department and a new department will be established. Through the Fall Reappropriation Ordinance City Council will reappropriate existing funds to achieve these changes. The FY 2012 budget document will reflect the new organizational structure.

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 the economic outlook of the City presented by staff and a public hearing to gather citizen input in October, and continuing through the adoption of the FY 2011 budget on May 3, 2010, 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 2011 Budget Planning

On November 24, 2009, 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 holding total expenditures at FY 2010 levels. The budget was also to incorporate a transfer to the Schools budget of $167.9 million. The guidance was based on preliminary forecasts of revenues, expenditures, and capital needs presented at the City Council Retreat on November 7, 2009. 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.

Given the overall budget reduction, very few programs or initiatives are funded at the same level in the FY 2011 budget as they were in the FY 2010 operating budget. The allocation of all resources are based on the following seven Strategic Plan goals:

- There is quality development and redevelopment, support for local businesses, and a strong, diverse, and growing local economy.
- The City respects, protects and, enhances the health of its citizens and the quality of its natural environment.
- There is an integrated, multi-modal transportation system that efficiently and effectively gets people from point “A” to point ”B.”
- Alexandria is a community with public schools among Northern Virginia’s best and where our recreational programs provide youth the opportunity to succeed.
- The City government is financially sustainable, efficient, community oriented and values its employees.
- The City protects the safety and security of its residents, businesses and visitors.
- Alexandria is a caring community that is affordable and diverse with a rich 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

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 2011 to FY 2020 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. Approved FY 2011 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 2011 Budget Process

MONTH	RESIDENTS	MAYOR & CITY COUNCIL	CITY ADMINISTRATION
JUNE			**Budget Guidelines** OMB issues budget guidelines and instructions to Departments for the budget process
JULY AUGUST SEPTEMBER			**Budget Requests** Departments develop their budget requests for submission to OMB.
OCTOBER	**Budget Hearing** 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.	**City Council Retreat** City Council holds its annual planning retreat. The upcoming budget process is discussed in detail. City staff presents information on the overall budget situation, including revenues, planned expenditures, and economic conditions.	**Budget Request Analysis** OMB reviews Departmental budget requests and develops initial recommendations to the City Manager.
NOVEMBER		**Budget Target** City Council gives City staff guidance on overall expenditure and revenue limits. This guidance drives the decisions of the City Manager.	
DECEMBER JANUARY			**Proposed Budget Development** 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 MARCH APRIL	**BFAAC Review** Resident advisory committee holds weekly meetings to review the budget and provide City Council with feedback. **Budget Public Hearings** 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** 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** The City Manager presents the Proposed Budget to City Council. **Budget Memos** OMB and other City staff respond to inquiries from City Council through Budget Memos.
MAY JUNE		**FINAL BUDGET ADOPTION** City Council makes final decisions and adopts the official City of Alexandria Budget for the upcoming fiscal year.	**Approved Budget** 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 and a budget overview that provides general budget information including summaries of the proposed changes in expenditures, and revenues and the process by which the City achieved the budget. Section III provides the reader with a guide to understanding the budget. Section IV includes revenue and expenditure summaries, various charts and schedules that provide overall information on the City's finances, personnel summaries, multi-year revenue and expenditure forecast scenarios and fund balance information.

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

Section X 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 XI is the "Community Profile," which provides a description and basic statistical information on the City.

Section XII provides a glossary of relevant budget terms. Section XIII includes the legislative references and charter provisions relating to the budget. Section XIV is comprised of Appendices, which include the salary schedules and classification structures applicable to the City government as well as the Alexandria Compensation Philosophy. Section XV is the Program/Services Index, providing a locator guide to program information in the Operating Budget document.

- 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 2011-2016 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 his 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.

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.

Department of Code Ad

Mission Statement: The mission of the Department of Code Administr
Statewide Building Code and other applicable codes and ordinances to m safety standards and ensure structures are designed, built, and maintained to adopted code requirements.

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.

Expenditure By Classification	FY 2009	FY 2010	FY 2011	% Change 10-2011
Personnel				0.3%
Non-Personnel				-3.3%
Capital Goods Outlay				0.0%
Total Expenditures				-0.2%
Less Revenues				
Internal Services				0.0%
Special Revenue Funds **	717,776	569,205	4,529,112	695.7%
Total Designated Funding Sources	$717,776	$569,205	$4,529,112	695.7%
Net General Fund Expenditures	$6,737,383	$6,922,770	$2,950,140	-57.4%
Total Department FTE's	84.0	71.6	68.0	-5.0%

*The FY 2010 FTE count has been amended to reflect the transfer of a position from Code Administration to General Services.

**For FY 2011, Code fees related to regulating new construction are being shifted from the General Fund to a special revenue fund. See the highlights section below for details.

Highlights

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

•In FY 2011, the Approved General Fund budget decreased by $3,972,630 or 57.4%, while total expenditures declined by 0.2%. Approximately $4.2 million in expenditures in the Administrative Support, Plan Review, Permit Center, and New Construction Programs were transferred to a special revenue account. The expenditures will be offset by Code fees related to building and development, previously in the General Fund, as well as increases in those fees to make the construction element of Code Administration completely self-supporting.

• FY 2011 personnel costs increased by $17,054 or 0.3%; the increase is used to account for departmental turnover throughout the fiscal year, as well as benefit increases for employees.

•Total non-personnel costs decreased by $29,777 or 3.3% primarily due to the reduction of funds for leased space no longer needed due to efficiencies implemented during FY 2010.

•Total FY 2011 Special Revenue increased by $3,959,907 or 695.7%. Code fees related to new construction have been transferred out of the General Fund to a special revenue fund where they will be used to pay Code expenditures related to building and development.

•FY 2011 FTE count decreased by 3.6 FTEs due to the reduction of 2 full-time Fire Inspector positions, 1 part-time Records Clerk, and 1 position previously funded by fee revenues.

Department of Code Administration

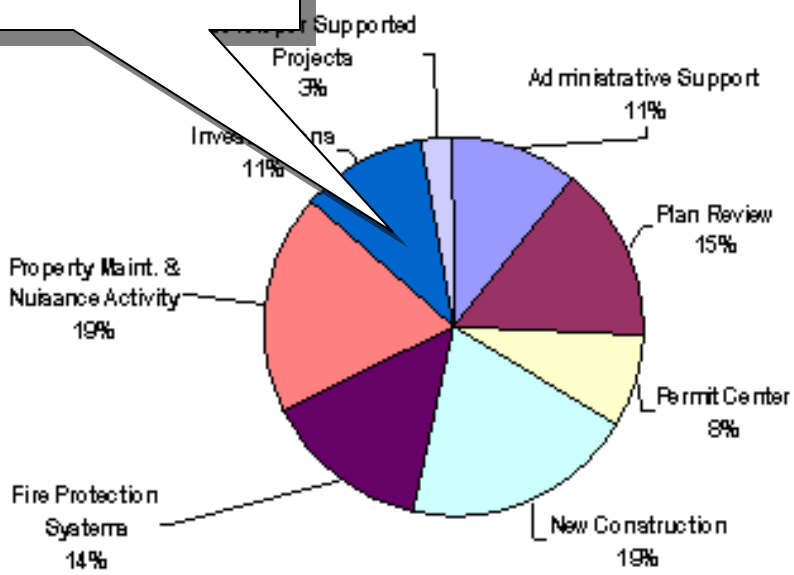
Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Number of building and trade plans reviewed			5,800
Number of new construction inspections completed			30,000
Number of permits processed			10,700

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

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

roved Expenditures by Program



Department of Code Administration

Program Level Summary Information

Expenditure Summary

Expenditure	[illegible]	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Administrative	[illegible]	$820,083	$809,382	-1.3%
Plan Review	[illegible]	879,013	1,119,464	27.4%
Permit Center	469,234	524,080	577,611	10.2%
New Construction	274,154	1,313,219	1,472,486	12.1%
Fire Protection Systems	975,965	1,090,277	1,067,905	-2.1%
Prop Maint & Nuisance Activities	1,661,908	1,496,992	1,421,130	-5.1%
Investigations	400,666	799,106	799,034	0.0%
Developer Supported Projects	717,776	569,205	212,240	-62.7%
Total Expenditures	$7,455,159	$7,491,975	$7,479,252	-0.2%

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

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	[illegible]	[illegible]	% Change 2010-2011
Administrative Support	3.9	[illegible]	[illegible]	0.0%
Plan Review	9.8	[illegible]	9.3	12.7%
Permit Center	11.1	7.6	8.0	5.3%
New Construction	12.9	13.5	14.5	7.4%
Fire Protection Systems	9.0	11.3	10.3	-8.9%
Prop Maint & Nuisance Activities	15.7	14.8	12.8	-13.8%
Investigations	2.6	6.2	6.2	0.0%
Developer Supported Projects	19.0	5.0	2.0	-60.0%
Total full time employees	84.0	71.6	68.0	-5.0%

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

Code Administration Programs and Activities

Administrative Support
- Administrative Support

Plan Review
- Building & Trade Plan Review
- One Stop Shop
- Walk Thru Plan Review
- Site Plan Review
- BAR, BZA, SUP, & Other Plan Reviews

Permit Center
- Permit Processing
- Complaint Processing
- Phone Call Processing

[illegible] Maintenance & Nuisance [illegible]
- Inspections of Existing Structures
- Fire Prevention

Investigations
- [illegible]

Developer S[illegible]
- BR[illegible]

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

Dept Info

Department Contact Info
703.746.4200
alexandriava.gov/fire/code/

Department H[illegible]
John Catlett [illegible]
703.746[illegible]
john[illegible]andriava.gov

[illegible]irector
[illegible]tive Officer

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

Department of Code Administration

Each individual Program section starts with the goal statement.

Permit Center

The goal of the Permit Center is to process the intake of plans for construc ... rify contractor licenses, process and dispatch complaint calls, and maintain fi ... ecords 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	6.3%	7.0%	7.7%
Total Expenditures	$489,234	$524,080	$577,611
Less Revenues	$0	$0	$577,611
Net General Fund Expenditures	$489,234	$524,080	$0
Program Outcomes			
...mers served by Service Representative within 30 minutes	100%	100%	100%

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

Activity Data

... provide timely intake of plans, ensure ... n from other City agencies, verify ... permits in order to maintai ... standards. *			
Expenditures			
FTE's			
# of permits processed			
Cost per permit processed			

*In FY 2011, the Records Management activity was combined with the Permit Proc... Activi... Statement.

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.

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.			
Expenditures	$88,538	$136,764	$135,107
FTE's	2.4	1.8	1.8
# of complaints received	2,125	1,250	2,000
Cost per complaint received	$46.37	$105.02	$68.05
% of complaints processed within same day of receipt	99%	100%	100%

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.			
Expenditures	$82,834	$91,892	$108,789
FTE's	3.8	1.8	1.8
# of phone calls answered by Permit Center Staff*	1,648	18,600	17,000
Cost per phone call answered*	$1.18	$4.94	$6.11

Department of Code Administration

Summary of Budget Changes

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

Maintain Current Service Levels

Activity	Adjustment	FY 2011 Approved
Administrative Support	*Software License Increases*	$4,439
This adjustment will provide for increases to software licenses including Selectron Voice Permit and Accella Permit Plan software programs.		

Expenditure Reductions

Activity	Expenditure Reduction	
Records	*Eliminate Part-time Records Clerk Position*	
This reduction would eliminate the part-time Records Clerk position. Engineeri duties. As a result, this position can be eliminated. This reduction may result FOIA requests, and Permit Center customer service.		
Fire Prevention	*Eliminate 2 Fire Inspector I Position*	
This reduction eliminates 2 of 9 Fire Inspector I positions. Response times for non-emergency complaints (e.g. trash, tall grass, noise violations, etc.) will increase from 48 to 72 hours or more. Also, attendance at civic group meetings would decrease from monthly to quarterly. Reduction will eliminate fire prevention inspections and proactive inspections on weekends and evenings.		
Admin Support	*Leased Space*	($33,655)
In early FY 2010, Code Administration implemented their Remote Start Program. As a result, they vacated their Banker's Square leased space in October 2009. A portion of this lease cost was eliminated in FY 2010. This amount represents the remaining portion used to pay for the space from July 1st to October 15, 2009.		
Various	*Postpone Purchase of 3 Code Vehicles*	($9,278)
This will defer the replacement of 3 Code vehicles for 1 year and represents a one-time savings for FY 2011.		

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.

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FY 2011

Summary Tables

(includes General Fund, Special Revenue Fund, Capital Projects Fund and All Component Unit Funds)

Multi-Year Statement of Total Revenues and Expenditures by Source and Use

Description	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved	% Change
Source of Revenue				
General Property Tax	$333,482,063	$329,451,111	$332,723,619	1.0%
Other Local Taxes	112,271,370	115,930,000	116,430,000	0.4%
Permits, Fees and Licenses	5,710,108	6,629,109	6,118,882	-7.7%
Fines and Forfeitures	4,116,453	4,781,325	4,646,020	-2.8%
Intergovernmental Revenue	115,994,583	139,405,832	142,304,935	2.1%
Charges for Services	25,261,159	36,854,123	39,744,718	7.8%
Revenue from Use of Money and Property	6,224,384	5,353,189	5,083,397	-5.0%
Miscellaneous Revenue	15,822,379	2,556,191	3,261,705	27.6%
Bond Proceeds	0	55,666,546	84,015,000	50.9%
Unreserved General Fund Balance		11,672,511	11,146,490	-4.5%
Unreserved Fund Balance - Capital Projects Fund		0	3,723,500	
Unreserved Fund Balance - Sewer Fund		135,261	0	-100.0%
Unreserved Fund Balance - Special Revnue			246,352	
Retained Earnings - Internal Services		2,765,074	4,450,493	61.0%
Total Estimated Revenue	$618,882,499	$711,200,272	$753,895,111	6.0%
Object of Expenditures				
Personnel Services	$235,294,163	$229,518,011	$233,654,718	1.8%
Non-Personnel Services	164,674,681	167,561,835	168,017,589	0.3%
Capital Outlay	417,959	326,986	245,106	-25.0%
Component Unit - Library	5,680,967	6,733,841	6,894,504	2.4%
Component Unit - Schools	205,647,451	211,019,067	221,109,062	4.8%
Component Unit - Alexandria Transit Company	11,433,148	11,409,000	12,072,358	5.8%
Equipment Replacement	1,588,783	4,649,822	5,774,848	24.2%
Capital Projects	100,765,662	79,981,710	106,126,926	32.7%
Total Appropriations	$725,502,814	$711,200,272	$753,895,111	6.0%

Revenue and Expenditure Summary Tables

Multi-Year Statement of Total Revenues and Expenditures by Source and Use

Description	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved	% Change
Revenues				
General Property Tax	$333,482,063	$329,451,111	$332,723,619	1.0%
Other Local Taxes	112,271,370	115,930,000	116,430,000	0.4%
Permits, Fees and Licenses	5,710,108	6,629,109	6,118,882	-7.7%
Fines and Forfeitures	4,116,453	4,781,325	4,646,020	-2.8%
Intergovernmental Revenue	115,994,583	139,405,832	142,304,935	2.1%
Charges for Services	25,261,159	36,854,123	39,744,718	7.8%
Revenue from Use of Money and Property	6,224,384	5,353,189	5,083,397	-5.0%
Miscellaneous Revenue	15,822,379	2,556,191	3,261,705	27.6%
Bond Proceeds	0	55,666,546	84,015,000	50.9%
Unreserved General Fund Balance		11,672,511	11,146,490	-4.5%
Unreserved Fund Balance - Capital Projects Fund		0	3,723,500	N/A
Unreserved Fund Balance - Sewer Fund		135,261	0	-100.0%
Unreserved Fund Balance - Special Revnue			246,352	
Retained Earnings - Internal Services		2,765,074	4,450,493	61.0%
Total Estimated Revenue	$618,882,499	$711,200,272	$753,895,111	6.0%
Expenditures				
Current Operating				
General Government	$46,691,438	$56,734,178	$59,340,998	4.6%
Judicial Administration	18,878,529	8,707,145	12,833,744	47.4%
Public Safety	116,847,446	129,579,851	123,867,707	-90.1%
Public Works	36,951,969	30,328,794	32,508,818	7.2%
Library	6,793,868	6,733,841	6,944,635	3.1%
Health and Welfare	96,765,510	95,548,316	97,051,241	1.6%
Transit	12,550,443	19,745,685	20,303,991	2.8%
Culture and Recreation	23,153,447	22,554,716	23,294,925	3.3%
Community Development	24,590,419	12,836,051	12584061	81.5%
Education	171,863,311	211,031,371	221,121,291	4.8%
Debt Service				
Principal	19,100,000	20,871,070	21,321,070	2.2%
Interest and Other Charges	12,800,635	16,547,544	16,595,704	0.3%
Capital Outlay	100,725,662	79,981,710	106,126,926	32.7%
Total Expenditures	$687,712,677	$711,200,272	$753,895,111	6.0%

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Expenditure Summaries

(includes Expenditures by Department, Expense Category

and Strategic Plan Goal Area)

Expenditure Summary by Department

Classification Department/Agency	General Fund Actual FY 2009	General Fund Approved FY 2010	General Fund Approved FY 2011	General Fund Share FY 2011	All Funds Approved FY 2011	All Funds Share FY 2011
LEGISLATIVE & EXECUTIVE						
City Council	510,035	524,157	528,151	0.1%	528,151	0.1%
City Manager	1,619,040	1,654,638	1,703,268	0.3%	1,703,268	0.3%
City Attorney/1	2,679,931	2,806,519	2,998,772	0.5%	2,998,772	0.5%
City Clerk	407,573	419,178	411,365	0.1%	411,365	0.1%
TOTAL - LEGISLATIVE & EXECITIVE	5,216,579	5,404,492	5,641,556	1.1%	5,641,556	0.9%
COURTS AND CONSTITUTIONAL OFFICERS						
18th Circuit Court	1,342,075	1,340,904	1,387,077	0.3%	1,387,077	0.2%
Court Service Unit	1,362,108	1,381,760	1,394,781	0.3%	1,644,857	0.2%
Juvenile & Domestic Relations Court	29,908	34,155	34,512	0.0%	34,512	0.0%
18th General District Court	99,004	79,228	59,585	0.0%	59,585	0.0%
Clerk of the Courts	1,599,348	1,563,551	1,518,691	0.3%	1,518,691	0.2%
Commonwealth's Attorney	2,519,535	2,626,465	2,619,874	0.5%	2,839,741	0.4%
Law Library	109,601	116,927	115,935	0.0%	166,582	0.0%
Registrar of Voters	1,377,826	1,070,439	1,128,653	0.2%	1,128,653	0.2%
Other Public Safety/Judicial Activities	5,233,194	5,173,292	5,098,020	1.0%	5,282,197	0.8%
Office of Sheriff	26,039,589	25,826,168	26,710,533	4.9%	27,885,750	4.2%
TOTAL - COURTS AND CONSTITUTIONAL OFFICERS	39,712,188	39,212,889	40,067,661	7.5%	41,947,645	6.4%
GENERAL GOVERNMENT						
Citizen Assistance	716,378	557,595	553,778	0.1%	559,276	0.1%
Finance/1	8,863,116	8,496,407	9,528,280	1.8%	9,797,399	1.5%
Internal Audit	219,233	223,233	228,920	0.0%	228,920	0.0%
General Services	11,790,479	11,400,484	11,734,468	2.2%	11,899,314	1.8%
Office on Women	1,389,743	1,321,444	1,404,218	0.3%	1,895,066	0.3%
Human Rights Office	620,316	614,003	610,858	0.1%	645,966	0.1%
Management and Budget	1,121,369	1,139,968	1,185,929	0.2%	1,185,929	0.2%
Information Technology Services	6,675,286	6,504,441	6,945,173	1.3%	7,072,873	1.1%
Human Resources	3,219,974	3,090,821	2,660,065	0.5%	2,666,065	0.4%
Real Estate Assessments	1,573,247	1,516,494	1,665,223	0.3%	1,665,223	0.3%
Office of Procurement/1	995,278	910,105	946,306	0.2%	946,306	0.1%
Office of Communications	1,287,949	1,306,261	1,232,320	0.2%	1,232,320	0.2%
TOTAL - GENERAL GOVERNMENT	38,472,368	37,081,256	38,695,538	7.3%	39,794,657	6.0%

/1 Beginning in FY 2010, the Office of Procurement is an independent Office. In previous budgets it was part of the Finance Department. In addition, Risk Management, formerly part of the City Attorney's Office, is now part of the Finance Department. Previous budget years have been adjusted for comparison purposes.

Expenditure Summary by Department

Classification Department/Agency	General Fund				All Funds	
	Actual FY 2009	Approved FY 2010	Approved FY 2011	Share FY 2011	Approved FY 2011	Share FY 2011
NON-DEPARTMENTAL						
General Debt Service	32,156,705	37,418,614	37,916,774	7.1%	37,916,774	5.7%
Insurance, City Memberships, Etc.	13,897,248	10,721,818	9,876,132	1.9%	10,876,132	1.6%
Contingent Reserves	0	1,543,160	1,900,000	0.4%	1,900,000	0.3%
Cash Capital	12,017,687	4,400,038	4,295,000	0.8%	4,295,000	0.7%
TOTAL NON-DEPARTMENTAL	58,071,640	54,083,630	53,987,906	10.2%	54,987,906	8.3%
OPERATING AGENCIES						
Fire	32,759,833	32,521,197	32,908,171	6.2%	34,611,027	5.2%
Code Administration	6,737,383	6,922,770	2,950,140	0.6%	7,479,252	1.1%
Emergency Communications/2	0	0	192,273		192,273	
Police	53,079,794	53,632,400	52,259,991	9.8%	53,699,405	8.1%
Health	6,615,269	6,866,006	7,041,871	1.3%	7,075,988	1.1%
Other Health	1,038,600	1,038,600	1,038,600	0.2%	1,038,600	0.2%
Human Services	26,170,684	27,676,449	26,462,047	5.0%	54,611,838	8.3%
Human Services Contributions						
Children's Fund	1,016,747	907,202	907,202	0.2%	907,202	0.1%
Youth Fund	316,660	277,147	277,147	0.1%	277,147	0.0%
Community Partnership Fund	970,666	848,910	848,910	0.2%	848,910	0.1%
Housing	4,439,630	2,306,072	1,601,388	0.3%	3,660,306	0.6%
Planning and Zoning	6,410,744	5,337,436	5,355,144	1.0%	5,355,144	0.8%
Economic Development Activities	3,455,816	3,246,153	3,568,611	0.7%	3,568,611	0.5%
Historic Alexandria	2,906,634	2,533,323	2,501,575	0.5%	3,010,588	0.5%
Mental Health, Mental Retardation and Substance Abuse	18,188,464	17,222,379	18,347,190	3.5%	32,291,556	4.9%
Rec, Parks & Cultural Activities	19,919,231	18,660,932	18,906,997	3.5%	19,887,709	3.0%
Other Recreation Activities	284,006	288,814	288,814	0.1%	288,814	0.0%
Library	6,793,868	6,074,971	6,248,349	1.2%	6,944,635	1.1%
Transit Subsidies	12,550,443	16,035,685	16,039,422	3.0%	20,303,991	3.1%
Trans. & Environmental Services	27,309,519	27,217,327	27,576,240	5.2%	40,251,058	6.1%
TOTAL - OPERATING AGENCIES	230,963,991	229,613,773	225,320,082	42.4%	296,304,054	44.9%
EDUCATION						
Schools	167,953,749	164,594,674	167,886,567	31.6%	221,109,062	33.5%
Other Educational Activities	12,004	12,304	12,229	0.0%	12,229	0.0%
TOTAL - EDUCATION	167,965,753	164,606,978	167,898,796	31.6%	221,121,291	33.5%
GRAND TOTAL	540,402,519	530,003,018	531,611,539	100%	659,797,109	100%

/2 The Department of Emergency Communications was created in FY 2010.

Expenditure Summary by Expense Category

Budget and Fiscal Affairs Advisory Committee
FY 2011 Approved 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 by Expense Category

FY 2010 Approved BFAAC Table – All Departments (All Funds)

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Non-Departmental	Operating Agencies	Education	Total
Salaries*	3,028,447	22,383,858	18,982,130	862,348	133,631,720	127,846,549	306,735,052
Fringe Benefits*	982,426	8,202,731	6,616,458	621,000	48,262,743	48,728,943	113,414,301
Contractual Services	1,178,696	3,151,540	7,296,493	782,160	29,126,100	12,039,947	53,574,936
Internal Services	41,810	232,525	315,118	0	5,129,356	0	5,718,809
Commodities	28,666	1,061,201	2,927,441	16,000	8,799,472	9,240,769	22,073,549
Office Furniture & Equipment	0	10,000	25,059	0	15,750	3,627,269	3,678,078
Vehicular Equipment	0	166,193	66,543	0	4,093,541	0	4,326,277
EDP Equipment	0	0	2,009	0	804,835	0	806,844
Operational Equipment	0	0	0	0	5,000	176,412	181,412
Utilities	0	0	1,553,237	0	3,971,828	0	5,525,065
Travel and Education	36,347	126,083	340,601	12,000	884,661	0	1,399,692
Leases & Rentals	28,449	634,519	1,360,907	59,403	5,239,964	0	7,323,242
Subsidies & Contributions	0	4,222,555	13,043	225,954	34,586,293	12,304	39,060,149
EDP Software Development	0	0	0	0	7,323	0	7,323
Other Charges	79,651	867,053	-1,434,331	9,702,953	10,417,555	9,359,178	28,992,059
Contingent Reserves	0	0	0	983,160	0	0	983,160
Grant Match	0	99,498	0	0	59,472	0	158,970
Other Special Revenue Funds	0	0	0	0	6,019,399	0	6,019,399
Bond Interest General	0	0	0	16,547,544	0	0	16,547,544
Bond Principal General	0	0	0	20,871,070	0	0	20,871,070
Capital Projects	0	0	0	4,400,038	0	0	4,400,038
Total	5,404,492	41,157,756	38,064,708	55,083,630	291,055,012	211,031,371	641,796,969

* Salaries decreased from $361.7 million in FY 2009 to $306.7 million in FY 2010 and fringe benefits increased from $70.8 million in FY 2009 to $113.4 million in FY 2010 due mostly to Schools personnel costs (salaries and benefits) having been budgeted in salaries in FY 2009 and split between salaries and benefits for better accuracy in FY 2010.

Expenditure Summary by Expense Category

FY 2011 Approved BFAAC Table – All Departments (All Funds)

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Non-Departmantal	Operating Agencies	Education	Total
Salaries	3,231,841	22,413,837	19,754,748	112,837	135,816,249	133,684,360	**315,013,872**
Fringe Benefits	1,079,765	8,626,135	7,389,132	537,000	49,323,293	53,130,398	**120,085,723**
Contrctual Services	1,113,852	4,183,970	7,455,267	557,160	29,073,291	12,359,201	**54,742,741**
Internal Services	41,048	256,623	357,020	0	5,513,687	0	**6,168,378**
Commodities	27,539	441,856	2,516,165	6,500	8,793,902	9,826,640	**21,612,602**
Office Furniture & Equipment	0	10,000	24,485	0	21,950	774,466	**830,901**
Vehicular Equipment	0	160,274	2,000	0	4,978,450	0	**5,140,724**
EDP Equipment	0	0	127,700	0	751,793	0	**879,493**
Operational Equipment	0	0	0	0	138,269	205,000	**343,269**
Utilities	0	0	1,541,056	0	3,981,849	0	**5,522,905**
Travel and Education	37,961	128,163	113,700	-25,433	884,867	0	**1,139,258**
Leases & Rental	28,449	700,291	1,516,548	59,403	5,547,606	0	**7,852,297**
Subsidies & Contributions	0	4,060,515	40,503	221,674	33,359,056	12,229	**37,693,977**
EDP Software Development	0	0	0	0	11,778	0	**11,778**
Other Charges	81,101	866,483	-1,043,667	9,406,991	10,473,588	11,128,997	**30,913,493**
Contingent Reserves	0	0	0	1,900,000	0	0	**1,900,000**
Grant Match	0	99,498	0	0	59,472	0	**158,970**
Other Special Revenue Funds	0	0	0	0	7,574,954	0	**7,574,954**
Bond Interest General	0	0	0	16,595,704	0	0	**16,595,704**
Bond Principal General	0	0	0	21,321,070	0	0	**21,321,070**
Capital Projects	0	0	0	4,295,000	0	0	**4,295,000**
Total	**5,641,556**	**41,947,645**	**39,794,657**	**54,987,906**	**296,304,054**	**221,121,291**	**659,797,109**

Expenditure Summary by Expense Category

FY 2010 Approved BFAAC Table – Operating Agencies (All Funds)

Expense Category	Fire	Police	Health	Human Services	Housing	Planning & Zoning	Economic Development Activities	Historic Alexandria	Mental Health, Mental Ret, & Substance Abuse	Recreation, Park, & Cultural Activities	Library	T & E S	Total
Salaries	25,313,191	32,273,319	1,133,397	14,277,971	1,221,626	3,576,688	0	1,780,848	18,799,096	10,625,302	4,143,146	20,487,136	133,631,720
Fringe Benefits	9,888,582	13,920,420	582,740	5,396,031	443,046	1,260,430	0	525,517	6,896,069	3,529,992	1,293,470	4,526,446	48,262,743
Contractual Services	1,450,179	1,124,729	4,872,722	1,444,891	98,999	317,162	0	263,567	2,148,010	1,991,286	122,905	15,300,439	29,134,889
Internal Services	1,393,647	1,834,809	25,873	118,085	11,802	48,513	0	15,040	106,816	277,532	7,911	1,280,539	5,120,567
Commodities	1,463,496	885,622	73,696	369,678	7,580	41,096	0	189,762	952,874	1,102,403	39,508	3,673,757	8,799,472
Office Furniture & Equipment	0	0	0	0	0	0	0	4,500	0	11,250	0	0	15,750
Vehicular Equipment	1,398,360	1,093,541	0	186,180	0	0	0	0	118,500	250,000	0	1,046,960	4,093,541
EDP Equipment	74,571	699,766	0	0	2,200	0	0	0	1,830	26,450	0	18	804,835
Operational Equipment	5,000	0	0	0	0	0	0	0	0	0	0	0	5,000
Utilities	199,640	18,766	130,055	108,985	0	0	0	311,781	379,053	717,871	297,779	1,807,898	3,971,828
Travel and Education	268,565	94,965	17,523	170,044	5,371	26,102	0	5,915	203,619	49,608	300	42,649	884,661
Leases & Rentals	110,056	2,313,459	2,620	1,558,155	219,764	42,775	0	16,616	779,057	56,225	0	141,237	5,239,964
Subsidies & Contributions	0	0	1,038,600	28,155,206	1,440,154	0	3,246,153	5,130	214,549	482,001	0	4,500	34,586,293
EDP Software Development	0	0	0	0	0	0	0	0	0	7,323	0	0	7,323
Other Charges	355,215	1,048,840	27,380	5,038,586	801,920	24,670	0	-77,446	220,425	386,243	828,822	1,762,900	10,417,555
Grant Match	0	0	0	0	0	0	0	0	0	0	0	59,472	59,472
Other Special Revenue Funds	0	0	0	0	0	0	0	0	0	0	0	6,019,399	6,019,399
Total	41,920,502	55,308,236	7,904,606	56,823,812	4,252,462	5,337,436	3,246,153	3,041,230	30,819,898	19,513,486	6,733,841	56,153,350	291,055,012

Expenditure Summary by Expense Category

FY 2011 Approved BFAAC Table – Operating Agencies (All Funds)

Expense Category	Fire	Police	Health	Human Services	Housing	Planning & Zoning	Economic Development Activities	Historic Alexandria	Mental Health, Mental Ret, & Substance Abuse	Recreation, Park, & Cultural Activities	Library	T & E S & Transit	Emergency Communi-cations	Total
Salaries	25,387,989	31,591,070	1,298,910	14,626,666	1,239,182	3,634,084	0	1,760,357	19,738,893	10,825,809	4,240,405	21,343,611	129,273	**135,816,249**
Fringe Benefits	10,046,367	13,447,529	620,419	5,850,466	470,552	1,314,997	0	550,822	7,080,583	3,414,794	1,417,284	5,064,580	44,900	**49,323,293**
Contrctual Services	1,464,287	1,101,636	4,829,013	1,496,562	100,074	248,211	0	242,597	2,167,302	2,223,335	143,058	15,056,716	500	**29,073,291**
Internal Services	1,512,640	1,510,860	37,368	116,121	8,402	36,842	0	13,534	143,444	390,898	8,637	1,731,691	3,250	**5,513,687**
Commodities	1,522,438	798,846	72,258	367,328	10,610	34,475	0	183,912	952,173	1,105,378	54,908	3,689,576	2,000	**8,793,902**
Office Furniture & Equipment	0	0	0	0	0	0	0	4,500	0	11,250	0	2,000	4,200	**21,950**
Vehicular Equipment	1,025,257	859,414	34,117	135,794	0	0	0	0	36,217	445,859	50,131	2,391,661	0	**4,978,450**
EDP Equipment	25,417	685,546	0	0	2,200	0	0	0	3,030	26,450	0	7,500	1,650	**751,793**
Operational Equipment	138,269	0	0	0	0	0	0	0	0	0	0	0	0	**138,269**
Utilities	199,640	18,766	130,255	104,435	0	0	0	311,781	379,053	731,671	298,350	1,807,898	0	**3,981,849**
Travel and Education	293,565	95,255	16,874	180,647	5,371	8,650	0	5,615	191,312	40,779	650	42,649	3,500	**884,867**
Leases & Rental	81,801	2,517,326	2,620	1,652,220	240,361	45,680	0	16,616	817,057	57,688	0	116,237	0	**5,547,606**
Subsidies & Contributions	0	0	1,038,600	26,146,606	1,555,044	0	3,568,611	0	562,194	483,501	0	4,500	0	**33,359,056**
EDP Software Development	0	4,455	0	0	0	0	0	0	0	7,323	0	0	0	**11,778**
Other Charges	392,609	1,068,702	34,154	5,968,252	28,510	32,205	0	-79,146	220,298	411,788	731,212	1,662,004	3,000	**10,473,588**
Grant Match	0	0	0	0	0	0	0	0	0	0	0	59,472	0	**59,472**
Other Special Revenue Funds	0	0	0	0	0	0	0	0	0	0	0	7,574,954	0	**7,574,954**
Total	**42,090,279**	**53,699,405**	**8,114,588**	**56,645,097**	**3,660,306**	**5,355,144**	**3,568,611**	**3,010,588**	**32,291,556**	**20,176,523**	**6,944,635**	**60,555,049**	**192,273**	**296,304,054**

Expenditure Summary by Strategic Plan Goal Area

Financial Sustainability

Department	Program	FY 2009	FY 2010	FY 2011	% Change
City Council	City Council Program	510,035	524,157	528,151	0.8%
City Council	City Council Policy Support Program	268,317	261,713	283,213	8.2%
City Manager	Organizational Management	579,486	578,055	638,476	10.5%
City Manager	Economic and Community Development	212,029	301,190	287,206	-4.6%
City Manager	Responsive Government	116,885	114,737	117,533	2.4%
City Manager	Intergovernmental Relations	442,324	398,943	376,840	-5.5%
Citizen Assistance	Citizen Assistance	470,736	452,502	448,179	-1.0%
Citizen Assistance	Consumer Affairs	245,642	105,093	105,599	0.5%
Management and Budget	Budget and Management Services	1,121,369	1,139,968	1,185,929	4.0%
Human Rights	Enforcement	443,853	455,125	447,639	-1.6%
Human Rights	Community Inclusiveness and Awareness	176,463	158,878	163,219	2.7%
Internal Audit	Internal Audit Program	219,233	223,233	228,920	2.5%
Information Technology Services	Leadership and Mgmt Support Services	1,203,907	926,714	1,011,143	9.1%
Information Technology Services	Citywide IT Security	196,600	263,626	261,738	-0.7%
Information Technology Services	IT Project Management	363,509	607,578	661,721	8.9%
Information Technology Services	Customer Services Program	503,905	506,877	513,052	1.2%
Information Technology Services	Network Operations Program	1,615,270	1,644,218	1,934,151	17.6%
Information Technology Services	Applications Programming Program	1,926,509	1,537,863	1,509,762	-1.8%
Communications	Communications Program	865,586	1,017,565	1,053,606	3.5%
Communications	Public Information Program	431,702	288,541	294,665	2.1%
Communications	E-Goverment	856,247	1,017,720	937,655	-7.9%
City Clerk	City Clerk and Clerk of Council Program	407,573	419,178	411,365	-1.9%
Finance	Leadership and Mgmt Support Services	383,023	168,240	310,390	84.5%
Finance	Accounting Program	2,340,273	2,163,385	2,606,538	20.5%
Finance	Treasury Program	2,272,647	2,300,299	2,545,950	10.7%
Finance	Revenue Program	3,174,396	3,114,057	3,468,432	11.4%
Finance	Pension Administration Program	356,768	402,462	306,062	-24.0%
Finance	Risk Managment Program	336,011	347,964	290,908	-16.4%
Real Estate	Real Estate Assessment	969,772	924,688	1,030,582	11.5%
Real Estate	Property Data Services	603,475	591,806	634,641	7.2%

Expenditure Summary by Strategic Plan Goal Area

Financial Sustainability

Department	Program	FY 2009	FY 2010	FY 2011	% Change
Human Resources	Leadership and Mgt Support Services	988,236	692,246	557,050	-19.5%
Human Resources	Employee Relations	684,571	577,139	417,600	-27.6%
Human Resources	Classification and Compensation	435,422	476,222	485,069	1.9%
Human Resources	Employee Recruitment and Selection	527,533	501,891	438,312	-12.7%
Human Resources	Benefits and Records	584,211	843,323	762,034	-9.6%
City Attorney	Office of the City Attorney	2,679,930	2,806,519	2,998,772	6.9%
Registrar of Voters	Registrar of Voters	1,377,826	1,070,439	1,128,653	5.4%
General Services	Leadership and Mgt Support Services	1,514,369	1,213,290	1,279,443	5.5%
General Services	Facilities Maintenance Program	4,558,930	4,827,562	4,790,301	-0.8%
General Services	Energy Management	1,850,937	1,675,108	1,665,017	-0.6%
General Services	Space Management	393,645	314,580	413,617	31.5%
General Services	Vehicle Operations and Maintenance	2,353,097	2,407,513	2,511,931	4.3%
General Services	Capital Projects Management	858,310	834,032	887,731	6.4%
General Services	Communications Services	261,192	128,399	186,428	45.2%
Procurement	Purchasing Program	995,278	910,105	946,306	4.0%
Non-Departmental	Insurance Charges	3,509,894	4,054,955	4,209,025	3.8%
Non-Departmental	Other Expenditures	3,643,841	2,859,648	2,679,814	-6.3%
Non-Departmental	Other Post Employment Benefits	5,600,000	2,500,000	1,700,000	-32.0%
Non-Departmental	City Memberships	281,678	284,152	280,230	-1.4%
Non-Departmental	Contingent Reserves	0	1,543,160	1,900,000	23.1%
Non-Departmental	City Wide Radio Maintenance	317,417	457,063	457,063	0.0%
Non-Departmental	Waste Energy Program	544,419	566,000	550,000	-2.8%
Total Financial Sustainability		**57,574,278**	**54,499,721**	**55,837,661**	**2.5%**

Expenditure Summary by Strategic Plan Goal Area

Public Safety

Department	Program	FY 2009	FY 2010	FY 2011	% Change
18th Circuit Court	18th Circuit Court	1,342,075	1,340,904	1,387,077	3.4%
18th General District Court	18th General District Court	99,004	79,228	59,585	-24.8%
18th Juvenile & Domestic Relations Court	Juvenile & Domestic Relations	29,908	34,155	34,512	1.0%
Commonwealth's Attorney	Prosecution of Cases	2,519,535	2,626,465	2,619,874	-0.3%
Sheriff	Sheriff Leadership and Management	3,435,748	3,616,510	3,601,733	-0.4%
Sheriff	Detention Center Security	12,180,563	11,421,813	11,475,779	0.5%
Sheriff	Detention Center Support Services	2,501,520	2,622,657	2,790,013	6.4%
Sheriff	Field Operations	908,195	1,101,825	1,165,994	5.8%
Sheriff	Judicial Services	2,430,570	2,448,675	2,518,496	2.9%
Sheriff	Inmate Services	4,582,993	4,614,688	5,158,518	11.8%
Clerk of the Courts	Court Support	756,645	686,233	703,208	2.5%
Clerk of the Courts	Land Records	441,231	452,829	343,048	-24.2%
Clerk of the Courts	Public Services	401,472	424,489	472,435	11.3%
Law Library	Law Library	109,601	116,927	115,935	-0.8%
Other Criminal & Justice Activities	Other Criminal & Justice Activities	5,233,194	5,173,292	5,098,020	-1.5%
Court Service Unit	CSU Leadership and Management	677,295	648,017	359,483	-44.5%
Court Service Unit	Probation	552,342	592,915	878,731	48.2%
Court Service Unit	Intake	132,471	140,828	156,567	11.2%
Fire	Fire Leadership and Management	2,770,992	2,349,043	2,498,460	6.4%
Fire	Fire Emergency Services	16,353,677	15,380,657	16,153,026	5.0%
Fire	Emergency Medical Services	7,122,143	7,176,785	7,575,856	5.6%
Fire	Fire Communications	1,701,363	1,884,972	1,955,019	3.7%
Fire	Emergency Management	482,878	394,128	417,772	6.0%
Fire	Logistics	842,410	793,512	814,863	2.7%
Fire	Information Technology	598,532	654,661	698,589	6.7%
Fire	Fire and EMS Training	746,763	1,841,733	708,739	-61.5%
Fire	Special Operations	1,234,256	1,142,630	1,173,689	2.7%
Fire	Vehicle Operations and Maintenance	906,820	903,236	912,158	1.0%

Expenditure Summary by Strategic Plan Goal Area

Public Safety

Department	Program	FY 2009	FY 2010	FY 2011	% Change
Police	Police Leadership and Management	3,316,096	2,906,198	2,936,724	1.1%
Police	Central Support Services	4,255,050	4,989,316	5,125,182	2.7%
Police	Information Services	1,564,639	1,724,720	1,702,284	-1.3%
Police	Police Communications	3,546,850	3,392,531	3,533,023	4.1%
Police	Patrol	22,111,165	22,011,776	21,673,926	-1.5%
Police	Public Services	607,180	579,170	512,877	-11.4%
Police	Criminal Investigations	9,791,054	10,189,981	9,396,248	-7.8%
Police	Operations Support Services	7,203,409	7,138,912	6,593,545	-7.6%
Emergency Communications	Emergency Communications	0	0	192,273	N/A
Total Public Safety		**123,489,637**	**123,596,411**	**123,513,261**	**-0.1%**

Expenditure Summary by Strategic Plan Goal Area

Education and Youth

Department	Program	FY 2009	FY 2010	FY 2011	% Change
Office on Women	Youth Services	210,346	144,272	180,178	24.9%
Police	School Resource Officers	684,351	699,796	786,182	12.3%
Mental Health Mental Retardation and Substance Abuse	Child and Family Treatment	627,241	863,108	998,521	15.7%
Mental Health Mental Retardation and Substance Abuse	SA Prevention for Youth	606,023	492,895	500,029	1.4%
Mental Health Mental Retardation and Substance Abuse	Pre-School Services	253,766	227,100	239,356	5.4%
Alexandria Health	Adolescent Services	325,818	311,205	347,639	11.7%
Human Services	Youth Services	460,069	442,780	449,763	1.6%
Human Services	Youth Employment	600,380	664,509	690,782	4.0%
Human Services	Early Childhood Development	2,011,480	1,692,827	1,869,310	10.4%
Human Services	Out of School Time	1,891,130	1,998,480	1,950,088	-2.4%
Human Services	Child Welfare Services	3,485,573	3,371,840	3,812,270	13.1%
Human Services	Comprehensive Services Act	5,991,250	7,296,841	5,296,016	-27.4%
Alexandria Fund for Human Services	Children's Fund	1,016,747	907,202	907,202	0.0%
Alexandria Fund for Human Services	Youth Fund	316,660	277,147	277,147	0.0%
Recreation, Parks and Cultural Activities	Youth Activities	2,119,267	1,662,137	1,626,890	-2.1%
Recreation, Parks and Cultural Activities	Neighborhood Recreation Centers	3,526,791	3,206,230	3,334,154	4.0%
Alexandria City Public Schools	Schools	167,953,749	164,594,674	167,886,567	2.0%
Other Educational Activities/NVCC	Other Educational Activities	12,004	12,304	12,229	-0.6%
Total Education and Youth		**192,092,645**	**188,865,347**	**191,164,323**	**1.2%**

Expenditure Summary by Strategic Plan Goal Area

Development

Department	Program	FY 2009	FY 2010	FY 2011	% Change
Planning and Zoning	Leadership & Management Support Services	923,066	840,292	830,412	-1.2%
Planning and Zoning	Neighborhood and Community Planning	2,197,201	1,175,511	1,072,833	-8.7%
Planning and Zoning	Development Review Program	979,054	1,240,821	1,234,398	-0.5%
Planning and Zoning	Land Use Regulatory Services	1,649,968	1,437,158	1,528,966	6.4%
Planning and Zoning	Geographic Information	661,456	643,654	688,535	7.0%
Economic Development Activities	Economic Development	3,455,816	3,246,153	3,568,611	9.9%
Transportation and Environmental Services	Plan Review and Permitting	2,789,531	2,172,957	2,027,612	-6.7%
Transportation and Environmental Services	Transportation Management Plan Review	211,168	328,281	347,408	5.8%
Transportation and Environmental Services	Administrative Support	1,070,415	819,923	0	-100.0%
Transportation and Environmental Services	Plan Review	885,041	879,013	107,890	-87.7%
Code Administration	Customer Service	469,234	524,080	0	-100.0%
Code Administration	New Construction	1,274,154	1,313,219	0	-100.0%
Code Administration	Fire Protection Systems	975,965	1,090,277	622,086	-42.9%
Code Administration	Property Maintenance and Fire Prevention	1,661,908	1,496,992	1,421,130	-5.1%
Code Administration	Investigations	400,666	799,106	799,034	0.0%
Total Development		**19,604,643**	**18,007,437**	**14,248,915**	**-20.9%**

Expenditure Summary by Strategic Plan Goal Area

Transportation

Department	Program	FY 2009	FY 2010	FY 2011	% Change
Transportation and Environmental Services	Leadership & Management Support Services	1,465,983	1,085,208	1,052,051	-3.1%
Transportation and Environmental Services	Capital Projects	975,682	1,493,082	1,586,021	6.2%
Transportation and Environmental Services	Streets and Sidewalks	5,504,270	4,953,235	4,980,760	0.6%
Transportation and Environmental Services	Transportation Management	4,847,952	4,820,040	4,915,275	2.0%
Transportation and Environmental Services	Alternate Transportation	988,180	1,179,171	1,270,512	7.7%
Transportation and Environmental Services	Transit Subsidies	12,550,443	16,035,685	16,039,422	0.0%
Total Transportation		**26,332,509**	**29,566,421**	**29,844,041**	**0.9%**

Expenditure Summary by Strategic Plan Goal Area

Caring Community

Department	Program	FY 2009	FY 2010	FY 2011	% Change
Office on Women	Crisis Intervention and Advocacy	596,132	710,302	643,349	-9.4%
Office on Women	Community Education and Awareness	179,770	196,985	103,304	-47.6%
Office on Women	Leadership & Management Support Services	403,495	269,885	477,387	76.9%
Housing	Leadership & Management Support Services	830,282	556,881	603,134	8.3%
Housing	Affordable Housing Development	2,819,534	1,070,333	306,435	-71.4%
Housing	Landlord Tenant	296,122	319,231	328,436	2.9%
Housing	Home Ownership	493,693	359,627	363,383	1.0%
Mental Health Mental Retardation and Substance Abuse	Leadership & Management Support Services	3,504,740	3,995,021	4,211,579	5.4%
Mental Health Mental Retardation and Substance Abuse	Prevention and Early Intervention	449,710	409,869	461,903	12.7%
Mental Health Mental Retardation and Substance Abuse	Adult Mental Health Services	5,779,843	4,405,694	5,085,560	15.4%
Mental Health Mental Retardation and Substance Abuse	Substance Abuse Services	3,047,611	3,020,760	2,621,120	-13.2%
Mental Health Mental Retardation and Substance Abuse	Intellectual Disability Services for Adults	2,931,586	2,807,021	3,246,173	15.6%
Mental Health Mental Retardation and Substance Abuse	Emergency and Crisis Response	569,861	639,401	525,682	-17.8%
Mental Health Mental Retardation and Substance Abuse	Jail Services	418,083	361,510	457,267	26.5%
Human Services	Leadership & Management Support Services	2,351,394	2,562,179	2,379,071	-7.1%
Human Services	Aging and Adult Services	3,243,790	4,054,723	3,756,701	-7.3%
Human Services	Community Services	2,063,958	2,367,941	2,440,911	3.1%
Human Services	Virginia Initiative for Employment not Welfare	728,483	459,706	739,508	60.9%
Human Services	Adult Employment	1,668,797	1,520,369	1,560,570	2.6%
Human Services	Public Assistance	1,674,380	1,244,254	1,517,057	21.9%
Human Services	Community Partnership Fund	970,666	848,910	848,910	0.0%
Historic Alexandria	Historic Resources	2,906,634	2,533,323	2,501,575	-1.3%

Expenditure Summary by Strategic Plan Goal Area

Caring Community

Department	Program	FY 2009	FY 2010	FY 2011	% Change
Recreation, Parks and Cultural Activities	Leadership & Management Support Services	1,869,535	1,944,804	1,982,878	2.0%
Recreation, Parks and Cultural Activities	Park Ops and Capital Development	7,955,379	7,508,753	7,702,020	2.6%
Recreation, Parks and Cultural Activities	Adult Activities	1,194,555	1,117,482	1,222,927	9.4%
Recreation, Parks and Cultural Activities	Aquatics	1,496,017	1,450,034	1,565,778	8.0%
Recreation, Parks and Cultural Activities	Environmental Education	279,625	344,681	339,394	-1.5%
Recreation, Parks and Cultural Activities	Cultural Activities	1,478,062	1,426,811	1,132,956	-20.6%
Other Recreation/NVRPA	Other Recreation/NVRPA	284,006	288,814	288,814	0.0%
Libraries	Libraries	6,793,868	6,074,971	6,248,349	2.9%
Total Caring Community		**59,279,610**	**54,870,275**	**55,662,131**	**1.4%**

Expenditure Summary by Strategic Plan Goal Area

Health and Environment

Department	Program	FY 2009	FY 2010	FY 2011	% Change
Transportation and Environmental Services	Sewers	1,356,006	1,118,600	1,128,569	0.9%
Transportation and Environmental Services	Recycling	1,053,233	1,268,402	1,749,676	37.9%
Transportation and Environmental Services	Refuse	5,164,816	5,971,936	5,382,235	-9.9%
Transportation and Environmental Services	Street Clearning	1,716,326	1,773,102	1,967,976	11.0%
Transportation and Environmental Services	Environmental Quality	1,236,373	1,053,313	1,168,145	10.9%
Other Health Services	Other Health Services	1,038,600	1,038,600	1,038,600	0.0%
Alexandria Health	Leadership & Management Support Services	357,134	356,026	364,132	2.3%
Alexandria Health	Communicable Disease Prev. and Control	144,456	138,469	163,625	18.2%
Alexandria Health	Maternal/Child Health Care	504,415	638,999	597,340	-6.5%
Alexandria Health	Adult Health	682,306	615,933	800,138	29.9%
Alexandria Health	Environmental Health	278,759	349,761	383,639	9.7%
Alexandria Health	City Supplemental to State	4,322,381	4,455,613	4,385,358	-1.6%
Total Health and Environment		**17,854,805**	**18,778,754**	**19,129,433**	**1.9%**

Expenditure Summary by Strategic Plan Goal Area

CIP Related

Department	Program	FY 2009	FY 2010	FY 2011	% Change
	Cash Capital	12,017,687	4,400,038	4,295,000	-2.4%
	General Debt Service	32,156,705	37,418,614	37,916,774	1.3%
Total CIP-Related		**44,174,392**	**41,818,652**	**42,211,774**	**0.9%**
City-wide Total	**All Programs**	**540,402,518**	**530,003,018**	**531,611,539**	**0.3%**

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Revenues overview

Revenues

Total FY 2011 General Fund revenues are expected to increase 0.3% compared to the FY 2010 Approved Budget including the impact of a 7.5 cent increase in the real property tax rate, of which 7.0 cents was applied to the General Fund. The remaining 0.5 cents is applied to storm water management programs.

Even with a 7 cent increase in the real estate tax rate, total General Fund taxes paid by Alexandrians would only increase 0.3% from the FY 2010 estimate in the Approved Budget. No other tax rates were increased in the Approved Budget, although some fees, service charges, fines, and penalties were increased.

Millions of Dollars

	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	%Change 10 Approved/ 11 Approved
Real Property Taxes	$296.3	$303.5	$296.2	0.0%
Other taxes	149.1	147.0	150.6	1.0%
Taxes	445.4	450.5	446.8	0.3%
Non-tax revenue	27.6	25.7	26.1	-5.4%
Federal & State Revenue	53.4	51.7	51.7	-3.1%
Prior Year Surplus & Transfers	3.6	3.6	6.9	91.7%
Total	$530.0	$531.7	$531.6	0.3%

Real property taxes are taxes on residential and commercial real estate. The total overall value of real property decreased 7.45% from last year's original assessments and by 6.32% from last year's equalized assessments (considering adjustments due to administrative appeals and appeals to the Board of Equalization.)

Other taxes include the personal property tax, the 1% sales tax, utility taxes, business license (BPOL) gross receipt taxes, transient lodging taxes, and others.

Non-tax revenue includes fines and forfeitures such as parking fees, and charges for services, such as solid waste fees.

Federal & State revenue is aid from the federal government and the Commonwealth of Virginia which goes into the City's General Fund and is not generally restricted to special activities. Federal and state revenue which is restricted is budgeted in the City's Special Revenue Fund.

Prior Year Surplus & Transfers finances the difference between the General Fund revenue projection and the General Fund expenditure budget. This category includes accumulated surpluses from prior years and Sewer Fund debt service.

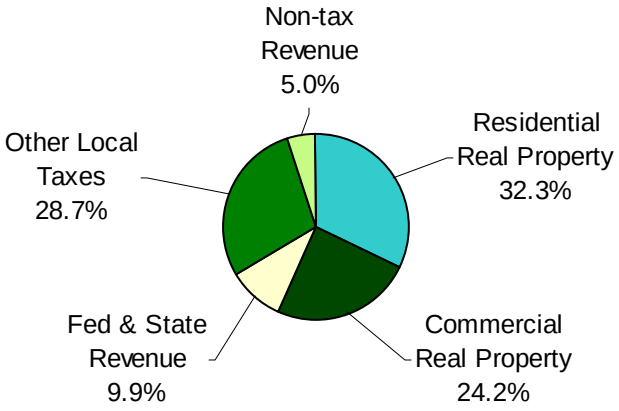
FY 2010 projected General Fund revenues at this time have increased slightly from the FY 2010 Approved Budget, due to the 7.0 cent tax rate increase included in the Approved FY 2011 budget, which also affects FY 2010. Without the tax increase, projected revenues would be down modestly (1.7%) compared to the approved budget due primarily to lower than expected assessments and declines in intergovernmental revenues.

FY 2011 Revenues Overview

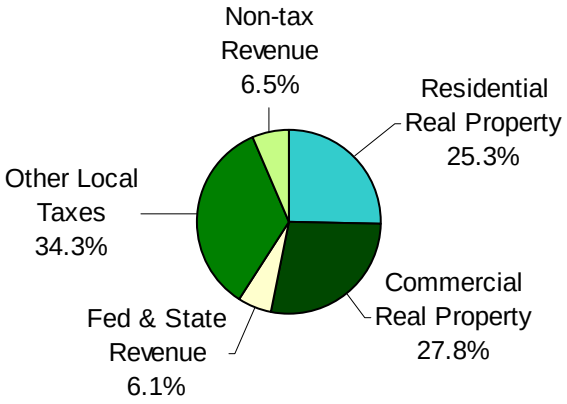
In Fiscal Year 2011, about 56.5% of total General Fund revenues are expected to come from real estate taxes. 32.3% of total revenues come from residential real estate taxes. Revenue from residential property taxes peaked at 34% in FY 2007.

In Fiscal Year 1991, about 53% of General Fund revenue came from real estate taxes, but the amount of total revenues from residential real estate taxes was 25%. Commercial property provided proportionally more in real estate tax revenues at that time.

FY 2011 Approved General Fund Revenue
$524.7 million*



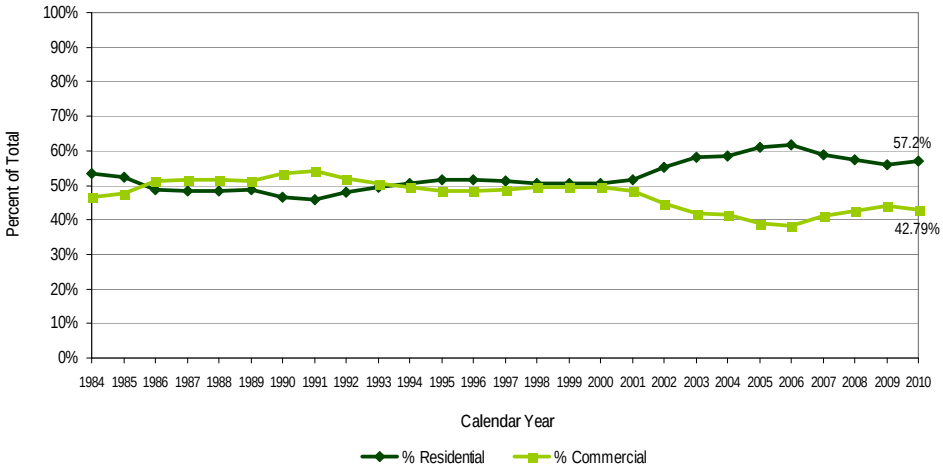
FY 1991 General Fund Revenue
$221.7 million*



*Does not include prior-year surplus & transfers.

A comparison of the sources of General Fund Revenue in FY 1991 and FY 2011 reveals two major changes. Increased residential real estate assessments, increased population, and the increased number of homes have increased the share that residential real property taxes contribute toward total City revenues. Federal and state revenue have also increased as a percentage of revenues (compared to FY 1991) in part because the Commonwealth of Virginia now picks up a large portion of the Car Tax.

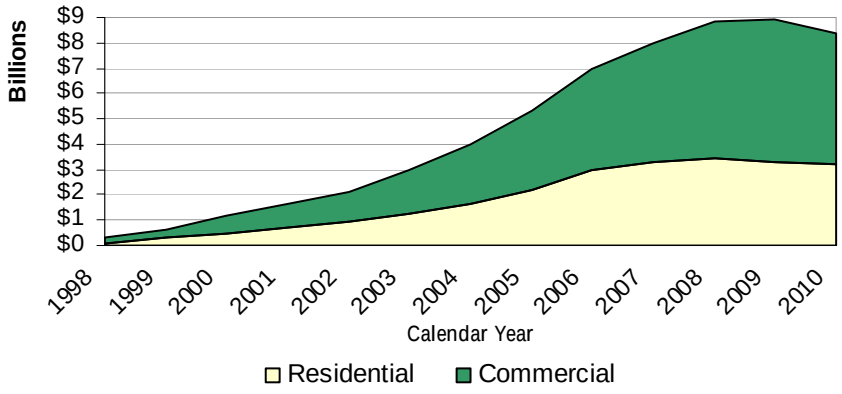
After several years above the long-term average, residential real estate as a share of the City's tax base is reverting toward the long-term average.



The graph above displays the change in the City's real property tax base since 1984. The darker line represents the share of the residential property (single family and condominiums" as a percentage of the City's total assessed tax base and the lighter line represents the share of commercial property. Between 1984 and 2000, residential and commercial assessments each accounted for approximately 50 percent of the City's tax base. After 2000, residential assessments began to significantly increase as a share of the tax base. From 2006 to 2009, that trend began to reverse itself and the share of residential property has fell by 5.8 percentage points from 61.8% of the City's tax base in 2006 to 56.0% in 2009. However, in 2010 due to steeper declines in commercial property than in residential property, the share of residential property increased again, to 57.2%, while the City's share of commercial property decreased to 42.8%.

New construction has dramatically slowed in recent years as the residential and commercial real estate markets have cooled, but without $176.2 million in new construction, the tax base would have decreased by 6.83%.

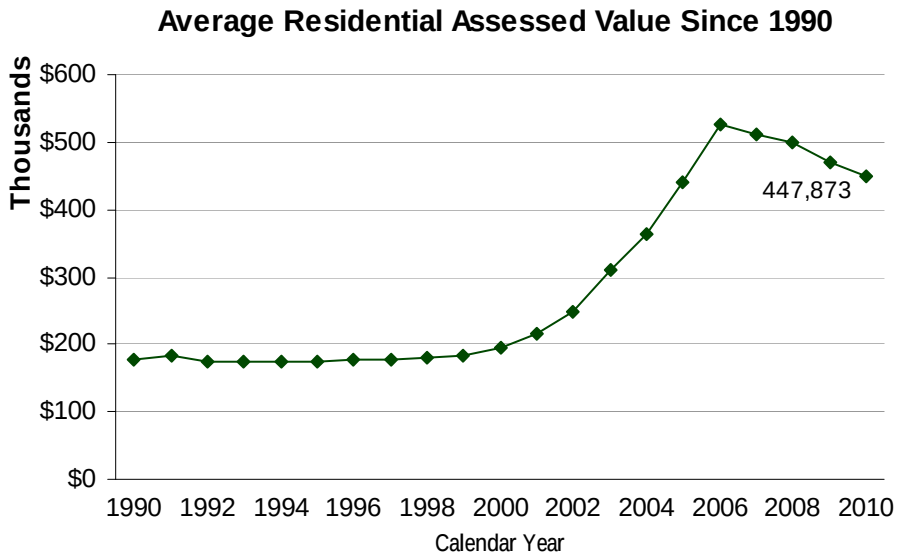
Cumulative Increase in Real Property Tax Base Attributable to New Construction Since 1998



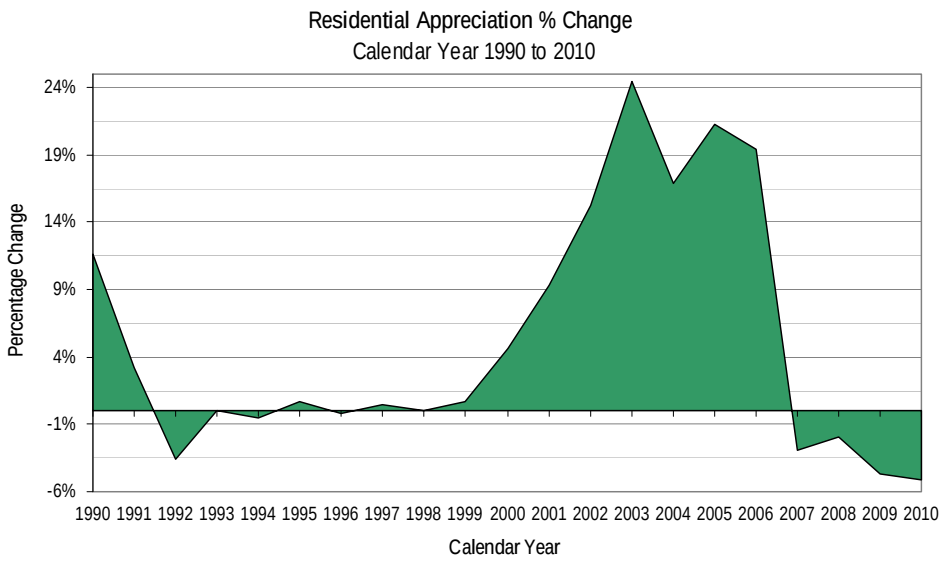
As of 2010, the value of the tax base contributed by new construction each year since 1998 totals $8.4 billion or 26.3% out of a real property tax base of $31.8 billion.

After remaining mostly flat during the 1990's, between 2000 and 2006 the average assessed value of a home in Alexandria increased by over two and one half times. Since 2006, the average assessed value has declined for four straight assessment cycles by a total of 14.7%, including a decline of 4.95% in CY 2010.

The average assessment is now just slightly above its 2005 level.



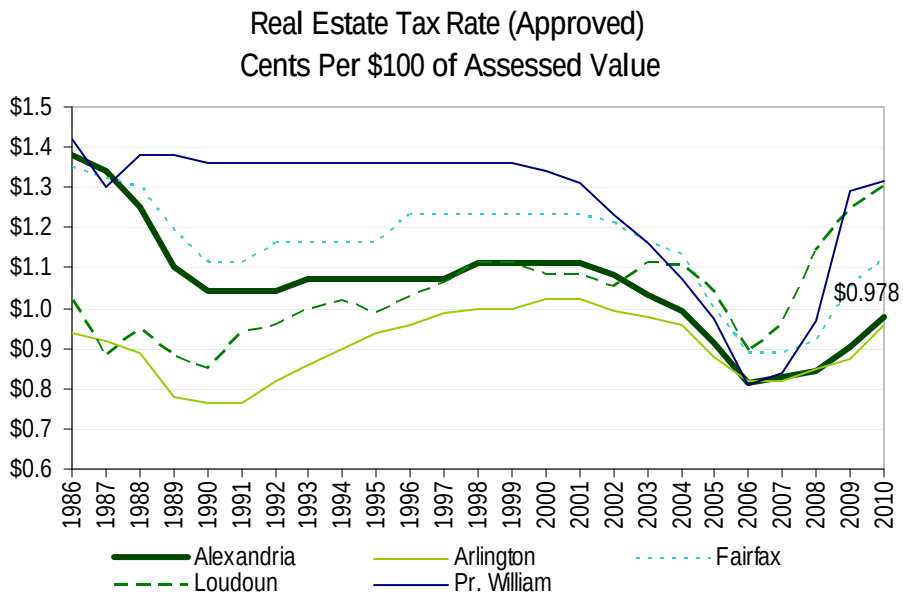
The City is currently in the downward leg of the residential real estate cycle.



The chart above reflects the percentage change in appreciation of existing residential properties. Due to demand for housing in the City, driven by strong regional job growth and low mortgage interest rates, from 2001 until 2006, appreciation exceeded the historic norm. In 2006, the residential real estate market slowed dramatically, and residential assessments decreased by 2.9% in 2007, 1.9% in 2008, 4.4% in 2009, and 4.9% in 2010. If the pattern of the early 1990's and earlier real estate cycles repeat themselves, the real estate market will not resume its long-term rate of growth (about 6%) for several years.

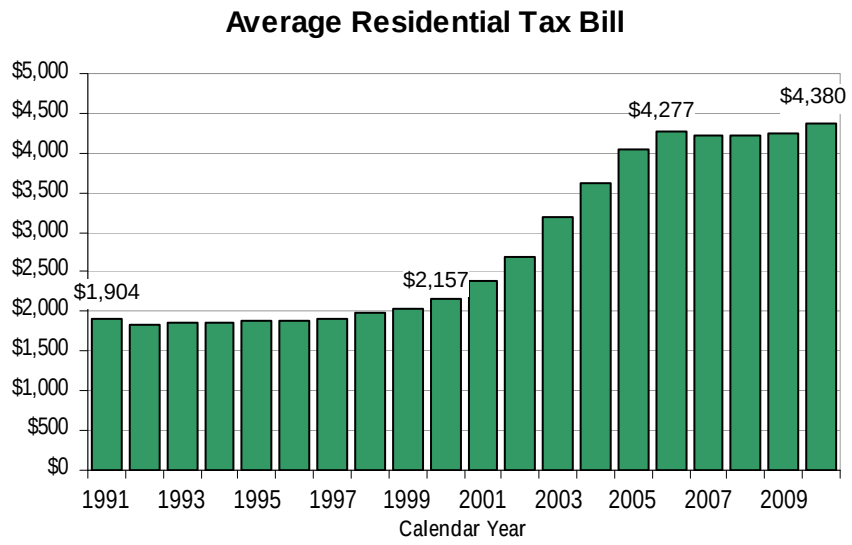
In 1986, Alexandria had the second highest real estate tax rate in Northern Virginia.

The Approved FY 2011 budget includes a tax rate of $0.978 per $100 of assessed value, an increase of 7.5 cents. This rate remains among the lowest in the region, comparable only to Arlington County's rate.



The FY 2011 approved tax rate increases by 7.5 cents, leaving the average homeowner with a tax bill of $4,380 in CY2010 compared to a tax bill of $4,255 in CY 2009. This increase of $125 is equal to $10.41 per month.

Since CY 2006, the tax bill for the average homeowner has been relatively flat, increasing by only 2.4%.



The City of Alexandria has a variety of programs to provide tax relief to seniors and citizens with low and moderate income and to provide affordable housing assistance.

These programs are expected to serve about 1500 homeowners or about 4.5% of Alexandria homeowners next year.

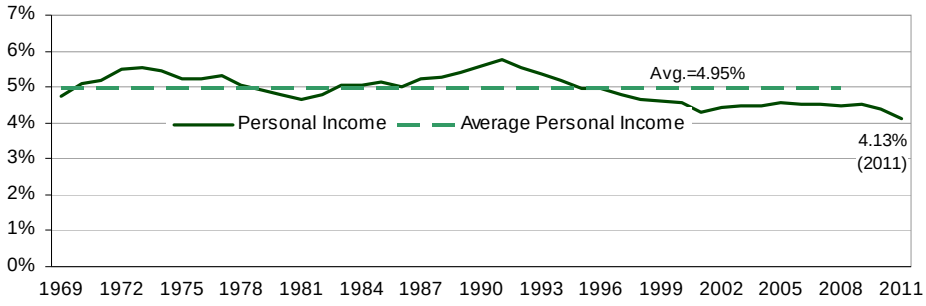
One way to measure the relative local tax capacity and tax burden of a community is to measure the ratio of local personal income to local taxes and other locally paid revenue sources.

At 4.13%, the FY 2011 Approved Budget is estimated to be well below the long-term historical average of 4.95% of local personal income.

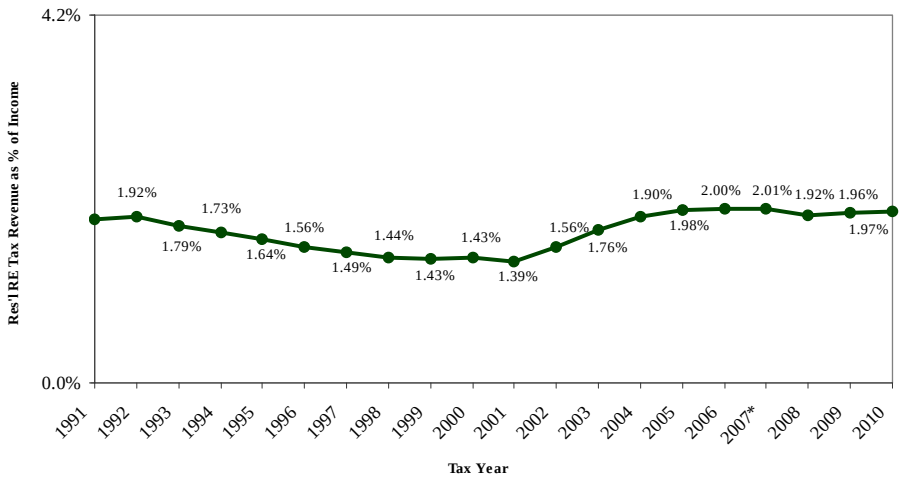
Real Estate Tax Relief Program for the Elderly or Disabled. To counter the cost of real estate taxes for people with fixed incomes, the City has established a program to fully or partly exempt elderly or disabled homeowners in Alexandria, based on an income limit and age. In FY 2011, an estimated $3.4 million is set aside for this tax relief program.

Other Affordable Housing Programs. Beginning in FY 2006, the City set aside 1 cent of total real estate tax revenues for new affordable housing initiatives. This set aside would be equal to about $3.1 million in FY 2011. The dedicated 1 cent has been reduced to 0.6 of a cent to pay the debt service on bonds issued for affordable housing purposes.

General Fund Revenue from Local Sources as a Percentage of Personal Income



Another way to measure tax burden is to compare the proportion of City residential personal income that goes to pay the real property tax for residential and multi-unit apartments. This ratio is expected to remain at a little below 2.0%, approximately where it has been since 2006.

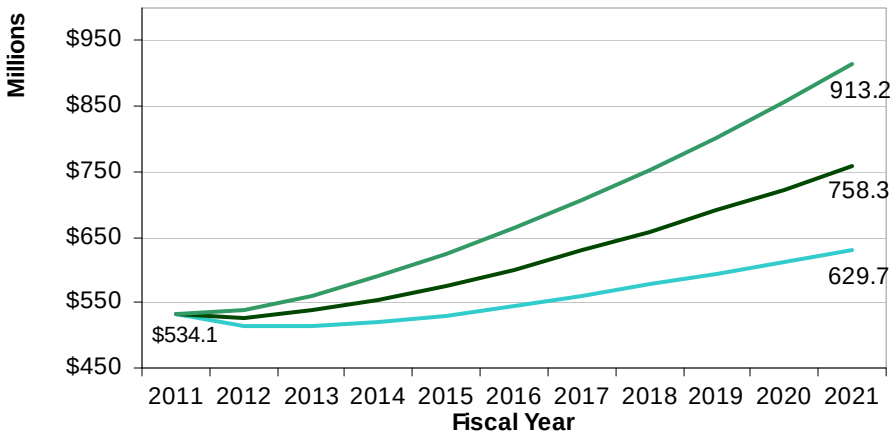


For purposes of this graph, residential tax revenues include real property taxes generated by single family homes, condominiums, and apartments (multi-family housing). As shown in the graph, the real property tax burden declined through the nineties as appreciation of properties failed to keep up with rising personal income. However, beginning in 2001, the effect of a strong real estate tax market is evidenced by an increasing portion of personal income that goes to pay the personal property tax. For the last four years, the real estate tax paid by the average homeowner has increased only slightly, and with per capita income expected to increase modestly in 2009 and 2010, the ratio has remained relatively constant.

General Fund Revenue Outlook

Without changes in the real estate tax rate and because of general economic conditions, General Fund revenue is projected to grow slowly – approximately between 1.7% and 5.6% per year, with 3.6% per year in the mid range scenario.

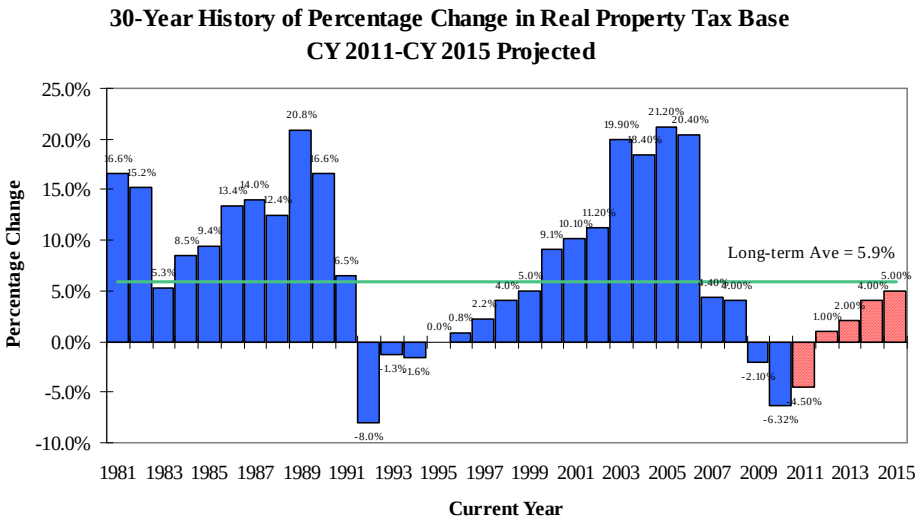
Projected Revenue Growth Under Low, Medium, and High Forecasts



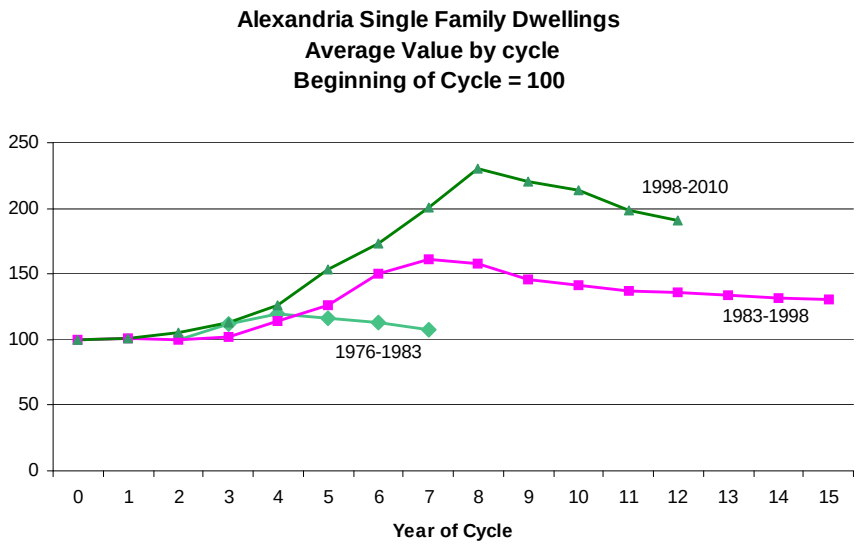
Due to Virginia laws which limit the City's ability to expand its revenue base, for the foreseeable future the City will need to continue to rely on real property tax revenues for the majority of General Fund revenue. Details on these projections can be found in the Multi-year Revenues and Expenditure Projections chapter of the text.

Real Estate Assessments Under Pressure

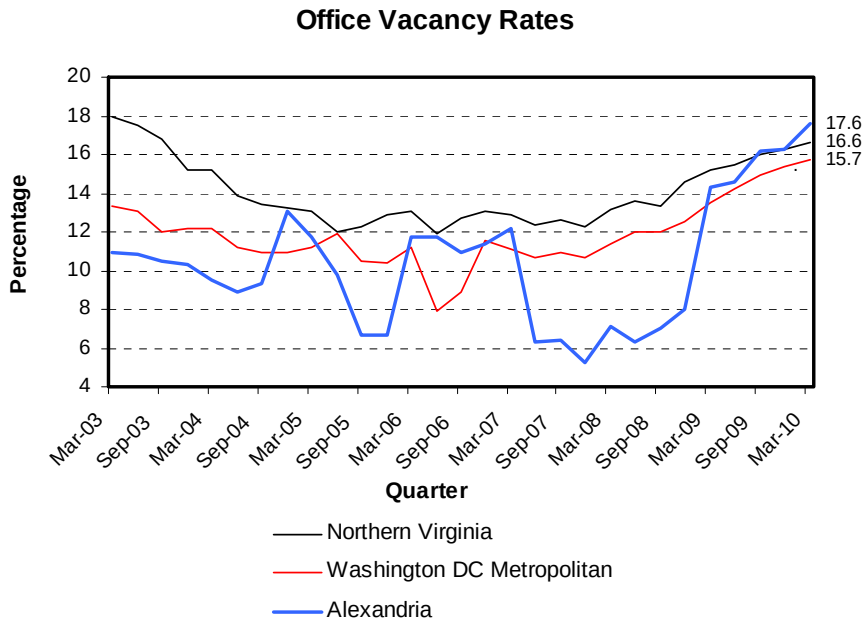
The City's long-term forecast projects a slowly recovering real estate market. Real estate assessments are expected to decrease in CY 2011 and only slowly recover to their long-term rate of growth of 5.9%. If the forecast holds true, assessments will not recover to their CY 2008 peak level until CY 2016.



This chart which compares the previous two residential real estate cycles with the current residential real estate cycle, implies that the bottom of the current cycle in Alexandria may yet be a few years away. The Treasury Department and Federal Reserve are providing unusual support for the residential housing market, and the future direction of the cycle may be influenced by the magnitude and duration of ongoing support.

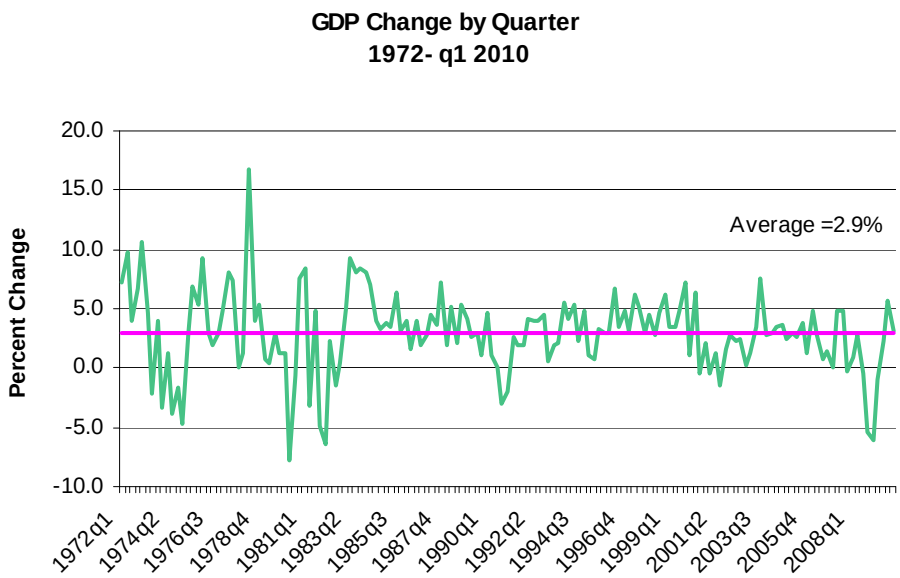


As of the 1st quarter of 2010, office vacancy rates in the City reached their highest level in many years. The high vacancy rates are one of the contributors to the significant decrease in commercial property assessments. In CY 2010, office assessment declined by double digits for the first time since 1992. However, office vacancy rates are not likely to reach the levels of the early 1990's, when they topped out at over 20%.



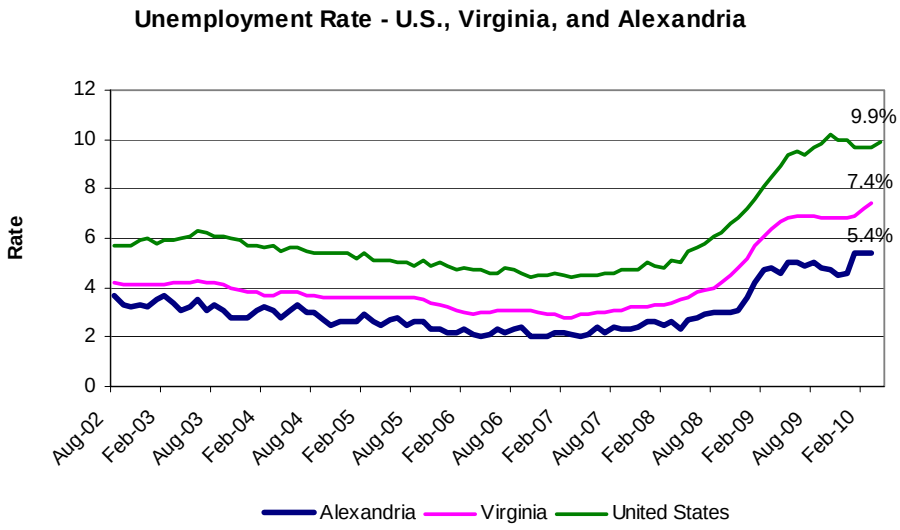
Projecting revenues in an economic downturn

Economically sensitive revenues such as real estate tax, sales tax, transient lodging, and meals tax have all been affected by the recent severe economic downturn. For FY 2011 the City has assumed a relatively sluggish recovery in its revenue projections due to continuing problems in the real estate and banking sectors and ongoing debt reduction by American consumers.



Nationally, the U.S. economy experienced its worst recession in about 70 years. The recession, which began in December 2007, officially became the longest post-World War II recession as of April 2009. Beginning in the 3rd quarter 2009, the U.S. economy began to grow, due in large part to the enormous stimulus package and low interest rates. The question is whether the economy will (1) slip back into recession after the stimulus begins to wear off in Spring of 2010, (2) continue to recover but very slowly, or (3) rebound more rapidly. Our forecast projections assume a slow recovery.

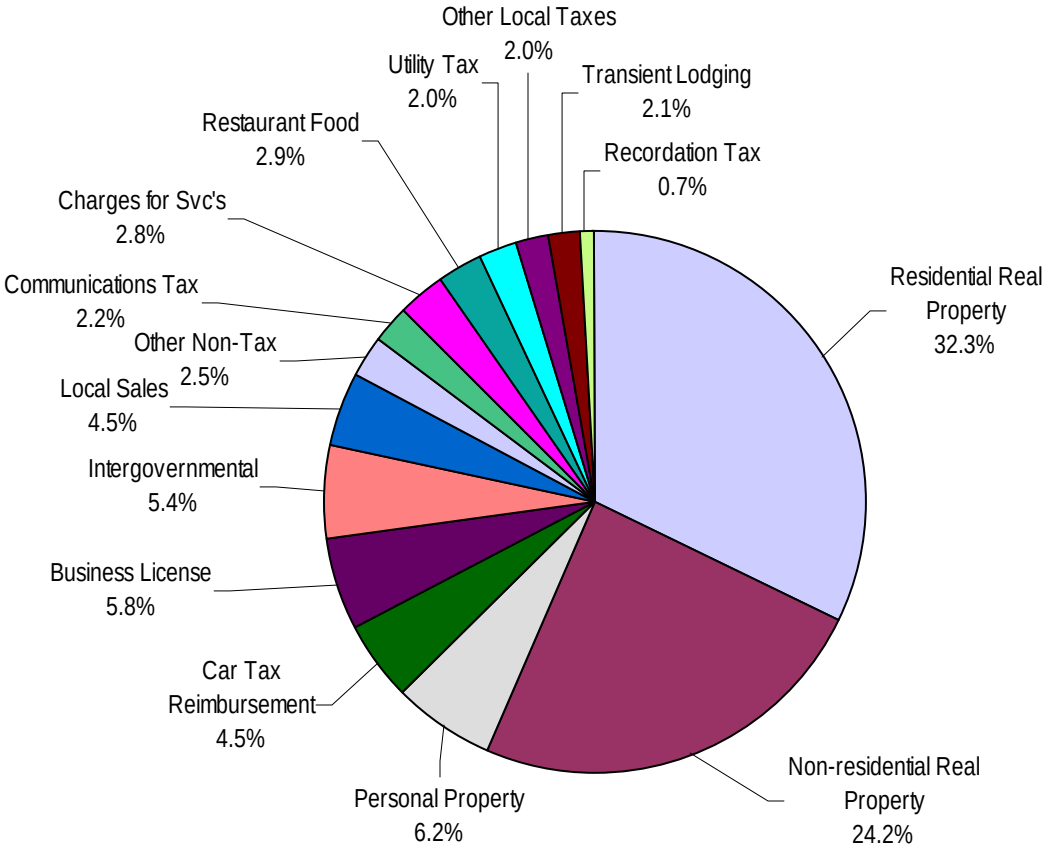
Alexandria is relatively well positioned to ride out turbulent economic times because of its location and mix of jobs in relatively recession proof fields such as public administration and health care. Alexandria's unemployment rate, while higher than it has been since the early 1990's, remains well below the U.S. and Virginia unemployment rates.



General Fund Revenue Distribution

Approved FY 2011

The pie chart below shows the distribution of estimated General Fund revenues for FY 2011 ($524.7 million), excluding the $6,946,004 appropriation from fund balance.



Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Proposed	FY 2011 Approved
General Fund					
General Property Tax Revenue					
Real property tax	295,518,894	296,281,111	303,545,273	296,237,904	296,237,904
Personal property tax	36,023,945	31,300,000	31,700,000	31,700,000	32,300,000
Penaties and Interest	1,939,225	1,870,000	1,870,000	1,870,000	1,870,000
Total general property tax revenue	*333,482,063*	*329,451,111*	*337,115,273*	*329,807,904*	*330,407,904*
Other local tax revenue					
Local sales tax	21,679,635	24,050,000	23,500,000	24,000,000	23,500,000
Utility tax	10,409,248	10,600,000	10,500,000	10,600,000	10,500,000
Business licenses	30,527,956	30,100,000	30,500,000	31,100,000	30,200,000
Motor vehicle licenses	3,085,288	3,200,000	3,200,000	3,200,000	3,200,000
Recordation	3,206,705	3,100,000	3,800,000	3,800,000	3,800,000
Cigarette	2,719,084	3,100,000	2,900,000	2,900,000	2,900,000
Transient Lodging	10,592,806	11,000,000	11,000,000	11,300,000	11,100,000
Restaurant food	14,912,796	15,200,000	15,200,000	15,500,000	15,400,000
Admissions	1,103,782	1,050,000	1,100,000	1,100,000	1,200,000
Communications service	11,268,560	11,800,000	11,400,000	11,600,000	11,600,000
Other miscellaneous	2,765,509	2,730,000	2,730,000	2,730,000	3,030,000
Total other local tax revenues	*112,271,370*	*115,930,000*	*115,830,000*	*117,830,000*	*116,430,000*
Non-tax revenue					
Licenses, permits, and fees	4,827,421	5,406,596	4,730,836	5,636,386	1,815,396
Fines forfeitures	4,116,553	4,781,325	4,283,550	4,553,550	4,646,020
Use of money and property	4,433,015	3,859,476	3,199,240	4,274,382	4,010,000
Charges for services	12,404,166	12,827,808	13,141,634	13,592,817	14,888,916
Intergovernmental revenues (PPTRA)	23,578,531	23,578,531	23,578,531	23,578,531	23,578,531
Intergovernmental revenues	29,516,597	29,779,114	28,133,224	27,879,725	28,105,068
Miscellaneous	1,065,030	772,151	728,000	783,700	783,700
Total non-tax revenue	*79,941,313*	*81,005,001*	*77,795,015*	*80,299,091*	*77,827,631*
Total General Fund Revenues	525,694,746	526,386,112	530,740,288	527,936,995	524,665,535
Other financing sources (uses)					
Approprations from Fund Balances					
City Fund Balance prior year surplus	-	1,515,347	1,515,347	3,600,000	3,600,000
City Fund Balance FY 2010 surplus				1,144,291	1,144,291
City Fund Balance reducing cont reserves					755,000
WMATA debt service	-	800,000	800,000		
Sewer Fund	1,323,910	1,301,560	1,301,560	1,200,361	1,200,361
Transfer from IT Equipment Replacemei	900,000	-	-		
Transfer from liquidated special revenue acct.				246,352	246,352
Total Fund Balance Appropriations	*2,223,910*	*3,616,907*	*3,616,907*	*6,191,004*	*6,946,004*
Total General Fund Revenues and Other Sources	527,918,656	530,003,019	534,357,195	534,127,999	531,611,539

Significant Fee and Fine Changes

FY 2010 - FY 2011

Department	Tax Rate/ Fee	Estimated Revenue
Finance	Street parking permit fees	$200,000
Police	Parking meter violation increase	$92,470
Recreation	Adult fitness fee	$30,000
	Garden plot fee	$4,000
	Park restroom fee	$13,440
	Youth sports registration fee	$15,200
	Youth Sports Field Use fee increase	$18,000
Transportation & Environmental Services	All May Park All Must Pay fee	$133,000
	Parking meter rate increase	$1,158,427
	Reserved parking fee	$116,000
	Excavation permit	$34,000
	Right of way permit	$59,700
	Residential refuse collection fee including recycling bins fee	$89,016
	Solid waste haulers permit fee	$43,100
	Towing, Service Charge, and Impound Storage Fees	$75,925
	Lower King Street Parking	$69,350
Total		$2,151,628
		Expenditure Reduction
T&ES	Rate increases that reduce City expenditures	$102,500
	Increase the out of City DOT paratransit fare	
	(City subsidy reduce by riders paying a greater share of the cost)	
Total		$102,500

For more details, see the departmental text.

The following departments reviewed all their fees for possible changes during FY 2011 budget cycle: Citizen's Assistance, Finance, Fire, Juvenile and Domestic Relations Court, Planning and Zoning, Recreation. Other departments reviewed their fees on an ad hoc basis.

1/ This total does not include increases in revenue expected from increased enforcement efforts or increased efficiency in collecting fees and fines.

Real Property Tax Revenues

FY 2011 Approved $296.2 million
56.5% of General Fund Revenues

FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$295,518,894	$296,281,111	$303,545,273	$296,237,904	-2.4%

Average Annual Increases through FY 2009

	5 years	10 years	15 years
Nominal Increase	7.0%	8.5%	6.5%
Inflation Adjusted Increase	4.3%	5.7%	3.8%

Background

The General Fund budget reflects a CY 2010 and CY 2011 Real Property Tax Rate of 97.3 cents per $100, an increase of 7 cents compared to CY 2009. In addition the City increased the blended Real Property Tax Rate by an additional 0.5 cents to 97.8 cents to cover the cost of storm water infrastructure improvements. As required by State law, all real estate parcels in the City are annually assessed at 100 percent of estimated fair market value. One cent of real estate tax revenue applied to the current estimated tax in the last half of FY 2009 equals $1.57 million and the 12 months of FY 2011 equals $3.06 million.

The chart below shows the tax rate and other real property tax revenues since 2006.

Calendar Year	Tax Rate Per $100	Changes
2007	.830	One cent of real estate tax for affordable housing continues. One percent of real estate tax for Open Space dedication continues.
2008	.845	One cent of real estate tax for affordable housing continues. One percent of real estate tax for Open Space dedication continues.
2009	.903	Affordable housing dedication reduced to 0.9 cents. Open Space dedication reduced to 0.3 cents.
2010	.978	Affordable housing dedication reduced to 0.6 cents. 0.3 cents Open Space dedication continues. 0.5 cents to cover the costs of storm water infrastructure improvements. (non-General Fund)

As detailed in the Calendar Year 2010 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2010 (calendar year) locally assessed tax base is approximately $30.9 billion, a decrease of $2.2 billion , or 6.5% , as compared to the CY 2009 equalized tax base and 7.66% compared to the initial CY 2009 estimates. Including Public Service Corporations and railroad real property which are assessed by the State, the total real property tax base has decreased to approximately $31.8 billion, a decrease of $2.1 billion, or 6.32% compared CY 2009 equalized base and 6.83% compared to the initial CY 2009 estimates. The total decrease of $2.3 billion was offset by $176.2 million in new growth, including $40.9 million in new residential growth and $176.2 million in new commercial growth. The reassessments of existing properties decreased $2.3 billion. Existing commercial real property decreased $1.3 billion; the value of existing residential real property decreased by $989.5 million.

General Fund Real Property tax revenues for the first half of FY 2011 (the second half of calendar year 2010) are based on the 2010 real property assessment, an increase in the tax rate by 7 cents to $0.973 and a 49.25 percent collection rate for the second half of the 2009 tax levy. Real property tax revenues for the second half of FY 2011 (the first half of calendar year 2010) assume a decrease of 4.5% in real property assessments in 2011 and no change in the tax rate or collection rate. This projection is a best mid-point estimate based on the uncertainties of a slightly declining residential real estate market, a more significantly declining commercial real estate market, and limited new construction. (See the Statement of Estimated Real Property Tax Revenues following this summary for calculations.)

Beginning in CY 10, there will be an additional tax of $0.005 assessed for storm water infrastructure improvements. The additional tax is not General Fund revenue, but will go into a special revenue fund for that purpose. Including the storm water tax, the blended tax rate will be $0.978 in 2010.

The real property tax estimate for FY 2011 has been reduced by approximately $3.4 million to reflect the costs of the senior citizen and disabled persons tax relief program. The table below reflects tax relief extended to qualified taxpayers for the last six calendar years. CY/FY 2011 Senior and Disabled Tax Relief is expected to remain constant in FY 2011.

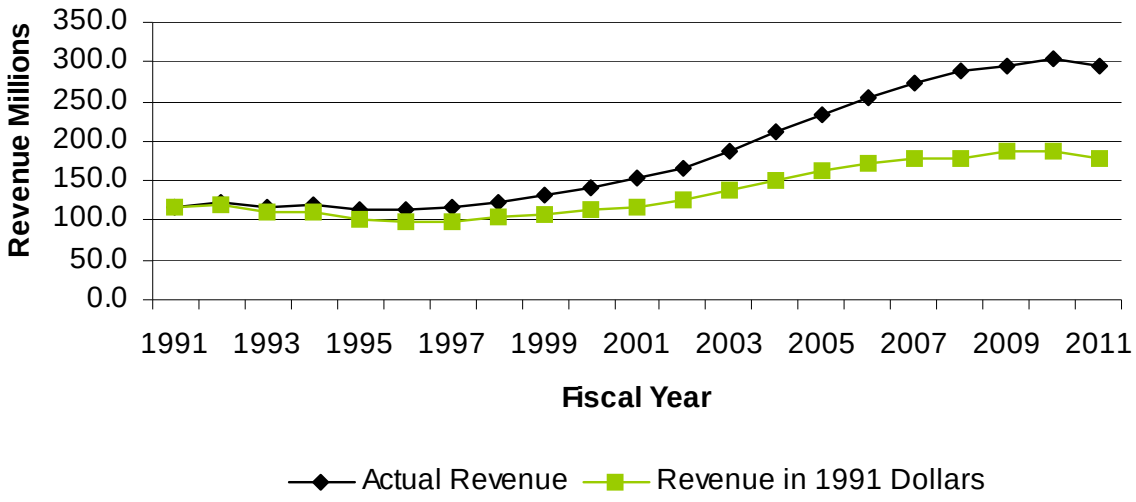
Senior Citizens and Disabled Tax Relief, CY 2005 – CY 2011 (estimated)

2005	2006	2007	2008	2009	2010(est)	2011(est)
$2,273,857	$3,317,005	$3,375,000	$3,444,095	$3,424,262	$3,400,000	$3,400,000

Legislative Authority

Virginia Code §58.1-3200 City Code Section §3-2-181

General Fund Real Property Tax Revenue FY 1991- Approved FY 2011



City of Alexandria, Virginia

STATEMENT OF ESTIMATED GENERAL FUND REAL PROPERTY TAX REVENUES

For the fiscal years ending June 30, 2010 and June 30, 2011

	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 2010							
Second half tax year 2009							
Locally assessed real property	11/15/2009	33,502,178	0.903	302,524,667	49.25%	148,993,399	1,649,982
Non-locally assessed property	11/15/2009	876,985	0.903	7,919,175	49.90%	3,951,668	43,762
Total second half tax year 2009		*34,379,163*		*310,443,842*		*152,945,067*	*1,693,744*
First half tax year 2010							
Locally assessed real property	6/15/2010	30,935,876	0.973	301,006,073	49.25%	148,245,491	1,523,592
Non-locally assessed property	6/15/2010	883,390	0.973	8,595,385	49.50%	4,254,715	43,728
Total first half tax year 2010		*31,819,266*		*309,601,458*		*152,500,207*	*1,567,320*
Total fiscal year 2010 revenue						305,445,273	3,261,064
Less projected senior citizen and disability tax relief						-3,400,000	
Plus delinquent FY 2009 and prior year real estate tax revenues collected in FY 2010						1,500,000	
Total FY 2010 revenue after adjustments						303,545,273	
Fiscal Year 2011							
Second half tax year 2010							
Locally assessed real property	11/15/2010	30,935,876	0.973	301,006,073	49.25%	148,245,491	1,523,592
Non-locally assessed property	11/15/2010	883,390	0.973	8,595,385	49.50%	4,254,715	43,728
Total second half tax year 2009		*31,819,266*		*309,601,458*		*152,500,207*	*1,567,320*
First half tax year 2011							
Locally assessed real property	6/15/2011	29,543,762	0.973	287,460,804	49.25%	141,574,446	1,455,030
Non-locally assessed property	6/15/2011	843,637	0.973	8,208,588	49.50%	4,063,251	41,760
Total first half tax year 2011		*30,387,399*		*295,669,392*		*145,637,698*	*1,496,790*
Total fiscal year 2011 revenue						298,137,904	3,064,110
Less projected senior citizen and disability tax relief						-3,400,000	
Plus delinquent FY 2010 and prior year real estate tax revenues collected in FY 2011						1,500,000	
Total FY 2011 revenue after adjustments						296,237,903	

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1999	2000	2001	2002	2003	2004
Residential Single Family	4,657,845	5,119,264	5,830,209	6,791,096	8,361,631	9,727,249
Residential Condominium	1,511,210	1,597,678	1,743,688	2,098,194	2,830,219	3,518,100
Commercial Multi-Family	1,500,100	1,584,496	1,734,225	2,004,540	2,264,921	2,570,652
Office/Retail Property	3,318,516	3,744,874	4,061,051	4,155,509	4,623,100	5,447,070
Other Commercial	553,705	608,320	598,139	421,220	464,500	549,565
Public Service Corporation	646,144	640,676	665,038	662,430	681,555	76,860
Total	12,187,520	13,295,308	14,632,350	16,132,989	19,225,926	21,889,496
Residential Single Family	38.2%	38.5%	39.8%	42.1%	43.5%	44.4%
Residential Condominium	12.4%	12.0%	11.9%	13.0%	14.7%	16.1%
Commercial Multi-Family	12.3%	11.9%	11.9%	12.4%	11.8%	11.7%
Office/Retail Property	27.2%	28.2%	27.8%	25.8%	24.0%	24.9%
Other Commercial	4.5%	4.6%	4.1%	2.6%	2.4%	2.5%
Public Service Corporation	5.3%	4.8%	4.5%	4.1%	3.5%	0.4%
Total	100%	100%	100%	100%	100%	100%
Residential	50.6%	50.5%	51.8%	55.1%	58.2%	60.5%
Commercial	49.4%	49.5%	48.2%	44.9%	41.8%	39.5%

Sources: Assessment Values are from the 1999-2010 Real Property Assessment Reports.

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	2005	2006	2007	2008	2009	2010
Residential Single Family	11,604,207	13,840,915	13,810,784	13,770,377	13,343,094	12,827,907
Residential Condominium	4,668,117	6,490,841	6,394,580	6,252,379	5,648,101	5,224,522
Vacant Residential*				116,858	161,323	151,493
Commercial Multi-Family	3,088,102	3,378,614	4,102,178	4,383,780	4,443,230	4,113,298
Office/Retail Property	6,499,398	7,565,870	8,386,548	9,165,161	9,001,670	8,147,206
Other Commercial	726,886	850,487	694,879	522,208	489,796	471,449
Public Service Corporation	772,941	779,992	854,062	892,054	876,985	883,390
Total	27,359,651	32,906,719	34,243,031	35,102,817	33,964,198	31,819,266
Residential Single Family	42.4%	42.1%	40.3%	39.2%	39.3%	40.3%
Residential Condominium	17.1%	19.7%	18.7%	17.8%	16.6%	16.4%
Vacant Residential				0.3%	0.5%	0.5%
Commercial Multi-Family	11.3%	10.3%	12.0%	12.5%	13.1%	12.9%
Office/Retail Property	23.8%	23.0%	24.5%	26.1%	26.5%	25.6%
Other Commercial	2.7%	2.6%	2.0%	1.5%	1.4%	1.5%
Public Service Corporation	2.8%	2.4%	2.5%	2.5%	2.6%	2.8%
Total	100%	100%	100%	100%	100%	100%
Residential	59.5%	61.8%	59.0%	57.4%	56.4%	57.2%
Commercial	40.5%	38.2%	41.0%	42.6%	43.6%	42.8%

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

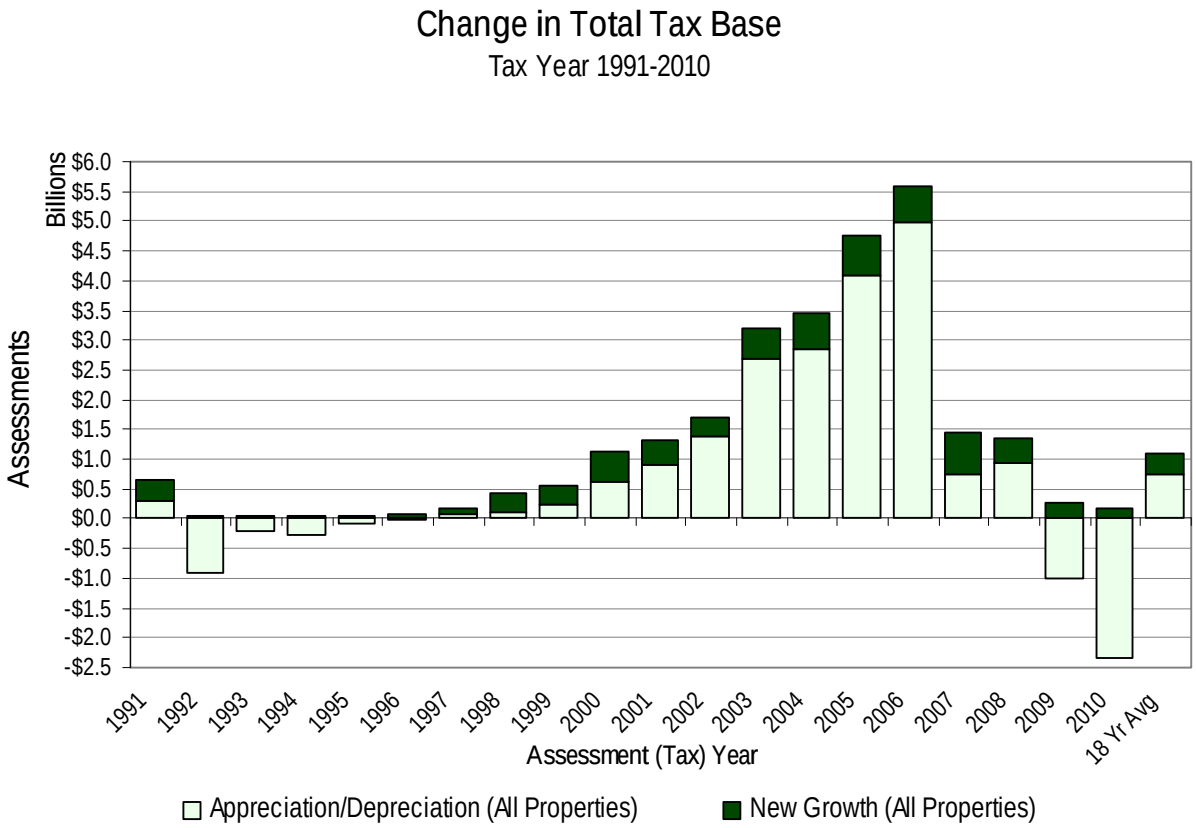
Sources: Assessment Values are from the 1999-2010 Real Property Assessment Reports.

2009 data has been revised from the FY 2010 document and reflects equalized data as of 12/31/2009.
2010 figures are estimated.

Real Property Tax Base

Change in Total Tax Base Years 1991-2010

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 year 2001 to 2006, appreciation significantly exceeded the value of new construction. The real estate market has slowed, and for the second time since 1994, and for the second straight year, the total value of the tax base decreased as the decline in values of existing properties exceeded the increase from new construction. Even so, as a result of significant increases in appreciation from 2001-2006, the average value of appreciation for the eighteen year period shown is over twice the average value of new construction. During this eighteen years new construction totaled some $6.5 billion or some 21% of the current City real property tax base.



Blended Real Estate Tax Rates

Regional Tax Rates Tax Years 1986-2010 (Approved)

Shown below is a comparison of real estate tax rates from selected major Northern Virginia jurisdictions over the past twenty-four 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	Res/Comm		
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

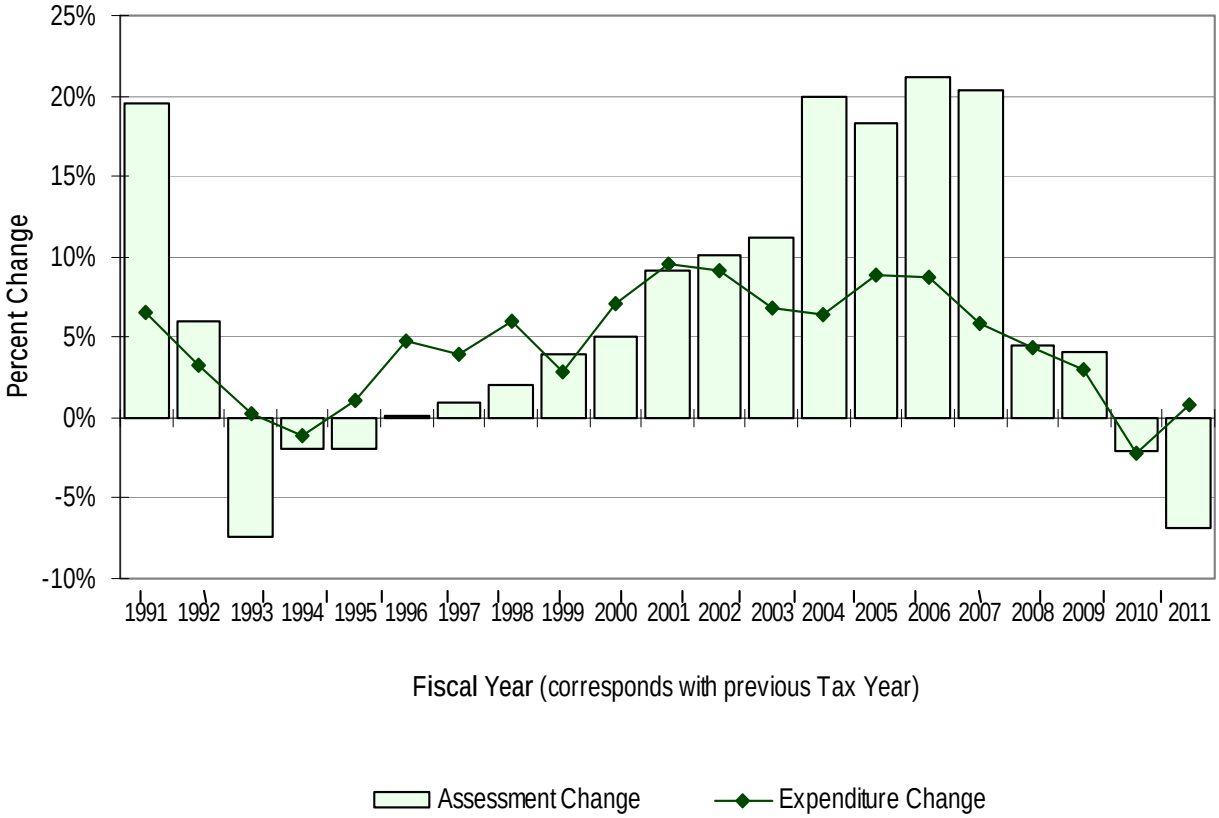
In CY 2011, Alexandria includes an add-on rate of 0.5 cents for stormwater management initiatives.
Arlington County's rate includes a stormwater add on tax of 1.3 cents.
Fairfax County includes a countywide rate of 1.5 cents for leaf collection, 1.5 cents for stormwater and 0.1 cents for pest infestations.
Prince William includes a fire rescue levy of 7.691 cents and 0.2 cents for pest infestations.

Beginning in calendar year 2008, Arlington County levied an additional tax rate of 12.5 cents on most commercial real property. Fairfax levied an additional 11 cents on most commercial real property. The proceeds of these levies are dedicated for transportation purposes.

Real Property Assessments Compared to General Fund Expenditures

Fiscal Years 1991-2011

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.) As noted below, from 1991 to 1993, as the City's tax base declined, overall spending declined as well. Since the time the City's tax base started significantly appreciating in Tax Year (TY) 2000, the average annual compounded appreciation of the tax base (TY 2000 – TY 2010) is 9.3%. This is compared to an average annual compounded increase in the City's General Fund amended operating budget (FY 2001 – FY 2011) of 5.2%. The City's Approved General Fund Operating budget including the School transfer is budgeted to increase 0.3% in FY 2011.



Personal Property Tax

FY 2011 Approved $55.9 million ($32.3 million local/$23.6 million Virginia car tax reimbursement)

10.7% of General Fund Revenues (6.2% local/4.5% Virginia reimbursement)

FY 2009 Actual	FY 2010 Budgeted	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$59,602,476	$54,878,531	$55,878,531	$55,878,531	0.0%

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. For calendar year 2009, the assessed value of personal property in the City is approximately $1.35 billion, of which $856 million is individual vehicle personal property.

Vehicular Personal Property Tax

	FY 2009 Actual	FY 2010 Budgeted	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
Personal Property Tax	$17,684,423	$13,800,000	$14,200,000	$14,200,000	0.0%
State Reimbursement	*$23,578,531*	*$23,578,531*	*$23,578,531*	*$23,578,531*	*0.0%*
Total	$41,262,954	$37,378,531	$37,778,531	$37,778,531	0.0%

Average Annual Increases through FY 2009

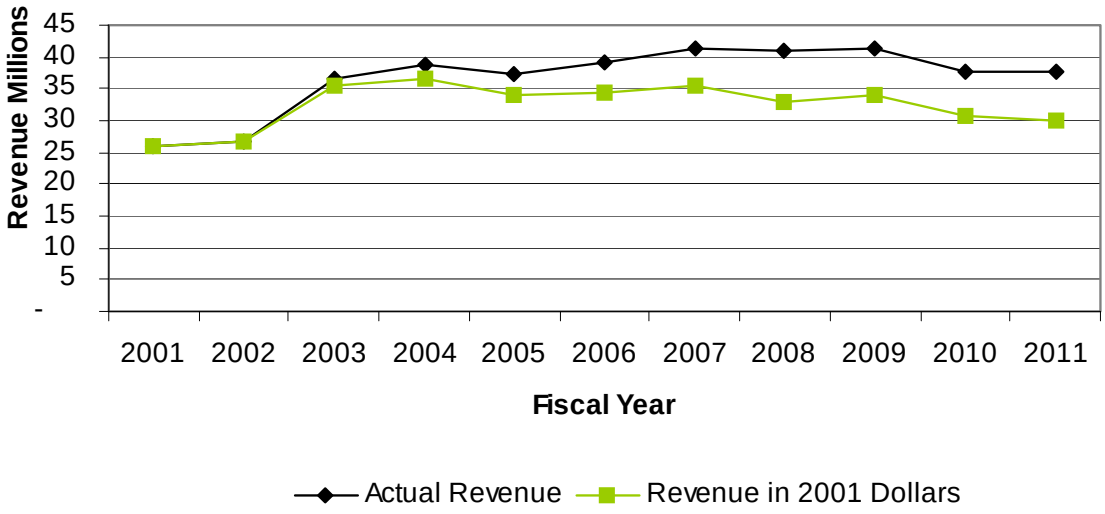
	5 years	10 years	15 years
Nominal Increase	1.2%	NA	NA
Inflation Adjusted Increase	-1.4%	NA	NA

Alexandria's vehicle tax rate is $4.75 per $100. 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 $4.09 per $100 retail value. The tax is paid yearly. Personal Property tax bills are mailed in August; payment is due by October 5. If taxes are not paid on time, a 10% penalty and interest are applied. Since 1999, the Commonwealth of Virginia has reimbursed all localities in Virginia for the vehicle portion of the personal property tax as part of the Personal Property Tax Relief Act (PPTRA). (See italicized line above.) From CY 2002 to CY 2005, the reimbursement amount was 70% of the first $20,000 of a vehicle's assessed tax bill. From CY 2006 to CY 2008, the reimbursement amount was 69%, the highest of all local jurisdictions. In CY 2009, it was 73%. 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.

Revenues projected for FY 2010 are based on actual revenues through March 2010. For FY 2011, revenues from vehicular personal property are expected to be flat, based on little change in vehicle valuations and a stable number of vehicles.

Vehicular Personal Property Tax Revenue including PPTRA

FY 2001 – FY 2011 Approved



Business Personal Property Tax

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$16,590,759	$16,000,000	$16,700,000	$16,700,000	+0.0%

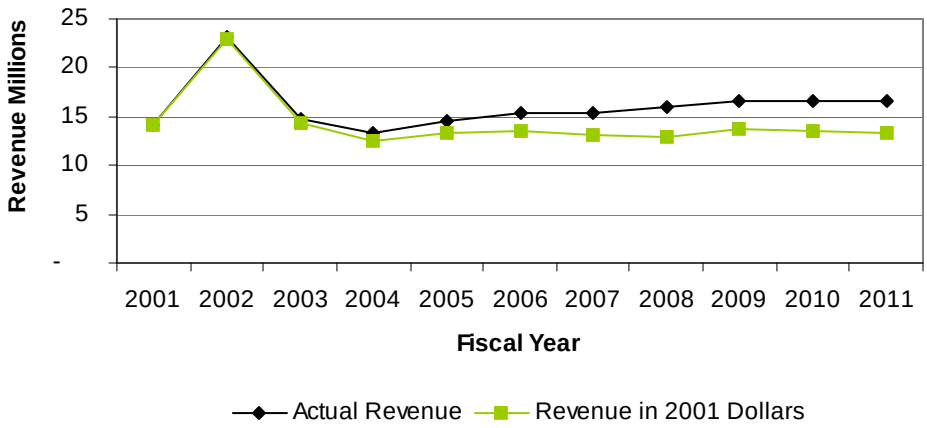
Average Annual Increases through FY 2009

	5 years	10 years	15 years
Nominal Increase	4.5%	NA	NA
Inflation Adjusted Increase	1.8%	NA	NA

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 2010 are based on collections through the March, 2010. Business personal property tax collections are expected to be flat in FY 2011 due to the weak economy.

Business Personal Property Tax FY 2001 – FY 2011 Approved



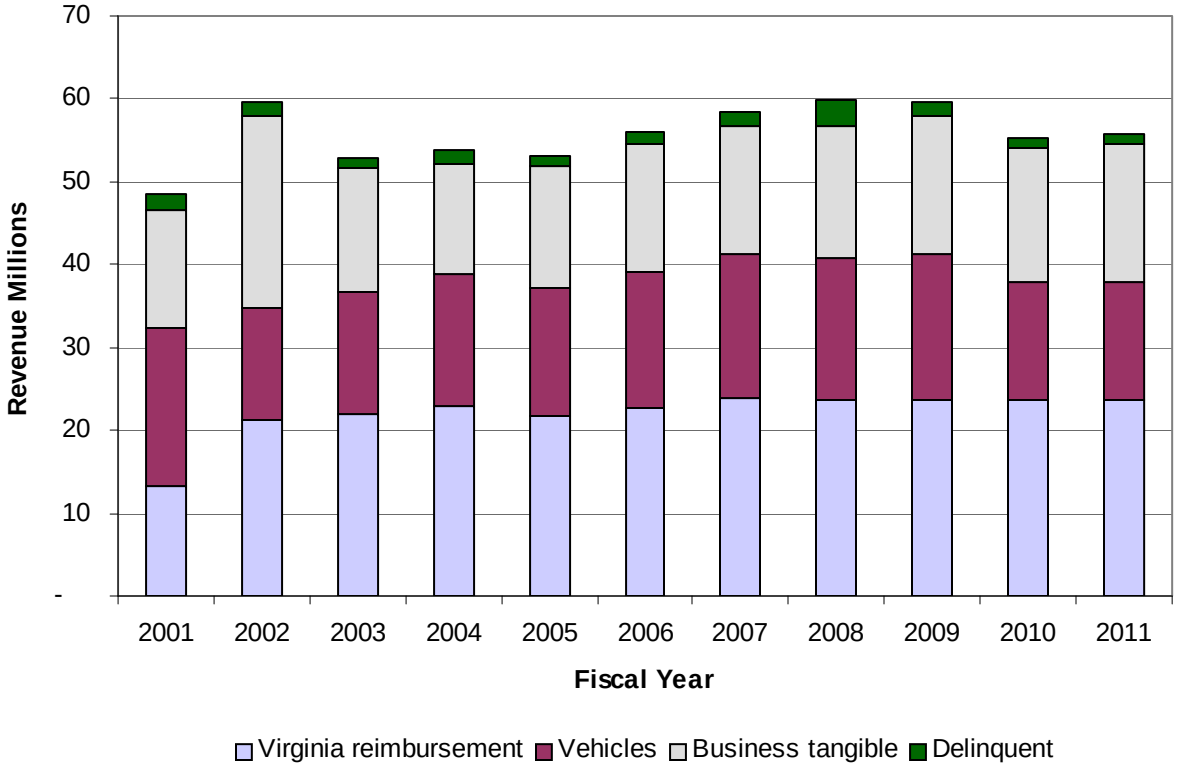
Legislative Authority

Virginia Code §58.1-3507 City Code §3-2-324

The chart below shows the share of Personal Property Tax from each source. Projected revenues in FY 2009 of $55,778,531 include the PPTRA reimbursement from the State (42%), vehicular personal property (26%), business personal property (30%), and delinquencies (2%). For budgeting purposes, the PPTRA reimbursement is considered an intergovernmental revenue.

Personal Property Tax Revenue

By Source, Fiscal Year 2001 – 2011 Approved



Intergovernmental Revenues

FY 2011 Approved $51.6 million

9.9% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$53,095,128	$53,357,645	$51,682,513	$51,683,599	0.0%

Average Annual Increases through FY 2009

	5 years	10 years	15 years
Nominal Increase	2.1%	7.6%	5.2%
Inflation Adjusted Increase	-0.5%	4.8%	2.8%

Background

General Fund Intergovernmental Revenues include state and federal aid that is 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. In FY 2010 and FY 2011, Federal intergovernmental revenues are boosted by an interest subsidy in which the City is reimbursed for interest payments on Build American bonds. The subsidy was made available as part of the American Recovery and Reinvestment Act of 2009, a stimulus package passed early in the year.

State intergovernmental revenues for FY 2010 and FY 2011 are based on outgoing Governor Kaine's 2010-2012 budget, proposed in December, as modified by the Virginia Assembly and Governor McDonnell during the Spring legislative session. Due to severely declining revenues, Virginia faced a major budget shortfall, and state aid to local governments including Alexandria was reduced in many areas, including HB599 Aid to Police Departments, Compensation Board reimbursements to local public safety departments, state and highway maintenance payments, and reimbursements for state prisoners held at the Alexandria Detention Center. It is likely that there will be continuing pressure on State revenues and consequently on intergovernmental revenue transfers to Alexandria for at least several more years.

The largest sources of intergovernmental revenue are the Personal Property Tax (Car Tax) reimbursement discussed in the previous section (45.6%), Compensation Board Revenue (14.1%), State Aid for Road Maintenance (12.4%), and the reimbursement for federal prisoners (12.6%) Some of the largest reductions in the Approved FY 2011 budget compared to the Approved FY 2010 budget include decreases of 30.4% in Compensation Board revenues for Treasury and Revenue Administration, and an 17.9% reduction in State Criminal Alien Assistance Program (SCAAP) revenues.

The chart below breaks State and federal intergovernmental aid down by category.

Intergovernmental Revenues

	FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved
STATE AID				
HB 599 (law enforcement aid)	$ 6,154,674	$ 6,156,548	$ 5,642,553	$ 5,575,836
Personal Property Tax Reimbursement	23,778,360	23,578,531	23,578,531	23,578,531
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	6,942,650	7,554,917	6,851,575	6,841,722
Compensation Board Reimbursements for Treasury & Revenue Administration	149,694	680,078	560,273	473,213
State Prisoner Per Diem	647,130	1,000,000	600,000	515,733
State Aid for Road Maintenance	6,421,944	6,614,602	6,392,702	6,392,702
Other State Aid	1,270,145	1,358,446	1,281,746	1,281,746
Less Other Reduction in State Aid	0	-1,050,000	-1,093,227	-1,311,872
TOTAL STATE AID	$ 45,364,597	$ 45,893,122	$ 43,814,153	$ 43,347,611

	FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved
FEDERAL AID				
Federal Prisoner Per Diem	$ 6,618,539	$ 6,448,523	$ 6,448,523	$ 6,518,900
State Criminal Alien Assistance Program	197,909	195,000	176,979	160,000
Build America Bonds Subsidy			418,858	833,088
Other Federal Aid (Including indirect costs recovered from federal grants)	914,083	821,000	824,000	824,000
TOTAL FEDERAL AID	$ 7,730,531	$ 7,464,523	$ 7,868,360	$ 8,335,988
TOTAL INTERGOVERNMENTAL AID	$ 53,095,128	$ 53,357,645	$ 51,682,513	$ 51,683,599

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.

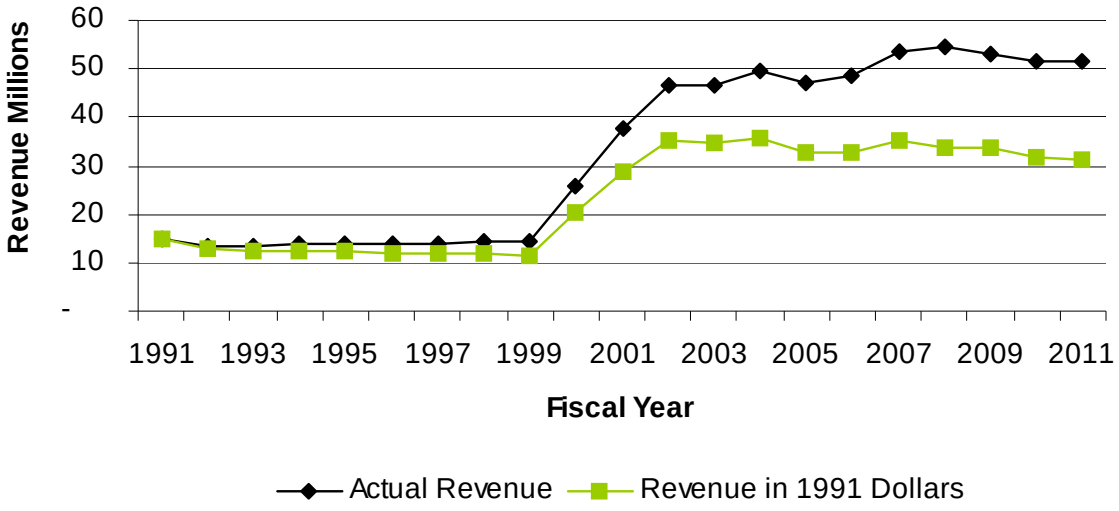
Other Reduction in State Aid. The General Assembly reduced aid to localities by $50 million in the FY 2010 budget and $60 million in the FY 2011 budget. The City of Alexandria's share of the reduction was approximately $1.1 million in its FY 2010 budget and is expected to be about $1.3 million in the FY 2011 budget. The City was allowed to choose the revenue categories to which the reductions were applied. In FY 2010, the City chose to allocate its reduction across all categories of State aid except HB599 Aid.

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. The Sheriff has agreed to hold 20 additional prisoners above its contractual guarantee to hold 150 federal prisoners in order to generate approximately $0.6 million in additional revenue for the City.

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

Intergovernmental Revenues

Actual 1991 – Approved 2011



Business License Taxes

FY 2011 Approved $30.2 million

5.8% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$30,527,956	$30,100,000	$29,200,000	$30,200,000	+3.4%

Average Annual Increases through FY 2009

	5 years	10 years	15 years
Nominal Increase	3.6%	6.2%	6.2%
Inflation Adjusted Increase	1.0%	3.5%	3.7%

Background

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 .0016 (building contractors) 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). In May 1996, Council approved the following changes to the City's business license tax ordinance: an increase from $50,000 to $100,000 in minimum gross receipts collected by a licensable business before a tax based on the amount of gross receipts is imposed, and an increase from $40 to $50 in the fee on businesses below the $100,000 cap.

In FY 2003, reductions in late filing penalties were approved. 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.

In 2009, the top three single category contributors to the Business License Tax were Business Services (24%), Professional Occupations (21%) and Retail Merchants (19%).

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

Revenues projected for FY 2010 are based on collections through March 2010. For FY 2011, it is expected that this revenue will increase modestly as the economy slowly recovers. Both the FY 2010 and FY 2011 estimates include a temporary increase of approximately $400,000 from Base Realignment and Closure (BRAC) construction in the Mark Center based on estimated gross receipts income from construction contractors.

Legislative Authority

Virginia Code §58.1-3703 and §58.1-3706 City Code §3-2-372 - §3-2-379

Business License Tax Revenue

Actual FY 1991 – Approved FY 2011

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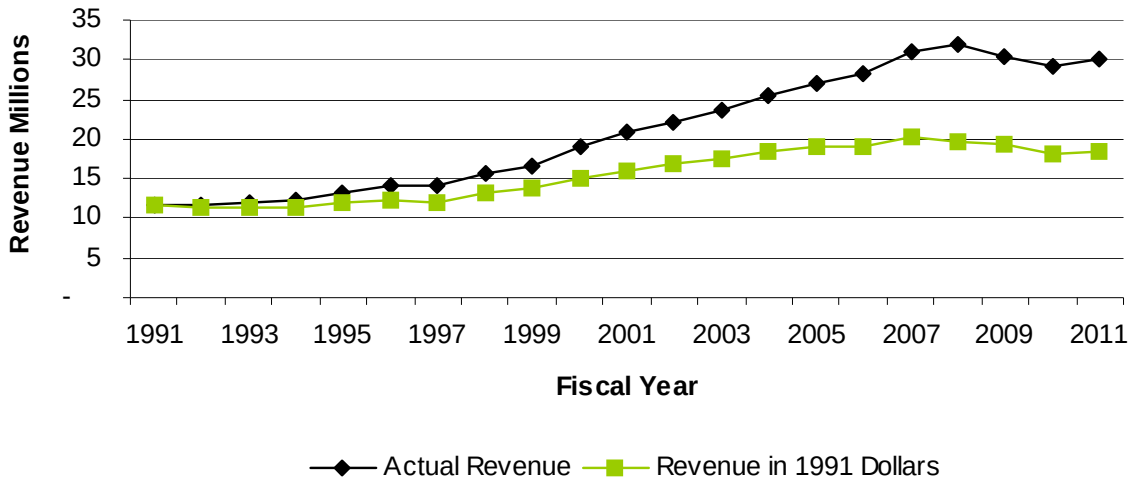


Sales Tax Revenues

FY 2011 Approved $23.5 million

4.5% of General Fund Revenues

FY 2009 Actuals	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$21,679,635	$24,050,000	$22,600,000	$23,500,000	3.9%

Average Annual Increases through FY 2009

	5 years	10 years	15 years
Nominal Increase	0.6%	2.3%	3.5%
Inflation Adjusted Increase	-2.0%	-0.4%	1.3%

Background

The total sales tax in Alexandria and in all Virginia localities is generally 5.0% (grocery store food is 2.5%), which includes the locally levied 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.

Revenues collected in FY 2009 reflect in $1.5 million in repayments to Fairfax County for local sales tax incorrectly allocated by the State in prior years. Revenues in FY 2010 reflect an approximately $200,000 transfer to Fairfax County. No transfers are expected in future years.

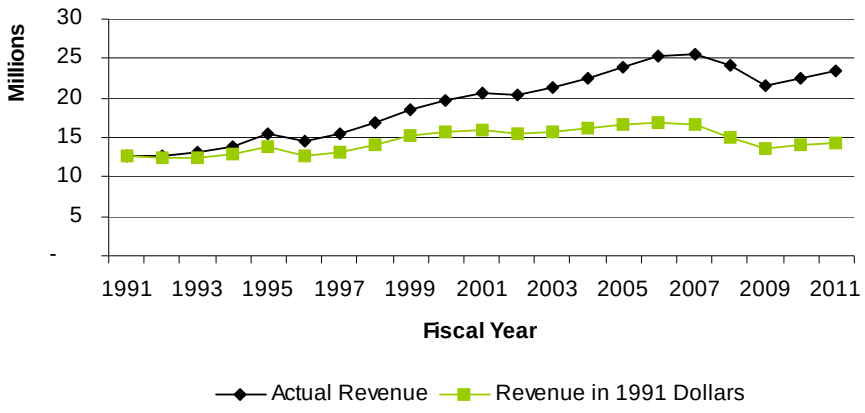
Revenues projected for FY 2010 are based on actual revenues through the first seven months of FY 2010. It is expected that sales tax revenues will increase moderately in FY 2011 due to the economic recovery and the end of sales tax transfers to Fairfax County.

Legislative Authority

Virginia Code §58.1-605 City Code §3-2-91

Sales Tax Revenue

Actual FY 1991 – Approved FY 2011



Restaurant Meals Tax Revenues

FY 2011 Approved $15.4 million

2.9% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$14,912,796	$15,200,000	$14,800,000	$15,400,000	4.1%

Average Annual Increases through FY 2009

	5 years	10 years	15 years
Nominal Increase	10.5%	7.8%	6.6%
Inflation Adjusted Increase	7.7%	5.0%	6.0%

Background

Alexandria's restaurant meals tax was increased from 3% to 4% as part of the FY 2009 Approved Budget. The tax is in addition to a 4% sales tax and a 1% local option sales tax. In FY 2009, approximately 82% of the meals tax came from the sale of food within a restaurant or bar; 18% came from sales of alcohol.

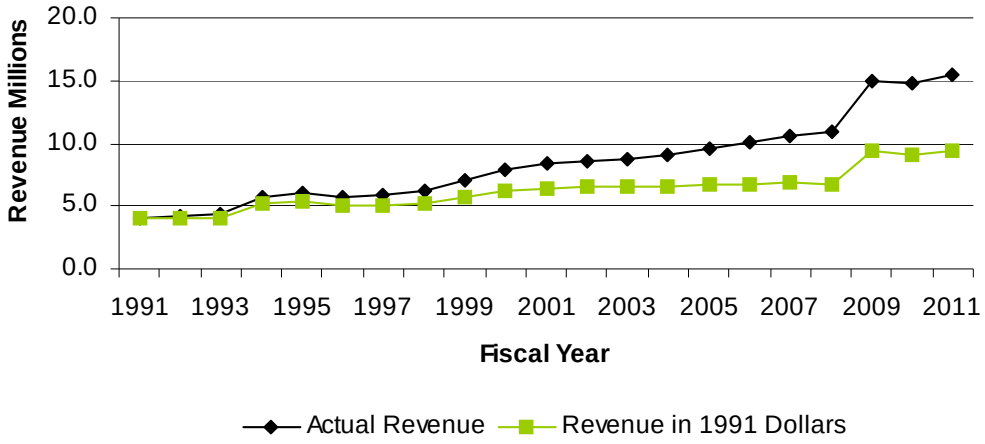
Revenues projected for FY 2010 are based on actual revenues through the first nine months of FY 2010. For FY 2011, it is expected that collections will increase by a little over 4%. Overall, the City expects demand to increase modestly in a slowly recovering economy.

Legislative Authority

Virginia Code §58.1-3833 City Code §3-2-242

Restaurant Meals Tax Revenue

Actual FY 1991 – Approved FY 2011



Transient Lodging Tax Revenues

FY 2011 Approved $11.1 million

2.1% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$10,592,806	$11,000,000	$10,700,000	$11,100,000	3.7%

Average Annual Increases through FY 2009

	5 years	10 years	15 years
Nominal Increase	10.9%	9.9%	8.5%
Inflation Adjusted Increase	8.1%	7.1%	6.2%

Background

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.

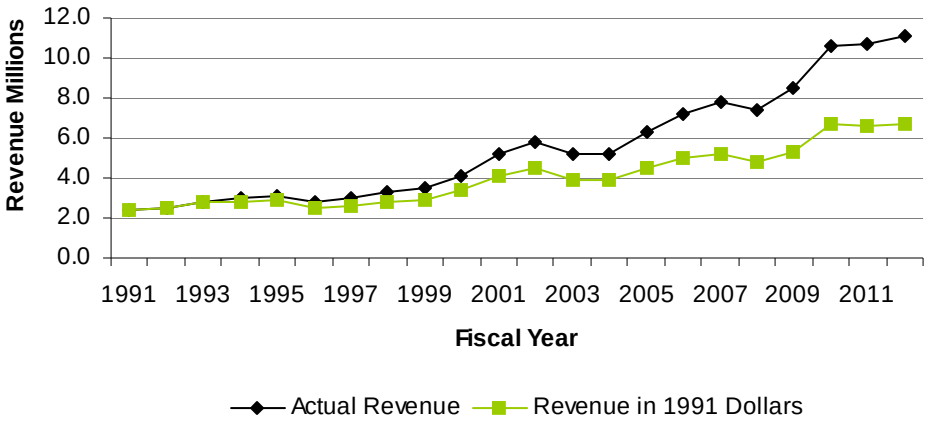
Revenues projected for FY 2010 are based on actual revenues through the first nine months of FY 2010. The City's hotel occupancy rates are close to their levels in FY 2009, but during FY 2009, several new hotels opened, increasing the City's high end hotel room capacity, and increasing the number of hotel room nights sold so far this year by over 10%. However, some of the gains have been offset by reductions in room rates. For FY 2011, it is expected that demand and revenue per room will increase moderately as the economy recovers.

Legislative Authority

Virginia Code §58.1-3840 City Code §3-2-141 to 3-2-151

Transient Lodging Tax Revenue

Actual FY 1991 – Approved FY 2011



Communications Sales and Use Tax

FY 2011 Approved $11.6 million

2.2% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$11,268,560	$11,800,000	$11,400,000	$11,600,000	1.8%

Average Annual Increases through FY 2009

	5 years	10 years	15 years
Nominal Increase	NA	NA	NA
Inflation Adjusted Increase	NA	NA	NA

Background

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 will receive approximately 2.6% of the State's total Communication Sales and Use tax revenues going forward. As total Communications Tax increases statewide, the City will receive 2.6% of these new tax revenues. Revenues projected in FY 2010 are based on revenues collected through the first four months of FY 2010. The projected amount is decreased by a state refund to a communications vendor, of which Alexandria's share is $0.2 million in FY 2010. Due to the weak economy and little or no growth in this revenue source since its inception in 2007, Alexandria's revenues are expected to be relatively flat compared to the FY 2010 adjusted projection of $11.4 million.

Utility Tax Revenues

FY 2011 Approved $10.5 million

2.0% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$10,409,248	$10,600,000	$10,300,000	$10,500,000	1.9%

Average Annual Increases through FY 2009

	5 years	10 years	15 years
Nominal Increase	-10.3%	-3.0%	-1.5%
Inflation Adjusted Increase	-12.5%	-5.5%	-3.7%

Background

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 2011 Approved 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.

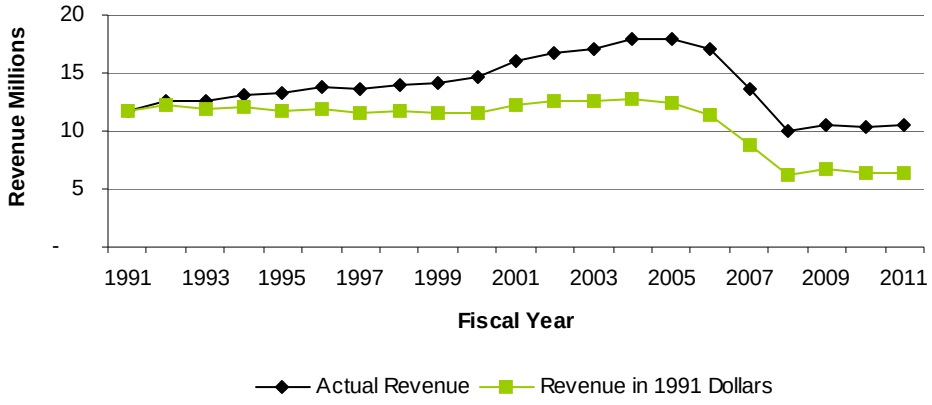
Revenues projected for FY 2010 are based on actual revenues from water, natural gas, and electricity through the first nine months of FY 2009. The decrease in utility revenues reflected in the "Average Annual Increases through FY 2009" table is due to the exclusion of landline telephone service in FY 2008, now included in the Communications Sales and Use tax. This revenue category is expected to increase at a little below its long-term average of about 2% annually.

Legislative Authority

Virginia Code §58.1-605 City Code §3-2-372 - §3-2-379

Consumer Utility Tax Revenue

Actual FY 1991 – Approved FY 2011



Motor Vehicle License Revenues

FY 2011 Approved $3.2 million

0.6% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$3,085,288	$3,200,000	$3,200,000	$3,200,000	0.0%

Average Annual Increases through FY 2009

	5 years	10 years	15 years
Nominal Increase	4.9%	4.2%	3.1%
Inflation Adjusted Increase	2.3%	1.5%	0.6%

Background

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. This license tax increase raises $700,000 per year with these funds dedicated to transportation purchases, namely the support of debt service to pay for Washington Metropolitan Area Transit Authority (WMATA) capital projects.

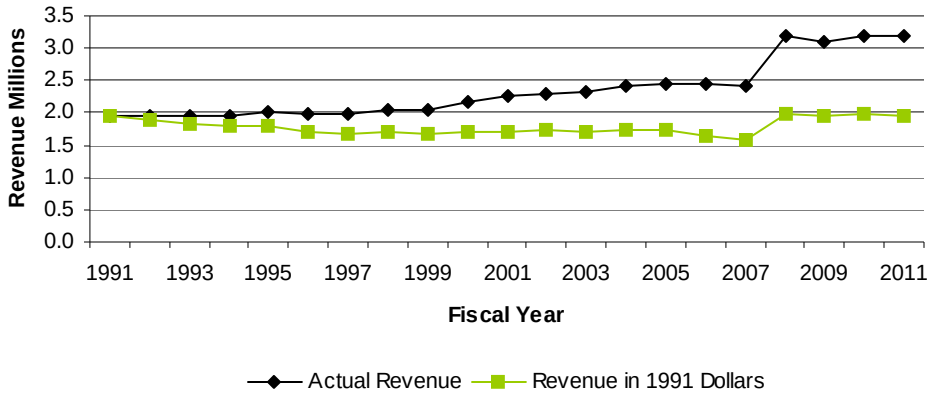
Revenues projected for FY 2010 are based on actual collections the first nine months of the year. For FY 2011, it is expected that this revenue will remain flat as the number of vehicles in the City is not expected to change.

Legislative Authority

Virginia Code §46.2-752 to §46.2-753 City Code §3-2-321 to §3-2-337

Motor Vehicle License Revenue

Actual FY 1991 – Approved FY 2011



Recordation Tax Revenues

FY 2011 Approved $3.8 million

0.7% of General Fund Revenues

FY 2009 Actuals	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$3,206,705	$3,100,000	$3,800,000	$3,800,000	0.0%

Average Annual Increases through FY 2009

	5 years	10 years	15 years
Nominal Increase	-4.5%	4.7%	6.8%
Inflation Adjusted Increase	-7.0%	2.0%	5.7%

Background

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.

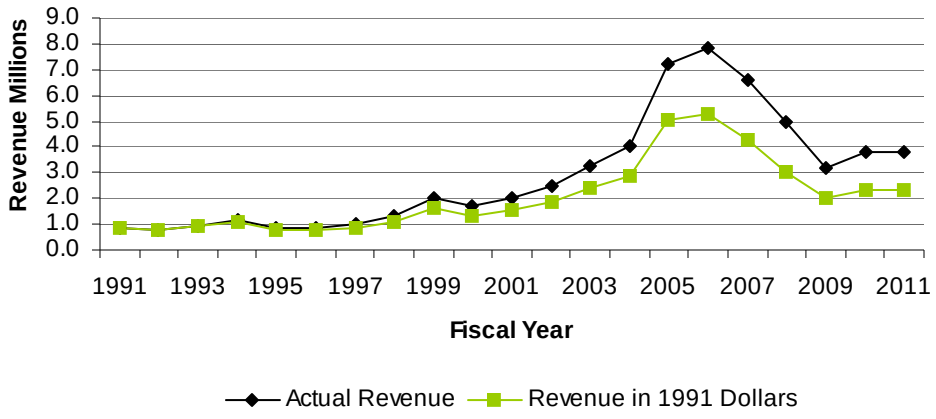
Revenues projected for FY 2010 are based on actual revenues through the first nine months of FY 2010. For FY 2011, it is expected that this revenue will remain unchanged due to continuing weakness in the Alexandria commercial and residential real estate markets.

Legislative Authority

Virginia Code §58.1-814 City Code §3-2-41

Recordation Tax Revenue

Actual FY 1991 – Approved FY 2011



Cigarette Tax Revenues

FY 2011 Approved $2.9 million

0.5% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$2,719,084	$3,100,000	$2,900,000	$2,900,000	0.0%

Average Annual Increases through FY 2009

	5 years	10 years	15 years
Nominal Increase	2.3%	5.1%	4.4%
Inflation Adjusted Increase	-0.3%	2.4%	1.8%

Background

The local cigarette tax is levied at a rate of $0.80 per pack of 20 cigarettes sold in the City. For FY 2010, the rate was increased from $0.70 in FY 2009.

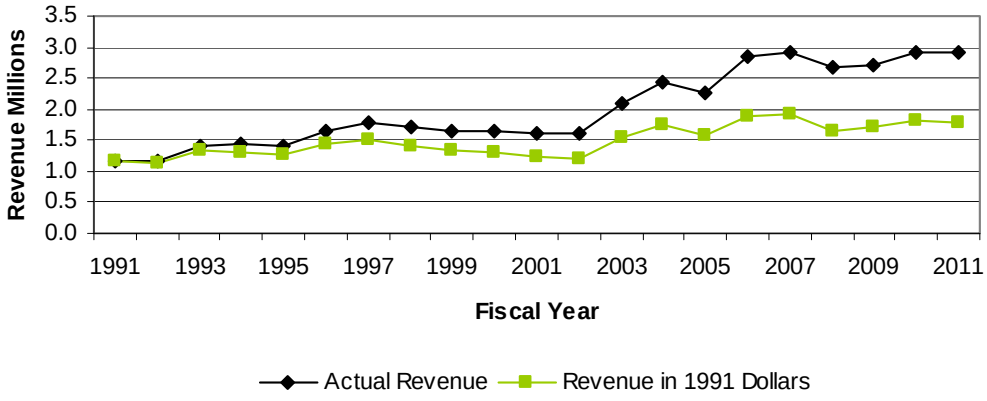
Revenues projected for FY 2010 are based on actual revenues through the first nine months of FY 2010. Despite the tax increase, FY 2010 revenue increased less than anticipated, and for FY 2011, it is expected that this revenue will remain flat based on stable cigarette purchases.

Legislative Authority

Virginia Code §58.1-3840 City Code §3-2-102

Cigarette Tax Revenue

Actual FY 1991 – Approved FY 2011



Charges for Services

FY 2011 Approved $14.9 million
2.8% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$12,404,166	$12,827,808	$13,141,634	$14,888,916	13.3%

This category includes the refuse user charge ($5.8 million in FY 2011) and parking meter receipts ($3.1 million in FY 2011). The category increase is mostly due to a City-wide increase in parking meter rates from $1.00 per hour or $1.25 per hour to a citywide rate of $1.75 per hour. 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. See "Tax Rates and Fee Changes" and the T&ES text section for detail on the meter rate increases.

Licenses, Permits, and Fees

FY 2011 Approved $1.8 million
0.3% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$4,827,421	$5,406,596	$4,730,836	$1,815,396	-61.6%

This category includes No Parking Signs (budgeted in FY 2011 at $0.5 million), Residential Parking Permits ($0.4 million), and Taxi Fees ($0.3 million), among others. The category decrease is due to transfer of approximately $3.8 million in new construction fees to a special revenue account where they will be used to cover the cost of Code Enforcement's New Construction division. Beginning in FY 2010, departments were required to review all of their fees at least once every three years.

Revenues from the Use of Money and Property

FY 2011 Approved $4.0 million
0.8% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$4,433,015	$3,859,476	$3,110,000	$4,010,00	28.9%

This category includes interest on General Fund investments (budgeted at $1.3 million in FY 2011), and Parking Garage revenues (budgeted at $1.8 million in FY 2011). Much of the decrease in this revenue category over the last few years is the result of the economic downturn and reductions in short-term interest rates to near zero, which affects the City's interest income on invested short-term cash balances. The City has recently begun to place a portion of its investments in slightly longer-term investment vehicles, guaranteed by the FDIC, which pay a higher level of interest. The nascent economic recovery will also bring higher interest rates and increase investment income.

Fines and Forfeitures

FY 2011 Approved $4.6 million
0.9% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$4,116,553	$4,781,325	$3,983,550	$4,646,020	16.6%

This category includes parking fines (budgeted in FY 2011 at $3.4 million), and court fines (budgeted in FY 2011 at $0.9 million). This category is expected to increase as the Red Light Camera Program is expected to begin generating revenues in FY 2011 and due to an increase in the fine for parking meter violations.

Other Miscellaneous Tax Revenues

FY 2011 Approved $3.0 million
0.6% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Proposed	% Change Proj. '10 to '11
$2,765,509	$2,730,000	$3,030,000	$3,030,00	0.0%

This category includes the State's telecommunications tax, bank and other franchise taxes, and the daily rental tax. Alexandria receives a fixed percentage of the total collections by the state. Revenues are expected to be flat in FY 2011.

Admissions Tax

FY 2011 Approved $1.2 million
0.2% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$1,103,782	$1,050,000	$1,150,000	$1,200,000	4.3%

The Admissions Tax, equal to 10% of the admissions fee up to 50 cents, is levied on the sale of movie and live theatre tickets. It was implemented by the City during FY 2006. The sluggish economy and competition from theaters in neighboring jurisdictions is expected to result in a modest increase in FY 2011.

Miscellaneous Non-Tax Revenues

FY 2011 Approved $0.8 million
0.1% of General Fund Revenues

FY 2009 Actual	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved	% Change Proj. '10 to '11
$1,065,030	$772,151	$728,000	$783,700	7.7%

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.

Other Financing Sources

FY 2011 Approved $6.9 million

	FY 2009 Actuals	FY 2010 Approved	FY 2010 Projected	FY 2011 Approved
City Fund Balance Prior Year Surplus	NA	$2,315,347	$2,315,347	$3,600,000
City Fund Balance FY 2010 surplus	NA	NA	NA	$1,144,291
Fund Balance from Reducing Prior Year Contingent Reserves	NA	NA	NA	$755,000
Sewer Fund (transfer in)	$1,323,910	$1,301,560	$1,301,560	$1,200,361
IT Equipment Replacement Fund (transfer in)	$900,000	NA	NA	NA
Transfer-in from liquidated special revenue account	NA	NA	NA	$246,352
Total	$2,223,910	$3,616,907	$3,616,907	$6,946,004

This category reflects other non-revenue financing sources used to help finance the $6.9 million difference between the $524.7 million revenue projection and the $531.6 million projected General Fund Expenditure budget. The elements of these financing sources include:

(a) $3.6 million in prior year General Fund surplus funds designated for use in FY 2011.

(b) $1.1 million in FY 2010 surplus funds dedicated for use in FY 2011.

(c) $0.8 million in fund balance from reducing the Prior Year's contingent reserves dedicated for use in FY 2011.

(d) $1.2 million in a FY 2011 transfer into the General Fund from the City's Sanitary Sewer Fund in order to pay sanitary sewer debt service.

(e) $0.2 million transfer from excess funds from a liquidated special revenue account. .

FY 2011 Approved Tax Rates for Major Revenue Sources

	City Approved Rate	Virginia Code Reference	Maximum Rate Allowable by State
Real Estate Tax	$0.978 per $100 assessed value	58.1-3200	None
Personal Property Tax	$4.50 per $100 assessed value (machinery and tools)	58.1-3507	None
	$4.75 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 And less than $100,000	$50.00	58.1-3703 through	$50.00
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	$0.80 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 2010 Approved	FY 2011 Approved	% Change FY 10 - FY 11
General Fund	$530,003,018	$531,611,539	0.3%
Non-general fund			
State	$49,676,202	$50,564,416	1.8%
Federal	$28,675,848	$34,606,920	20.7%
Charges, Donations and Other Sources	$24,436,141	$31,592,187	29.3%
Total Special Revenue Funds	$102,788,191	$116,763,523	13.6%
Schools Fund Balance	$4,355,938	$5,647,199	29.6%
Equipment Replacement Fund	$4,649,822	$5,774,848	24.2%
Total All Funds	$641,796,969	$659,797,109	2.8%

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 - MHMRSA
- 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 – MHMRSA
- State General Fund Revenues – Mental Health/Mental Retardation/Substance Abuse
- Federal Earmarks/Grants – King Street Metro Platform Extension
- State Earmarks/Grants – Gadsby's Tavern Improvements

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 9 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.

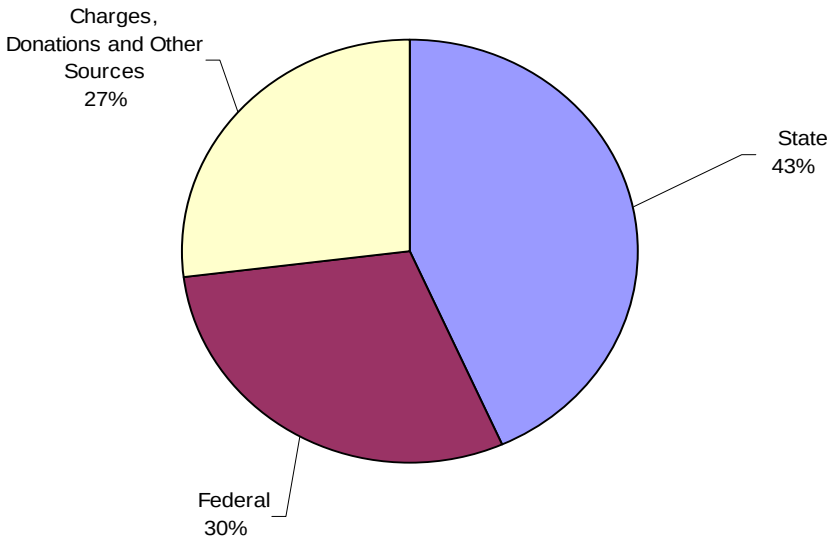
Program funding is described below.

•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.

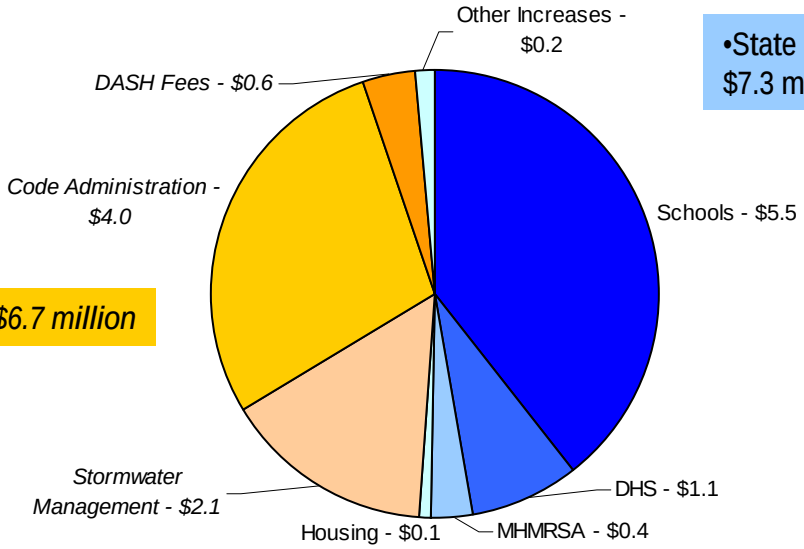
The Special Revenue described in this section do not include funding from the State and federal government that is accounted for within the City's General Fund, such as HB599 law enforcement aid and funding for street maintenance. State Compensation Board funding is also accounted for in the General 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 $116.8 million consists primarily of State Aid, Federal Aid and discretionary State and federal grants ($85.2 million) and charges for fees, donations and other sources ($31.6 million). This compares to the FY 2010 approved Special Revenue Fund budget of $102.8 million. As shown in the table on the following page, the 13.6%, or $14.0 million, increase is primarily attributable to $5.9 million in anticipated federal revenue increases, primarily for the Schools ($5.0 million), DHS ($0.9 million), and Housing ($0.1 million). State revenue for the Schools is expected to increase by approximately $0.4 million. In addition to these increases there are two policy changes impacting the special revenue fund. Beginning in FY 2011 Code Administration fees related to regulating new construction were shifted from the General Fund to the Special Revenue Fund. This shift has increased the Special Revenue Fund by approximately $4.2 million. In addition, one half of one cent of real property tax was dedicated by City Council for stormwater management projects, increasing the special revenue fund by $2.3 million. These increases are offset by decreases in other special revenues, such as developer fee supported initiatives which have been reduced or eliminated ($0.2 million) to reflect more realistic estimates of revenue generation. Shifts in funding sources create the remaining increases, including the establishment of a special revenue fund for special events within the Recreation Department ($0.2 million) and increases in DASH fees to support the transit operating budget ($0.6 million).

FY 2011 Estimated Special Revenue Funds
$116.8 million



Major Increases in FY 2011 Special Revenues (millions)
$14.0 million



•State and federal sources - $7.3 million

•Local sources -$6.7 million

Summary of Major Special Revenue Sources by Department

Total Special Revenues

	FY 2010 Approved	FY 2011 Approved	% Change FY 10 - FY 11
Schools	$42,068,455	$47,575,296	13.1%
DHS	$26,927,924	$28,013,997	4.0%
MHMRSA	$13,479,019	$13,908,149	3.2%
Housing	$1,946,390	$2,058,918	5.8%
TES	$8,363,378	$10,493,157	25.5%
Code Administration	$569,205	$4,529,112	695.7%
Transit Subsidies/DASH	$3,710,000	$4,264,569	14.9%
Other City Agencies	$5,723,820	$5,920,325	3.4%
Total Special Revenue Funds	$102,788,191	$116,763,523	13.6%

Total Donations, Fees and Charges for Services

	FY 2010 Approved	FY 2011 Approved	% Change FY 10 - FY 11
Schools	$4,063,135	$4,138,167	1.8%
DHS	$446,222	$416,564	-6.6%
MHMRSA	$5,516,842	$5,754,783	4.3%
Fire and Code Administration	$571,705	$4,531,612	692.6%
TES	$8,039,178	$10,168,577	26.5%
Transit Subsidies/DASH	$3,710,000	$4,264,569	14.9%
Other City Agencies	$2,089,059	$2,317,915	11.0%
Total Donations, Fees and Charges for Services	$24,436,141	$31,592,187	29.3%

Total State and Federal Funds

	FY 2010 Approved	FY 2011 Approved	% Change FY 10 - FY 11
Schools	$38,005,320	$43,437,129	14.3%
DHS	$26,481,702	$27,597,433	4.2%
MHMRSA	$7,962,177	$8,153,366	2.4%
Housing	$1,941,923	$2,055,468	5.8%
Other City Agencies	$3,960,961	$3,927,940	-0.8%
Total State and Federal Funds	$78,352,083	$85,171,336	8.7%

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 VI provides a list of grant programs currently budgeted for FY 2011. City Council approval of the FY 2011 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 Mental Health/Mental Retardation/Substance Abuse
Federally Funded Programs

	Federal Funds	FY 2010 Approved Budget Estimate	FY 2011 Approved Budget Estimate	% Change FY10 - FY 11
Mental Health Programs	Block Grant for Community Mental Health Services - Serious Emotionally Disturbed Children	$256,654	$228,652	-10.9%
	Block Grant for Community Mental Health Services - Serious Mental Illness (Adults)	$336,203	$287,466	-14.5%
	Projects for Assistance in Transition from Homelessness	$35,575	$104,020	192.4%
	Welfare TANF Foster Care (Title IV-E)	$143,000	$43,989	-69.2%
MH and SA Programs	U.S. Department of Housing and Urban Development	$322,359	$322,359	0.0%
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	$555,831	$548,951	-1.2%
	Substance Abuse Federal Block Grant - Primary Prevention	$205,768	$205,768	0.0%
	Substance Abuse Prevention Coalition of Alexandria	$120,586	$120,918	0.0%
	High Intensity Drug Trafficking Area Treatment Grant - Residential	$109,069	$159,695	46.4%
Intellectual Disability Programs	Grants for Infants and Toddlers with Disabilities	$93,698	$93,698	0.0%
	Total Federal Funds	$2,316,027	$2,252,800	-2.7%

Summary of Major Special Revenue Sources by Department

Addendum Table II Department of Mental Health/Mental Retardation/Substance Abuse State Funded Programs				
	State Funds	**FY 2010 Approved Budget Estimate**	**FY 2011 Approved Budget Estimate**	**% Change FY10 - FY 11**
Mental Health Programs	Crisis Stabilization	$139,856	$138,096	0.0%
	MH Law Reform	$285,194	$281,694	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	$45,000	0.0%
	System of Care	$475,000	$475,000	0.0%
	Juvenile Detention	$110,000	$110,000	0.0%
	Other State Aid	$2,576,845	$2,797,352	8.6%
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	$1,229,823	$1,304,853	6.1%
Intellectual Disability Programs	Other State Aid	$301,440	$290,579	-3.6%
	Total State Funds	$5,646,150	$5,900,566	4.5%

Addendum Table III
Department of Human Services Special Revenue Funded Programs

	FY 2010 Approved Budget Estimate	FY 2011 Approved Budget Estimate	% Change FY10 to FY11
Virginia Department of Social Services Allocations			
Allocation for Administering Social Programs	$8,097,239	$8,124,976	0.3%
VDSS Child Care Assistance	$3,848,645	$3,896,636	1.2%
VDSS for Foster Care IVE	$2,389,352	$2,887,217	20.8%
VDSS for Welfare Adoption Subsidy	$1,053,860	$1,654,282	57.0%
VDSS Special Needs Adoptions	$552,496	$313,241	-43.3%
VDSS TANF Employment Advancement	$168,487	$144,628	-14.2%
VDSS Refugee Resettlement	$50,000	$91,000	82.0%
VDSS Service Programs	$214,252	$220,094	2.7%
VDSS Companion Programs	$379,642	$348,573	-8.2%
VDSS Auxiliary Grants (Aged and Disabled)	$267,194	$236,454	-11.5%
VDSS General Relief	$87,500	$144,208	64.8%
Workforce Investment Board Allocations for			
Dislocated Worker	$106,946	$92,549	-13.5%
Youth in School/Youth out of School	$62,393	$63,545	1.8%
Adult	$70,479	$90,204	28.0%
Rapid Response	$75,000	$75,000	0.0%
Administration	$23,846	$24,335	2.1%
Virginia Department of Aging	$517,591	$561,912	8.6%
Virginia Cares	$51,659	$51,659	0.0%
Project Discovery	$50,383	$62,694	24.4%
Virginia Preschool Initiative	$229,320	$810,000	253.2%
Head Start	$1,774,545	$1,828,166	3.0%
Transitional Apartment Planning & Eviction Storage (CDBG)	$122,000	$122,000	0.0%
Community Services Block Grant (CSBG)	$325,589	$208,007	-36.1%
Homeless Services Grants through Community Action Agencies	$407,091	$407,892	0.2%
Virginia Refugee Resettlement Program (VRRP)	$108,000	$107,077	-0.9%
Comprehensive Services Act	$5,448,193	$5,031,084	-7.7%
Total Funds	$26,481,702	$27,597,433	4.2%

Addendum Table IV
Office of Housing Federally Funded Programs

State Funds	FY 2010 Approved Budget Estimate	FY 2011 Approved Budget Estimate	% Change FY10 to FY11
CDBG Program Administration	$208,457	$240,364	15.3%
HOME HAP Loans	$428,083	$523,117	22.2%
CDBG Hap Loans	$125,000	$83,767	-33.0%
CDBG Rehabilitation Loans	$312,692	$303,246	-3.0%
CDBG HAP Administration	$153,068	$145,420	-5.0%
CDBG Rehabilitation Administration	$235,089	$245,367	4.4%
HOME Housing Opportunities Fund/Housing Development Assistance	$320,000	$320,000	0.0%
All other Federal grants (includes individual program grants under $100,000)	$164,001	$197,637	20.5%
Total State Funds	$1,946,390	$2,058,918	5.8%

Addendum Table V
Office of Housing Total Sources and Uses

FY 2011 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	229,187	0	0	597,613	0	43,884	0	0	72,109	184,513	1,127,306
Program Income	150,000	0	0	200,000	0	0	0	0	0	0	350,000
Carryover	0	0	0	239,000	0	5,000	0	0	0	10,000	254,000
	379,187 **7 HAP Loans**			1,036,613 **10 HRLP Loans 1 RAMP**		48,884 **1 Testing Round**			72,109	194,513	**1,731,306**
HOME											
New Grant	523,117	0	0	0	0	0	0	320,000	51,027	34,018	928,162
Program Income	100,000	0	0	0	0	0	0	0	0	0	100,000
	623,117 **19 HAP Loans** (w/ General Fund below)							320,000 **1 Project Financed**	51,027	34,018	**1,028,162**
GENERAL FUND											
New	116,302	11,630	104,673	0	295,592	32,844	270,957	35,478	354,785	248,349	1,470,609
New HOME Match	130,779	0	0	0	0	0	0	0	0	0	130,779
	247,081 **Admin Support for HAP, MIHP, and EHIP**	11,630 **Admin Support for Counseling & Fair**	104,673 **2 units placed under contract**		295,592 **1,000 disputes mediated & 4,000 clients served**	32,844	270,957 **10 Pledged Units Completed**	35,478	354,785	248,349	**1,601,388**
Housing Trust Fund											
New	161,500	0	0	0	0	0	0	35,000	0	0	196,500
Carryover	0	97,740	0	3,000	0	0	0	2,127,199	0	0	2,227,939
HOME Match (Carryover)	0	0	0	0	0	0	0	80,000	0	0	80,000
Reserved for FY 2012 HOME Match	0	0	0	0	0	0	0	27,460	0	0	27,460
	161,500 **4 MIHP Loans 4 EHIP Loans**	97,740 **350 Clients Served**		3,000 **2 Mini-RAMP Grants**				2,234,659 **1 Project Financed**			**2,531,899**
OTHER NON-FED											
New	0	3,450	0	0	0	0	0	0	0	0	3,450
Dedicated Revenue Carryover	0	0	0	0	0	0	0	1,172,801	213,000	0	1,385,801
Carryover	0	0	0	0	0	0	0	31,600	0	0	31,600
		3,450 **Homeowner-ship Fair**						1,204,401 **Same Project (1) as Above**	213,000		**1,420,851**
ALL FUNDS	**1,410,885**	**112,820**	**104,673**	**1,039,613**	**295,592**	**81,728**	**270,957**	**3,794,538**	**690,921**	**476,880**	**8,313,606**

City Agency FY 2011 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	$152,498	$62,843	$0	$215,341
Funds are provided by the VA Department of Criminal Justice Services to achieve three goals: assisting prosecutors in gaining and maintaining the cooperation of victims and witnesses to better ensure their cooperation throughout the criminal justice process; to ensure the rights of Alexandria's crime victims; and to provide community education and establish coordinated services.						
Violence Against Women Act Funds (V-Stop)	**VA Department of Criminal Justice Services**	1.0	$67,369	$0	$0	$67,369
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.						
Office on Women						
Sexual Assault Response and Awareness (SARA) - Violence Against Women Act Funds	**Virginia Department of Criminal Justice Services**	1.0	$39,006	$44,466	$0	$83,472
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	$167,898	$33,256	$0	$201,154
Funds are provided through the federal Victims of Crime Act for rape crisis centers to provide direct services for victims of sexual violence.						

City Agency FY 2011 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Office on Women (continued)						
Domestic Violence	**Virginia Department of Social Services**	3.0	$174,760	$50,482	$0	$225,242
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.						
Sexual Assualt Response and Awareness - Prevention Education	**Virgina Department of Health**	0.6	$36,000	$0	$0	$36,000
Funds are provided through the Violence Against Women Act to develop specific programs addressing prevention and education efforts to reduce the incidence of sexual assault.						
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.						
Stepout/Manhood		4.0	$8,500	$0	$0	$8,500
Funds are provided to education at-risk youth about available opportunities and the impact of their choices on their adult lives.						
Shelter Support	**State Department of Housing and Community Development**		$19,075	$0	$0	$19,075
Funds are provided for program support and facility operations for the Battered Women's Shelter.						
Sheriff						
CCCA (Pre-trial and Local Services)	**State Department of Criminal Justice**	6	$459,209	$228,836	$0	$688,045
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 2011 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	$740,378	$0	$924,555
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	$55,327	$106,862	$95,575	$257,764
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	$35,251	$15,867	$3,923	$55,041
JABG is a high level accountability program that provides after hours supervision to youth released on Court ordered conditions and are awaiting final disposition.						
Gang Prevention Intervention	**Federal Department of Justice - State Department of Juvenile Justice**	1.0	$60,000	$90,046		$150,046
The City participates in regional gang prevention/intervention activities. Federal funds allocated to the City of Alexandria are used to fund a Gang Prevention/Intervention Coordinator who serves on a regional gang task force and coordinates gang resistance efforts in the City.						
Human Rights						
Fair Employment Practices Agency Program - EEOC	**Federal Equal Employment Opportunity Commission**	0.5	$35,108	$0	$0	$35,108
Funds are provided for investigating and closing EEOC cases. The City receives $550 per closed case approved by the Equal Employment Opportunity Commission						

City Agency FY 2011 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
TES						
Ridesharing Administration	**Virginia Department of Transportation**	2	$231,355	$0	$58,072	$289,427
Funds are provided for outreach and staff to manage the City's Rideshare Program.						
Public Transportation Intern	**Virginia Department of Rail and Public Transportation**		$26,600	$0	$1,400	$28,000
Funds are provided for one intern annually to assist with public transportation projects.						
Employer Outreach	**Federal Highway Administration (FHWA) - Regional Surface Transportation Program Projects**		$66,625	$0	$0	$66,625
Funds are provided through a contract with the Metropolitan Council of Governments to complete outreach and encourage employers to participate in programs that decrease the number of single occupancy vehicles.						

City Agency FY 2011 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Fire						
Emergency Management Assistance	**Federal Homeland Security - State Homeland Security Program**		$32,943	$0	$0	$32,943
Funds are provided through the Emergency Management Program Grant to enhnace local emergency management programs. Funds support salaries, operating costs, equipment and outreach efforts.						
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 roder 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**		$323,166	$0	$0	$323,166
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**		$7,000	$0	$0	$7,000
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**		$31,000	$0	$0	$31,000
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 2011 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**		$142,447	$0	$0	$142,447
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**		$112,000	$0	$0	$112,000
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**		$24,600	$0	$0	$24,600
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 2011 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Mental Health/Mental Retardation and Substance Abuse						
Projects for Assistance in Transition from Homelessness	**U.S. Substance Abuse and Mental Health Administration**	1.1	$104,020	$0	$34,327	$138,347
Funds are provided for outreach and linking homeless consumers with MH/MR/SA services. For this particular program, the cash match is not City General Funds, but leveraged state special revenue funds.						
Transitional and Supportive Housing Programs	**U.S. Department of Housing and Urban Development**		$322,359	$176,337	$96,708	$595,404
Funds are provided for supportive services, operations and administration in MHMRSA residential programs. In addition the funds show above, $558,209 of state revenue, client fees and other revenues are used to provide total program funds of $1,056,905.						
High Intensity Drug Trafficking Area Treatment (HIDTA)	**U.S. Office of National Drug Control Policy**		$159,695	$0	$0	$159,695
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**		$223,751	$312,433	$0	$536,184
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. In addition to the general funds contributed to this program, $37,200 of state revenue is used for a total program bduget of $573,384.						
Jail Diversion	**Virginia Department of Behavioral Health and Disability Services**	1.0	$228,879	$0	$0	$228,879
Funds are provided for treatment services to decrease crime and recidivism among persons with mental illness.						
Tobacco Prevention Programming	**Virginia Foundation for Healthy Youth (Formerly known as Virginia Tobacco Settlement Foundation)**	1.0	$61,279	$0	$0	$61,279
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. In addition to the general funds contributed to this program, $37,200 of state revenue is used for a total program bduget of $573,384.						
Total Special Revenue Funds			**$3,748,102**	**$1,861,806**	**$290,005**	**$5,899,913**

Personnel & Compensation Summary

Personnel & Compensation Highlights

Compensation up 1.9% overall

- Total compensation for City staff increased by 1.9%. The main driver of this is the $2.2 million budgeted for the merit/step provided to employees. The budgets for retirement and healthcare also increase on a net basis.

No MRA provided

- There will be no market rate adjustment for City or School employees for the third straight year.

Merit/Step Program reinstated

- Merit/step program is reinstated in FY 2011 following a year in which salaries were frozen. Employees eligible on a merit basis for a step increase will receive salary increases ranging from 2.3% – 5.0 % of salary.

"Q" Step added to the end of pay scale

- The budget also provides funding to add a step (Q Step) to the pay scale to enable employees at the end of the scale to receive a pay increase.
- Although indicated by benchmarking surveys, no pay upgrades will be funded for positions found to be below average pay levels provided by our comparator jurisdictions in the region.

$0.4 million to implement the new Competency Based Classification System from Contingent Reserves

- The City finalized its study of employee pay for performance, position classification and compensation philosophy. A multi-year implementation of the studies results is now underway. In FY 2011, $0.4 million of the $0.7 million currently designated for Watson Wyatt implementation in City Council Contingent Reserves was provided to fund the implementation of the new Competency Based Classification System.

A reduction in the City workforce of 61 positions

- The City workforce is reduced by 61 funded full and part-time staff positions, approximately 2% of City staff (on top of the 119 positions reduced in the FY 2010 budget). Of the reduced positions, 15 are filled but we will seek alternative positions for these employees if possible. This reduction is equal to a decline of 50.2 full-time equivalents (FTEs). This decrease is offset by 12.0 new FTEs for a net FTE decrease of 38.2 FTEs in the FY 2011 Approved Budget.

Net staffing levels decrease by 38.2 full-time equivalents (FTE's)

- The total number of FTEs in FY 2011 will be 36.1 less than funded in FY 2005.

No Furloughs utilized.

- The City will not utilize employee furloughs as in some other jurisdictions in the region. Furloughs are back door pay cuts that have undisclosed and unintended consequences on services to the public. They also would have to be continued in future years. More permanent, recurring reductions in spending have been incorporated in the budget instead.

Personnel & Compensation Highlights

Depending on the type of plan, health insurance premiums will increase by 4.4% and 12.0%

- Healthcare insurance premiums are expected to increase by 4.4% for plans under Kaiser Permanente and 12.0% for those under United Healthcare.

Health insurance premium cost sharing ratios increase for current and new employees

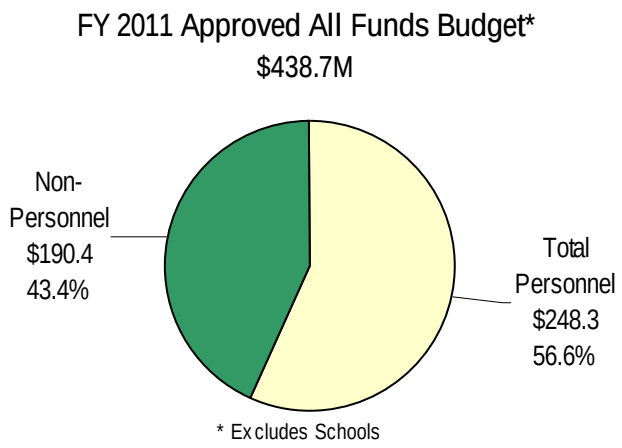
- Healthcare premium cost sharing ratios will be adjusted for current and new employees in an effort to contain the City's cost for healthcare to an annual increase of 5.1%. There will be no plan design changes in FY 2011.
- Adjustments to premium cost sharing ratios will save $750,000 in FY 2011. Current employees will contribute a 3% greater share of the cost for healthcare premiums, going from 10% to 13% at a minimum. New employees will immediately pay a 20% share at a minimum instead of 10%. Current employees will gradually face an increase to a 20% cost sharing rate by FY 2013.

$1.7 million budgeted for unfunded retiree healthcare and life insurance liabilities (OPEB)

- The retiree health insurance subsidy annual maximum of $3,120 will remained unchanged in FY 2011.
- The living wage will continue to be frozen at the FY 2009 level of $13.13/hour.
- The budget continues to fund the multi-year plan to address unfunded liabilities for future benefits to City employees after retirement, albeit at a $1.0 million reduced level in FY 2011. The FY 2011 Operating Budget provides an additional $1.7 million in FY 2011 to the Other Post Employment Benefit Trust Fund (OPEB) towards the City's future OPEB obligations.

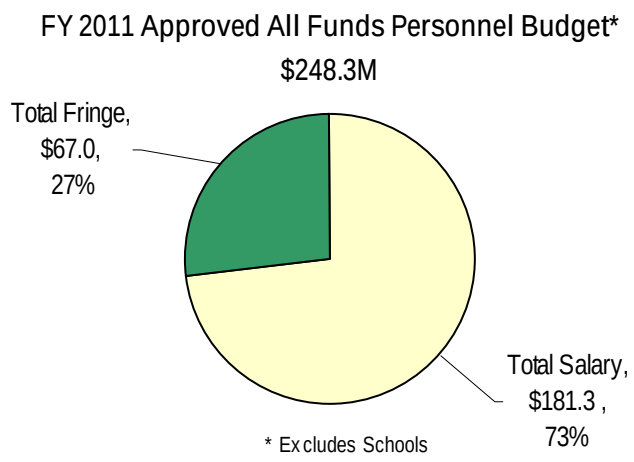
Personnel Budget

Personnel expenditures account for about 57% of the All Funds budget.



Of the $248.3 million personnel budget, $181.3 million, or 73%, is for salaries. And about $67.0 million, or 27%, is for fringe benefits.

Retirement and Healthcare are the biggest drivers of the fringe benefit costs. Retirement accounts for almost half of the fringe benefit costs, and healthcare almost 29%.



*Includes Life Insurance; Worker's Compensation; Clothing/Care Allowance; Unemployment; Recruitment; & Long Term (LT) Disability

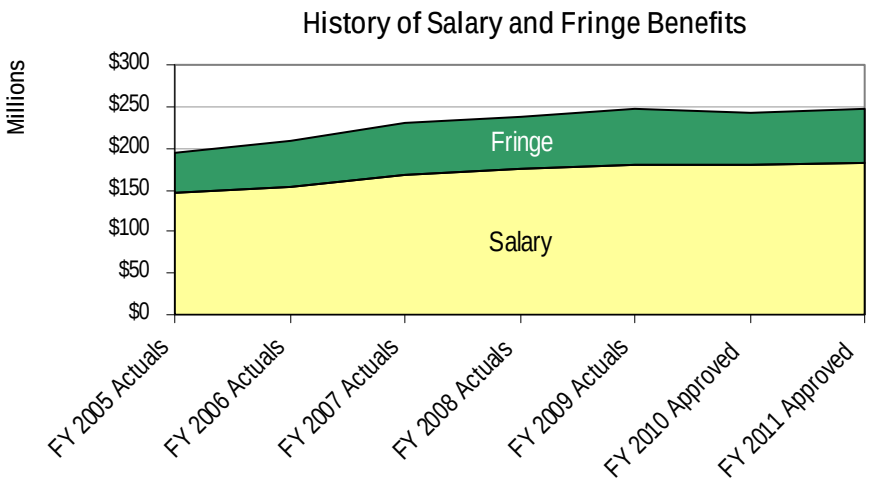
Personnel Budget

Total compensation increased by $4.7 million, or 1.9%. The budget for salaries increased by $2.4 million (1.4%) and total fringe benefits increased by $2.3 million (3.5%).

Title	FY 2010 Approved	FY 2011 Approved	$Change FY10/11	%Change FY10/11
Total Salary	$178.9	$181.3	$2.44	1.4%
Fringe				
FICA	12.9	12.9	0.00	0.0%
Retirement	31.2	32.9	1.64	5.3%
Health	18.9	19.3	0.49	2.6%
Other*	1.7	1.9	0.14	8.4%
Total Fringe	64.7	67.0	2.27	3.5%
Total Personnel	$243.6	$248.3	$4.71	1.9%

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

The cost for fringe benefits has been rising in conjunction with increases for salaries. Salaries rise in FY 2011 due to the cost of the merit/step provided to employees. The cost for fringe benefits also increases slightly after declining slightly in FY 2010.



Personnel Budget

$3.8 million is budgeted for turnover savings, a decrease of $2.2 million, or 36.5%, from the FY 2010 vacancy savings amount

In FY 2011 the calculation for vacancy savings has been adjusted to be more fair to departments and more strategic city-wide

Turnover Savings

In FY 2010, the City budgeted $5.9 million for vacancy factor savings and saved an additional $1.4 million by unfunding positions. The FY 2010 Approved Budget eliminated 119 funded positions though, many of which were vacant. By eliminating funded vacant positions, City departments found it difficult in FY 2010 to meet their vacancy savings target.

In FY 2011, the City has revamped the way it factors for vacancy savings. An overall turnover rate of approximately 2% has been applied city-wide. A turnover rate will not be applied to departments with less than 4 employees. Medium size departments, those with 4 – 180 employees, will experience a turnover rate with 2.0%. All public safety departments will have a rate of 1.2% because they historically experience less turnover. Finally, large departments have been given a rate of 2.5%.

By using the new turnover savings methodology, the City will accrue savings in a way that more accurately reflects savings from vacancies, especially for those departments who have experienced FTE reductions. This rate should approximate on average what the true savings are due to turnover as positions are vacant before being filled, and by normally filling vacant positions at salaries below those of the departing incumbent.

The table below shows the percentages applied in FY 2011 and the total savings accumulated.

FY 2011 Approved Turnover Savings

Department Size		Percentage Applied	Savings Generated
Small	(less than 4 emp'ee)	0.0%	$0
Medium	(4 - 180 emp'ee)	2.0%	$1,017,986
Public Safety	(Police, Fire, Sheriff)	1.2%	$1,228,014
Large	(More than 180 emp'ee)	2.5%	$1,511,488
Total Turnover Savings			$3,757,488

City Workforce by Full-time Equivalent (FTE)

In the FY 2011 Approved Budget FTEs decrease by a net of 38.2 as a result of the City workforce being reduced by 61 funded full and part-time positions and the addition of 12 new positions.

FTE Summary *FTE Changes from FY 2010 - FY 2011 Approved*

	FY 2010 Amended	New	Deleted	FY 2011 Approved	Change #	Change %
Full-time Permanent	2,348.0	12.0	(35.0)	2,325.0	(23.0)	(1.0%)
Part-time (FTE)	193.7	0.0	(11.2)	182.5	(11.2)	(5.8%)
Approved Overhire	39.0	0.0	(4.0)	35.0	(4.0)	(10.3%)
Total (FTE)	2,580.7	12.0	(50.2)	2,542.6	(38.2)	(1.5%)

As a result of the economic downturn the City has reduced the total number of FTEs by 122.2 from FY 2009 – FY 2011

FTE Changes from FY 2009 - FY 2011 Approved

	FY 2009 Approved	FY 2010 Amended	FY 2011 Approved	Change FY 2009 - 2011 #	Change FY 2009 - 2011 %
Full-time Permanent	2,405.0	2,348.0	2,325.0	(80.0)	(3.3%)
Part-time (FTE)	202.7	193.7	182.5	(20.2)	(10.0%)
Approved Overhire	57.0	39.0	35.0	(22.0)	(38.6%)
Total (FTE)	2,664.7	2,580.7	2,542.6	(122.2)	(4.6%)

(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 Departments by Line of Business

Public Safety
- Police Department
- Fire Department
- Code Enforcement
- Office of Emergency Communications

Courts & Constitutional Officers
- 18th Circuit Court
- Clerk of the Circuit Court
- Commonwealth Attorney
- Court Services Unit
- Law Library
- Registrar of Voters
- Sheriff

General Government
- Citizen's Assistance
- Finance
- General Services
- Human Resources
- Human Rights
- Information Technology
- Internal Audit
- Office of Communications
- Management & Budget
- Office of Procurement
- Office on Women
- Real Estate Assessments

Parks Recreation & Cultural
- Historic Alexandria
- Library
- Rec, Parks & Cultural Activities

Community Development
- Office on Housing
- Planning & Zoning

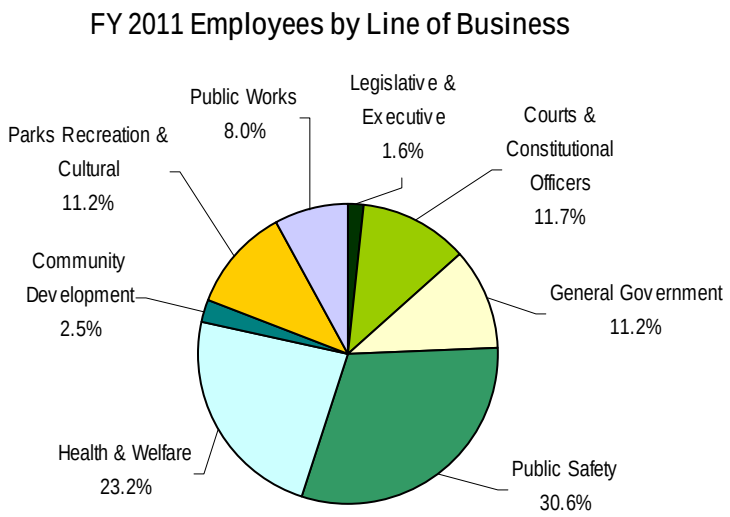
Public Works
- Transportation & Environmental Services

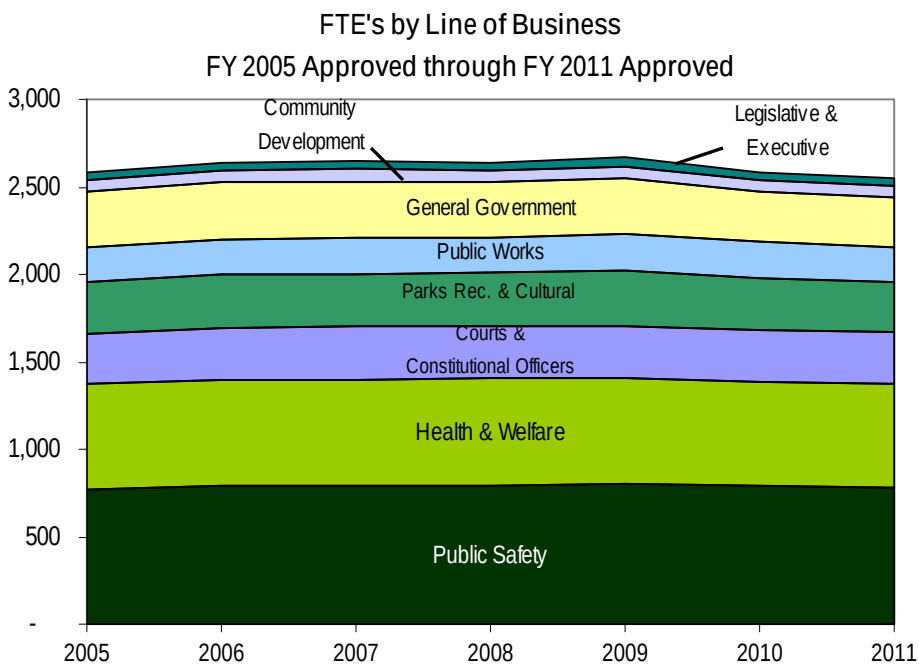
Legislative & Executive
- City Council
- City Manager
- City Attorney
- City Clerk & Clerk of Council

Social Services
- Human Services Department
- Mental Health/ Mental Ret/ Substance Abuse
- Health Department

City Workforce by Line of Business

Over half of City employees work in the Public Safety (30.6%) or Health & Welfare (23.2%) lines of business.





Personnel & Compensation Summary

City Workforce Totals from FY 2005 – FY 2011 Approved

82.6 FTEs were added to City employment from FY 2005 – 2009. The majority of these additions (60.2 FTEs) were added in FY 2006

An equivalent amount of the FTEs added from FY 2005 – 2009 were reduced in the FY 2010 budget.

In the FY 2011 Approved Budget a net of 38.2 FTEs are reduced. As a result, the total number of FTEs in FY 2011 are below FY 2005 FTE levels.

	Total FTE's						
	Approved FY 2005	Amended FY 2006	Amended FY 2007	Approved FY 2008	Approved FY 2009	Amended FY 2010	Approved FY 2011
Legislative & Executive							
City Council	14.0	14.0	14.0	14.0	14.0	14.0	14.0
City Manager	16.0	16.0	16.0	15.0	11.0	10.0	10.0
City Attorney	15.0	15.0	15.0	15.0	15.0	14.0	14.0
City Clk & Clk of Council	3.8	4.0	4.0	4.0	4.0	4.0	4.0
Subtotal	48.8	49.0	49.0	48.0	44.0	42.0	42.0
Courts & Constitutional Officers							
18th Circuit Court	13.0	13.0	13.0	13.0	13.0	13.0	13.0
Clerk of Court	24.0	24.0	24.0	23.0	23.0	23.0	22.0
Commonwealth's Attorney	30.8	30.6	29.6	29.4	29.0	29.0	27.0
Court Services Unit	8.0	11.8	10.2	10.2	10.2	10.2	9.5
Law Library	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Registrar of Voters	5.4	6.6	6.6	6.6	6.6	6.6	6.6
Sheriff	212.0	212.0	215.0	216.0	219.0	218.0	219.0
Subtotal	294.2	299.0	299.4	299.2	301.8	300.8	298.1
General Government							
Citizens Assistance	7.8	7.8	7.8	6.8	6.8	4.8	4.5
Finance	98.5	99.8	98.0	96.3	96.3	83.5	83.5
General Services	81.5	81.5	79.5	74.0	73.0	66.0	66.0
Human Rights	6.0	6.0	6.0	6.0	6.0	5.5	5.5
Human Resources	24.3	24.6	24.6	24.6	24.6	21.6	20.0
ITS	57.5	59.5	58.5	57.5	48.5	43.0	40.0
Internal Audit	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Office of Communications	-	-	-	-	11.0	10.0	9.0
OMB	10.0	11.0	11.0	11.0	11.0	11.0	11.0
Office of Procurement	-	-	-	-	-	8.0	8.0
Office on Women	19.5	19.5	19.5	19.3	20.9	19.4	19.4
Real Estate	13.0	14.0	15.0	15.0	16.0	14.0	15.0
Subtotal	320.1	325.6	321.8	312.5	315.9	288.7	283.9
Public Safety							
Police	457.6	466.6	466.1	468.1	466.0	462.0	450.0
Fire	308.5	323.5	326.0	244.0	247.0	252.0	258.0
Code	----Included in the Fire Department----			84.0	84.0	72.6	70.0
Emergency Communications	-	-	-	-	-	1.0	1.0
Subtotal	766.1	790.1	792.1	796.1	797.0	787.6	779.0
Health & Welfare							
Human Services	248.8	235.8	235.8	233.8	242.9	233.5	236.0
MH / MR / SA	337.7	346.6	353.1	354.1	347.9	341.7	336.2
Health	17.0	18.6	19.6	19.6	18.2	17.6	18.6
Subtotal	603.5	601.0	608.5	607.5	609.0	592.8	590.8
Community Development							
Housing	20.0	20.0	20.0	18.0	18.5	17.0	17.0
Planning & Zoning	41.0	47.5	47.5	47.5	53.5	49.5	47.5
Subtotal	61.0	67.5	67.5	65.5	72.0	66.5	64.5
Parks, Recreation & Cultural							
Historic Alexandria	29.4	30.4	29.4	29.4	29.4	26.8	26.0
Library	81.3	81.5	81.5	82.0	81.9	80.4	76.4
Rec Parks & Cltrl Actvt's	183.8	193.4	193.9	194.3	200.8	189.2	182.4
Subtotal	294.5	305.2	304.7	305.7	312.1	296.3	284.8
Public Works							
Transp & Envir Svc's	194.0	205.0	206.0	203.0	213.0	206.0	203.0
Subtotal	194.0	205.0	206.0	203.0	213.0	206.0	203.0
Grand Total	2,582.2	2,642.4	2,649.1	2,637.5	2,664.8	2,580.7	2,546.1

City Workforce Approved Changes for FY 2011

The FY 2011 Approved Budget includes a reduction of 38.2 FTEs.

The decrease in FTEs is due to the reduction of 61 positions from the City workforce.

FY 2011 is the second consecutive year that the total City FTE count has decreased.

A list of the reduced positions can be found on the following pages.

	FY 2010 Amended FTE's	FY 2011 Approved Positions FT Perm.	Over-hire	PT (FTE)	Total (FTE)	Change in FTE's FY 10 to FY 11 #	%
Legislative & Executive							
City Council	14.0	1.0	-	13.0	14.0	-	-
City Manager	10.0	10	-	-	10.0	-	-
City Attorney	14.0	14	-	-	14.0	-	-
City Clk & Clk of Council	4.0	4	-	-	4.0	-	-
Subtotal	42.0	29	-	13.0	42.0	-	-
Courts & Constitutional Officers							
18th Circuit Court	13.0	13	-	-	13.0	-	-
Clerk of Court	23.0	22	-	-	22.0	(1.0)	(4.3%)
Commonwealth's Attorney	29.0	26	-	1.0	27.0	(2.0)	(6.9%)
Court Services Unit	10.2	9	-	0.5	9.5	(0.7)	(6.9%)
Law Library	1.0	1	-	-	1.0	-	-
Registrar of Voters	6.6	6	-	0.6	6.6	-	-
Sheriff	218.0	219	-	-	219.0	1.0	0.5%
Subtotal	300.8	296	-	2.1	298.1	(2.7)	(0.9%)
General Government							
Citizens Assistance	4.8	4	-	0.5	4.5	(0.3)	(5.3%)
Finance	83.5	79	-	4.5	83.5	-	0.0%
General Services	66.0	66	-	-	66.0	-	-
Human Rights	5.5	5	-	1	5.5	-	-
Human Resources	21.6	20	-	-	20.0	(1.6)	(7.3%)
ITS	43.0	40	-	-	40.0	(3.0)	(7.0%)
Internal Audit	2.0	2	-	-	2.0	-	-
Office of Communications	10.0	9	-	-	9.0	(1.0)	(10.0%)
OMB	11.0	11	-	-	11.0	-	-
Office of Procurement	8.0	8	-	-	8.0	-	-
Office on Women	19.4	18	-	1.4	19.4	-	-
Real Estate	14.0	15	-	-	15.0	1.0	7.1%
Subtotal	288.7	277.0	-	6.9	283.9	(4.8)	(1.7%)
Public Safety							
Police	462.0	442	6	2.0	450.0	(12.0)	(2.6%)
Fire	252.0	258	-	-	258.0	6.0	2.4%
Code	72.6	52	18	-	70.0	(2.6)	(3.6%)
Emergency Communications	1.0	1	-	-	1.0	-	100.0%
Subtotal	787.6	753.0	24.0	2.0	779.0	(8.6)	(1.1%)
Health & Welfare							
Human Services	233.5	230	-	6.0	236.0	(1.0)	(0.4%)
MH / MR / SA	341.7	269	-	67.2	336.2	(5.5)	(1.6%)
Health	17.6	11	-	7.6	18.6	1.0	5.7%
Subtotal	592.8	510.0	-	80.8	590.8	(5.5)	(0.9%)
Community Development							
Housing	17.0	17	-	-	17.0	-	-
Planning & Zoning	49.5	40	7	0.5	47.5	(2.0)	(4.0%)
Subtotal	66.5	57.0	7.0	0.5	64.5	(2.0)	(3.0%)
Parks, Recreation & Cultural							
Historic Alexandria	26.8	16	-	10.0	26.0	(0.7)	(2.7%)
Library	80.4	55	-	21.4	76.4	(4.0)	(5.0%)
Rec Parks & Cltrl Actvt's	189.2	136	-	46.4	182.4	(6.8)	(3.6%)
Subtotal	296.3	207.0	-	77.8	284.8	(11.6)	(3.9%)
Public Works							
Transp & Envir Svc's	206.0	199	4	-	203.0	(3.0)	(1.5%)
Subtotal	206.0	199.0	4.0	-	203.0	(3.0)	(1.5%)
Grand Total	**2,580.7**	**2,328**	**35**	**183**	**2,546.1**	**(38.2)**	**(1.5%)**

City Workforce Approved Position Reductions for FY 2011

The 61 position reductions results in a full-time equivalent (FTE) reduction of 50.2.

The position reductions impact 17 departments city-wide and nearly all lines of business.

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

FY 2011 Approved Position Reductions

	Department	Position Title	Reduction Amount
1	Citizen Assistance	Clerk Typist	(0.25)
2	Clerk of Courts	Records Clerk	(1.00)
3	Code Administration	Fire Inspector I	(1.00)
4	Code Administration	Fire Inspector I	(1.00)
5	Code Administration	Records Clerk	(0.60)
6	Commonwealth's Attorney	Restitution Specialist	(1.00)
7	Commonwealth's Attorney	Assistant Commonwealth Attorney	(1.00)
8	Communications	Media Content Coordinator	(1.00)
9	Court Services Unit	Educational Assistant	(0.70)
10	Finance	Admin Tech	(1.00)
11	Historic Alexandria	Receptionist (FFH)	(0.23)
12	Historic Alexandria	Curator I (Black History)	(0.50)
13	Human Resources	Human Resources Technician	(0.57)
14	Human Resources	Human Resources Technician	(1.00)
15	Human Services	Clerk Typist II	(1.00)
16	ITS	Computer Programmer Analyst II	(1.00)
17	ITS	Computer Programmer Analyst II	(1.00)
18	ITS	Network Engineer III	(1.00)
19	Library	Library Assistant I	(0.63)
20	Library	Librarian I	(0.38)
21	Library	Library Assistant I	(1.00)
22	Library	Librarian I	(0.50)
23	Library	Library Assistant I	(0.50)
24	Library	Library Assistant II	(0.50)
25	Library	Customer Support Engineer II	(0.50)
26	MH/MR/SA	Therapist II	(1.00)
27	MH/MR/SA	Lab Aide	(1.00)
28	MH/MR/SA	Clinical Psychologist I	(0.50)
29	MH/MR/SA	Admin Officer I (Training)	(0.50)
30	MH/MR/SA	Fiscal Analyst	(1.00)
31	MH/MR/SA	Therapist I (Detox/SA)	(0.50)
32	MH/MR/SA	Therapist III	(1.00)
33	Planning & Zoning	Urban Planner III	(1.00)
34	Planning & Zoning	Urban Planner III	(1.00)

City Workforce Approved Position Reductions for FY 2011

After accounting for the 12.0 new FTEs added in the FY 2011 Approved Budget, the net FTE decrease is 38.2.

FY 2011 Approved Position Reductions

	Department	Position Title	Reduction Amount
35	Police	Administrative Assistant	(1.00)
36	Police	Police Officer I Position	(1.00)
37	Police	Police Officer I Position	(1.00)
38	Police	Police Officer I Position	(1.00)
39	Police	Vice Detective	(1.00)
40	Police	Personnel Specialist	(1.00)
41	Police	Parking Enforcement Officer (PEO)	(1.00)
42	Police	Parking Enforcement Officer (PEO)	(1.00)
43	Police	Parking Enforcement Officer (PEO)	(1.00)
44	Police	Parking Enforcement Officer (PEO)	(1.00)
45	Police	Parking Enforcement Officer (PEO)	(1.00)
46	Police	Captain	(1.00)
47	RPCA	Recreation Leader II	(0.48)
48	RPCA	Recreation Leader III	(0.48)
49	RPCA	Senior Program Coordinator	(0.75)
50	RPCA	Deputy Director	(1.00)
51	RPCA	Division Chief Administration	(1.00)
52	RPCA	Administrative Officer II	(1.00)
53	RPCA	Rec Leader III	(0.75)
54	RPCA	Rec Leader II	(0.60)
55	RPCA	Rec Leader III	(0.30)
56	RPCA	Rec Leader I	(0.48)
57	T&ES	Laborer I (White Wing Cleaner)	(1.00)
58	T&ES	Inspector II (Eisenhower East OH)	(1.00)
59	T&ES	Inspector II (ACPS OH)	(1.00)
60	T&ES	Engineering Aide	(1.00)
61	T&ES	Inspector II (Eisenhower East OH)	(1.00)
	Total FTE Reduction for 61 Positions		(50.2)

City Workforce Vacancies

As of May 2010 there are 239 funded full and part-time positions vacant city-wide.

239 vacancies equates to a city-wide vacancy rate of approximately 9.3%.

Of the 239 vacant positions, 131 are being held open. 9 positions are currently under consideration by the City Manager to be filled. 99 positions have been approved to be filled by the City Manager but have not yet been filled and remain vacant at this time.

In FY 2010, a majority of vacant positions were being held open in order to meet budget savings targets. In the FY 2011 Approved Budget, 46 vacant positions are unfunded or eliminated.

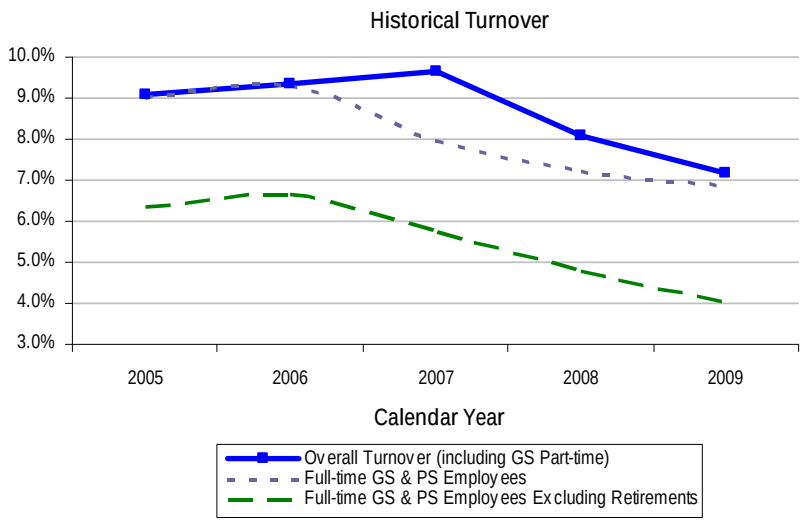
Vacant Positions as of May 2010 by Strategic Plan Goal*

	Approved FTEs	Total Vacancies	% of Approved FTEs Vacant
Financial Sustainability			
City Manager	10	1	10.0%
City Attorney	14	0	-
City Clerk & Clerk of Council	4	0	-
Office of Management & Budget	11	2	18.2%
Citizens Assistance	5	0	-
Internal Audit	2	0	-
Office of Communications	10	1	10.0%
Human Resources	22	3	13.9%
Human Rights	6	0	-
General Services	67	2	3.0%
ITS	43	5	11.6%
Procurement	8	1	12.5%
Finance	83	8	9.7%
Real Estate	14	1	7.1%
Registrar of Voters	7	0	-
Total Financial Sustainability	304	24	7.9%
Public Safety			
18th Circuit Court	13	0	-
Commonwealth Attorney	29	1	3.4%
Sheriff	219	5	2.3%
Clerk of Court	23	1	4.3%
Court Services Unit	10	4	39.2%
Fire	252	28	11.1%
Police	462	23	5.0%
Emergency Communications	1	0	-
Total Public Safety	1,009	62	6.1%
Children, Families & Youth			
Office on Women	19	1	5.2%
MH / MR / SA	342	41	12.0%
Human Services	234	21	9.0%
Total Children, Family & Youth	595	63	10.6%
Caring Community			
Housing	17	2	11.8%
Historic Alexandria	27	2	7.5%
RPCA	189	36	19.0%
Library	79	14	17.7%
Total Caring Community	312	54	17.3%
Development			
Planning & Zoning	50	4	8.1%
Code	73	10	13.8%
Total Development	122	14	11.5%
Transportation			
Transportation & Environ Svc's	206	19	9.2%
Total Transportation	206	19	9.2%
Health & Environment			
Health	17	3	17.3%
Total Health & Environment	17	3	17.3%
Grand Total	**2,565**	**239**	**9.3%**

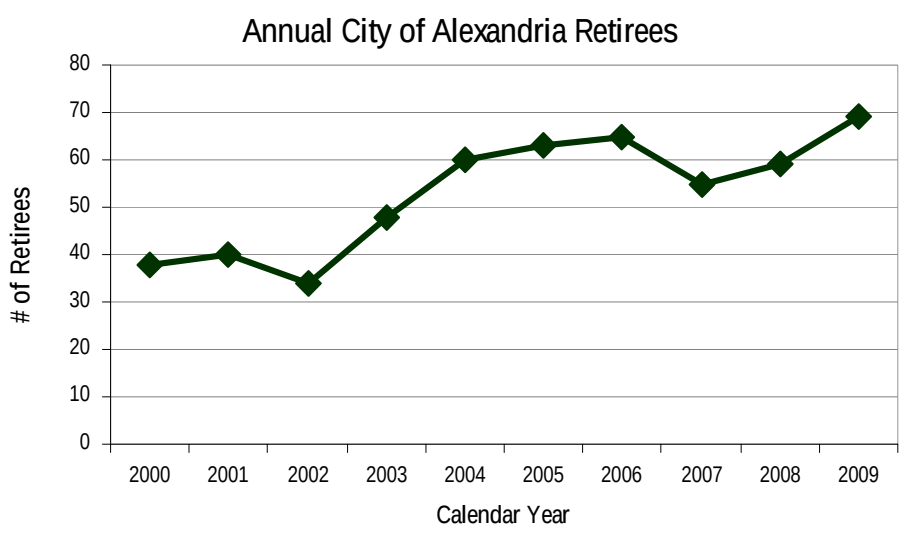
Note: Some departmental programs overlap into more than one strategic plan goal area.

City Workforce Turnover and Retirements

Turnover rates have declined since CY 2007. In CY 2009 overall turnover was 7.2%.



A total of 69 employees retired from city service in CY 2009. Calendar Year 2009 represents the second consecutive year in which retirements increased. The number of retirements was at its highest point in 10 years in CY 2009.



Watson Wyatt Study: Overview

The City's objective of the Watson Wyatt Study was to "create systems that are aligned with the market, allow flexibility for job leveling and meet workforce needs, and are transparent to employees."

The City retained the services of Watson Wyatt Worldwide to conduct several audits, studies and reviews of the City's classification, compensation and performance management systems. Watson Wyatt focused on the following areas:

• Position Classification and Compensation Review

•Compensation Philosophy Review

•Benchmarking City Benefits

•Pay for Performance

•Benchmarking City salaries for General Salary and Public Safety positions

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Watson Wyatt's research took place in the following stages:

• Kick-off Meeting with City staff to determine the scope of work

• Survey of local governments to include the City's comparator jurisdictions conducted by Watson Wyatt

• Employee focus groups were held and interviews with senior leaders conducted

• City benefits were benchmarked using Watson Wyatt's COMPARISON methodology

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Although indicated by benchmark surveys, the FY 2011 Approved Budget does not include funding for pay upgrades for positions found below the average pay levels provided by comparators jurisdictions.

Major findings included:

• City's compensation philosophy needed updating

• Benchmarking process need major revisions

• Replace the current Classification System with a new competency based "whole job" system

• Realign the City's pay scales as well as review and address a variety of pay issues (i.e., promotional policy and pay compression in the Public Safety ranks).

• Consider revamping the City's Performance Management System

Watson Wyatt Study: Implementation of the Competency Based Classification System

$0.4 million to implement the new Competency Based Classification System

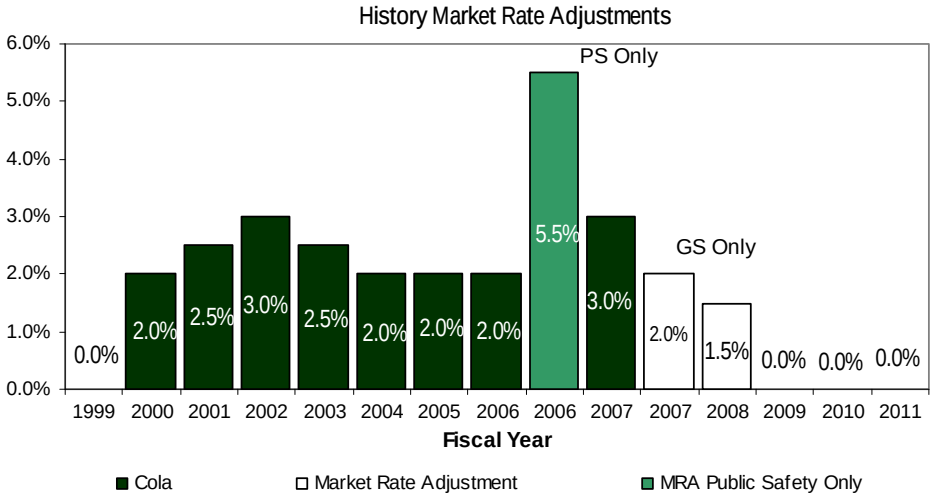
The Watson Wyatt Study found that the City's current Classification System was outdated and beyond its useful life. The study recommended the implementation of a Competency Based Classification System which is based on a model, focused on identifying all of the elements of a job. This is called a "whole job" classification system. They system slots all City jobs into seven Job Families and six levels. Every job has six core competencies which are measurable patterns of behaviors, knowledge and skills which contribute to the City's organizational performance.

The City has started implementing the new classification system in FY 2011. The cost is approximately $400,000, which – assuming City Council authorization - will be paid from funds in City Council's Contingent Reserves designated for Watson Wyatt implementation. These funds have already been appropriated by City Council in FY 2010 and will be carried over into FY 2011, when the actual higher costs will be increased.

The chart to the right shows the recent history of cost of living adjustments (COLA) and market rate adjustments (MRA) given to City employees since 1999.

General Salary Adjustments include cost of living adjustments (COLA) and market rate adjustments (MRA) given to City employees. The salary adjustments do not include step adjustments, which are based on employee performance.

In the FY 2011 Approved Budget, no COLA or MRA is provided to employees for the third straight year.



During FY 2006, all sworn Public Safety employees received a 5.5% market rate adjustment based on the results of a consultant survey. These employees did not receive the 2% market rate adjustment given to General Schedule employees in FY 2007.

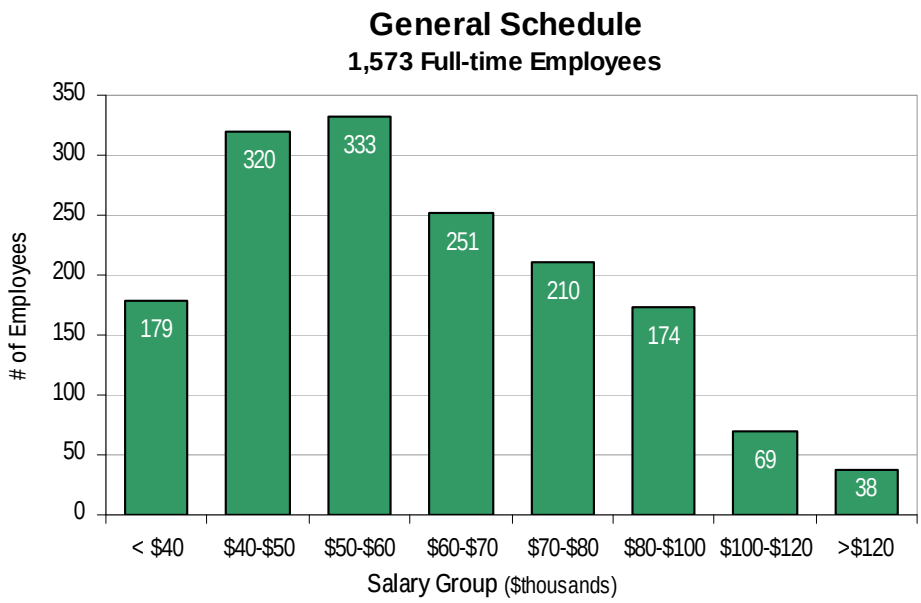
In FY 2009 a one-time $500 pay supplement and one-time 2% longevity pay supplement for top-of-grade employees was given in lieu of an MRA.

Personnel & Compensation Summary

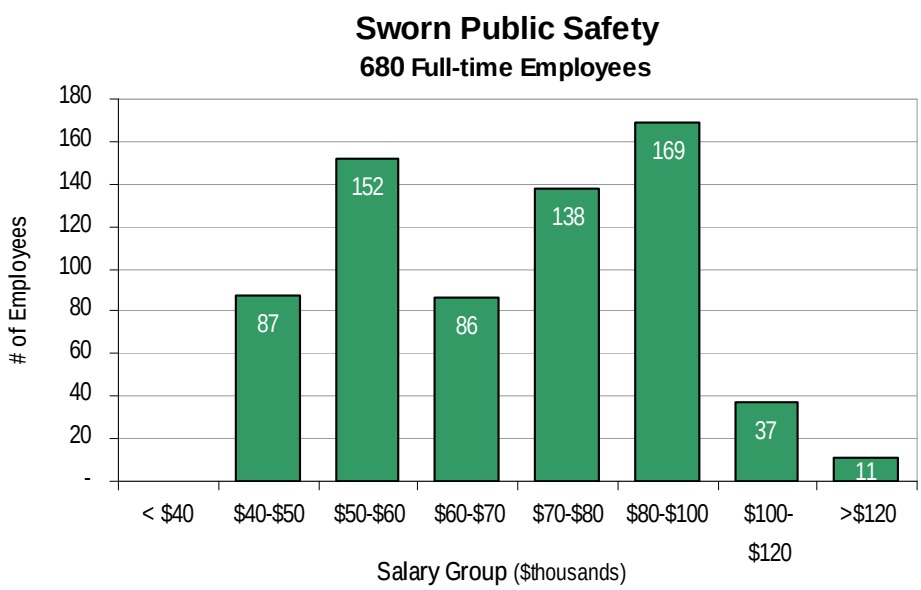
The table to the right shows the average salary (as of January 1, 2010) of City employees.

	Employees as of 1/1/2010	Average Salary as of 1/1/2010
General Schedule (FT)	1,573	$62,691
Public Safety (FT)	680	$70,821
General Schedule (PT)	319	$21,729

About 53% of General Schedule employees earn less than the average salary of all General Schedule employees. Only 6.8% earn more than $100,000.



A little less than half of all sworn Public Safety employees earn less than the average salary of that group. Only 7.1% earn more than $100,000.



Employee Compensation – Retirement

FICA payments by the City remain flat in the FY 2011 Approved Budget.

Retirement costs for the City are budgeted at $32.9 million in the FY 2011 Approved Budget, which is a $1.6 million increase from the prior year.

Retirement costs increase in FY 2011 partly due to rate increases, which had been expected given major stock market declines in CY 2009 and 2010.

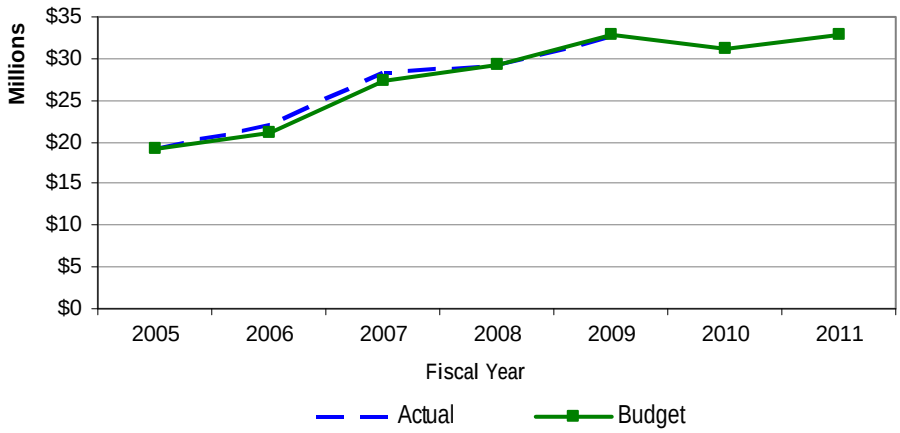
Federal Insurance Contributions Act (FICA)

This represents the City share of Social Security and Medicare tax. The $12.9 million budgeted in FY 2011 is equivalent to the share that employees also pay. The CY 2010 maximum earnings cap remains at the CY 2009 level of $106,800, so earnings above this amount will not be taxed for Social Security, but are still subject to Medicare.

Retirement

The FY 2011 retirement budget represents the contribution that the City pays towards employee retirement plans. The chart below shows actual retirement costs from FY 2005 – 2009 and the budgeted costs for retirement from FY 2005 – 2011. The chart on the following page details the planned contribution rates the City and employees pay.

City Retirement Budget and Costs FY 2005 - FY 2011



Employee Compensation – Retirement

Retirement contribution percentages by the City vary by the retirement plan.

Contribution Rates for City Employees	Employees (Pre July 1, 2009)		Future Employees (Post July 1, 2009)		Employees (Pre July 1, 2009)		Employees (Post July 1, 2009)	
	FY 2010		FY 2010		FY 2011		FY 2011	
Plan	City	Emp'ee	City	Emp'ee	City	Emp'ee[7]	City	Emp'ee[7]
VRS	12.07%	-	12.07%	-	12.78%	-	12.78%	-
City Supplemental Plan[5,6]	5.68%	-	3.68%	2.00%	6.47%	-	4.47%	2.00%
VRS & City Supplement Total[1]	*17.75%*	-	*15.75%*	2.00%	*19.25%*	-	*17.25%*	2.00%
Sworn Fire & Police[2,3]	27.20%	8.0%	27.20%	8.0%	25.58%	8.0%	25.58%	8.0%
Deputy Sheriffs, Fire Marshals & ERT[4]	22.35%	-	22.35%	-	22.60%	-	22.60%	-

[1] VRS includes only full-time GS employees; City Supplemental includes those working 20 hours or more.

[2] Employer contribution includes 2.35% for Disability Income Plan. Of the 8.0% employee contribution, 7.5% is for the Defined Benefit plan and 0.5% is for the Disability component.

[3] Beginning in FY 2010 the City allocated expenses for pension plan management through a pension administration recovery fee. This fee results in a 0.41% increase to the City contribution for the Sworn Police and Fire pension plans.

[4] This contribution includes VRS and the City Supplemental Plan plus a defined contribution amount of 1.79% to equal the Sworn Fire & Police FY 2008 contribution rate of 22.35%. This rate has not changed as the Sworn Fire & Police rate changed due to actuarial assumptions.

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

[6] For employees hired before July 1, 2009 the 2% employee share paid by the City will continue to be paid by the City but will be characterized as a City contribution. Thus, an employee who leaves before vesting will not be entitled to a refund of this contribution.

[7] In 2010 the Virginia General Assembly enacted changes to the Virginia Retirement System (VRS) that allows localities to decided whether to have new employees pay part of the 5% employee share. Since the 1908's the employee share has been paid for by the CIty.

Subsequent to adoption of the FY 2011 budget, City Council passed a resolution requiring new employees (those hired after July 1, 2010) hired into VRS-covered positions to pay 4% of the employee share. The City will continue to pay the 1% for a total of 8.78% of salary. The contributions by new VRS-covered employees will result in a savings to the City of approximately $120,000-$140,000 in FY 2011. Savings will increase in future years as new employees are hired.

City Council's decision will impact new employees hired into full-time General Salary, Deputy Sheriff, Emergency Medical Technician, and Fire Marshal positions. The change does not impact sworn Police and Fire positions whose retirement is covered by a seperate pension plan. For employees hired prior to July 1, 2010, the City will continue to pay the full 5% employee share.

Employee Compensation – Health

Health care budgeted costs increase in the FY 2011 Approved budget by $0.5 million, or 2.6%.

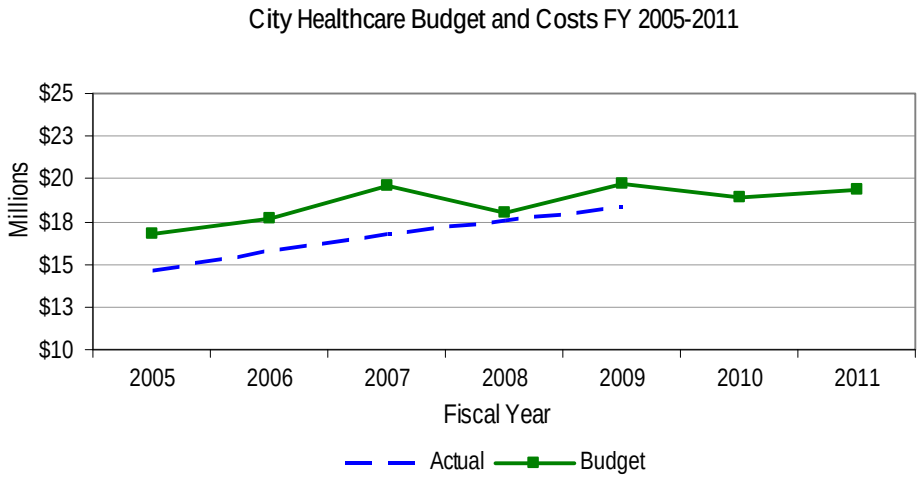
Premiums are expected to rise 4.4% for Kaiser Permanente Plans and 12% for plans under United Healthcare.

Current City employees will contribute a 3% greater share of the cost of healthcare premiums. New employees will immediately pay a 20% share.

Current employees will gradually face an increase to a 20% minimum cost sharing rate by FY 2013.

Healthcare

Healthcare represents the share that the City pays for employee healthcare benefits. The chart below shows actual healthcare costs from FY 2005 – FY 2009, and the budgeted amount for healthcare from FY 2005 – FY 2011.



Employee Cost Sharing

In prior years, the City paid 100% of the HMO premiums for employees. In FY 2007 it was decided that employees should share at least 10% of the premium costs, by phasing in increases over 3 years. FY 2009 was the final year of this phase in and all employees now pay at least 10% of their healthcare premium.

In FY 2011 employees' minimum share of premium costs will increase for current employees by 3% for a total of 13%, and increase 10% for future employees (hired after July 1, 2010) for a total of 20%.

Containing Healthcare Cost Growth

Healthcare premium rates are expected to increase in FY 2011 by 4.4% for plans under Kaiser Permanente and 12% for plans under United Healthcare. Without adjusting the City and employee premium cost sharing rates, healthcare costs would increase by 9.1% overall. Furthermore, anticipated increases in future years would result in costs becoming unsustainable for the City.

By adjusting the premium cost sharing rates the City is able to maintain a 5.1% overall growth rate in healthcare costs over the next three years. To do this though, employees' share of premium costs will need to increase by 3% per year for the next three years, eventually reaching a 20% minimum share of premium costs. Future employees will begin paying a minimum 20% of premium costs starting in FY 2011.

Employee Compensation – Health

Current Full-time Employee Healthcare Costs

The chart below shows the FY 2011 monthly healthcare premium rates paid by the City and current full-time employees.

CITY PLANS	HMO (In Plan Coverage Only) TOTAL COST	CITY SHARE		EMPLOYEE SHARE		POS Coverage (In Plan or Out of Plan Coverage) TOTAL COST	CITY SHARE		EMPLOYEE SHARE (13% + POS)	
Kaiser Permanente										
Individual										
Monthly	$441.08	$383.74	87%	$57.34	13%	$575.92	$383.74	67%	$192.18	33%
Bi-Weekly*				$28.67					$96.09	
Family										
Monthly	$1,040.68	$905.39	87%	$135.29	13%	$1,347.20	$905.39	67%	$441.81	33%
Bi-Weekly*				$67.65					$220.91	
United Health Care	Choice (In Plan Coverage Only)					Choice Plus Coverage (In Plan or Out of Plan Coverage)				
Individual										
Monthly	$506.87	$440.98	87%	$65.89	13%	$605.40	$440.98	73%	$164.42	27%
Bi-Weekly*				$32.95					$82.21	
Family										
Monthly	$1,195.99	$1,040.51	87%	$155.48	13%	$1,416.20	$1,040.51	73%	$375.69	27%
Bi-Weekly*				$77.74					$187.85	

Future Full-time Employee Healthcare Costs

The chart below shows the FY 2011 monthly healthcare premium rates paid by the City and future full-time employees (those hired after 7/1/2010).

CITY PLANS	HMO (In Plan Coverage Only) TOTAL COST	CITY SHARE		EMPLOYEE SHARE 20%		POS Coverage (In Plan or Out of Plan Coverage) TOTAL COST	CITY SHARE		EMPLOYEE SHARE 20% + POS	
Kaiser Permanente										
Individual										
Monthly	$441.08	$352.86	80%	$88.22	20%	$575.92	$352.86	61%	$223.06	39%
Bi-Weekly*				$44.11					$111.53	
Family										
Monthly	$1,040.68	$832.54	80%	$208.14	20%	$1,347.20	$832.54	62%	$514.66	38%
Bi-Weekly*				$104.07					$257.33	
United Health Care	Choice (In Plan Coverage Only)					Choice Plus Coverage (In Plan or Out of Plan Coverage)				
Individual										
Monthly	$506.87	$405.50	80%	$101.37	20%	$605.40	$405.50	67%	$199.90	33%
Bi-Weekly*				$50.69					$99.95	
Family										
Monthly	$1,195.99	$956.79	80%	$239.20	20%	$1,416.20	$956.79	68%	$459.41	32%
Bi-Weekly*				$119.60					$229.71	

Employee Compensation – Health

Part-time Employee Healthcare Costs

The chart below shows the FY 2011 monthly healthcare premium rates paid by the City and part-time employees.

CITY PLANS	HMO (In Plan Coverage Only) TOTAL COST	CITY SHARE		EMPLOYEE SHARE 50%		POS Coverage (In Plan or Out of Plan Coverage) TOTAL COST	CITY SHARE		EMPLOYEE SHARE 50% + POS	
Kaiser Permanente										
Individual										
Monthly	$441.08	$220.54	50%	$220.54	50%	$575.92	$220.54	38%	$355.38	62%
Bi-Weekly*				$110.27					$177.69	
Family										
Monthly	$1,040.68	$520.33	50%	$520.35	50%	$1,347.20	$520.33	39%	$826.87	61%
Bi-Weekly*				$260.18					$413.44	
United Health Care	Choice (In Coverage Plan Only)					Choice Plus Coverage (In Plan or Out of Plan Coverage)				
Individual										
Monthly	$506.87	$253.44	50%	$253.43	50%	$605.40	$253.44	42%	$351.96	58%
Bi-Weekly*				$126.72					$175.98	
Family										
Monthly	$1,195.99	$598.00	50%	$597.99	50%	$1,416.20	$598.00	42%	$818.20	58%
Bi-Weekly*				$299.00					$409.10	

Employee Compensation – Security

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

In FY 2011 Approved Budget provides $1.7 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.

millions

	Estimated Unfunded Liability	Annual Required Contribution (ARC)
City[1,2,3]	$85.6	$10.9
Schools[4]	$13.5	$1.6

[1] As of December 31, 2007. An additional estimated $0.5 million is needed to fund the ARC through June 30, 2008.

[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 2009 Comprehensive Annual Financial Report (CAFR)

CASH FLOW PROJECTIONS

Other Post Employment Benefits
Plan for Funding

	2010	2011	2012	2013	2014	2015	2016	2017	2018
Medical Subsidy	$ 1.9	$ 2.5	$ 2.7	$ 3.0	$ 3.3	$ 3.3	$ 3.5	$ 3.7	$ 3.9
Reimbursement	$ 2.8	$ 3.0	$ 3.2	$ 3.3	$ 3.3	$ 3.4	$ 3.5	$ 3.6	$ 3.7
Life Insurance	$ 0.6	$ 0.6	$ 0.7	$ 0.8	$ 0.8	$ 0.8	$ 0.8	$ 0.8	$ 0.8
Total Cash Flow	$ 5.3	$ 6.1	$ 6.6	$ 7.1	$ 7.4	$ 7.5	$ 7.8	$ 8.1	$ 8.4
Current General Fund	$ 2.5	$ 1.7	$ 1.8	$ 2.0	$ 2.4	$ 2.7	$ 2.7	$ 2.7	$ 2.5
Fund Balance Draw Down	$ 2.8	$ 1.6	$ 1.2	$ 0.7	$ 0.2	$ -	$ -	$ -	$ -
Total Annual Contributions	$ 10.6	$ 9.4	$ 9.6	$ 9.8	$ 10.0	$ 10.2	$ 10.5	$ 10.8	$ 10.9
Required Contributions	$ 10.9	$ 10.9	$ 10.9	$ 10.9	$ 10.9	$ 10.9	$ 10.9	$ 10.9	$ 10.9
% of Annual Required Contribution Funded	97%	86%	88%	90%	92%	94%	96%	99%	100%
Investible Funds	$ 5.3	$ 3.3	$ 3.0	$ 2.7	$ 2.6	$ 2.7	$ 2.7	$ 2.7	$ 2.5
Ending Fund Balance	$ 11.3	$ 15.5	$ 19.6	$ 23.8	$ 28.2	$ 33.0	$ 38.2	$ 43.7	$ 49.5

Employee Compensation – Security

Group Life Insurance Benefit & Long Term Disability Coverage

Regular full and part-time employees are provided basic group term life insurance at 1 to 2 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 $0.242 percent of Insured Earning
90 Day Plan - City & Employee Funded	Employee Pays $0.066 percent of Insured Earning. City Pays Remaining Cost

Employee Compensation – Paid Time Off

City employees are provided 11 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 the Watson Wyatt Study which found that the City was ranked very low in the category of paid time off when compared to our comparator jurisdictions.

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

Creative Forms of Compensation

The City Manager continues to seek 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 2011.

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 2011. 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 2011

The City's telecommuting policy will continue unchanged in FY 2011. 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.

FY 2010 Tuition Assistance Program
# of Employees By Degree Type

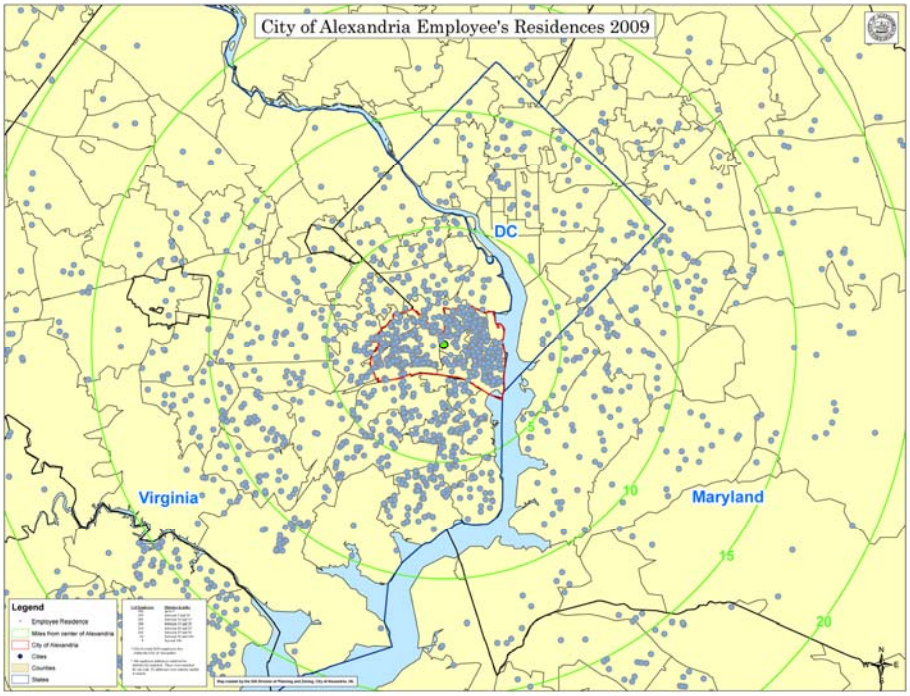
Degree Type	Fall	Spring	Total
Certificate	16	8	24
Associate	12	11	23
Bachelor	20	11	31
Masters	31	8	39
Doctorate	2	3	5
Total	81	41	122

Wellness Program

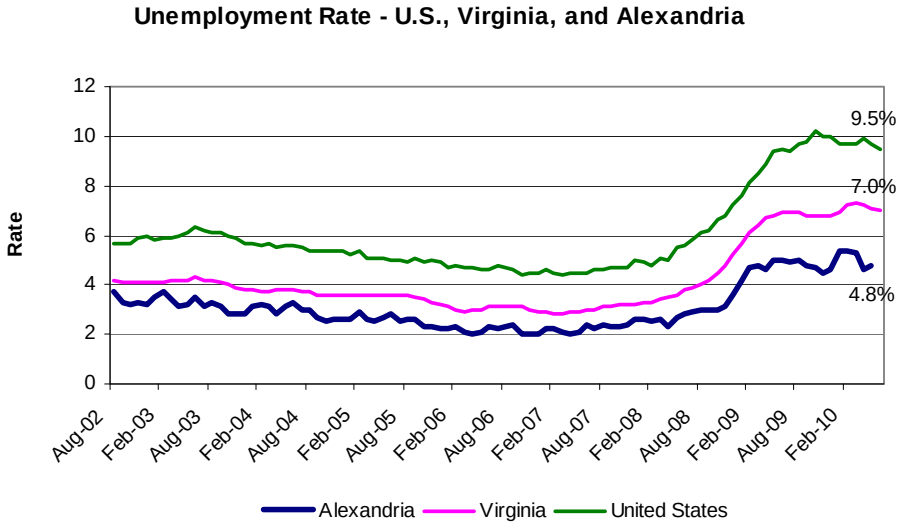
The goal of the City's Wellness Program is to provide wellness opportunities to employees in an effort to enhance their overall health and well being. The program is administered by the Human Resources Department, which will be revamping the activities offered in FY 2011 in an effort to tie employee wellness with decreased health care costs. In FY 2011 the budget for the Wellness Program decreases by $25,000 from the prior year.

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.



The unemployment rates in the United States, the D.C. metro area and Alexandria rose sharply in FY 2010, as a result of the economic downturn



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

U.S., Virginia through December 2009; Alexandria through November 2009

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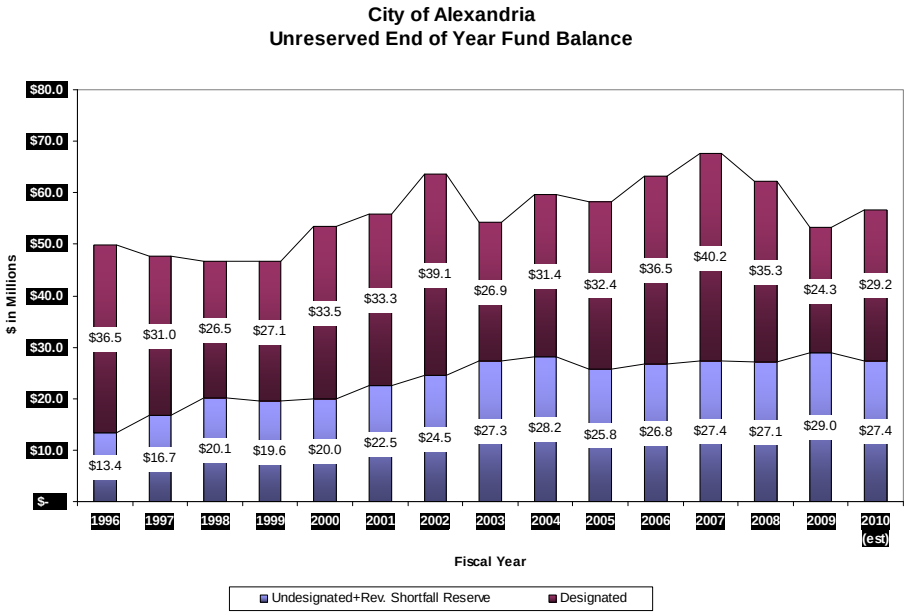
Statement of Estimated General Fund Balance

Unreserved 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 Reserved General Fund Balance that represents monies that have been reserved to pay for legal obligations of the City such as for purchase order encumbrances. Maintaining a prudent level of unreserved General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. Unreserved General Fund balance also provides working capital during temporary periods when expenditures exceed revenues. A portion of the unreserved fund balance is 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" written by the City's Budget and Fiscal Affairs Advisory Committee to explain these financial terms for those not involved regularly in local government finance.

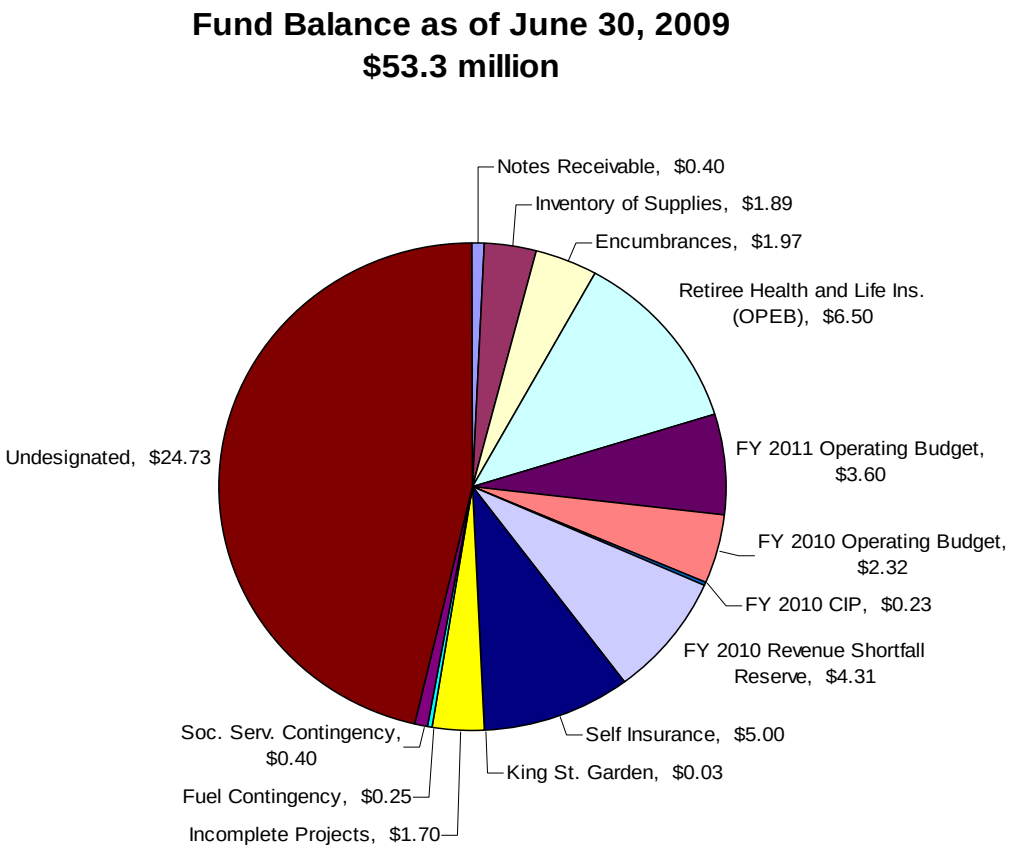
Designated fund balances are reserve funds "earmarked" to help the City offset the cost of a specific type of obligation. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager or the City Council under the City's adopted financial policies. Undesignated fund balance is the amount of money considered to be the available City's reserve fund. As with all monies in fund balance, if used, it is a one-time source of revenue.

The graph below shows total actual unreserved and undesignated General Fund balance – available reserves -- from FY 1996 through FY 2009, and projected fund balance at the close of FY 2010. As adopted, the FY 2011 budget recommends use of a certain portion of estimated General Fund balances for capital projects, in addition to pay-as-you-go capital funding from current revenues. Unreserved fund balance (the total amount available for appropriation, regardless of designations) is projected to be $54.6 million as of June 30, 2010, which represents 10.2 percent of FY 2010 projected General Fund revenues. Undesignated fund balance, plus a new designation of $2.0 million as a FY 2011 revenue shortfall reserve, provides $27.4 million in funds that help to protect against future budget uncertainties.



Statement of Estimated General Fund Balance

The following pie chart shows all of the components of General Fund balance –as of June 30, 2009.



Reflecting City Council's priorities in setting aside resources for contingencies and other specific purposes, the General Fund balance of June 30, 2009 included the following designations (shown in light blue above) in the Consolidated Annual Financial Report (CAFR):

•$2,315,347 appropriated to fund the fiscal year 2010 budget as approved by City Council;

•$3,600,000 to help fund the FY 2011 adopted operating budget;

•$226,958 for capital expenditures, designated for capital projects contained in the proposed FY 2011 - FY 2020 Capital Improvement Program budgets (CIP);

•$4,309,397 from FY 2009 surpluses, designated as a reserve for FY 2010 revenue shortfall;

• $5,000,000 to cover possible costs of the City's self-insurance program covering general liability, motor vehicle liability and workers compensation (previously approved in the context of discussions on the self-insurance program);

• $6,500,000 to cover post-employment health and life insurance benefits (OPEB);

• $25,000 for King St. Garden;

•$400,000 as a contingency for One-Time Acute Human Services Needs;

•$250,000 as a contingency for possible increased fuel costs; and

• $1,694,734 for operating fund projects that were incomplete as of June 30, 2009.

After accounting for these designations, the undesignated General Fund balance at June 30, 2009 was $24.7 million. The $24.7 million in the undesignated fund balance was equal to 4.7 percent of FY 2009 actual General Fund revenues. The unreserved fund balance as of June 30, 2009, of $49.0 million was equal to 9.3 percent of FY 2009 actual General Fund revenues.

City Council's debt related financial policies, (originally adopted in June 1987, and subsequently reaffirmed and updated on December 9, 1997, and amended on October 26, 1999 and June 24, 2008) established a lower limit of 4 percent and a target of 5.5 percent for undesignated General Fund balance as a percentage of General Fund revenue, and established a lower limit of 10 percent for unreserved General Fund balance as a percentage of General Fund revenue. Therefore, the City was below the minimum limit for unreserved general fund balance by 0.7 of a percent. It is anticipated that the City will be back over the 10 percent limit at the end of FY 2010.*

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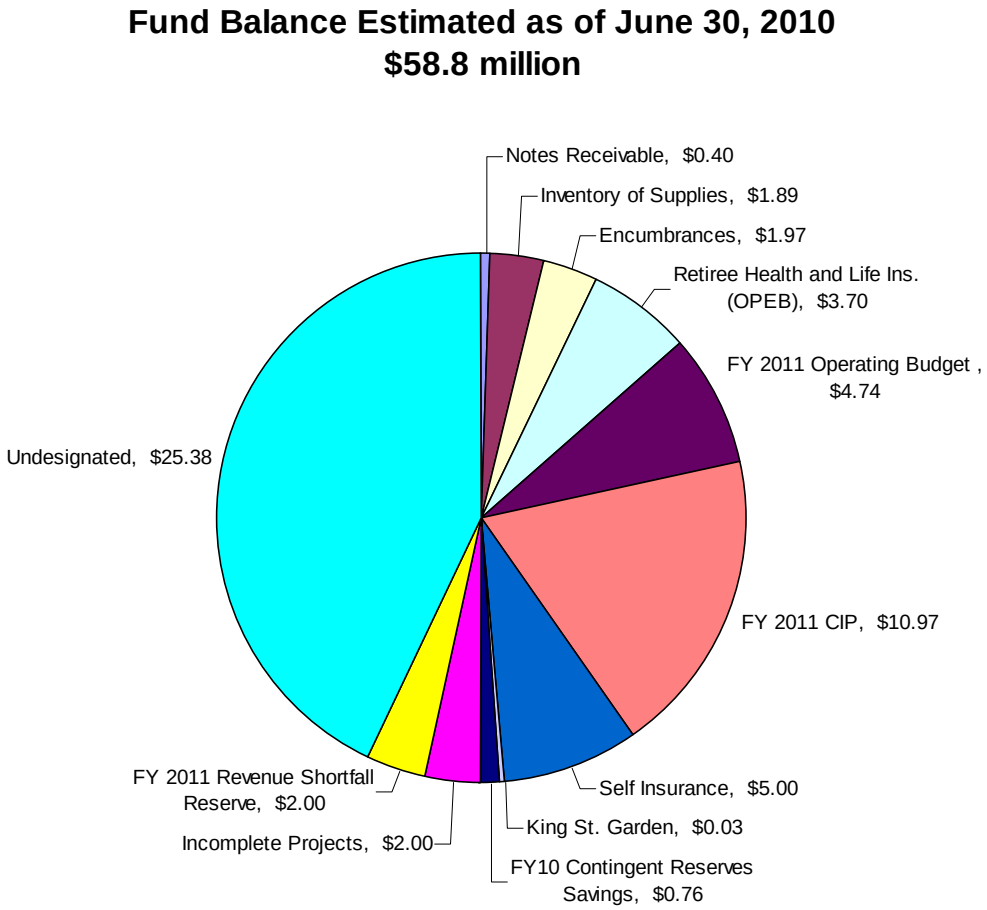
* The City Council's adopted debt-related financial policies are reproduced in the appendices section of this document.

Statement of Estimated General Fund Balance

The following pie chart shows all of the components of General Fund balance estimated as of June 30, 2010.



Designations in the Approved Fiscal Year 2011 Budget

The fiscal year 2011 Approved Operating Budget contains the following designations of fund balances estimated to be available as of June 30, 2010:

•$4,744,291 to fund the FY 2011 Operating Budget;

•$3,700,000 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 $1.7 million included in the FY 2011 budget from general fund revenues;

•$10,971,240 to fund capital projects contained in multiple years of the FY 2011 to 2020 Capital Improvement Program budget;

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

•$25,000 for King St. Garden;

•$755,000 of funds previously designated in FY 2010 in Contingent Reserves;

•$2,000,000 for incomplete projects (estimated based on prior years' experience); and

•$2,000,000 as a Fiscal Year 2011 Revenue Shortfall Reserve available in case actual revenues do not meet projections.

Based on projected revenues and expenditures and designations in fiscal year 2010, the undesignated General Fund balance at June 30, 2010 is currently estimated to be $25.4 million or 4.9 percent of projected FY 2010 General Fund revenues. Including the $2.0 million set aside as a FY 2011 revenue shortfall reserve, the total amount available to help to protect against future budget uncertainties is $27.4 million or 5.1% of projected FY 2010 General Fund revenues. The unreserved General Fund balance is estimated to be $53.8 million or 10.1 percent of projected General Fund revenues. The undesignated General Fund balance ratio is in accord with the minimum limits established by the debt policy guidelines. The unreserved General Fund balance is now above the 10% minimum established by the City's debt policy guidelines. The table on the next page shows a history of fund balances, reservations and designations from FY 2005 through FY 2010 (estimated).

Statement of Estimated General Fund Balance

HISTORY OF END OF YEAR FUND BALANCE
ACTUAL 2005 THROUGH 2009 AND ESTIMATED AS OF JUNE 30, 2010

	2005	2006	2007	2008	2009	2010
Unreserved Fund Balance End of Year	**$ 58,216,836**	**$ 63,343,040**	**$ 67,560,766**	**$ 62,320,401**	**$ 49,048,509**	**$ 54,570,710**
Designations						
FY 2005 Operating Budget						
FY 2006 Operating Budget	$ 4,330,000					
FY 2007 Operating Budget	$ 3,800,000	$ 3,354,819				
FY 2008 Operating Budget		$ 3,300,000	$ 1,999,550			
FY 2009 Operating Budget			$ 4,000,000	$ 4,600,000		
FY 2010 Operating Budget				$ 1,285,347	$ 2,315,347	
FY 2011 Operating Budget					$ 3,600,000	$ 4,744,291
Compensated Absences	$ 7,208,635					
Retiree Health and Life (OPEB)		$ 8,700,000	$ 10,700,000	$ 10,700,000	$ 6,500,000	$ 3,700,000
Subsequent CIP (FY 2006)						
Subsequent CIP (FY 2007)	$ 258,000					
Subsequent CIP (FY 2008)	$ 4,474,890	$ 7,353,288	$ 3,643,211			
Subsequent CIP (FY 2009)			$ 7,350,000	$ 7,350,000		
Subsequent CIP (FY 2010)				$ 1,026,958	$ 226,958	
Subsequent CIP (FY 2011 and beyond)					$ -	$ 10,971,240
Self Insurance	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000
Previously Designated FY'10 Contingent Reserves						$ 755,000
Incomplete Projects	$ 2,824,000	$ 2,649,421	$ 2,345,870	$ 2,902,820	$ 1,694,734	$ 2,000,000
Recycling Fund						
Open Space Fund		$ 275,703				
King St. Garden			$ 25,000	$ 25,000	$ 25,000	$ 25,000
Affordable Housing Programs		$ 275,703				
Affordable Home Ownership Protection Grants		$ 300,000				
Efficiency Reductions Fund	$ 52,592					
Increased Fuel Costs	$ 1,027,000		$ 500,000	$ 250,000	$ 250,000	$ -
Federal Budget Reductions	$ 143,000					
Federal or State Intergovernmental Revenue or Grant Reductions		$ 1,000,000				
Comprehensive Services Act Contingency			$ 230,000			
Social Service Grant Contingency (Pass Through Fed. Funding)			$ 300,000			
Social Service Contingency (incl. CSA)				$ 530,000		
One-time Acute Human Service Needs					$ 400,000	$ -
Medical Services for Jail Inmates	$ 250,000					
Sworn Public Safety Compensation	$ 3,000,000					
Employee Compensation		$ 4,000,000				
Monroe Avenue Bridge Pedestrian Structure Design		$ 300,000				
Fire Station/Affordable Housing Project				$ 1,600,000		
National Harbor Initiatives			$ 700,000			
Projects Under Discussion			$ 3,368,000			
Fiscal Year 2010 Revenue Shortfall Reserve					$ 4,309,397	
Fiscal Year 2011 Revenue Shortfall Reserve						$ 2,000,000
Total Designations	$ 32,368,117	$ 36,508,934	$ 40,161,631	$ 35,270,125	$ 24,321,436	$ 29,195,531
Undesignated Fund Balance	$ 25,848,719	$ 26,834,106	$ 27,399,135	$ 27,050,276	$ 24,727,073	$ 25,375,179
Undesignated Fund Balance and Revenue Shortfall Reserve EOY	$ 25,848,719	$ 26,834,106	$ 27,399,135	$ 27,050,276	$ 29,036,470	$ 27,375,179
Reserved Fund Balance EOY	$ 4,058,347	$ 4,035,005	$ 4,692,962	$ 3,167,640	$ 4,258,482	$ 4,258,482
Total Fund Balance EOY	$ 62,275,183	$ 67,378,045	$ 72,253,728	$ 65,488,041	$ 53,306,991	$ 58,829,192
General Fund Revenues	$ 438,949,718	$ 478,562,230	$ 505,572,861	$ 520,459,051	$ 527,918,656	$ 534,357,195
Estimated Undesignated Fund Balance as % of General Fund Revenues	**5.9%**	**5.6%**	**5.4%**	**5.2%**	**4.68%**	**4.75%**
Estimated Undesignated Fund Balance and Revenue Shortfall Reserve as % of General Fund Revenues Target = 5.5%; Limit = 4.0%	**5.9%**	**5.6%**	**5.4%**	**5.2%**	**5.50%**	**5.12%**
Estimated Unreserved Fund Balance as % of General Fund Revenues Limit = 10%	**13.3%**	**13.2%**	**13.4%**	**12.0%**	**9.29%**	**10.21%**

Statement of General Fund Balance

Governmental Funds			Proprietary Funds		
	Special Revenue Fund	**Capital Projects Fund/3**		**Internal Services Fund (Equipment Replacement Fund)**	**Sanitary Sewer Enterprise Fund**
Beginning Fund Balance 7/1/09/1	$24,803,357	$134,723,262	Beginning Net Assets 7/1/09	$21,115,935	$9,895,088
Plus FY 2010 Budgeted Revenues	$95,120,745	$79,981,710	Plus FY 2010 Budgeted Revenues/4	$3,864,318	$7,654,514
Less FY 2010 Budgeted Expenditures	$95,120,745	$79,981,710	Less FY 2010 Budgeted Expenses	$4,649,822	$7,654,514
Projected Fund Balance 6/30/10	$24,803,357	$134,723,262	Projected Net Assets 6/30/2010	$20,330,431	$9,895,088
Plus FY 2011 Budgeted Revenues/2	$109,757,498	$106,126,926	Plus FY 2011 Budgeted Revenues	4,323,082	$7,742,500
Less FY 2011/2 Budgeted Expenditures	$109,757,498	$106,126,926	Less FY 2011 Budgeted Expenses	$5,774,848	$7,742,500
Projected Fund Balance 6/30/11	$24,803,357	$134,723,262	Projected Net Assets 6/30/11	$18,878,665	$9,895,088

/1 City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2009.

/2 City of Alexandria, Virginia, Approved Operating Budget and Capital Improvement Program, Fiscal Year 2011.

/3 In all likelihood a large portion of Capital Projects, including Sanitary Sewers, will not be expended in FY 2010 and FY 2011, as many capital projects are multi-year in execution.

/4 FY 2010 Budgeted Revenues are based on current estimates, which are subject to change.

•The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2009, the Special Revenue Fund unreserved fund balance was $24,803,357. Because monies budgeted within the Special Revenue Fund are generally legally restricted to specific activities or programs, these monies are not considered available for appropriation to meet general expenditure requirements. Unexpended Special Revenue Fund monies are generally due to intergovernmental grant timing differences (e.g., a grant awarded to the City for a program operated under the federal fiscal year of October 1 to September 30), and remaining Special Revenue funds at June 30 are reappropriated for use in the subsequent City fiscal year for the continuation of the designated programs. The total projected Special Revenue Fund fund balance, for GFOA reporting purposes, as of June 30, 2010 is $24,803,357.

•The Capital Projects Fund accounts for all financial resources used for the acquisition or construction of major capital facilities not being financed by proprietary funds. As of June 30, 2009, the Capital Projects Fund had a total fund balance of $134,723,262. This funding is dedicated to the completion of approved capital projects, and is therefore not available to meet general expenditure requirements. The total projected Capital Projects Fund fund balance as of June 30, 2010, would be $0 assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans and their multi-year nature, many of these capital projects will not be completed by June 30, 2010.

•The Internal Services Fund accounts for the financing of goods or services provided by one department to other departments or agencies of the City on a cost-reimbursement basis. The City established the Equipment Replacement Fund for purposes of providing for the accumulation of money to replace capital equipment items used in City operations. This fund derives its revenues from periodic equipment rental charges assessed to the user departments in the governmental funds. These revenues are then used to finance depreciation charges and associated expenditures to replace capital equipment. As of June 30, 2009, the Equipment Replacement Internal Services Fund had Total Net Assets of $21,115,935. Equipment Replacement monies are accrued for the scheduled replacement of capital equipment, and thus are not available for appropriation to meet general expenditure requirements. The projected Equipment Replacement Fund Total Net Assets, for GFOA reporting purposes, as of June 30, 2010, is $20,330,431. It should be noted that the bulk of the Net Assets represents the value of equipment (such as refuse collection vehicles and police cars) currently in use within the City government.

• The Sanitary Sewers Enterprise Fund accounts for sanitary sewer revenues and expenditures apart from the General Fund. This fund, established in mid FY 2006, was created for the purpose of achieving revenue self-sufficiency for sanitary sewer maintenance and construction and to be supported by sewer line maintenance fee and sewer connection fee revenues. As of June 30, 2009, the Sanitary Sewers Enterprise Fund had Total Net Assets of $9,895,088. It includes Transportation and Environmental Services (T&ES) operating expenditures for maintenance as well as cash capital and debt service expenditures associated with CIP reconstruction, rehabilitation and expansion projects. The total projected Sanitary Sewer Enterprise Fund balance as of June 30, 2010, would be $9,895,088 assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans and their multi-year nature, many of these capital projects will not be completed by June 30, 2010.

Future Fund Balance Classification System

GASB Statement #54

The City will be required to use new classifications for reporting fund balances beginning with the FY 2010 Consolidated Annual Financial Report (CAFR). 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.

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 unreserved General Fund balance, or its designated 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, reservations of some portion of the General Fund balance are required by accounting rules that cannot be ignored. Designations of some of the unreserved balances represent decisions of the City Council and Manager that financial resources need to be set aside now to meet future needs. Only the remaining undesignated fund balance is available for meeting other unknown future financial needs. And this undesignated 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 undesignated 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 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.

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.

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 reserve 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.

Designated Fund Balance

Current accounting rules for municipal governments also recognize what are termed "designations" 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 "designations." For example, a government may wish to "designate" resources to help meet obligations expected to arise in connection with claims and judgments.

Only the chief executive officer or the legislative body of a government may create a designation. Also from GFOA:

> It is very important to distinguish between "reserves" (i.e., "reserved fund balance") and "designations." 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 remain an integral part of a government's spendable or appropriable resources (i.e., "unreserved fund balance").

The Power to Designate and the Effects of a Designation

Although the City Manager proposes the amounts to be designated for several items as noted above, only the City Council has the power to approve designations of fund balances. Only the City Council can make appropriations from the 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 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 designation, therefore, is to remove certain funds from availability for future appropriation outside the purpose of the designation. Council can, by simple majority, approve the City Manager's estimate of a reduction in a designation.

From the fund accounting perspective described above, this undesignated General Fund balance is the equivalent of the checkbook balance of the City of Alexandria. The required reservations and 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 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.

Multi-Year Revenue and Expenditure Forecast Scenarios

Multi-Year Revenue and Expenditure Projections

Multi-year 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 City Manager's Approved FY 2011 budget.

The City's website has a computer model containing these forecast estimates that allows the user to make his/her own assumptions about the rates of change in revenues and expenditures and experiment with alternative ways to balance the budget. You are invited to view and use this model at alexandriava.gov/Budget.

Resolution 2368

Resolution 2368, approved by Council on November, 2009, requires a special analysis from the City Manager to show expected revenues and expenditures for FY 2012. The analysis included in the Approved budget must contain:

a. Revenue estimates at the same level of detail as shown in the long-range forecast section of the budget document, including three forecast estimates – high, mid, and low level.

b. Revenue estimates that assume the same tax rates as those prepared for FY 2011 in the base budget.

c. Expenditure estimates at the same level of detail as provided in the long range forecast section of the budget document.

d. A detailed estimate of the impact in FY 2012 of any recommended expenditures in the FY 2011 base budget.

e. The impact on FY 2012 revenues and expenditures of any of the options for additional operating and CIP expenditures Approved under the authority of section 11 of the resolution which allows options for additional operating and budget expenditures above the base budget.

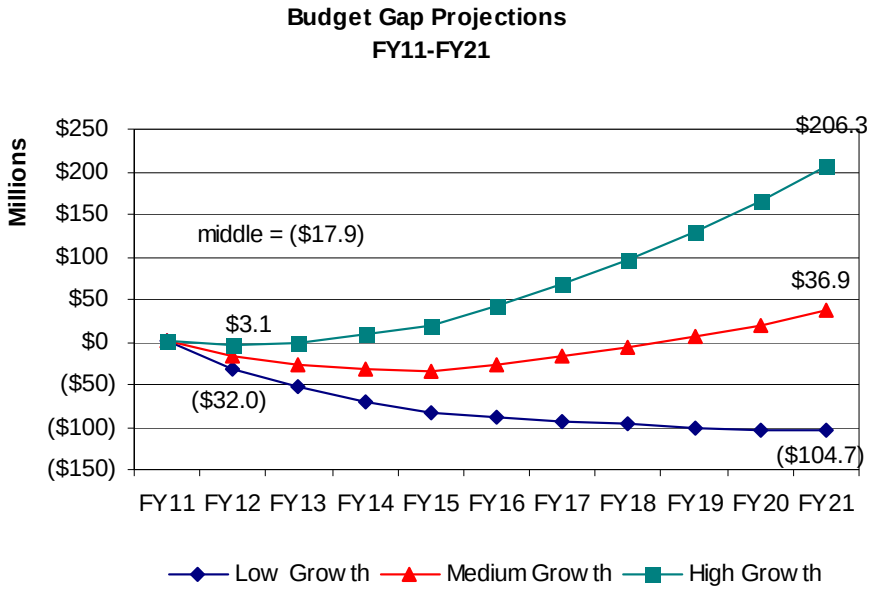
f. A general discussion of the types of actions that might be necessary to balance the FY 2012 budget if there is a projected deficit for that year.

Multi-Year Revenue and Expenditure Projections

Balancing the Budget in FY 2012

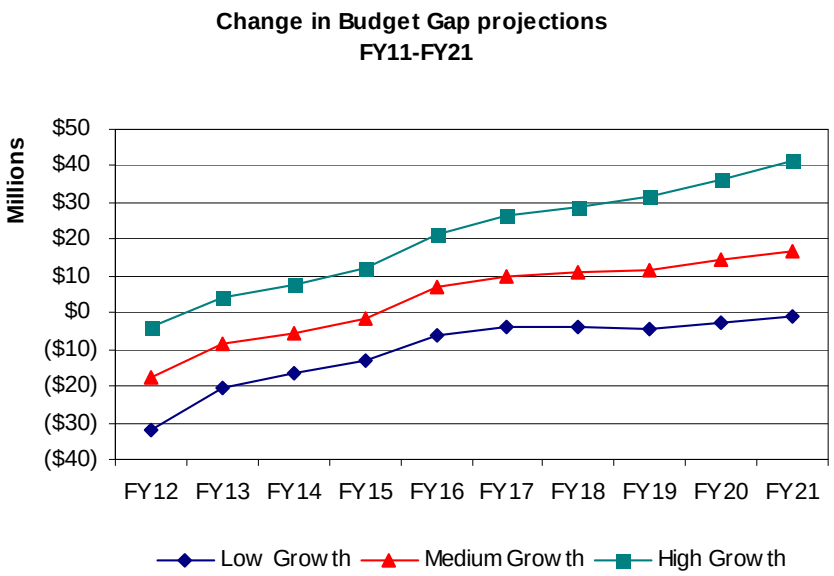
In the City's mid-range estimate for revenues and expenditures, the FY 2012 budget forecast includes a shortfall of $17.9 million. Most of the deficit is due to expenditure increases; revenues are projected to be almost flat compared to FY 2011 in this scenario. The worst case forecast is a $32.0 million deficit. The best case forecast scenario is a $3.1 million deficit. For FY 2012, the model assumes no market rate adjustment for employees in FY 2012 and no increases to most non-personnel expenditures.

In order to balance the FY 2012 budget, it will probably be necessary again to do a combination of revenue and tax increases and expenditure reductions. The exact balance between the two types of actions would be determined by Council. Over the last several years, the City has increased the real estate tax in part to compensate for decreases in real estate assessments. The city has also increased other taxes where it has the authority such as the meals tax, transient lodging tax, and established an admission tax. The City has also made an effort to match fees and revenues to the costs of services. On the expenditure side, the City has reduced expenses by cancelling or deferring salary increases, reducing staff, and increasing city employee's cost share of benefits such as medical insurance. In some cases, the City has eliminated lower priority services and reduced service levels. The City has deferred capital projects; however, in reality maintaining existing public facilities and infrastructure is a high priority and a need exists to improve or expand some facilities or infrastructure. Lastly, the City could defer pension and OPEB contributions or tap the City's fund balances heavily, although these actions are likely not be recommended. They would be financially unsustainable and a threat to the City's Triple A bond ratings.



Multi-Year Revenue and Expenditure Projections

The graph below shows the annual change in budget gap projections. According the forecast model, assuming no tax changes, under the high growth scenario, the gap will disappear in FY 2013, under the medium growth scenario, the budget gap will disappear in FY 2015, and under the low growth scenario the budget gap will disappear around FY 2021. All scenarios show steadily narrowing gaps. The rate at which the gaps close depends mostly on how quickly real estate assessments begin to grow again and at what rate.



Multi-Year Revenue and Expenditure Projections

Impact of FY 2011 policy changes on the FY 2012 budget

Resolution 2368, passed by City Council in November, requires the City Manager to provide a detailed estimate of the impact in FY 2012 of recommended expenditures in the FY 2011 base budget. The chart below shows the impact of expenditure changes to the FY 2011 budget on FY 2012 expenditures. All changes are included in the long-term forecast models.

	FY 12 before policy changes	FY 12 after policy changes	Change to FY 12 budget
Increases			
FY 2011 Step Increase Effect on Salary and Benefits in FY 2012	228,818,356	232,967,000	4,148,644
Debt Service	38,804,824	42,989,000	4,184,176
Whitter Park operating costs	-	304,000	304,000
Depreciation, New Ambulances	-	90,000	90,000
Human Resources Systems Operations Cost	-	274,590	274,590
Contractual Services to Defend Assessments	-	156,550	156,550
Tree Maintenance and Replacement	-	189,064	189,064
Establishment of Emergency Communications Department	-	192,273	192,273
Two new peak time medic units operating cost	-	392,381	392,381
Add Administrative Specialist to Fire Department	-	102,958	102,958
Add Public Defender Pay Supplement	-	23,440	23,440
Senior Appraiser (Real Estate)	-	101,700	101,700
Reconciliation Position (Finance)	-	71,000	71,000
Fort Ward position	-	25,000	25,000
Decreases			
Health Insurance Employee Cost Sharing	21,838,906	21,027,511	(811,395)
Other Post-employee Benefit (OPEB) contribution	3,000,000	1,800,000	(1,200,000)

Revenue Growth Scenarios

Three different scenarios of revenue growth have been developed for the period of FY 2011 through FY 2021 based on varying assumptions about the rate of increase for each of the revenue categories listed below. Each scenario is based on Approved FY 2011 tax and fee rates. All projected increases over the next six years are generated by economic growth or the impact of inflation on goods or services that are taxed. In the low growth scenario, steeper declines are assumed in the real estate market and it is assumed to recover very slowly; in the high growth scenario, the real estate downturn is shallower and real estate is expected to recover more quickly. In the medium growth scenario, it is projected that real estate assessments will begin to grow in CY 2012.

General Fund Revenue Category	Low Growth	Medium Growth	High Growth
Total Weighted Growth Rate	1.8%	3.5%	5.2%
Real Estate Property	*	*	*
Personal Property	1%	3%	4%
Penalties & Interest	0%	1%	2%
Local Sales	2%	3%	4%
Utility	2%	3%	4%
Communications Sales & Use	1%	2%	4%
Business License	*	*	*
Motor Vehicle License	1%	2%	3%
Recordation	2%	4%	6%
Tobacco	0%	0%	1%
Transient Lodging	2%	4%	6%
Restaurant Food	3%	4%	5%
Other Miscellaneous Taxes	1%	2%	3%
Licenses, Permits and Fees	3%	4%	5%
Fines and Forfeitures	0%	2%	3%
Use of Money and Property	0%	2%	4%
Charges for Services	3%	4%	5%
Intergovernmental	*	*	*
Miscellaneous Non-Tax	0%	1%	2%

Real Estate Property tax growth by fiscal year	Low Growth	Medium Growth	High Growth
CY 2011	-6.5%	-4.5%	-2.5%
CY 2012	-1.5%	1.0%	3.5%
CY 2013	-0.5%	2.0%	4.5%
CY 2014	2.5%	4.0%	6.5%
CY 2015	3.0%	5.0%	7.0%
CY 2016-CY 2021	4.0%	6.0%	8.0%

Business License	Low Growth	Medium Growth	High Growth
FY 2012	1.0%	2.0%	3.0%
FY 2013	2.0%	4.0%	6.0%
FY 2014-FY 2021	3.0%	5.0%	7.0%

Intergovernmental	Low Growth	Medium Growth	High Growth
FY 2012	-4.0%	-2.0%	0.0%
FY 2013	-2.0%	0.0%	2.0%
FY 2014-FY 2021	0.0%	2.0%	4.0%

Expenditure Growth Scenario

For all scenarios, the City assumes a growth rate in expenditures of about 4% per year. The City's long-term model assumes no market rate adjustment until 2014. Non-personnel costs are generally expected to rise at somewhat below their ten year average, based on lower inflation and increased efficiencies as a result of constrained revenue growth. The model includes no increase in non-personnel expenditures in FY 2012. The City will make its forecast model available from the Alexandria OMB website at http://alexandriava.gov/Budget from the FY 2011 budget process link. The interactive model allows users to change revenue and expenditure assumptions and includes information regarding the average historical increases in City expenditures by category.

Expenditure Category	Assumption
Total Average Expenditure Growth	3.0%
City Personnel	
Market Rate Adjustment	*
Step	1.6%
Health Care Increase	*
City Non-Personnel	
Contractual Services	1.0%
Internal Services	3.2%
Commodities	3.2%
Utilities	5.2%
Other Charges	4.6%
Leases and Rentals	9.3%
Subsidies and Contributions	4.4%
Equipment	1.0%
Other Charges	2.6%
Transit Subsidies	9.1%
School Personnel	
Market Rate Adjustment	*
Step & Turnover	1.6%
Non-Personnel	
Outside Services	4.6%
Commodities (Food and Fuel)	9.3%
Other Charges	4.4%
Equipment	1.0%

Market Rate Adjustment (MRA)	
FY 2012	0.0%
FY 2013	0.0%
FY 2014-FY 2021	0.0%

Health Care Increase	
FY 2012	5.0%
FY 2013	5.0%
FY 2014-FY 2021	8.0%

Low Growth Scenario

Each of the three scenarios that will be presented include policy proposals that were included in the FY 2011 budget. Per Resolution #2368, the FY 2012 forecast accommodates a step increase in FY 2011 and the planned increase of cost sharing of medical insurance premiums by City employees, among other policy changes.

	FY 2011 Approved	FY 2012 Forecast	FY 2013 Forecast	FY 2014 Forecast	FY 2015 Forecast	FY 2016 Forecast	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	FY 2021 Forecast
General Fund											
General property tax revenue											
Real property tax	296,237,904	281,137,000	278,296,000	281,087,000	288,878,000	299,077,000	311,116,000	323,636,000	336,658,000	350,200,000	364,284,000
Personal property tax	32,300,000	32,623,000	32,949,000	33,279,000	33,612,000	33,948,000	34,287,000	34,630,000	34,976,000	35,326,000	35,679,000
Penalties and interest	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000
Total general property tax revenue	330,407,904	315,630,000	313,115,000	316,236,000	324,360,000	334,895,000	347,273,000	360,136,000	373,504,000	387,396,000	401,833,000
Other Local Tax Revenue	116,430,000	118,362,000	120,638,000	123,273,000	125,973,000	128,740,000	131,575,000	134,481,000	137,459,000	140,510,000	143,638,000
Other Non-Tax Revenue	77,827,631	76,295,000	75,835,000	76,366,000	76,914,000	77,478,000	78,059,000	78,657,000	79,273,000	79,908,000	80,562,000
Total General Fund Revenues	524,665,535	510,287,000	509,588,000	515,875,000	527,247,000	541,113,000	556,907,000	573,274,000	590,236,000	607,814,000	626,033,000
Other Financing Sources (Uses)											
Appropriation from Fund Balance for Op. Budget	6,946,004	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000
Total General Fund Revenue & Other Sources	531,611,539	513,987,000	513,288,000	519,575,000	530,947,000	544,813,000	560,607,000	576,974,000	593,936,000	611,514,000	629,733,000
Special Revenues & Other Funds											
Appropriation from Schools Fund Balance	5,647,199	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000
Other Special Revenue (donations/charges)	106,705,308	108,882,000	111,104,000	113,371,000	115,685,000	118,047,000	120,457,000	122,917,000	125,428,000	127,990,000	130,606,000
Sanitary Sewer Fund	7,742,500	7,975,000	8,214,000	8,460,000	8,714,000	8,976,000	9,245,000	9,522,000	9,808,000	10,102,000	10,405,000
Storm Sewer Fund	2,315,715	1,454,000	1,440,000	1,454,000	1,494,000	1,547,000	1,609,000	1,673,000	1,740,000	1,809,000	1,882,000
Equipment Replacement Fund	5,774,848	5,948,000	6,127,000	6,310,000	6,500,000	6,695,000	6,895,000	7,102,000	7,315,000	7,535,000	7,761,000
Total Special Revenue & Other Funds	128,185,570	129,906,000	132,532,000	135,242,000	138,040,000	140,912,000	143,853,000	146,861,000	149,938,000	153,083,000	156,301,000
Total Revenues, All Funds	659,797,109	643,893,000	645,820,000	654,817,000	668,987,000	685,725,000	704,460,000	723,835,000	743,874,000	764,597,000	786,034,000
Expenditures & Other Uses											
City Personnel											
Salaries	181,329,512	181,496,000	185,897,000	188,798,000	191,748,000	194,769,000	197,837,000	200,953,000	204,119,000	207,334,000	210,600,000
Step Increase	0	2,901,000	2,901,000	2,950,000	3,021,000	3,068,000	3,116,000	3,165,000	3,215,000	3,266,000	3,317,000
MRA	0	0	0	0	0	0	0	0	0	0	0
Social Security	12,897,132	13,265,000	13,485,000	13,806,000	14,023,000	14,244,000	14,469,000	14,697,000	14,928,000	15,163,000	15,402,000
Health Care	19,346,699	20,314,000	21,330,000	23,036,000	24,879,000	26,869,000	29,019,000	31,340,000	33,848,000	36,555,000	39,480,000
Retirement	32,861,358	33,419,000	33,976,000	34,783,000	35,331,000	35,888,000	36,453,000	37,027,000	37,610,000	38,203,000	38,805,000
LT Disability & Life Ins.	1,217,115	1,234,000	1,255,000	1,285,000	1,305,000	1,326,000	1,346,000	1,368,000	1,389,000	1,411,000	1,433,000
Other Fringe Benefits	633,021	652,000	672,000	692,000	712,000	734,000	756,000	779,000	802,000	826,000	851,000
Total City Personnel	248,284,837	253,281,000	259,516,000	265,350,000	271,019,000	276,898,000	282,996,000	289,329,000	295,911,000	302,758,000	309,888,000
City Non-personnel	148,191,436	149,440,000	152,809,000	158,745,000	165,006,000	171,615,000	178,597,000	185,975,000	193,777,000	202,034,000	210,777,000
Debt service	37,916,774	42,989,000	47,502,000	51,272,000	57,916,000	61,366,000	63,790,000	66,681,000	69,064,000	69,206,000	69,206,000
Cash capital	4,295,000	4,000,000	6,000,000	10,000,000	12,000,000	12,000,000	13,000,000	13,500,000	14,500,000	16,000,000	16,000,000
Schools Personnel	186,814,758	191,930,000	196,900,000	201,669,000	206,781,000	212,122,000	216,618,000	221,202,000	225,858,000	230,604,000	235,427,000
Schools Non-personnel	34,294,304	34,294,000	35,664,000	37,103,000	38,616,000	40,205,000	41,875,000	43,631,000	45,477,000	47,419,000	49,461,000
Total Expenditures	659,797,109	675,934,000	698,391,000	724,139,000	751,338,000	774,206,000	796,876,000	820,318,000	844,587,000	868,021,000	890,759,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	(32,041,000)	(52,571,000)	(69,322,000)	(82,351,000)	(88,481,000)	(92,416,000)	(96,483,000)	(100,713,000)	(103,424,000)	(104,725,000)

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

Medium Growth Scenario

	FY 2011 Approved	FY 2012 Forecast	FY 2013 Forecast	FY 2014 Forecast	FY 2015 Forecast	FY 2016 Forecast	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	FY 2021 Forecast
General Fund											
General property tax revenue											
Real property tax	296,237,904	290,832,000	295,230,000	304,173,000	317,977,000	335,609,000	355,859,000	377,325,000	400,078,000	424,197,000	449,763,000
Personal property tax	32,300,000	33,269,000	34,267,000	35,295,000	36,354,000	37,445,000	38,568,000	39,725,000	40,917,000	42,144,000	43,408,000
Penalties and interest	1,870,000	1,889,000	1,908,000	1,927,000	1,946,000	1,965,000	1,985,000	2,005,000	2,025,000	2,045,000	2,066,000
Total general property tax revenue	330,407,904	325,990,000	331,405,000	341,395,000	356,277,000	375,019,000	396,412,000	419,055,000	443,020,000	468,386,000	495,237,000
Other Local Tax Revenue	116,430,000	119,647,000	123,578,000	127,969,000	132,533,000	137,276,000	142,208,000	147,335,000	152,666,000	158,209,000	163,974,000
Other Non-Tax Revenue	77,827,631	77,660,000	78,539,000	80,447,000	82,407,000	84,421,000	86,491,000	88,618,000	90,805,000	93,053,000	95,365,000
Total General Fund Revenues	524,665,535	523,297,000	533,522,000	549,811,000	571,217,000	596,716,000	625,111,000	655,008,000	686,491,000	719,648,000	754,576,000
Other Financing Sources (Uses)											
Appropriation from Fund Balance for Op. Budget	6,946,004	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000
Total General Fund Revenue & Other Sources	531,611,539	526,997,000	537,222,000	553,511,000	574,917,000	600,416,000	628,811,000	658,708,000	690,191,000	723,348,000	758,276,000
Special Revenues & Other Funds											
Appropriation from Schools Fund Balance	5,647,199	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000
Other Special Revenue (donations/charges)	106,705,308	109,906,000	113,204,000	116,600,000	120,098,000	123,701,000	127,412,000	131,234,000	135,171,000	139,226,000	143,403,000
Sanitary Sewer Fund	7,742,500	7,975,000	8,214,000	8,460,000	8,714,000	8,976,000	9,245,000	9,522,000	9,808,000	10,102,000	10,405,000
Stormwater Fund	2,315,715	1,533,000	1,504,000	1,526,000	1,572,000	1,643,000	1,733,000	1,837,000	1,947,000	2,064,000	2,188,000
Equipment Replacement Fund	5,774,848	5,948,000	6,127,000	6,310,000	6,500,000	6,695,000	6,895,000	7,102,000	7,315,000	7,535,000	7,761,000
Total Special Revenue & Other Funds	128,185,570	131,009,000	134,696,000	138,543,000	142,531,000	146,662,000	150,932,000	155,342,000	159,888,000	164,574,000	169,404,000
Total Revenues, All Funds	659,797,109	658,006,000	671,918,000	692,054,000	717,448,000	747,078,000	779,743,000	814,050,000	850,079,000	887,922,000	927,680,000
Expenditures & Other Uses											
City Personnel											
Salaries	181,329,512	181,496,000	185,897,000	188,798,000	191,748,000	194,769,000	197,837,000	200,953,000	204,119,000	207,334,000	210,600,000
Step Increase	0	2,901,000	2,901,000	2,950,000	3,021,000	3,068,000	3,116,000	3,165,000	3,215,000	3,266,000	3,317,000
MRA	0	0	0	0	0	0	0	0	0	0	0
Social Security	12,897,132	13,265,000	13,485,000	13,806,000	14,023,000	14,244,000	14,469,000	14,697,000	14,928,000	15,163,000	15,402,000
Health Care	19,346,699	20,314,000	21,330,000	23,036,000	24,879,000	26,869,000	29,019,000	31,340,000	33,848,000	36,555,000	39,480,000
Retirement	32,861,358	33,419,000	33,976,000	34,783,000	35,331,000	35,888,000	36,453,000	37,027,000	37,610,000	38,203,000	38,805,000
LT Disability & Life Ins.	1,217,115	1,234,000	1,255,000	1,285,000	1,305,000	1,326,000	1,346,000	1,368,000	1,389,000	1,411,000	1,433,000
Other Fringe Benefits	633,021	652,000	672,000	692,000	712,000	734,000	756,000	779,000	802,000	826,000	851,000
Total City Personnel	248,284,837	253,281,000	259,516,000	265,350,000	271,019,000	276,898,000	282,996,000	289,329,000	295,911,000	302,758,000	309,888,000
City Non-personnel	148,191,436	149,440,000	152,809,000	158,745,000	165,006,000	171,615,000	178,597,000	185,975,000	193,777,000	202,034,000	210,777,000
Debt service	37,916,774	42,989,000	47,502,000	51,272,000	57,916,000	61,366,000	63,790,000	66,681,000	69,064,000	69,206,000	69,206,000
Cash capital	4,295,000	4,000,000	6,000,000	10,000,000	12,000,000	12,000,000	13,000,000	13,500,000	14,500,000	16,000,000	16,000,000
Schools Personnel	186,814,758	191,930,000	196,900,000	201,669,000	206,781,000	212,122,000	216,618,000	221,202,000	225,858,000	230,604,000	235,427,000
Schools Non-personnel	34,294,304	34,294,000	35,664,000	37,103,000	38,616,000	40,205,000	41,875,000	43,631,000	45,477,000	47,419,000	49,461,000
Total Expenditures	659,797,109	675,934,000	698,391,000	724,139,000	751,338,000	774,206,000	796,876,000	820,318,000	844,587,000	868,021,000	890,759,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	(17,928,000)	(26,473,000)	(32,085,000)	(33,890,000)	(27,128,000)	(17,133,000)	(6,268,000)	5,492,000	19,901,000	36,921,000

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

High Growth Scenario

	FY 2011 Approved	FY 2012 Forecast	FY 2013 Forecast	FY 2014 Forecast	FY 2015 Forecast	FY 2016 Forecast	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	FY 2021 Forecast
General Fund											
General property tax revenue											
Real property tax	296,237,904	300,679,000	312,809,000	330,187,000	352,629,000	379,279,000	409,773,000	442,707,000	478,275,000	516,689,000	558,176,000
Personal property tax	32,300,000	33,592,000	34,936,000	36,333,000	37,786,000	39,298,000	40,870,000	42,505,000	44,205,000	45,973,000	47,812,000
Penalties and interest	1,870,000	1,907,000	1,946,000	1,984,000	2,024,000	2,065,000	2,106,000	2,148,000	2,191,000	2,235,000	2,280,000
Total general property tax revenue	330,407,904	336,178,000	349,691,000	368,504,000	392,439,000	420,642,000	452,749,000	487,360,000	524,671,000	564,897,000	608,268,000
Other Local Tax Revenue	116,430,000	121,076,000	126,854,000	133,255,000	140,006,000	147,128,000	154,642,000	162,573,000	170,943,000	179,779,000	189,109,000
Other Non-Tax Revenue	77,827,631	78,978,000	81,199,000	84,532,000	88,006,000	91,626,000	95,400,000	99,334,000	103,434,000	107,707,000	112,162,000
Total General Fund Revenues	524,665,535	536,232,000	557,744,000	586,291,000	620,451,000	659,396,000	702,791,000	749,267,000	799,048,000	852,383,000	909,539,000
Other Financing Sources (Uses)											
Appropriation from Fund Balance for Op. Budget	6,946,004	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000
Total General Fund Revenue & Other Sources	531,611,539	539,932,000	561,444,000	589,991,000	624,151,000	663,096,000	706,491,000	752,967,000	802,748,000	856,083,000	913,239,000
Special Revenues & Other Funds											
Appropriation from Schools Fund Balance	5,647,199	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000	5,647,000
Other Special Revenue (donations/charges)	106,705,308	110,931,000	115,324,000	119,892,000	124,641,000	129,579,000	134,712,000	140,050,000	145,599,000	151,369,000	157,369,000
Sanitary Sewer Fund	7,742,500	7,975,000	8,214,000	8,460,000	8,714,000	8,976,000	9,245,000	9,522,000	9,808,000	10,102,000	10,405,000
Stormwater Sewer Fund	2,315,715	1,548,000	1,555,000	1,617,000	1,707,000	1,822,000	1,959,000	2,115,000	2,285,000	2,467,000	2,665,000
Equipment Replacement Fund	5,774,848	5,948,000	6,127,000	6,310,000	6,500,000	6,695,000	6,895,000	7,102,000	7,315,000	7,535,000	7,761,000
Total Special Revenue & Other Funds	128,185,570	132,049,000	136,867,000	141,926,000	147,209,000	152,719,000	158,458,000	164,436,000	170,654,000	177,120,000	183,847,000
Total Revenues, All Funds	659,797,109	671,981,000	698,311,000	731,917,000	771,360,000	815,815,000	864,949,000	917,403,000	973,402,000	1,033,203,000	1,097,086,000
Expenditures & Other Uses											
City Personnel											
Salaries	181,329,512	181,496,000	185,897,000	188,798,000	191,748,000	194,769,000	197,837,000	200,953,000	204,119,000	207,334,000	210,600,000
Step Increase	0	2,901,000	2,901,000	2,950,000	3,021,000	3,068,000	3,116,000	3,165,000	3,215,000	3,266,000	3,317,000
MRA	0	0	0	0	0	0	0	0	0	0	0
Social Security	12,897,132	13,265,000	13,485,000	13,806,000	14,023,000	14,244,000	14,469,000	14,697,000	14,928,000	15,163,000	15,402,000
Health Care	19,346,699	20,314,000	21,330,000	23,036,000	24,879,000	26,869,000	29,019,000	31,340,000	33,848,000	36,555,000	39,480,000
Retirement	32,861,358	33,419,000	33,976,000	34,783,000	35,331,000	35,888,000	36,453,000	37,027,000	37,610,000	38,203,000	38,805,000
LT Disability & Life Ins.	1,217,115	1,234,000	1,255,000	1,285,000	1,305,000	1,326,000	1,346,000	1,368,000	1,389,000	1,411,000	1,433,000
Other Fringe Benefits	633,021	652,000	672,000	692,000	712,000	734,000	756,000	779,000	802,000	826,000	851,000
Total City Personnel	248,284,837	253,281,000	259,516,000	265,350,000	271,019,000	276,898,000	282,996,000	289,329,000	295,911,000	302,758,000	309,888,000
City Non-personnel	148,191,436	149,440,000	152,809,000	158,745,000	165,006,000	171,615,000	178,597,000	185,975,000	193,777,000	202,034,000	210,777,000
Debt service	37,916,774	42,989,000	47,502,000	51,272,000	57,916,000	61,366,000	63,790,000	66,681,000	69,064,000	69,206,000	69,206,000
Cash capital	4,295,000	4,000,000	6,000,000	10,000,000	12,000,000	12,000,000	13,000,000	13,500,000	14,500,000	16,000,000	16,000,000
Schools Personnel	186,814,758	191,930,000	196,900,000	201,669,000	206,781,000	212,122,000	216,618,000	221,202,000	225,858,000	230,604,000	235,427,000
Schools Non-personnel	34,294,304	34,294,000	35,664,000	37,103,000	38,616,000	40,205,000	41,875,000	43,631,000	45,477,000	47,419,000	49,461,000
Total Expenditures	659,797,109	675,934,000	698,391,000	724,139,000	751,338,000	774,206,000	796,876,000	820,318,000	844,587,000	868,021,000	890,759,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	(3,953,000)	(80,000)	7,778,000	20,022,000	41,609,000	68,073,000	97,085,000	128,815,000	165,182,000	206,327,000

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

Legislative and Executive

City Council…… 11-2
City Manager…… 11-4
City Attorney…….. 11-12
City Clerk and Clerk of Council…… 11-18

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$459,667	$464,120	$465,617	0.3%
Non-Personnel	50,367	60,037	62,534	4.2%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$510,034	$524,157	$528,151	0.8%
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	$510,034	$524,157	$528,151	0.8%
Total Department FTE's*	14.0	14.0	14.0	0.0%

*The 14 positions reflected in these totals include City Council Administrative Aides. Thirteen of these positions are classified as permanent part-time positions and one full-time.

Highlights

- In FY 2011, the General Fund budget for the City Council increases by $3,994 or 0.8% to $528,151.
- Personnel increased by $1,497 due to a step increase for the one full-time employee and benefit cost increases.
- Non-personnel costs increased by $2,497 for the Department's share of the new Cityworks customer relationship management system. (The operating costs of this system are being allocated proportionately to various departments using the system.)

City Council

Program Level Summary Information

Expenditure Summary

Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
City Council	$510,034	$524,157	$528,151	0.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
City Council	14.0	14.0	14.0	0.0%

City Council Programs and Activities

City Council
- City Council Operation

Dept Info

Department Contact Info
703.746.4500
www.alexandriava.gov/council

City Council Members
William D. Euille, Mayor
Kerry Donley, Vice Mayor
Frank Fannon, Councilman
Alicia Hughes, Councilwoman
Rob Krupicka, Councilman
Redella Pepper, Councilwoman
Paul 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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$1,545,938	$1,566,172	$1,612,800	3.0%
Non-Personnel	$90,883	$88,466	$90,468	2.3%
Capital Goods Outlay	1,212	0	0	0.0%
Total Expenditures	$1,638,033	$1,654,638	$1,703,268	2.9%
Less Revenues				
Internal Services	$18,993	$0	$0	0.0%
Special Revenue Funds			0	0.0%
Total Designated Funding Sources	$18,993	$0	$0	0.0%
Net General Fund Expenditures	$1,619,040	$1,654,638	$1,703,268	2.9%
Total Department FTE's	11.0	10.0	10.0	0.0%

Highlights

• In FY 2011 the General Fund budget for the City Manager's Office increases by $48,630 or 2.9% to $1,703,268.

• FY 2011 personnel costs increased by $46,628 (3.0%) due to costs associated with the step increase provided to employees and benefit costs increases.

• Total non-personnel costs increased by $2,002 (2.3%) for the Department's share of the new Cityworks customer relationship management system. (The operating costs of this system are being allocated proportionately to various departments using the system.)

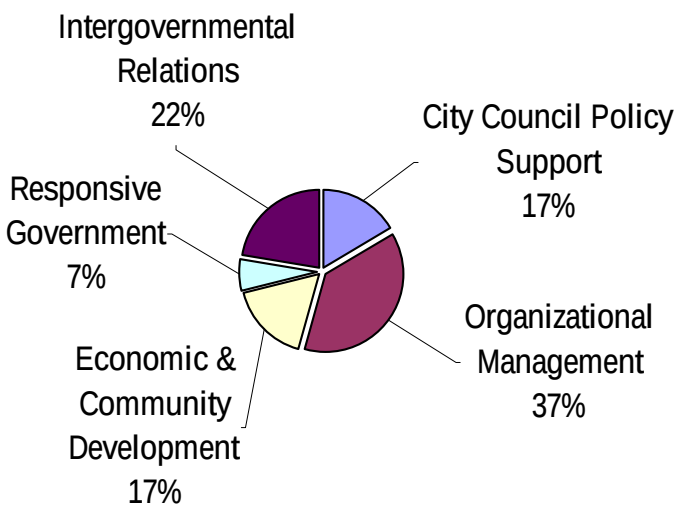
• In FY 2011 the City Manager's Office eliminated the Grants Coordination, Administration & Compliance activity. This follows the elimination of the vacant city-wide Grants Coordinator position in FY 2010. Staff allocated to this activity has subsequently been reassigned to other activities within the City Manager's Office. The Office of Management & Budget and the Legislative Director perform all essential grant management coordination activities.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of community rating overall quality of life as very good or good*	98%	98%	98%
% of community rating services in relationship to taxes paid as very good or good*	85%	85%	85%
% of community responding the City meets their service expectations always or most of the time*	89%	80%	85%
% change in # of jobs in Alexandria	-1.7%	0.0%	1.0%
% change in retail sales	-5.0%	0.0%	0.2%

*Data from 2009 Community Survey

FY 2011 Approved Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
City Council Policy Support	$287,309	$276,613	$283,213	2.4%
Organizational Management	579,485	581,737	638,476	9.8%
Economic & Community Development	212,029	324,519	287,206	-11.5%
Responsive Government	116,885	114,737	117,533	2.4%
Intergovernmental Relations	442,325	357,032	376,840	5.5%
Total Expenditures	$1,638,033	$1,654,638	$1,703,268	2.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
City Council Policy Support	1.5	1.6	1.6	0.0%
Organizational Management	3.7	3.5	3.7	5.7%
Economic & Community Development	1.5	1.8	1.5	-14.3%
Responsive Government	0.6	0.6	0.6	0.0%
Intergovernmental Relations	3.7	2.6	2.6	2.0%
Total FTE's	11.0	10.0	10.0	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
James K. Hartmann, City Manager
703.746.4300

Department Staff
Michele Evans, Deputy City Manager
Mark Jinks, Deputy City Manager
Tom Gates, Assistant City Manager
Debra Collins, Assistant 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	18%	17%	17%
Total Expenditures	$287,309	$276,613	$283,213
Less Revenues	$18,993	$0	$0
Net General Fund Expenditures	$268,316	$276,613	$283,213
Program Outcomes*			
% of community rating overall quality of life as very good or good	97.6%	98.0%	98.0%
% of community rating services in relationship to taxes paid as very good or good	85.0%	85.0%	85.0%

*Data from 2009 Community Survey

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$287,309	$276,613	$283,213
FTE's	1.5	1.6	1.6
# of City Council meetings supported	42	30	30
# of City Council work sessions, budget work sessions, and legislative subcommittee meetings supported	33	35	35

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	35%	35%	37%
Total Expenditures	$579,485	$581,737	$638,476
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$579,485	$581,737	$638,476
Program Outcomes*			
% of community responding the City meets their service expectations always or most of the time	89.0%	80.0%	85.0%
% of community rating overall quality of life as very good or good	97.6%	98.0%	97.0%
% of community rating services in relationship to taxes paid as very good or good	85.0%	85.0%	84.0%

*Data from 2009 Community Survey

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$579,485	$581,737	$638,476
FTE's	3.7	3.5	3.7
# of City FTEs managed	2,664.7	2,582.7	2,548.8
$ value of City budget managed (All Funds in millions)	$730.5	$641.8	$659.8
# of organizational development projects completed	3	4	3
% of City effectiveness measure targets met	100%	100%	100%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	13%	20%	17%
Total Expenditures	$212,029	$324,519	$287,206
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$212,029	$324,519	$287,206
Program Outcomes			
% change in # of jobs in Alexandria	-1.7%	0.0%	1.0%
% change in retail sales	-5.0%	0.0%	0.2%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$212,029	$324,519	$287,206
FTE's	1.5	1.75	1.5
# of business associations in the City	9	9	9
# of 144 Economic Sustainability recommendations initiated or in process	75	89	100
# of 144 Economic Sustainability recommendations implemented	38	34	48
$ amount of City General Fund support to economic development organizations	$3,455,816	$3,246,153	$3,568,611

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	7%	7%	7%
Total Expenditures	$116,885	$114,737	$117,533
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$116,885	$114,737	$117,533
Program Outcomes*			
% of community rating overall quality of life as very good or good	97.6%	98.0%	97.0%

*Data from 2009 Community Survey

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$116,885	$114,737	$117,533
FTE's	0.6	0.6	0.6
# of City Sponsored Boards and Commissions	79	77	79
% of City Population that have visited City website*	66%	46%	67%

*Data from 2009 Community Survey

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	27%	22%	22%
Total Expenditures	$442,325	$357,032	$376,840
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$442,325	$357,032	$376,840
Program Outcomes			
# of legislative positions adopted	71	90	72

Activity Data

GRANTS COORDINATION, ADMINISTRATION & COMPLIANCE - The goal of Grants Coordination, Administration and Compliance is to locate and assist city agencies in acquiring alternative funding sources, provide technical assistance for grants management, improve grant acquisition and management procedure citywide, and ensure fiscal accountability and compliance with funding conditions.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$72,471	N/A	N/A
FTE's	1.3	N/A	N/A
# of grant applications submitted	N/A*	N/A	N/A
# of grant awards received	N/A*	N/A	N/A
$ value of grant awards received (in millions)	$86.3	N/A	N/A

*Data for the performance measures related to grant tracking is not available for FY 2009 because the grants coordinator position became vacant during the fiscal year. This position was subsequently eliminated in the FY 2010 budget in order to meet necessary budget reduction targets. This activity has since been eliminated. The Office of Management and Budget and the Legislative Director perform all essential grant management coordination activities.

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.			
Expenditures	$309,977	$304,654	$313,565
FTE's	2.3	2.3	2.3
# of legislative positions adopted	71	90	72

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.			
Expenditures	$59,877	$52,378	$63,275
FTE's	0.1	0.25	0.3
# of regional organizations and initiatives staffed	7	7	7

*Starting in FY 2011 this program will no longer include the Grants Coordination, Administration & Compliance Activity. The Grants Coordinator position that was previously assigned to this activity became vacant in FY 2009 and was subsequently eliminated in the FY 2010 budget in order to meet necessary budget reduction targets.

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 2009 Actual [1]	FY 2010 Amended [2]	FY 2011 Approved	% Change 2010-2011
Personnel	$1,610,445	$1,804,588	$1,841,484	2.0%
Non-Personnel	1,069,001	1,001,931	1,157,288	15.5%
Capital Goods Outlay	485	0	0	NA
Total Expenditures	$2,679,931	$2,806,519	$2,998,772	6.9%
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	$2,679,931	$2,806,519	$2,998,772	6.9%
Total Department FTEs	12.0	14.0	14.0	0.0%

[1] In FY 2010, the Risk Management Activity was moved to the Finance Department. For comparison purposes, FY 2009 actual expenditure data has been moved to the Finance Department as well.

[2] The FY 2010 Amended budget reflects the addition of one full-time Assistant City Attorney III position and one full-time Paralegal Secretary position to handle zoning issues and other legal related assignments within the Department. These additional personnel costs ($224,238) were offset by an an equal reduction in outside legal expenditures.

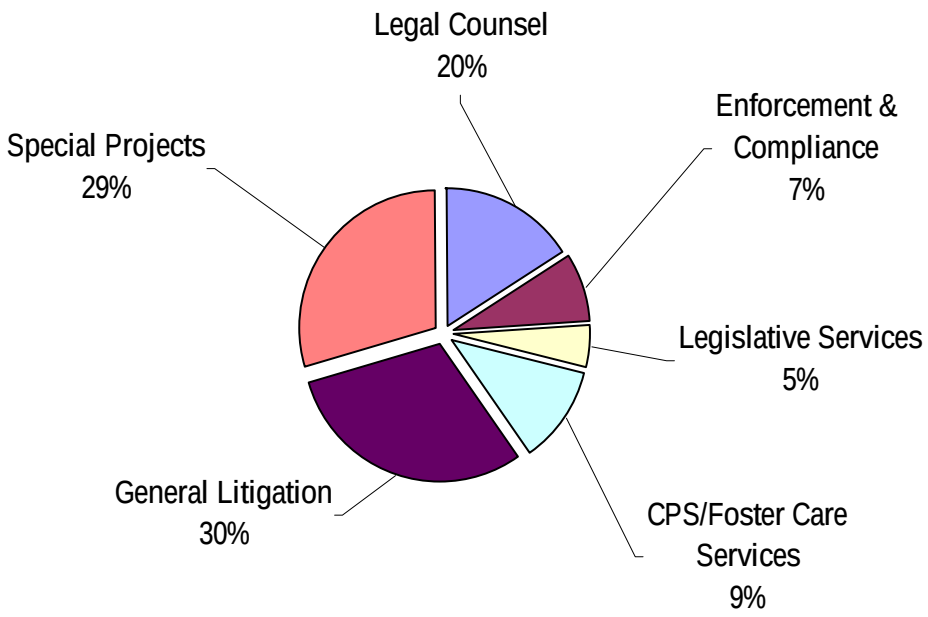
Highlights

- In FY 2011 the approved General Fund budget increased $192,253, or 6.9%.
- Total personnel costs increased $36,896 or 2.0%; the increase was due to employee step increases and an increase in benefit costs.
- Total FY 2011 non-personnel costs increased by $155,357, or 15.5%; the increase was primarily due to an additional $155,000 to fund the costs of outside legal counsel and expert real estate consultants for the defense of CY 2010 real estate assessments before the Board of Equalization and possible litigation in the courts.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Amended	FY 2011 Approved
# of formal and informal legal opinions issued and advice rendered	265	280	280
Attorney hours expended per request for legal counsel	75	75	75
% of enforcement & compliance cases satisfactorily resolved within 12 months	95%	95%	95%
Attorney hours expended per request for drafted or reviewed legislation	25	25	25

FY 2011 Approved Expenditures by Activity



City Attorney

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Amended	FY 2011 Approved	% Change 2010-2011
Office of the City Attorney	$2,679,931	$2,806,519	$2,998,772	6.9%
Total Expenditures	$2,679,931	$2,806,519	$2,998,772	6.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Amended	FY 2011 Approved	% Change 2010-2011
Office of the City Attorney	12.0	14.0	14.0	0.0%
Total full time employees	12.0	14.0	14.0	0.0%

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 2009 Actual	FY 2010 Amended	FY 2011 Approved
Total Expenditures	$2,679,931	$2,806,519	$2,998,772
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,679,931	$2,806,519	$2,998,772
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 2009 Actual	FY 2010 Amended	FY 2011 Approved
Expenditures	$528,834	$565,084	$479,396
FTE's	2.8	3.8	3.8
# of formal and informal opinions issued and advice rendered	265	280	280
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.			
Expenditures	$194,499	$207,070	$245,477
FTE's	1.9	1.9	1.9
# of enforcement cases handled administratively or through litigation	270	250	250
Attorney hours expended per request	80	80	80
% of cases satisfactorily resolved within 12 months	95%	95%	95%

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.			
Expenditures	$117,516	$139,462	$143,533
FTE's	0.9	0.9	0.9
# legislation drafted/reviewed	72	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 2009 Actual	FY 2010 Amended	FY 2011 Approved
Expenditures	$238,466	$248,165	$341,143
FTE's	2.0	2.0	2.0
# of CPS/foster care cases handled	274	200	250
Attorney hours expended per request	50	50	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.			
Expenditures	$842,296	$848,518	$894,214
FTE's	2.9	2.9	2.9
# of cases defended	45	50	50
Attorney hours expended per case	40	40	40
% of cases satisfactorily resolved within 12 months	90%	90%	90%

SPECIAL PROJECTS – The goal of Special Projects is to provide specialized legal and related services in connection with specific City initiatives and undertakings.			
Expenditures	$758,320	$798,220	$895,009
FTE's	1.6	2.6	2.6
# 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%

Summary of Budget Changes

Supplemental Request			
Activity	**Adjustment**	**FTEs**	**FY 2011 Approved**
Special Projects	*Professional Services*	(0 FTE)	($155,000)
This additional $155,000 will fund the costs of outside legal counsel and expert real estate consultants for the defense of CY 2010 real estate assessments before the Board of Equalization and possible litigation in the courts.			

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, 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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$394,426	$400,231	$391,705	-2.1%
Non-Personnel	13,147	18,947	19,660	3.8%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$407,573	$419,178	$411,365	-1.9%
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	$407,573	$419,178	$411,365	-1.9%
Total Department FTE's	4.0	4.0	4.0	0.0%

Highlights

• In FY 2011 the City Clerk's approved General Fund budget decreased by $7,813 (1.9%).

• Personnel costs decreased by $8,526. Full-time salaries decreased as the result of turnover savings, and there was a slight decrease in healthcare costs as a result of lowered employee participation in available health insurance plans.

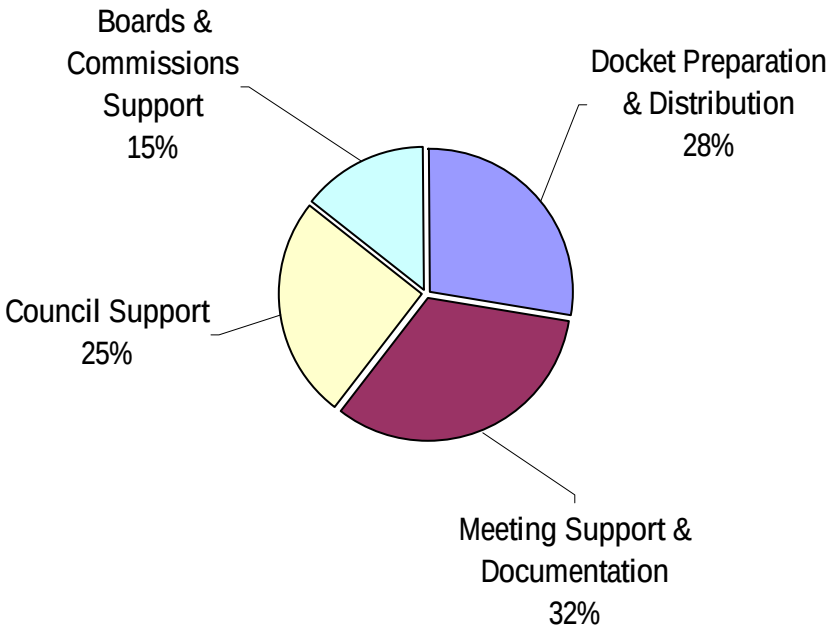
• Total non-personnel costs increased slightly from $18,947 to $19,660, reflecting the Department's share of the new Cityworks customer relationship management system. (The operating costs of this system are being allocated proportionally to various departments using the system.)

• In FY 2011 the Boards and Commissions appointment processing function was transferred from the Office of Citizen Assistance to the City Clerk's Office.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of docket items processed	728	670	700
Cost per docket item processed	$145	$208	$164
Cost per Council meeting supported	$3,426	$4,970	$4,443
% of meeting minutes completed within 2 weeks of Council meeting	100%	100%	100%

FY 2011 Approved Expenditures by Activity



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
City Clerk & Clerk of Council	$407,573	$419,178	$411,365	-1.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
City Clerk & Clerk of Council	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$407,573	$419,178	$411,365
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$407,573	$419,178	$411,365
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$105,232	$139,374	$114,613
FTE's	1.3	1.3	0.95
# of docket items processed	728	670	700
Cost per docket item processed	$145	$208	$164
% of docket items sent to Council four or more days in advance of meeting	98%	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.			
Expenditures	$143,908	$149,087	$133,296
FTE's	1.1	1.1	1.0
# of City Council meetings supported	42	30	30
Cost per City Council meeting supported	$3,426	$4,970	$4,443
% 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.			
Expenditures	$158,433	$130,717	$103,494
FTE's	1.6	1.6	1.1
# of hours of administrative support provided	3,350	8,328	8,328
# of record research requests filled	80	75	80
Cost per hour of administrative support	$47	$16	$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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	N/A	N/A	$59,962
FTE's	N/A	N/A	0.95
# of applications processed	N/A	N/A	400
# of vacancies filled	N/A	N/A	300
Cost per application processed	N/A	N/A	$150

*In FY 2011 this activity was transferred from the Office of Citizen Assistance. No budget authority was transferred to the City Clerk's Office for this activity. The Office allocated existing staff to perform the tasks related to this new responsibility. For information on performance measures from prior years see the Office of Citizen Assistance section of the budget.

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction	FTE's	FY 2011 Approved
City Clerk and Clerk of Council	*Turnover Savings*	**(0 FTE)**	**$9,160**
This savings is the result of turnover where a new employee was hired at a lower grade and step on the City pay scale than that of the incumbent.			

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Courts and Constitutional Officers

18th Circuit Court 12-2
18th General District Court 12-6
Clerk of the Court 12-10
Office of the Commonwealth's Attorney 12-19
Court Service Unit 12-25
Juvenile and Domestic Relations District Court 12-33
Law Library 12-36
Other Public Safety and Justice 12-39
Office of Voter Registration and Elections 12-46
Sheriff's Office 12-52

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$1,249,449	$1,250,847	$1,297,020	3.7%
Non-Personnel	92,626	90,057	90,057	0.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,342,075	$1,340,904	$1,387,077	3.4%
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	$1,342,075	$1,340,904	$1,387,077	3.4%
Total Department FTEs	13.0	13.0	13.0	0.0%

Highlights

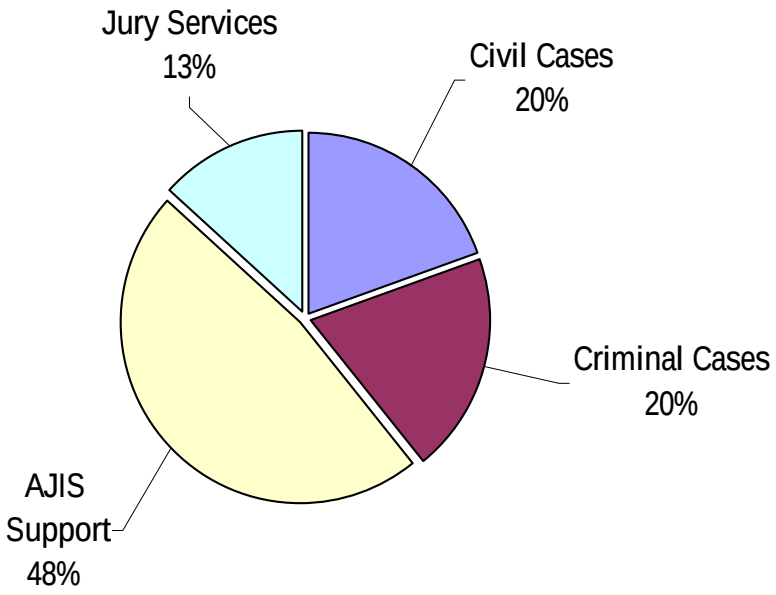
•In FY 2011 approved General Fund budget increased by $46,173, or 3.4%, attributable to employee step adjustments and an increase in benefit costs.

•Total non-personnel costs are budgeted at the same level as the approved FY 2010 budget.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Number of civil cases closed	3,826	3,188	3,220
City cost per civil case closed	$66	$81	$84
Number of criminal cases closed	1,787	2,020	2,040
City cost per criminal case closed	$141	$128	$133

FY 2011 Approved Expenditures by Activity



18th Circuit Court

Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Civil Cases	$253,834	$258,883	$270,917	4.6%
Criminal Cases	$252,616	$258,632	$270,666	4.7%
AJIS Support	$657,647	$641,678	$661,871	3.1%
Jury Services	$177,978	$181,711	$183,623	1.1%
Total Expenditures	$1,342,075	$1,340,904	$1,387,077	3.4%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Civil Cases	3.0	2.9	2.9	0.0%
Criminal Cases	3.0	2.9	2.9	0.0%
AJIS Support	6.0	6.0	6.0	0.0%
Jury Services	1.0	1.2	1.2	0.0%
Authorized Positions (FTE's) by Program	13.0	13.0	13.0	0.0%

18th Circuit Court Programs and Activities

Justice Program
- Civil Cases
- Criminal Cases
- AJIS Support
- Jury Services

Dept Info

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

Department Head
Donald M. Haddock, Chief Judge
703.746.4123
donald.haddock@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 2009 Approved	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$1,342,075	$1,340,904	$1,387,077
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,342,075	$1,340,904	$1,387,077
Program Outcomes			
% of cases closed within timeframes	97%	100%	100%

Activity Data

CIVIL CASES – The goal of Civil Cases is to close Alexandria civil cases within one year of filing.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$253,834	$258,883	$270,917
FTE's	3	2.9	2.9
# of civil cases closed	3,826	3,188	3,220
City cost per civil case closed	$66	$81	$84
% of civil cases closed within one year of initial filing date	97%	94%	97%
CRIMINAL CASES – The goal of Criminal Cases is to close Alexandria criminal cases within 120 days of indictment.			
Expenditures	$252,616	$258,632	$270,666
FTE's	3	2.9	2.9
# of criminal cases closed	1,787	2,020	2,040
City cost per criminal case closed	$141	$128	$133
% of criminal cases closed within 120 days of indictment	96%	86%	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.			
Expenditures	$657,647	$641,678	$661,871
FTE's	6	6	6
# of hours AJIS available	8,739	8,729	8,816
City cost per hour AJIS available	$75	$74	$75
% of customers satisfied with AJIS	100%	100%	100%
JURY SERVICES – The goal of Jury Services is to provide qualified jurors on a timely basis for Circuit Court civil and criminal trials.			
Expenditures	$177,978	$181,711	$183,623
FTE's	1	1.2	1.2
# of qualified jurors identified	7,285	8,366	8,450
City cost per qualified juror identified	$24	$22	$22
% of juries that begin on schedule	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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$0	$0	$0	0.0%
Non-Personnel	99,004	79,228	59,585	-24.8%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$99,004	$79,228	$59,585	-24.8%
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	$99,004	$79,228	$59,585	-24.8%

Highlights

•In FY 2011 approved General Fund budget decreased $19,643 or 24.8%, primarily attributable to a decrease in public defender fees. This reduction is described on the following pages.

•City funding is provided for non-personnel costs including professional services, office supplies, telecommunications and other miscellaneous non-personnel costs.

18th General District Court

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of traffic cases filed	19,704	22,000	22,000
# of civil cases filed	8,771	11,000	11,000
# of criminal cases filed	5,964	8,400	8,400

Program Level Summary Information

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
General District Court	$99,004	$79,228	$59,585	-24.8%
Total Expenditures	$99,004	$79,228	$59,585	-24.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
General District Court	0.0	0.0	0.0	0.0%
Tottal authorized positions	0.0	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$99,004	$79,228	$59,585
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$99,004	$79,228	$59,585
Program Outcomes			

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$99,004	$79,228	$59,585
FTE's	0.0	0.0	0.0
# of traffic cases filed	19,704	22,000	22,000
# of civil cases filed	8,771	11,000	11,000
# of criminal cases filed	5,964	8,400	8,400

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FY 2011 Approved
General District Court	*Professional Services*	**$20,000**
Due to changes in the manner in which charges are filed, the cost for public defender services can be shifted to the State, resulting in savings to the City.		

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; the office provides clerical assistance to the Circuit Court judges in courtroom proceedings and processes all civil and criminal cases filed with the court.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$1,512,642	$1,477,564	$1,431,991	-3.1%
Non-Personnel	94,296	85,987	86,700	0.8%
Capital Goods Outlay	7,583	0	0	0.0%
Total Expenditures	$1,614,521	$1,563,551	$1,518,691	-2.9%
Less Revenues				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	15,173	0	0	0.0%
Total Designated Funding Sources	$15,173	$0	$0	0.0%
Net General Fund Expenditures	$1,599,348	$1,563,551	$1,518,691	-2.9%
Total Department FTE's	23.0	23.0	22.0	-4.3%

Highlights

•In FY 2011 the approved General Fund budget decreased $44,860 or 2.9%.

•FY 2011 personnel costs decreased by $45,573, or 3.1%; the decrease was due to the hiring of employees at a lower than previously budgeted level and the elimination of a full-time Record Clerk position ($41,966) in the Land Records Program, described on the following pages. These reductions were offset by employee step adjustments and an increase in benefit costs.

•Total non-personnel costs increase by $713, or 0.8%, due to the department's share of costs of the new Cityworks customer relationship management system. (The operating costs of this system are being allocated proportionately to various departments using the system.)

Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Court Support	$771,817	$686,233	$703,208	2.5%
Land Records	$441,231	452,829	343,048	-24.2%
Public Services	$401,472	424,489	472,435	11.3%
Total Expenditures	$1,614,520	$1,563,551	$1,518,691	-2.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Court Support	9.9	8.9	8.9	0.0%
Land Records	7.0	7.0	6.0	-14.4%
Public Services	6.2	7.2	7.2	0.0%
Total full time equivalents (FTE's)	23.0	23.0	22.0	-4.3%

Clerk of the Court Programs and Activities

Court Support
- Criminal Case Process
- Civil and Criminal Case Support
- Public Inquiries
- Wills and Probate
- Leadership and Management

Land Records
- Recordation of Land Documents
- Public Inquiries
- Recordation of Judgments & Financing Statements

Public Services
- Civil Case Filings
- License, Permit & Certificate Processing
- Public Inquiries

Dept Info

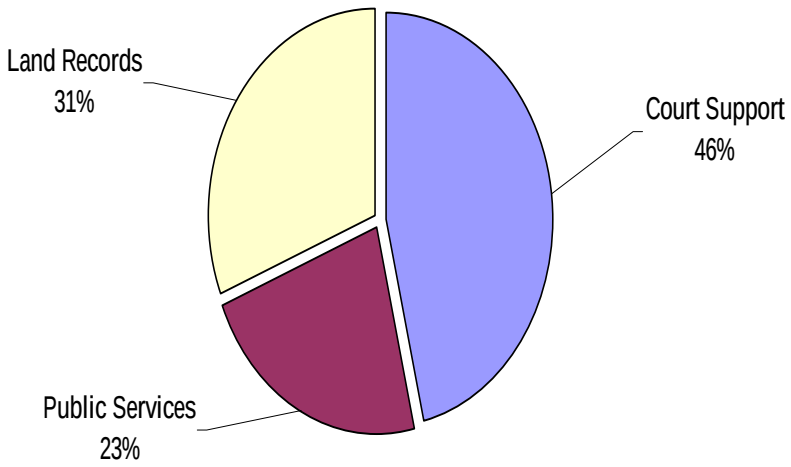
Department Contact Info
703.746.4044
http://www.alexandriava.gov/clerkofcourt/

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

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of criminal cases processed	1,827	1,740	1,784
Cost per criminal case processed	$24.84	$8.82	$38.70
# of land document transactions processed (total)	23,679	29,000	26,340
Cost per recordation of land document transaction	$13.39	$8.75	$8.81
# civil case filings processed	4,053	3,710	3,882
Cost per civil case filing processed	$21.23	$31.82	$33.78

FY 2011 Approved Expenditures by Program



Court Support Program

The goal of the Court Support Program 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.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	47.8%	43.9%	46.3%
Total Expenditures	$771,817	$686,233	$703,208
Less Revenues	$15,173	$0	$0
Net General Fund Expenditures	$756,644	$686,233	$703,208
Program Outcomes			
% of cases and transactions processed within targeted timeframes	100%	100%	100%

Activity Data

CRIMINAL CASE PROCESS – The goal of Criminal Case Processing is to process all criminal cases in a timely manner to enable contributing agencies to access files via the Alexandria Judicial Information System (AJIS).	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$45,384	$15,353	$69,041
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	0.8	0.3	1.4
# of criminal cases processed	1,827	1,740	1,784
Cost per criminal case processed	$24.84	$8.82	$38.70
% of cases processed within two business days	100%	100%	100%

CIVIL AND CRIMINAL CASE SUPPORT – The goal of Civil and Criminal Case Support is to prepare criminal court orders and scan and index all pleadings and court orders in a timely manner in order for the public and contributing agencies to access this information.			
Expenditures	$183,357	$176,898	$120,888
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	3.1	3.0	1.9
# transactions processed (total)	87,574	85,208	86,391
Cost per transaction	$2.09	$2.08	$1.40
% of transactions processed within two business days	100%	100%	100%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	$71,986	$66,075	$73,803
FTE's	1.3	1.1	1.2
# of inquiries handled	19,757	17,699	18,728
Cost per inquiry	$3.64	$3.73	$3.94
% of inquiries handled in a satisfactory manner	100%	100%	100%

Court Support Program, continued

Activity Data

WILLS AND PROBATE – The goal of Wills and Probate is to meet with and qualify executors, administrators, trustees and guardians and process and maintain wills and associated documents.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$66,013	$35,363	$56,609
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	0.7	0.5	1.0
# of transactions processed (probates, qualifications, and related documents)	7,380	7,244	7,312
Cost per transaction	$8.94	$4.88	$7.74
% of transactions issued, indexed, and scanned within two business days	100%	100%	100%

LEADERSHIP AND MANAGEMENT – The goal of Leadership and Management is to plan, organize, direct and coordinate all activities of the department in order to achieve its goals effectively and efficiently.			
Expenditures	$405,077	$392,544	$382,867
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	4.1	4.1	3.5
# of activities managed	11	11	11
Cost per activity	$36,825	$35,686	$34,806
% of department activities achieving effectiveness objectives	100%	100%	100%

Land Records Program

The goal of the Land Records Program 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, deeds of trust, assignments, certificates of satisfaction, power of attorneys, financing statements, judgments and plats and easements.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	27.3%	29.0%	22.6%
Total Expenditures	$441,231	$452,829	$343,048
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$441,231	$452,829	$343,048
Program Outcomes			
% of transactions processed within targeted timeframes	100%	100%	100%

Activity Data

RECORDATION OF LAND DOCUMENTS – The goal of Recordation of Land Documents is to record and process land transactions in a timely manner to facilitate settlements and the return of the original documentation to the owner.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$317,014	$302,808	$231,957
FTE's	4.7	4.7	4.3
# of land document transactions processed (total)	23,679	29,000	26,340
Cost per recordation of land document transaction	$13.39	$8.75	$8.81
% of transactions processed within three business days (excluding time to return documents)	100%	100%	100%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	$90,922	$111,693	$95,632
FTE's	1.7	1.7	1.5
# of inquiries handled	25,347	24,500	24,925
Cost per inquiry	$3.59	$4.56	$3.84
% of inquiries handled in a satisfactory manner	100%	100%	100%

RECORDATION OF JUDGMENTS & FINANCING STATEMENTS – The goal of Recordation of Judgments and Financing Statements is to record, docket and process these items in a timely manner in order to effectuate a lien on real estate.			
Expenditures	$33,295	$38,328	$15,459
FTE's	0.6	0.6	0.2
# of transactions processed (total)	5,921	5,300	5,611
Cost per transaction	$5.62	$7.23	$2.76
% of transactions processed within one business day	100%	100%	100%

Public Services Program

The goal of the Public Services Program is to process all civil case filings, issue licenses, certificates and permits to the general public as mandated by the Code of Virginia.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	24.9%	27.1%	31.1%
Total Expenditures	$401,472	$424,489	$472,435
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$401,472	$424,489	$472,435
Program Outcomes			
% of transactions processed within targeted timeframes	100%	100%	100%

Activity Data

CIVIL CASE FILINGS – The goal of Civil Case Filings is to scan, receipt, index and issue process in all divorce and law cases for attorneys and the general public in a timely manner.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$86,058	$118,063	$131,153
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	1.7	2.2	2.1
# civil case filings processed	4,053	3,710	3,882
Cost per civil case filing processed	$21.23	$31.82	$33.78
% of filings processed within two business days	100%	100%	100%

LICENSE, PERMIT, & CERTIFICATE PROCESSING – The goal of License, Permit and Certificate Processing is to issue and process marriage licenses, concealed handgun permits, notarial certificates; register business names; qualify notaries; record military discharge certificates; and administer oaths to elected and appointed officials.			
Expenditures	$156,834	$153,502	$166,169
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	2.5	2.7	2.6
# of transactions processed (total)	17,406	16,060	16,733
Cost per transaction	$9.01	$9.56	$9.93
% of licenses, permits, and certificates issued, scanned, and indexed within two business days	100%	100%	100%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	$158,580	$152,924	$175,113
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	2.1	2.4	2.6
# of inquiries handled	44,101	44,064	44,083
Cost per inquiry	$3.60	$3.47	$3.97
% of inquiries handled in a satisfactory manner	100%	100%	100%

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2011 Approved
Land Records	*Personnel*	**(1.0 FTE)**	**($41,966)**
This reduction reflects the elimination of a full-time Record Clerk position in the Land Records program. The elimination of the position could impact the Department's customer service at the counter and on the phone, as well as the ability of providing clerks for courtroom proceedings.			

Miscellaneous

"Net City Share" of Clerk of Court Operations	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
General Fund Expenditures			
Personnel	$ 1,512,642	$ 1,477,564	$ 1,431,991
Non-Personnel	94,296	85,987	86,700
Capital Goods	7,583	-	-
Total General Fund Expenditures	*$ 1,614,521*	*$ 1,563,551*	*$ 1,518,691*
General Fund Revenues [1]			
State Reimbursement for Personnel Costs	$ 797,594	$ 974,319	$ 951,639
Excess Clerks' Fees Collected	384,242	150,000	150,000
Total General Fund Revenues	*$ 1,181,836*	*$ 1,124,319*	*$ 1,101,639*
Net City Share (General Fund Expenditures less General Fund Revenues)	$ 432,685	$ 439,232	$ 417,052

[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 2011, it is estimated that the City will receive $3.8 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 2009 Actual*	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$2,678,042	$2,788,146	$2,753,506	-1.2%
Non-Personnel	86,440	77,873	86,235	10.7%
Capital Goods Outlay	1,247	0	0	-
Total Expenditures	$2,765,729	$2,866,019	$2,839,741	-0.9%
Funding Sources				
Internal Service	$0	$0	$0	-
Special Revenue Fund	246,192	239,554	219,867	-8.2%
Total Designated Funding Sources	$246,192	$239,554	$219,867	-8.2%
Net General Fund Expenditures	$2,519,537	$2,626,465	$2,619,874	-0.3%
Total Department FTE's	29.0	29.0	27.0	-6.9%

*In FY 2010 the Parking Adjudication Office was reassigned to the Finance Department. For comparison purposes, the FY 2009 actual data has been moved from the Office of the Commonwealth's Attorney section to the Finance Department section.

Highlights

•In FY 2011 the approved General Fund budget decreased by $6,591, or 0.3%.

•Personnel costs decreased by $34,640, or 1.2%. The decrease is attributable to the elimination of a Restitution Specialist position and an unfunded Assistant Commonwealth's Attorney II position. Reductions of these two positions were partially offset by a step increase and increased benefit costs.

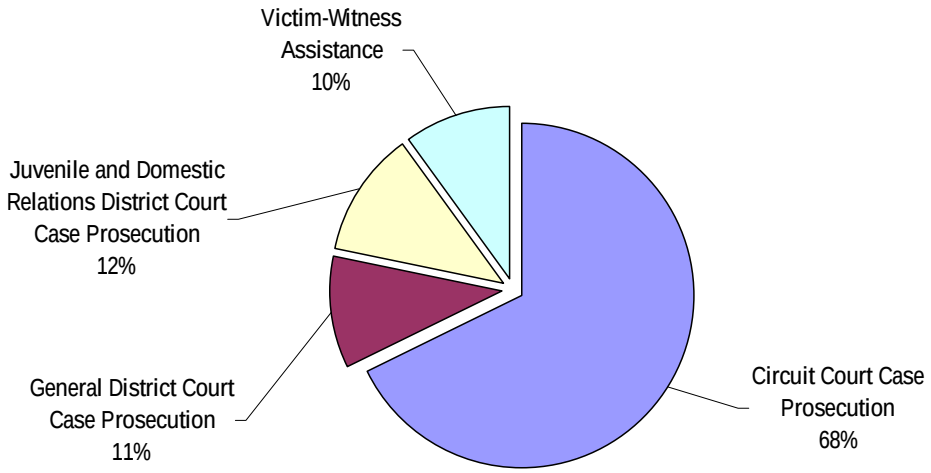
•Total non-personnel costs increased by $8,362, or 10.7%; the increase was attributable to an increase in grant funding from the V-Stop (Violence Against Women Act) grant which allowed for increased expenditures.

•The 8.2% decrease in Special Revenue Funding is attributable to a decrease in funding for the Victim-Witness Program due to the elimination of a Restitution Specialist position.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Conviction Rate	92%	92%	92%
% of cases concluded within time guidelines	95%	94%	95%
Conviction rate for DWI cases	96%	98%	96%

FY 2011 Approved Expenditures by Activity



Activity Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Circuit Court Case Prosecution	$1,791,046	$1,809,494	$1,921,022	6.2%
General District Court Case Prosecution	$381,676	$383,718	$304,073	-20.8%
Juvenile and Domestic Relations Court Case Prosecution	$261,036	$317,765	$331,956	4.5%
Victim-Witness Assistance	$331,971	$355,042	$282,690	-20.4%
Total Expenditures	$2,765,729	$2,866,019	$2,839,741	-0.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Circuit Court Case Prosecution	15.1	15.1	15.1	0.0%
General District Court Case Prosecution	5.5	5.5	4.5	-18.2%
Juvenile and Domestic Relations Court Case Prosecution	3.4	3.4	3.4	0.0%
Victim-Witness Assistance	5.0	5.0	4.0	-20.0%
Total full time employees	29.0	29.0	27.0	-6.9%

Commonwealth's Attorney Programs and Activities

Prosecution of Cases
- Circuit Court Case Prosecution
- General District Court Case Prosecution
- Juvenile and Domestic Relations District 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$2,765,729	$2,866,019	$2,839,741
Less Revenues	$246,192	$239,554	$219,867
Net General Fund Expenditures	$2,519,537	$2,626,465	$2,619,874
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

CIRCUIT COURT CASE PROSECUTION – The goal of Circuit Court Case Prosecution is to prosecute all felony and misdemeanor appeal cases to assure offenders are quickly brought to justice and held accountable.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,791,046	$1,809,494	$1,921,022
FTE's	15.1	15.1	15.1
# of cases concluded	1,781	2,000	1,800
Conviction rate for felony cases	92%	92%	92%
% of cases concluded within prescribed time guidelines	95%	94%	95%

GENERAL DISTRICT COURT CASE PROSECUTION – The goal of General District Court Case Prosecution is to carry out discretionary prosecution of selected misdemeanor offenses to assure targeted offenders are quickly brought to justice and held accountable.			
Expenditures	$381,676	$383,718	$304,073
FTE's	5.5	5.5	4.5
# of cases concluded	8,350	8,401	8,000
% of cases concluded within prescribed time guidelines	85%	85%	85%
Conviction rate for DWI cases	96%	98%	96%

JUVENILE & DOMESTIC RELATIONS DISTRICT COURT CASE PROSECUTION – The goal of J&DR District Court Case Prosecution is to prosecute all felony cases and selected misdemeanors to assure offenders are quickly brought to justice and held accountable.			
Expenditures	$261,036	$317,765	$331,956
FTE's	3.4	3.4	3.4
# of cases concluded	2,150	2,200	2,150
% of cases concluded within prescribed time guidelines	86%	86%	86%
Conviction rate for juvenile felony cases	90%	89%	89%

Prosecution of Cases, continued

Activity Data

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$331,971	$355,042	$282,690
FTE's	5.0	5.0	4.0
# of victims and witnesses served	4,413	4,000	4,400
% of cases in which prosecutors rate the services provided as favorable	96%	96%	96%

Miscellaneous Information

Summary Table of Additional Revenues			
	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$2,765,729	$2,866,019	$2,839,741
Less Revenues	$246,192	$239,554	$219,867
Gen. Fund Expenditures	$2,519,537	$2,626,465	$2,619,874
State Revenues	$1,199,557	$1,284,409	$997,679
General Fund Expenditures Net State Revenues	$1,319,980	$1,342,056	$1,622,195

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction	FTE's	FY 2011 Approved
General District Court Case Prosecution	*Assistant Commonwealth's Attorney II*	**(1.0 FTE)**	**($93,515)**

A vacant Assistant Commonwealth's Attorney II position will remain vacant in FY 2011. Responsibilities of this position will be distributed to other staff in the Office of the Commonwealth's Attorney. By law, the Office of the Commonwealth's Attorney must prosecute felony cases and may, in its discretion, prosecute class 1, 2, and 3 misdemeanor offenses. This reduction could result in increased workloads for arresting officers for court appearances and lower conviction rates.

Victim-Witness Assistance	*Restitution Specialist*	**(1.0 FTE)**	**($44,631)**

The Office of the Commonwealth's Attorney will eliminate a Restitution Specialist position in FY 2011. The Restitution Specialist position is responsible for assisting with the collection of restitution which is ordered by the court. This position is funded partially by grant funds and partially through the City's General Fund. While elimination of this position could lead to some reduction in the amount of restitution collected, responsibilities of the position will be assigned to other staff of the Office of the Commonwealth's Attorney with no significant impact on service.

Court Service Unit Department

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$1,394,065	$1,384,965	1,410,528	1.8%
Non-Personnel	93,534	135,131	134,831	-0.2%
Capital Goods Outlay	0	69,040	0	-100.0%
Interfund Transfer*	87,221	99,498	99,498	0.0%
Total Expenditures**	$1,574,820	$1,688,634	$1,644,857	-2.6%
Less Revenues				
Internal Service	$0	$69,040	0	-100.0%
Special Revenue Fund	135,774	138,336	150,578	8.8%
Interfund Transfer	87,221	99,498	99,498	0.0%
Total Designated Funding Sources	$222,995	$306,874	$250,076	18.5%
Net General Fund Expenditures	$1,351,825	$1,381,760	$1,394,781	0.9%
Total Department FTE's***	10.2	10.2	9.5	-6.9%

*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 and 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 $1,639,725 in FY 2009, $1,539,475 in FY 2010 and approximately the same in FY 2011.

Highlights

•In FY 2011 the approved general fund budget increased by $13,021, or 0.9%.

•FY 2011 personnel costs increased by $25,563, or 1.8%; The increase in personnel costs reflects the restoration of one full-time Case Worker II position ($57,539) in the Intensive Case Management activity, during the Council add/delete process. The increase was also due to employee step adjustments and benefit costs as well as anticipated additional State funds to support the Gang Prevention activity. These funds are used primarily for salaries. These increases were offset by the elimination of one part-time (0.70 FTE) Education Assistant position ($35,269) in the School Suspension Services activity as part of City-wide expenditure reductions described on the following pages.

•Total non-personnel costs decreased $300, or 0.2%. Non-personnel is essentially unchanged from FY 2010 and continues to include $24,107 for the Sheltercare program.

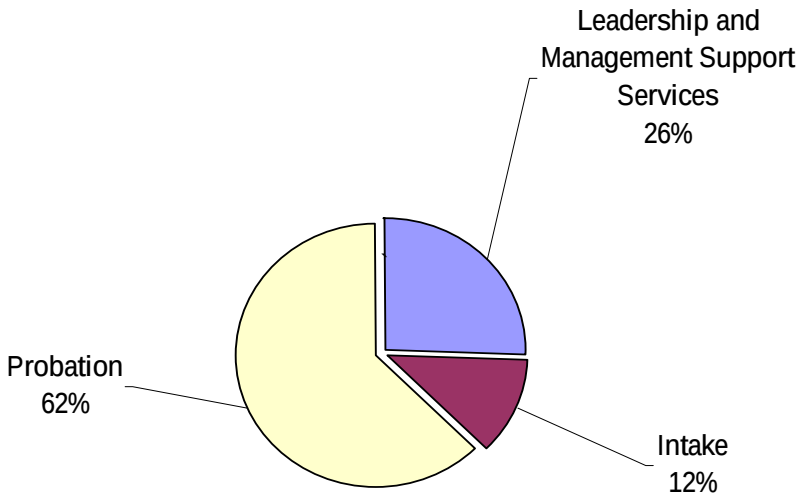
•Capital expenditures decreased $69,040, or 100% , attributable to the funding of four replacement vehicles in FY 2010. Vehicle replacement is budgeted in the Leadership and General Management activity.

•Special revenue fund increased, $12,242, or 8.8%, attributable to the receipt of higher than previously budgeted State Gang Prevention and Intervention funds.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of school suspension cases served	60	45	55
% of cases successfully completing conditions	90%	90%	90%
Number of petitions filed	1,319	1,000	1,200
% of probable cause determinations not appealed	100%	100%	100%

FY 2011 Approved Expenditures by Program



Court Service Unit

Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership and Management Support Services	$447,537	$443,465	$419,483	-5.4%
Intake	215,495	236,922	195,741	-17.4%
Probation	911,790	1,008,247	1,029,633	2.1%
Total Expenditures	$1,574,822	$1,688,634	1,644,857	-2.6%

Staffing Summary [1]

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership and Management Support Services	1.1	1.1	1.1	0.0%
Intake	2.1	2.1	1.4	-51.9%
Probation	7.1	7.1	7.1	0.0%
Total full-time equivalents	10.2	10.2	9.5	-7.4%

[1] The Court Services Unit is comprised of 9 full time City employees, one part-time (0.5FTE) position. Additionally, there are 22 State employees working in the Court Services 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
Lillian Brooks, Dir. of Court Services
703.746.4144
lillian.brooks@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.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	28.4%	26.3%	25.5%
Total Expenditures	$447,537	$443,465	$419,483
Less Revenues	$34,585	$114,040	$60,000
Net General Fund Expenditures	$412,952	$329,425	$359,483
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 in order to facilitate the operations of the Court Service Unit.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$313,802	$309,471	$269,451
FTE's	0.1	0.1	0.1
# of activities managed	15	18	16
# of FTE's managed	10.2	10.2	9.5
$ value of City budget managed	$1,574,820	$1,688,634	$1,644,857
Leadership and General Management as % of Total Expenditures	19.9%	18.3%	16.4%
% of activity goals achieved	90%	100%	100%

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.			
Expenditures	$133,735	$133,994	$150,032
FTE's	1.0	1.0	1.0
# of gang prevention/intervention initiatives managed	6	6	7
# of outreach cases served	49	60	50
# of outreach contacts	2,750	1,200	1,800
# of mentors recruited	66	100	75
Cost per initiative managed	$22,289	$22,332	$21,433
% increase in mentors recruited (annually)	32%	67%	50%
% of outreach cases connected to positive youth activities (annually)	100%	100%	100%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	13.7%	14.0%	11.9%
Total Expenditures	$215,495	$236,922	$195,741
Less Revenues	$30,403	$39,174	$39,174
Net General Fund Expenditures	$185,092	$197,748	$156,567
Program Outcomes			
% of actions completed within 30 days	80%	90%	90%

Activity Data

SCHOOL SUSPENSION SERVICES – The goal of School Suspension Services is to provide after hours supervision for juveniles awaiting Court action in order to prevent further delinquent behavior.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$91,012	$107,582	$70,008
FTE's	1.3	1.3	0.6
# of school suspension cases served	60	45	55
Cost per case served	$1,517	$2,391	$1,273
% of cases successfully completing conditions	90%	90%	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.			
Expenditures	$62,509	$64,141	$63,564
FTE's	0.4	0.4	0.4
# of petitions filed	1,319	1,000	1,200
Cost per petition filed	$47	$64	$53
% of probable cause determinations not appealed	100%	100%	100%

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.			
Expenditures	$29,229	$30,898	$29,601
FTE's	0.2	0.2	0.2
# of diversion cases served	347	175	200
Cost per case served	$84	$177	$148
% of juveniles who successfully complete the diversion plan	80%	85%	85%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$32,745	$34,301	$32,568
FTE's	0.2	0.2	0.2
# of police inquiries responded to	350	300	325
Cost per inquiry responded to	$94	$114	$100
% 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	57.9%	59.7%	62.6%
Total Expenditures	$911,790	$1,008,247	$1,029,633
Less Revenues	$158,007	$153,660	$150,902
Net General Fund Expenditures	$753,783	$854,587	$878,731
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$188,617	$216,863	$239,034
FTE's	0.6	0.6	0.6
# of cases served (average)	272	265	280
Cost per case served	$693	$818	$854
% of cases served with no new offenses	95%	95%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$120,144	$112,287	$110,676
FTE's	0.4	0.4	0.4
# of reports written	179	170	180
Cost per report written	$671	$661	$615
# of custody reports written	10	10	10
# of custody and visitation petitions taken	874	1,000	1,000
# of parenting education participants served (FOCUS)	373	373	373
% of cases served within court ordered timeframes	100%	100%	$100
% of reports written within court ordered timeframe	91%	95%	95%

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.			
Expenditures	$209,161	$218,744	$233,024
FTE's	1.9	1.9	1.9
# of cases served (average)	26	27	28
Cost per case served	$8,045	$8,102	$8,322
% of cases closed successfully	88%	80%	88%

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

SKILLS DEVELOPMENT – The goal of Skills Development is to provide educational programs for juveniles in order to improve their competency.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$44,987	$36,644	$36,037
FTE's	0.2	0.2	0.2
# of participants served (actual)	123	150	150
Cost per participant served	$297	$244	$240
% of participants successfully completing program	98%	95%	95%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$348,881	$423,709	$410,862
FTE's	4.0	4.0	4.0
# of participants enrolled (average)	34	30	30
Cost per participant	$4,519	$14,124	$13,695
% of participants successfully completing program	68%	73%	73%

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2011 Approved
Various	*Personnel*	**(0.70FTE)**	**($35,269)**

This reduction reflects the elimination of one part-time (0.70 FTE) Education Assistant position in the School Suspension Services activity.

The City Manager's proposed budget also included the elimination of one full-time Case Worker II position in the Intensive Case Management activity. This position was restored through the Council add/delete process as described below. It should be noted that State funds to support these activities have been reduced by 5%.

Add/Delete Adjustment

Activity	Option	FTE	FY 2011 Approved
Various	*Personnel*	**1.0 FTE**	**$57,539**

City Council restored the Case Worker II position during the add/delete process. The position will help maintain at-risk youth intervention programs in the City at current service level.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$0	$0	$0	0.0%
Non-Personnel	29,908	34,155	34,512	1.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$29,908	$34,155	$34,512	1.0%
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	$29,908	$34,155	$34,512	1.0%

Highlights

•The FY 2011 approved General Fund budget is increasing by $357, or 1.0%, compared to the approved FY 2010 budget. The increase is attributable to the Department's share of costs of the Cityworks customer relationship management system (The operating costs of this system are being allocated proportionally to various departments using the system.)

•City funding is provided for non-personnel costs including professional services, office supplies, telecommunications and other miscellaneous non-personnel costs.

Juvenile & Domestic Relations District Court

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of juvenile cases docketed	3,360	3,500	3,300
# of juvenile cases concluded	3,140	3,500	3,200
# of domestic relations cases docketed	2,060	2,000	2,000
# of domestic relations cases concluded	2,020	2,100	1,900

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Juvenile and Domestic Relations District Court	$29,908	$34,155	$34,512	1.0%
Total Expenditures	$29,908	$34,155	$34,512	1.0%

Staffing Summary

	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
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 Juvenile and Domestic Relations District Court		Department Contact Info 703.746.4141 www.alexandriava.gov/jdrcourt/ Department Head Constance H. Frogale, Chief Judge 703.746.4141 constance.frogale@alexandriava.gov Department Staff Eric Barr, Clerk of Court 703-746-4141 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$29,908	$34,155	$34,512
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$29,908	$34,155	$34,512

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$29,908	$34,155	$34,512
FTE's	0.0	0.0	0.0
# of juvenile cases docketed	3,360	3,500	3,300
# of juvenile cases concluded	3,140	3,500	3,200
# of domestic relations cases docketed	2,060	2,000	2,000
# of domestic relations cases concluded	2,020	2,100	1,900

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$87,325	$87,290	$90,159	3.3%
Non-Personnel	75,308	76,423	76,423	0.0%
Capital Goods Outlay	0	0	0	NA
Total Expenditures	$162,633	$163,713	$166,582	1.8%
Funding Sources				
Internal Service	$0	$0	$0	NA
Other Special Revenue (Law Library Fees)	53,032	46,786	50,647	8.3%
Total Designated Funding Sources	$53,032	$46,786	$50,647	8.3%
Net General Fund Expenditures	$109,601	$116,927	$115,935	-0.8%
Total Department FTEs	1.0	1.0	1.0	0.0%

Highlights

•In FY 2011 the approved General Fund budget decreased 0.8%, or $992

•FY 2011 personnel budget increased by $2,869, or 3.3%, attributable to an employee step adjustment and an increase in benefit costs.

•FY 2011 non-personnel costs are budgeted at the same level as the approved FY 2010 budget.

•FY2011 revenues are projected to increase by $3,861, or 8.3%, to reflect actual revenue trends.

Law Library

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Law Library	$162,633	$163,713	$166,582	1.8%
Total Expenditures	$162,633	$163,713	$166,582	1.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$162,633	$163,713	$166,582
Less Revenues	$53,032	$46,786	$50,647
Net General Fund Expenditures	$109,601	$116,927	$115,935

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$162,633	$163,713	$166,582
FTE's	1.0	1.0	1.0
# of assists provided	4,471	4,600	5,060
City costs per assist	$36.38	$35.59	$32.92

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel *	$334,020	$365,781	$414,089	13.2%
Non-Personnel	5,093,198	5,000,869	4,868,108	-2.7%
Capital Goods Outlay	0	0	0	NA
Total Expenditures	$5,427,218	$5,366,650	$5,282,197	-1.6%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	194,024	193,358	184,177	-4.7%
Total Designated Funding Sources	$194,024	$193,358	$184,177	-4.7%
Net General Fund Expenditures	$5,233,194	$5,173,292	$5,098,020	-1.5%

* 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

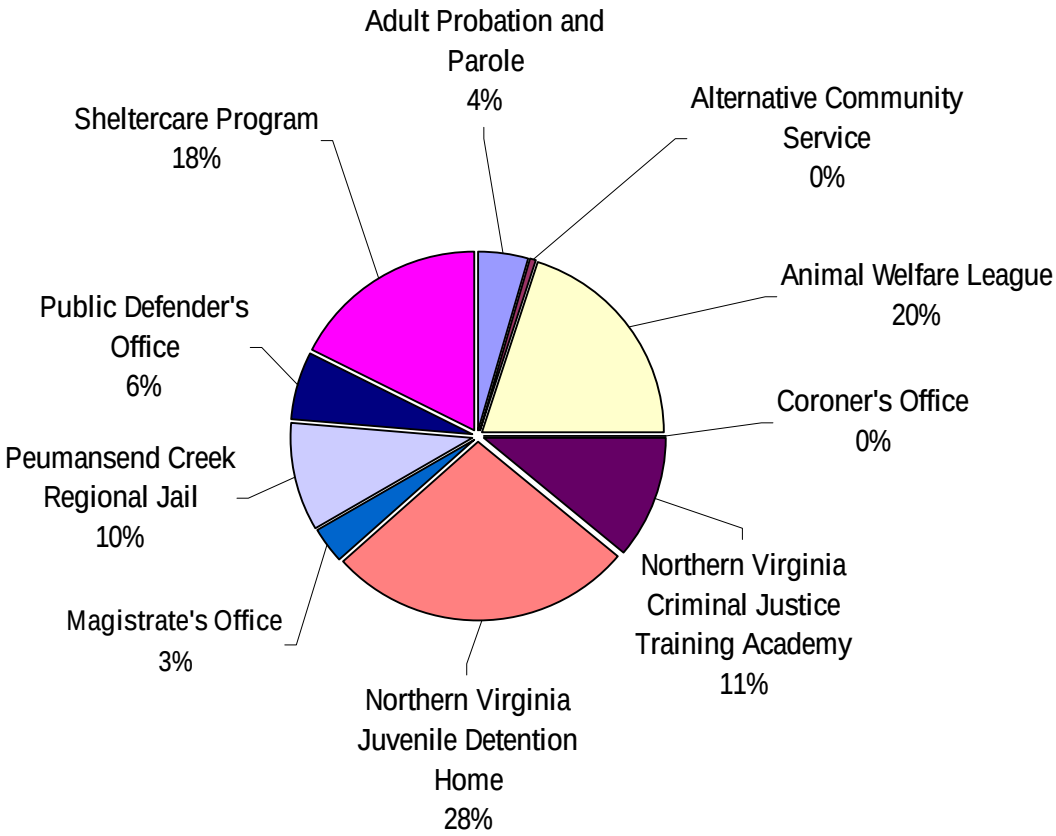
•In FY 2011, the Approved General Fund budget increased $75,272, or 1.5%.

•Personnel costs increased by $48,308, or 13.2%, partially attributable to an increase in the cost of the City supplement to the salaries paid by the State for the Office of Adult Probation and Parole ($36,999); offset by a decrease in the City supplement to the Office of the Magistrate staff salaries ($11,740). The FY 2010 Office of the Magistrate supplement was over budgeted by approximately the same amount due to an error in the calculation of the social security costs. FY 2011 reflects the correct amount needed to supplement the staff salaries. Personnel costs also include a approved new City supplement to the Office of the Public Defender salaries described on the following pages.

•Non-personnel costs decreased by $132,761, or 2.7%. This decrease was partially due to a reduction in the City's contribution to the Northern Virginia Juvenile Detention Home ($58,327). Council reduced the City's contribution to this agency by additional $94,532, to reflect a technical adjustment in the proposed budget, based on the average actual bed utilization rates for the past three years (FY 2007 – FY 2009). These reductions were offset by an increase in lease costs for the Office of the Public Defender ($29,279). In addition to the general fund adjustments, the special revenue funded Sheltercare program is decreasing by $9,181 due to State funding reductions.

•$24,107 continues to be budgeted in the Court Services Unit as a response that makes up for a reduction in the use of Sheltercare beds by Arlington County.

FY 2011 Approved Expenditures by Activity



Other Public Safety and Justice

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Approved	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Other Public Safety and Justice	$5,427,218	$5,366,650	$5,282,197	-2.7%

Other Public Safety and Justice Programs

- Adult Probation and Parole
- Alternative Community Service Program
- Animal Welfare League of Alexandria
- Coroner's Office
- Northern Virginia Criminal Justice Training Academy
- Northern Virginia Juvenile Detention Home
- Office of the Magistrate
- Peumansend Creek Regional Jail
- Public Defender's Office
- Sheltercare Program

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$3,594,025	$3,574,929	$3,841,701
Less Revenues	$194,024	$198,333	$184,177
Net General Fund Expenditures	$3,788,049	$3,376,596	$3,657,524

Activity 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$179,048	$198,366	$235,365
FTE's	0	0	0
# of Clients Served through Supervision Services (average)	650	650	650
Pre-sentence reports written for Court	139	130	130
% of Supervision cases discharged without revocation at or before scheduled expiration	63%	60%	60%

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.			
Expenditures	$18,480	$25,000	$25,000
FTE's	0	0	0
Total clients served*	212	231	231
Cost per client**	$87	$108	$108
Assigned volunteer client hours	10,222	12,164	12,164
Average hours per client	48	53	53
Public Defender referrals	57	63	63
% age of clients that fully complete their community service hours.	93%	93%	93%

*City clients make up 98% of the total. The remaining 2% 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.			
Expenditures	$1,063,118	$1,055,859	$1,055,859
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.			
Expenditures	$0	$4,500	$4,500
FTE's	0	0	0

Other Public Safety and Justice, continued

Activity 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 14 local governments and government-sanctioned organizations.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$573,475	$590,498	$590,498
FTE's	0	0	0

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.			
Expenditures	$166,265	$183,189	$171,449
FTE's		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.			
Expenditures	$573,475	$516,127	$516,127
FTE's		0	0

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.			
Expenditures	$264,810	$266,020	$318,348
FTE's	0	0	0
# of adult crime cases filed*	3,138	3,096	3,235
# of adult crime cases appealed	112	22	23
% age of adult crime cases appealed	3.6%	0.7%	0.7%
# of juvenile crime cases filed*	153	152	159
# of juvenile crime cases appealed	14	5	5
% age of juvenile crime cases appealed	9.2%	3.3%	3.1%

*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 and Arlington.			
Expenditures	$934,402	$933,736	$924,555
FTE's	0	0	0
Number of Alexandria clients served	67	60	60
Number of Alexandria childcare days utilized	3,671	3,400	3,400
% age of Alexandria bed space utilzed	91%	85%	85%

Northern Virginia Juvenile Detention Home

Mission Statement: The mission of the Northern Virginia Juvenile Detention Home is to create through example, policy, programs, and environment, a safe and secure setting that advocates good mental and physical health.

Program Totals	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$1,593,355	$1,593,355	$1,440,496
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,593,355	$1,593,355	$1,440,496
Program Outcomes			
% of bedspace allocated to Alexandria	38%	38%	38%

Activity Data

BASIC NEEDS – The goal of the basic needs activity is to provide general health, nutrition and exercise for juveniles housed in the detention facility to ensure that their fundamental health and wellbeing needs are met.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,434,020	$1,434,020	$1,296,446
FTE's	60.3	60.3	60.3
Number of Alexandria clients served	162	165	165
Number of Alexandria childcare days utilized	5,413	5,612	5,612
% of meals meeting USDA guidelines for for child nutrition	N/A	N/A	TBD

COUNSELING AND TREATMENT – The goal of the Counseling and Treatment activity is to proviude counseling and treatment for juveniles awaiting sentencing with the facility and to ensure that juveniles who are court-ordered to receive additional treatment are			
Expenditures	$159,336	$159,336	$144,050
FTE's	6.7	6.7	6.7
% of post-dispositional juveniles receiving individual counseling	100%	100%	100%
% of post-dispositional juveniles involved in group counseling	100%	100%	100%

Highlights

•In FY 2011, the City contribution to the Northern Virginia Juvenile Detention Home decreased $58,327, or 3.7%; the decrease was due to the application of average actual bed utilization rates for the past three years (FY 2007 – FY 2009), including utilizations by the City of Alexandria (35.2%), Arlington County (61.4%) and the City of Falls Church (3.4%).

•Council reduced the City's contribution to the Northern Virginia Juvenile Detention Home by an additional $94,532, to reflect a technical adjustment to the proposed budget, based on the abovementioned average actual bed utilization rates. This brings the total reductions for this agency to $152,859, or 9.6%.

•In addition to the staff efforts funded above, visitors and volunteers work with the youth who do no have families to aid in their overall care.

•Both staff and youth benefit from a wellness program that includes nutritional planning, health and mental health wellness.

Summary of Budget Changes

Supplemental Request

Activity	Adjustment	FY 2011 Approved
Public Defender	*Salary Supplement*	**$23,049**

Between October 2008 and 2009, the Office has experienced an attorney turnover rate of 60 percent. This adjustment will fund a City supplement to the Office of the Public Defender staff salaries, beginning in FY 2011. The adjustment will adjust employee pay to bring it closer to parity with other State employees in the City. In 2008 the City sought the legal ability from the General Assembly to provide a supplement and successfully achieved a change in the Code of Virginia allowing localities to supplement the salaries of public defenders. In FY 2009 the Office of the Public Defender's staff of 19 employees represented 3,417 people.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$986,305	$730,042	$764,552	4.7%
Non-Personnel	389,694	340,397	364,101	7.0%
Capital Goods Outlay	1,828	0	0	-
Total Expenditures	$1,377,827	$1,070,439	$1,128,653	5.4%
Funding Sources				
Internal Service	$0	$0	$0	-
Special Revenue Fund	0	0	0	-
Total Designated Funding Sources	$0	$0	$0	-
Net General Fund Expenditures	$1,377,827	$1,070,439	$1,128,653	5.4%
Total Department FTE's	6.6	6.6	6.6	0.0%

Highlights

• In FY 2011 the approved General Fund budget increases by $58,214 (5.4%) reflecting increased costs related to an increase in personnel costs and increased rent for office space compared to the previous fiscal year (FY 2010).

• FY 2011 personnel costs increase by $34,510, or 4.7%; the increase is due to a step increase and increased benefit costs.

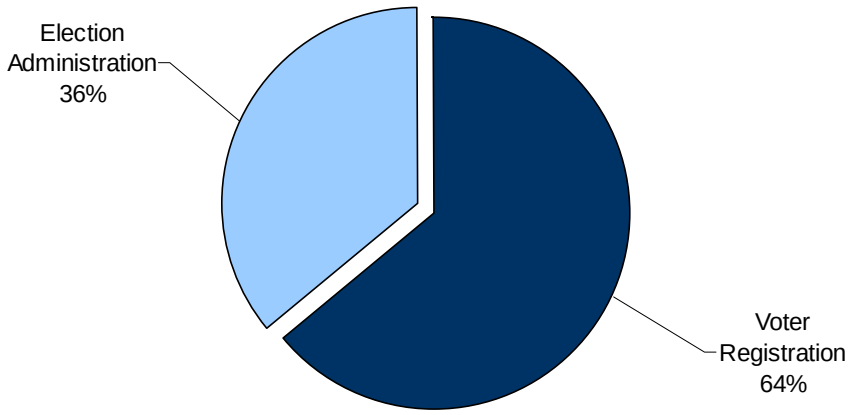
• Total non-personnel costs increase by $23,704, or 7.0%, primarily due to higher costs for office space.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of registered voters	98,816	85,000	96,000
# of voter registration transactions [1]	146,670	100,000	100,000
Cost of Voter Registration per registered voter	$7.96	$8.04	$7.52
# of elections administered	5	2	2
Cost of Election Administration per registered voter served (precincts and absentee voting)	$5.72	$9.67	$20.32

[1] # of registration transactions in FY 2009 is the result of activity associated with the Presidential election.

FY 2011 Approved Expenditures by Activity



Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Voter Registration and Elections	$1,377,826	$1,070,439	$1,128,653	5.4%
Total Expenditures	$1,377,826	$1,070,439	$1,128,653	5.4%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Voter Registration and Elections	6.6	6.6	6.6	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

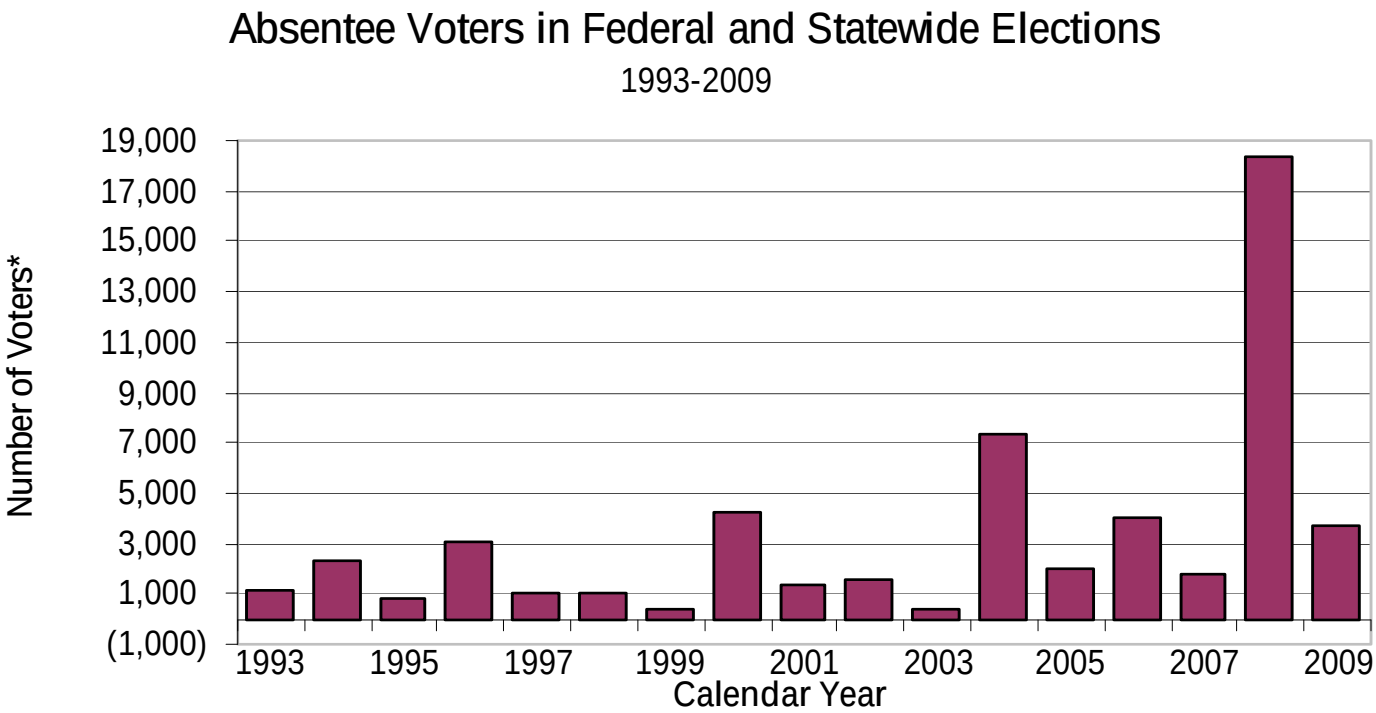
The goal of the Voter Registration & Elections Program is to administer election programs relative to voter eligibility, voter information/education, and candidate eligibility; and to administer the electoral process for the voters, candidates, and the community in order to ensure that every voter has a fair and equal opportunity to participate in the election process.

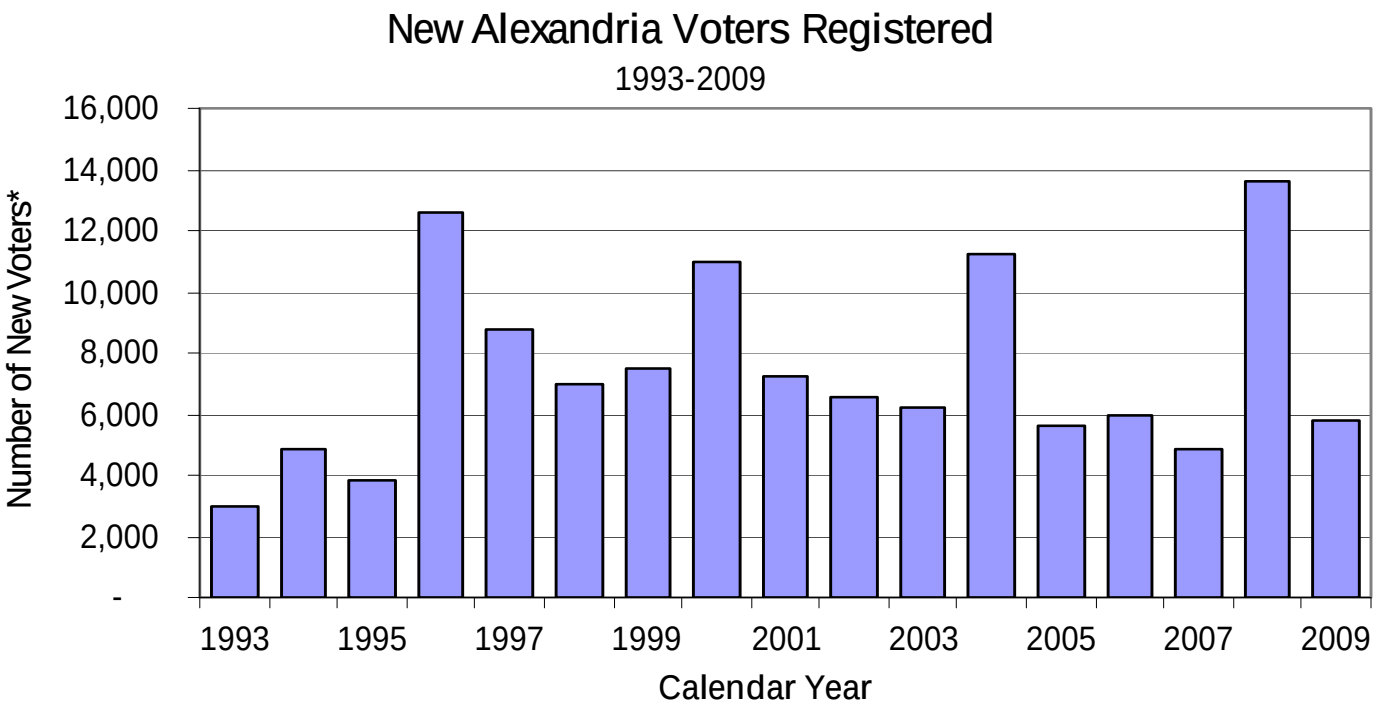
Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$1,377,826	$1,070,439	$1,128,653
Less Revenues	0	0	0
Net General Fund Expenditures	$1,377,826	$1,070,439	$1,128,653
Program Outcomes			
% of Voter Registration & Election Administration activities in compliance with Election Board, state and federal laws and regulations.	99.99%	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 world wide web, and by mail.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$786,395	$683,661	$722,298
FTE's	4.6	4.6	4.6
# of voter registration transactions	146,670	100,000	100,000
# of registered voters	98,816	85,000	96,000
Cost of Voter Registration per registered voter	$7.96	$8.04	$7.52
% of voter registration records accurate	88%	90%	92%

ELECTION ADMINISTRATION – The goal of Elections Administration is to conduct the election 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.			
Expenditures	$591,431	$386,778	$406,355
FTE's	2.0	2.0	2.0
# of elections administered	5	2	2
# of absentee voters (in-person, ballots mailed and emailed) served	18,509	5,000	1,000
# of registered voters served (precincts and absentee voting)	103,413	40,000	20,000
Cost of Election Administration per registered voter served (precincts and absentee voting)	$5.72	$9.67	$20.32
# of finance reports filed	148	65	55
% of results reported within 2 hours of poll closing	100%	100%	100%





*Voter registration follows a cyclical pattern, with the largest increase in new voters registered occurring in Presidential election years (1992, 1996, 2000, 2004 and 2008).

"Net City Share" of Registrar's Office

	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
General Fund Expenditures			
Personnel	$ 986,305	$ 730,042	$ 764,552
Non-Personnel	389,694	340,397	364,101
Capital Goods	1,828	-	-
Total General Fund Expenditures	*$ 1,377,827*	*$ 1,070,439*	*$ 1,128,653*
General Fund Revenues [1]			
State Reimbursement for Personnel Costs	$ 71,807	$ 66,946	$ 60,246
Net City Share (General Fund Expenditures less General Fund Revenues)	$ 1,306,020	$ 1,003,493	$ 1,068,407

[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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$22,645,227	$22,501,954	$22,878,127	1.7%
Non-Personnel	4,324,978	4,375,356	4,837,349	10.6%
Capital Goods Outlay	0	107,153	170,274	58.9%
Interfund Transfers	0	0	0	0.0%
Total Expenditures	$26,970,205	$26,984,463	$27,885,750	3.3%
Less Revenues				
Internal Service	$12,739	$97,153	$160,274	65.0%
Special Revenue Fund	917,877	1,061,142	1,014,943	-4.4%
Total Designated Funding Sources	$930,616	$1,158,295	$1,175,217	1.5%
Net General Fund Expenditures	$26,039,589	$25,826,168	$26,710,533	3.4%
Total Department FTE's	218.0	218.0	219.0	0.5%

Highlights

•In FY 2011, the Approved General Fund budget increased by $884,365 or 3.4%.

• FY 2011 personnel costs increased by $376,173 or 1.7%; the increase is primarily due an increase in the retirement rate and health insurance participation.

•The City Manager's Proposed Budget included an unfunded Deputy Sheriff Position. Funding was restored during the Add/Delete process, increasing the total departmental budget by $68,795 and 1.0 FTE.

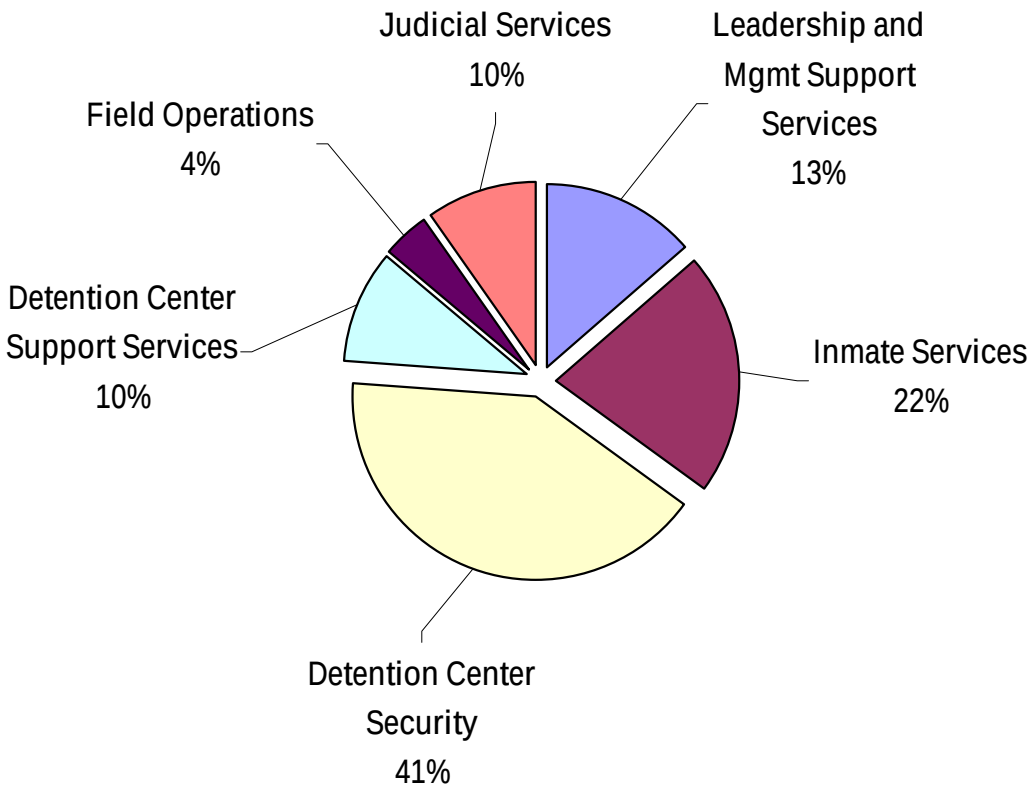
•During the Add/Delete process, $15,000 in funding was added for drug lab testing expense.

•Total non-personnel costs increased by $461,993 or 10.6% primarily due to a significant increase in the medical services contract for inmates.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Average daily population served	435	500	460
% of inmates held without escape	100%	100%	100%
Security operations -cost per inmate served per day	$76.72	$62.59	$68.35
# of meals served per day	1,053	1,500	1,500
Food service-cost per meal served	$1.52	$1.19	$1.17
Facility support-cost per inmate served per day	$7.11	$6.09	$6.84
# of Courthouse users screened annually	292,868	315,000	315,000

FY 2011 Approved Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership and Management Support Services	$3,448,491	$3,713,663	$3,762,007	1.3%
Inmate Services	5,411,858	5,495,830	6,003,194	9.2%
Detention Center Security	12,180,563	11,421,813	11,475,779	0.5%
Detention Center Support Services	2,501,520	2,622,657	2,790,013	6.4%
Field Operations	908,195	1,101,825	1,165,994	5.8%
Judicial Services	2,519,579	2,628,675	2,688,763	2.3%
Total Expenditures	$26,970,206	$26,984,463	$27,885,750	3.3%

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership and Management Support Services	30.7	27.2	27.0	-0.7%
Inmate Services	26.0	28.2	28.2	0.0%
Detention Center Security	112.5	109.1	110.1	0.9%
Detention Center Support Services	14.9	20.0	20.0	0.1%
Field Operations	9.7	9.5	9.6	1.3%
Judicial Services	24.3	24.1	24.2	0.3%
Total Full-time Equivalents	218.0	218.0	219.0	0.5%

Sheriff Programs and Activities

Leadership and General Management
- Information Tech Management
- Training
- Planning and Project Mgmt.
- Leadership and General Mgmt.
- Fleet & Uniform Management

Detention Center Security
- Security Operations

Field Operations
- Transportation
- Warrant Service
- Gang Intelligence

Inmate Services
- Inmate Programs
- Inmate Alternative Programs
- Inmate Classification
- Medical Services
- Mental Health Services

Detention Center Support Services
- Records
- Facility Support
- Food Services
- Community Work Detail

Judicial Services
- Courthouse/Courtroom 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 Support Services 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	12.8%	13.8%	13.5%
Total Expenditures	$3,448,491	$3,713,663	$3,762,007
Less Revenues	$12,743	$97,153	$160,274
Net General Fund Expenditures	$3,435,748	$3,616,510	$3,601,733
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,521,978	$1,759,287	$1,730,023
FTE's	16.9	13.2	13.0
# of departmental FTE's managed	219	218	218
# of citizen complaints relating to Internal Affairs	24	15	25
# of litigation management hours	75	120	80
# of background investigations	250	185	200
Leadership & General Management support services cost as a % of dept. expend.	5.6%	6.5%	6.2%
% 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.			
Expenditures	$396,568	$464,115	$558,898
FTE's	3.8	3.5	3.5
# of requests responded to for computer and technical issues	961	800	825
Cost per system user	$1,828	$2,139	$2,576
% 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			
Expenditures	$701,727	$704,467	$566,559
FTE's	6.0	5.6	4.6
# of training hours provided	18,218	18,000	18,000
Cost per training hour	$38.52	$39.14	$31.48
% 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	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$343,771	$329,615	$437,730
FTE's	2.4	3.3	4.3
# of Accreditations maintained	4	4	4
# of community events/activities	100	85	100
Cost for daily management of accreditation standards	$235.46	$225.76	$299.82
% 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.			
Expenditures	$484,447	$456,179	$468,797
FTE's	1.6	1.6	1.6
# of Sworn FTE's	173	171	173
# of department vehicles maintained	36	37	36
% of staff adequately equipped	100%	100%	100%
Daily cost per FTE to equip and maintain in a ready status vehicles and equipment	$7.67	$7.31	$7.42

Inmate Services Program

The goal of Inmate Services is to coordinate and deliver services to inmates within the Detention Center.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	20.1%	20.4%	21.5%
Total Expenditures	$5,411,858	$5,495,830	$6,003,194
Less Revenues	$828,864	$881,142	$844,676
Net General Fund Expenditures	$4,582,994	$4,614,688	$5,158,518
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 for the purpose of inmate rehabilitation.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$450,977	$388,631	$403,021
FTE's	5.0	3.3	3.5
# programs maintained	5	5	5
Daily Cost to maintain program opportunities for inmate population per inmate	$2.84	$2.13	$2.21
% of programs utilized	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 local probation, community service and work release. This includes the Alcohol Safety Action Program (ASAP).			
Expenditures	$1,478,859	$1,663,652	$1,761,978
FTE's	12.0	15.3	15.5
# of alternative programs maintained	5	5.0	5.0
# of participant days for all programs	592,765	517,940	520,000
Cost to provide program per participant day	$2.49	$3.21	$3.39
% of alternative programs utilized	100%	100%	100%

INMATE CLASSIFICATION – The goal of Inmate Classification is to evaluate inmates to determine appropriate housing and services in order to manage inmates within the Detention Center.			
Expenditures	$887,819	$915,005	$885,554
FTE's	8.8	9.3	9.0
# of intake interviews	3,690	4,000	4,000
Cost per inmate served (ADP) per day	$5.59	$5.01	$4.85
% of inmates who do not commit suicide during incarceration	99.8%	100%	100%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$2,127,663	$2,013,313	$2,437,246
FTE's	0.1	0.1	0.1
Cost per inmate per day	$13.40	$11.03	$14.52
% 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.			
Expenditures	$466,540	$515,229	$515,395
FTE's	0.1	0.1	0.1
Cost per inmate per day	$2.94	$2.82	$3.07
% of inmates who do not commit suicide during incarceration	99.8%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	45.2%	42.3%	41.2%
Total Expenditures	$12,180,563	$11,421,813	$11,475,779
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$12,180,563	$11,421,813	$11,475,779
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$12,180,563	$11,421,813	$11,475,779
FTE's	112.5	109.1	110.1
# of intakes	10,129	11,000	10,600
% of inmates held without escape	100%	100%	100%
Cost per inmate served (ADP) per day	$76.72	$62.59	$68.35

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	9.3%	9.7%	10.0%
Total Expenditures	$2,501,520	$2,622,657	$2,790,013
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,501,520	$2,622,657	$2,790,013
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$633,650	$666,173	$685,101
FTE's	7.3	9.3	9.3
# of inmate records processed annually	39,384	30,000	35,000
Cost per inmate record	$16.09	$22.21	$19.57
% 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.			
Expenditures	$1,129,314	$1,110,618	$1,148,790
FTE's	5.1	7.3	7.4
Square footage supported	143,604	143,604	143,604
Cost per inmate served (ADP) per day to maintain upkeep of PSC	$7.11	$6.09	$6.84
% of DOC Standards met (Department of Corrections)	100%	100%	100%
% of ACA Standards met (American Correctional Association)	96%	95%	96%

Detention Center Support Services Program, continued

FOOD SERVICES – The goal of Food Services is to provide meals for inmates within the Detention Center.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$584,609	$650,456	$642,866
FTE's	0.3	0.3	0.2
# of meals served per day	1,053	1,500	1,500
Cost per meal served	$1.52	$1.19	$1.17
% 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.			
Expenditures	$153,947	$195,410	$313,256
FTE's	2.2	3.1	3.1
# of inmate participants	8	10	10
# of service hours provided	7,805	9,000	9,000
$ value of inmate hours provided	$156,100	$100,000	$180,000
Cost per inmate hours	$19.72	$21.71	$34.81
% of Community Requests responded to	100%	100%	100%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	3.4%	4.1%	4.2%
Total Expenditures	$908,195	$1,101,825	$1,165,994
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$908,195	$1,101,825	$1,165,994
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$338,361	$445,667	$488,389
FTE's	3.9	3.9	4.1
# of transports completed	1,890	2,500	2,000
Cost per transport	$179.03	$178.27	$244.19
% 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.			
Expenditures	$365,131	$509,359	$522,081
FTE's	3.9	3.9	4.0
# of arrest warrants processed	5,044	3,000	4,000
# of arrest warrants executed	1,144	1,100	1,100
Cost per arrest warrant processed	$72.39	$169.79	$130.52
# of individuals arrested	882	915	850

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.			
Expenditures	$204,703	$146,799	$155,524
FTE's	1.9	1.6	1.5
# of inmate investigations related to gang activity conducted	6,261	7,300	7,000
Cost per inmate served (ADP) per day	$1.29	$0.80	$0.93
% 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	9.3%	9.7%	9.6%
Total Expenditures	$2,519,579	$2,628,675	$2,688,763
Less Revenues	$89,008	$180,000	$170,267
Net General Fund Expenditures	$2,430,571	$2,448,675	$2,518,496
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,881,015	$1,922,690	$1,908,347
FTE's	17.4	18.1	17.4
# of screenings conducted	292,868	315,000	315,000
# of prisoners secured in the Courthouse	2,302	2,500	2,500
# of court proceedings held	77,425	70,000	75,000
Cost of Security per Courthouse user and inmate held	$5.05	$4.96	$4.86
% 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.			
Expenditures	$638,564	$705,985	$780,416
FTE's	6.9	6.1	6.9
# of valid documents received	21,742	21,000	21,000
# of attempted services	7,653	7,000	7,000
# of documents served including attempted services	29,395	27,500	27,500
Cost per document received	$29.37	$33.62	$37.16
% of documents served	100%	100%	100%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2011 Approved
Medical Services	*Increase in Medical Contract*	**$423,767**
This adjustment will provide for an increase in the Sheriff's medical contract, which will be rebid in Spring 2010. A significant increase is expected due to the increasing complexity and cost of treating the inmate population.		
Inmate Alt Programs	*Lease Increase*	**$13,859**
This adjustment will provide for an increase in lease costs for the ASAP and pre-trial services programs.		
Inmate Programs	*GED Teacher Salary Adjustment*	**$13,350**
This adjustment will provide for an increase for the cost of a GED teacher. This teacher oversees both the GED and ESL programs.		
Technology Info Mgmt	*MDB Depreciation*	**$17,637**
This adjustment will provide funds for annual depreciation of 10 mobile data browsers purchased in FY 2009.		

Fees for Services

Activity	Fee Adjustment	FY 2011 Approved
Security Operations	*Federal Prisoner Per Diem Increase*	**$605,900**
The Sheriff's contract with the Federal Government guarantees housing for 150 federal prisoners. If the Detention Center holds more than 150 federal prisoners, the City receives an additional $83-$113.50 per prisoner per day. The Sheriff's Office has approval to house an additional 20 prisoners, increasing the number of federal prisoners from 150 to 170. In the first 6 months of FY 2010, the Detention Center held an average of 176 federal prisoners. This increase will result in an increase in duties and responsibilities for existing staff assigned to the Security Operations Division.		

Summary of Budget Changes

Unfunded Position Reduction Options

Security Operations	*Deputy Sheriff Position*	**0.00**	**$0**

In FY 2010 Approved Budget, this reduction eliminated funds for a Deputy Sheriff position in the Sheriff's Office. However, the Sheriff's Office retained the position. In the City Manager's Proposed FY 2011 budget, this position was to continue to be held open in FY 2011 (Total position count = 219). The loss of this funding would have resulted in less than 100% staffing at the Detention Center, which may have resulted in the use of overtime on an as needed basis, or otherwise raised safety issues. The total savings was $68,795.

During the Add/Delete process, Council added back funding for this position.

Add/Delete Adjustments

Activity	Adjustment	FY 2011 Approved
Inmate Alternative Programs	*Cost of Lab Technician*	**$15,000**

The Virginia Adult Probation and Patrol Office handles drug testing for Pre-Trial Services/Local Probation and background checks. The position was funded through High Intensity Drug Trafficking Areas (HIDTA) monies via the Community Services Board. The Office asked the City to pay 30% of the cost of the position, the Sheriff's Office share of the testing.

Security Operations	*Deputy Sheriff Position*	**$0**

Funding for a Deputy Sheriff Position was restored during the Add/Delete process. See Unfunded Position Reduction Options section above for detailed information.

Miscellaneous Department Information

Net City Share of Sheriff's Office Operations

	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
General Fund Expenditures	$26,039,589	$25,826,168	$26,710,533
Sheriff Related General Fund Revenues			
Federal Prisoner Per Diem	$6,618,539	$6,448,523	$6,518,900
State Compensation Board	$4,945,499	$5,296,189	$4,744,498
State Prisoner Per Diem	$647,130	$1,000,000	$515,733
State Criminal Alien Assistance Program	$197,909	$195,000	$160,000
Sheriff's Fees	$12,101	$14,000	$14,000
Work Release Fees	$14,036	$10,000	$10,000
Total	$12,435,214	$12,963,712	$11,963,131
Net City Share (General Fund Exp Less Related Revenues)	$13,604,375	$12,862,456	$14,747,402

General Government

Citizen Assistance 13-2
Office of Communications..... 13-9
Finance..... 13-15
General Services..... 13-25
Human Resources..... 13-41
Human Rights..... 13-53
Information Technology Services 13-59
Internal Audit 13-70
Office of Management and Budget..... 13-73
Non-Departmental 13-77
Office of Procurement..... 13-87
Real Estate Assessments..... 13-90
Office on Women..... 13-97

Office of Citizen Assistance

Mission Statement: The mission of the Office of Citizen Assistance is to provide citizens with an easily accessible point of contact within City government by responding to individual citizen requests for information or complaints about City services, consumer education and advocacy, regulating cable television services in the City, franchise compliance, and processing all requests for materials under the VA Freedom of Information Act (FOIA) and providing administrative support for Boards and Commissions.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2009 Actual [1]	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$525,111	$476,401	$479,085	0.6%
Non-Personnel	85,598	86,692	80,191	-7.5%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$610,709	$563,093	$559,276	-0.7%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund (Donations)	9,567	5,498	5,498	0.0%
Total Designated Funding Sources	$9,567	$5,498	$5,498	0.0%
Net General Fund Expenditures	$601,142	$557,595	$553,778	-0.7%
Total Department FTE's	6.8	4.8	4.5	-6.3%

[1] During FY 2009, a Consumer Affairs Administrator position was transferred from Citizen Assistance to the Office of Communications. The position is budgeted in the Communications Office in FY 2010 and for comparison purposes the FY 2009 actual data are reflected there as well.

Highlights

•In FY 2011 the approved General Fund budget decreased $3,817, or 0.7%.

•FY 2011 personnel expenditures increased by $2,684, or 0.6%. This increase is primarily attributable to employee step adjustments and benefit costs; offset by the reduction of a part-time (0.75FTE) Clerk Typist III position by 0.25FTE ($13,195). The position has been reduced to reflect that a portion of the duties (the appointment processing function of Boards and Commissions) are now performed by the Office of the City Clerk.

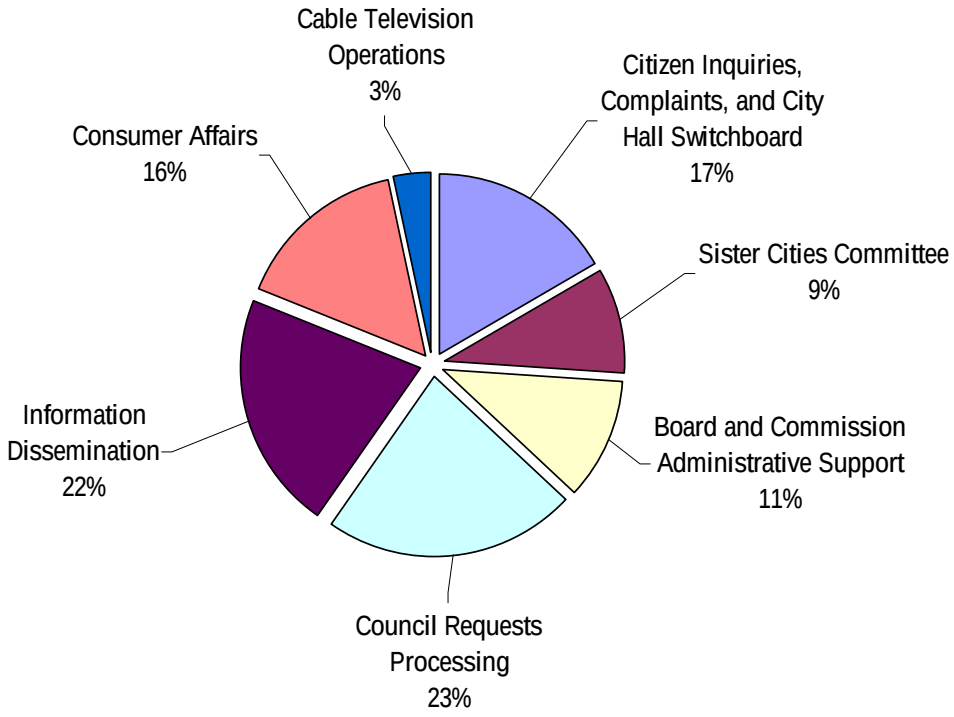
• FY 2011 non-personnel expenditures decreased by $6,501, or 7.5%. This decrease is attributable to reductions related to the transfer of the Board and Commission appointment processing function from the Office of Citizen Assistance to the Office of the City Clerk, including a reduction in photo copying ($1,777) and postage ($1,437) costs. This decrease is also attributable to a reduction in printing costs for the Know Your City Publication ($2,000), and a reduction in cable franchise legal services ($2,000); offset by the department's share of costs of the new Cityworks customer relationship management system ($713).

•During FY 2011 Citizen Assistance and the Office of Communications will be merged to create a new department. Through the Fall Reappropriation Ordinance City Council will reappropriate existing funds to create a single department. The FY 2012 budget document will reflect the new organizational structure.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total # of citizens assisted (transactions)	62,967	60,000	56,500
# of Freedom of Information Act (FOIA) requests filed	429	500	450
# of formal Council requests processed	91	100	100
# of informal Council requests processed	727	600	650

FY 2011 Approved Expenditures by Activity



Activity Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Citizen Assistance	$471,105	$458,000	$453,677	-0.9%
Consumer Affairs	$139,604	$105,093	$105,599	0.5%
Total Expenditures	$610,709	$563,093	$559,276	-0.7%

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Citizen Assistance	4.9	3.9	3.6	-7.7%
Consumer Affairs	1.9	0.9	0.9	0.0%
Total full time employees	6.8	4.8	4.5	-6.3%

Citizen Assistance Programs and Activities

Citizen Assistance

- Citizen Inquiries, Complaints and City Hall Switchboard
- Board and Commission Administrative Support
- Council Requests Processing
- Information Dissemination
- Sister Cities Activities

Consumer Affairs

- Consumer Affairs
- Cable Television Operations

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Dept Info

Department Contact Info
703.746.4800
http://alexandriava.gov/citizen/

Department Head
Rose Boyd, Director
703.746.4800
rose.boyd@alexandriava.gov

Citizen Assistance

The goal of Citizen Assistance is to assist the public in obtaining information and resolving problems related to the City of Alexandria to ensure City government is responsive to citizens and visitors.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	77.1%	81.3%	81.1%
Total Expenditures	$471,105	$458,000	$453,677
Less Revenues	6,131	5,498	5,498
Net General Fund Expenditures	$464,974	$452,502	$448,179
Program Outcomes			
% of timeliness standards met	100%	100%	100%

Activity Data

CITIZEN INQUIRIES, COMPLAINTS, & CITY HALL SWITCHBOARD – The goal of Citizen Inquiries, Complaints and City Hall Switchboard is to respond to inquiries and complaints regarding City operations, inform citizens, answer incoming calls, greet all visitors to City Hall and direct them to the proper office.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$90,525	$98,746	$93,388
FTE's	1.9	0.9	0.9
Total # of citizens assisted (transactions)	62,967	60,000	56,500
# of calls processed	36,325	35,000	32,500
Cost per citizen assisted	$1.44	$1.65	$1.65
% of complaints and inquiries resolved within 10 days	90%	90%	90%
% of complaints and inquiries processed within 2 working days	100%	100%	100%

BOARD & COMMISSION ADMINISTRATIVE SUPPORT – The goal of Board and Commission Administrative Support is to provide advice and support to Council appointed boards.			
Expenditures	$68,604	$73,187	$60,430
FTE's	0.9	0.9	0.7
# of commissions and boards supported	72	72	72
% of public meetings announced at least 3 working days in advance	90%	90%	90%
# of applications processed*	333	400	NA
# of vacancies filled*	277	300	NA
Cost per application processed*	$206	$183	NA

*These measures were transferred to the Office of the City Clerk in FY 2011.

COUNCIL REQUESTS PROCESSING – The goal of Council Requests Processing is to take requests from Council and coordinate with City departments to ensure a complete and timely response.			
Expenditures	$122,486	$124,016	$127,308
FTE's	0.9	0.9	0.9
# formal Council requests processed	91	100	100
# informal Council requests processed	727	600	650
Cost per request processed (total)	$150	$177	$170
% of formal requests processed within 10 days	98%	100%	97%
% of informal requests processed within 5 days	98%	100%	97%

Citizen Assistance, continued

Activity Data

INFORMATION DISSEMINATION – The goal of Information Dissemination is to distribute informational items to ensure the public is informed about City government and its services, public meetings and City-wide activities and process citizens' requests for copies of City records and provide the information within the time frame allotted by the Freedom of Information Act.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$128,264	$112,239	$120,255
FTE's	0.9	0.9	0.9
# of FOIA requests filed	429	500	450
Cost per resident for information dissemination	$0.91	$0.79	$0.85
% of FOIA requests processed within state mandated timeframes	99%	95%	99%

SISTER CITIES ACTIVITIES – The goal of the Sister Cities Program is to promote and encourage good relations between the City of Alexandria and its four sister cities. These cities include: Caen, France; Gyumri, Armenia; Dundee, Scotland; and Helsinborg, Sweden.			
Expenditures	$61,226	$49,812	$52,296
FTE's	0.3	0.3	0.3
# of exchange programs planned	3	2	2
# of official delegates hosted	15	8	8
% of programs planned and implemented	100%	100%	100%

Consumer Affairs

The focus of Consumer Affairs is primarily on financial literacy, the Dollar Wi$e Program, the Do Not Deliver Initiative and to process cable television subscriber complaints that have not been resolved by the franchisee.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	22.86%	18.66%	18.88%
Total Expenditures	$139,604	$105,093	$105,599
Less Revenues	$3,436	$0	$0
Net General Fund Expenditures	$136,168	$105,093	$105,599
Program Outcomes			

Activity Data

CONSUMER AFFAIRS - The goal of Consumer Affairs is to prevent unfair trade practices through community education and information programs, including financial literacy programs. Staff also enforces the Do Not Deliver Ordinance and processes complaints related to non-compliance by newspapers.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$128,231	$85,146	$87,319
FTE's	1.9	0.9	0.9
Total # consumers assisted*	11,493	NA	NA
Cost per consumer assisted*	$11	NA	NA
# of youth and adults trained**	N/A	50	100

*The consumer complaint function was eliminated in FY 2010.

**New Measure in FY 2009.

CABLE TELEVISION OPERATIONS – The goal of Cable Television Operations is to monitor the activities of the cable franchisee, process complaints that cannot be resolved by the franchisee, schedule the local government programming and post information on the local government channel to ensure good customer service to subscribers.			
Expenditures	$11,373	$19,947	$18,280
FTE's	0.1	0.1	0.1
# public meetings scheduled for taping	142	142	145

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTEs	FY 2011 Approved
Boards and Commissions	*Various*	**(0.25 FTE)**	**($16,409)**
These reductions reflect the transfer of the Board and Commission appointment processing function from the Office of Citizen Assistance to the Office of the City Clerk. The reductions include the reduction of a part-time position by 0.25FTE to 0.50FTE ($13,195). The incumbent will continue to perform other Boards and Commissions administrative support, including preparing a monthly calendar and minutes and annual report tracking for meetings and annual attendance reports. These reductions also include reductions in photo copying ($1,777) and postage ($1,437) costs.			
All	*Various*	**(0.0 FTE)**	**($4,000)**
These reductions reflect a reduction in printing costs for the Know Your City ($2,000). Printed copies of this publication will be discontinued, however, an electronic copy will be available on the City's website. The reductions also reflect a reduction in cable franchise legal services ($2,000). These services are provided in the Office of the City Attorney.			

Office of Communications

Mission Statement: The mission of the Office of Communications is to provide employees and the community and media with an array of information, services, and tools in order to provide a strong understanding of all aspects of City government, facilitate positive interaction with City government, and promote responsiveness to changing needs, market the City, and engage the community in decisions and processes.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2009 Actual*	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$1,178,732	$1,137,271	$1,079,191	-5.1%
Non-Personnel	224,453	168,990	153,129	-9.4%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,403,185	$1,306,261	$1,232,320	-5.7%
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	$1,403,185	$1,306,261	$1,232,320	-5.7%
Total Department FTE's	11.0	10.0	9.0	-10.0%

*During FY 2009, a Consumer Affairs Administrator position was transferred from Citizen Assistance to the Office of Communications. The position is budgeted in the Communications Office in FY 2010 and for comparison purposes the FY 2009 actual data are reflected there as well.

Highlights

•In FY 2011, the Approved General Fund budget deceases by $73,941 (5.7%).

•Personnel costs decrease by $58,080 (5.1%). This decrease is primarily the result of the elimination of the Media Content Coordinator position.

•In FY 2010 non-personnel costs will decrease by $15,861 (9.4%). Major factors driving the decrease include a reduction of $13,861 for the FYI Alexandria and AlexNews publications and a reduction of $2,000 in office supplies and computer equipment.

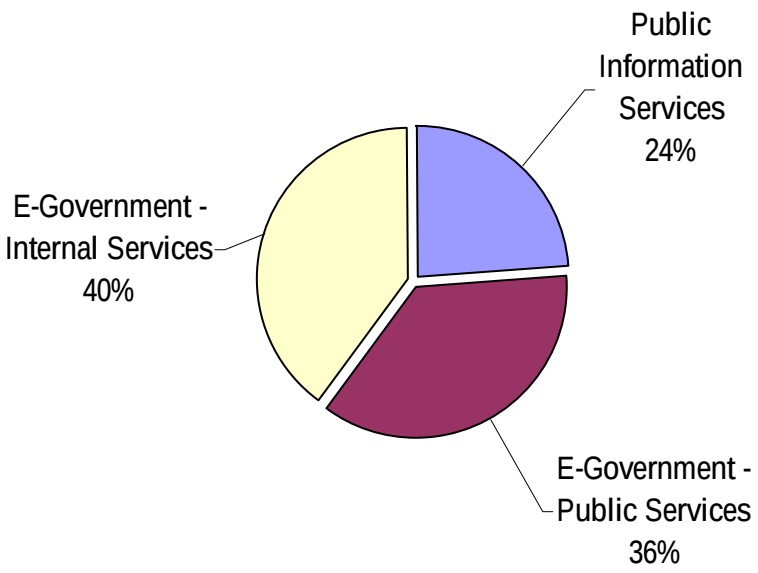
•During FY 2011 the Departments of Human Services and Mental Health, Mental Retardation and Substance Abuse and the Office on Women will be merged into a single department. Through the Fall Reappropriation Ordinance City Council will reappropriate existing funds to create a single department. The FY 2012 budget document will reflect the new organizational structure.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of community visiting the City website	55%	60%	60.0%
% of community reading FYI Alexandria[1]	50%	50%	10.0%
Average customer rating (scale of 1 to 5) of web site's usefulness, attractiveness, and ease of navigation	4	4	4
Number of E-Government projects completed	24	N/A	25

[1] Percent of community reading FYI Alexandria falls following FY 2009 due to the elimination of hard copy production and the move to on-line only publication.

FY 2011 Approved Expenditures by Activity



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Public Information Services	$454,749	$288,541	$294,665	2.1%
E-Government	$948,436	$1,017,720	$937,655	-7.9%
Total Expenditures	$1,403,185	$1,306,261	$1,232,320	-5.7%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Public Information Services	2.5	3.0	2.2	-26.7%
E-Government	8.5	7.0	6.8	-2.9%
Total full time equivalents	11.0	10.0	9.0	-10.0%

Office of Communications Programs and Activities

Public Information
- Public Information

E-Government
- Public 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

Department Staff
Craig Fifer, E-Government Manager

Public Information Services

The goal of Public Information Services is to develop effective media relations, provide official responses, and publish information that accurately informs residents, businesses, visitors, and the press.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	32.4%	22.1%	23.9%
Total Expenditures	$454,749	$288,541	$294,665
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$454,749	$288,541	$294,665
Program Outcomes			
% of community rating overall quality of life as very good or good	89%	98%	90%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$454,749	$288,541	$294,665
FTE's	3.6	3.0	2.2
# of web site hits	8,500,232	9,000,000	9,000,000
# of e-news issued	3,850	3,900	3,900
# of podcast hits	3,368	3,500	3,500
% of community reading FYI Alexandria[1]	50%	50%	10%
% of community visiting the City website	55%	60%	60%

[1] Percent of community reading FYI Alexandria falls following FY 2009 due to the elimination of hard copy production and the move to on-line only publication.

E-Government

The goal of E-Government is to apply technology to help residents, businesses, visitors, and employees interact with government more efficiently, effectively, and equitably.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	67.6%	77.9%	76.1%
Total Expenditures	$948,436	$1,017,720	$937,655
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$948,436	$1,017,720	$937,655
Program Outcomes			
Average customer rating (scale of 1 to 5) of web site's usefulness, attractiveness, and ease of navigation	4	4	4
Number of projects completed	24	N/A	25
Cost per project	$39,518	N/A	$37,506

Activity Data

PUBLIC SERVICES – The goal of Public Services is to design and maintain cutting-edge web sites and services for current and potential residents, businesses, and visitors, in order to provide them with timely and useful information about City services and promote civic engagement.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$528,976	$544,467	$446,284
FTE's	3.5	3.3	3.1
# of unique visits to web site and products	72,118	72,000	75,000
# of emails to "FYI Alexandria"	45	N/A	250
Cost per user served	$7.33	$7.56	$5.95
% of visitors rating the City's public web site as good or excellent in terms of usefulness, attractiveness, and ease of navigation	80%	N/A	80%

INTERNAL SERVICES – The goal of Internal Services is to design and maintain a cutting-edge 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.			
Expenditures	$419,460	$473,253	$491,371
FTE's	3.9	3.7	3.7
# of unique visits to web site and products	2,000	N/A	5,000
Cost per user served	$209.73	N/A	$98.27

Summary of Budget Changes

FY 2011 Reductions

Activity	Expenditure Reductions	FTE's	FY 2011 Approved
Public Information	*FYI Alexandria and AlexNews Production*	**0.0**	**($13,861)**

In FY 2011, funding for the production and delivery of *FYI Alexandria* and *AlexNews* will decrease by $13,861.

FYI Alexandria is the official publication of the City of Alexandria for its citizens. In FY 2010, the Office of Communications continued to post *FYI* online and began an electronic subscription service rather than mailing copies to every household. *FYI* is now only mailed to those who request the hard copy version. Departments now print copies for their employees with no email access since the Office of Communications no longer prints *FYI* for employees. The move to a predominantly electronic format allows for further reductions to *FYI Alexandria* Funding.

AlexNews is an internal newsletter for City employees. The publication was emailed to employees and posted to the City's intranet. In FY 2010, the Office of Communications ceased printing copies of *AlexNews* for distribution to employees. Departments receive a printable version via email to print for employees with no email access. The Office of Communications will continue to email *AlexNews* to City employees as well as post the newsletter on the City intranet. The move to an electronic format allows for further reductions to *AlexNews* funding.

Public Information and Internal Services	*Media Content Coordinator*	**(1.0)**	**($85,374)**

In FY 2011, funding for a vacant Media Content Coordinator will be eliminated. The duties assigned to this position include producing multi-media content used extensively on Alexandria's external and internal web sites and City wide cable access television channel to communicate information to the community and City employees. Production responsibilities will be absorbed by other Communications staff.

Public Services	*Operating Supplies/Data Processing Equipment*	**0.0**	**($2,000)**

The Office of Communications will reduce operating supplies and computer equipment expenses.

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 2009 Actual*	FY 2010 Approved	FY 2011 Approved	% Change
Personnel	$6,335,686	$6,001,487	6,834,519	13.9%
Non-Personnel	2,543,410	2,696,445	2,938,395	9.0%
Capital Goods Outlay	1,085	27,068	24,485	-9.5%
Total Expenditures	$8,880,180	$8,725,000	$9,797,399	12.3%
Less Revenues				
Internal Service	$6,216	$23,400	29,600	26.5%
Special Revenue Fund	10,847	205,193	239,519	16.7%
Total Designated Funding Sources	$17,063	$228,593	$269,119	17.7%
Net General Fund Expenditures	$8,863,117	$8,496,407	$9,528,280	12.1%
Total Department FTE's	89.3	82.5	83.5	1.2%

*In FY 2010 the Parking Adjudication Office was reassigned to the Finance Department. For comparison purposes, the FY 2009 actual data has been moved from the Office of the Commonwealth Attorney's section to the Finance Department section. In FY 2010, the Risk Management Office was reassigned to the Finance Department. For comparison purposes, the FY 2009 actual data has been moved from the City Attorney's Office to the Finance Department Section. In FY 2010, a new Office of Procurement was created. For comparison purposes, the FY 2009 actual data has been moved from the Finance Department to the Office of Procurement.

Highlights

•In FY 2011, the Approved General Fund budget increased by $1,031,873 (12.1%)

•In FY 2011 personnel costs increased by $833,032 (13.9%); the increase was due in part to the reduction of the department's turnover savings estimate, the exclusion of one-time Deferred Retirement Option Plan (DROP) savings in the FY 2011 budget (the savings were included in the FY 2010 budget but do not recur in FY 2011), and costs associated with step and benefit increases for City employees.

•In mid-year FY 2010, a Computer Systems Analyst position dedicated to KRONOS, the City's payroll system, was moved from the Human Resources Department to Finance. The added position was offset in FY 2011 by the City Manager proposed reduction of an administrative position. During Add/Delete, Council added an accounting position to the Reconciliations activity. As a result, the FTE count for Finance Department is increasing by 1.0 in FY 2011.

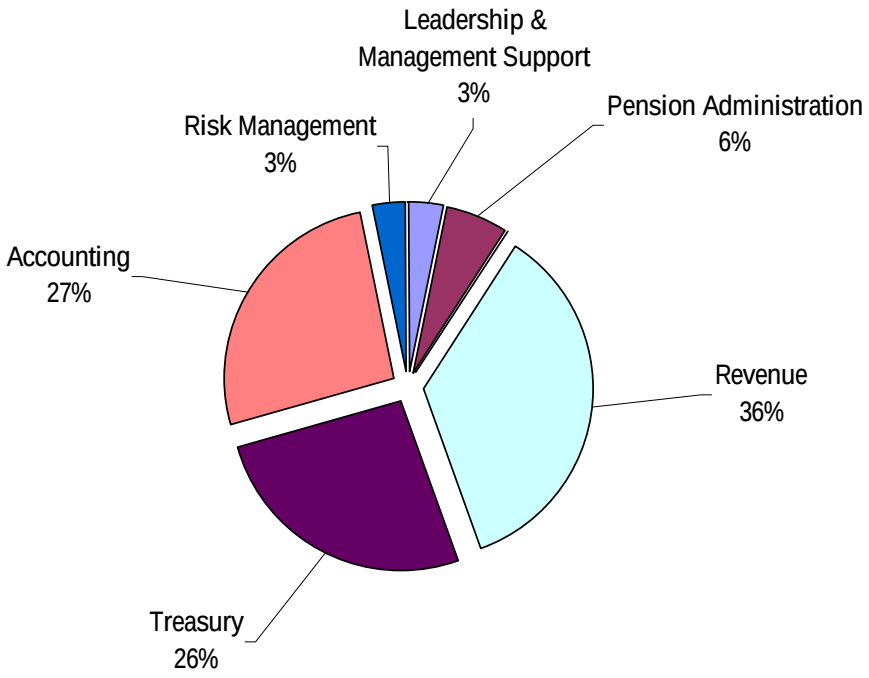
•In FY 2011 non-personnel costs increased by $241,950 (9.0%); the increase was due to adjustments to the base budget related to increases in contract costs and other costs described later in this section ($126,050) and the transfer of the KRONOS activity from Human Resources to Finance. Non-personnel costs related to KRONOS are approximately $100,000.

Finance Department

Selected Performance Measures

Selected Performance Measures	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Achievement of AAA/Aaa bond ratings with each bond issue	yes	yes	yes
% of compliance with City adopted debt policies in last fiscal year	100%	100%	100%
Maintain an overall collection rate for current year taxes greater than 95%	yes	yes	yes
% of GFOA standards met without comment on financial reporting	100%	100%	100%

FY 2011 Approved Expenditures by Program



Finance Department

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change
Leadership and Management Support	$400,085	$191,640	$339,990	77.4%
Pension Administration	356,768	607,655	545,581	-10.2%
Purchasing*	-	-	-	-
Revenue	3,174,396	3,114,057	3,468,432	11.4%
Treasury	2,272,647	2,300,299	2,545,950	10.7%
Accounting	2,340,273	2,163,385	2,606,538	20.5%
Risk Management	336,011	347,964	290,908	-16.4%
Total Expenditures	$8,880,180	$8,725,000	$9,797,399	12.3%

*In FY 2010, the Purchasing Program became an independent department. For information, see the Office of Procurement text, located elsewhere in the "General Government" section.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change
Leadership and Management Support	4.0	1.0	2.1	110.0%
Pension Administration	3.0	3.0	3.0	0.0%
Purchasing*	-	-	-	-
Revenue	40.8	38.0	37.5	-1.4%
Treasury	19.5	18.5	17.6	-4.9%
Accounting	19.0	19.0	21.3	12.1%
Risk Management**	3.0	3.0	2.0	-33.3%
Total full time employees	89.3	82.5	83.5	0.0%

*In FY 2010, the Purchasing Program became an independent department. For FY 2010 budget information, see the Office of Procurement text, located elsewhere in the "General Government" section.
**In FY 2010, the Risk Management program was relocated from the City Attorney's Office to Finance. For comparison purposes, the FY 2009 actual data has been moved from the City Attorney's Office to the Finance Department section.

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

Treasury
- Payment Processing
- Tax Billing
- Cash Management/ Investment
- Parking Adjudication

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, Director
703.746.3900
laura.triggs@alexandriava.gov

Department Staff
Ray Welch, Division Chief/Comptroller
Steven Bland, Retirement Administrator
Debbie Kidd, JD, Division Chief, Revenue
David Clark, CPA, Division Chief, Treasury
Rick Willsey, Risk Manager

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	4.5%	2.2%	3.5%
Total Expenditures	$400,085	$191,640	$339,990
Less Revenues	$17,063	$23,400	$29,600
Net General Fund Expenditures	$383,022	$168,240	$310,390
Program Outcomes			
Demonstrate long-term financial stability by maintaining AAA ratings from bond rating agencies	Yes	Yes	Yes

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$400,085	$191,640	$339,990
FTE	3.0	1.0	2.1
$ amount of revenue collected and funds disbursed	$1,979,765,370	$2,100,000,000	$2,100,000,000
$ amount of funds disbursed (all funds)	$932,043,530	$985,000,000	$985,000,000
Ratio of Finance Department costs to City budget	1.0%	0.9%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	4.0%	7.0%	5.6%
Total Expenditures	$356,768	$607,655	$545,581
Less Revenues	$0	$205,193	$239,519
Net General Fund Expenditures	$356,768	$402,462	$306,062
Program Outcomes			
Ratio of annual pension administration program costs to City employer annual contributions	1.7%	1.9%	1.9%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$173,061	$341,090	$225,178
FTE's	1.7	1.1	1.0
Funds invested at fiscal year end in millions of dollars [1]	$255.5	$280.0	$295.0

[1] Assumes actuarial rate of returns for FY2010

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.			
Expenditures	$183,707	$266,565	$320,403
FTE's	1.3	2.0	2.0
# of plans administered	9	9	9
# of employee/retirees consulting sessions	1,350	1,300	1,400
Cost per employee/retiree served	$136.08	$205.05	$228.86
Ratio of annual pension administration costs to fund assets	0.07%	0.09%	0.09%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	35.7%	35.7%	35.4%
Total Expenditures	$3,174,395	$3,114,057	$3,468,432
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$3,174,395	$3,114,057	$3,468,432
Program Outcomes			
Total tax revenue generated for the City in compliance with City regulations	$445,753,433	$420,000,000	$425,067,527

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,272,226	$1,195,792	$1,342,272
FTE's	18.3	15.7	14.9
# of tax transactions processed	1,064,701	1,089,691	1,078,877
Cost per tax transaction processed	$1.19	$1.10	$1.24
% 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.			
Expenditures	$519,526	$571,392	$717,587
FTE's	5.4	5.8	7.8
# of demands for payment action sent	152,837	215,000	154,358
Cost per demand for payment action	$3.40	$2.66	$4.65
% of delinquent tax collected annually	75.0%	73.0%	75.0%

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.			
Expenditures	$473,018	$454,989	$417,873
FTE's	4.6	4.6	4.3
# of tax accounts reviewed/audited	68,417	90,000	79,572
costs of tax accounts reviewed/audited	$6.91	$5.06	$5.25
$ amount of revenue generated from audits and compliance activity	$463,089	$1,200,000	$1,200,000
Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities	102.1%	37.9%	34.8%

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.			
Expenditures	$909,625	$891,884	$990,700
FTE's	12.5	12.0	10.5
# of applications processed for tax relief programs	2,399	2,855	1,500
# of taxpayers assisted on State tax issues	1,660	1,200	1,948
Cost per application processed	$24.06	$20.00	$19.98
% of applications approved for tax relief	94.0%	95.0%	94.0%
% of survey participants reporting satisfaction with customer service	100%	90%	95%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	25.6%	26.4%	26.0%
Total Expenditures	$2,272,647	$2,300,299	$2,545,950
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,272,647	$2,300,299	$2,545,950
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,177,034	$1,174,732	$1,271,397
FTE's	14.6	13.6	9.5
# of tax payments processed	278,504	278,000	278,000
# of electronic payments	147,607	166,200	166,200
# of manual payments	130,897	111,800	111,800
# of tax payments processed per FTE	19,076	20,517	20,517
% of tax payments processed electronically	53.0%	59.8%	59.8%

TAX BILLING – The goal of Tax Billing is to maximize revenues while providing high quality customer service by mailing accurate and timely tax bills.			
Expenditures	$659,908	$584,361	$664,771
FTE's	4.5	4.7	7.8
% of current year personal property tax collected	96.0%	96.0%	96.0%
% of current year real estate tax collected	99.0%	99.0%	99.0%
% of current year business property tax collected (including statutory assessments)	95.0%	95.0%	95.0%

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.			
Expenditures	$230,148	$342,638	$414,183
FTE's	0.4	0.3	0.3
Average month end portfolio dollar balance	$105,509,998	$118,000,000	$118,000,000
City's rate of return	0.2%	2.0%	1.6%

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.			
Expenditures*	$205,557	$198,568	$195,599
FTE's	NA	0.0	0.0
# of cases concluded	4,300	4,300	4,300
% of cases adjudicated without appeal	99.7%	99.7%	99.7%

*Beginning in FY 2010 Parking Adjudication functions moved from the Office of Commonwealth's Attorney to the Finance Department.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	26.4%	24.8%	26.6%
Total Expenditures	$2,340,272	$2,163,385	$2,606,538
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,340,272	$2,163,385	$2,606,538
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,069,886	$863,894	$1,141,467
FTE's	6.0	3.7	5.5
# of audit reports issued	4	3	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.			
Expenditures	$950,224	$893,383	$1,171,077
FTE's	9.5	11.6	11.8
# of employees processed annually	3703	3741	4253
# of transactions processed	323,361	475,000	343,000
Cost per transaction	$2.94	$1.88	$3.41
# of payrolls processed within required time frame	100%	100%	100%
% of vendors paid within required time frame	95.0%	90.0%	95.0%

The City's KRONOS administrator was transferred from Human Resources to Finance in mid-year 2010. When in Human Resources, KRONOS was an independent activity; in Finance, it has been included as part of the "Paying and Billing Employees/Vendors" activity.

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.			
Expenditures	$320,162	$406,108	$293,994
FTE's	4.5	3.8	4.0
# of capital, debt, bank, health and workers comp reconciliations produced	2,600	4,360	2,700
Cost per reconciliation produced	$123.14	$93.14	$108.89
% 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	3.8%	4.0%	3.0%
Total Expenditures	$336,011	$347,964	$290,908
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$336,011	$347,964	$290,908
Program Outcomes			
% reduction in number in annual claim expenses	2.6%	3.0%	3.0%

In FY 2010, the Risk Management Program was transferred from the City Attorney's Office. In previous budget documents this information was included within the City Attorney's Office. FY 2009 information is shown here for comparison purposes.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$44,468	$44,877	$33,697
FTE's	0.4	0.4	0.3
# of claims handled	103	140	135
Administrative cost per claim	$432	$321	$250
% of claims settled within 6 months	91%	90%	90%
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.			
Expenditures	$116,003	$123,674	$146,922
FTE's	0.9	0.9	0.9
# of safety consultations	71	100	115
Cost per request	$1,634	$1,237	$1,278
% of requests resolved within 7 work days	89%	80%	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.			
Expenditures	$112,517	$110,702	$37,606
FTE's	1.1	1.1	0.3
# of policies obtained	15	15	15
Administrative cost per policy	$7,501	$7,380	$2,507
% 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.			
Expenditures	$63,023	$68,711	$72,683
FTE's	0.8	0.8	0.7
# of claims handled	235	250	245
Administrative cost per claim	$268	$275	$297
% of claims closed within 12 months	92%	80%	85%

Summary of Budget Changes

Adjustment to Maintain Current Service Levels

Activity	Adjustment	FY 2011 Approved
Various	*Contract cost increases*	**$115,019**
Includes cost of contract increases for City's auditors and parking adjudication services.		
Various	*Office Space Rentals*	**$11,031**
Includes the cost of lease increases in office space occupied by Finance.		

Add/Delete Adjustments

Activity	Adjustment	FY 2011 Approved
Reconciliations	*Accounting Position*	**$71,000**
Council added back one Accounting position for reconciliation purposes. This position will increase staff capacity to reconcile accounts which should reduce the risk of errors or misappropriation of funds.		

Expenditure Reductions to the Budget

Activity	Reduction Option	FY 2011 Approved
Risk Management	*Eliminate Administrative Technician Position*	**-$71,302**
When the Risk Management Program physically relocates to Finance, it will be possible to consolidate administrative services, resulting in the reduction of an administrative position.		

Revenue/Fee Increases

Activity	Adjustment	FY 2011 Approved
Payment Processing	*Increase Street Parking Permit Fees*	**$200,000**
This will increase street parking permit fees to $30 for the first vehicle, $40 for the second vehicle, and $100 for each additional vehicle. The fees were currently $15, $20, and $50 respectively. Street parking permit fees have not been increased since 1998.		

General Services Department

Mission Statement: The mission of the General Services Department is to provide services to City departments and agencies that facilitate their ability to carry out their individual missions, programs, and activities.

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved [2]	FY 2011 Approved	% Change 2010-2011
Personnel	$6,484,217	$5,864,177	$6,276,927	7.0%
Non-Personnel	5,449,390	5,685,165	5,620,387	-1.1%
Capital Goods Outlay	1,679	66,543	2,000	-97.0%
Total Expenditures [1]	$11,935,286	$11,615,885	$11,899,314	2.4%
Less Revenues				
Internal Service	$0	$66,493	$0	-100.0%
Special Revenue Fund	$144,807	$148,908	$164,846	10.7%
Total Designated Funding Sources	$144,807	$215,401	$164,846	-23.5%
Net General Fund Expenditures	$11,790,479	$11,400,484	$11,734,468	2.9%
Total Department FTE's	73.0	67.0	67.0	0.0%

[1] Total expenditures do not include a negative allowance for recovered printing and copying as well as fuel acquisition costs from departments.

[2] FY 2010 FTE count has been amended to reflect the transfer of a position from Code Administration to General Services.

Highlights

•In FY 2011, the Approved General Fund budget increased by $333,984 or 2.9%.

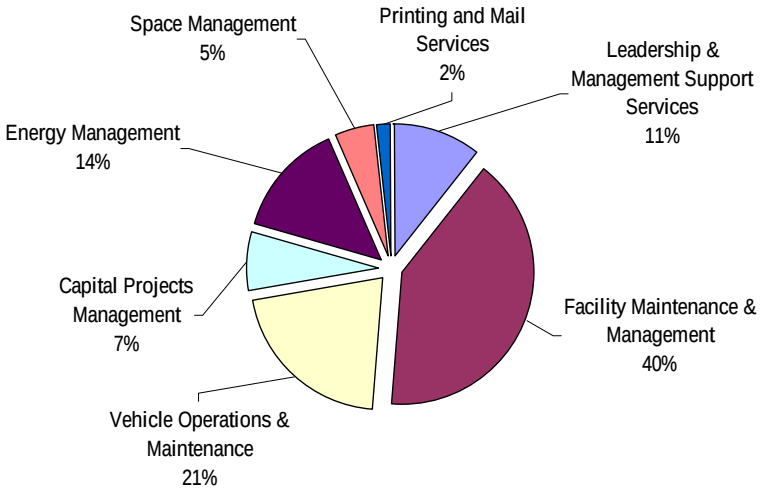
• FY 2011 personnel costs increased by 7.0%; the increase is primarily due to a change in the method used to account for departmental turnover throughout the fiscal year, as well as costs associated with step and benefit increases for employees.

•Total non-personnel costs decreased by 1.1% due to various expenditure reductions for the parking management contract, performance awards, utility expenses, and car washes.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of square feet of leased space (managed by General Services; City as tenant)	403,564	403,564	471,130
Total square feet of City owned space	1,779,624	2,101,570	2,101,570
# of vehicle preventive maintenance requests completed	3,196	3,200	3,250
# of gallons of fuel purchased	788,291	750,000	720,000
Cost per gallon of fuel	$2.09	$2.00	$2.00
% of customers who rate facilities maintenance service provision satisfactory or better	90%	100%	100%

FY 2011 Approved Expenditures by Program



General Services Department

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership & Management Support Services	$1,514,369	$1,279,783	$1,279,443	0.0%
Facility Maintenance & Management	4,558,931	4,827,562	4,790,301	-0.8%
Vehicle Operations & Maintenance [1]	4,282,459	4,235,593	4,014,019	-5.2%
Capital Projects Management	858,310	834,032	887,731	6.4%
Energy Management	1,850,937	1,675,108	1,665,017	-0.6%
Space Management	538,452	463,488	578,463	24.8%
Printing and Mail Services [1]	588,018	493,399	511,428	3.7%
Less Recovered Costs For Printing Services	-326,826	-365,000	-325,000	NA
Less Recovered Costs For Fleet Management	-1,929,361	-1,828,080	-1,502,088	NA
Total Expenditures	$11,935,289	$11,615,885	$11,899,314	2.4%

[1] Total expenditures do not include a negative allowance for recovered printing and copying as well as fuel acquisition costs from departments.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership & Management Support Services	10.35	9.1	9.1	0.0%
Facility Maintenance & Management	24.4	21.4	21.4	0.0%
Vehicle Operations & Maintenance	23.2	20.2	20.2	0.0%
Capital Projects Management	6.9	8.2	8.2	0.0%
Energy Management	1.3	1.3	1.3	0.0%
Space Management	2.2	2.2	2.2	0.0%
Printing and Mail Services	4.8	4.8	4.8	0.0%
Total full time employees	73.0	67.0	67.0	0.0%

General Services Programs and Activities

Leadership & Mgmt Supp Services
- Leadership and General Management
- Contracts Management

Vehicle Operations & Maintenance
- Scheduled Routine Maintenance
- Repairs
- Parts
- Emergency Support Services
- VA Safety & Emissions Inspections
- Fuel Acquisition and Provisioning
- Fleet Administrative Support
- Specification and Acquisition
- Preparation/Outfitting
- Surplus Vehicle Disposal

Energy Management
- Utility Bill Payment & Energy & Consumption Management

Facility Maintenance & Mgmt
- Facilities Maintenance
- Snow and Ice Removal
- Custodial Services Management
- City Event Support
- Parking Management

Capital Projects Management
- CIP Development
- Project Planning
- Construction Administration

Space Management
- Real Estate Management
- Space Planning

Printing & Mail Services
- Binding
- Graphics, Printing & Typesetting
- High-Speed Copying
- Self-Service Copy Management
- Mail Distribution

Dept Info

Department Contact Info
703.746.4770
http://alexandriava.gov/generalservices/

Department Head
Edward Mandley, Director 703.746.4770
edward.mandley@alexandriava.gov

Department Staff
Jeremy McPike, Deputy Director
Vacant, Deputy Director
Alfred Coleman, Division Chief, Administration
Mark Kitta, Division Chief, Facilities Maint.
George Delimba, Div. Chief, Capital Projects
Adrian King, Division Chief, Capital Projects
Henry Lewis, Division Chief, Capital Projects
John Franke, Acting Division Chief, Fleet Services
Kevin Quander, Supervisor, Mail Room Services

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds budget	12.7%	11.0%	10.8%
Total Expenditures	$1,514,369	$1,279,783	$1,279,443
Less Revenues	$0	$66,493	$0
Net General Fund Expenditures	$1,514,369	$1,213,290	$1,279,443
Program Outcomes			
% of activities that meet effectiveness targets	100%	100%	100%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,249,472	$1,046,334	$1,022,222
FTE's	7.8	6.6	6.6
# of personnel managed	73.0	67.0	67.0
Cost per FTE managed	$17,116	$15,617	$15,257
% of departmental service delivery programs within approved budget	81%	85%	85%

CONTRACTS MANAGEMENT – The goal of Contracts Management is to provide contracting support to line divisions in relation to solicitation, award, and administration of contracts assuring compliance with City policies, practices and Code.			
Expenditures	$264,897	$233,449	$257,221
FTE's	2.6	2.5	2.5
$ value of contracts managed	$2,243,723	$1,976,917	$2,168,689
Cost per contract dollar managed	$0.12	$0.12	$0.12
% of contracts awarded and maintained without dispute or lapse	95%	90%	90%

Facility Maintenance and Management Program

The goal of Facility Maintenance and Management is 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, as well as provide for secure, controlled parking for users of the City of Alexandria's business and government facilities in the Old Town area.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	38.2%	41.6%	40.3%
Total Expenditures	$4,558,931	$4,827,562	$4,790,301
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$4,558,931	$4,827,562	$4,790,301
Program Outcomes			
% of customers who rate service provision satisfactory or better	90%	100%	100%

Activity Data

FACILITIES MAINTENANCE – The goal of Facilities Maintenance is to maintain and repair facility systems, elevators, heating, ventilation and cooling (HVAC) systems, and electrical systems, as well as core and shell, including roofs, walls, doors, windows, locks, and entranceways to ensure safe and reliable conditions for users.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$2,513,802	$2,830,387	$2,862,207
FTE's	17.4	16.5	16.5
# of square feet of building space serviced (managed by General Services)	1,779,624	2,101,570	2,101,570
# of systems serviced	1,500	1,500	1,500
Total cost per square foot of building serviced	$0.71	$0.74	$0.73
% of work orders that are repair versus preventative	45%	53%	50%

*The Facilities Maintenance, Elevators, and Life Safety/Security and Core and Shell activities have been combined into one activity.

SNOW AND ICE REMOVAL – The goal of Snow and Ice Removal is to provide for the safe access and egress of facility occupants and users during events of snow and ice accumulation.			
Expenditures	$60,577	$66,878	$76,729
FTE's	0.5	0.4	0.4
# of linear feet of sidewalks and surface areas serviced during snow and ice events	35,000	35,000	35,000
# of snow and ice events handled	2	8	8
% of facilities maintained accessible during snow and ice events	100%	100%	100%

Facility Maintenance and Management Program, continued

Activity Data

CUSTODIAL SERVICES MANAGEMENT – The goal of Custodial Services Management is to provide contracting and oversight of custodial services at City facilities assuring a clean environment for users and occupants.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$726,009	$656,363	$688,006
FTE's	4.0	2.7	2.7
# of square feet of buildings cleaned (General Services responsibility)	400,000	393,280	393,280
Cost per square foot of building cleaned	$1.82	$1.67	$1.75
% custodial services rated satisfactory or better	97%	99%	99%

CITY EVENT SUPPORT – The goal of City Event Support is to provide needed support services to City Departments and agencies for conferencing, public meetings, presentations, and other scheduled and non scheduled City events.			
Expenditures	$221,259	$246,676	$259,696
FTE's	2.5	1.8	1.8
# of events managed	208	165	170
Cost per event managed	$1,064	$1,495	$1,500
% of events satisfactorily executed	100%	100%	100%

PARKING MANAGEMENT – The goal of Parking Management is to provide reasonably priced management services and safe and accessible parking spaces for the operation of surface and garage lots assuring maximum parking availability to prospective users.			
Expenditures	$1,037,284	$1,027,258	$903,663
FTE's	0.1	0.1	0.1
# of spaces managed and maintained	1,022	1,022	1,022
Cost per space (based on parking management contract)	$1,015	$1,005	$884
% of spaces utilized and maintained	100%	100%	100%

Vehicle Operations and Maintenance Program

The goal of Vehicle Operations and Maintenance 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Fund Budget	19.7%	20.7%	21.1%
Total Expenditures	$4,282,459	$4,235,593	$4,014,019
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$4,282,459	$4,235,593	$4,014,019
Program Outcomes			
Average maintenance cost per mile	$0.40	$0.40	$0.40

[1] Total expenditures do not include a negative allowance for recovered fleet management costs from departments in the amount of $1,929,361 for FY 2009, $1,828,080 in FY 2010, and $1,502,088 in FY 2011.

Activity Data

SCHEDULED ROUTINE MAINTENANCE – The goal of Scheduled Routine 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$455,485	$438,638	$449,355
FTE's	5.5	5.5	5.5
# of vehicle preventative maintenance requests completed	3,114	3,120	3,120
# of preventative maintenance requests completed per FTE	571	572	572
Average cost per work order	$146	$141	$144
% of work orders completed within one day	96%	96%	98%
% of preventive maintenance completed on schedule	93%	95%	95%

REPAIRS – The goal of Repairs is to address the broken or non functioning systems or parts on City vehicles that are preventing that vehicle from operating in a safe and efficient manner and restore the vehicle to full operating condition.			
Expenditures	$937,640	$878,706	$974,308
FTE's	5.5	5.3	5.3
# of repair requests completed	2,392	2,300	2,300
# of service hours provided	8,707	8,700	8,700
Cost per repair request completed	$392	$382	$424
Cost per service hour provided	$108	$101	$112
% of work orders completed in one day	93%	95%	98%

PARTS – The goal of Parts is to maintain an inventory of parts in-house that are used regularly and routinely to repair and/or maintain City vehicles and have them available for staff when needed.			
Expenditures	$361,625	$440,211	$385,295
FTE's	3.4	3.4	3.4
# of parts maintained	17,191	18,000	17,500
Parts requests per day	24	24	23
Average cost per request	$84	$72	$73
Fill rate for parts (%)	99%	99%	99%

Vehicle Operations and Maintenance Program, continued

Activity Data

SPECIAL OPERATIONS SUPPORT SERVICES – The goal of Special Operations Support Services is to provide mechanic support to vehicles responding to City-wide emergencies, including snow and debris removal.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$119,041	$88,371	$152,414
FTE's	2.0	1.6	1.6
# of special operations requiring support	0	3	3
Cost per emergency	$0	$29,457	$50,805
% of vehicles restored to service during events within 4 hours	N/A[1]	100%	100%

[1]There were no City-wide emergencies in FY 2009. As a result, there was no data to collect.

VIRGINIA SAFETY & EMISSIONS INSPECTIONS – The goal of Virginia Safety and Emissions Inspections is to ensure applicable vehicles comply with State standards for mechanical and electrical systems, as well as exhaust output.			
Expenditures	$102,331	$107,951	$105,586
FTE's	1.1	1.1	1.1
# of vehicles inspected/tested	905	940	950
Cost per inspection	$113	$115	$110
% of vehicles in full compliance with State standards	94%	95%	95%

FUEL ACQUISITION & PROVISIONING – The goal of Fuel Acquisition is to acquire and have gasoline and diesel fuel delivered, via a contractor, to the City's fueling sites in the most cost and time efficient manner possible and distribute the fuel to City users for use in City vehicles via the City's two refueling stations and monitor the distribution of the fuel through the use of City issued fueling cards.			
Expenditures [2]	$1,805,687	$1,885,112	$1,561,049
FTE's	0.8	0.6	0.6
# of gallons purchased	788,291	750,000	720,000
Total cost per gallon of fuel	$2.09	$2.00	$2.00
% of fuel islands available	100%	100%	100%

[2] Total expenditures do not include actual recovered costs in FY 2009, FY 2010, or FY 2011.

FLEET ADMINISTRATIVE SUPPORT – The goal of the fleet administrative support activity is to provide clerical, procurement and fiscal management support to ensure the effective and efficient operation and maintenance of vehicles.			
Expenditures	$425,318	$338,672	$307,314
FTE's	4.4	2.4	2.4
# of vehicles supported (does not include Fire/EMS vehicles)	826	825	830
Cost per vehicle supported	$515	$411	$370
% of invoices paid timely	89%	100%	100%

Vehicle Operations and Maintenance Program, continued

Activity Data

SPECIFICATION AND ACQUISITION – The goal of Specification and Acquisition is to develop and determine the specifications in order to purchase new or replacement vehicles for City agencies through processes defined in the City Purchasing regulations.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$27,613	$25,868	$28,702
FTE's	0.3	0.3	0.3
# of new specifications written	5	5	8
Administrative cost per vehicle specification and acquisition	$5,523	$5,174	$3,588
% of vehicles within the recommended replacement schedule	87%	88.0%	90.0%

PREPARATION/OUTFITTING – The goal of Preparation/Outfitting is to provide and install all ancillary equipment, lettering and decals on newly acquired City vehicles as required by the user agency and the City.			
Expenditures	$27,312	$24,421	$41,845
FTE's	0.1	0.1	0.1
# of vehicles prepared and outfitted	42	45	45
Average staff Cost per Vehicle	$650.00	$543	$930
% of vehicles prepared/outfitted and delivered on time	100%	100%	100%
% of customers rating services as satisfactory or better	100%	100%	100%

SURPLUS VEHICLE DISPOSAL – The goal of Surplus Vehicle Disposal is to provide for the disposition of City vehicles determined to be surplus and beyond their useful life primarily via on-line auction.			
Expenditures[1]	$20,407	$7,643	$8,151
FTE's	0.3	0.1	0.1
# of vehicles disposed	60	50	60
Average Administrative/Staff cost per Vehicle Disposed	$340	$153	$136
% of sales price to Blue Book value	89%	80%	85%

[1] In FY 2009, the City went from an idependent audit company to GovDeals (a web-based auction site administered by Procurement) which reduced staff costs in this activity.

RECOVERED COSTS FROM DEPARTMENTS	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Fleet Management Recovered Costs from Departments	$1,929,361	$1,828,080	$1,502,088

Capital Projects Management Program

The goal of Capital Projects Management is to provide administrative oversight in the construction and renovation of City facilities to improve and enhance the delivery of the occupying agency's service programs.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	7.2%	7.2%	7.5%
Total Expenditures	$858,310	$834,032	$887,731
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$858,310	$834,032	$887,731
Program Outcomes			
% of approved projects that are completed on schedule and on budget	92%	90%	92%

Activity Data

CIP DEVELOPMENT – The goal of CIP Development is to develop clear, detailed, Programs of Requirements for prospective capital improvement projects as submitted from City Departments and agencies, and to justify and recommend facility projects for consideration by the Capital Projects Review Committee and the City Manager.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$97,956	$84,525	$92,471
FTE's	0.8	0.7	0.7
# of projects for consideration in the Capital Improvement Program	46	50	34
$ per project submitted for review	$2,845,000	$3,421,000	$1,578,618
% of projects developed on schedule for the CIP planning process	100%	100%	100%

PROJECT PLANNING – The goal of Project Planning is to work with prospective users to develop the desired architectural and engineering concepts for the construction, remodeling, or renovation of City facilities, and to manage those concepts through the budgeting, scheduling and construction document and permitting phases of project management.			
Expenditures	$202,229	$212,397	$224,111
FTE's	2.1	1.9	1.9
# of projects planned through Design and Construction Documents	15	8	20
$ per project planned	$11,300,000	$9,100,000	$3,760,000
% of projects designed on schedule	93%	90%	92%
% of estimates within 5% of bid	93%	90%	92%

CONSTRUCTION ADMINISTRATION – The goal of Construction Administration is to provide management oversight to facility projects through completion within monetary, schedule, and building specifications to provide City occupants and users of the facility project with a finished facility that maintains or enhances their experience in the use and occupancy of City Facilities.[1]			
Expenditures	$558,125	$537,110	$571,149
FTE's	4.1	5.6	5.6
# of projects managed	13	12	18
Cost per project managed	$42,932	$44,759	$32,094
% of projects completed on schedule	92%	90%	92%
% of projects completed on budget	92%	90%	92%

[1] FY 2010 FTE count has been amended to reflect the transfer of a position from Code Administration to General Services.

Energy Management Program

The goal of Energy Management is to provide reliable, cost-effective utilities to City agencies to support their service delivery programs.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
	15.5%	14.4%	14.0%
Total Expenditures	$1,850,937	$1,675,108	$1,665,017
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,850,937	$1,675,108	$1,665,017
Program Outcomes			
Average % reduction in energy units consumed	7.0%	3.0%	3.0%

Activity Data

UTILITY BILL PAYMENT & ENERGY CONSUMPTION MANAGEMENT – The goal of Utility Bill Payment and Energy Consumption Management is to audit and remit for Electric, Natural Gas, and Water/Sewer services used by City facilities to ensure uninterrupted utilities, and to provide engineering services to reduce utility usage.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,850,937	$1,675,108	$1,665,017
FTE's	1.3	1.3	1.3
# of accounts on which payments are made	349	369	355
Cost per account managed	$475	$428	$406
% of accounts remitted on time	98%	100%	100%
Electricity: kilowatt-hours consumed	28,225,442	29,802,364	27,400,000
Natural Gas: therms consumed	628,806	567,464	610,000
Water: Gallons consumed	63,193,000	76,872,500	61,300,000
Percentage change in kilowatt-hours consumed	-8.1%	-3.0%	-3.0%
Percentage change in therms consumed	7.5%	-3.0%	-3.0%
Percentage change in gallons consumed	-20.3%	-3.0%	-3.0%

Space Management Program

The goal of Space Management is to provide adequate facility space for departments and agencies from which they can carry out their missions, programs, and activities.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	4.5%	4.0%	4.9%
Total Expenditures	$538,452	$463,488	$578,463
Less Revenues	$144,808	$148,908	$164,846
Net General Fund Expenditures	$393,644	$314,580	$413,617
Program Outcomes			
% of City square footage space needs met through City owned space.	80%	80.0%	80.0%

Activity Data

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 activities.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$421,664	$358,807	$458,448
FTE's	1.1	1.1	1.1
Square feet of leased space (managed by General Services; City as tenant)	403,564	403,564	471,130
# of lease agreements maintained (as landlord or tenant)	99	98	99
Average cost per square foot of leased space managed by City*	$24	$25	$24
Average lease cost per square foot for leased space in Alexandria (private and public occupancy)	$27	$26	$27
% of leases maintained in compliance with lease terms and conditions	100%	100%	100%

*This measure represents the average square foot cost for all property types and classes of office space.

SPACE PLANNING – The goal of the space planning activity is to maximize the efficient use of City occupied space while at the same time providing users and occupants with a quality service environment.			
Expenditures	$116,788	$104,681	$120,015
FTE's	1.1	1.1	1.1
Square feet of space owned by the City	1,845,279	2,101,570	2,101,570
Total space planning cost per square foot of City-owned space	$0.26	$0.26	$0.26
Total space planning cost per square foot of leased space	$0.06	$0.06	$0.06
% of space owned by City vs leased by the City	80%	82%	82%

Printing and Mail Services Program

The goal of Printing and Mail Services is to provide quality graphic arts, printing and binding services; professional high speed duplicating services; mail collection, processing and distribution services; and to maintain self-service photocopy machines for City departments and agencies.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures [1]	$588,018	$493,399	$511,428
Less Revenues	0	0	0
Net General Fund Expenditures	$588,018	$493,399	$511,428
Program Outcomes			
% of customers rating printing services as satisfactory or better	100%	100%	100%

[1] Total expenditures do not include a negative allowance for recovered printing and copying costs from departments in the amount of $326,826 for FY 2009, $365,000 in FY 2010, and $325,000 in FY 2011.

Activity Data

BINDING – The goal of Binding is to provide quality laminating, shrink wrapping, folding and cutting for City departments in order to meet their binding needs in a timely manner.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$38,666	$37,210	$40,959
FTE's	0.5	0.5	0.5
# of service hours provided	214	140	200
Work requests per FTE	358	210	360
Average cost per binding job	$181	$177	$190
% of jobs completed without re-work	100%	100%	100%

GRAPHICS AND PRINTING – The goal of Graphics and Printing is to provide graphic arts and printing services to City departments and agencies.			
Expenditures	$147,516	$139,319	$152,791
FTE's	1.4	1.4	1.4
# of jobs produced	232	250	240
# of service hours provided	232	250	240
Cost per service hour	$636	$557	$629

HIGH-SPEED COPYING – The goal of High-Speed Copying is to provide professional, high quality, high-speed duplicating services to City agencies.			
Expenditures [1]	$238,008	$135,638	$184,246
FTE's	1.3	1.3	1.3
# of copies made	2,035,764	3,100,000	2,000,000
# of staff hours to complete job (daily)	8	8	8
# of work requests per FTE daily	4	7	4
Cost per copy (black & white)	$0.07	$0.03	$0.07
Cost per copy (color)	$0.23	$0.23	$0.23
Cost per service hour	$27	$31	$31

[1] Total expenditures do not include actual recovered costs in FY 2009, FY 2010, or FY 2011.

Printing and Mail Services Program, continued

Activity Data

SELF-SERVICE COPY MANAGEMENT – The goal of Self-Service Copy Management is to maintain the satellite copiers located in City Hall and to ensure that all resources and supplies are provided so that City agencies can complete independent copy jobs in a timely manner.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$38,528	$33,355	$41,082
FTE's	0.4	0.4	0.4
# of copies made*	48,421	145,000	60,000
# of copy machines operated	3	3	3
Cost per copy (black & white)	$0.06	$0.07	$0.07
Cost per copy (color)	$0.30	$0.31	$0.31

* The FY 2010 Approved # of copies made reflects the estimates made in the preparation of the FY 2010 budget document. Actual copies made has decreased dramatically as City agencies are moving more toward electronic production of documents.

MAIL DISTRIBUTION – The goal of Mail Distribution is to provide mail collection, processing and distribution services for all City agencies in a timely manner.			
Expenditures	$125,300	$147,877	$92,350
FTE's	1.3	1.3	1.3
# of pieces processed and delivered (U.S. Post Office & Inter-Office mail)	446,777	490,000	460,000
Processing and Delivery Cost per Piece of Mail (U.S. Post Office & Inter-Office mail)	$0.28	$0.30	$0.30

RECOVERED COSTS FROM DEPARTMENTS	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
High Speed Copying	$326,826	$365,000	$325,000

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2011 Approved
Various	*Office Space Rental*	**$39,396**
This adjustment will provide for increases in lease costs for the Department of General Services.		
Various	*Contract increases*	**$40,549**
This adjustment includes increases for various contracts mananged by General Services. These contracts provide for mechanical, elevator maintenance, pest control, energy management, and card key services.		

Expenditure Reductions

Activity	Expenditure Reduction	FTE Impact	FY 2011 Approved
Utility/Energy Management	*Reduced Utility Expenses*		**($14,946)**
General Services anticipates that the 405 Cameron and the 2 Herbert Street properties will be sold in FY 2011. As a result, the City will no longer be responsible for the utilities at these facilities. This reduction will not impact service levels.			
Parking Management	*Reduced Parking Manangement Contract*		**($125,725)**
General Services re-bid the parking management contract in FY 2010, which resulted in savings in the amount of $125,725 in FY 2011. This reduction will not impact service levels.			
Scheduled Routine Maintenance	*Car Washes*		**($15,000)**
This reduction will eliminate funds for car washes provided for various departments . Beginning in FY 2011, Departments will be responsible for providing this service out of their own budget with the expectation that the overall number of carwashes will decline.			
Mail Distribution	*Postage Costs Transfer*		**($43,000)**
This reduction will transfer funds for postage to individual departments.			

Summary of Budget Changes

Unfunded Position Reduction Options

Activity	Expenditure Reduction	FTE Impact	FY 2011 Approved
Facilities Maintenance, Elevators, Life Safety/Security, and Core and Shell	*Hold Vacant Building Services Coordinator II*	**(1.00)**	**($60,695)**

In the FY 2010 Approved Budget, this reduction eliminated funds for vacant the Building Services Coordinator II position. However, General Services retained this position. This position will continue to be held open in FY 2011. This position provides oversight and coordination for facilities related services at City Hall which include meeting setups, securing the facility, supervising contractors, overseeing three staff and responding to customer requests. Reduction of this position requires that duties be reassigned to remaining staff. The loss of this position may result in a decrease in service provision at City Hall.

Human Resources Department

Mission Statement: The mission of the Human Resources Department is to provide cost-effective personnel programs and services that attract, promote, and retain a well qualified, diverse and motivated workforce to provide excellent services to residents and visitors. Human Resources is also pleased to provide information about the City's employee benefits and compensation packages.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved[1]	% Change 2010-2011
Personnel	$2,461,522	$2,205,321	$2,184,315	-1.0%
Non-Personnel	760,452	891,500	481,750	-46.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$3,221,974	$3,096,821	$2,666,065	-13.9%
Less Revenues				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	2,000	6,000	6,000	0.0%
Total Designated Funding Sources	$2,000	$6,000	$6,000	0.0%
Net General Fund Expenditures	$3,219,974	$3,090,821	$2,660,065	-13.9%
Total Department FTE's[2]	24.6	22.6	20.0	-11.5%

[1] As part of the FY 2010 Fall Appropriations Ordinance the Kronos Administration activity was transferred from the Human Resources Department to the Finance Department. Starting in FY 2011, the budget and performance measures for the Kronos activity can be found in the Finance Department section of the budget within the Paying and Billing Activity.

[2] The total departmental FTE count for FY 2011 was adjusted downward to reflect the above noted transfer of the Kronos Administration activity to the Finance Department.

Highlights

• In FY 2011, the General Fund budget for the Human Resources Department will decrease by $430,756 (13.9%).

• FY 2011 personnel costs decreased by $21,006 (1.0%) as a result of the elimination of two positions and reductions in advertising and overtime. These reductions were offset by several employees being hired at pay grades and steps that were higher than what was budgeted in FY 2010, and due to costs associated with the step increase provided to employees and other benefit cost increases.

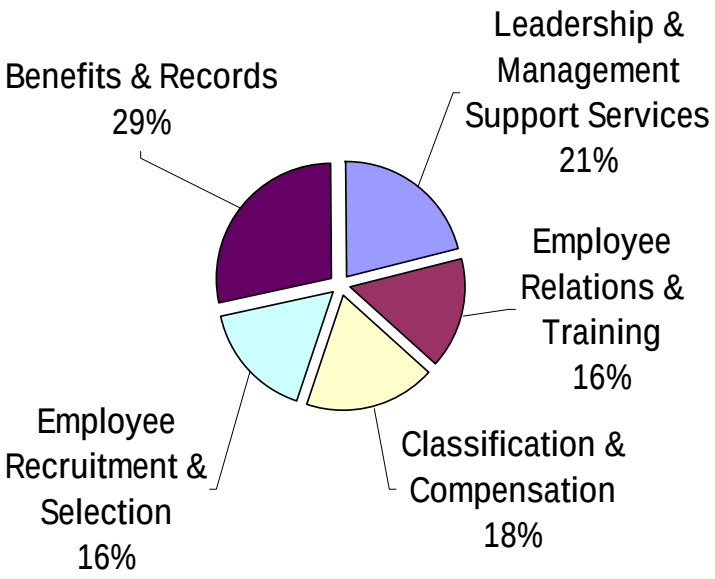
• FY 2011 non-personnel costs decreased by $409,750 (46.0%). A major component of this decrease is the relocation of the Tuition Assistance Program's budget. In FY 2011, $188,400 associated with the program will be transferred to the Non-Departmental budget from Human Resources. The Human Resources Department will continue to manage the program.

• Other non-personnel reductions include: $50,430 for employee development and training programs; $43,500 used to fund one non-city temporary worker; $25,000 from the employee wellness program; and $3,006 in printing costs.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Cost per regular (benefited part-time and full-time) requisition received and processed	$3,403	$2,788	$3,131
# of employees attending training classes	1,014	1,300	1,200
# of wellness participants served	890	1,500	1,500
# of full-time and part-time employees served in the Current Employee Benefit Program	2,512	2,475	2,672

FY 2011 Approved Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership & Management Support Services	$990,238	$698,246	$563,050	-19.4%
Employee Relations & Training	684,570	577,139	417,600	-27.6%
Classification & Compensation	435,422	476,222	485,069	1.9%
Employee Recruitment & Selection	527,533	501,891	438,312	-12.7%
Benefits & Records	584,211	843,323	762,034	-9.6%
Total Expenditures	$3,221,974	$3,096,821	$2,666,065	-13.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership & Management Support Services	5.2	5.2	4.0	-23.1%
Employee Relations & Training	3.1	2.3	3.8	66.7%
Classification & Compensation	4.8	4.8	4.0	-16.5%
Employee Recruitment & Selection	5.1	4.1	3.5	-14.6%
Benefits & Records	6.4	6.3	4.8	-24.0%
Total full time equivalents (FTE's)	24.6	22.6	20.0	-11.5%

Human Resources Department Programs and Activities

Leadership & Mgmt Support Services
- Leadership & General Management

Employee Relations & Training
- Disciplinary & Grievance Process Administration
- Employee & Supervisory Development

Classification & Compensation
- Classification
- Compensation

Employee Recruitment & Selection
- Recruitment & Selection Support

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
Cheryl D. Orr, SPHR
703.746.3777
Cheryl.Orr@alexandriava.gov

Department Staff
Kathleen Ognibene, Deputy Director
Nancy Stephens, Division Chief
Sue Story, Division Chief
David Del Rosario, Administrative Officer

Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	30.7%	15.6%	21.1%
Total Expenditures	$990,238	$482,117	$563,050
Less Revenues	2,000	6,000	6,000
Net General Fund Expenditures	$988,238	$476,117	$557,050
Program Outcomes			
% of departmental effectiveness targets met in all programs	N/A*	82%	83%

*As a result of budget reductions in FY 2009, the annual HR customer satisfaction survey was not conducted. Starting in FY 2010 HR will conduct an in-house survey.

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership & General Management is to administer departmental resources effectively.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$580,517	$482,117	$563,050
FTE's	3.2	4.2	4.0
# of departmental FTEs managed	24.6	22.6	20.0
$ amount of departmental budget managed (in millions)	$3.22	$3.10	$2.67
Leadership & Management Support Services cost as a % of total departmental expenditures	18.0%	15.6%	21.1%

KRONOS ADMINISTRATION – The goal of automated KRONOS Administration is to administer the time and system application for all City departments/agencies to provide timely, efficient and cost effective payroll processing.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved***
Expenditures	$409,721	$216,129	N/A
FTE's	2.0	1.0	N/A
# of employees processed per pay period*	3,703	3,741	N/A
Cost per employee processed per pay period	$4.26	$2.22	N/A
# of system users and managers served	1,162	1,710	N/A
% of payroll liaisons satisfied with the KRONOS operations	N/A**	95.0%	N/A

*Includes full-time, part-time and temporary employees.

**As a result of budget reductions in FY 2009, the annual HR customer satisfaction survey was not conducted. Starting in FY 2010 HR will conduct an in-house survey.

***The budget and performance measures for this activity were transferred to the Finance Department's Paying and Billing Activity as part of the FY 2010 Fall Appropriations Ordinance.

Employee Relations & Training Program

The goal of Employee Relations and Training (ERT) is to provide services in the area of discipline and grievance processing in a fair and timely manner, and to provide high quality and cutting edge educational opportunities and training to supervisors, managers and employees.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	21.2%	18.6%	15.7%
Total Expenditures	$684,570	$577,139	$417,600
Less Revenues	0	0	0
Net General Fund Expenditures	$684,570	$577,139	$417,600
Program Outcomes			
Average survey score of employees satisfied with the City's training opportunities (1-5, where 5 is very satisfied)	N/A*	3.75	3.5

*As a result of budget reductions in FY 2009, the annual HR customer satisfaction survey was not conducted. Starting in FY 2010 HR will conduct an in-house survey.

Activity Data

DISCIPLINARY & GRIEVANCE PROCESS ADMINISTRATION – The goal of Disciplinary and Grievance Process Administration is to provide guidance to employees, managers, and supervisors on disciplinary issues, and to administer any proposed discipline in a fair, equitable and legal manner without undue delay.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$201,993	$81,408	$167,541
FTE's	1.3	0.9	1.8
# of disciplinary actions	103	120	125
# of grievances processed	8	10	12
Cost per disciplinary action	$981	$339	$670
Cost per grievance processed	$12,625	$4,070	$6,981
% of grievances resolved before passing from management control (HR Director and CMO)	80.0%	95.0%	95.0%

EMPLOYEE & SUPERVISORY DEVELOPMENT – The goal of Employee & Supervisory Development is to contract for, market, schedule, and evaluate city-wide classes for non-supervisory personnel in order to assist them in developing their potential in the areas of communication, customer service, and technical skills.			
Expenditures	$482,577	$495,731	$250,059
FTE's	1.8	1.4	2.0
# of employees receiving tuition assistance	115	150	140
% of employees using tuition assistance that complete the course and receive a passing grade.	82.6%	95.0%	95.0%
# of employees attending classes	1,014	1,300	1,200
Cost per employee per class	$290.12	$236.41	$51.38
% of Employee Class evaluation scores 3.5 or above on a scale of 1-5 (5 is most satisfied)	100.0%	95.0%	96.0%

Classification & Compensation Program

The goal of the Classification and 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	13.5%	15.4%	18.2%
Total Expenditures	$435,422	$476,222	$485,069
Less Revenues	0	0	0
Net General Fund Expenditures	$435,422	$476,222	$485,069
Program Outcomes			
% of requests for single position job audits completed within 60 days	60%	85%	60%
% of surveys completed within the established timeframes	100%	95%	90%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$228,821	$249,177	$242,537
FTE's	2.5	2.5	2.0
# of appeals processed	2	8	10
# of appeals processed per FTE	0.8	3.2	5.0
# of total positions audits or classification specifications reviewed and completed	45	20	62
# of total positions audits or classification specifications reviewed and completed per FTE	18.0	8.0	31.0

COMPENSATION – The goal of Compensation is to periodically review the competitiveness of salaries & benefits in order to compensate employees fairly & retain qualified employees.			
Expenditures	$206,601	$227,045	$242,532
FTE's	2.3	2.3	2.0
# of external surveys completed	21	100	50
# of internal surveys completed	39	50	40
Average # of internal and external surveys completed per FTE	26.1	65.2	44.8
% of positions surveyed meeting City benchmark for market pay comparability*	17%	0%	17%

*A benchmark survey conducted for Public Safety and General employee classes in FY 2009 found that only 17% of all City positions met the City's benchmark for market pay comparability. A survey was not conducted in FY 2010. For FY 2011, if a similar survey was conducted using the FY 2009 methodology, it is estimated that only 17% of City positions would meet City benchmarks. This is estimate is driven mostly by the fact that many comparator jurisdictions froze employee pay in FY 2010 at FY 2009 levels as did Alexandria.

Employee Recruitment and Selection Program

The goal of the Recruitment and Selection Program is to provide cost effective and timely services to all City departments and agencies in order to recruit, hire and promote a highly qualified and diverse workforce to meet the needs of the City.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	16.4%	16.2%	16.4%
Total Expenditures	$527,533	$501,891	$438,312
Less Revenues	0	0	0
Net General Fund Expenditures	$527,533	$501,891	$438,312
Program Outcomes			
% of General Schedule new hires successfully completing probationary period*	90%	90%	88%

*Excludes public safety employees.

Activity Data

RECRUITMENT & SELECTION SUPPORT – The goal of Recruitment and Selection Support is to assist departments in recruiting for vacancies in a cost effective and efficient manner in order to obtain diverse and well qualified applicant pools, and to assist in the screening and interviewing process of selecting the most qualified employee for the position.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$527,533	$501,891	$438,312
FTE's	5.1	4.1	3.5
# of total regular (benefited part-time and full-time) position requisitions received and processed *	155	180	140
# of total applications received	13,197	10,800	25,252
Average # of total applications reviewed per Human Resources Analyst**	4,399	7,200	16,835
# of regular (benefited part-time and full-time) positions filled	160	160	76
Cost per regular (benefited part-time and full-time) requisition received and processed	$3,403	$2,788	$3,131

*Some positions filled are the result of requisitions received and processed in the previous fiscal year. Data from FY 2009 also includes temporary employees.

**3.0 FTEs reviewed applictions in FY 2008-2009. Only 1.5 FTEs will be reviewing applications in FY 2010-2011.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	18.1%	27.2%	28.6%
Total Expenditures	$584,211	$843,323	$762,034
Less Revenues	0	0	0
Net General Fund Expenditures	$584,211	$843,323	$762,034
Program Outcomes			
Avg. survey score of employees satisfied with the City's benefit program (1-5, where 5 is very satisfied)	N/A*	3.75	4.00

*As a result of budget reductions in FY 2009, the annual HR customer satisfaction survey was not conducted. Starting in FY 2010 HR will conduct an in-house survey.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$383,011	$448,737	$328,764
FTE's	2.5	2.5	1.3
# of full-time and part-time employees served in the Current Employee Benefit Program	2,512	2,475	2,672
Cost per employee served in the Current Employee Benefit Program	$152	$181	$123
Avg. survey score of employees satisfied with the timeliness of handling requests for info or assistance w/ benefits (1-5, where 5 is very satisfied)	N/A*	3.85	4.00

*As a result of budget reductions in FY 2009, the annual HR customer satisfaction survey was not conducted. Starting in FY 2010 HR will conduct an in-house survey.

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.			
Expenditures	$105,877	$139,480	$153,116
FTE's	1.6	1.6	1.5
# of retiree reimbursement applications processed	1,064	975	1,000
# of employees participating exit interviews	221	277	250
% of claims processed within 10 business days	98.0%	98.0%	98.0%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$64,232	$134,384	$110,438
FTE's	2.1	2.1	1.3
# of personnel actions processed*	4,599	N/A	5,132
% of errors made when processing personnel action forms (5% being the highest %)	3.0%	2.0%	2.0%

*In FY 2010 Human Resources began physically counting the number of PAFs processed. This task will become automated when the new Human Resource Information System is implmented in FY 2011-2012.

EMPLOYEE WELLNESS – The goal of Employee Wellness is to provide health-related information and resources to current employees and retirees.			
Expenditures	$31,091	$120,722	$169,716
FTE's	0.2	0.05	0.75
# of wellness participants served	890	1,500	1,500
Cost per participant	$34.93	$80.48	$113.14
Avg. survey score of employees satisfied with the City's efforts to promote health and wellness (1-5, where 5 is very satisfied)	N/A*	3.75	4

*As a result of budget reductions in FY 2009, the annual HR customer satisfaction survey was not conducted. Starting in FY 2010 HR will conduct an in-house survey.

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment		FY 2011 Approved
Employee Development	*Tuition Assistance Program*	**0.0**	**($188,400)**

The Tuition Assistance Program is a city-wide program managed by the Human Resources Department. The program provides assistance to full and part-time employees for tuition costs. In FY 2011 the program's budget will be transferred out of Human Resources and into the Non-Departmental budget. Human Resources staff will continue to manage the program and oversee the distribution of tuition assistance funds. This transfer results in a $188,400 reduction to the Human Resources budget.

Summary of Budget Changes

FY 2011 Reductions

Activity	Expenditure Reduction	FTE's	FY 2011 Approved
Classification & Compensation	*Human Resources Technician*	**0.57**	**$26,328**

In FY 2011 one part-time Human Resources Technician will be eliminated from the Department's budget. This position performs sub-professional/technical work on a part-time basis in support of core human resource administration functions. The position has been vacant for over one year. This elimination reduces the Department's budget by $26,328 and the FTE count by 0.57. Responsibilities related to this position have already been shifted to other Human Resources staff so the service impact should be limited.

Benefits & Records	*Human Resources Technician*	**1.0**	**$56,593**

In FY 2011 one full-time Human Resources Technician will be eliminated from the Department's budget. This position performs sub-professional/technical work on a full-time basis in support of core human resource administration functions. This position has also been vacant for over one year and is currently being held open for budget savings in FY 2010. The reduction will decrease Human Resources' budget by $56,593 and reduce the Department's FTE count by 1.0. Given that the position has been vacant for over one year, the service impact should be minimal.

Employee Development	*Employee Development & Training Programs*	**0.0**	**$50,430**

The budget for employee development and training will be reduced by $50,430 in FY 2011. Training and development includes a broad ranging curriculum offered to employees city-wide. Decreasing funding for training and development courses will reduce the number of professional development opportunities available to employees. Funding remains for basic and mandated employee training.

Employee Development	*Fees for Professional Services*	**0.0**	**$43,500**

Human Resources will no longer utilize the services of one full-time temporary worker by reducing the Department's fees for professional services budget by $43,500. The temporary worker assists the department with various administrative tasks in the Employee Development division. Administrative tasks will be shifted to one remaining temporary worker and other professional staff.

Employee Wellness	*Wellness Program*	**0.0**	**$25,000**

The non-personnel budget for the Employee Wellness Program will be reduced by $25,000 from $112,362 to $87,362. In FY 2010 Human Resources is revaluating the program to determine the types of activities/services that should be offered. In FY 2011, the types of activities being offered and the program's overall administration is expected to change. One goal for FY 2011 is to better utilize wellness activities/services that are provided at no additional charge through the City's two health insurance providers.

Recruitment & Selection Support	*Advertising*	**0.0**	**$10,000**

The budget for advertising will be reduced by $10,000 in FY 2011. The City has implemented a soft hiring freeze resulting in a decrease of the number of jobs that need to be recruited/advertised for. In FY 2011 Human Resources will evaluate current advertising practices and develop a more strategic recruitment campaign with available funds.

Summary of Budget Changes

FY 2011 Reductions

Activity	Expenditure Reduction	FTE's	FY 2011 Approved
Various	*Internal Printing*	**0.0**	**$3,006**
In FY 2011 Human Resources will reduce funding for printed materials by decreasing the internal printing budget by $3,006. The department will instead use electronic means for distribution of materials. The impact to employees is expected to be minimal.			
Various	*Overtime Budget*	**0.0**	**$1,000**
Human Resources' budget for overtime will be reduced by $1,000 in FY 2011. Human Resources under spent their overtime budget in FY 2008 and 2009, and remains on track to do the same in FY 2010.			

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$566,283	$561,087	$564,941	0.7%
Non-Personnel	80,956	88,016	81,025	-7.9%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$647,239	$649,103	$645,966	-0.5%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	26,923	35,100	35,108	0.0%
Total Designated Funding Sources	$26,923	$35,100	$35,108	0.0%
Net General Fund Expenditures	$620,316	$614,003	$610,858	-0.5%
Total Department FTE's	6.0	5.5	5.5	0.0%

Highlights

• In FY 2011 the approved General Fund budget decreases by $3,145 (0.5%).

• FY 2011 total personnel costs increase by $3,854 (0.7%). ADA Accommodations funds for seasonal employment decreased by $10,000 but this was offset by a step increase and increased benefit costs.

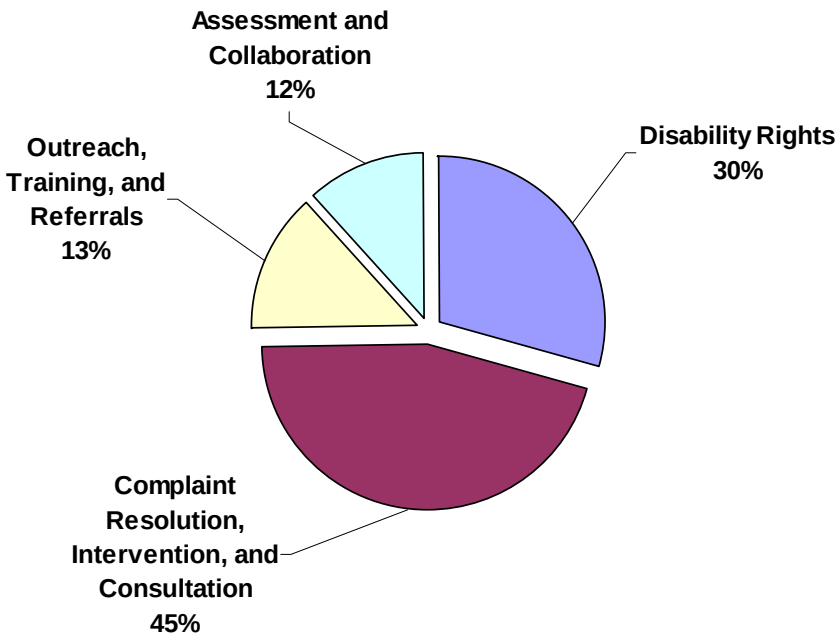
•Total non-personnel costs decreased by $6,991 (7.9%). This is due to reductions in ADA Accommodations funds in fees for professional services ($10,000), and miscellaneous non-personnel reductions ($2,575). The Office of Human Rights had an increase in office space rental costs ($5,060) and an increase of $713, due to the department's share of costs of the new Cityworks customer relationship management system.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of cases worked	285	275	275
cost per case worked	$1,023	$1,052	$1,061
% of cases closed within 180 days	90%	80%	80%

*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 Washington Field Office that require some work by this Office.

FY 2011 Approved Expenditures by Program



Office of Human Rights

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Enforcement	467,943	490,225	482,747	-1.5%
Community Inclusiveness and Awareness	179,297	158,878	163,219	2.7%
Total Expenditures	$647,240	$649,103	$645,966	-0.5%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Enforcement	4.2	3.9	3.9	0.0%
Community Inclusiveness and Awareness	1.8	1.6	1.6	0.0%
Total full time employees	6.0	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, Disability Resources Coordinator
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	71.1%	74.1%	73.3%
Total Expenditures	$467,943	$490,225	$482,747
Less Revenues	$26,923	$35,100	$35,108
Net General Fund Expenditures	$441,020	$455,125	$447,639
Program Outcomes			
% of complaints resolved within 180 days	90%	80%	80%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$176,320	$200,978	$190,923
FTE's	0.9	0.9	0.9
# of contacts	2,575	2,500	2,500
cost per contact	$68	$80	$76
% of contacts responded to by close of business next day	96%	95%	96%

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.			
Expenditures	$291,623	$289,247	$291,824
FTE's	3.3	3.0	3.0
# of cases worked*	285	275	275
cost per case worked	$1,023	$1,052	$1,061
% of cases resolved through alternative dispute resolution	30%	25%	25%
% of cases closed within 180 days	90%	80%	80%

*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 Washington Field Office that require some work by this Office.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	28.9%	25.9%	26.7%
Total Expenditures	$179,297	$158,878	$163,219
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$179,297	$158,878	$163,219
Program Outcomes			
% of contacts responded to by close of business next day	100%	95%	85%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$99,084	$84,527	$87,107
FTE's	1.0	0.8	0.8
# of contacts	2,500	2,800	2,500
cost per contact	$40	$30	$35
# of individuals trained	110	170	125
% of contacts responded to by close of business next day	100%	95%	85%

ASSESSMENT AND COLLABORATION – The goal of Assessment and Collaboration is to assess social conditions that might give rise to discrimination, make the City more welcoming to all people, promote best practices, and collaborate with other agencies.			
Expenditures	$80,213	$74,351	$76,112
FTE's	0.8	0.8	0.8
# of collaborations	146	134	131
cost per collaboration	$549	$555	$581
% increase in new collaborations[1]	20%	-8%	-2%

[1] New collaborations decrease by 10% due to 0.5 position reduction which occurred in FY 2010.

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction	FTE's	FY 2011 Approved
Disability Rights	*ADA Accommodation*	**(0 FTE)**	**($20,000)**
ADA Accommodation costs were realigned to match personnel and non-personnel actual costs in FY 2009. ADA Accommodation has been budgeted for about $70,000 each year. However, ADA Accommodation had a surplus of $16,945 in FY 2008 and $27,377 surplus in FY 2009.			
All	*Various Non-Personnel*	**(0 FTE)**	**($2,575)**
Reduction of non-personnel items including equipment rentals, conferences, memberships and subscriptions, and operating supplies.			

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$4,714,625	$4,499,137	$4,573,620	1.7%
Non-Personnel	2,405,150	2,005,304	2,371,553	18.3%
Capital Goods Outlay	1,895	0	127,700	NA
Total Expenditures	$7,121,670	$6,504,441	$7,072,873	8.7%
Less Revenues				
Internal Services	$446,384	$0	$0	NA
Internal Services - Fund Balance	0	0	127,700	NA
Special Revenue Funds	0	0	0	NA
Total Designated Funding Sources	$446,384	$0	$127,700	NA
Net General Fund Expenditures	$6,675,286	$6,504,441	$6,945,173	6.8%
Total Department FTE's	48.5	43.0	40.0	-7.0%

Highlights

• In FY 2011, the approved General Fund budget for ITS is increasing by $440,732, or 6.8%.

• FY 2011 personnel costs are increasing by $74,483, or 1.7%. This increase is primarily attributable to employee merit adjustments and an increase in benefit costs; offset by the elimination of three full-time positions, including a Computer Programmer Analyst I , a Computer Programmer Analyst II and a Network Engineer III

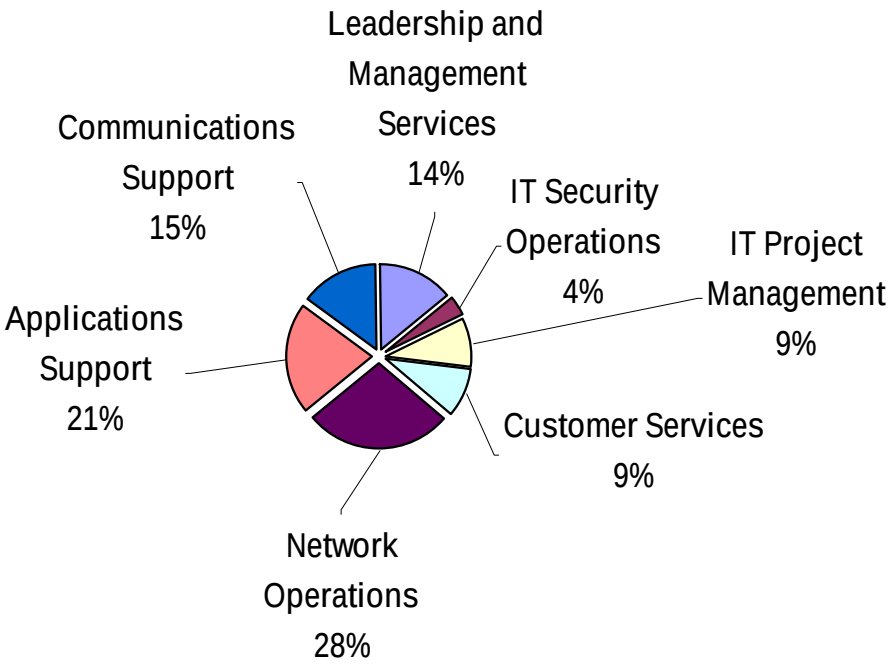
• FY 2011 non-personnel costs are increasing by $366,249, or 18.3%. This increase is attributable to an increase in rent costs ($59,638); also, adjustments to the base budget ($483,667) related to several maintenance contracts described on the following pages including, the City's Institutional Network (I-Net - $244,867) maintenance; the TLS Broadband Internet Connectivity costs ($102,000); LaserFiche, Lotus Notes, and Citrix Software maintenance costs ($71,800); and, the Voice over Internet Protocol (VOIP - $65,000) phone system maintenance costs. These adjustments are offset by the reductions of several non-personnel costs ($177,477) also described on the following pages including, reductions in Lotus Notes Hosting costs ($64,500); the elimination of IT staff training ($29,994); the elimination of City-wide staff training ($20,000); reductions in Network Access and Log Solution maintenance costs ($26,000); and reductions in other miscellaneous non-personnel expenditures ($36,983).

• The Capital Outlay budget in ITS includes $127,700 to be transferred from the City's accumulated equipment replacement fund balance to fund the replacement of a limited number of City computer workstations on an as needed basis.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Cost per department supported by ITS	$206,409	$171,170	$186,128
% of Help Desk work requests resolved within 24 hours of receipt	36%	25%	25%
Number of applications supported	160	171	180
Number of databases under management	145	143	150

FY 2011 Approved Expenditures by Program



Information Technology Services

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011*
Leadership and Management Services	$1,203,907	$926,714	$1,011,143	9.1%
Security	196,600	263,626	261,738	-0.7%
IT Project Management	363,509	607,578	661,721	8.9%
Customer Services	950,290	506,877	640,752	26.4%
Network Operations	1,615,270	1,644,218	1,934,151	17.6%
Applications Support	1,926,509	1,537,863	1,509,762	-1.8%
Communications Support	865,586	1,017,565	1,053,606	3.5%
Total Expenditures	$7,121,671	$6,504,441	$7,072,873	8.7%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership and Management Services	7.2	7.4	7.6	2.0%
Security	1.3	1.3	1.2	-4.0%
IT Project Management	3.5	4.6	4.6	0.0%
Customer Services	6.1	4.3	4.1	-5.8%
Network Operations	9.2	9.2	8.3	-9.3%
Applications Support	14.9	11.8	9.8	-17.4%
Communications Support	6.5	4.6	4.6	0.0%
Total full time equivalents	48.6	43.0	40.0	-7.1%

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
- Applications Programming
  - 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 of ITS
703.746.3001
tom.trobridge@alexandriava.gov

Department Staff
Judy Milligan, Division Chief
Shelly Santos, Division Chief
Curtis Ney, Division Chief
Paul Kim, 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	15.3%	14.2%	14.3%
Total Expenditures	$1,203,907	$926,714	$1,011,143
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,203,907	$926,714	$1,011,143
Program Outcomes			
% of customers who rate IT Services as good to excellent	96%	95%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures*	$1,029,837	$677,564	$764,026
FTE's	5.3	4.8	5.1
# of departments supported	38	38	38
$ amount of departmental expenditures	$7,843,558	$6,504,441	$7,072,873
Cost per department supported	$206,409	$171,170	$186,128
Leadership & General Management expenditures as a % of total department	15.3%	14.2%	14.3%
% of customers who rate ITS understanding of business needs as good to excellent	88.6%	90.0%	90.0%

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.			
Expenditures	$174,070	$249,150	$247,117
FTE's	1.9	2.6	2.5
# of IT purchases processed	924	1,260	1,200
Cost per IT purchase processed	$188	$198	$206
% customers rating hardware/software procurement services as good to excellent	92%	95%	95%

* The increase in the Leadership and General Management activity from FY 2010 to FY 2011 is due to the reallocation of staff time from other activities to better reflect actual tasks and duties within the Department.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	2.8%	4.1%	3.7%
Total Expenditures	$196,600	$263,626	$261,738
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$196,600	$263,626	$261,738

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$196,600	$263,626	$261,738
FTE's	1.3	1.3	1.2
# of network clients protected with the latest patches and software	2,800	2,800	2,800
# of procedures, policies, and plans used in the production environment	3	3	3
Cost per client protected	$70	$94	$93

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	5.1%	9.3%	9.4%
Total Expenditures	$363,509	$607,578	$661,721
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$363,509	$607,578	$661,721
Program Outcomes			
% of customers rating IT Project Management as good to excellent	85%	91%	91%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures*	$363,509	$607,578	$661,721
FTE's	3.5	4.6	4.6
# of projects provided assistance	24	29	30
# of hours of support provided	7,280	7,280	9,464
Cost per staff hour of support	$50	$83	$70
% rating ITS project management as good to excellent	85%	91%	91%

*The increase in the Project Management activity from FY 2010 to FY 2011 is partially due to an increase in rent costs.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	13.3%	7.8%	9.1%
Total Expenditures	$950,290	$506,877	$640,752
Less Revenues	$446,384	$0	$127,700
Net General Fund Expenditures	$503,906	$506,877	$513,052
Program Outcomes			
% of customers who rate IT Customer Service as good to excellent	88.6%	95%	97%

Activity Data

HELP DESK – The goal of the Help Desk is to provide first and second level customer support for City computer and telecommunications users.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$379,923	$365,979	$392,963
FTE's	5.0	4.0	3.8
# of work requests generated	9,800	12,000	12,000
# of work requests responded to per FTE	1,980	3,038	3,158
% of work requests resolved within 24 hours	36%	25%	25%

EQUIPMENT REPLACEMENT – The goal of Equipment Replacement is to ensure that City departments and agencies have reliable and efficient computer workstations.			
Expenditures	$494,696	$53,056	$175,439
FTE's	0.3	0.1	0.0
# of workstations replaced and inventoried	285	0	84
Cost per workstation replaced and inventoried	$1,736	$0	$2,089
% of workstations currently under manufacturer warranty	100%	86%	76%

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.			
Expenditures*	$75,671	$87,842	$72,350
FTE's	0.8	0.3	0.3
# of seats trained	1,086	144	0
Cost per seat trained	$0	$610	N/A
% of students who rated computer training as good or excellent	96%	75%	N/A

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	22.7%	25.3%	27.3%
Total Expenditures	$1,615,270	$1,644,218	$1,934,151
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,615,270	$1,644,218	$1,934,151

Activity Data

WAN SUPPORT – The goal of Wide Area Network Support is to maintain network connectivity among all City sites in order to allow employees to share in the advantages of the City's technology infrastructure.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures*	$762,709	$670,190	$1,021,986
FTE's	3.0	3.2	3.0
# of existing connections supported	97	97	98
Cost per existing connection supported	$7,862.98	$6,909.18	$10,428.43

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.			
Expenditures	$436,048	$551,574	$543,766
FTE's	2.4	3.6	3.0
# of servers managed	200	150	200
Cost per server managed	$2,180	$3,677	$2,719
% rating server management as good to excellent	89%	90%	90%

DATA CENTER – The goal of Data Center is to schedule, process, and print reports for user departments, and to schedule and process backups and restoration of the City's application data when needed.			
Expenditures**	$416,513	$422,454	$368,399
FTE's	3.8	2.4	2.4
Volume of data backed up and stored (in Terabytes)	32	12	14
Cost perTerabyte of data backed up and stored	$13,016	$35,205	$26,314
% rating City data center services as good to excellent	92%	92%	92%

* The increase in the Wan Support activity from FY 2010 to FY2011 is attributable to increases in maintenance costs related to the I-Net and the new TLS Broadband Internet connection.

Applications Support

The goal of Applications 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	24.6%	23.6%	21.3%
Total Expenditures	$1,926,509	$1,537,863	$1,509,762
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,926,509	$1,537,863	$1,509,762
Program Outcomes			
% of customers rating ITS Applications Support as good to excellent	80%	80%	80%

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 City and third-party supported applications in order to facilitate the performance of their duties.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,619,510	$1,299,707	$1,257,127
FTE's	12.4	10.4	8.4
# of applications supported	160	171	180
Cost per application supported	$10,122	$7,601	$6,984
% of customers rating applications programming support as good to excellent	94.0%	80%	80%

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.			
Expenditures	$306,999	$238,156	$252,635
FTE's	2.5	1.5	1.4
# of databases under management	145	143	150
Volume of data under management (in Terabytes)	2.4	2.4	2.8
Cost per database under management	$2,117	$1,665	$1,684
% rating application data management as good to excellent	96%	89%	89%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	11.0%	15.6%	14.9%
Total Expenditures	$865,586	$1,017,565	$1,053,606
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$865,586	$1,017,565	$1,053,606

Activity Data

DATA & EMAIL COMMUNICATIONS – The goal of Data and Email Communications is to provide and maintain devices for data communications (primarily email) for all City employees.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$598,760	$554,648	$506,224
FTE's	3.2	1.8	1.7
# of email accounts managed	3,000	3,000	3,000
Cost per email account managed	$200	$185	$169
% rating City management of emails as good to excellent	91%	81%	81%

VOICE COMMUNICATIONS – The goal of Voice Communications is to provide and maintain devices for voice communications for all City employees.			
Expenditures	$266,826	$462,917	$547,382
FTE's	3.3	2.8	2.9
# of desk and cell phones supported	5,800	5,857	5,900
Cost per device supported	$46	$79	$93
% rating City management of voice services as good to excellent	92%	79%	79%

Summary of Budget Changes

Mandatory Adjustments to the Base Budget

Activity	Adjustment to Base Budget	FY 2011 Approved
WAN Support	*City's Institutional Network (I-Net) Maintenance*	**$244,867**
This adjustment will fund antipicated increased costs to maintain the City's I-Net System in FY 2011.		
WAN Support	*Connectivity Costs for the TLS Broadband Internet*	**$102,000**
In FY 2010, ITS upgraded the City's Internet connection to TLS broadband service from Verizon. This new service is three times faster than the old DS3 line (100 MHz, vs. 36 MHz with the old line). This upgrade is necessary to maintain current service levels in FY 2011, while coping with increased traffic, driven partly by the implementation of the VOIP telephony project.		
Software Maintenance	*LaserFiche, Lotus Notes, & Citrix Software Maintenance*	**$71,800**
This adjustment will fund additional maintenance costs for the City's LaserFiche Document Imaging ($39,000), Lotus Notes ($12,800) and Citrix telecommuting ($20,000) software sytems. These additional costs are attributable to departmental users to be added during FY 2011.		
Voice Communications	*Voice over Internet Protocol (VOIP)*	**$65,000**
This adjustment will fund VOIP maintenance costs due to anticipated additional phones to be implemented in FY 2011. These costs include: 1) Software Release Management; 2) Software Support Upgrades - a 24 x 7 service on the City's Communication Manager; 3) standard hardware maintenance; and, 4) Redsky maintenance - 911 location notification.		

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2011 Approved
Programming	*Computer Programmer Analyst I & Computer Programmer Analyst II*	**(2.0)**	**($158,583)**
This reduction reflects the elimination of two full-time positions in the Programming Support activity including a Computer Programmer Analyst I position ($75,794) and a Computer Programmer Analyst II position ($82,789). One of the positions is dedicated to document imaging support, and the other position would be used to address current understaffing issues, overtime costs, the lack of backup and dedicated programmers. The elimination of these positions may result in increased workload for existing staff and reduce the current level of service to other departments.			
Various	*Network Engineer III*	**(1.0)**	**($86,626)**
In FY 2011, one full-time Network Engineer III position will be eliminated. This position oversees network design projects with deliverables including system analysis, directory and domain administration, as well as enterprise backups. The elimination of the position may impact ITS staff responsiveness to network service needs. Other ITS staff may have to pick up additional duties. This could affect service delivery in the department.			
Data and Email Communications	*Lotus Notes Hosting*		**($64,500)**
This reduction reflects an efficiency reduction in the scope of services provided by the City host for Lotus Notes Application, with no material impact in services.			

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2011 Approved
Training	*ITS Staff Training*		**($29,994)**
This reduction will eliminate ITS staff training costs. This will constrain staff ability to remain up-to-date with the rapidly changing IT environment.			
Training	*Instructors for Classes*		**($20,000)**
This reduction will eliminate training for City standard software applications including word processing, spreadsheets, email and other applications currently used in City Departments. This reduction would impact the knowledge base and skill sets of the City workforce; also, training will not be available when these applications become obsolete and need to be upgraded to a new version.			
Security	*Network Access & Log Solution Maintenance*		**($26,000)**
These reductions reflect lower than previously budgeted maintenance costs for the Network Log Solution and Network Access Control Appliance devices. These reductions represent a savings of $13,000 for each device, bringing the total reductions to $26,000.			
Data Center	*Paper and Network Printer Supplies*		**($12,789)**
Reductions in costs for paper ($10,000) and network printer supplies ($2,789) are attributable to the availability of automated reports and electronic copies of documents provided to City departments.			
Security	*Vulnerability Assessment*		**($8,000)**
This reduction will eliminate funding for an external assessment of the City network. The department will seek to identify risks and improve security through the use of other methods and practices.			
Various	*Books & Publications*		**($6,995)**
This reduction reflects a reduction of the purchase of books and publications in the department. The impact of this reduction is minimal and is supported by historical expenditure trends.			
Various	*Miscellaneous Purchases*		**($6,000)**
This reduction affects the purchase of small software tools and hardware under $1,000, resulting in more manual and low-technical approaches to problems experienced by end users. However, expenditure trends from the past three years support reductions to the level that has been approved.			
Programming	*Voter Registration Support & Annual Software Support*		**($2,200)**
This reduction reflects the elimination of programming support for the Voter Registration Data software ($400). This support is no longer needed and can be eliminated. The reduction also reflects the reduction of user license fees associated with the City's Personal Property Tax application ($1,200), with no impact in services.			
Various	*Regional Travel*		**($1,000)**
This reduction in staff regional travel costs, reduces ITS staff ability to network with other area jurisdictional staff as well as attend ITS related regional meetings (e.g. the Virginia Innovative Technology Symposium).			

Internal Audit

Mission Statement: The mission of the Office of Internal Audit is to provide an independent appraisal function to evaluate City programs and activities for compliance with City policies and procedures, to improve City operations, and to prevent fraud, waste, and abuse.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$212,480	$211,529	$216,859	2.5%
Non-Personnel	6,753	11,704	12,061	3.1%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$219,233	$223,233	$228,920	2.5%
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	$219,233	$223,233	$228,920	2.5%
Total Department FTE's	2.0	2.0	2.0	0.0%

Highlights

•In FY 2011 the approved General Fund budget increased by $5,687, or 2.5%.

•FY 2011 personnel costs increased by $5,330, or 2.5%; the increase was due to employee step adjustments and an increase in benefit costs.

•FY 2011 non-personnel costs increased by $357, or 3.1%, due to the Department's share of costs of the new Cityworks customer relationship management system.

Internal Audit

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of City Departments/Agencies assisted annually	35.5%	40.0%	45.0%
# of recommendations and concerns tracked	47	50	50
# of audits completed	16	22	16
Cost per audit	$13,702	$10,147	$14,308

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Internal Audit	$219,233	$223,233	$228,920	2.5%
Total Expenditures	$219,233	$223,233	$228,920	2.5%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Internal Audit	2.0	2.0	2.0	0.0%
Total Authorized Positions (FTE's) by Program	2.0	2.0	2.0	2.0

Internal Audit Programs and Activities

Internal Audit
- Internal Audit

Dept Info

Department Contact Info
703.746.4743
www.alexandriava.gov/internalaudit/

Chief Auditor
Deborah Welch, Auditor II
703.746.4743
deborah.welch@alexandriava.gov

Department Staff
Bryan Capelli, CPA, Auditor I
703.746.4742
bryan.capelli@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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$219,233	$223,233	$228,920
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$219,233	$223,233	$228,920
Program Outcomes			
% of City Departments/Agencies assisted annually	35.5%	40.0%	45.0%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$219,233	$223,233	$228,920
FTE's	2.0	2.0	2.0
# of audits completed	16	22	16
# of recommendations and concerns tracked	47	50	50
Cost per audit	$13,702	$10,147	$14,308
% of City Departments/Agencies assisted annually	35.5%	40.0%	45.0%
# of recommendatiions resolved within established deadline	90.0%	95.0%	95.0%
Dollar value of savings from audit assignments	$1.391m	$250,000	$250,000

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 in order to achieve financially sustainable and excellent services valued by the community.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$1,072,747	$1,089,953	$1,134,844	4.1%
Non-Personnel	48,622	50,015	51,085	2.1%
Capital Goods Outlay	0	0	0	NA
Total Expenditures	$1,121,369	$1,139,968	$1,185,929	4.0%
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	$1,121,369	$1,139,968	$1,185,929	4.0%
Total Department FTE's	11.0	11.0	11.0	0.0%

Highlights

•In FY 2011 the approved General Fund budget increased by $45,961, or 4.0%.

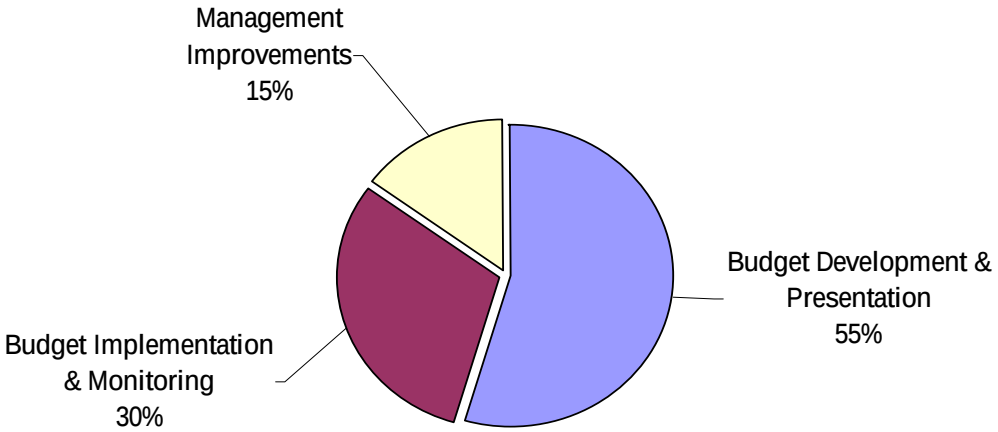
• FY 2011 personnel costs increased by $44,891, or 4.1%; the increase was due partly to the reclassification of two full-time Senior Budget/Management Analyst positions to a supervisory level. The increase was also due to employee step adjustments and an increase in benefit costs.

•Total non-personnel costs increased by $1,070, or 2.1%, due to the Department's share of costs of the new Cityworks customer relationship management system.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% GFOA budget document standards rated proficient	91%	100%	100%
$ monitored (all funds in millions)	$730.5	$641.8	$659.8
% of departments that do not overspend	100%	100%	100%
% compliance with City adopted debt policies	100%	100%	100%

FY 2011 Approved Expenditures by Activity



Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Budget Development and Presentation	$664,800	$622,204	646,685	3.9%
Budget Implementation & Monitoring	$266,272	$347,011	360,119	3.8%
Management Improvements & Long Range Financial Analysis	$190,297	$170,753	179,125	4.9%
Total Expenditures	$1,121,369	$1,139,968	$1,185,929	4.0%

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Budget Development and Presentation	6.5	6.5	6.5	0.0%
Budget Implementation & Monitoring	3	3	3	0.0%
Management Improvements & Long Range Financial Analysis	1.5	1.5	1.5	0.0%
Total Authorized Positions (FTE's) by Activity	**11**	**11**	**11**	0.0%

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
Bruce Johnson, Chief Financial Officer
703.746.3737
bruce.johnson@alexandriava.gov

Department Staff
Kendel Taylor, Assistant Director
703.746.3741
kendel.taylor@alexandriava.gov

Morgan Routt, Assistant Director
703.746.3743
morgan.routt@alexandriava.gov

Budget and Management Services Program

The goal of the Budget and Management Services program is to provide the City Manager, City Council, and public with financial choices to balance the needs of the community for City services with the ability of the community to pay for them.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$1,121,369	$1,139,968	$1,185,929
Less Revenues	0	0	0
Net General Fund Expenditures	$1,121,369	$1,139,968	$1,185,929
Program Outcomes			
% of citizens who are satisfied with the overall value of services despite taxes and fees paid	88.6%	89.3%	89.3%

Activity Data

BUDGET DEVELOPMENT & PRESENTATION – The goal of Budget Development & Presentation is to prepare a proposed budget for the City Manager and Council that clearly explains how the proposed budget accomplishes effective and efficient operation of the City, 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$664,800	$622,204	$646,685
FTE's	6.5	6.5	6.5
# of activities for which budgets are developed	507	467	450
# of activities per FTE	46.1	42.5	40.9
Budget Memoranda	125	135	135
% of GFOA budget document standards rated proficient	91%	100%	100%
% of GFOA budget document standards rated outstanding	34%	20%	35%

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.			
Expenditures	$266,272	$347,011	$360,119
FTE's	3.0	3.0	3.0
$ monitored (all funds in millions)	$730.5	$641.8	$659.8
$ million monitored per FTE	$66.4	$58.3	$60.0
# of Council Docket and City Manager Signature Items	109	73	73
% 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 report on the progress of these and similar efforts to the City Manager.			
Expenditures	$190,297	$170,753	$179,125
FTE's	1.5	1.5	1.15
# of Managing For Results (MFRI) and Efficiency and Best Practices public reports prepared	13	15	15
% of citizens who are satisfied with the overall value of services despite taxes and fees paid	88.6%	89.3%	89.3%

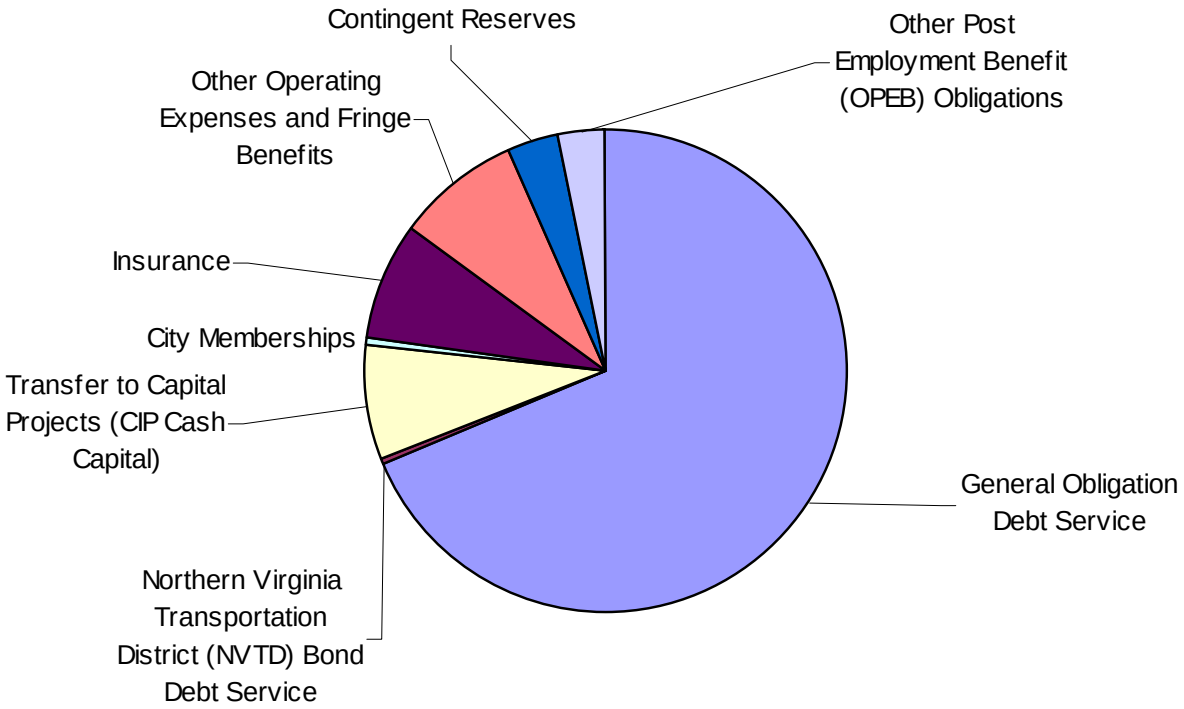
Non-Departmental

Purpose Statement: The purpose of the Non-Departmental Budget is to put into one central place all of those expenditures that support the departments that cannot otherwise easily be categorized. 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, City-wide communication and publication costs, and other miscellaneous operating costs and centrally paid fringe benefits and projected changes in pay or benefits that were estimated too late to include in individual departmental budgets.

Non-Departmental Expenditures and Revenues

Expenditures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
CIP Related Expenses			
General Obligation Debt Service	$31,900,635	$37,162,544	$37,660,704
Northern Virginia Transportation District (NVTD) Bond Debt Service	$256,070	$256,070	$256,070
Transfer to Capital Projects (CIP Cash Capital)	$12,017,687	$4,400,038	$4,295,000
City Memberships	$281,678	$284,152	$280,230
Insurance	$3,509,894	$4,054,955	$4,209,025
Other Operating Expenses and Fringe Benefits	$4,969,611	$4,882,711	$4,686,877
Contingent Reserves	$0	$1,543,160	$1,900,000
Other Post Employment Benefit (OPEB) Obligations	$5,600,000	$2,500,000	$1,700,000
Total All Funds Non-Departmental Expenditures	$58,535,575	$55,083,630	$54,987,906
Revenues			
Special Revenue Fund	$463,935	$1,000,000	$1,000,000
Total Revenues	$463,935	$1,000,000	$1,000,000
Total General Fund Expenditures	$58,071,640	$54,083,630	$53,987,906

FY 2011 Approved Non Departmental Expenditures



Non-Departmental Expenditures

	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
General Obligation Bond Debt Service	$31,900,635	$37,162,544	$37,660,704
Northern Virginia Transportation District (NVTD) Bond Debt Service	$256,070	$256,070	$256,070
Subtotal Debt Service	$32,156,705	$37,418,614	$37,916,774

Debt Service:

•Total debt service costs are budgeted to increase by $0.5 million, or 1.3 percent. The increase is minimal this year compared to previous years due to the historically lower interest rates achieved in June of 2009 when the City issued bonds. In June 2009, the City issued $35.2 million in tax exempt general obligation bonds and $44.5 million in taxable Build America Bonds, at an overall fixed rate true interest cost of 3.28%. This very low achieved interest cost resulted in a budget savings in FY 2010. The City saved approximately $3.0 million in FY 2010 compared to the amended budget amount.[1] The July 2010 issuance of $72.3 million in bonds achieved an overall fixed rate true interest cost of 2.93% for a combination of tax exempt and Build America Bonds. This 2.93% rate for 20-year serial bonds represents one of the lowest, if not the lowest, interest rates achieved in modern times.

•The low interest rates are the result of the reaffirmation of the City's AAA/Aaa credit rating and recognition of the City's excellent financial condition. The City is one of a select number of cities and towns across the nation with both an AAA and Aaa rating from Moody's and Standard & Poor's. The Proposed FY 2011 General Fund budget includes $37.7 million for payment of the City's General Obligation debt. The detailed bond repayment schedule is included in the Approved FY 2011 - FY 2020 Capital Improvement Program document.

•The components of FY 2011 debt service costs shown above include the following besides debt service for the 2009 and 2010 issued bonds:

- $4.3 million in debt service for $58 million in debt issued in July of 2008. This debt issuance will provide partial funding for the Police headquarters project, as well as other capital initiatives in FY 2010. In addition, the City issued $5 million in General Obligation taxable debt for ARHA-related affordable housing purposes in July of 2008 at a true interest rate of 5.4 percent.

- $814,305 in debt service for $10,000,000 in debt issued in November of 2004 for open space purposes. This amount is equal to 0.25 percent of the estimated real estate taxes. The remainder is approved to be released as funding source for the General Fund operating budget.

- $1,477,875 in debt service for $15.0 million in taxable bonds for affordable housing issued in June of 2006.

- $1,274,349 in debt service for various General Obligation bonds issued prior to FY 2006 that represent the portion of those issues devoted to sanitary sewer capital projects. This amount is paid from a transfer into the General Fund from the Sanitary Sewer Enterprise Fund (established in FY 2006).

- In addition to the City's General Obligation debt payments, this account also includes the City's share of debt service for the Northern Virginia Transportation District bonds, in the amount of $256,070. The City's share of debt service for these bonds is funded from General Fund revenues generated by the right-of-way telecommunications tax, which was authorized by the 1998 General Assembly.

[1] The FY 2010 budget was amended by City Council through the Supplemental Appropriations Ordinance to reflect the appropriation of $418,858 in additional debt service resulting from the June sale of Build America Bonds. The increased debt service will be funded by an increase in Intergovernmental Revenue for the subsidy payment from the federal government.

Non-Departmental Expenditures, continued

	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Transfer to Capital Projects (CIP Cash Capital)	$12,017,687	$4,400,038	$4,295,000

Transfer to Capital Projects (CIP Cash Capital):

•Cash Capital expenditures will decrease $105,038, or 2.4 percent.

•The approved FY 2011 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, sewer fee collections from the Sanitary Sewer enterprise fund, bond interest earnings, bond premiums received on prior bond issuances, reallocated prior year CIP project balances, and transportation funding for transportation improvements in the City.

FY 2011 Funding Source	$ in millions	% of Total
Cash Capital (G.F. Revenue)	$4.30	5.1%
Fund Balance from Prior Years	$0.00	0.0%
Bond Interest Earning	$1.07	1.3%
Bond Premium	$0.00	0.0%
Reallocated Prior Year CIP Balances	$3.72	4.5%
Other Sources	$0.22	0.3%
Comcast Revenues for IT Infrastructure	$0.99	1.2%
Subtotal City Cash and Other Resources	$10.30	12.3%
General Obligation Bonds	$73.26	87.7%
Total	$83.56	100.0%

Non-Departmental Expenditures, continued

	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
City Memberships	$281,678	$284,152	$280,230

City Memberships:

The approved budget for City memberships is decreasing approximately one percent.

Many of the organizations in which the City is a member held their fees flat in FY 2011. The proposed budget of $284,230 for City memberships includes City memberships in the Metropolitan Washington Council of Governments ($118,203), the National League of Cities ($9,302), the U.S. Conference of Mayors ($12,242), the Virginia Municipal League ($37,012), the Northern Virginia Regional Commission ($68,366), the Northern Virginia Transportation Commission (NVTC) ($35,105). The majority of the decrease is in the membership cost of the NVTC (down $3,408).

	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Insurance	$3,509,894	$4,054,955	$4,209,025

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 approximately $154,000, or 3.8 percent. Premium costs increasing in general and property liability insurance are offset by savings in the professional liability premiums. The retiree health insurance increase of $80,603 is attributable to projected participation. No increase in the maximum $260 a month retiree health insurance subsidy is planned for FY 2011.

Non-Departmental Expenditures, continued

	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Contingent Reserves	$0	$1,543,160	$1,900,000

Contingent Reserves:

In FY 2011, there is $1,900,000 available in the Approved General Fund budget for City Council use to meet minor, unexpected situations and/or to fund Council discretionary spending priorities. Of this, $1,600,000 was specifically included to address a potential increase in the City's share of WMATA funding, which was unknown when City Council adopted the FY 2011 Operating Budget.

In order to fund the FY 2011 General Fund budget, City Council redirected funds that existed in the FY 2010 Contingent Reserves. $755,000 of previously designated funds were released and will be used as a one-time funding source for FY 2011. The following Contingent Reserves fund categories were not utilized and the cash set aside for these categories has subsequently been released for overall FY 2011:

- $100,000 – Air Quality Monitoring
- $350,000 – Watson Wyatt Implementation
- $255,000 – Home Ownership Assistance
- $50,000 – Alexandria Arts District

Non-Departmental Expenditures, continued

	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Other Post Employment Benefit (OPEB) Obligations	$5,600,000	$2,500,000	$1,700,000

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 $99.1million. Meeting the challenge of funding this liability will assist the City in maintaining its triple A bond ratings during a time in which lenders are looking far more carefully at "risks" before lending money to municipal governments. This budget provides $1.7 million in funding for obligations for future benefits to City employees after retirement. This amount will be appropriated to the OPEB trust fund and supplemented by a transfer of $1.6 million from fund balance to help pay estimated FY 2011 costs. Another $6.1 million in other cash sources provide a total of $9.4 million or 86% of the annual required contribution. This funding represents the third year in a multi-year plan to gradually increase the annual funding to $10.9 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 are being reduced for new employees. This portion of the liability should shrink over time.

CASH FLOW PROJECTIONS

Other Post Employment Benefits

Plan for Funding

	2010	2011	2012	2013	2014	2015	2016	2017	2018
Medical Subsidy	$ 1.9	$ 2.5	$ 2.7	$ 3.0	$ 3.3	$ 3.3	$ 3.5	$ 3.7	$ 3.9
Reimbursement	$ 2.8	$ 3.0	$ 3.2	$ 3.3	$ 3.3	$ 3.4	$ 3.5	$ 3.6	$ 3.7
Life Insurance	$ 0.6	$ 0.6	$ 0.7	$ 0.8	$ 0.8	$ 0.8	$ 0.8	$ 0.8	$ 0.8
Total Cash Flow	$ 5.3	$ 6.1	$ 6.6	$ 7.1	$ 7.4	$ 7.5	$ 7.8	$ 8.1	$ 8.4
Current General Fund	$ 2.5	$ 1.7	$ 1.8	$ 2.0	$ 2.4	$ 2.7	$ 2.7	$ 2.7	$ 2.5
Fund Balance Draw Down	$ 2.8	$ 1.6	$ 1.2	$ 0.7	$ 0.2	$ -	$ -	$ -	$ -
Total Annual Contributions	$ 10.6	$ 9.4	$ 9.6	$ 9.8	$ 10.0	$ 10.2	$ 10.5	$ 10.8	$ 10.9
Required Contributions	$ 10.9	$ 10.9	$ 10.9	$ 10.9	$ 10.9	$ 10.9	$ 10.9	$ 10.9	$ 10.9
Investible Funds	$ 5.3	$ 3.3	$ 3.0	$ 2.7	$ 2.6	$ 2.7	$ 2.7	$ 2.7	$ 2.5
Ending Fund Balance	$ 11.3	$ 15.5	$ 19.6	$ 23.8	$ 28.2	$ 33.0	$ 38.2	$ 43.7	$ 49.5
% of Annual Required Contribution Funded	97%	86%	88%	90%	92%	94%	96%	99%	100%

Non-Departmental Expenditures, continued

	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Other Operating Expenses and Fringe Benefits	$4,865,035	$4,882,711	$4,686,877

Other Operating Expenses and Fringe Benefits:

•Funding for these various operating expenses is decreasing $195,834, or 4.0 percent.

•Significant changes in this category are:

•$270,000 is being transferred from the Office of Housing. These are the remaining funds from the dedicated real estate revenue for affordable housing (not currently being used to pay for debt service) which may be needed to eventually pay debt service on $3.1 million that would be added to $3.3 million currently available to the Office of Housing (up to a maximum of $6.4 million total with the actual cost to be determined based on the site/units selected) for costs associated with the eventually-needed 16 replacement units from the James Bland public housing site.

•A decrease of $82,300 for pension supplements to $1.7 million as contractually required by the plans' administrator for the old public safety pension plan, which was closed to new members in 1979. Plan beneficiaries are living longer and the plan's funds are declining, which triggers a contractually required minimum payment. However, the amount of this minimum payment has declined.

•Funding for efficiency/best practices studies was reduced by $75,000 from $350,000 per year to $275,000. Individual departments or program areas will be scheduled for study each year plus support for City-wide initiatives such as the Managing for Results Initiative, Watson Wyatt human resource studies, and other miscellaneous management improvement studies.

•The rebate of Waste-to-Energy plant property taxes, as per the Waste Disposal Trust Fund Agreement between Alexandria and Arlington County, dated October 1, 1985, is reduced by $16,000 to $550,000. This amount (which relates to taxes the facility pays to the City) is budgeted to fund the mandated deposit to the joint Alexandria and Arlington Waste-to-Energy Trust Fund, which is used to help cover certain Waste-to-Energy plant operating and capital costs.

Non-Departmental Expenditures, continued

The following adjustments are temporarily in the Non-departmental budget; however, these will be distributed to various departmental budgets for the FY 2011 Approved budget. The transfers will occur through the Fall Reappropriation Ordinance.

•A 10 percent reduction was taken city-wide in education and training to produce a savings of $76,000. In addition City Council increased this savings, as well as a savings for contracted professional services by $300,000. The City Manager will determine the most appropriate way to achieve this savings, through a combination of education, training and contracted professional service reductions. Once the specific reductions have been identified, the savings will be transferred through the Fall Reappropriation Ordinance to the impacted departments.

•Prior to FY 2011 the cost for postage ($43,000) was centrally budgeted in General Services. This budget authority will be distributed to departments based on usage through FY 2010. The savings will be distributed as part of the Fall Reappropriation Ordinance.

•The Tuition Assistance Program is a city-wide program managed by the Human Resources Department. The program provides assistance to full and part-time employees for tuition costs. In FY 2011 the program's budget has been transferred out of Human Resources and into the Non-Departmental budget. Human Resources staff will continue to manage the program and oversee the distribution of tuition assistance funds. The current budget for this program is $188,400.

Non-Departmental Expenditures, continued

	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Other Operating Expenses			
Public Safety Radio System	$317,417	$457,063	$457,063
Affordable Home Ownership Preservation (AHOP)	$697,705	$0	$0
Efficiency/Best Practices Studies	$536,029	$350,000	$275,000
Waste-To-Energy Plant Property Taxes	$544,419	$566,000	$550,000
Health Insurance Premium Adjustment (United Health Care)	$0	$0	$0
Employeee Compensation (P-Step adopted vs P-Step Current Payroll)	$0	$0	$0
Pension (Public Safety - closed Deferred Benefit system)	$1,708,367	$1,782,300	$1,700,000
Citizen Academy (Including Police Citizen Academy)	$0	$12,000	$6,000
City-Wide Telecommunications	$0	$350,000	$350,000
Special Event Savings	$0	($150,000)	$0
Postage	$0	$0	$42,910
Fuel Savings	$0	$0	$0
Tuition Assistance	$0	$0	$188,400
City Resident Survey	$0	$0	$0
Group Life Insurance/Hospitalization in FY 2011	$0	($25,000)	$0
Allowance for Special Revenue Fund Grants and Donations	$0	$1,000,000	$1,000,000
Severance Pay and Employee Leave Pay-out	$0	$282,348	$0
Professional Services and Education and Training Savings to be Distributed	$0	$0	($375,833)
Other Expenditures	$1,061,098	$258,000	$493,337
Total Other Operating Expenses and Fringe Benefits	$4,865,035	$4,882,711	$4,686,877

Procurement Department

Mission Statement: The mission of the Procurement Department is to enable City departments to achieve their results timely and efficiently by providing best-in-class contract management services, information, and support.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$644,017	$746,054	$779,731	4.5%
Non-Personnel	351,219	164,051	166,575	1.5%
Capital Goods Outlay	42	0	0	-
Total Expenditures	$995,278	$910,105	$946,306	4.0%
Less Revenues				
Internal Service	$0	$0	$0	-
Special Revenue Fund	0	0	0	-
Total Designated Funding Sources	$0	$0	$0	-
Net General Fund Expenditures	$995,278	$910,105	$946,306	4.0%
Total Department FTE's	9.0	8.0	8.0	0.0%

*In FY 2009, the Department of Procurement was the "Purchasing" program in the Finance Department. Beginning in FY 2010, a separate Procurement Department was created.

Highlights

•In FY 2011 the Approved General Fund budget increased by $36,201.

•In FY 2011, personnel costs increased by 4.5%; most of the increase is due to costs associated with a step increase for employees and benefit cost increases.

•In FY 2011, non-personnel costs increased by 1.5%; most of the increase is due to an increase in lease costs.

Procurement Department

Selected Performance Measures

Selected Performance Measures	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
# of significant contracts administered	400	470	500
Percentage of significant contracting actions executed for clients within mutually agreed time frames	NA	80%	80%

Program Level Summary Information

Expenditure Summary

	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Procurement	995,278	910,105	946,306	4.0%
Total Expenditures	$995,278	$910,105	946,149	4.0%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved	% Change 2010--2011
Procurement	9.0	8.0	8.0	0.0%
Total full time employees	9.0	8.0	8.0	0.0%

Procurement Programs and Activities

Procurement

Procurement and Contract Administration

Dept Info

Department Contact Info
703.746.4944
alexandriava.gov/Purchasing

Department Head
Eleanor Foddrell, Acting Director of Procurement
703.746.4291
eleanor.foddrell@alexandriava.gov

Procurement Program

The goal of the Procurement 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 2009 Actuals	FY 2010 Approved	F 2011 Approved
Total Expenditures	$995,278	$910,105	$946,306
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$995,278	$910,105	$946,306
Program Outcomes			
Percentage of significant contracting actions executed for clients within mutually agreed time frames	NA	80.0%	80.0%

Activity Data

CONTRACTING & CONTRACT ADMINISTRATION – The goal of Contracting and Contract Administration is to award contracts at best value, and to assist City Departments with post award oversight of contracts and purchase orders in order to ensure timely renewals, change orders and solution of vendor performance issues.	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$995,278	$910,105	$946,306
FTE's	8.0	8.0	8.0
# of significant contracts administered	400	470	510
Staff cost per # of significant contracts administered	$2,488	$1,936	$1,856
Percentage of significant contracting actions executed for clients within mutually agreed time frames	NA	80%	80%
Revenue generated from sales of surplus property and impounded vehicles and procurement card rebates	$152,534	$529,151	$375,000
Percentage of the number of vendor payments made with procurement cards	38.6%	66.0%	75.0%

Real Estate Assessments

Mission Statement: The mission of Real Estate Assessments is legally and equitably to assess all taxable and non-taxable real property, provide quality customer service and maintain community understanding of the process.

Expenditure By Classification	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$1,417,922	$1,308,458	$1,455,760	11.3%
Non-Personnel	155,228	208,036	209,463	0.7%
Capital Goods Outlay	137	0	0	-
Total Expenditures	$1,573,287	$1,516,494	$1,665,223	9.8%
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	$1,573,287	$1,516,494	$1,665,223	9.8%
Total Department FTE's	16.0	14.0	15.0	7.1%

Highlights

•In FY 2011, the Approved General Fund budget increased by $148,729 (9.8%)

•FY 2010 personnel costs increased by $147,302 (11.3%); most of the increase is due to costs associated with a step increase for employees and the addition of a senior appraiser position for commercial property.

•Total non-personnel costs increased by $1,427 (0.7%), due to the department's share of costs of the new Cityworks customer relationship management system.

Selected Performance Measures

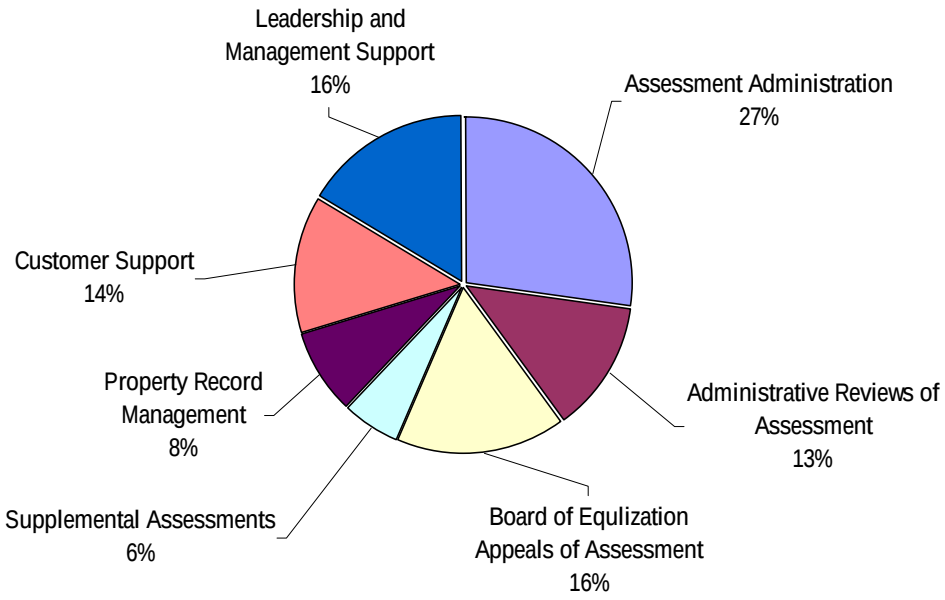
Selected Performance Measures	FY 2009 Actual*	FY 2010 Approved*	FY 2011 Approved*
% of deeds and transfers entered within 30 days	100%	100%	100%
% change in value due to BOE adjustments compared to tax base	0.2%	0.4%	0.4%
Assessment/Sales Ratio***	98.6%	98.5%	98.5%
Coefficient of Dispersion***	7.4%	8.0%	7.0%

*Data for FY 2009, FY 2010, and FY 2011 are based on calendar year data for 2008, 2009, and 2010 respectively.

** Assessment data is sent to the State Department of Taxation in July to ensure accuracy and uniformity and available for reporting at the end of the calendar years 2008 and 2009 respectively.

***A coefficient of dispersion is a ratio used to measure how sales prices vary from assessed values during a period of time.

FY 2011 Approved Expenditures by Activity



Real Estate Assessments

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Real Estate Assessment	$969,812	$924,688	$ 1,030,582	11.5%
Property Data Services	$603,475	$591,806	$ 634,641	7.2%
Total	$1,573,287	$1,516,494	$1,665,223	9.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Real Estate Assessment	9.8	8.0	9.0	12.5%
Property Data Services	6.2	6.0	6.0	0.0%
Total	16.0	14.0	15.0	7.1%

Real Estate Assessments Programs and Activities

Real Estate Assessment
- Assessment Administration
- Administrative Reviews of Assessments
- Board of Equalization
  - Appeals of Assessment
- Supplemental Assessments

Property Data Services
- Property Record Management
- Customer Support
- Leadership and Management Support

Dept Info

Department Contact Info
703.746.4646
www.alexandriava.gov/realestate

Department Head
Cindy Smith-Page, Director
Cindy.Smith-Page@alexandriava.gov

Department Staff
Bryan Page, Deputy Director
Jeff Bandy, Division Chief
Ann Radford, Office Manager

Real Estate Assessments Program

The goal of Real Estate Assessments is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value pursuant to the Code of Virginia in a uniform and equitable manner to ensure the tax burden is shared fairly by each taxpayer.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	61.6%	61.0%	61.9%
Total Expenditures	$969,812	$924,688	$1,030,582
Less Revenues	0	0	0
Net General Fund Expenditures	$969,812	$924,688	$1,030,582
Program Outcomes			
Assessment/Sales ratio*	98.6%	98.5%	98.5%
Coefficient of Dispersion*	7.4%	8.0%	7.0%

*Assessment data is sent to the State Department of Taxation in July to ensure accuracy and uniformity and available for reporting at the end of calendar years 2009 and 2010 respectively. A coeffiient of dispersion is a ratio used to measure how sales prices vary from assessed values during a period of time.

Activity Data

ASSESSMENT ADMINISTRATION – The goal of Assessment Administration 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$464,605	$458,728	$453,312
FTE's	4.0	3.8	3.8
# of parcels assessed	44,511	45,000	45,500
Cost per parcel assessed	$10.44	$10.19	$9.96
Parcels assessed per appraiser (FTE)	5,625	6,429	6,500
Review rate per 1000 parcels	16.4	22.2	25.0
Appeal rate per 1000 parcels	10.6	17.8	20.0

ADMINISTRATIVE REVIEWS OF ASSESSMENTS – The goal of Administrative Reviews of Assessments is to handle requests by property owners for the purposes of ensuring that the department has accurately and uniformly assessed an individual property.			
Expenditures	$187,875	$164,008	$214,088
FTE's	2.0	1.6	2.1
# of requests for reviews filed with Department	635	1,000	1,000
Cost per review	$296	$164	$214
% change in value due to administrative adjustments compared to tax base	0.15%	0.4%	0.4%

*Assessment figures for FY 2009, FY 2010, and FY 2011 are based on calendar year data for 2008, 2009, and 2010 respectively.

Real Estate Assessments Program, continued

Activity Data

BOARD OF EQUALIZATION APPEALS OF ASSESSMENT – The goal of Board of Equalization (BOE) Appeals of Assessment is to hear and give consideration to appeals and make adjustments to equalize such assessments so the burden of taxation rests equally upon all citizens.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$216,961	$215,436	$270,427
FTE's	2.0	1.6	2.1
# of appeals to BOE heard	445	800	800
Cost per appeal	$488	$269	$269
% change in value due to BOE adjustments compared to tax base	0.1%	0.3%	0.3%

SUPPLEMENTAL ASSESSMENTS – The goal of Supplemental Assessments is to review the progress of building activity and update assessments so that all buildings substantially completed and/or fit for use and occupancy will be assessed appropriately and timely.			
Expenditures	$100,371	$86,516	$92,755
FTE's	1.0	1.0	1.0
# of parcels receiving supplemental assessments	55	100	200
# of parcels per appraiser receiving supplemental assessments	6.875	12.5	25
$ value of supplemental assessments (in millions)	$20.0	$25.0	$30.0

*Assessment figures for FY 2009, FY 2010, and FY 2011 are based on calendar year data for 2008, 2009, and 2010. With the slowing of new development and home renovations/additions, projecting 2011 activity is speculative.

Property Data Services Program

The goal of Property Data Services is to collect and maintain reliable real property information in order to maintain the foundation for a property assessment system that is highly accurate, visible and understandable to the community.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	38.4%	39.0%	38.1%
Total Expenditures	$603,475	$591,806	$634,641
Less Revenues	0	0	0
Net General Fund Expenditures	$603,475	$591,806	$634,641
Program Outcomes			
% increase in web site hits annually	20.0%	0.0%	5.0%

Activity Data

LEADERSHIP & MANAGEMENT SUPPORT – The goal of Leadership and Management Support is to lead and manage all activities of the department.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$239,016	$262,925	$270,901
FTE's	2.0	2.1	2.1
# of departmental FTE's managed (or supported)	14.0	14.0	14.0
$ amount of departmental budget managed (in millions)	$1.6	$1.5	$1.7
Leadership & Management Support Services cost as a % of total departmental expenditures	15.2%	17.3%	16.3%
% of departmental effectiveness targets met in all programs	93%	93%	93%

*Data for FY 2009, FY 2010, and FY 2011 are based on calendar year data for 2008, 2008, and 2010 respectively.

PROPERTY RECORD MANAGEMENT – The goal of Property Record Management is to maintain current and up to date information on property descriptions, ownership and sales to ensure accurate assessment of real property.			
Expenditures	$141,352	$133,669	$137,388
FTE's	1.0	1.6	1.6
# of parcel transfers	3,870	3,684	3,648
$ of change in annual assessments	$859,786,000	-$723,654,000	-$2,559,897,183
% of deeds and transfers entered within 30 days	100%	100%	100%

CUSTOMER SUPPORT – The goal of Customer Support is to provide timely and accurate information on property descriptions, ownership, sales and assessments in response to requests from the public and meet the real property information needs of City departments.			
Expenditures	$223,107	$195,212	$226,352
FTE's	2.0	2.3	2.3
# web site hits	12,865,387	12,865,387	13,508,656
Customer support cost per 100 parcels	$511	$447	$519
% of tax adjustments submitted to Treasury within 14 days	98%	98%	98%
% of public requests filled within 14 days	95%	95%	95%

Supplemental Adjustments to the Budget

Activity	Supplemental Request		FY 2011 Approved
Various	*Senior Appraiser*	**+1.0 FTE**	**$100,000**
A senior appraiser for commercial property will provide additional expertise in commercial valuations. The City is facing a difficult commercial real estate market and litigation issues relating to the commercial real estate slump. It is important for the department to have adequate staffing levels to value complex commercial property.			

Office on Women

Mission Statement: The mission of the Office on Women is to empower women and their families by promoting equality, access to opportunities and services through advocacy and education.

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$1,602,596	$1,497,713	1,564,088	4.4%
Non-Personnel	363,894	316,591	330,978	4.5%
Capital Goods Outlay	10,867	0	0	0.0%
Total Expenditures	$1,977,356	$1,814,304	$1,895,066	4.5%
Less Revenues				
Internal Services	$0	$0	0	0.0%
Special Revenue Funds	587,614	492,860	490,848	-0.4%
Total Designated Funding Sources	$587,614	$492,860	$490,848	-0.4%
Net General Fund Expenditures	$1,389,742	$1,321,444	$1,404,218	6.3%
Total Department FTE's	20.9	19.4	19.4	0.0%

Highlights

•In FY 2011, the General Fund budget increased by $82,774 or 6.3%.

• FY 2011 personnel costs increased by $66,375 or 4.4%; the increase is primarily attributable to merit increases as well as increases in health insurance participation and benefit cost increases.

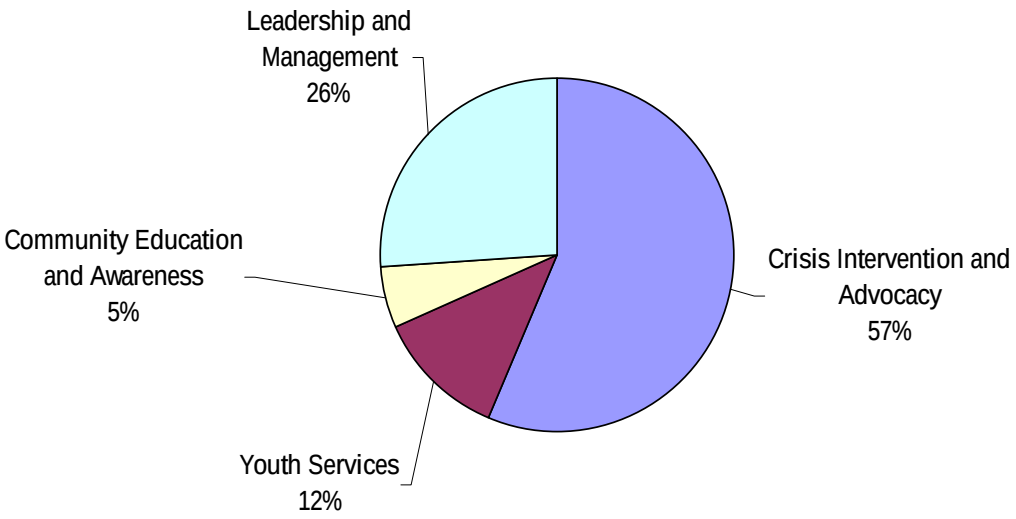
•Total non-personnel costs increased by $14,387 or 4.5% primarily due to an increase in lease costs ($16,772) which was offset by other adjustments to non-personnel expenditures.

•During FY 2011 the Departments of Human Services and Mental Health, Mental Retardation and Substance Abuse and the Office on Women will be merged into a single department. Through the Fall Reappropriation Ordinance City Council will reappropriate existing funds to create a single department. The FY 2012 budget document will reflect the new organizational structure.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of youth served	4,454	1,725	1,725
in-kind value of volunteer hours	$172,866	$197,200	$177,480
% of participants rating workshop/presentation as good or excellent	94%	80%	80%
% of crisis interventions and advocacy activities achieving effectiveness objectives	100%	80%	80%
% of departmental effectiveness targets met in all programs	78%	80%	80%

FY 2011 Approved Expenditures by Program



Office on Women

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership and Management	$427,748	$289,038	$496,540	71.8%
Community Education and Awareness	$179,770	$196,985	$103,304	-47.6%
Youth Services	$259,881	$191,297	$227,203	18.8%
Crisis Intervention and Advocacy	$1,109,957	$1,136,984	$1,068,019	-6.1%
Total Expenditures	$1,977,356	$1,814,304	$1,895,066	4.5%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership and Management	3.4	3.1	4.1	32.7%
Community Education and Awareness	2.2	2.0	1.1	-45.0%
Youth Services	2.8	1.7	2.1	22.8%
Crisis Intervention and Advocacy	12.6	12.5	12.0	-4.1%
Total Full Time Equivalent's	20.9	19.4	19.4	0.0%

Office on Women Programs and Activities

Leadership & Management
- Volunteer Services
- Leadership & General Mgmt.

Youth Services
- Youth Outreach & Education

Community Education & Awareness
- Communications & Community Education

Crisis Intervention & Advocacy
- Hotline Services
- Victim Accompaniment & Legal Advocacy
- Battered Women's Shelter
- Counseling, Support Groups & Individual Therapy

Dept Info

Department Contact Info
703.746.5030
www.alexandriava.gov/women

Department Head
Lisa Baker, Director
Lisa.Baker@alexandriava.gov

Department Staff
Claire Dunn, Coordinator of Domestic and Sexual Violence Programs
Claire.Dunn@alexandriava.gov

Leadership & Management Support Services Program

The goal of Management and Support is to develop and adopt sound policies and procedures to guide the work of the Office on Women and to establish a safe and supportive environment for service recipients, volunteers, staff and commissioners.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	21.6%	15.9%	26.2%
Total Expenditures	$427,748	$289,038	$496,540
Less Revenues	$24,253	$19,153	$19,153
Net General Fund Expenditures	$403,495	$269,885	$477,387
Program Outcomes			
% of leadership & management activities achieving effectiveness objectives	0%	80%	80%

Activity Data

LEADERSHIP & MANAGEMENT SUPPORT – The goal of Leadership and Management Support is to lead and manage all activities of the department and collaborate with other government and community institutions including the Commission for Women in order to achieve the Office's goals effectively and efficiently.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$416,878	$271,123	$449,977
FTE's	3.1	3.0	3.5
# of departmental FTEs managed (or supported)	19.4	19.4	19.4
$ amount of departmental budget managed (in millions)	$2.0	$1.8	$1.9
Leadership & Management Support Services cost as a % of total departmental expenditures	21.1%	14.9%	23.7%
% of departmental effectiveness targets met in all programs	78%	80%	80%

VOLUNTEER SERVICES – The goal of Volunteer Services is to recruit, train, and manage a corps of volunteers who provide crisis intervention, advocacy, education, and outreach to Office on Women clients and the Alexandria community, allowing a greater number of residents to be served.			
Expenditures	$10,870	$17,915	$46,563
FTE's	0.3	0.2	0.6
# of active volunteer hours	8,766	10,000	9,000
Cost per active volunteer hour	$1.24	$1.79	$5.17
In-kind value of volunteer hours	$172,866	$197,200	$177,480

Community Education & Awareness Program

The goal of Community Education and Awareness is to provide information to residents to connect them to the services of the Office on Women, raise awareness about domestic violence, sexual assault, teen pregnancy, and breast cancer in the community, and raise money to support the services of the Office on Women.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	9.1%	10.9%	5.5%
Total Expenditures	$179,770	$196,985	$103,304
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$179,770	$196,985	$103,304
Program Outcomes			
% of community education/awarenss activities achieving effectiveness objectives	100%	80%	80%

Activity Data

COMMUNICATIONS & COMMUNITY EDUCATION – The goal of Communications & Community Education is to raise visibility about the programs and services offered by the Office on Women, provide information to residents, allied professionals, and City staff so that they may access these services.*	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$179,770	$196,985	$103,304
FTE's	2.2	2.0	1.1
$ raised through special events/fundraisers*	$142,000	$142,000	$142,000
Cost per $ raised*	$1.27	$1.39	$0.73
# of clients served through Walk Fund*	470	480	480
Cost per resident	$1.28	$1.41	$0.74
% of participants rating workshop/presentation as good or excellent	94%	80%	80%

*In FY 2011, the Walk to Fight Breast Cancer activity has been combined with the Communications & Community Education activity.

Youth Services Program

The goal of Youth Services is to empower and educate Alexandria youth about sexual and domestic violence, healthy relationships, and avoiding risky behaviors that will protect their future.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	13.1%	10.5%	12.0%
Total Expenditures	$259,881	$191,297	$227,203
Less Revenues	$49,535	$47,025	$47,025
Net General Fund Expenditures	$210,346	$144,272	$180,178
Program Outcomes			
% of Youth activities achieving effectiveness objectives	33%	80%	80%

Activity Data

YOUTH OUTREACH AND EDUCATION – The goal of Youth Outreach and Education is to provide presentations, workshops and mentoring to teach life skills that encourage healthy relationships and to educate youth about sexual and domestic abuse and teen pregnancy prevention.**	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$259,881	$191,297	$227,203
FTE's	2.8	1.7	2.1
# of youth served	4,454	1,725	1,725
Cost per youth served	$58.35	$110.90	$131.71
% decrease in teen pregnancy rate (most recent year)	1.0% *	1.0%	1.0%
% of Expect Respect participants who rate usefulness of presentation as excellent or very good	61%	80%	70%

*This figure is based on State data and reflects the % difference between 2007 and 2008 for females ages 10-19.

**In FY 2011, the Alexandria Campaign on Adolescent Pregnancy activity has been combined with the Youth Outreach and Education activity.

Crisis Intervention & Advocacy Program

The goal of Crisis Intervention, Counseling, and Advocacy 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 levels of functioning.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	56.1%	62.7%	56.4%
Total Expenditures	$1,109,957	$1,136,984	$1,068,019
Less Revenues	$513,826	$426,682	$424,670
Net General Fund Expenditures	$596,131	$710,302	$643,349
Program Outcomes			
% of crisis interventions and advocacy activities achieving effectiveness objectives	100%	80%	80%

Activity Data

HOTLINE SERVICES – The goal of Hotline Services is to provide support, information, and referrals to callers in crisis who are dealing with sexual or domestic violence in order to help them return to pre-crisis levels of functioning.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$353,823	$357,042	$323,471
FTE's	5.0	5.0	4.3
# of calls received	1,942	3,000	2,200
Cost per call received	$182.20	$119.01	$147.03
% of callers reporting the call was helpful	98%	90%	90%

VICTIM ACCOMPANIMENT & LEGAL ADVOCACY – The goal of Victim Accompaniment and Legal Advocacy is to provide 24-hour advocacy and assistance to victims of sexual and domestic violence for forensic examinations; related medical treatment and testing; police interviews and court proceedings to help them navigate the medical and legal systems.			
Expenditures	$206,716	$238,838	$233,582
FTE's	2.0	1.9	2.2
# of victims served	1,321	950	1,125
Cost per victim served	$156.48	$251.41	$207.63
% of allied professionals who rate sexual assault and domestic violence accompaniment as helpful	100%	95%	95%

BATTERED WOMEN'S SHELTER – The goal of the Battered Women's Shelter is to provide emergency housing and crisis intervention services to women and children in imminent danger of violence so that they can live in a safe and supportive environment.			
Expenditures	$260,131	$219,038	$182,604
FTE's	2.2	2.2	1.8
# of bed days of care provided	5,515	3,500	3,600
Cost per bed day	$39.57	$62.58	$50.72
% of residents rating the quality of counseling received "good" or better	97%	95%	95%

Crisis Intervention & Advocacy Program, continued

Activity Data

COUNSELING, SUPPORT, GROUPS, & INDIVIDUAL THERAPY – The goal of Counseling, Support Groups, and Individual Therapy is to empower victims or witnesses of sexual and domestic violence of all ages through education, support, and counseling.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$289,287	$322,066	$328,362
FTE's	3.5	3.5	3.8
# of clients served through supportive counseling	1470	800	840
# of children/youth clients served through supportive counseling*	217	225	225
# of services received by adult clients*	NA	6,500	6,750
# of adult clients served through supportive counseling	1,470	800	840
Cost per client served	$196.79	$402.58	$390.91
% of clients who found services helpful	99%	95%	95%

*This is a new measure. Therefore, FY09 data is not available.

Summary of Budget Changes

Adjustments to Current Services

Activity	Adjustment	FY 2011 Approved
Various	*Lease Expenses*	**$16,772**
This adjustment will provide for an increase in lease costs for the Office on Women.		

Operating Agencies

PUBLIC SAFETY

Fire……14-2
Office of Building and Fire Code Administration..... …….14-18
Department of Emergency Communications..... …….14-31
Police……14-32

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 construction, fire, and building maintenance codes for City residents and the general public in order to maintain and enhance public safety.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$29,170,536	$28,650,831	$28,866,360	0.8%
Non-Personnel	4,833,659	4,325,078	4,581,037	5.9%
Capital Goods Outlay	143,560	1,452,618	1,163,630	-19.9%
Total Expenditures	$34,147,755	$34,428,527	$34,611,027	0.5%
Less Revenues				
Internal Services	$387,418	$1,368,555	$1,164,081	-14.9%
Special Revenue Funds	1,000,503	538,775	538,775	0.0%
Total Designated Funding Sources	$1,387,921	$1,907,330	$1,702,856	-10.7%
Net General Fund Expenditures	$32,759,834	$32,521,197	$32,908,171	1.2%
Total Department FTEs	247.0	252.0	258.0	2.4%

Highlights

• In FY 2011, the General Fund budget increases by $386,974, or 1.2%.

• Personnel costs increase by $215,529, or 0.8%, due to the addition of five Emergency Medical Services (EMS) Medics and one Administration position discussed at the end of this section. This increase is also due to an increase in benefit costs and a step increase. These increases are offset by the implementation of a new turnover savings factor of 1.09% ($315,373) and attrition of higher paid senior employees.

• Non-personnel costs increase by a net amount of $255,959, or 5.9%, due to base adjustments to maintain current services and one time expenditures related to the new medics positions discussed at the end of this section.

• Capital goods outlays decrease by a net amount of $288,988 or 19.9%, due to a $723,455 decrease in the cost of non-General Fund vehicle replacement expenditures according to the fleet replacement schedule, a $60,360 reduction in one-time equipment purchases associated with new positions added in FY 2010, and a $24,154 reduction in computer replacement expenditures due to adjustments to the department's computer replacement plan. These decreases are partially offset by a $518,981 increase in expenditures for two new Medic vehicles and equipment purchases related to the five new medic positions.

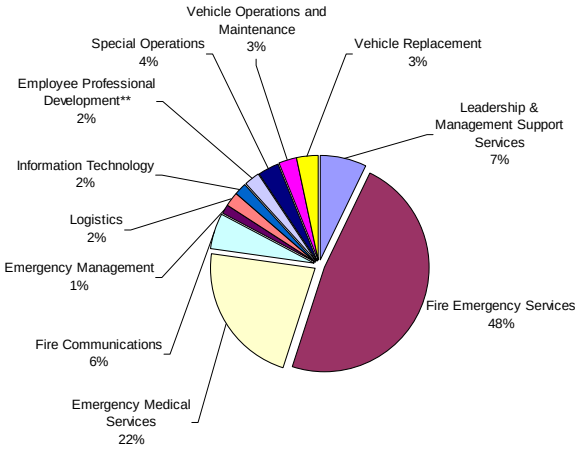
Fire Department

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of incidents responded to by Fire suppression (both Fire and EMS incidents)*	12,332	18,433	12,480
# of incidents responded to by EMS (both EMS and fire incidents)	13,127	13,617	13,300
Cost per incident responded to by Fire suppression	$1,313	$811	$1,267
# of emergency calls answered by Communications	107,898	120,000	110,000

*Based on FY 09 actual, the original FY 10 estimate now seems overstated . FY 11 reflects revised target.

FY 2011 Approved Expenditures by Program



Fire Department (excluding Code) 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 Communications
- Call Taking
- Dispatch
- Maintenance

Emergency Management
- Emergency Planning
- Training & Exercises
- Emergency Response

Logistics
- Facility & Equipment Maintenance
- Supplies

Information Technology
- Mobile Computer Support
- Reporting & Analysis
- System Maintenance

Employee Professional Development
- Recruit Training
- In-Service Training

Special Operations
- Hazardous Materials
- Technical Rescue
- Marine Operations

Vehicle Operations & Maintenance
- Scheduled Routine Maintenance
- Repair
- Fuel Acquisition & Provisioning

Dept Info

Department Contact Info
703.838.4600
www.alexandriava.gov/fire

Department Head
Adam Thiel, Fire Chief
703.838.4600
adam.thiel@alexandriava.gov

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership & Management Support Services	$3,009,878	$2,366,383	$2,515,960	6.3%
Fire Emergency Services	16,687,419	15,703,823	16,476,192	4.9%
Emergency Medical Services	7,227,646	7,303,951	7,703,022	5.5%
Fire Communications	1,701,363	1,884,972	1,955,019	3.7%
Emergency Management	783,753	427,071	450,715	5.5%
Logistics	842,410	793,512	814,863	2.7%
Information Technology	598,532	654,661	698,589	6.7%
Employee Professional Development**	746,763	1,841,733	708,739	-61.5%
Special Operations	1,255,754	1,180,630	1,211,689	2.6%
Vehicle Operations and Maintenance	906,820	903,236	912,158	1.0%
Vehicle Replacement	387,418	1,368,555	1,164,081	-14.9%
Total Expenditures	$34,147,755	$34,428,527	$34,611,027	0.5%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved*	% Change 2010-2011
Leadership & Management Support Services	13.5	13.5	14.5	7.4%
Fire Emergency Services	123.0	123.0	132.9	8.0%
Emergency Medical Services	60.0	61.0	66.0	8.2%
Fire Communications	13.0	17.0	17.0	0.0%
Emergency Management	4.9	4.9	4.9	0.0%
Logistics	2.2	2.2	2.2	0.0%
Information Technology	4.0	4.0	4.0	0.0%
Employee Professional Development**	14.9	14.9	5.0	-66.4%
Special Operations	7.5	7.5	7.5	0.0%
Vehicle Operations and Maintenance	4.0	4.0	4.0	0.0%
Total FTE's	247	252	258	2.4%

*FY 2011 Includes the addition of one Admin position and five Medics.

**Staff allocation adjusted from Employee Professional Development to Fire Emergency Services, no net loss or gain.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of all funds budget	8.8%	6.9%	7.3%
Total Expenditures	$3,009,878	$2,366,383	$2,515,960
Less Revenues	$81,942	$2,500	$2,500
Net General Fund Expenditures	$2,927,935	$2,363,883	$2,513,460
Program Outcomes			
Fire Department operating cost per $1.0 Million valuation	$1,019	$1,028	$1,109
% of customers who rate fire services as good to excellent	89.9%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures*	$1,476,009	$1,551,020	$1,468,393
FTE's	9.5	9.5	10.5
$ amount of departmental expenditures (all-funds)	$34,147,755	$34,428,527	$34,611,027
Leadership & Management Support expenditures as a % of total department	4.3%	4.5%	4.2%
% of performance evaluations completed on schedule	NA	NA	90%

*In FY 2011, funding for community services section transferred to new Community Services Activity.

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.			
Expenditures	$1,191,972	$681,658	$701,826
FTE's	4.0	4.0	4.0
# of medical physicals	228	240	248
Cost per physical	$458	$625	$475
% of personnel who completed physicals within 12 months	90%	90%	90%

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.			
Expenditures	$341,897	$133,705	$345,741
FTE's	2.0	2.0	2.0
# of schools, businesses, citizens, and visitors reached	27,841	40,000	34,000
Cost per person or entity reached	$12.28	$3.34	$10.17
% of elementary schools reached	100.0%	100.0%	100.0%

*Activity transferred from Emergency Management Program in FY 2011 to align with department-wide nature of the Community Services Unit.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of all funds budget	48.9%	45.6%	47.6%
Total Expenditures	$16,687,419	$15,703,823	$16,476,192
Less Revenues	$333,742	$323,166	$323,166
Net General Fund Expenditures	$16,353,677	$15,380,657	$16,153,026
Program Outcomes			
% of fire and EMS calls responded to within the department's response goals	81.0%	82.0%	82.0%

Activity Data

INCIDENT RESPONSE – The goal of 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$16,188,148	$14,950,392	$15,812,755
FTE's	117.7	117.7	127.6
# of fire incidents responded to	6,058	11,676	6,080
# of EMS incidents responded to	6,274	6,757	6,400
Cost per incident responded to	$1,313	$811	$1,267
% of total fire incidents with a response time of four minutes or less from dispatch to arrival on scene	80.0%	85.0%	82.0%

SITE SAFETY SURVEYS* – The goal of Site Safety Surveys is to do a physical walk through of commercial businesses in order to familiarize Fire and EMS companies with the structure and make up of the building visited.			
Expenditures	$494,112	$644,383	$632,629
FTE's	5.3	5.3	5.3

*The Fire Department is considering options for reorganizing the presentation of this activity, including possibly merging it with another activity in FY 2012.

VOLUNTEERS – The goal of Volunteer Firefighters is to supplement the career fire-fighting force with staffing in order to maintain and enhance public safety.			
Expenditures	$5,158	$109,048	$30,808
FTE's	0.0	0.0	0.0
# of volunteers responding to fire related activities	74	75	50
# of volunteers responding to EMS related activities	8	10	10
Cost per volunteer responding to fire and EMS related activities	$63	$1,283	$513
% of calls supported by more than one volunteer	19.5%	18.8%	18.8%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of all funds budget	21.2%	21.2%	22.3%
Total Expenditures	$7,227,646	$7,303,951	$7,703,022
Less Revenues	$134,695	$127,166	$127,166
Net General Fund Expenditures	$7,092,951	$7,176,785	$7,575,856
Program Outcomes			
% of calls responded to within standards for advanced and basic life support	81.0%	90.0%	82.0%

Activity Data

INCIDENT RESPONSE – The goal of Incident Response is to protect life through timely emergency medical services for those who work, live and visit the City of Alexandria.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$6,940,485	$6,973,337	$7,252,349
FTE's	58.2	59.2	64.2
# of EMS incidents responded to	12,338	11,676	12,500
# of fire responses supported	789	1,941	800
% of Basic Life Support calls responded to in 10 minutes or less from dispatch to arrival	92.0%	90.0%	94.0%
% of Advanced Life Support calls responded to in 6 minutes or less from dispatch to arrival*	62.0%	90.0%	64.0%
Average time from dispatch to arrival on scene	7 min 23 sec	5 min 59 sec	6 min 30 sec

*Based on FY 09 actual, the original FY 10 estimate now seems overstated . FY 11 reflects revised target.

SPECIAL EVENTS SUPPORT – The goal of Special Events Support is to provide administrative support for planning significant special events and large public gatherings held in the City of Alexandria to ensure prompt medical attention for citizens and visitors should incidents occur.			
Expenditures	$79,371	$135,853	$173,880
FTE's	1.2	1.2	1.2
# of special events supported	28	35	30
Cost per special event held	$2,835	$3,882	$5,796

Emergency Medical Services Continued

Activity Data

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$5,741	$31,475	$72,632
FTE's	0.3	0.3	0.3
# of incidents supported	11	10	12
# of training hours provided	282	288	285
Cost per incident supported	$522	$3,148	$6,053
% of EMS special operations staff who meet minimum training levels	100.0%	100.0%	100.0%

AMBULANCE BILLING SERVICES – The goal of Ambulance Billing Services is to facilitate insurance reimbursement of ambulance transportation conducted by City medic units.			
Expenditures	$202,048	$163,286	$204,161
FTE's	0.3	0.3	0.3
# of ambulance transports	8,257	8,000	8,575
# of patients billed	8,092	7,900	8,400
Collection rate within 12 months	53.0%	59.0%	56.0%
$ recovered per transport	$236	$244	$257

Fire Communications

The goal of Fire Communications is to receive and process emergency and non-emergency calls from the public for Fire/EMS, Code Administration, and Emergency Management Services in order to provide timely and accurate assistance.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of all funds budget	5.0%	5.5%	5.6%
Total Expenditures	$1,701,363	$1,884,972	$1,955,019
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,701,363	$1,884,972	$1,955,019
Program Outcomes			
% of Fire/EMS incidents dispatched within 60 seconds of call receipt	28.0%	27.0%	28.0%

Activity Data

CALL TAKING – The goal of Call Taking is to answer telephone requests from citizens for emergency and non-emergency services for Fire/EMS, Code Enforcement and Emergency Management in order to dispatch those calls timely and accurately.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$716,395	$857,255	$886,308
FTE's	6.6	8.6	8.6
# of calls answered	107,898	120,000	110,000
Cost per call answered	$6.64	$7.14	$8.06
% of emergency line calls answered within the national standard of 30 seconds*	NA	NA	90%
% of non-emergency line calls answered within the national standard of 60 seconds*	NA	NA	90%

*Data collection for this fire activity is not retrievable from the current Computer Aided Dispatch (CAD) system, but is expected to be enhanced under the new CAD system in the new Emergency Communications Department.

DISPATCH – The goal of Dispatch is to dispatch Fire/EMS, Code Enforcement and Emergency Management personnel to emergency and non-emergency requests for services in a timely and accurate manner.			
Expenditures	$680,160	$776,587	$764,143
FTE's	5.8	7.8	7.8
# of Fire/EMS incidents dispatched	18,399	18,876	18,420
Cost per dispatch	$37	$41	$41
% of Fire/EMS incidents dispatched within the national standard of 60 seconds of call receipt	28.0%	35.0%	29.0%

MAINTENANCE – The goal of Maintenance is to issue and maintain various communication devices for Fire/EMS, emergency management and Code Enforcement personnel so they are equipped to communicate and respond.			
Expenditures	$304,807	$251,130	$304,568
FTE's	0.6	0.6	0.6
# of communication devices maintained	76	NA	110
Cost per communication device maintained	$4,011	NA	$2,769

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of all funds budget	2.3%	1.2%	1.3%
Total Expenditures	$783,753	$427,071	$450,715
Less Revenues	$428,626	$47,943	$47,943
Net General Fund Expenditures	$355,126	$379,128	$402,772
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$604,849	$270,167	$274,643
FTE's	1.8	1.8	1.8
# of emergency management and special events plans developed/reviewed/updated	60	50	50
Cost per plan developed/reviewed/updated	$10,081	$5,403	$5,493

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.			
Expenditures	$41,752	$40,294	$46,935
FTE's	0.4	0.4	0.4
# of City staff trained	135	200	100
Cost per City staff trained	$309	$201	$469
% of targeted City staff trained in compliance with NIMS standard	95%	95%	100%

EMERGENCY RESPONSE – The goal of Emergency Response is to respond to emergency events in order to save lives and property and coordinate disaster recovery.			
Expenditures	$137,151	$116,610	$129,137
FTE's	0.7	0.7	0.7
# of incidents supported	8	12	10
% of after action reports completed within 90 days of incident	100%	100%	100%
% of after action recommendations implemented within one year	100%	100%	100%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of all funds budget	2.5%	2.3%	2.4%
Total Expenditures	$842,410	$793,512	$814,863
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$842,410	$793,512	$814,863
Program Outcomes			
% of maintenance requests responded to within one week of receipt	94.0%	94.0%	90.0%

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 security of each building and the equipment used by Fire personnel.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$569,447	$515,596	$501,363
FTE's	1.2	1.2	1.2
# of maintenance calls responded to	510	500	600
% of maintenance calls responded to within a week	93.0%	94.0%	90.0%

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.			
Expenditures	$272,962	$277,916	$313,500
FTE's	1.0	1.0	1.0
# of personnel and facility supply requests filled	3,852	4,000	4,500
% of orders delivered within one week of receipt	87.0%	90.0%	85.0%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of all funds budget	1.8%	1.9%	2.0%
Total Expenditures	$598,532	$654,661	$698,589
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$598,532	$654,661	$698,589
Program Outcomes			
% of systems that are operational	100.0%	100.0%	100.0%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$163,899	$184,664	$185,390
FTE's	0.7	0.7	0.7
# of mobile units operated	76	75	91
Cost per mobile unit operated	$2,157	$2,462	$2,037
% of mobile units operational	100.0%	100.0%	100.0%

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.			
Expenditures	$35,831	$101,726	$122,423
FTE's	0.8	0.8	0.8
# of information requests completed	133	NA	195
Cost per information request completed	$269	NA	$628
% of information requests completed within 14 days	87%	NA	90%

SYSTEM MAINTENANCE – The goal of System Maintenance is to provide system support and maintenance to the Fire Communications Center and to other fire personnel.			
Expenditures	$398,802	$368,271	$390,776
FTE's	2.5	2.5	2.5
# of systems maintained	16	14	16
# of workstations maintained	157	140	160
# of system users supported	265	265	290
Cost per system user supported	$1,505	$1,390	$1,348

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of all funds budget	2.2%	5.3%	2.0%
Total Expenditures	$746,763	$1,841,733	$708,739
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$746,763	$1,841,733	$708,739
Program Outcomes			
% of certifications maintained	100.0%	100.0%	100.0%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$140,538	$166,908	$332,244
FTEs	1.0	1.0	1.0
# of individuals trained*	0	20	30
Cost per recruit trained*	NA	$8,345	$11,075
% of recruits successfully completing Academy*	0.0%	100.0%	100.0%

*Recruit schools for Fire and EMS training were not held during FY 2009. A firefighter recruit school is scheduled for FY 2010.

IN-SERVICE TRAINING – The goal of In-Service Training is to provide recurring technical and developmental training to all departmental employees.			
Expenditures	$606,225	$1,674,825	$376,495
FTEs*	13.9	13.9	4.0
# of individuals trained (many staff trained multiple times and includes citizen academy trainings)	2,462	3,220	2,841
Cost per individual trained	$246	$520	$133
% of individuals completing required training on schedule	100.0%	100.0%	100.0%

*Staff allocation adjusted from Employee Professional Development to Fire Emergency Services, no net loss or gain.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of all funds budget	3.7%	3.4%	3.5%
Total Expenditures	$1,255,754	$1,180,630	$1,211,689
Less Revenues	$21,498	$38,000	$38,000
Net General Fund Expenditures	$1,234,256	$1,142,630	$1,173,689
Program Outcomes			
% of calls responded to within recognized standards	100%	100%	100%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$520,121	$476,476	$489,356
FTE's	2.8	2.8	2.8
# of hazardous incidents responded to	67	40	60
Cost per hazardous materials incident responded to	$7,763	$11,912	$8,156
% of calls responded to within recognized standards	100%	100%	100%

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.			
Expenditures	$390,608	$357,758	$364,535
FTE's	2.1	2.1	2.1
# of technical rescue incidents responded to	21	40	25
Cost per rescue incident responded to	$18,600	$8,944	$14,581
% of calls responded to within recognized standards	100%	100%	100%

MARINE OPERATIONS – The goal of Marine Operations is to provide specialized service in preventing, mitigating, educating, and detecting water/ice rescue incidents.			
Expenditures	$345,026	$346,396	$357,798
FTE's	2.6	2.6	2.6
# of marine incidents responded to	36	10	30
Cost per marine incident responded to	$9,584	$34,640	$11,927
% of calls responded to within recognized standards	100%	100%	100%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of all funds budget	2.7%	2.6%	2.6%
Total Expenditures	$906,820	$903,236	$912,158
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$906,820	$903,236	$912,158
Program Outcomes			
% of emergency vehicles available	100%	100%	100%

Activity Data

SCHEDULED ROUTINE MAINTENANCE – The goal of Scheduled Routine 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$231,565	$302,615	$295,183
FTE's	1.9	1.9	1.9
# of preventative maintenance requests completed	254	310	281
# of vehicles maintained	137	130	137
Cost per work request	$912	$976	$1,050
% of preventative maintenance completed on schedule	100%	100%	100%

REPAIR – The goal of Repair 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.			
Expenditures	$437,289	$391,711	$386,259
FTE's	2.0	2.0	2.0
% emergency vehicles available	100%	100%	100%
% non-emergency vehicles available	100%	100%	100%

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.			
Expenditures	$237,965	$208,910	$230,716
FTE's	0.1	0.1	0.1
# of gallons of fuel purchased	95,126	80,000	90,000
% of fuel islands available	100%	100%	100%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity		FY 2011 Approved
Facility and Equipment Maintenance	*HVAC Contract*	**$10,672**

The following adjustments to maintain current services have been included in the base budget for the facility and equipment maintenance activity:
- The new contract for HVAC equipment maintenance has resulted in a price increase. Funding in the amount of $10,672 has been provided to increase the budget from $38,040 to $48,712.

Fire Emergency Services	*Potomac Yard Station HOA Fee*	**$45,670**

Fire Station 209 at Potomac Yard became operational in mid FY 2010. This station is built into a multifamily residential development which has a HOA/Condo fee assessed to each unit. This fee funds the maintenance of the exterior of the structure and any common areas. The City fire station occupies 23.5% of the total square footage of the development. According to the association bylaws, this makes the fire station responsible for 23.5% ($45,670) of the total yearly HOA/Condo fees assessed.

Other Activities	**$25,258**

The following adjustments to maintain current services have been included in the base budget for the following activities:
- Supplies includes an $7,700 increase for operating supplies associated with increased staffing
- EMS Incident Response includes a $5,400 increase for an estimated 10% increase in defibrillator leasing costs and a $10,731 increase for EMS supplies based on a vendor contract increase of 12%.
- $1,427 increase due to the department's share of costs of the new Cityworks customer relationship management system.

Discretionary Supplementals

Activity		FTE	FY 2011 Approved
EMS Incident Response	*Peak-Time Medic Unit Program*	**5.0**	**$903,804**

The FY 2011 budget includes the addition of five EMS Medics and two new fully equipped ambulances to improve peak-time (daily 9am-10pm) response times. By adding two Peak-Time Medic Units, the Department can provide heightened responses to calls and rely less on mutual aid. The new medics will report to the Assistant Fire-EMS Chief and will be responsible for incident response.

The total expenses for this supplemental are broken into recurring and one-time costs. One-time expenditures total $569,871 and include two new fully equipped ambulances ($518,981 or $259,491/unit) and initial uniform and EMS certification expenses ($50,890). The majority of these one-time costs ($518,981) will be paid from the City's Internal Services Fund and will not affect the General Fund. Recurring costs total $333,933 and include salary and benefit expenses which will be fully funded through the General Fund.

On the revenue side, diminished reliance on mutual-aid transports and an increased number of City transports will result in increased ambulance fee revenues. These revenues will partially offset the costs of two new Peak-Time Medic Units.

Leadership & General Mgmt.	*Fiscal Officer I*	**0.0**	**$0**

The Proposed Budget included $74,000 in the Leadership and General Management activity for the addition of one full-time fiscal officer. This position was eliminated from the Approved Budget through the Add/Delete process.

Leadership & General Mgmt.	*Admin. Generalist*	**1.0**	**$100,000**

Funding is included in the Leadership and General Management activity for the addition of one full-time administrative generalist position. The position will support numerous organizational management related functions of the department including tactical, strategic, and facility planning. The overall availability of resources in the Leadership and Management Division is currently low, the addition of this position will increase the capacity and output of the division. This position will report to the administration division chief and is a full-time (1.0 FTE) position.

Add/Delete Adjustments

Activity		FTE	FY 2011 Approved
Leadership & General Mgmt.	*Fiscal Officer I*	**-1.0**	**-$74,000**

The Proposed Budget included $74,000 in the Leadership and General Management activity for the addition of one full-time fiscal officer. This position was eliminated from the Approved Budget through the Add/Delete process.

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 2009 Actual	FY 2010 Approved*	FY 2011 Approved	% Change 2010-2011
Personnel	$6,550,392	$6,550,942	6,567,996	0.3%
Non-Personnel	904,508	915,720	885,943	-3.3%
Capital Goods Outlay	$259	$25,313	25,313	0.0%
Total Expenditures	$7,455,159	$7,491,975	$7,479,252	-0.2%
Less Revenues				
Internal Services	$0	$0	0	0.0%
Special Revenue Funds **	717,776	569,205	4,529,112	695.7%
Total Designated Funding Sources	$717,776	$569,205	$4,529,112	695.7%
Net General Fund Expenditures	$6,737,383	$6,922,770	$2,950,140	-57.4%
Total Department FTE's	84.0	71.6	68.0	-5.0%

*The FY 2010 FTE count has been amended to reflect the transfer of a position from Code Administration to General Services.

** For FY 2011, Code fees related to regulating new construction are being shifted from the General Fund to a special revenue fund. See the highlights section below for details.

Highlights

•In FY 2011, the Approved General Fund budget decreased by $3,972,630 or 57.4%, while total expenditures declined by 0.2%. Approximately $4.2 million in expenditures in the Administrative Support, Plan Review, Permit Center, and New Construction Programs were transferred to a special revenue account. The expenditures will be offset by Code fees related to building and development, previously in the General Fund, as well as increases in those fees to make the construction element of Code Administration completely self-supporting. These activities will save the City some $359,453 per year starting in FY 2011.

• FY 2011 personnel costs increased by $17,054 or 0.3%; the increase is primarily due to a change in the method used to account for departmental turnover throughout the fiscal year, as well as the costs associated with step and benefit increases for employees.

•Total non-personnel costs decreased by $29,777 or 3.3% primarily due to the reduction of funds for leased space no longer needed due to efficiencies implemented during FY 2010.

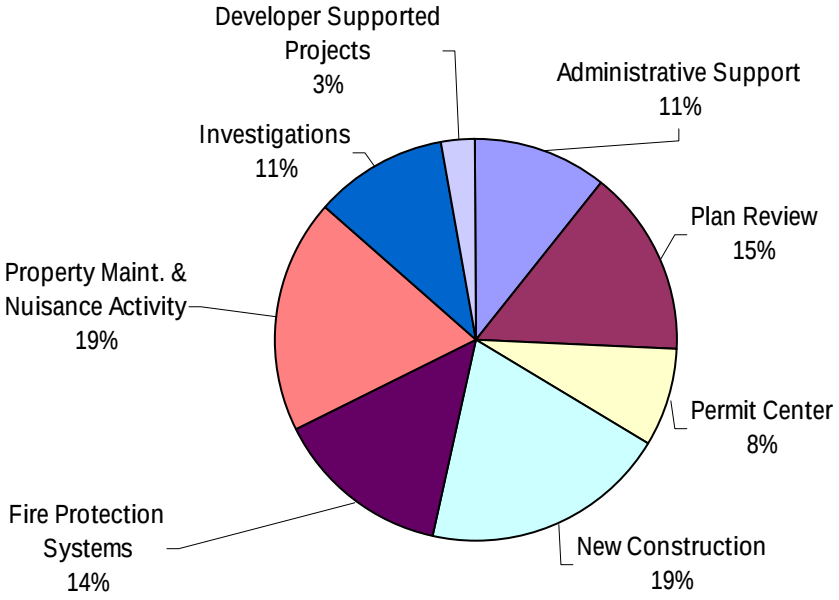
•Total FY 2011 Special Revenue increased by $3,959,907 or 695.7%. Code fees related to new construction have been transferred out of the General Fund to a special revenue fund where they will be used to pay Code expenditures related to building and development.

•FY 2011 FTE count decreased by 3.6 FTEs due to the reduction of 2 full-time Fire Inspector positions, 1 part-time Records Clerk, and 1 position previously funded by fee revenues.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Number of building and trade plans reviewed	5,306	6,500	5,800
Number of new construction inspections completed	32,706	26,000	30,000
Number of permits processed	11,569	14,500	10,700

FY 2011 Approved Expenditures by Program



Department of Code Administration

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Administrative Support	$1,070,415	$820,083	$809,382	-1.3%
Plan Review	885,041	879,013	1,119,464	27.4%
Permit Center	469,234	524,080	577,611	10.2%
New Construction	1,274,154	1,313,219	1,472,486	12.1%
Fire Protection Systems	975,965	1,090,277	1,067,905	-2.1%
Prop Maint & Nuisance Activities	1,661,908	1,496,992	1,421,130	-5.1%
Investigations	400,666	799,106	799,034	0.0%
Developer Supported Projects	717,776	569,205	212,240	-62.7%
Total Expenditures	$7,455,159	$7,491,975	$7,479,252	-0.2%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Administrative Support	3.9	5.0	5.0	0.0%
Plan Review	9.8	8.3	9.3	12.7%
Permit Center	11.1	7.6	8.0	5.3%
New Construction	12.9	13.5	14.5	7.4%
Fire Protection Systems	9.0	11.3	10.3	-8.9%
Prop Maint & Nuisance Activities	15.7	14.8	12.8	-13.8%
Investigations	2.6	6.2	6.2	0.0%
Developer Supported Projects	19.0	5.0	2.0	-60.0%
Total full time employees	84.0	71.6	68.0	-5.0%

Code Administration Programs and Activities

Administrative Support
- Administrative Support

Plan Review
- Building & Trade Plan Review
- One Stop Shop
- Walk Thru Plan Review
- Site Plan Review
- BAR, BZA, SUP, & Other Plan Reviews

Permit Center
- Permit Processing
- Complaint Processing
- Phone Call Processing

New Construction
- New Structures Inspection

Fire Protection Systems
- New Installation Inspections
- Retesting Program

Property Maintenance & Nuisance Activities
- Inspections of Existing Structures
- Fire Prevention

Investigations
- Investigations
- Environmental Industrial Unit

Developer Supported Activities
- BRAC Project

Dept Info

Department Contact Info
703.746.4200 alexandriava.gov/fire/code/

Department Head
John Catlett, Director
703.746.4200
john.catlett@alexandriava.gov

Department Staff
Jannine Pennell, Deputy Director
Sunila Dilawari, Administrative Officer

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	14.4%	10.9%	10.8%
Total Expenditures	$1,070,415	$820,083	$809,382
Less Revenues	$0	$0	$809,382
Net General Fund Expenditures	$1,070,415	$820,083	$0
Program Outcomes			
% of effectiveness targets met	99%	99%	99%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,070,415	$820,083	$809,382
FTE's	3.9	5.0	5.0
# of FTEs supported	84	71.6	68.0
$ amount of Code Administration expenditures managed (All Funds)	$7,455,159	$7,491,975	$7,479,252
# of FOIA requests processed	212	250	240
% of Code Administration effectiveness targets met	100%	100%	100%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	11.9%	11.7%	15.0%
Total Expenditures	$885,041	$879,013	$1,119,464
Less Revenues	$0	$0	$1,011,574
Net General Fund Expenditures	$885,041	$879,013	$107,890
Program Outcomes			
% of all plans reviewed within established time frames	99%	99%	99%

Plan Review, continued

Activity Data

BUILDING & TRADE PLAN REVIEW – The goal of Building and Trade Plan Review is to conduct comprehensive, quality plan reviews of construction projects within published plan review times.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$455,217	$513,218	$696,081
FTE's	5.9	4.3	5.3
# of building and trade plans reviewed	5,306	6,500	5,800
Cost per building and trade plan reviewed	$85.79	$78.96	$120.01
% of plans reviewed within published plan review time frames	99%	99%	99%

In FY 2011, an employee was relocated from the Plan Review activity in the Fire Protections Program to this activity.

ONE STOP SHOP – The goal of One Stop Shop is to provide expedited plan review within one hour for specific scope of projects.			
Expenditures	$61,715	$52,447	$57,078
FTE's	0.5	0.5	0.5
# of building and trade plans reviewed (1 set of plans is equal to 4 plan reviews: bldg.,elec.,plumb& mech)	406	450	428
Cost per building and trade plan reviewed	$152.01	$116.55	$133.36
% of qualified plans approved within one hour	100%	99%	99%

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.			
Expenditures	$229,746	$205,553	$233,390
FTE's	2.4	2.3	2.3
# of plans reviewed	1,836	1,500	2,000
Cost per plan reviewed	$125.13	$137.04	$116.70
% of qualified plans approved within one working day	100%	99%	99%

SITE PLAN REVIEW – The goal of Site Plan Review is to conduct quality plan reviews of site plans for new projects and address fire access and life safety concerns and provide comments back to City staff and applicants.			
Expenditures	$75,941	$66,574	$83,993
FTE's	0.5	0.8	0.8
# of site plans reviewed	178	150	125
Cost per site plan reviewed	$426.63	$443.83	$671.94
% of plans reviewed within assigned due dates	100%	99%	99%

BAR, BZA, SUP & OTHER PLAN REVIEWS – The goal of BAR, BZA, SUP and Other Plan Review is to perform quality reviews of applications to address code concerns and life safety issues prior to building permit application.			
Expenditures	$62,422	$41,221	$48,922
FTE's	0.6	0.5	0.5
# of other plans reviewed	413	450	415
Cost per other plan reviewed	$151.14	$91.60	$117.88
% of plans reviewed within assigned due dates	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	6.3%	7.0%	7.7%
Total Expenditures	$469,234	$524,080	$577,611
Less Revenues	$0	$0	$577,611
Net General Fund Expenditures	$469,234	$524,080	$0
Program Outcomes			
% of customers served by Service Representative within 30 minutes	100%	100%	100%

Activity Data

PERMIT PROCESSING – The goal of Permit Processing is to provide timely intake of plans, 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$287,862	$295,424	$337,715
FTE's	4.9	4.1	4.5
# of permits processed	11,569	14,500	10,700
Cost per permit processed	$24.88	$20.37	$31.56

*In FY 2011, the Records Management activity was combined with the Permit Processing Activity.

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.			
Expenditures	$98,538	$136,764	$136,107
FTE's	2.4	1.8	1.8
# of complaints received	2,125	1,290	2,000
Cost per complaint received	$46.37	$106.02	$68.05
% of complaints processed within same day of receipt	99%	100%	100%

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.			
Expenditures	$82,834	$91,892	$103,789
FTE's	3.8	1.8	1.8
# of phone calls answered by Permit Center Staff*	1,648	18,600	17,000
Cost per phone call answered*	$1.18	$4.94	$6.11
% of dropped calls*	33%	n/a	25%

*The new VOIP phone system was installed in late FY2009. As a result, the actual FY2009 data represent calls answered only for the month of June 2009.

New Construction

The goal of New Construction is to conduct inspections for new construction and renovation work within existing structures, perform structural and trade plan inspections for the Fire Prevention Section 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	17.1%	17.5%	19.8%
Total Expenditures	$1,274,154	$1,313,219	$1,472,486
Less Revenues	$0	$0	$1,472,486
Net General Fund Expenditures	$1,274,154	$1,313,219	$0
Program Outcomes			
% of inspections completed within one working day of receipt	100%	100%	100%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,274,154	$1,313,219	$1,472,486
FTE's	12.9	13.5	14.5
# of inspections completed	32,706	26,000	30,000
Cost per inspection completed	$38.96	$50.51	$49.08
% of inspections completed within one working day of receipt	100%	100%	100%

Fire Protection Systems

The goal of Fire Protection Systems is to provide plan review and inspection services for new and existing fire protection systems in order to ensure proper design, installation and operation as well as compliance with maintenance requirements for fire protection systems within the City.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	13.1%	14.6%	14.3%
Total Expenditures	$975,965	$1,090,277	$1,067,905
Less Revenues	$0	$0	$445,819
Net General Fund Expenditures	$975,965	$1,090,277	$622,086
Program Outcomes			
% of inspections conducted within established compliance dates	100%	100%	100%

Activity Data

PLAN REVIEW – The goal of Fire Protection Plan Review is to conduct comprehensive, quality plan reviews of fire protection systems projects to ensure public safety.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$164,065	$98,113	$0
FTE's	1.2	1.0	0.0
# of plans reviewed	1,009	1,400	NA
Cost per plan reviewed	$162.60	$70.08	NA
% of plans reviewed within published plan review timeframes	100%	100%	NA

Beginning in FY 2011, this activity is now included in the Building and Trade Plan Review activity.

NEW INSTALLATION INSPECTIONS – The goal of New Installation Inspection is to conduct comprehensive, quality inspections of new and renovation fire protection systems projects to ensure compliance with approved plans.			
Expenditures	$434,894	$409,276	$445,819
FTE's	4.4	3.8	3.8
# of new installation inspections completed	2,601	4,250	2,200
Cost per new installation inspection conducted	$167.20	$96.30	$202.65
% of inspections conducted within one working day of receipt	100%	100%	99%

RETESTING PROGRAM – The goal of Retesting 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.			
Expenditures	$377,006	$582,888	$622,086
FTE's	3.4	6.5	6.5
# of retesting inspections conducted	3,341	2,000	3,000
Cost per retesting inspection conducted	$112.84	$291.44	$207.36
% of inspections conducted within established compliance dates	99%	99%	99%
% of costs recovered	90%	90%	92%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	22.3%	20.0%	19.0%
Total Expenditures	$1,661,908	$1,496,992	$1,421,130
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,661,908	$1,496,992	$1,421,130
Program Outcomes			
% of inspections completed within specified timeframes	100%	100%	100%

Activity Data

INSPECTIONS of EXISTING STRUCTURES – The goal of Inspections of Existing Structures is to conduct comprehensive, quality inspections of existing structures for fire prevention, property maintenance and other required permits in order to maintain the City's building stock and life safety standards, identify illegal construction and code violations, and respond to complaint inspections citywide.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,661,908	$826,553	$908,859
FTE's	15.7	7.9	7.9
# of inspections conducted	40,510	9,000	15,000
Cost per inspection conducted	$41.02	$91.84	$60.59
% of inspections conducted within established timeframes	100%	100%	100%
# City Code violations cited	6,720	3,000	5,400

FIRE PREVENTION - The goal of Fire Prevention is to conduct comprehensive, quality inspections of existing 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 respond to complaint inspections Citywide.*			
Expenditures	$0	$670,439	$512,271
FTE's	NA	6.9	4.9
# of inspections conducted	NA	10,500	10,500
Cost per inspection conducted	NA	$63.85	$48.79
% of inspections conducted within established timeframes	NA	98%	98%
# City Code violations cited	NA	6,050	5,100

*The Fire Prevention activity was created in FY 2010. As a result, data is not available for FY 2009.

Investigations

The goal of Investigations is to conduct complete and comprehensive investigations of crimes and offenses relating to fires, environmental crimes and other related offenses of City and State codes and to bring cases to closure and if necessary, to prosecute in a timely manner.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	5.4%	10.7%	10.7%
Total Expenditures	$400,666	$799,106	$799,034
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$400,666	$799,106	$799,034
Program Outcomes			
% of cases closed within specified timeframes	100%	100%	100%

Activity Data

INVESTIGATIONS– The goal of Investigations is to conduct comprehensive investigations of crimes and offenses in order to determine the cause and origin of the event, and to provide timely resolution by case closure or initiation of the judicial process.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$400,666	$414,307	$405,640
FTE's	2.6	2.9	2.9
# of open case investigations conducted	100	150	150
# of investigations closed	74	90	90
Cost per open case investigation conducted	$4,007	$2,762	$2,704
% of investigations referred to judicial process	18%	20%	20%

ENVIRONMENTAL INDUSTRIAL UNIT - The goal of the Environmental Industrial 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 Industrial 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 inspections citywide.*			
Expenditures	$0	$384,799	$393,394
FTE's	NA	3.3	3.3
# of facilities inspected	NA	1,000	1,000
# of investigations	NA	50	50
Cost per inspection	NA	$385	$393
% of initial inspections completed within 2 working days	NA	100%	100%

*The Environmental Industrial Unit activity was created in FY 2010. As a result, data is not available for FY 2009.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	9.6%	7.6%	2.8%
Total Expenditures	$717,776	$569,205	$212,240
Less Revenues	$717,776	$569,205	$212,240
Net General Fund Expenditures	$0	$0	$0
Program Outcomes			
$ amount of costs recovered	$717,776	$569,205	$212,240

Activity Data

SCHOOLS (ACPS) – The goal of ACPS is to focus resources on School projects, particularly the construction of T.C. Williams High School, in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.*	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,031	$0	$0
FTE's	0.0	0.0	0.0
# plans reviewed	NA	0	NA
# inspections completed	NA	0	NA
# permits issued	NA	0	NA

*In FY 2009, this activity was discontinued due to the completion of T.C. Williams High School. It has been included in the FY 2011 text to show FY 2009 actual

CARLYLE/EISENHOWER – The goal of Carlyle/Eisenhower is to focus resources on Carlyle/Eisenhower in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.*			
Expenditures	$423,014	$569,205	$0
FTE's	6.0	5.0	0.0
# plans reviewed	180	100	NA
# inspections completed	729	1,000	NA
# permits issued	194	20	NA

*In FY 2011, this activity will be discontinued due to a slowdown in projects in this area. The remaining personnel and expenditures will be transferred to a self-supporting special revenue program in the FY 2011 Approved budget.

**The FY 2010 FTE count has been amended to reflect the transfer of a posittion from Code Administration to General Services.

POTOMAC YARD – The goal of Potomac Yard is to focus resources on Potomac Yard in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.*			
Expenditures	$193,081	$0	$0
FTE's	6.0	NA	NA
# plans reviewed	47	NA	NA
# inspections completed	625	NA	NA
# permits issued	32	NA	NA

*In FY 2009, this activity was discontinued. It has been included in the FY 2011 text to show FY 2009 actual figures.

Developer Supported Activities, continued

Activity Data

OTHER DEVELOPMENT – The goal of Other Development is to focus resources on other projects around the City of Alexandria in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.*	FY 2009 Actual*	FY 2010 Approved	FY 2011 Approved
Expenditures	$100,650	$0	$0
FTE's	7.0	0.0	0.0
marginal increase in # of plans reviewed	N/A	N/A	N/A
marginal increase in # of inspections completed	N/A	N/A	N/A
marginal increase in # of permits issued	N/A	N/A	N/A
# of sq. ft. available under new occupancy permits	NA	NA	NA

*In FY 2009, this activity was discontinued. It has been included in the FY 2011 text to show FY 2009 actual figures.

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 is fully reimbursing the costs of this activity.	FY 2009 Actual*	FY 2010 Approved	FY 2011 Approved
Expenditures	N/A	N/A	$212,240
FTE's	N/A	N/A	2.0
marginal increase in # of plans reviewed	N/A	N/A	N/A
marginal increase in # of inspections completed	N/A	N/A	N/A
marginal increase in # of permits issued	N/A	N/A	N/A
# of sq. ft. available under new occupancy permits	N/A	NA	NA

Department of Code Administration

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2011	Approved
Administrative Support	*Software License Increases*		**$4,439**
This adjustment will provide for increases to software licenses including Selectron Voice Permit and Accella Permit Plan software programs.			

Expenditure Reductions

Activity	Expenditure Reduction	FTE	FY 2011	Approved
Records	*Eliminate Part-time Records Clerk Position*	**(0.6)**		**($27,389)**
This reduction would eliminate the part-time Records Clerk position. Engineering Aide staff are currently handling record scanning duties. As a result, this position can be eliminated. This reduction may result in slower customer response to records inquiries, FOIA requests, and Permit Center customer service.				
Fire Prevention	*Eliminate 2 Fire Inspector I Positions*	**(2.0)**		**($124,786)**
This reduction eliminates 2 of 9 Fire Inspector I positions. Response times for non-emergency complaints (e.g. trash, tall grass, noise violations, etc.) will increase from 48 to 72 hours or more. Also, attendance at civic group meetings would decrease from monthly to quarterly. Reduction will eliminate fire prevention inspections and proactive inspections on weekends and evenings.				
Admin Support	*Leased Space*			**($33,655)**
In early FY 2010, Code Administration implemented their Remote Start Program. As a result, they vacated their Banker's Square leased space in October 2009. A portion of this lease cost was eliminated in FY 2010. This amount represents the remaining portion used to pay for the space from July 1st to October 15, 2009.				
Various	*Postpone Purchase of 3 Code Vehicles*			**($9,278)**
This will defer the replacement of 3 Code vehicles for 1 year and represents a one-time savings for FY 2011.				

Emergency Communications

Mission Statement: The mission of this new Department will be developed by the new Director and the staff of the department.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	N/A	N/A	$174,173	N/A
Non-Personnel	N/A	N/A	12,250	N/A
Capital Goods Outlay	0	N/A	5,850	NA
Total Expenditures	$0	$0	$192,273	N/A
Funding Sources				
Internal Service	N/A	N/A	$0	NA
Other Special Revenue	N/A	N/A	0	N/A
Total Designated Funding Sources	$0	$0	$0	N/A
Net General Fund Expenditures	$0	$0	$192,273	N/A
Total Department FTEs	0.0	1.0	1.0	0.0%

Highlights

•In FY 2010 the City Manager created a consolidated Department of Emergency Communications to optimize the performance of our emergency communications systems, increase our citywide situational awareness and manage our valuable Information Technology resources more efficiently.

•Representatives from the City's Police, Fire, Sheriff and Information Technology Services are working together to restructure and consolidate existing emergency communications operations into the new department. This group is reviewing in detail all areas involved with starting a new department including: personnel, training, policies, procedures and IT support. The most ambitious IT project supporting the new department is consolidating the City's existing Computer Aided Dispatch (CAD) and Records Management System (RMS) into a single system.

•A new director has been hired to oversee this department and it is expected that the Department of Emergency Communications will be fully operational by late fall 2010, well before the communications center opens at the new Police headquarters on Wheeler Avenue in Fall 2011. An additional Division Chief position was proposed by the City Manager to be added in FY 2011, however it was eliminated by City Council through the add-delete process. It is anticipated that the staff from the Police and Fire Departments will be transferred to the Department of Emergency Communications during the summer of 2010. The budget adjustment to transfer existing resources from the Police and Fire Departments will be executed through the Fall Reappropriation Ordinance in November 2010.

•The IT Plan includes funds to support the new department by consolidating the City's existing Computer Aided Dispatch (CAD) and Records Management System (RMS) into a single system. This project is included in FY 2013 and FY 2014 of the CIP.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$46,592,954	$46,193,739	45,038,599	-2.5%
Non-Personnel	7,399,018	7,321,190	7,111,391	-2.9%
Capital Goods Outlay	308,302	1,793,307	1,549,415	-13.6%
Interfund Transfers	31,350	0	0	0.0%
Total Expenditures	$54,331,624	$55,308,236	$53,699,405	-2.9%
Less Revenues				
Internal Service	$712,525	$1,643,541	$1,409,414	-14.2%
Special Revenue Fund	539,304	32,295	30,000	-7.1%
Total Designated Funding Sources	$1,251,829	$1,675,836	$1,439,414	-14.1%
Net General Fund Expenditures	$53,079,795	$53,632,400	$52,259,991	-2.6%
Total Department FTE's	466.0	462.0	450.0	-2.6%

Highlights

•In FY 2011, the approved General Fund budget decreased by $1,372,409 or 2.6%.

•FY 2011 personnel costs decreased by $1,155,140 or 2.5%; the decrease is primarily due to reductions of 12.0 positions and reduced overtime expenditures. Also, the savings from turnover savings have been increased. Detail on these reductions is provided at the end of the Police section. These reductions are partially offset by the addition of a regular step increase and increased benefit costs.

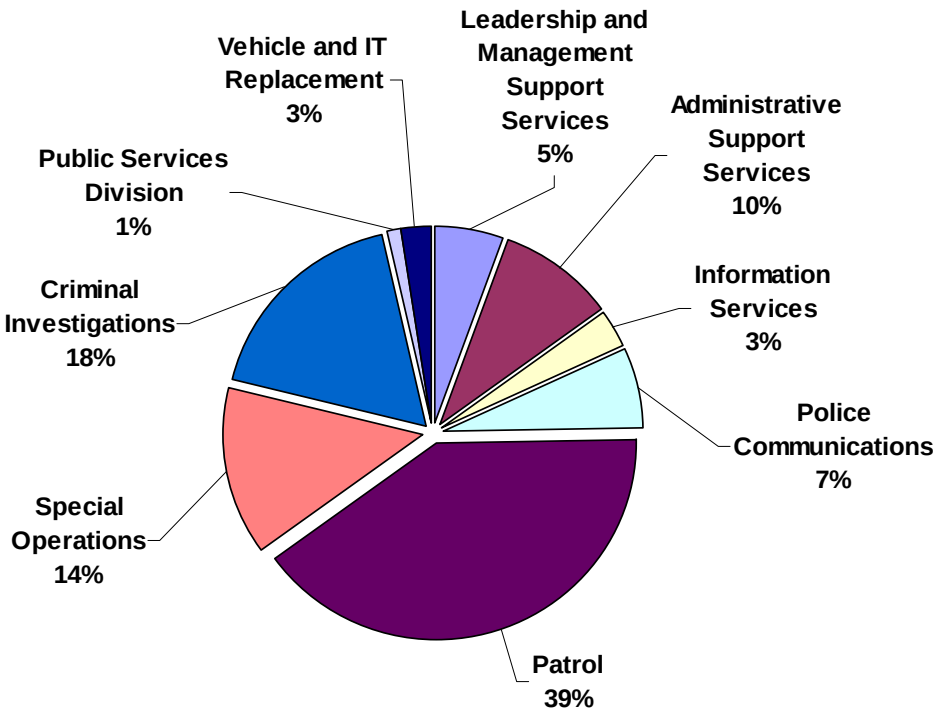
•Total non-personnel costs decreased by $209,799 or 3.0%; the decrease is primarily due to the elimination of 10 mobile data browsers, reduced uniform expenditures, and centralized printing as explained in the expenditure reduction options at the end of this section.

•City Council added two COPs officers, through the add-delete process, in the amount of $166,421. In addition, as part of the add-delete process, City Council raised fines for parking meter violations.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of total calls dispatched per year	55,524	55,500	54,451
% of Police reports processed electronically	85%	85%	85%
Patrol's average response time from dispatch to arrival for emergency calls	3.3 minutes	3.3 minutes	3.3 minutes
Patrol's cost per call for service	$394	$380	$379
% of criminal investigations cases closed	75%	80%	80%
Number of applicants processed	1,559	1,590	1,590
Average cost to intake one item of evidence	$40	$41	$42
For information regarding crime statistics, please see Miscellaneous Departmental Information			
****It should be noted that all performance and crime data for FY 2011 are preliminary.			

FY 2011 Approved Expenditures by Program



Police Department

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership and Management Support Services	$3,316,096	$2,906,198	$2,936,724	1.1%
Administrative Support Services	4,318,468	4,989,316	5,125,182	2.7%
Information Services	1,564,639	1,724,720	1,702,284	-1.3%
Police Communications	3,546,850	3,392,531	3,533,023	4.1%
Patrol	22,164,159	22,011,776	21,673,926	-1.5%
Operations Support Services	7,887,760	7,838,708	7,379,727	-5.9%
Criminal Investigations	10,213,945	10,222,276	9,426,248	-7.8%
Public Services	607,180	579,170	512,877	-11.4%
Vehicle and IT Replacement	712,525	1,643,541	1,409,414	-14.2%
Total Expenditures	$54,331,622	$55,308,236	$53,699,405	-2.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership and Management Support Services	16.8	16.8	17.8	6.0%
Administrative Support Services	42.75	42.75	41.75	-2.3%
Information Services	24.5	23.5	23.5	0.0%
Police Communications	34.0	34.0	35.0	2.9%
Patrol	199.0	197.0	195.0	-1.0%
Operations Support Services	68.0	67.0	61.0	-9.0%
Criminal Investigations	77.0	77.0	72.0	-6.5%
Public Services	4.0	4.0	4.0	0.0%
Total full time employees	466.00	462.00	450.00	-2.6%

Police Programs and Activities

Leadership and General Management Support Services
- Leadership and General Management
- Finance Management
- Human Resources Management

Administrative Support Services
- Property & Evidence Management
- Policy Review & Maintenance
- Fleet Management
- Information Technology Management
- Facilities & Security Management
- Certification & Training

Operations Support Services
- Traffic and Parking
- Special Events and Incidents
- School Resource Officers

Public Services Division
- Public Information Office
- Internal Investigations

Information Services
- Report Management

Police Communications
- Call Handling & Dispatching Calls

Patrol
- Patrol
- Street Crimes
- Crime Analysis

Criminal Investigations
- Criminal Investigations
- Domestic Violence Unit
- Vice/Narcotics
- Task Forces
- Crime Scene Investigations

Dept Info

Department Contact Info
www.alexandriava.gov/police

Department Head
Earl Cook, Chief of Police
703.838.4700
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% total of All Funds Budget	6.1%	5.3%	5.5%
Total Expenditures	$3,316,096	$2,906,198	$2,936,724
Less Revenues	0	0	0
Net General Fund Expenditures	$3,316,096	$2,906,198	$2,936,724
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$2,454,976	$1,889,644	$1,971,446
FTE's	8.0	8.0	9.0
Leadership & Management Expenditures as percentage of departmental total	3.2%	3.3%	3.5%
# of activities managed	26	25	25
# of departmental FTE's managed	466	462	448
$ amount of net General Fund departmental budget (millions of dollars)	$52.9	$53.6	$52.1
% of Departmental effectiveness targets met	90%	95%	90%

FINANCE MANAGEMENT - The goal of Finance Management is to provide responsible stewardship of the Police Department's budget to support law enforcement operations.			
Expenditures	$428,748	$452,143	$408,883
FTE's	3.0	3.0	3.0
# of fiscal transactions processed per year	4,300	4,310	4,300
Departmental expenditures as % of City's budget	10%	10%	10%
Cost per fiscal transaction	$99.71	$104.91	$95.09
Departmental expenditures within budget	99.0%	99.0%	99.0%

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.			
Expenditures	$432,372	$564,411	$556,395
FTE's	5.75	5.75	5.75
# of civilian applicants processed	667	700	700
# of sworn applicants processed	892	890	890
Cost per applicant processed	$139	$177	$175

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	7.9%	9.0%	9.5%
Total Expenditures	$4,318,468	$4,989,316	$5,125,182
Less Revenues	63,418	0	0
Net General Fund Expenditures	$4,255,050	$4,989,316	$5,125,182
Program Outcomes			
% of authorized positions filled	97%	96%	97%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$329,552	$390,026	$514,341
FTE's	4.0	4.0	4.0
# of items of property and evidence processed each year	5,134	5,600	5,200
Average cost to intake one item of evidence	$40	$41	$42
% of inventory disposed of annually	10%	10%	10%

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.			
Expenditures	$249,929	$239,741	$195,424
FTE's	2.0	2.0	2.0
# of directives and addenda issued per year	76	45	45
Average cost per directive	$881	$936	$996
% 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.			
Expenditures	$285,605	$408,547	$340,232
FTE's	3.0	3.0	3.0
# of vehicles managed	311	309	302
Cost per year to manage each vehicle	$918	$1,227	$1,127
% of maintenance actions completed within 14 days of schedule date	80%	80%	80%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,802,453	$1,961,752	$2,037,800
FTE's	14.0	14.0	13.0
# of pc's in department	375	375	375
# of portable and mobile radio units supported (all City units managed by Police Department)	1610	1610	1610
# of mobile computers	362	350	350
# of users supported	457	457	454
Cost per system user	$3,075	$4,293	$4,489
% of reports processed electronically rather than by manual methods	85%	85%	85%

FACILITIES & SECURITY MANAGEMENT – The goal of Facilities and Security Management is to provide a secure, aesthetically pleasing, clean, and properly functioning facility environment that is conducive to staff fulfilling the department's mission to the public.			
Expenditures	$962,435	$1,015,137	$1,046,711
FTE's	12.75	12.75	12.75
# of security requests completed	806	750	828
# of maintenance requests completed	465	312	280
# of internal inspections completed	12	20	20
Cost per request/task completed	$127	$161	$162
% of customers satisfied with the physical facility environment	84%	84%	84%

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.			
Expenditures	$688,494	$974,113	$990,674
FTE's	7.0	7.0	7.0
# of mandatory training hours per sworn	44	51	51
# of mandatory training hours per civilian	2	6	6
Average cost of mandatory training per sworn officer	$2,024	$2,499	$2,499
Average cost of mandatory civilian training per employee	$62	$192	$192
% of sworn officers meeting certification	100%	100%	100%
% of average sworn work year (2080 hours) spent in training	2.1%	2.5%	2.5%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds budget	2.9%	3.1%	3.2%
Total Expenditures	$1,564,639	$1,724,720	$1,702,284
Less Revenues	0	0	0
Net General Fund Expenditures	$1,564,639	$1,724,720	$1,702,284
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,564,639	$1,724,720	$1,702,284
FTE's	24.5	23.5	23.5
# of incident reports processed	13,706	13,800	13,800
# of criminal reports	9,958	10,000	10,000
# of auto accident reports	1,528	1,600	1,600
# of non-criminal reports	2,200	2,200	2,200
Average cost to process a report	$57	$62	$62

Police Communications Program

The goal of Police Communications is to provide prompt answering, dispatch and resolution of incoming calls to ensure help is quickly and efficiently delivered to those needing Police, Fire or EMS services, or information.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of total All Funds budget	6.5%	6.0%	6.0%
Total Expenditures	$3,546,850	$3,392,531	$3,533,023
Less Revenues	0	0	0
Net General Fund Expenditures	$3,546,850	$3,392,531	$3,533,023
Program Outcomes			
% of calls taken, routed, and managed within policy	98%	98%	98%

Activity Data

CALL HANDLING AND DISPATCHING CALLS FOR SERVICE (CFS) –The goal of Call Handling & Dispatching Calls for Service is to route calls for service to police, fire, EMS or other city services in a timely manner.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$3,546,850	$3,392,531	$3,533,023
FTE's	34.0	34.0	35.0
# of total calls answered per year	385,000	385,000	385,000
Average # of calls answered per day	1102	1041	1041
# of emergency calls dispatched per year	2,512	2,500	2,500
# of non-emergency calls dispatched per year	53,012	53,000	51,951
Average # of calls dispatched per day	166	152	152
% of emergency, Priority 1 calls dispatched within 120 seconds of receipt	80%	80%	80%
% of supervisor audits of employee performance rated satisfactory or above	98%	98%	98%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of total All Funds budget	40.8%	39.8%	40.4%
Total Expenditures	$22,164,159	$22,011,776	$21,673,926
Less Revenues	52,995	0	0
Net General Fund Expenditures	$22,111,164	$22,011,776	$21,673,926
Program Outcomes			
Calendar Year % Change in Part 1 Crimes	-3.9%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$20,223,221	$20,146,951	$20,094,742
FTE's	179.0	180.0	180.0
# of calls for service answered or initiated	51,338	53,000	53,000
# of incident reports completed	14,042	14,000	14,000
Patrol cost per call for service	$394	$380	$379
Average response time to emergency calls for service from dispatch to arrival, excluding accidents	3.3 minutes	3.3 minutes	3.3 minutes
# of arrests	6,552	6,300	6,300

STREET CRIMES – The goal of SCU is to suppress street level drug dealing and nuisance offenses by identifying and arresting those responsible for the crimes.			
Expenditures	$1,696,297	$1,535,968	$1,268,620
FTE's	17.0	14.0	12.0
# of arrests	451	550	550
Cost per arrest	$3,761	$2,793	$2,307
Change in arrests compared to prior year	N/A	22%	0%

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.			
Expenditures	$244,641	$328,857	$310,564
FTE's	3.0	3.0	3.0
# of major crime maps per year	300	315	330
# of special requests and projects	200	210	220
Cost per staff hour	$39	$53	$50
% of crime reports submitted by established deadlines	100%	100%	100%

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	FY2009 Actual	FY2010 Approved	FY2011 Approved
% of total All Funds budget	14.5%	14.2%	13.7%
Total Expenditures	$7,887,760	$7,838,708	$7,379,727
Less Revenues	0	0	0
Net General Fund Expenditures	$7,887,760	$7,838,708	$7,379,727
Program Outcomes			
Percent of special events wholly or partially reimbursed	61%	62%	64%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$4,256,250	$4,446,435	$4,309,934
FTE's	46.0	46.0	40.0
# of uniform citations issued by the Motor Unit	3,712	3,700	4,000
Cost per summons issued	$102	$110	$109
Net change in accident rate in city	-2%	-2%	-2%
# of parking tickets issued by all APD employees	79,312	80,000	81,000
Cost per parking ticket	$18	$17	$17

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.			
Expenditures	$2,872,323	$2,625,821	$2,283,611
FTE's	16.0	15.0	15.0
# of planned special events handled (parades, festivals, etc.)	34	34	36
# of unplanned events handled (hostage, hazmat, etc.)	7	10	12
Average cost per planned event	$7,240	$7,000	$7,500
Average cost per unplanned event	$7,896	$8,000	$7,500
% of special events wholly or partly reimbursed	61%	62%	64%
Annual cost per K9 Dog	$4,024	$4,024	$4,024
# of article searches done per year	51	70	70
# of K9 Trackings per year	126	130	130

Operations Support Services Program, continued

Activity Data

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$759,187	$766,452	$786,182
FTE's	6.0	6.0	6.0
# of student contacts	4,175	5,100	5,100
# of incidents involving physical altercation	37	50	50
Cost per public school student	$81	$82	$82

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds budget	18.8%	18.5%	17.6%
Total Expenditures	$10,213,945	$10,222,276	$9,426,248
Less Revenues	422,891	30,000	30,000
Net General Fund Expenditures	$9,791,054	$10,192,276	$9,396,248
Program Outcomes			
Part 1 crime closure rates exceed national average of 62%	75%	75%	75%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$4,729,313	$4,898,424	$5,037,640
FTE's	38.0	39.0	39.0
# of cases assigned	1,480	1,400	1,400
Cost per case	$3,195	$3,499	$3,598
% of cases closed	75%	80%	80%
% of multiple case closures	7%	10%	10%

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 prosecution.			
Expenditures	$856,773	$712,258	$619,569
FTE's	7.0	6.0	5.0
# of cases assigned	869	908	889
Cost per case	$986	$784	$697
% of cases involving arrest	58%	56%	55%
% of cases involving services to victims and no arrest	42%	44%	45%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$2,160,988	$2,339,140	$1,601,075
FTE's	13.0	13.0	10.0
# of cases assigned	195	190	175
# of arrests	94	86	75
Cost per case assigned	$11,082	$12,311	$9,149
% of case closures by arrest	48%	45%	45%

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.			
Expenditures	$668,055	$530,155	$392,480
FTE's	4.0	4.0	3.0
# of cases assigned	65	83	83

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.			
Expenditures	$1,798,816	$1,742,299	$1,775,484
FTE's	15.0	15.0	15.0
# of Evidence Processing Reports	1,575	1,044	1,140
% of latent fingerprints identified at crime scenes (target is 50%)	49%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of total All Funds budget	1.1%	1.0%	1.0%
Total Expenditures	$607,180	$579,170	$512,877
Less Revenues	0	0	0
Net General Fund Expenditures	$607,180	$579,170	$512,877
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$272,270	$248,363	$214,889
FTE's	2.0	2.0	2.0
# of media contacts per year	6,742	6,000	6,500
# of press releases produced per year	67	60	70
% of press releases posted on the Internet within 1 business day	100%	100%	100%
Cost per resident population	$1.75	$1.80	$1.44

INTERNAL INVESTIGATIONS – The goal of Internal Investigations is to investigate allegations of misconduct involving department personnel.			
Expenditures	$334,910	$330,807	$297,988
FTE's	2.0	2.0	2.0
# of formal complaints managed (received, investigated, resolved)	103	160	160
Cost per investigation	$3,252	$2,068	$1,862

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2011 Approved
Various	*Office Space Lease Increase*	**$178,623**
This increase will provide for the annual lease increase at Hoffman and Avalon Bay. The Avalon Bay lease was recently renegotiated which resulted in a significant increase for FY 2011.		
Technical Services	*Records Management System Maintenance*	**$27,000**
This adjustment will provide funds for the annual maintenance contract for two midrange servers in the Records Department. One server is designated as the primary production system and the other is a redundant backup system.		

Expenditure Reductions

Activity	Expenditure Reduction	FTE Impact	FY 2011 Approved
Patrol	*Reduce COPs Program by 3 Officers*	**(3.0)**	**($30,971)**
In the FY 2011 Proposed Budget, Police proposed reducing the Community Oriented Policing (COPS) program by 3 officers. The COPS program includes COPS officers and RPOs (Resident Police Officers). This reduction would have occured in three City neighborhoods (Lynhaven/Mt. Jefferson, Arlandria, and James Bland) that have 2 COP's officers in FY 2010. Due to a decrease in crime in each of these neighborhoods, the number of COPS officers would have been reduced from 2 to 1. As a result, all neighborhoods in this program would have had 1 COPS officer or an RPO. Police planned to transfer the 3 COPS officers to Patrol and eliminate 3 vacant Police Officer I positions and use Patrol officers to maintain a strong presence in these neighborhoods to mitigate the impact of the reduction. During the add delete process, City Council restored two COPS officers positions back to the Police Department budget. As a result, only one COPS officer position will be reduced and one vacant Police Officer I position will be eliminated. The reduction in the proposed budget was $197,392. City Council added $166,421 to the Police Budget, resulting in a reduction of $30,971. More information on this addition by City Council is provided in the Add Delete Adjustments section of the Police budget.			
Street Crimes	*Reduce 2 Street Crimes Officers*	**(2.0)**	**($126,940)**
This option will eliminate 2 of 14 officers in the street crimes unit, as part of a unit re-organization currently underway. The re-organization will focus on maintaining the core functions of the unit, including street level narcotics enforcement and rapid response to emerging crime trends. The street crimes officers will be transferred to Patrol and 2 Police Officer I positions will be eliminated.			

Expenditure Reductions

Activity	Expenditure Reduction	FTE Impact	FY 2011 Approved
Certification and Training	*Eliminate Personnel Specialist Position*	**(1.0)**	**($100,546)**
A sergeant has been transferred to Certification and Training to manage the training program. As a result, the vacant personnel specialist can be eliminated if necessary. This is an efficiency reduction and is not expected to impact service levels.			
Planning and Accreditation	*Civilianize Planning Sergeant*		**($38,573)**
The current sergeant in Planning and Accreditation will retire or be transferred to an operational sergeant position. This position will then be converted to a civilian position at a lower cost. This is an efficiency reduction and is not expected to impact service levels.			
Vice/Narcotics	*Eliminate Vice Detective Position*	**(1.0)**	**($71,527)**
This option will reduce the Vice/Narcotics unit from 11 to 10 officers. The street crimes unit will assist in surveillance operations to mitigate the impact of the proposed reduction. The Vice/Narcotics unit will transfer 1 officer to Patrol and a vacant Police Officer I position will be eliminated.			
NA	Eliminate 9 Vehicles		**($326,010)**
This option will eliminate 9 vehicles (7 cruisers, 2 unmarked vehicles) from the Police Department's fleet. By eliminating postions, fewer vehicles are needed as vehicles are tied to positions. This option represents a one-time reduction.			
Patrol	Eliminate Captain Position	**(1.0)**	**($151,056)**
A Captain position became vacant as a result of the creation of a fourth Deputy Chief position for the new Fourth Bureau. This vacant position would be eliminated, which is not expected to have an impact on service levels.			
NA	Eliminate 10 Mobile Data Browsers (MDBs)		**($60,000)**
This option will eliminate 10 Mobile Data Browsers. This represents a one-time expenditure reduction. Police will collect underused MDBs from the few city employees who either do not require MDBs or who can sign out MDBs for occasional use.			
Various	Reduce Overtime		**($50,000)**
This option would reduce overtime costs. This would be achieved by utilizing the re-organized Street Crimes unit to provide on-duty staffing (rather than overtime) for special events and emerging crimes. In addition, it would limit Honor Guard, Police Week, K-9 demonstrations, and other non-essential activities. The Police Department would not be able to absorb any new or expanded special event costs.			
Various	Centralize Printing		**($20,000)**
This is an efficiency reduction and is not expected to impact service levels. Individual printers will be replaced with centralized printers.			

Expenditure Reductions

Various	Reduce Uniforms Costs		**($40,000)**

This is an efficiency reduction and is not expected to impact service levels. Savings would result from strict adherence to directives, denial of optional uniforms and modifications, and re-use of uniform items where possible.

Domestic Violence Unit	Eliminate Domestic Violence Unit Admin Assistant	**(1.0)**	**($82,846)**

This option would eliminate the Domestic Violence Unit Administrative Assistant position which is currently occupied. This position is a previously grant funded position that was absorbed by Police in FY04. The Police Department does not anticipate that this will have any substantial impact on service levels. Sworn officers will absorb administrative duties of this position.

Unfunded Positions

Activity	Expenditure Reduction	FTE Impact	FY 2011 Approved
Parking	*Hold Vacant 5 Parking Enforcement Officer I Positions*	**(5.0)**	**($266,922)**

This option will eliminate funding for 5 vacant Parking Enforcement Officer (PEO) I positions for FY 2011. In the last 5 years, there have been an average of 5 PEO vacancies (The total number of authorized PEOs is 29). As a result, this reduction is not expected to negatively impact current revenue generated. Although parking ticket revenue generated by these positions usually offsets the cost of the positions, this reduction recognizes the ongoing difficulties of keeping all the PEO positions filled.

Add Delete Adjustments

Activity	Add/Delete Adjustment	FTE Impact	FY 2011 Approved
Patrol	*Restore 2 COPs Program Officers*	**2.0**	**$166,421**

During the add delete process, City Council added two COPs officers back to the Police Department budget. The addition of these positions includes funding for personnel expenditures and non-personnel expenditures including uniforms, vehicles, and other equipment associated with these positions.

Various	*Increase in Parking Meter Violation Fine*		**$92,470**

During the add delete process, City Council increased the Parking Meter Violation Fine to $40 representing an increase of $5. The fine is charged for parking in a space after the meter has expired. Fairfax County charges a fine of $50 and Arlington County charges $25.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
General Fund Expenditures	53,079,795	53,632,400	52,259,991
Police Related General Fund Revenues			
HB599 Revenue	6,154,674	6,156,548	5,010,568
Parking Revenue	3,148,844	3,319,325	3,300,000
Total	6,154,674	6,156,548	5,010,568
Net City Share (General Fund Expenditures Less Related Revenues)	46,925,121	47,475,852	47,249,423

Table 2 includes Alexandria crime statistics for 2007-2009.

Table 2	Part I Crimes in Alexandria		
	CY 2007	CY 2008	CY 2009*
Homicide	8	4	5
Rape	18	35	15
Robbery	162	157	143
Aggravated Assault	183	154	115
Burglary	365	314	325
Larceny	2,663	2,813	2,755
Auto Theft	375	376	344
Total	3,774	3,853	3,702

Operating Agencies

HEALTH AND WELFARE

Department of Human Services..... 15-2
Mental Health, Mental Retardation and Substance Abuse 15-29
Alexandria Health Department..... 15-48
Other Health Activities 15-64

Department of Human Services

Mission Statement: The mission of the Department of Human Services is to facilitate the ability of Alexandrians to function successfully in our society and improve the quality of their lives, to provide services that are responsive to individual, family and community needs; to expedite and advocate access to opportunities, services and resources; and to serve Alexandrians with special needs.

FY 2011 Approved Budget Summary Table and Highlights

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$19,859,169	$19,674,002	20,477,132	4.1%
Non-Personnel	36,874,442	36,963,630	36,032,171	-2.5%
Capital Goods Outlay	6,624	186,180	135,794	-27.1%
Total Expenditures	$56,740,235	$56,823,812	$56,645,097	-0.3%
Less Revenues				
Internal Services	$0	$186,180	$135,794	-27.1%
Special Revenue Funds	$28,265,478	26,927,924	28,013,997	4.0%
Total Designated Funding Sources	$28,265,478	$27,114,104	$28,149,791	3.8%
Net General Fund Expenditures	$28,474,757	$29,709,708	28,495,306	-4.1%
Total Department FTE's	242.4	233.5	236.0	1.1%

Highlights

•The General Fund budget for the Department of Human Services is decreasing by $1,214,402 or 4.1%. The General Fund costs associated with the Comprehensive Services Act (CSA) are decreasing by $2,000,825.

•Personnel costs are increasing by $803,130 or 4.1%, due to costs associated with the step increase provided to employees and other benefit cost increases.

•Non-personnel costs are decreasing by $931,459 or 2.5%. Total CSA program costs (including the state share) are expected to decrease by $2,429,486 compared to the budgeted amount in FY 2010, which reverses several years of steady cost increases. The decrease is based on current year experience which shows lower caseloads in the City's foster care services. It also is the result of bringing our children home to community-based treatment programs which are less expensive as well as better for most of the children, compared to residential programs outside the community.

•One of the Non-Personnel reductions is the closure of the City's Mentor Home and subsequent resale of the property located on N. Columbus Street. Closing the facility results in an immediate expenditure savings of $15,000. The sale of the property will generate a one-time revenue source of approximately $1.15 million (shown as a funding source for the Capital Improvement Program) and a real estate tax revenue source of approximately $11,000 annually.

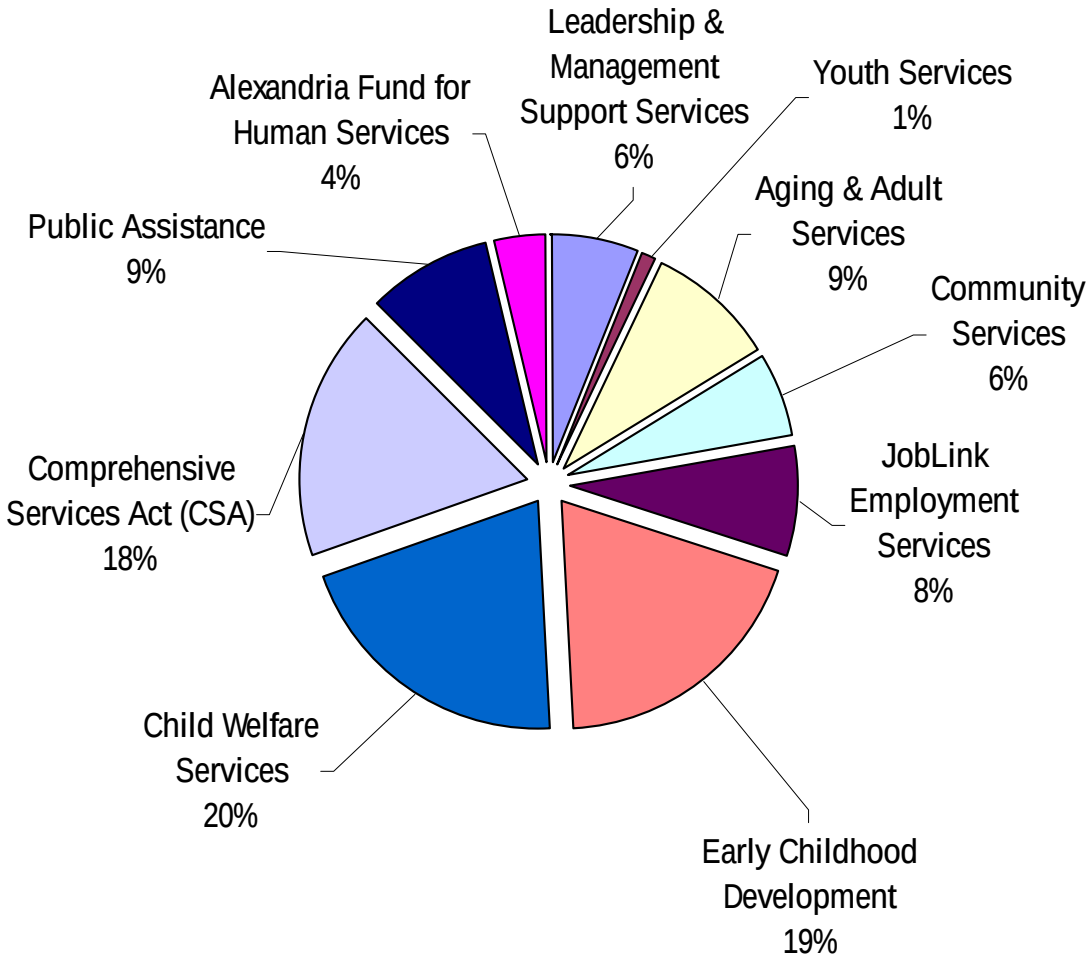
•In FY 2011, 1.0 new FTE was unfunded and 7.0 FTEs that were unfunded in FY 2010 are carried over into FY 2011. All 8.0 FTEs will be held open for the entire fiscal year. The total value of these positions is $389,761.

•During FY 2011 the Departments of Human Services and Mental Health, Mental Retardation and Substance Abuse and the Office on Women will be merged into a single department. Through the Fall Reappropriation Ordinance City Council will reappropriate existing funds to create a single department. The FY 2012 budget document will reflect the new organizational structure.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of Human Services clients served (unduplicated)	18,302	16,000	18,300
# of meals served	68,006	66,300	69,000
# of adult clients served through Adult Employment	3,319	2,456	2,456
Of children in foster care < 12 months, % that have had no more than 2 placements	87%	87%	87%
# of ESL participants served	401	415	400
% of objectives met as reported by grantees	94%	90%	90%

FY 2011 Approved Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change
Leadership, IT & Management Support Services	$3,139,720	$3,327,086	$3,474,368	4.4%
Youth Services	626,675	579,996	$594,290	2.5%
Aging & Adult Services	4,786,210	5,403,698	$5,258,651	-2.7%
Community Services	3,076,032	3,409,095	$3,337,514	-2.1%
JobLink Employment Services	4,213,874	4,332,020	$4,307,675	-0.6%
Early Childhood Development	11,090,574	10,138,926	$10,874,366	7.3%
Child Welfare Services	11,089,998	10,088,550	$11,427,039	13.3%
Comprehensive Services Act (CSA)	11,472,166	12,745,034	$10,327,100	-19.0%
Public Assistance	4,940,901	4,766,148	$5,010,835	5.1%
Alexandria Fund for Human Services	2,304,073	2,033,259	$2,033,259	0.0%
Total Expenditures	$56,740,223	$56,823,812	$56,645,097	-0.3%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved*	% Change 2010-2011
Leadership, IT & Management Support Services	27.0	26.0	27.0	3.8%
Youth Services	5.0	4.0	4.0	0.0%
Aging & Adult Services	28.0	27.5	26.5	-3.6%
Community Services	13.0	12.0	13.0	8.3%
JobLink Employment Services	36.1	36.8	35.8	-2.7%
Early Childhood Development *	17.5	16.5	15.5	-6.1%
Child Welfare Services	55.5	52.8	56.3	6.6%
Comprehensive Services Act (CSA)	3.0	3.0	3.0	0.0%
Public Assistance	57.3	55.0	55.0	0.1%
Alexandria Fund for Human Services	0.0	0.0	0.0	0.0%
Total full time employees	242.4	233.5	236.0	1.1%

*Starting in FY 2011, Leadership, IT & Management Support Services will increase by 1.0 FTE to reflect a transfer of staff previous assigned to Early Childhood Development. This results in the FTE count for Early Childhood Development decreasing by 1.0 FTE.

2.5 FTEs were inadvertently omitted from the FY 2010 position count.

Department of Human Services

DHS Programs and Activities

Leadership & Management Support Services
- Leadership/IT & General Management
- Multicultural Services

Youth Services
- Youth Services

Aging & Adult Services
- Adult Protective Services
- Companion Services
- Community-Based Long Term Care
- Transportation
- Residential Long Term Care Placement & Assistance

Community Services
- Homeless Prevention
- Homeless Services
- Community & Emergency Services
- Rent Relief
- Ex-offender Re-entry

JobLink Employment Services
- Virginia Initiative for Employment not Welfare
- Youth Employment
- Adult Employment

Alexandria Fund for Human Services
- Children's Fund
- Youth Fund
- Community Partnership Fund

Early Childhood Development
- Child Care Assistance
- Regulatory Services
- Head Start
- Virginia Preschool Initiative
- Out of School Time Services
- Resource Development

Child Welfare Services
- Child Protective and Family Services
- Foster Care Case Management
- Adoption Services

Comprehensive Services
- CSA Coordination & Financial Management
- Foster Care Services
- Special Education Tuition Assistance
- Services for Youth Who Are Court Involved, Truant, or Have Mental Health Needs

Public Assistance
- Medicaid
- Food Stamps
- TANF
- Other VDSS Assistance Programs

Dept Info

Department Contact Info
703.746.5700
http://alexandriava.gov/humanservices/

Department Head
Debra Collins, Assistant City Manager
703.746.5700
debra.collins@alexandriava.gov

Suzanne Chis, 703.746.5703
Division Director Family Services

Dennis McKinney, 703.746.5874
Division Director, *Job*Link

Laura Morrison, 703.746.5962
Division Director, Finance and Operations

Leadership & Management Support Services

The Goal of Leadership and Management Support Services is to provide quality customer service to the community by utilizing administrative, technical and management expertise to help promote and achieve excellence in Human Services.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total Budget	5.5%	5.9%	6.1%
Total Expenditures	$3,139,720	$3,327,086	$3,474,368
Less Revenues	$788,343	$764,907	$950,915
Net General Fund Expenditures	$2,351,377	$2,562,179	$2,523,453
Program Outcomes			
% of clients satisfied with customer service	76%	80%	80%
% of departmental activities achieving effectiveness objectives	85%	78%	78%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide overall administration and guidance and financial management, information technology support, human resources and operational oversight to the Department to support the City's Human Services system, and increase the community's awareness of Human Services programs.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$2,842,133	$3,081,619	$3,212,881
FTE's	25.0	24.0	25.0
# of Human Services clients served (unduplicated)	18,302	16,000	18,300
# of activities managed	41	39	35
$ managed	$56,740,223	$56,823,812	$56,645,097
# of grant reports submitted	332	N/A	333
% of clients satisfied with customer service	76%	80%	80%

MULTICULTURAL SERVICES – The goal of Multicultural Services is to ensure Alexandria's culturally diverse residents have access to all City services and resources, encourage participation in the life of the City and its government and enhance the City's delivery of culturally competent services.			
Expenditures	$297,587	$245,467	$261,487
FTE's	2.0	2.0	2.0
# of ESL participants served	401	415	400
# of language line calls - City wide	2,910	2,400	2,900

Youth Services

The goal of Youth Services is to coordinate and collaborate with City and community youth-service professionals, parents, residents and community groups to promote positive development among Alexandria's youth.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total Budget	1.1%	1.0%	1.0%
Total Expenditures	$626,675	$579,996	$594,290
Less Revenues	$166,606	$137,216	$144,527
Net General Fund Expenditures	$460,069	$442,780	$449,763
Program Outcomes			
# of youth policy initiatives initiated and/or supported by the Commission and other youth organizations	8	8	8

Activity Data

YOUTH SERVICES – The goal of Youth Services is to improve the services to youth and families by coordinating and collaborating with youth serving agencies and providing workshops, college trips and group and individual counseling to low-income, first generation college-eligible students to prepare and motivate them to pursue a college education through programs like Project Discovery.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$626,675	$579,996	$594,290
FTE's	5.0	4.0	4.0
# of Project Discovery students served	133	135	131
% of Project Discovery students who are accepted in post-secondary educational programs	91%	92%	92%
% of youth service providers indicating increased knowledge of, and participating in, collaborative or interagency initiatives and services/programs	89%	90%	90%

Aging and Adult Services

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total Budget	8.4%	9.5%	9.3%
Total Expenditures	$4,786,210	$5,403,698	$5,258,651
Less Revenues	$1,542,420	$1,348,975	$1,501,950
Net General Fund Expenditures	$3,243,790	$4,054,723	$3,756,701
Program Outcomes			
% effectiveness of Aging Programs as measured by effectiveness goals	97%	96%	97%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$564,444	$580,280	$602,646
FTE's	5.5	5.5	5.7
# of reports investigated	200	218	220
Monthly average # of cases managed	140	218	160
Cost per case	$4,032	$2,662	$3,767
% of investigations initiated within 24 hours of report	97%	97%	98%
% of cases without further incidence of abuse, exploitation, or neglect within 12 months	96%	97%	97%

COMPANION SERVICES – The goal of Companion Services is to provide assessment for the provision of non-medical in home services, such as light housekeeping, laundry, meal preparation, etc. in order for seniors and adults with disabilities to remain safely in their homes.			
Total Expenditures	$1,606,075	$2,035,526	$1,915,657
$ of Direct Service for Companion Aide salaries	$930,145	$1,310,711	$1,159,642
FTE's	6.9	6.9	7.3
Monthly average # of cases managed	267	285	289
Cost per case	$6,015	$7,142	$6,629
% of clients stay safely in home	100%	100%	100%

COMMUNITY-BASED LONG TERM CARE – The goal of Community Based Long Term Care Services is to provide resources and services to seniors aged 60 and over in order for them to maintain their highest level of independence and remain safely in the community.			
Expenditures	$1,516,294	$1,535,670	$1,488,939
FTE's	10.2	10.7	9.5
# of meals served	68,006	66,300	69,000
# of adult day care hours provided	22,418	20,000	23,000
% of home meals delivered on schedule	100%	98%	100%
% of day care capacity utilized	88%	90%	90%

Agency and Adult Services, continued

Activity Data

TRANSPORTATION – The goal of Transportation Services is to provide accessible transportation for seniors age 60 and over to senior centers, services and shopping that help them maintain their independence.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$514,357	$544,607	$550,874
FTE's	4.7	3.7	3.5
# of one-way bus trips provided by Agency and Aging staff	2,051	1,996	2,100
# of one-way senior taxi trips	12,179	13,400	13,000
Cost per one-way senior taxi trip	$17	$18	$18

RESIDENTIAL LONG-TERM CARE PLACEMENT & ASSISTANCE – The goal of Residential Long Term Care 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.*			
Expenditures	$585,040	$707,615	$700,535
$ of Direct Services (Birmingham Green facility)	$497,680	$576,146	$562,232
FTE's	0.7	0.7	0.5
# of screenings for residential and community-based care	109	92	120
# of beds budgeted	32	32	33
$ per screening	$801	$1,429	$1,153
Total Annual Cost per budgeted bed	$15,553	$18,005	$17,037

*It should be noted that there is $272,177 in Elderly Rent Relief budgeted in the Homeless Prevention Activity and $295,568 in Auxiliary Grants for indigent assisted living care.

Community Services

The goal of Community Services is to provide financial assistance, counseling and support services that allow households and individuals to re-establish or maintain self-sufficiency and affordable housing.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total Budget	5.4%	6.0%	5.9%
Total Expenditures	$3,076,032	$3,409,095	$3,337,514
Less Revenues	$1,012,074	$1,041,154	$896,603
Net General Fund Expenditures	$2,063,958	$2,367,941	$2,440,911
Program Outcomes			
% of effectiveness goals met by Community Services program	86%	80%	100%

Activity Data

HOMELESS PREVENTION – The goal of Homeless Prevention is to provide time limited financial assistance, housing counseling and support services so homeless households and households experiencing a financial crisis beyond their control can establish and/or maintain homes.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$374,552	$409,861	$733,275
FTE's	2.9	1.9	3.0
# of clients served	267	167	225
# of households served	113	82	105
$ of assistance provided	$315,425	$405,000	$405,000
Cost per household served	$3,315	$4,998	$6,984
# of evictions avoided	113	82	105
% of households who are still in their homes 6 months later	80%	80%	80%

HOMELESS SERVICES – In conjunction with the Alexandria Community Shelter, the goal is to ensure safe and secure emergency shelter and supportive services to homeless individuals and families.			
Expenditures	$1,275,414	$1,163,200	$1,079,574
$ for Contract with Alexandria Community Shelter	$704,699	$706,288	N/A*
FTE's	1.6	1.3	1.0
# of households served	447	105	400
# of clients served	461	120	425
# of shelter bed nights of care	19,272	14,800	19,000
Cost per shelter bed night	$66	$79	$57
% of households developing a self-sufficiency assessment within 72 hours of entering the shelter	100%	95%	95%

*In FY 2011 a request for proposals (RFP) will be made for the City's contract with the Alexandria Community Shelter. A dollar amount for this contract is not being projected in FY 2011 in order ensure a fair process for all bidders.

Community Services, continued

Activity Data

COMMUNITY & EMERGENCY SERVICES – Provide crisis assistance for rent, utility payments, transportation, medical needs, burial and other critical needs in order to meet the emergency needs of low-income households.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,077,685	$1,450,424	$1,168,491
FTE's	7.3	7.7	8.0
# of clients served	4,130	4,750	4,000
$ of assistance provided	$538,007	$668,182	$509,789
$ value of community donations disseminated	$145,238	$175,000	$145,000
Cost per client served	$261	$305	$292

RENT RELIEF – The goal of Rent Relief is to provide monthly rent subsidy to low-income elderly or disabled adult renters in market rate units to support stability and affordability.			
Expenditures	$256,887	$282,977	$272,177
FTE's (staff time for this activity is in the Emergency Services and Homeless activities)	0.1	0.1	0
# of clients served	94	84	85
Total Cost per client served	$2,733	$3,369	$3,202
% of households with rent burdens reduced to 50% of gross income	13%	32%	10%

EX-OFFENDER RE-ENTRY – The goal of Ex-Offender Re-Entry is to provide counseling and supportive services that promote self-support and permanency for ex-felons transitioning from prison to the community.			
Expenditures	$91,494	$102,633	$83,997
FTE's	1.2	1.1	1.0
# of post-release clients served	104	110	120
Cost per client served	$880	$933	$700
% of clients not returning to prison on new felony charges within one year of enrollment	99%	85%	90%

*Job*Link Employment Services

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total Budget	7.4%	7.6%	7.6%
Total Expenditures	$4,213,874	$4,332,020	$4,307,675
Less Revenues	$1,216,213	$1,687,436	$1,316,815
Net General Fund Expenditures	$2,997,661	$2,644,584	$2,990,860
Program Outcomes			
% of clients rating service as good or excellent	93%	81%	81%

Activity Data

VIRGINIA INITIATIVE FOR EMPLOYMENT NOT WELFARE – The goal of VIEW is to provide employment services to Temporary Aid to Needy Families recipients who are required by TANF policy or volunteer to be in the VIEW program.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,421,420	$1,629,595	$1,531,862
FTE's	15.1	16.5	15.5
# of VIEW clients served	407	408	408
Cost per client served	$3,492	$3,994	$3,755
% of clients placed in work activity	92%	70%	70%

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.			
Expenditures	$679,280	$760,748	$788,662
FTE's	5.0	4.6	4.6
# of all youth served	621	597	597
Cost per youth served	$1,094	$1,274	$1,321
Hourly average wage per placement	$7.27	$6.41	$6.41

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.			
Expenditures	$2,113,174	$1,941,677	$1,987,151
FTE's	16.0	15.7	15.7
# of adult clients served	3,319	2,456	2,456
Cost per adult client served	$637	$791	$809
Average hourly wage per placement	$15.55	$13.83	$13.83

Office of Early Childhood Development (OECD)

The goal of the Office of Early Childhood Development (OECD) is to develop and maintain high quality early childhood education resources for all children, but especially children in low-income families, to ensure safety and quality programs that promote school readiness.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total Budget	19.5%	17.8%	19.2%
Total Expenditures	$11,090,574	$10,138,926	$10,874,366
Less Revenues	$7,187,964	$6,447,619	$7,199,350
Net General Fund Expenditures	$3,902,610	$3,691,307	$3,675,016
Program Outcomes			
% of children attending accredited child care centers	77%	55%	75%

Activity Data

CHILD CARE ASSISTANCE – The goal of Child Care Assistance 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$5,883,685	$5,217,522	$5,647,837
FTE's	8.7	8.2	9.3
# of families that received child care services	554	433	397
# of children that received child care services	848	645	675
# of teen parents served	20	13	20
Cost per child served	$6,938	$8,089	$8,367

REGULATORY SERVICES – The goal of Regulatory Services is to determine initial and on-going compliance of family child care providers with City ordinances and DHS and State regulations to ensure the provision of a safe, high quality child care experience.			
Expenditures	$370,737	$322,109	$345,391
FTE's	3.6	3.4	4.0
# of corrective action plans	23	11	15
# of providers regulated	259	274	240
Cost per provider regulated	$1,431	$1,176	$1,439

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.			
Expenditures	$1,975,420	$2,029,651	$2,066,343
FTE's	0.7	0.6	0.4
# of children served	252	252	252
Cost per child served	$7,839	$8,054	$8,200
% of children passing Phonological Awareness Literacy Screening (PALS)	85%	85%	85%

Office of Early Childhood Development (OECD), continued

Activity Data

VA PRESCHOOL INITIATIVE – Develop and manage a collaboration of early childhood programs that provide high quality early care and education to previously unserved at-risk four-year-olds to prepare them for school.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$333,446	$273,244	$841,227
FTE's	0.5	0.5	0.3
# of children served	210	192	250
Cost per child served	$1,588	$1,423	$3,365
% of children passing Phonological Awareness Literacy Screening (PALS)	80%	80%	80%

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			
Expenditures	$1,891,130	$1,998,480	$1,805,706
$ of direct payments for service	$1,750,264	$1,858,716	$1,805,706
FTE's	1.0	1.0	0.0
# of students enrolled	774	700	700
# of monitoring visits conducted	12	12	12
Cost per student per day of service	$10	$13	$10

RESOURCE DEVELOPMENT – The goal of Resource Development is to provide training, education, mentoring and support for family child care providers and child care center staff to develop and maintain high quality early child and education services.			
Expenditures	$636,156	$297,919	$167,861
FTE's	3.0	2.8	1.5
# of workshops for providers	75	62	75
# completing Vocational ESL class	34	40	36
# of teachers completing CDA training	20	10	10

Child Welfare Services

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total Budget	19.5%	17.8%	20.2%
Total Expenditures	$11,089,998	$10,088,550	$11,427,039
Less Revenues	$7,604,425	$6,716,710	$7,614,769
Net General Fund Expenditures	$3,485,573	$3,371,840	$3,812,270
Program Outcomes			
% of children without re-occurrence of maltreatment	100%	100%	100%

Activity Data

CHILD PROTECTIVE SERVICES – The goal of Child Protective 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$2,667,931	$2,481,111	$2,683,351
FTE's	20.9	20.9	22.3
Monthly average # of families receiving prevention and child protection services	160	200	175
Cost per family served	$16,675	$12,406	$15,333
% of children without re-occurrence of maltreatment	100%	100%	100%

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.			
Total Expenditures*	$5,857,800	$5,468,851	$6,200,519
$ of non CSA foster care payments	$2,852,110	$2,300,000	$2,887,217
FTE's	28.9	26.9	28.7
Monthly average # of children served in foster care	192	200	165
Service delivery cost per child	$15,655	$15,844	$20,081
# of approved foster homes	58	91	60
% of children in foster care that have no more than 2 placements in less than 12 months	87%	87%	87%
% of children re-entering foster care	0%	7%	3%

*Note: This activity now includes the Child Assessment & Treatment Center (CATCH) activity which was previously reported as a separate activity.

Additional foster care and treatment services occur in the Foster Care Activity within the CSA Program.

ADOPTION SERVICES – The goal of Adoption Services is to secure permanent families for children in Department of Social Services custody.			
Total Expenditures	$2,564,267	$2,138,588	$2,543,169
Total $ of adoption subsidies	$2,015,872	$1,700,000	$1,967,523
FTE's	5.7	5.0	5.3
Monthly average # of subsidies	177	177	177
Service delivery cost per child	$3,098	$2,478	$3,252
% of children exiting to adoption whose adoption is completed within 24 months	17%	32%	32%

Comprehensive Services Act

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.

% of Total Budget	20.2%	22.4%	18.2%
Total Expenditures	$11,472,166	$12,745,034	$10,327,100
Less Revenues	$5,480,916	$5,448,193	$5,031,084
Net General Fund Expenditures	$5,991,250	$7,296,841	$5,296,016
Program Outcomes			
% of placements found appropriate at utilization review	100%	100%	100%
% of children receiving comprehensive assessments	100%	100%	100%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures*	$239,914	$249,607	$261,159
FTE's	3.0	3.0	3.0
$ of funds administered	$11,232,252	$12,495,427	$10,065,941
Cost per $100,000 administered	$2,136	$1,998	$2,594
% decrease in funding of children in congregate care	69.0%	2.5%	2.5%

FOSTER CARE SERVICES – The goal of Foster Care Services is to purchase comprehensive services based on level of need in the least restrictive environment, to prevent/reduce child abuse/neglect and promote safety for at-risk families and to ensure the well-being of children in foster care.			
Expenditures	$7,042,413	$8,996,707	$6,270,304
FTE's	0.0	0.0	0.0
# of children served	358	427	362
$ of services purchased for children in foster care	$5,425,952	$7,883,940	$5,642,305
$ of services purchased for foster care prevention	$1,654,908	$737,356	$627,999
Cost per child served	$19,672	$21,070	$17,321
% of children receiving comprehensive assessments	100%	100%	100%

Comprehensive Services Act, continued

Activity Data

SPECIAL EDUCATION TUITION ASSISTANCE – The goal of Special Education Tuition Assistance is to purchase comprehensive services that are consistent with the Individual Educational Plan to ensure a quality education for children with Special Education needs.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$4,118,568	$3,373,765	$3,662,510
FTE's	0.0	0.0	0.0
# of children served	111	95	111
$ of services purchased	$4,118,568	$3,830,327	$3,768,246
Cost per child served	$37,104	$35,513	$32,996
% of children whose Individual Educational Plan is consistent with their placement	100%	100%	100%

SERVICES FOR YOUTH WHO ARE COURT INVOLVED, TRUANT, OR HAVE MENTAL HEALTH NEEDS – The goal of this activity is to purchase non-mandated, comprehensive services, based on level of need, in the least restrictive environment, for at risk youth and families.			
Expenditures	$71,271	$124,954	$133,127
FTE's	0.0	0.0	0.0
# of children served	14	16	16
$ of nonmandated services purchased	$32,824	$67,911	$94,680
$ of parental placements	$38,447	N/A	$38,447
Cost per child served	$5,091	$7,810	$8,320
% of children receiving comprehensive assessments	100%	100%	100%

Public Assistance

The goal of Public Assistance is to provide financial and medical assistance to eligible residents to promote self-sufficiency and improve their standard of living.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total Budget	8.7%	8.4%	8.8%
Total Expenditures	$4,940,901	$4,766,148	$5,010,835
Less Revenues	$3,266,521	$3,521,894	$3,493,778
Net General Fund Expenditures	$1,674,380	$1,244,254	$1,517,057
Program Outcomes			
% of clients receiving benefits in a timely manner	98%	80%	97%

Activity Data

Medicaid - The goal of Medicaid is to provide payment for some medical expenses for eligible citizens to improve their health and well-being.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$1,771,290	$1,737,644	$1,799,709
$ of Direct Benefit	$57,336,523	$53,000,000	$55,000,000
FTE's	23.5	23.7	22.6
Average monthly # of cases	6,995	6,700	8,743
% of applications processed within 45 days	96%	90%	97%
% of Medicaid reviews processed timely	99%	97%	97%

SLH - The goal of State and Local Hospitalization is to provide payments for hospital care for citizens not eligible for Medicaid to decrease their medical liability.*			
Total Expenditures	$63,612	$0	$0
$ of Direct Benefit	$270,300	$0	$0
FTE's	2.3	0.0	0.0
# of clients served	40	0	0
% of applications processed within 45 days	99%	0%	0%

*In FY 2010 the State ceased to reimburse the City for this activity. Employees are reallocated to the Food Stamps and TANF activities.

SNAP - The goal of Supplemental Nutrition Assistance is to provide electronic benefits to low-income households to increase food purchasing power and alleviate hunger and malnutrition.			
Total Expenditures	$1,642,129	$1,610,499	$1,668,023
$ of Direct Benefit	$8,177,862	$5,500,000	$7,000,000
FTE's	20.6	20.3	20.9
Average monthly # of cases	3,294	3,000	4,117
Cost per case	$499	$537	$405
% of applications processed within 45 days	98%	90%	97%
% of renewals processed within 30 days	99%	90%	97%

Public Assistance, continued

Activity Data

TANF - The goal of TANF is to provide temporary cash assistance and employment-related services to enable families with children to become self-sufficient.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$600,536	$597,342	$618,535
$ of Direct Benefit	$1,831,564	$1,596,551	$1,700,000
FTE's	6.9	7.1	7.7
Average monthly # of cases	476	415	519
Cost per case	$1,262	$1,439	$1,192
% of applications processed within 45 days	97%	90%	97%
% of renewals processed within 30 days	99%	90%	97%

OTHER VDSS PUBLIC ASSISTANCE PROGRAMS - Refugee Assistance, General Relief, and Auxiliary Grants*			
Expenditures	$863,334	$820,663	$924,568
FTE's	4.0	3.9	3.9
Average monthly # of cases	194	174	218
Cost per case	$4,450	$4,716	$4,241
% of applications processed within 45 days	100%	100%	100%
% of renewals processed within 30 days	100%	100%	100%

*In FY 2010 three activities were merged into the Other VDSS Public Assistance Programs activity. The three programs that were previously reported on individually were: Refugee Assistance, General Relief, and Auxiliary Grants.

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 person's with disabilities, through a competitive grant award process to community-based organization, to meet human services priorities in the community.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total Budget	4.1%	3.6%	3.6%
Total Expenditures	$2,304,073	$2,033,259	$2,033,259
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,304,073	$2,033,259	$2,033,259
Program Outcomes			
% of objectives met as reported by grantees	92%	90%	90%

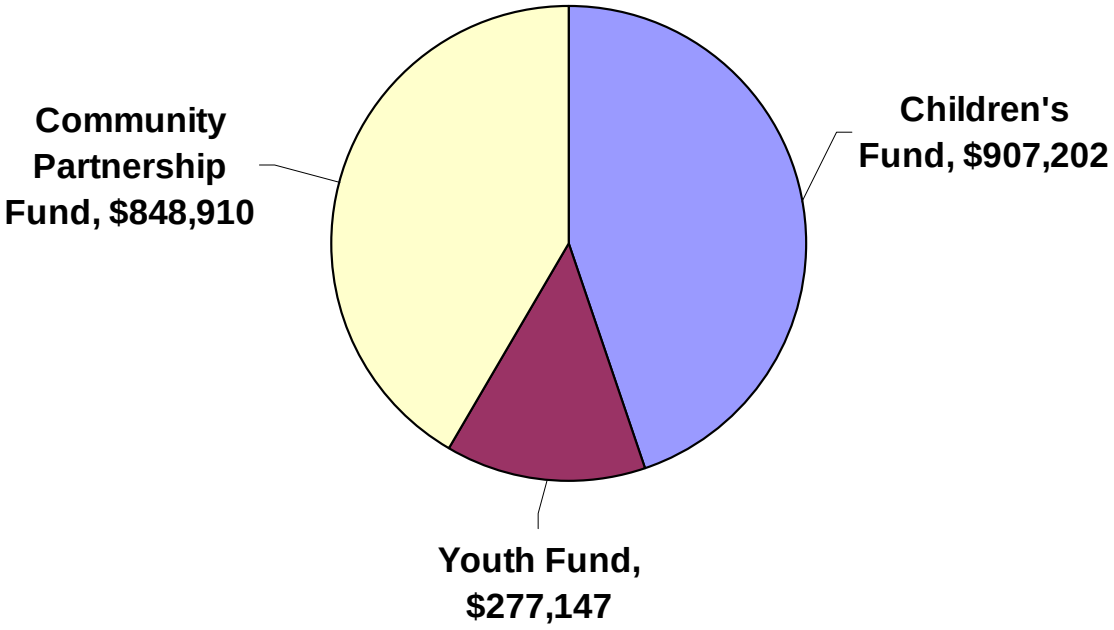
Activity Data

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,016,747	$907,202	$907,202
FTE's	0.0	0.0	0.0
# of children served in classrooms with comprehensive services	469	462	462
# of children receiving intensive home-based early intervention services	236	331	200
Cost per child served	$1,442	$1,144	$1,370
% of objectives met as reported by grantees	100%	90%	90%

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.			
Expenditures	$316,660	$277,147	$277,147
FTE's	0.0	0.0	0.0
# of grants awarded	20	19	20
# of youth served (direct services)	3,724	2,090	3,000
Cost per youth served	$85	$133	$92
% of objectives met as reported by grantees	94%	90%	90%

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.			
Expenditures	$970,666	$848,910	$848,910
FTE's	0.0	0.0	0.0
# of residents served through grant-funded programs	23,450	22,000	22,000
# of grants awarded	33	29	33
Cost per resident served	$41.39	$38.59	$38.59
% of objectives met as reported by grantees	81%	90%	90%

Alexandria Fund for Human Services



Alexandria Fund for Human Services

FY 2011 CHILDREN'S FUND GRANT AWARDS

Organization	Program	FY 2010 Approved	FY 2011 Request	FY 2011 Award
	Preschool Programs			
Child and Family Network Centers	Child and Family Network Centers	$241,937	$455,700	$241,937
	Non-Preschool Programs			
Alexandria Accredited Preschools	Family Support Project	$155,490	$225,000	$153,440
Capital Youth Empowerment	Fathers In Touch	n/a	$47,260	$10,000
Hopkins House Association	ASTAR	$20,000	$20,000	$20,000
Northern Virginia Family Services	Healthy Families Alexandria	$295,195	$347,610	$295,195
Northern Virginia Urban League	Alexandria Resource Mothers	$56,630	$110,000	$56,630
Stop Child Abuse Now (SCAN)	Parent Nurturing Project	$9,846	$15,000	$10,000
Total		**$779,098**	**$1,220,570**	**$787,202**
	Proposals Not Recommended for Funding			
New Neighbors Education Center	ESL Program with Childcare	n/a	$30,000	$0
Total		**$0**	**$30,000**	**$0**
	Set Asides Recommended for Funding			
Early Childhood Training Budget		$25,000	$25,000	$25,000
Mount Vernon Headstart VPI Classroom		$35,000	$35,000	$35,000
Virginia Preschool Initiative / Scholarships for Children		$60,000	$60,000	$60,000
Total Set Asides		**$120,000**	**$120,000**	**$120,000**
Total Children's Fund Grant Awards		**$899,098**	**$1,370,570**	**$907,202**

FY 2011 YOUTH FUND GRANT AWARDS

Organization	Program	FY 2010 Approved	FY 2011 Request	FY 2011 Award
Alexandria Police Youth Camp	APYC Summer Camp Program	$14,000	$35,000	$10,547
Alexandria Seaport Foundation	Boat Building Apprenticeship Program	$18,200	$18,200	$18,000
Big Brothers Big Sisters of the National Capital Area	Making A Positive Difference	$10,700	$42,000	$10,700
Capital Youth Empowerment	Teen Pregnancy Prevention Program	n/a	$29,050	$5,000
Carpenter's Shelter & Alexandria Community Service Board	People of Promise	$11,500	$15,000	$10,000
Center for Alexandria's Children	Children's Advocacy Center	$18,000	$50,000	$18,000
Community Lodgings, Inc.	Family Learning Center Youth Education Program	n/a	$30,000	$15,000

Alexandria Fund for Human Services

FY 2011 YOUTH FUND GRANT AWARDS

Organization	Program	FY 2010 Approved	FY 2011 Request	FY 2011 Award
Higher Achievement Program	Increasing Academic Excellence	$16,000	$18,000	$14,000
Northern Virginia AIDS Ministry	Access Advocacy for Children	$7,000	$7,000	$5,000
Northern Virginia AIDS Ministry	HIV Prevention Program	$17,500	$17,500	$15,000
Northern Virginia Family Services	Alexandria Intervention, Prevention & Education Elementary School Program	$13,375	$49,631	$13,400
Northern Virginia Urban League	Grandfather's Mentoring Program	$12,500	$15,000	$12,500
Northern Virginia Urban League	Math & Science Technology Program	$10,000	$25,000	$8,000
Project Discovery - Alexandria	Project Discovery Program	$18,000	$27,000	$18,000
Secondary Training & Education Program	Cyber Seniors/Cyber Teens	$15,022	$15,000	$12,000
Stop Child Abuse Now (SCAN)	Alexandria/Arlington CASA Program	$21,000	$25,000	$21,000
Tenants & Workers United	Alexandria United Teens	$13,375	$31,800	$18,000
The Art League, Inc.	Space Of Her Own	$10,000	$10,000	$10,000
The Campagna Center	Building Better Futures	$14,000	$20,000	$15,000
Volunteer Alexandria	Youth Service Coalition	$14,500	$17,000	$13,000
Total		**$254,672**	**$497,181**	**$262,147**
	Proposals Not Funded for FY 2011			
Liberty's Promise	Civic Engagement for Immigrant Youth	n/a	$25,000	$0
Wholistic Family Agape Ministries Institute	Teen Pregnancy Prevention Program	$8,000	$29,100	$0
Total		**$8,000**	**$54,100**	**$0**
	Set Asides Recommended for Funding			
Alexandria Youth Council	Operating Budget	7,000	---	$10,000
Developmental Assets/Youth Risk Behavior Surveys	Conference/Training Budget	$5,000	---	$5,000
Total		**$12,000**	**$0**	**$15,000**
Total Youth Grant Fund Awards		**$274,672**	**$551,281**	**$277,147**

Alexandria Fund for Human Services

FY 2011 COMMUNITY PARTNERSHIP GRANT AWARDS

Organization	Program	FY 2010 Approved	FY 2011 Request	FY 2011 Award
Alexandria Neighborhood Health Services, Inc.	Neighborhood-based Mental Health & Family Support Program	$44,650	$44,650	$44,650
ALIVE! Inc.	Family Emergency Program	$30,000	$30,000	$20,000
Arlington/Alexandria Coalition for the Homeless	Adopt-A-Family Transitional Housing	$38,000	$40,000	$30,400
Capital Youth Empowerment	Fathers In Touch	n/a	$47,260	$18,000
Carpenter's Shelter	Transitional Services	$71,400	$71,400	$71,400
Catholic Charities of the Diocese of Arlington, Inc	Christ House Emergency Shelter	$19,000	$20,000	$19,000
Catholic Charities of the Diocese of Arlington, Inc	Retired & Senior Volunteer Program	$10,000	$15,000	$10,000
Catholic Charities of the Diocese of Arlington, Inc	St. Martins' de Porres Senior Center	$32,000	$35,000	$32,000
Child & Family Network Center	ESL/Family Literacy Program	$8,000	$40,000	$8,000
Community Lodgings, Inc.	Transitional Housing Program	n/a	$30,000	$18,000
Computer C.O.R.E.	Building Careers & Community	$15,200	$22,500	$15,200
Crisis Link	Crisis & Suicide Prevention Hotline & Community Education & Outreach	$27,800	$34,280	$27,800
ENDependence Center of Northern Virginia	Independent Living Services for Alexandrians with Disabilities	$32,400	$36,000	$25,920
Ethiopian Community Development Council	Employment & Support Services	n/a	$32,814	$18,000
Friends of Guest House, Inc.	Guest House Residential Program	$46,440	$46,400	$37,152
Hopkins House Association	Early Childhood Learning Institute	$35,000	$34,200	$35,000
Legal Aid Justice Center	Immigrant Advocacy Program	$8,000	$40,000	$7,382
Legal Services of Northern Virginia	Legal Services for Low-income, Elderly & Disabled Residents	$157,678	$157,678	$135,000
Literacy Council of Northern Virginia	Adult Literacy & Language Education Programs	$18,000	$20,000	$14,400
Metropolitan Washington Ear, Inc.	Multimedia Reading & Information Service for Blind & Virtually Impaired	$4,000	$4,000	$4,000

Alexandria Fund for Human Services

FY 2011 COMMUNITY PARTNERSHIP GRANT AWARDS

Organization	Program	FY 2010 Approved	FY 2011 Request	FY 2011 Award
National Rehabilitation & Rediscovery Foundation, Inc.	Support for Individuals with Brain Injuries	n/a	$42,000	$18,000
New Neighbors Education Center	Teaching English for Success	$19,200	$22,000	$19,200
Northern Virginia AIDS Ministry	Medical Transportation Support Services	$19,000	$19,000	$19,200
Northern Virginia Dental Clinic	Northern Virginia Dental Clinic	$37,800	$37,800	$37,800
Northern Virginia Family Services	Alexandria Medication Access Program	$38,000	$43,377	$38,000
Northern Virginia Resource Center for Deaf & Hard of Hearing Persons	Hearing, Education, & Advocacy Resources Program for Alexandria (HEAR-Alexandria)	$14,400	$18,000	$14,400
Parent Leadership Training Institute of Alexandria	Parent Leadership Training Institute	$24,000	$34,000	$24,000
Rebuilding Together Alexandria	Crisis Need Fund	$9,000	$15,000	$7,846
Stop Child Abuse Now (SCAN) of Northern Virginia	Juntos Por El Cambio Educational Parent Support Group	$14,400	$20,000	$14,400
Senior Services of Alexandria	Meals on Wheels	$14,400	$30,000	$10,000
Tahirih Justice Center	Legal Assistance to Immigrant Women & Girls	$19,000	$25,000	$15,200
Tenants' and Workers' Support Committee	Healthy & Involved Communities Program	n/a	$11,000	$5,000
Volunteer Alexandria	Volunteer Clearinghouse	$34,560	$40,000	$34,560
Total		**$841,328**	**$1,158,359**	**$848,910**
	Proposals Not Funded for FY 2011			
Senior Services of Alexandria	Money Management	n/a	$20,000	$0
Total		**$0**	**$20,000**	**$0**
Total Community Partnership Grant Awards		**$841,328**	**$1,178,359**	**$848,910**

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2011 Approved
Various	*Increased Lease Costs*	**$99,160**

Lease costs throughout the Department were increased as mandated in contracts held by DHS. The Department has leased space at 2525 Mt. Vernon Avenue for the main facility ($72,124) and 1900 N. Beauregard for both JobLink ($16,485) and the Center for Alexandria's Children ($10,551).

Various	*Contracts*	**($11,675)**

Adjustments made to account for mandatory changes in contracts held by DHS resulted in an overall decrease to the budget. The City's contract with Fairfax County, who operates a Local Long-Term Care Ombudsman Program that serves as an advocate for residents at nursing homes and assisted living facilities, decreased by $10,575. Additionally, the copier contract with Xerox decreased by $5,095. These decreases were offset by increases in other contracts held by the Department.

Comprehensive Services Act	*Program Costs*	**($2,000,825)**

Total costs (including the state share) for mandated services associated with the Comprehensive Services Act (CSA) are projected to decrease by $2,429,486 resulting in a corresponding general fund decrease of $2,000,825. Total program costs in FY 2011 are expected to be $10,065,941 compared to $12,495,427 in FY 2010. Decreased program costs in FY 2011 are the result of lower caseload levels in foster care services which is based on current year experience. It is also the result of bringing our children home to community-based treatment programs which are less expensive, as well as better for most of the children, when compared to residential programs outside of the community.

Summary of Budget Changes

Expenditure Reduction Options

Activity	Reduction Option	FTEs	FY 2011 Approved
Companion Services	*Companion Aide Program*		**($120,000)**
In FY 2009 DHS staff reduced the Companion Aide Program's expenditures through more careful screening of participants which in some cases resulted in clients being referred to the Medicaid Home and Community Based Waiver Program. Through this screening and referral process the program came in under-budget by nearly $300,000. In FY 2011 the program's general fund budget is reduced by $120,000 as a result of previous implemented efficiency measures. An additional reduction of $30,000 was also taken as a result of reductions in state revenue. It should be noted that the State of Virginia has frozen the number of new entries into the Medicaid Waiver Program. Due to this action by the State, the full efficiency amount of $300,000 was not taken to ensure the program was funded at a level that could provide service to the projected number of new clients in FY 2011 who otherwise would have been referred to the Medicaid program.			
Out of School Time Care	*Campagna Kids Program*		**(53,010)**
The reduction of $53,010 in FY 2011 is a 3% decrease from the FY 2010 adopted budget. The Campagna Center can achieve this reduction through program restructuring that will impact services. However, the total number of children TCC is able to serve under the contract remains the same.			
Foster Care & Case Management	*Close Mentor Home*		**(15,000)**
The City will discontinue operations of the Mentor Home serving 4 older foster youth and sell the property the home is currently located on. Ending this program results in an expenditure savings of $15,000 in FY 2011. The resale of the property will generate a one-time revenue source of approximately $1.15 million (which was the assessed value of the property as of January, 2010). Additionally, the resale of the property into private ownership will create annual tax revenue of approximately $11,000. Closing the Mentor Home will displace the 4 older foster youth to a privately run facility outside of Alexandria. Ending the program also eliminates the need of the live in staff member currently providing services at the Mentor Home (this person is not a City employee).			
Total General Fund Reductions		**0.0**	**($188,010)**

Summary of Budget Changes

In order to maximize potential federal and state revenues, the following positions have been identified as eliminated and all general funds have been removed, but the positions are authorized to be filled and the functions continued in the event that revenue or reimbursement is available to the City.

Unfunded Position Reduction Options

Activity	Reduction Option	FTEs	FY 2011 Approved
Other VDSS Public Assistance Programs	*Clerk Typist II*	**-1.0**	**($21,821)**
Clerk Typist 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 DHS from fully staffing the Records Room and negatively impact internal customer service.			
Unfunded Positions Carried Over from FY 2010			
Adult Employment	*Employment Training Specialist*	**-1.0**	**($73,037)**
Joblink utilizes 4.75 staff to screen incoming job seekers. Joblink will reduce the staffing by 1.0 FTE and utilize case managers to fill this gap, although approximately 250 fewer clients will be served.			
Public Assistance	*Eligibility Workers*	**-3.0**	**($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.			
Aging and Adult Services	*Bus Driver*	**-1.0**	**($68,063)**
Approximately 30 seniors will be affected by this position elimination and special field trips will need to be curtailed. A monthly trip devoted to Dept. of Recreation will be eliminated and some charter trips will take lower priority.			
Youth Services	*Coordinator Youth Services*	**-1.0**	**($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.			
JobLink - VIEW	*Alexandria Works Director*	**-1.0**	**($54,957)**
This position manages the JobLink Office of Alexandria Works which operates safety net programs related to employment programs for over 400 welfare recipients. Clients in VIEW have increased by 22%, and Joblink caseloads overall have increased by 18%. Unfunding this position will require other staff members to conduct the daily management functions of associated with this position, result in decreased coordination with the non-profit community, and reduced oversight of grant documentation.			
Total General Fund Reductions		**-8.0**	**($389,761)**

Mental Health/Mental Retardation/Substance Abuse

Mission Statement: The Alexandria CSB delivers compassionate best-practice services that measurably improve the quality of life for the neediest Alexandrians affected by mental illness, intellectual disabilities, and substance use disorders.

FY 2011 Budget Summary Table and Highlights

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$26,049,248	$25,695,165	$26,819,476	4.4%
Non-Personnel	6,429,439	5,004,403	5,432,833	8.6%
Capital Goods Outlay	0	120,330	39,247	-67.4%
Total Expenditures	$32,478,687	$30,819,898	$32,291,556	4.8%
Funding Sources				
Less Revenues				
Internal Services	$0	$118,500	$36,217	-69.4%
Special Revenue Funds	14,290,223	13,479,019	13,908,149	3.2%
Total Designated Funding Sources	$14,290,223	$13,597,519	$13,944,366	2.6%
Net General Fund Expenditures	$18,188,464	$17,222,379	$18,347,190	6.5%
Total Department FTEs	346.9	334.6	328.7	-1.8%

Highlights

• In FY 2011, the General Fund budget for the Department of Mental Health, Mental Retardation and Substance Abuse (MHMRSA) is increasing by $1,124,811, or 6.5%. The largest driver of this increase is a change a significant reduction in how vacancies and turnover are funded. In prior years MHMRSA had a $1.4 million savings factored in to account for the significant turnover experienced in prior years. In FY 2011, the turnover savings has been reduced to $0.5 million. In part this change reflects fewer vacancies due to position reductions in FY 2010. Lastly, the Department will achieve improvements in outcome measures as a result of this increase in funding and since more positions will be able to be filled, consumers will see a reduction in their wait time for service.

• The increase from the turnover savings reduction is partially offset by a reduction of 2.5 FTEs due to City general fund reductions, and a reduction in funding for contracted Substance Abuse Residential Services. Details of these reductions are described at the end of this section.

•Total FY 2011 personnel costs are increasing $1,124,311, or 4.4% for the reasons described above. In addition to the General Fund impacts, State reductions of approximately $265,000 required the Department to eliminate 3 additional positions. The Department also has 7 positions that have been unfunded for several years. These positions are not funded or included in the FTE counts in FY 2011, and they are described at the end of this section.

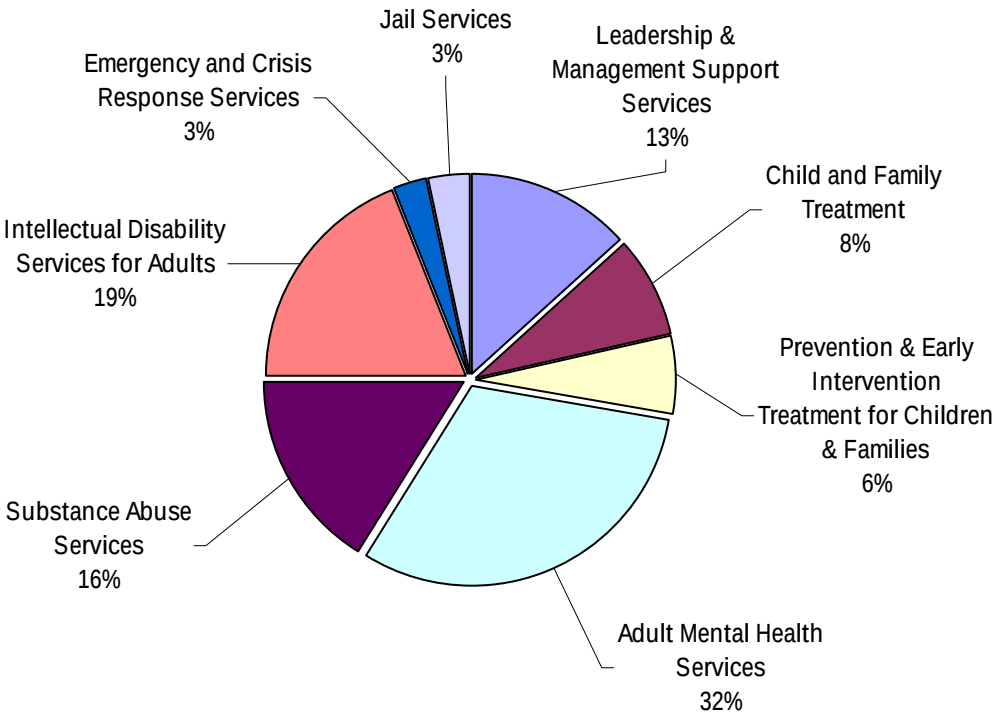
•FY 2011 non-personnel costs are increasing $428,430, or 8.6%, due to increases in the costs for medication for clients.

•During FY 2011 the Departments of Human Services and Mental Health, Mental Retardation and Substance Abuse and the Office on Women will be merged into a single department. Through the Fall Reappropriation Ordinance City Council will reappropriate existing funds to create a single department. The FY 2012 budget document will reflect the new organizational structure.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
% of preschool services participants who show an increase in social skills as measured by a standardized assessment tool	66%	60%	60%
% of consumers who self-report improvement in meeting vocational goals as determined on vocational services surveys	92%	75%	75%
% of inmates receiving substance abuse treatment who report progress toward meeting goals as collected three times during program	83%	95%	90%
# of Adult Mental Health bed days provided - Group Homes and Supervised Apartments	27,643	28,486	28,479

FY 2011 Approved Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change
Leadership & Management Support Services	$4,390,487	$4,170,927	$4,304,200	3.2%
Child and Family Treatment	2,149,100	2,497,517	2,624,653	5.1%
Prevention & Early Intervention Services forChildren	2,187,764	1,915,214	2,031,792	6.1%
Adult Mental Health Services	10,154,155	8,769,688	10,021,081	14.3%
Substance Abuse Services	5,603,351	5,525,508	5,251,190	-5.0%
Intellectual Disability Services for Adults *	6,069,934	5,799,862	6,043,169	4.2%
Emergency and Crisis Response Services	869,374	968,255	979,001	1.1%
Jail Services	$1,054,522	$1,172,927	$1,036,470	-11.6%
Total Expenditures	$32,478,687	$30,819,898	$32,291,556	4.8%

* The term "intellectual disability" is accepted in the field and replaces the term "mental retardation."

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership & Management Support Services	41.1	40.5	39.1	-3.4%
Child and Family Treatment	25.7	27.6	26.6	-3.6%
Prevention & Early Intervention Services for Children & Families	21.8	20.0	20.1	-3.4%
Adult Mental Health Services	104.1	99.4	100.2	0.8%
Substance Abuse Services	59.9	60.2	55.7	-7.5%
Intellectual Disability Services for Adults	75.1	67.6	67.9	0.4%
Emergency and Crisis Response Services	7.2	8.3	8.3	-0.5%
Jail Services	12.0	11.0	10.9	-0.6%
Total full time employees	346.9	334.6	328.7	-1.8%

Expenditure and Revenue Summary

MHMRSA Programs and Activities

Leadership and General Management
- Leadership and General Management
- Facilities Management
- Technology Services
- Quality Assurance & Program Eval.

Child & Family Treatment
- Youth & Family Outpatient Services
- Home-based Services

Prevention & Early Intervention
- SA Prevention for Youth
- Pre-School Services
- Early Intervention
- Parent-Infant Education

Adult Mental Health Services
- MH Treatment & Case Mgt.
- Medication Services
- Geriatric Outpatient
- Homeless Outreach & Case Mgt.
- Psychosocial Rehabilitation
- Mental Health Vocational
- Mental Health Residential

Substance Abuse Services
- Outpatient SA Treatment
- Opioid Replacement
- Detox Services
- SA Residential Services
- SA Case Management

Intellectual Disability Services for Adults *
- ID Residential Services
- ID Case Management Services
- ID Day Support Services
- ID Vocational Services

Emergency & Crisis Response Services
- Crisis Response & Assessment

Jail Services
- Substance Abuse Treatment Unit
- Mental Health Treatment Unit
- Assessment & Therapy Services

* The term “intellectual disability” is accepted in the field and replaces the term “mental retardation.”

Dept Info

Department Contact Info
703.746.3400
www.alexandriava.gov/mhmrsa/

Department Head
Michael Gilmore, Ph.D., Director
703.746.3496
mike.gilmore@alexandriava.gov

Department Staff
Jane Hassell, Associate Director
Liz Wixson, Associate Director
Deborah Warren, Associate Director
Carol Layer, Associate Director

Leadership and Management Support Services

The goal of the Leadership and Management Support Services is to provide cost-efficient, effective services by the clinical divisions of the Department of Mental Health, Mental Retardation and Substance Abuse, and to ensure compliance with regulatory, licensing, accreditation and funding authorities.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	13.5%	13.5%	13.3%
Total Expenditures	$4,390,487	$4,170,927	$4,304,200
Less Revenues	$885,747	$175,906	$92,621
Net General Fund Expenditures	$3,504,740	$3,995,021	$4,211,579
Program Outcomes			
% of effectiveness measures achieved	95%	95%	95%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide support to the CSB and general management support for departmental activities including the maximization of revenue from all sources.	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,869,062	$1,843,278	$1,812,990
FTE's	13.0	15.1	13.7
# of FTEs managed	346.9	334.6	328.7
$ of expenditures managed	$32,478,687	$30,819,898	$32,291,556
Leadership and General Management as a % of total expenditures	5.8%	6.0%	5.6%

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.			
Expenditures	$491,868	$513,219	$532,219
FTE's	5.2	5.0	5.0
# of work orders	1,158	1,200	1,200
Cost per work order	$425	$428	$444
% of emergency work orders completed within 24 hours	41%	76%	76%

TECHNOLOGY SERVICES – The goal of Technology Services is to meet the information system technology needs of the Community Services Board (CSB) and its employees by ensuring a reliable network infrastructure, advancing the Department's secure electronic health record system (as mandated by HIPAA), and providing operational support.			
Expenditures	$736,810	$701,067	$701,671
FTE's	6.1	5.6	5.6
# of hours of unplanned database unavailability	3.5	3	3
% of users responding to annual customer satisfaction survey rating Technology Services as "helpful"	100%	95%	100%

Leadership and Management Support Services, continued

Activity Data

REIMBURSEMENT, QUALITY ASSURANCE & PROGRAM EVALUATION – The goal of Reimbursement and Quality Assurance & Program Evaluation is to collect, maintain and evaluate data required for regulatory authorities in order to improve the quality of consumer services, mazimize revenue and maintain accreditation and licensing.	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,292,747	$1,113,363	$1,257,320
FTE's	16.8	14.8	14.8
Reimbursement unit cost as a % of self pay and third party revenues received	7.1%	6.7%	7.5%
# of records reviewed	254	200	200
# of licensing citations	0	0	0

Child and Family Treatment Program

The goal of the Child and Family Treatment Program is to provide effective treatment services for at-risk children and families to measurably improve their functioning.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	6.6%	8.1%	8.1%
Total Expenditures	$2,149,100	$2,497,517	$2,624,653
Less Revenues	$1,521,859	$1,634,409	$1,626,132
Net General Fund Expenditures	$627,241	$863,108	$998,521
Program Outcomes			
# of licensing citations	0	0	0

Activity Data

YOUTH AND FAMILY OUTPATIENT SERVICES – The goal of Youth and Family Outpatient Services is to provide evaluation and treatment for families with children age 0-18 who have emotional disturbances and/or substance abuse problems.	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,310,397	$1,706,794	$1,814,741
FTE's	15.8	18.8	18.8
# of consumers served	577	560	575
# of service hours provided	16,169	11,440	16,315
Cost per service hour	$81	$149	$111
HOME BASED SERVICES – The goal of Home Based Services is to provide timely, intensive and community-based intervention for children age 0-18 and their families in order to prevent out-of-home placement.			
Expenditures	$838,703	$790,723	$809,912
FTE's	9.9	8.8	7.8
# of service hours provided	8,716	5,665	6,265
# of consumers served	131	105	120
Cost per service hour	$96	$140	$129
% of youth who remain in their homes	97%	90%	90%

Prevention & Early Intervention Services for Children and Families

The goal of Prevention Services for Children and Families is to reduce the incidence of mental illness, Intellectual Disability and substance use by enhancing protective factors and reducing risk factors through effective prevention and early intervention programming.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	6.7%	6.2%	6.3%
Total Expenditures	$2,187,764	$1,915,214	$2,031,792
Less Revenues	$878,265	$785,350	$830,504
Net General Fund Expenditures	$1,309,499	$1,129,864	$1,201,288
Program Outcomes			
# of licensing citations	0	0	0

Activity Data

SUBSTANCE ABUSE PREVENTION FOR YOUTH – The goal of Substance Abuse Prevention for Youth is to support school age youth to achieve emotional wellness and avoid health risk behaviors through a variety of quality prevention programming.	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$883,013	$831,237	$838,703
FTE's	8.5	7.9	7.9
# of service hours provided	10,925	8,272	7,166
Cost per service hour	$81	$100	$117
% of participants who show a positive change in attitudes towards risk behaviors	86%	80%	80%
% of programming that is evidence-based	66%	40%	40%

PRE-SCHOOL SERVICES – The goal of Pre-School Services is to provide on-site mental health assessment and early intervention for at-risk children age 3-6 and prevention services to reduce their aggressive behavior and increase their social skills.			
Expenditures	$403,614	$304,400	$392,998
FTE's	3.8	4.7	4.7
# of service hours provided	4,280	5,170	3,167
Cost per service hour	$94	$59	$124
% of participants who show an increase in social skills as measured by a standardized assessment tool	66%	60%	60%
% of programming that is evidence-based	94%	85%	85%

EARLY INTERVENTION – The goal of Early Intervention Services is to provide evaluation and short term treatment services to measurably improve functioning and prevent the need for more intensive treatment services for children, families and adults who recently exhibited at-risk behavior.			
Expenditures	$180,874	$123,135	$133,537
FTE's	2.2	1.3	1.3
# of service hours provided	2,937	2,757	1,383
# of consumers served	350	280	200
Cost per service hour	$62	$45	$97
% of participants who show a positive change in attitudes towards risk behaviors	86%	90%	85%

Prevention & Early Intervention Services for Children and Families, continued

Activity Data

PARENT-INFANT EDUCATION – The goal of Parent-Infant Education Services is to help children 0-3 with developmental disabilities reach their full developmental potential and to provide support to their	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$720,263	$656,442	$666,554
FTE's	7.3	6.1	6.1
# of service hours provided	6,533	5,788	6,143
# of consumers served	471	420	470
Cost per service hour	$110	$113	$109
% of children who improve in at least one area of development	75%	90%	75%

Adult Mental Health Services

The goal of Adult Mental Health Services is to provide accurate and effective assessment, treatment, rehabilitation, case management and support to adults with a mental health or co-occurring disorders (MH/SA).

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	31.3%	28.5%	31.0%
Total Expenditures	$10,154,155	$8,769,688	$10,021,081
Less Revenues *	$4,374,311	$4,363,994	$4,935,521
Net General Fund Expenditures	$5,779,844	$4,405,694	$5,085,560
Program Outcomes			
# of licensing citations	0	0	0

Activity Data

ADULT MENTAL HEALTH TREATMENT & CASE MANAGEMENT – The goal of Adult Mental Health Treatment and Case Management is to provide individuals with a serious mental illness or co-occuring (MH/SA) disorders, 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 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$2,965,918	$2,761,810	$3,197,999
FTE's	32.4	32.3	31.8
# of consumers served	1,968	1,200	1,700
# of service hours provided	28,326	25,490	26,836
Cost per service hour	$105	$108	$119

MEDICATION SERVICES – The goal of Medication Services is to provide psychiatric evaluation, medications and medication management, nursing services and health education for persons experiencing psychiatric symptoms.			
Expenditures	$1,503,729	$1,296,375	$1,685,301
FTE's	8.7	7.8	7.8
# of consumers served	1,428	1,140	1,400
# of service hours provided	5,716	4,619	5,136
Cost per service hour	$263	$281	$328

Adult Mental Health Services, continued

Activity Data

GERIATRIC OUTPATIENT MENTAL HEALTH ASSESSMENT & TREATMENT – The goal of Geriatric Outpatient Mental Health Assessment and Treatment Services is to provide accurate and effective assessment and treatment to adults age 60+.	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$367,236	$336,197	$378,768
FTE's	4.3	3.9	3.9
# of consumers served	63	100	75
# of service hours provided	2,895	3,036	3,237
Cost per service hour	$127	$111	$117
% of consumers who partially or fully meet treatment goals as assessed by clinician & consumer	91%	75%	75%

HOMELESS OUTREACH & CASE MANAGEMENT – The goal of Homeless Outreach and Case Management services is to provide outreach, engagement and case management services to homeless adults with a serious mental illness and/ or co-occurring disorders in order to increase self-sufficiency, ability to live independently in the community and increase periods of abstinence from substances.			
Expenditures	$192,886	$197,950	$168,138
FTE's	2.1	1.4	1.4
# of consumers served	291	350	250
# of service hours provided	1,606	1,748	1,462
Cost per service hour	$120	$113	$115
% of homeless consumers with mental illness who are successfully linked to MH services	61%	50%	50%

PSYCHOSOCIAL REHABILITATION (WEST END CLUBHOUSE) – The goal of the West End Clubhouse (WEC) is to provide psychosocial rehabilitation services to adults with a serious mental illness or co-occurring disorders (MH/SA) in order to improve their ability to function independently in the community.			
Expenditures	$612,716	$525,664	$655,006
FTE's	7.0	7.3	7.3
# of consumers served	168	170	170
# of consumer hours of services provided	53,266	60,690	57,910
Cost per consumer service hour	$11.50	$8.66	$11.31
% of consumers served who will be maintained in the community without hospitalization	92%	90%	90%

MENTAL HEALTH VOCATIONAL – The goal of the WEC Vocational Program is to provide supported and sheltered employment services to adults with a serious mental illness obtain and maintain satisfying employment.			
Expenditures	$161,802	$163,400	$159,381
FTE's	1.9	1.7	1.7
# of service hours provided - Individual Employment	1,563	1,417	1,464
# of consumers served - Individual Employment	71	35	65
# of days of service - Sheltered Employment	207	352	150
# of consumers served - Sheltered Employment	3	3	2
Cost per consumer served - Individual Employment	$2,018	$4,042	$2,102
Cost per consumer served - Sheltered Employment	$6,182	$7,676	$11,384
% of consumers who self-report improvement in meeting vocational goals as determined on vocational services surveys	92%	75%	75%

Adult Mental Health Services, continued

Activity Data

MENTAL HEALTH RESIDENTIAL – The goal of MH Residential and Supported Living services is to provide individuals with serious mental illness or co-occurring (MH/SA) disorders, individual assessment, planning, treatment (individual, goup and family), linkage, and monitoring services in order to increase their ability to live independently, minimze the frequency of psychiatric hospitalizations and increase periods of abstinence from substances.	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures/1	$4,349,868	$3,488,292	$3,776,488
FTE's	47.7	45.0	46.3
# of bed days provided - Group Homes	6,976	7,351	7,172
# of bed days provided - Supervised Apartments	20,667	22,935	21,307
# of residents served - Group Homes	30	29	30
# of residents served - Supervised Apartments	85	88	84
Cost per bed day - Group Homes	$230	$193	$206
Cost per bed day - Supervised Apartments	$59	$68	$98
Cost per resident served - Group Homes	$53,376	$48,892	$49,357
Cost per resident served - Supervised Apartments	$14,247	$21,056	$24,869
% of consumers who are discharged from residential programs who will transition to a similar or less-intensive housing situation	82%	70%	70%

Substance Abuse Services

The goal of Substance Abuse Services is to provide effective assessment and treatment services to adults who have serious substance abuse and co-occurring mental health problems to help reduce and/or eliminate their addictive behaviors and improve their ability to function independently in the community and maintain a sober lifestyle.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	17.3%	17.9%	16.3%
Total Expenditures	$5,603,351	$5,525,508	$5,251,190
Less Revenues *	$2,555,741	$2,504,748	$2,630,070
Net General Fund Expenditures	$3,047,610	$3,020,760	$2,621,120
Program Outcomes			
# of licensing citations	0	0	0

Activity Data

OUTPATIENT SUBSTANCE ABUSE TREATMENT – The goal of Outpatient Substance Abuse Treatment is to provide individualized assessment and treatment for adults (individual, group and family therapy).	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,325,190	$1,238,891	$1,168,141
FTE's	14.2	13.8	11.8
# of consumers served	713	670	700
# of service hours provided	9,706	7,758	7,684
Cost per service hour	$137	$160	$152
% of consumers who meet or partially meet treatment goals	81%	75%	75%

Substance Abuse Services, continued

Activity Data

OPIOID REPLACEMENT – The goal of Opioid Replacement is to provide medication to opioid dependent consumers as an adjunct to outpatient treatment services to help them to eliminate cravings, stabilize functioning, and improve their physical and mental health.	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$980,727	$934,070	$962,981
FTE's	9.6	9.3	9.3
# of consumers served	119	125	125
# of service hours provided	3,832	3,154	3,528
Cost per service hour	$256	$296	$273
% of consumers who participate in meaningful daytime activities	66%	75%	75%

DETOX 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.			
Expenditures	$2,163,617	$2,058,228	$2,029,775
FTE's	21.8	24.1	22.9
# of consumers	294	510	300
# of bed days provided	6,864	5,586	6,907
Cost per bed day	$315	$368	$294
% of discharged who are maintained in the community for 90+ days without subsequent Detox Services	81%	80%	80%

SUBSTANCE ABUSE RESIDENTIAL SERVICES – The goal of SA Transitional Residential Services (Department operated) is to provide supervised apartments and group homes to provide sober living environments in order to enhance residents' independence, and support the residents in developing a lifestyle that is free from drug abuse or addiction.			
Expenditures	$806,193	$847,718	$733,317
FTE's	7.1	8.4	7.4
# of bed days provided - Group Homes	2,319	2,358	2,358
# of bed days provided - Supervised Apartments	9,954	9,555	10,091
# of residents served - Group Homes	21	11	19
# of residents served - Supervised Apartments	59	50	55
Cost per bed day - Group Homes	$102	$72	$114
Cost per bed day - Superviseds Apartments	$44	$47	$46
Cost per resident - Group Homes	$11,227	$15,428	$14,164
Cost per resident - Supervised Apartments	$7,371	$8,894	$8,439
% of consumers discharged who will transition to a similar or less-intensive housing situation	82%	70%	70%

Substance Abuse Services, continued

Activity Data

SUBSTANCE ABUSE CASE MANAGEMENT – The goal of Substance Abuse Case Management Services is to provide individuals with a substance abuse disorder or co-occurring (MH/SA) disorder assessment, planning, linkage and monitoring services in order to increase their ability to live self sufficiently in the community and increase periods of abstinence from substances.	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$327,624	$446,601	$356,976
FTE's	7.2	4.6	4.3
# of consumers	200	160	160
# of service hours	3,663	3,453	2,617
Cost per service hour	$89	$129	$136
% consumers who will maintain/improve functioning as measured by changes in scores on a standardized instrument	73%	70%	70%

Intellectual Disability Services for Adults

The goal of the Intellectual Disability Services Program is to enable adults with Intellectual Disability to live in the community with necessary supports as independently as possible. (The term "intellectual disability" is accepted in the field and replaces the term "mental retardation.")

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	18.7%	18.8%	18.7%
Total Expenditures	$6,069,934	$5,799,862	$6,043,169
Less Revenues	$3,138,348	$2,992,841	$2,796,996
Net General Fund Expenditures	$2,931,586	$2,807,021	$3,246,173
Program Outcomes			
# of licensing citations	0	0	0

Activity Data

INTELLECTUAL DISABILITY RESIDENTIAL SERVICES – The goal of Residential Services (group homes and apartments) is to provide comprehensive, supervised residential services to Alexandrians who have 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 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$4,007,982	$3,887,346	$3,974,317
FTE's	49.9	47.0	47.3
# of residents served - Group Homes	39	40	39
# of residents served - Supervised Apartments	13	13	13
# of bed days provided - Group Homes	13,047	13,061	13,107
# of bed days provided - Supervised Apartments	4,251	4,069	4,069
Cost per bed day - Group Homes	$265	$248	$278
Cost per bed day - Supervised Apartments	$130	$163	$81
% of consumers or authorized representatives who report achieving some or all residential treatment goals	87%	90%	85%

Intellectual Disability Services for Adults, continued

Activity Data

INTELLECTUAL DISABILITY CASE MANAGEMENT SERVICES – The goal of Case Management Services is to provide adults with intellectual disability an assessment of their strengths and needs, links with services, and monitoring of progress towards their goals in order to maximize the consumer's level of functioning, increase social interaction and use of natural supports within the community.	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$596,658	$576,764	$641,491
FTE's	7.4	6.9	6.9
# of consumers served	156	180	160
# of staff hours of service provided	5,501	5,556	5,378
Cost per staff hours of service provided	$108	$104	$119
% of consumers who were able to reach some or all of their goals over the past year	92%	85%	85%

INTELLECTUAL DISABILITY DAY SUPPORT SERVICES – The goal of Day Support Services is to provide a caring, respectful, and supportive environment where adults with intellectual disability can structure their days with meaningful activities.			
Expenditures	$993,892	$960,679	$1,023,000
FTE's	13.3	10.1	10.1
# of consumers served	56	48	56
# of service hours provided	64,047	61,022	62,430
Cost per service hour	$16	$16	$16
Average daily hours consumers participate in meaningful activities	5	5	5

INTELLECTUAL DISABILITY VOCATIONAL SERVICES – The goal of Vocational Services is to assist individuals with intellectual disability, and help them achieve the highest level of independence possible through the provision of consumer-driven, group and sheltered employment services.			
Expenditures	$471,402	$375,073	$404,361
FTE's	4.5	3.6	3.6
# of consumers served - Individual Employment	9	12	7
# of consumers served - Group Employment	17	16	16
# of staff hours of service provided - Individual Employment	266	471	200
# of days of service provided - Group Employment	2,931	2,974	2,901
% annual increase in consumer wages	N/A	2.0%	2.0%

Emergency and Crisis Response Services

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	2.7%	3.1%	3.0%
Total Expenditures	$869,374	$968,255	$979,001
Less Revenues	$299,513	$328,854	$453,319
Net General Fund Expenditures	$569,861	$639,401	$525,682
Program Outcomes			
# of licensing citations	0	0	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 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$869,374	$968,255	$979,001
FTE's	7.2	8.3	8.3
# of consumers served	636	500	600
# of coverage hours provided	8,750	8,750	8,750
# of critical incidents responded to	19	8	10
Cost per coverage hour	$99	$111	$112
% of consumers who report feeling "more hopeful" after intervention	88%	85%	85%

Jail Services

The goal of the Jail Services Program is to provide mental health and substance abuse services to City of Alexandria Detention Center (ADC) inmates to help them adjust to incarceration.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	3.2%	3.8%	3.2%
Total Expenditures	$1,054,522	$1,172,927	$1,036,470
Less Revenues	$636,439	$811,417	$579,203
Net General Fund Expenditures	$418,083	$361,510	$457,267
Program Outcomes			
# of licensing citations	0	0	0

Activity Data

SUBSTANCE ABUSE UNIT PROGRAM – The goal of the Substance Abuse Unit is to provide intensive substance abuse treatment within a separate structured treatment unit to help inmates achieve and maintain sobriety.	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Expenditures	$348,892	$308,213	$364,515
FTE's	3.7	3.5	3.5
# of consumers	120	140	130
Cost per consumer	$2,907	$2,202	$2,804
% of inmates receiving substance abuse treatment who report progress toward meeting goals as collected three times during program	83%	95%	90%

MENTAL HEALTH TREATMENT UNIT – The goal of the Mental Health Treatment Unit is to provide therapy and psychiatric services to inmates identified by jail staff as needing a separate structured treatment unit.			
Expenditures	$187,812	$356,764	$128,616
FTE's	2.6	1.4	1.4
# of consumers served	95	90	95
# of consumer hours	28,263	30,675	29,400
Cost per service hour	$7	$12	$4
% of inmates who report a "more hopeful" mental status as a result of service	78%	75%	75%

ASSESSMENT AND COUNSELING SERVICES – The goal of Assessment and Counseling Services is to provide triage, evaluation, and treatment to inmates housed in the Alexandria Detention Center's general population and booking units to help them adjust to incarceration and improve their functioning while in the Detention Center and to provide discharge planning to prepare them for			
Expenditures	$517,818	$507,950	$543,339
FTE's	5.7	6.0	6.0
# of service hours provided	5,525	5,433	5,097
Cost per service hour	$94	$93	$107
% of inmates receiving Jail Services who report a "more hopeful" mental status as a result of service	78%	75%	75%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2011 Approved
Various	*Contracts*	**$18,857**
MHMRSA contracts with non-profit providers for residential, day support and vocational services. On an annual basis, the Northern Virginia CSBs negotiate rate increases with providers and the Alexandria CSB follows these rates. The process has not yet occurred for FY 2011.		
Adult MH Services	*Medication*	**$57,000**
Prescription costs for client medication are expected to continue to increase. This adjustment will increase the ACSB budget for client prescriptions from $149,763 to $196,763. Although the supplemental request is only for $57,000 the closing of the State pharmacy resulted in an increase of State funds for the purpose of purchasing medications at local pharmacies, resulting in a net budget authority increase of nearly $400,000.		

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2011 Approved
SA Outpatient	*Eliminate Therapist III*	**1.0**	**($96,966)**
This reduction would eliminate 1,135 hours of therapy services to consumers resulting in longer wait times for substance abuse consumers. The program's staffing is reduced by 15% with this reduction.			
Adult MH	*Eliminate Clinical Psychologist*	**0.5**	**($15,000)**
This reduction would eliminate most adult psychological testing serices affecting 22 consumers, half of whom may be able to receive this service through a private provider paid by insurance. The 0.5 FTE that is proposed for elimination is currently half-funded with revenues. $10,000 is being retained for critical need consumers without insurance resulting in a $15,000 savings in the General Fund.			
SA Residential	*Eliminate Therapist II and Contract funds*	**1.0**	**($213,848)**
This reduction would eliminate contracted residential services for 22 substance abuse consuners, Consumers could continue to receive other services, such as case management and detoxification services, but would not be able to obtain contracted residential treatment placements. The position that currently manages the contracted placements would be relocated to another vacant position within the Department.			
	Total	2.5	($325,814)

Summary of Budget Changes

Impacts of State Reductions

The State has reduced the funding for the Alexandria CSB in FY 2010 by approximately $265,000. The reductions below reflect the adjustments the CSB is proposing to make in FY 2011 to continue these reductions.

Activity	Reduction Option	FTE	FY 2011 Approved
Quality Assurance	*Training Coordinator*	**0.5**	**($25,900)**
As the City and the State demand more qualitative and performance data, the Department converted a vacant postion to a training coordinator position and filled it last year. To meet the State reductions it is proposed for elimination.			
Facilities	*Fiscal Analyst*	**1.0**	**($72,300)**
This vacant position worked with the Facilities Maintenance staff to ensure adherence to City purchasing and accounting requirements. To meet the State reductions it is proposed for elimination.			
Outpatient SA Treatment	*Lab Aide*	**1.0**	**($56,800)**
This filled position currently conducts drug testing for persons under the Supervision of supervision the Alexandria Office of Probation and Parole, Court Services/Juvenile Probation, Local Probation and Pretrial Services, the Alexandria Detention Center, Carpenter's Shelter and the Alexandria Community Shelter. The position was formerly funded by HIDTA (High Intensity Drug Trafficking Area) revenues, but a change in the grant no longer allows for reimbursement of this position. The grant funds previously allocated for the position have been redirected to offset expenses for serving HIDTA consumers elsewhere in the Department's budget.			
Detox Services	*Therapist I*	**0.5**	**($35,000)**
This position was assigned to provide 20 hours a week in Detox/Case Management in the Acute Care Division. The Department proposes to reassign the employee to fill a funded part-time vacancy in MH Residential Case Management. The subsequent vacant position would be eliminated.			
ID Vocational Services	*Transition of Vocational Consumers*	**0.0**	**($25,596)**
In FY 2010 to meet City reductions, the CSB transitioned a number of Intellectually Disabled consumers from contracted vocational services to in-house services. This option expands that initiative.			
SA Residential	*Fee for Service Billing*	**0.0**	**($50,000)**
Increased HIDTA revenues will enable the CSB to redirect existing General Funds which will offset lost federal revenues.			
	Total	3.0	($265,596)

Summary of Budget Changes

Unfunded Positions

For the past several years, the Department of MHMRSA has had 7 unfunded positions included in their FTE counts. As the practice of unfunding positions is becoming more prevalent, the positions are being listed below. They are no longer included in the FTE counts and their impact is felt through a continued reduction in performance measures.

Activity	Reduction Option	FTE	FY 2011 Approved
Medication	*Clinical Psychiatrist*	**0.5**	**$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 MHMRSA comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.			
Parent Infant Education	*Management Analyst I*	**0.5**	**$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 MHMRSA comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.			
Intellectual Disabilities Day Support	*Vocational Services Specialist*	**1.0**	**$73,559**
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 MHMRSA comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.			
Intellectual Disabilities Day Support	*MHMRSA Technician I*	**1.0**	**$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 MHMRSA 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 (continued)

Intellectual Disabilities Day Support	*MHMRSA Technician I*	**1.0**	**$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 MHMRSA comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.

Intellectual Disabilities Day Support	*MHMRSA Technician II*	**1.0**	**$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 MHMRSA comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.

Intellectual Disabilities Day Support	*MHMRSA Technician II*	**0.5**	**$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 MHMRSA comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.

Various	*Receptionist/Phone Operator*	**0.5**	**$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 MHMRSA 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*	**1.0**	**$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 MHMRSA comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.

Total	7.0	$471,459

Health Department

Mission Statement: The mission of the Alexandria Health Department is to provide public health programs and related healthcare services for the residents of Alexandria that prevent and control disease, protect the environment, eliminate unsanitary and unsafe conditions and promote the physical and emotional well-being all Alexandria residents.

Expenditure and Revenue Summary

City Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$1,644,991	$1,716,137	$1,919,329	11.8%
Non-Personnel	4,972,990	5,149,869	5,122,542	-0.5%
Capital Goods Outlay	0	0	34,117	n/a
Total Expenditures	$6,617,981	$6,866,006	$7,075,988	3.1%
Less Revenues				
Internal Services	$0	$0	$34,117	n/a
Special Revenue Funds	2,711	0	0	n/a
Total Designated Funding Sources	$2,711	$0	$34,117	n/a
Net General Fund Expenditures	$6,615,270	$6,866,006	$7,041,871	2.6%
Total Department City FTE's	18.7	17.6	18.6	5.7%

Highlights

• In FY 2011, the General Fund budget for the Alexandria Health Department increases by $175,865, or 2.6%.

• FY 2011 personnel costs (for City add-on employees) increase by $203,192 or 11.8%, mainly due to the addition of 1.0 FTE for the restructured City Pharmacy, an increase in benefit costs and a step increase. These increases are offset by a decrease in the City retirement contribution for State employees.

• FY 2011 non-personnel costs decrease by $27,327, or 0.5%, due to adjustments which are explained below in further detail:

- • Non personnel costs increase by $10,400 for the restructured City Pharmacy and $3,396 for increases in facility maintenance contracts.
- •The City supplement to the state decreases by $40,853 due to the following adjustments:
  - •Total VDH State FTEs are reduced by five FTEs due to the State's elimination of five full time positions. The state eliminated one vacant position in the Environmental Health Division and four filled positions at the pharmacy. This State Pharmacy reduction is offset by the City Pharmacy restructure which is explained in more detail in the summary of budget changes section.
  - •The above non-personnel reductions are offset by an increase in the City salary supplement for State employees resulting from the step increase for City employees and benefit costs.

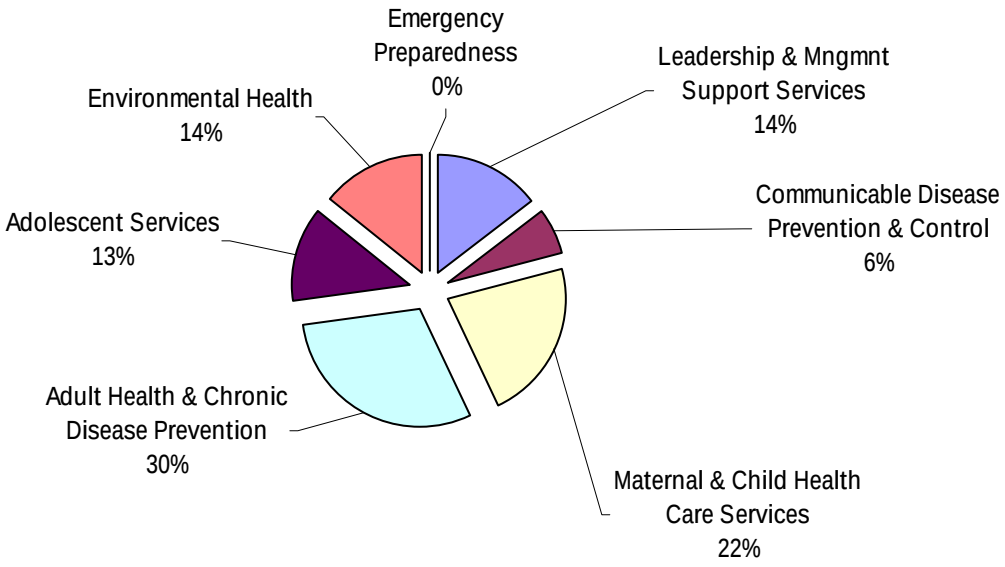
• The Department is scheduled to spend $34,117 on vehicles (capital goods outlay) during FY 2011.

• Additionally, the Health department proposes outsourcing its Adult Clinic which will result in a reduction in non-personnel costs, for more detail please see the summary of budget adjustments section.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Number of refugee health assessments	27	50	40
Number of immunization visits	4,981	18,000	4,800
Number of pre-natal care visits	6,130	6,000	6,100
Number of pediatric visits	5,700	6,000	6,000
Number of medical exams provided by Adolescent Health Clinic	920	700	900
Number of food safety evaluations conducted	2,743	2,000	2,000

FY 2011 Approved City General Fund Expenditures (with $4.3 M Supplement Spread by Program)



Health Department Funding and Program Expenditure Information

The Alexandria Health Department is one of 35 State health district offices of the Virginia Department of Health. While it is not a department of the Alexandria City government, the City and the Health Department work closely on health issues. The Health Department is funded through a combination of City funding, City and State cooperative funding, State and federal grants, and client fees. The "cooperative budget" consists of the State's General Fund appropriation to the Health Department, which is "matched" by the City, resulting in an allocation that is 55% State funding and 45% City funding. In addition, the City supplements the salaries and retirement benefits of most State cooperative employees, so that they are comparable to City salary scales and retirement benefits. The City's 45% match and the salary supplement 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 the State Department of Health. The State's General Fund appropriation to the Health Department and federal and State grants are not part of the City's All Funds budget.

In addition, State funding is based on a different programmatic structure than the programs and activities identified 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 cooperative budget 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. In an effort to make the Health Department's budget more informative, the following information also includes State and grant funding, by program, to give a more complete picture of the Health Department's total budget. However, breakouts of State and grant funding by activities are not available.

Program Level Summary Information

City Expenditure Summary

City Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership & Management Support Services	$359,846	$356,026	$398,249	11.9%
Health Support*	$0	$0	$0	0.0%
Communicable Disease Prevention & Control	144,457	138,469	163,625	18.2%
Maternal & Child Health Care Services	504,414	638,999	597,340	-6.5%
Adult Health & Chronic Disease Prevention	682,306	615,933	800,138	29.9%
Adolescent Services	325,818	311,205	347,639	11.7%
Environmental	278,759	349,761	383,639	9.7%
Emergency Preparedness**	0	0	0	0.0%
City Supplement to State budget	4,322,381	4,455,613	4,385,358	-1.6%
Total City Expenditures	$6,617,981	$6,866,006	$7,075,988	3.1%

*Health Support Program consolidated under Adult Health and Chronic Disease Prevention Program in FY 2011.

**The Emergency Preparedness Program is supported by federal funds.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership & Management Support Services	2.0	2.0	2.0	0.0%
Health Support*	0.0	0.0	0.0	0.0%
Communicable Disease Prevention & Control	1.8	1.8	1.8	0.0%
Maternal & Child Health Care Services	3.6	3.5	3.5	0.0%
Adult Health & Chronic Disease Prevention	5.0	5.0	6.0	20.2%
Adolescent Services	4.4	3.4	3.4	0.0%
Environmental	2.0	2.0	2.0	0.0%
Emergency Preparedness (no City-funded staff)	0.0	0.0	0.0	0.0%
City Supplement to State budget (no staff)	0.0	0.0	0.0	0.0%
Total FTE's	18.7	17.6	18.6	5.7%

*Health Support Program consolidated under Adult Health and Chronic Disease Prevention Program in FY 2011.

It should also be noted that the FTEs reported here are for City staff and do not include approximately 104.3 FTEs funded by the State cooperative budget (78.3 FTEs) or by other State and federal funds (26.0 FTEs). (four full time pharmacy employees laid off third quarter FY 2010)

Health Department

Health Department Programs and Activities

Leadership and General Management
- Leadership and General Management
- Partnership for Healthier Alexandria

Communicable Disease
- TB Elimination
- STD Control
- Immunization
- Disease Surveillance
- HIV Outreach & Prevention

Maternal & Child Health Care Services
- Prenatal Care & Case Mgt.
- Pediatric Care
- Family Planning
- WIC Supplemental Food Program

Adult Health & Chronic Disease Prev.
- Chronic Disease Care
- HIV/AIDS Care
- Dental Care
- Pharmacy Services

Adolescent Services
- Teen Pregnancy Prevention
- Adolescent Health Clinic

Environmental Health
- Food Safety
- Vector Control
- Aquatic (Pool) Health and Safety
- Respiratory Health and Other EH Activities

Emergency Preparedness
- Planning
- Training
- Community Outreach/Preparation

City Supplement to State Budget

Dept Info

Department Contact Info
703.746.4996
http://www.alexhealth.org/

Deputy Director
Jeff Levine
703.746.4967
jeffrey.levine@vdh.virginia.gov

Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide overall agency leadership and strategic goal setting and to provide effective and efficient management support to the agency.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds budget	5.4%	5.2%	5.6%
City Add-On Funding	$359,846	$356,026	$398,249
City Cooperative/Supplemental Funding	$1,526,386	$1,301,852	$1,284,391
State Funding	$846,668	$1,054,158	$1,054,158
Grants	$2,711	$12,289	$12,289
Fee Revenue	$101,799	$134,234	$134,234
TOTAL	$2,837,410	$2,858,559	$2,883,321
Program Outcomes			
% of departmental effectiveness targets met	100%	100%	100%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City add-on funding only)	$276,097	$269,130	$307,384
FTE's	1.0	1.0	1.0
$ amount of departmental expenditures (City All Funds budget only)	$6,617,981	$6,866,006	$7,075,988
Leadership & General Management expenditures as % of department total	4.2%	3.9%	4.3%
# of Department FTEs managed	126.95	132.2	122.35
% of departmental effectiveness targets met	100%	100%	100%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City add-on funding only)	$83,749	$86,896	$90,865
FTE's	1.0	1.0	1.0
# of community partnerships/linkages created	280	295	295

Communicable Disease Prevention and Control

The goal of Communicable Disease Prevention and Control is to provide prevention and treatment services to the community in order to minimize exposure to, reduce incidence of, and minimize the impact of living with a communicable disease.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds budget	2.2%	2.0%	2.3%
City Add-On Funding	$144,457	$138,469	$163,625
City Cooperative/Supplemental Funding	$278,504	$294,951	$300,930
State Funding	$121,595	$298,933	$298,933
Grants	$562,007	$873,991	$873,991
Fee revenue	$118,905	$25,000	$147,602
TOTAL	$1,225,468	$1,631,344	$1,785,081
Program Outcomes			
% of communicable disease outbreaks effectively contained to the population of origin	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City add-on Funding only)	$101,920	$85,228	$106,580
FTE's	1.0	1.0	1.0
# of Latent TB Infection (LTBI) cases initiating treatment	327	300	300
# of active TB cases receiving direct observed therapy	27	20	30
# of Refugee Health Assessments	27	50	40

SEXUALLY TRANSMITTED DISEASE CONTROL – The goal of Sexually Transmitted Disease Control is to provide clinical and preventive services to the community in order to reduce the incidence of disease.			
Expenditures (City add-on funding only)	$5,521	$17,603	$19,404
FTE's	0.3	0.3	0.3
# of STD Clinic visits	1,911	1,200	1,200
% of persons attending STD Clinic diagnosed and treated for an STD	17%	15%	15%

IMMUNIZATION – The goal of Immunization is to provide vaccinations and related service to the community in order to prevent and reduce the incidence of vaccine preventable diseases.			
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.0	0.0	0.0
# of immunization visits*	4,981	18,000	4,800
% of kindergarteners entering school with up-to-date immunization status	98%	100%	100%

*FY 2010 projected increase due to H1N1 vaccinations.

DISEASE SURVEILLANCE – The goal of Disease Surveillance is to detect, investigate and monitor infectious diseases for the community in order to prevent their spread in the community.			
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.0	0.0	0.0
# of communicable disease reports investigated	264	365	350
% of reported cases with investigation begun within five (5) days	99%	95%	95%

Communicable Disease - Continued

Activity Data

HIV OUTREACH & PREVENTION – The goal of HIV Outreach and Prevention is to increase awareness and knowledge, early detection and adoption of behaviors to reduce the spread of HIV infection.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City add-on funding only)	$37,016	$35,638	$37,641
FTE's	0.5	0.5	0.5
# of clients tested	2,010	1,600	2,000
% of clients who return for post test counseling	75%	75%	75%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds budget	7.6%	9.3%	8.4%
City Add-On Funding	$504,414	$638,999	$597,340
City cooperative/supplemental Funding	$1,115,445	$1,281,386	$1,307,363
State Funding	$735,053	$894,261	$894,261
Grants	$518,347	$803,336	$803,336
Fee Revenue	$105,797	$97,000	$106,030
TOTAL	$2,979,056	$3,714,982	$3,708,330
Program Outcomes			
Low birth-weight rate for patients (Target: maintain below the State rate of 7.0 per 1,000 live births)	5.7 per 1,000	7 per 1,000	7 per 1,000

Activity Data

PRENATAL CARE & CASE MANAGEMENT – The goal of Prenatal Care and Case Management is to assist high risk pregnant women and their infants to prevent low birth weight and other poor birth outcomes, and to ensure linkage to appropriate services.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City add-on funding only)	$455,052	$548,046	$537,832
FTE's	2.6	2.6	2.6
# of visits	6,130	6,000	6,100
% of pregnant women enrolled in prenatal care in their first trimester	37%	40%	40%
% of patients who receive adequate prenatal care (7 visits if enter in first trimester, 5 in second, 3 in third)	84%	80%	80%

PEDIATRIC CARE – The goal of Pediatric Care is to provide screening and healthcare to high-risk infants and children, educate families about infant and child care, and link families to services in order to improve children's health.			
Expenditures (City add-on funding only)	$49,362	$90,953	$59,508
FTE's	1.0	0.9	0.9
# of pediatric visits	5,700	6,000	6,000
# of Community Access To Child Health program (CATCH) visits.	78	100	100
% of children (0-5) designated as founded CPS cases receiving coordinated services (CATCH)	98%	100%	100%

Maternal and Child Health Care Services - Continued

Activity Data

FAMILY PLANNING – The goal of Family Planning is to provide reproductive healthcare, education and counseling to ensure that low-income women can plan pregnancies that occur by choice and under low-risk circumstances.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.0	0.0	0.0
# of family planning patients enrolled for one year	3,060	4,100	3,500

WOMEN, INFANTS & CHILDREN SUPPLEMENTAL FOOD PROGRAM (WIC) – The goal of Women Infants and Children Supplemental Food Program is to promote the nutritional health of high risk pregnant women, infants and children and prevent poor birth outcomes through nutrition education, supplemental food vouchers and linkages to medical and social services to improve the health of children.			
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.0	0.0	0.0
$ redeemed value of WIC vouchers	$2,109,986	$1,900,000	$2,000,000
# of active participants	3,471	3,200	3,500
% of pregnant women given appointment in first trimester	42%	35%	40%

Adult Health and Chronic Disease Prevention

The goal of Adult Health & Chronic Disease Prevention is to promote and protect the health of Alexandrians through providing primary health care, nurse case management, and nutrition services to vulnerable populations and to develop partnerships that empower people within the community to improve their health status.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds budget	10.3%	9.0%	11.3%
City Add-On Funding	$682,306	$615,933	$800,138
City Cooperative/Supplemental Funding	$872,927	$529,482	$891,037
State Funding	$717,767	$900,126	$900,126
Grants	$0	$0	$0
Fee Revenue	$158,103	$221,775	$244,329
TOTAL	$2,431,103	$2,267,316	$2,835,630
Program Outcomes			
% of HIV/AIDS patients who remain connected to care annually	97%	98%	98%

Activity Data

CHRONIC DISEASE CARE – The goal of Chronic Disease Care is to provide health care, screening, case management, nutrition services, and education to uninsured and underinsured residents with chronic diseases to optimize health and avoid unnecessary hospitalization.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City add-on funding only) (Now includes laboratory)	$439,059	$384,153	$423,585
FTE's	2.8	2.8	2.8
# of patients evaluated and treated	4,248	4,700	4,200
% of chronic disease adult patients immunized for influenza	47%	50%	50%

HIV/AIDS CARE – The goal of HIV/AIDS Care is to provide comprehensive health care services and referrals to qualifying residents with HIV or AIDS to optimize their health avoid, unnecessary hospitalization, and prevent the spread of infection.			
Expenditures (City add-on funding only)	$56,605	$58,103	$62,052
FTE's	0.7	0.7	0.7
# of adults served	215	180	200
% of patients remaining connected to care	97%	98%	98%
# of HIV/AIDS dental visits	128	140	130

DENTAL CARE – The goal of Dental Care is to provide selected dental services to uninsured and low income adults.			
Expenditures (City add-on funding only)	$186,642	$173,677	$184,692
FTE's	1.5	1.5	1.5
# of adult dental visits	1,213	1,400	1,400
Cost per adult dental visit	$154	$124	$133
% of dental emergencies resolved (target = 98%)	98%	98%	95%

Adult Health and Chronic Disease Prevention - Continued

Activity Data

PHARMACY SERVICES – The goal of Pharmacy Services is to provide cost-effective medications to eligible patients, and to assist patients in obtaining free medications through pharmaceutical companies' patient assistance programs, in order to provide the current standard of medical care.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City add-on funding only)	$0	$0	$129,809
FTE's	0	0	1.0
# of prescriptions filled (total)	26,166	25,140	8,000
# of free prescriptions dispensed*	342	1,000	0
Cost per prescription filled	$9.68	$11.00	$16.23

*State funding for free prescriptions was eliminated in mid FY 2010.

Adolescent Services

The goal of the Adolescent Services Program is to provide clinical services, community educational and life skills programs that will assist in the reduction of the incidence of teen pregnancy in school age children in the City of Alexandria.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds budget	4.9%	4.5%	4.9%
City Add-On Funding	$325,818	$311,205	$347,639
City Cooperative/Supplemental Funding	$0	$0	$0
State	$0	$0	$0
Grants	$136,926	$130,000	$130,000
Fee Revenue	$0	$0	$0
TOTAL	$462,744	$441,205	$350,052
Program Outcomes			
Pregnancy rate (per 1,000 female residents) among youths 12-19 years old*	NA	45	45

*The teen pregnancy rate is reported by calendar year. CY2008 teen pregnancy rate of 48 / 1,000 female residents was reported for 12-19 year olds. CY2009 data is not available at this time.

Activity Data

TEEN PREGNANCY PREVENTION – The goal of Teen Pregnancy Prevention is to provide after school, community based life skills education programs to at risk youth and their families and provide support to collaborative programs of ACPS, MH/MR/SA and ACAP to reduce the incidence of teen pregnancy in school age youth.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0	0	0
# of youth attending Teen Pregnancy Prevention Program	267	250	200

ADOLESCENT HEALTH CLINIC – The goal of the Adolescent Health Clinic is to provide comprehensive medical services to the Alexandria adolescent population 12-19 years of age, to improve health and maximize the quality of their life in collaboration with MH/MR/SA and the Schools.			
Expenditures (City add-on funding only)	$325,818	$311,205	$347,639
FTE's	4.4	3.4	3.4
# of sports/routine physical exams	920	700	900
# of unduplicated family planning patients	460	450	450
# of psych/soc visits	1,118	945	1,000
% of adolescent residents receiving health services at the Adolescent Health Clinic	22%	20%	20%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds budget	4.2%	5.1%	5.4%
City Add-On Funding	$278,759	$349,761	$383,639
City Cooperative/Supplemental Funding	$563,100	$603,214	$615,443
State Funding	$364,489	$385,592	$385,592
Grants	$0	$0	$0
Fee Revenue	$63,241	$28,900	$62,074
TOTAL	$1,269,589	$1,367,467	$1,446,748
Program Outcomes			
% of complaint investigations initiated within 2 business days.	99%	95%	95%
% of EH complaints by residents that are resolved within 30 days	99%	97%	97%

Activity Data

FOOD SAFETY – The goal of the Food Safety is to permit and regularly evaluate food establishments for compliance with state food codes, to train and educate food establishment operators about good safety practices, and, as needed, to take enforcement action to protect public health.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City add-on funding only)	$32,488	$40,763	$44,711
FTE's	0.4	0.4	0.4
# of food safety evaluations conducted.	2,743	2,000	2,000
# of the 9 FDA National Retail Regulatory Program Standards met	5	8	8
# of complaints about food establishments investigated	214	210	210
% of Food Safety related resident complaints resolved within 30 days	100%	n/a	98%

VECTOR CONTROL – The goal of the Vector Control is to monitor and control mosquito populations and mosquito-borne diseases. The program also monitors and responds to rabies incidents and numerous other vector related issues.			
Expenditures (City add-on funding only)	$163,727	$205,429	$225,327
FTE's	1.3	1.3	1.3
# of animals tested for rabies	49	50	50
# of mosquitoes trapped	34,456	30,000	30,000
% of Vector Control related resident complaints resolved within 30 days	98%	n/a	97%

AQUATIC (POOL) HEALTH AND SAFETY – The goal of the Aquatic Health and Safety is to permit and regularly evaluate pools and spas for compliance with the Aquatic Health Ordinance for these facilities in order to protect public health and improve sanitary conditions at these facilities.			
Expenditures (City add-on funding only)	$45,878	$57,563	$63,139
FTE's	0.1	0.1	0.1
# of pool and spa evaluations conducted	1170	1140	1140
# of pools cited resulting in pool closures	44	n/a	50
Cost per seasonal pool evaluation (City funded)	$39	n/a	$55

Environmental Health – Continued

Activity Data

RESPIRATORY HEALTH AND OTHER ENVIRONMENTAL HEALTH ACTIVITIES – The goal of the Respiratory Health 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.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City add-on funding only)	$36,667	$46,006	$50,462
FTE's	0.3	0.3	0.3
# of respiratory health complaints investigated	63	60	100
# of other environmental health complaints investigated	12	n/a	10
% of Respiratory Health related resident complaints resolved within 30 days	97%	n/a	95%

Emergency Preparedness

The goal of Emergency Preparedness is to better assure the health and safety of Alexandria residents and visitors; the goal of the Alexandria Health Department Emergency Preparedness Program is to conduct planning, training, and community outreach that helps all people in Alexandria be personally ready for health emergencies.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds budget	0.0%	0.0%	0.0%
City Add-On Funding	$0	$0	$0
City Cooperative/Supplemental Funding	$0	$0	$0
State	$0	$0	$0
Grants	$201,083	$292,072	$292,072
Fee Revenue	$0	$0	$0
TOTAL	$201,083	$292,072	$292,072
Program Outcomes			
% of State-identified Critical Tasks met	93%	100%	100%
% of CDC and UASI Critical Tasks completed	100%	100%	100%
# of community volunteers trained and ready	250	400	600

Activity Data

PLANNING – The goal of Planning is to assure the City of Alexandria is ready for all potential public health emergencies.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.0	0.0	0.0
# of State identified Critical Tasks met (out of 28 tasks)	26	28	28
# of CDC, Urban Area Security Initiative, and Cities Readiness objectives met (out of 9 total)	9	NA	9
% of Public Health Emerg Operations Plan (EOP) elements updated annually	100%	100%	100%

Emergency Preparedness, continued

Activity Data

TRAINING – The goal of Training is to assure that all needed Public Health paid staff and volunteers are prepared to respond effectively in all types of potential Public Health Emergencies.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.0	0.0	0.0
% of Department staff trained in roles for health emergencies	100%	100%	100%
# of volunteers trained	250	500	600
% of all listed volunteers who are current in their training	49%	70%	80%

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.			
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.0	0.0	0.0
# of public information contacts	1,200	1,500	2,500

City Supplement to State Budget (spread into program totals above)

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds budget	65.3%	64.9%	62.0%
City Cooperative/Supplemental Funding	$4,322,381	$4,455,613	$4,385,358
Less Revenues	0	0	0
Net General Fund Expenditures	$4,322,381	$4,455,613	$4,385,358
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures (City Cooperative/Supplemental Funding) Plus supplemental retirement to state employees	$4,322,381	$4,455,613	$4,385,358
FTE's (no staff)	0.0	0.0	0.0

Summary of Budget Changes

Maintain Current Services

Activity	Adjustment		FY 2011 Approved
Pharmacy	*Restructured Pharmacy*	**(1.0 FTE)**	**$129,826**
In FY 2010 the State eliminated funding for the state run pharmacy. This resulted in the elimination of five full-time state staff positions. To preserve some level of high priority pharmacy services, City Council restructured the pharmacy and were able to maintain one pharmacist. The cost of the restructured pharmacy is $119,426 in personnel and $10,400 in non-personnel costs. This restructure was approved by Council at its 1-15-09 regular leagislative meeting.			
City Supplement to State	*Adult Medical Clinic Out-Source*	**(0.0 FTE)**	**($80,196)**
The Alexandria Health Department (AHD) expects to enter into an agreement with the Federally Qualified Health Care (FQHC) provider, Alexandria Neighborhood Health Services Inc. (ANHSI), to provide adult health clinic services. This arrangement will enable ANHSI to increase its current capacity to serve adults and reimburse AHD for the State and City share of a State physician position. If this transition occurs, this physician will provide adult chronic disease care to underserved patients. This adjustment results in reduced enrollment in adult medical clinic by 500 patients. Declining from 4,700 to 4,200 patients served per year. This savings is generated through a reduction to the City Match of the state health department budget and will be posted as a revenue carry-over in FY 2011.			

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2011 Approved
City Supplement to State	*State EH Division Position*	**(0.0 FTE)**	**($42,564)**
The State eliminated a vacant state Environmental Health Specialist position in the Environmental Health Division. This elimination results in a reduction to the City match of the State budget of $45,564 per year and is recurring. Service reductions will result in the respiratory health program.			

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 2011 Budget Summary Table

Expenditure By Organization	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	$ Change 2010-2011
INOVA Alexandria Hospital	$700,000	$700,000	$700,000	$0
Arlandria Health Center	$325,000	$325,000	$325,000	$0
Health Systems Agency of Northern Virginia	$13,600	$13,600	$13,600	$0
Net General Fund Expenditures	$1,038,600	$1,038,600	$1,038,600	$0

Selected Performance Measures	2008 Actual	2009 Actual
INOVA Total $ Amount of Indigent Care Provided to Alexandria Residents (CY)	$9,100,000	$10,900,000
Arlandria Clinic # of Alexandria Patient Visits (FY)	14,403	17,460
Arlandria Clinic City Contribution Per Visit (FY)	$19.8	$18.6

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 mid 1940s the Hospital has been exempt from the payment of real property and business tangible taxes to the City. 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. For FY 2011, the same $700,000 funding level is provided as in FY 2010 approved.

Arlandria Health Center*

The total FY 2010 approved budget from all sources for the Arlandria Health Center is $5.0 million; the approved budget for FY 2011, including all sources of funds, is $6.2 million, an increase of $1.2 million. In FY 09 ANHSI received 30% ($1.4 million) of its funding from federal sources that include the Bureau of Primary Health Care, Health Resources and Service Administration, the Department of Housing and Urban Development, and the federal Community Health Center Program, under the Bureau of Primary Health Care.

* 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

The Arlandria Health Center reports serving 10,393 individuals during FY 2009 and providing 17,460 patient visits. Recent data provided by ANHSI indicates that 56% of clients are Alexandria residents; 30% are from Fairfax County; 12% are from Arlington; 2% from Prince William and Loudoun. ANHSI reports that 81% of patients are uninsured, which is twice the national average for community health centers. 94% of adults and 39% of children are uninsured. ANHSI reports that Arlington County contributes approximately $18,444 of in-kind support for dental services.

ANHSI's FY 2010 allocation from the City was $325,000. ANSHI's FY 2011 City of Alexandria allocation stays constant at $325,000.

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 2011. Alexandria's share is $13,600.

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Operating Agencies

COMMUNITY DEVELOPMENT

Office of Housing 16-2
Planning and Zoning 16-14
Economic Development Activities 16-23

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$1,649,802	$1,664,672	$1,709,734	2.7%
Non-Personnel	7,604,754	5,988,493	6,601,672	10.2%
Capital Goods Outlay	0	2,200	2,200	0.0%
Total Expenditures	$9,254,556	$7,655,365	$8,313,606	8.6%
Less Revenues				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	1,411,220	1,946,390	2,058,918	5.8%
Special Revenue Carryover*	1,082,813	325,743	285,600	-12.3%
Special Revenue Program Income	754,857	475,000	450,000	-5.3%
Housing Trust Fund	836,386	1,467,160	223,960	-84.7%
Housing Trust Fund Carryover*	1,155,165	1,135,000	2,307,939	103.3%
Affordable Housing Bonds & Dedicated Revenue Carryover**	1,032,403	0	1,385,801	0.0%
Total Designated Funding Sources	$6,272,843	$5,349,293	$6,712,218	25.5%
Net General Fund Expenditures	$2,981,713	$2,306,072	$1,601,388	-30.6%

*Carryover monies are shown in the FY 2010 Approved and FY 2011 Approved Budgets, to provide more accurate information on expenditures from year to year. Carryover monies are included for Special Revenue Fund (CDBG and HOME grants, Homeownership Fair vendor fees), Housing Trust Fund, and Affordable Housing Bonds and Dedicated Revenue.

**FY 2011 figure includes $1.17M in prior year dedicated tax revenues proposed for allocation to support ARHA replacement units, plus $213,000 in prior year tax revenues previously approved for the Housing Master Plan.

Highlights,

• In FY 2011, the approved General Fund budget for Housing is decreasing by $704,684, or 30.6%. The largest driver of this decrease is the reduction of $502,060 of the real estate tax dedicated for affordable housing initiatives. $270,000 is still available which may be needed to eventually pay debt service on $3.1 million that would be added to $3.3 million currently available to the Office of Housing (up to a maximum of $6.4 million total with the actual cost to be determined based on the site/units selected) for costs associated with the eventually-needed 16 replacement units from the James Bland public housing site. The remainder of the decrease comes from expenditure reductions and shifting eligible General Fund costs to CDBG grants.

•FY 2011 total personnel costs are increasing by $45,062, or 2.7%. This increase is due to a step increase and increased benefit costs. CDBG and HOME federal grant revenue re-estimates reduced personnel costs by $17,835.

Highlights, continued

•FY 2011 total non-personnel costs increase by $613,179, or 10.2%. This increase occurs due to an increase in grants and costs associated with the funds set aside for the planned provision of 16 replacement units for the James Bland project but is offset by decreases in the Housing Trust Fund.

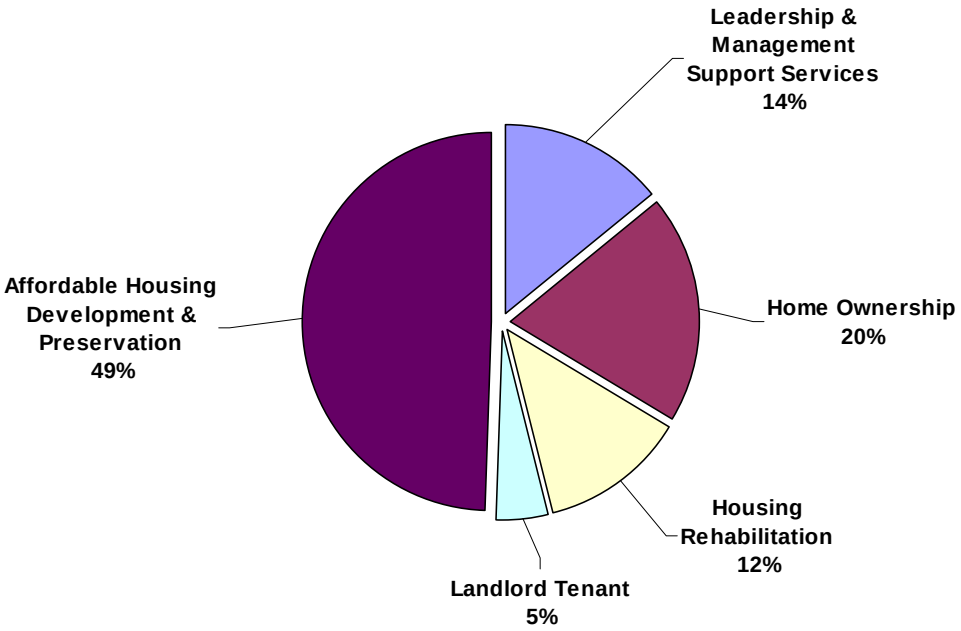
•The CDBG and HOME federal grant revenues do not reflect possible increases in those revenues.

•Homeownership assistance in FY 2010 is projected to drop from $2.3 million to $1.6 million due to a drop in supporting revenues such as developer-paid Housing Trust Fund contributions.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of participants served in home buyer training and education opportunities	344	350	350
Total # of households receiving homeownership loans	93	42	32
Total # of home rehabilitation loan or grants obligated	10	13	13
# landlord tenant disputes mediated	1124	1,000	1,000
% of tenant issues successfully resolved	97%	95%	95%
# of affordable units pledged by developers	143	N/A	10
# of Lending projects financed (counted at City loan approval)	1	N/A	2

FY 2011 Approved Expenditures by Program



Office of Housing

Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership & Management Support Services*	$843,948	$872,127	$1,167,801	33.9%
Home Ownership	$3,782,832	$2,288,278	$1,628,377	-28.8%
Housing Rehabilitation	$739,138	$1,051,524	$1,039,613	-1.1%
Landlord Tenant	$340,522	$371,943	$377,320	1.4%
Affordable Housing Development & Preservation	$3,548,117	$3,071,493	$4,100,495	33.5%
Total Expenditures	$9,254,556	$7,655,365	$8,313,606	8.6%

*FY 2011 figure includes Housing Master Plan.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership & Management Support Services	5.8	5.3	5.4	0.9%
Home Ownership	4.2	4.2	4.2	-1.2%
Housing Rehabilitation	2.2	2.2	2.3	2.3%
Landlord Tenant Relations	3.9	3.3	3.4	1.5%
Affordable Housing Development & Preservation	1.9	2.0	1.9	-5.0%
Total full time equivalents (FTE's)	18.0	17.0	17.0	0.0%

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
David Swartz, 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	9.1%	11.4%	14.0%
Total Expenditures	$843,948	$872,127	$1,167,801
Less Special Revenues	241,227	315,246	341,667
Less Other Revenues, Including Carryover	22,439	0	223,000
Net General Fund Expenditures	$580,282	$556,881	$603,134
Program Outcomes			
% of activities achieving target service levels	80%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures[1]	$437,314	$439,610	$690,921
FTE's	1.8	1.6	1.6
# of departmental FTEs supported	17.0	17.0	17.0
# of activities managed	10	10	10
# educational presentations made	18	22	18

[1] FY 2011 expenditures include Housing Master Plan.

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.			
Expenditures	$406,635	$432,517	$476,880
FTE's	4.0	3.8	3.8
$ amount of federal funds received	$2,063,890	$2,063,890	$2,177,468
# of federal applications and reports produced	14	11	12
% 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	40.9%	29.9%	19.6%
Total Expenditures	$3,782,832	$2,288,278	$1,628,377
Less Special Revenues	$1,131,462	$710,651	$755,754
Less Other Revenues, Including Carryover	$2,112,862	$1,218,000	$509,240
Net General Fund Expenditures	$538,508	$359,627	$363,383
Program Outcomes			
% of lender-ready applicants receiving City loan assistance	29%	64%	25%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$3,513,229	$2,007,333	$1,410,885
FTE's	3.3	3.3	3.3
Total # of households receiving homeownership loans	93	42	32
Cost per household receiving homeownership loan	$37,777	$47,794	$44,090
% 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.			
Expenditures	$117,346	$167,145	$112,820
FTE's	0.4	0.4	0.4
# of participants served in home buyer training and education opportunities	344	350	350
Cost per participant served	$341	$478	$322
% of prescreened applicants completing home buyer training curriculum	61%	79%	40%

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.			
Expenditures	$152,256	$113,801	$104,673
FTE's	0.5	0.5	0.5
# of sales units placed under contract (including resale)	0	2	2
Cost per unit under contract	$0	$56,900	$52,336
% of units under contract within 6 months of listing	100%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	8.0%	13.7%	12.5%
Total Expenditures	$739,138	$1,051,524	$1,039,613
Less Special Revenues	$0	$547,781	$597,613
Less Other Revenues, Including Carryover	$739,138	$503,743	$442,000
Net General Fund Expenditures	$0	$0	$0
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures[1]	$739,138	$1,051,524	$1,039,613
FTE's	2.2	2.3	2.3
Total # of home rehabilitation loan or grants obligated	10	13	13
Total # of home rehabilitation loan subordinated	1	4	4
Cost per loan transaction	$67,194	$61,854	$61,154
% of non-lead based projects completed within 6 months of contract execution	100%	100%	100%
% of lead based projects completed within 9 months of contract execution	100%	100%	100%

[1] FY 2009 Actual Expenditures include $35,000 in Housing Trust Fund monies granted to Rebuilding Together Alexandria (RTA) for their activities in FY 2009. These funds are allocated from the General Housing Trust Fund, which is budgeted each year under the activity "Affordable Housing Development and Preservation: Lending".

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	3.7%	4.9%	4.5%
Total Expenditures	$340,522	$371,943	$377,320
Less Special Revenues	$38,531	$52,712	$43,884
Less Other Revenues, Including Carryover	5,869	0	5,000
Net General Fund Expenditures	$296,122	$319,231	$328,436
Program Outcomes			
% of tenant issues successfully resolved	97%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$266,509	$287,308	$295,592
FTE's	3.1	2.6	2.6
# landlord tenant disputes mediated	1,124	1,000	1,000
# of clients served for information and referral	4,804	4,000	4,000
Program cost per 1,000 Alexandria rental units	$8,416	$9,073	$9,334

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.			
Expenditures	$74,012	$84,635	$81,728
FTE's	0.8	0.8	0.8
# testing reports completed	1	1	1
Cost per housing unit in the City	$471	$539	$521
% 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	38.3%	40.1%	49.3%
Total Expenditures	$3,548,117	$3,071,493	$4,104,233
Less Special Revenues	0	320,000	322,039
Less Other Revenues, Including Carryover	1,981,315	1,681,160	3,475,759
Net General Fund Expenditures	$1,566,802	$1,070,333	$306,435
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures[1]	$467,856	$265,515	$270,957
FTE's	1.3	1.3	1.3
# of affordable units pledged by developers	143	N/A	10
# of units resulting from technical assistance provided by the City[2]	134	N/A	44
Total # of affordable units (rental & sales) pledged or receiving city technical assistance	143	N/A	54
$ contributed to Housing Trust Fund by developers	$2,597,828	$1,272,000	$200,000
% of affordable units of total units developed	100%	100%	100%

[1] FY 2009 expenditure includes the Potomac Yard Development Housing Trust Fund contribution made directly for the development of The Station at Potomac

[2] Counted at loan settlement

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.			
Expenditures[1]	$3,080,261	$2,805,978	$3,833,276
FTE's	0.7	0.7	0.7
# of projects financed	1	N/A	2
# of units committed[2]	28	N/A	36
Average loan amount committed per unit financed	$1,661	N/A	$188,888
% of loans approved or denied within 60 days of application	100%	100%	100%

[1] FY 2009 expenditures include $1.59M for loans approved in prior years (Beasley Square, Beverly Park, and balance of Quaker Hill) and $1.49M for new loans (Glebe Park and Community Lodgings).

[2] Counted at City loan approval

Summary of Budget Changes

Expenditure Reductions

Activity	Expenditure Reductions	FTE's	FY 2011 Approved
Affordable Housing/ Lending	*Reduction in Dedicated Real Estate Tax for Affordable Housing*	**0.0**	**($502,060)**
Reduction of $502,060 in funds intended to support affordable housing development/preservation projects or to pay debt service on projects.			
Affordable Housing/ Lending	*Transfer to Non-Departmental*	**0.0**	**($270,000)**
$270,000 from dedicated real estate revenues for the Office of Housing to potentially pay debt service on $3.1 million, that might be added to $3.3 million currently available to the Office of Housing ($6.4 million total) for costs associated with eventual replacement of 16 units for James Bland public housing.			
Various	*Professional Services*	**0.0**	**($4,766)**
Based on the reduction of available monies for preservation/development projects, the department has less need for professional services and contracts.			

FY 2011 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	229,187	0	0	597,613	0	43,884	0	0	72,109	184,513	1,127,306
Program Income	150,000	0	0	200,000	0	0	0	0	0	0	350,000
Carryover	0	0	0	239,000	0	5,000	0	0	0	10,000	254,000
	379,187 **7 HAP Loans**			1,036,613 **10 HRLP Loans 1 RAMP**		48,884 **1 Testing Round**			72,109	194,513	**1,731,306**
HOME											
New Grant	523,117	0	0	0	0	0	0	320,000	51,027	34,018	928,162
Program Income	100,000	0	0	0	0	0	0	0	0	0	100,000
	623,117 **19 HAP Loans** (w/ General Fund below)							320,000 **1 Project Financed**	51,027	34,018	**1,028,162**
GENERAL FUND											
New	116,302	11,630	104,673	0	295,592	32,844	270,957	35,478	354,785	248,349	1,470,609
New HOME Match	130,779	0	0	0	0	0	0	0	0	0	130,779
	247,081 **Admin Support for HAP, MIHP, and EHIP**	11,630 **Admin Support for Counseling & Fair**	104,673 **2 units placed under contract**		295,592 **1,000 disputes mediated & 4,000 clients served**	32,844	270,957 **10 Pledged Units Completed**	35,478	354,785	248,349	**1,601,388**
Housing Trust Fund											
New	161,500	0	0	0	0	0	0	35,000	0	0	196,500
Carryover	0	97,740	0	3,000	0	0	0	2,127,199	0	0	2,227,939
HOME Match (Carryover)	0	0	0	0	0	0	0	80,000	0	0	80,000
Reserved for FY 2012 HOME Match	0	0	0	0	0	0	0	27,460	0	0	27,460
	161,500 **4 MIHP Loans 4 EHIP Loans**	97,740 **350 Clients Served**		3,000 **2 Mini-RAMP Grants**				2,234,659 **1 Project Financed**			**2,531,899**
OTHER NON-FED											
New	0	3,450	0	0	0	0	0	0	0	0	3,450
Dedicated Revenue Carryover	0	0	0	0	0	0	0	1,172,801	213,000	0	1,385,801
Carryover	0	0	0	0	0	0	0	31,600	0	0	31,600
		3,450 **Homeowner-ship Fair**						1,204,401 **Same Project (1) as Above**	213,000		**1,420,851**
ALL FUNDS	**1,410,885**	**112,820**	**104,673**	**1,039,613**	**295,592**	**81,728**	**270,957**	**3,794,538**	**690,921**	**476,880**	**8,313,606**

Miscellaneous Information

Approved Housing Trust Fund (HTF) expenditures include a new allocation of up to $104,857 in estimated carryover Housing Trust Fund monies for the following ongoing programs:

- $47,740 for Homeownership Counseling Services
- $57,117 for HOME Match for the Housing Opportunities Fund

In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2011 will be used to supplement the following ongoing programs:

- $120,000 for the Moderate Income Homeownership Program
- $41,500 for the Employee Homeownership Incentive Program

•Note: HTF resources are not expected to be sufficient to support an HTF allocation to the Housing Opportunities Fund (HOF) in FY 2011.

The FY 2011 Housing Opportunities Fund (HOF) includes $200,000 for the Alexandria Housing Development Corporation (AHDC), with the understanding that up to $50,000 of any monies remaining from AHDC's FY 2010 budget will be added to this figure.

The Office of Housing budget includes $3.3 million for costs related to the planned eventual 16 replacement units in connection with ARHA's redevelopment of its James Bland property, to be augmented with up to $3.1 million in bonds ($6.4 million maximum). The actual cost is to be determined. While the estimated carryover monies from the formula Housing Trust Fund contribution ($1,351,437) are considerably less than the amount needed, the Office of Housing, in order to minimize the amount needed in general obligation bonds and future debt service, will augment this with its remaining dedicated tax revenues ($1,172,801), plus $775,762 in additional Housing Trust Fund, Housing Opportunities Fund, and other monies.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$5,246,471	$4,837,118	$4,949,081	2.3%
Non-Personnel	1,882,590	500,318	406,063	-18.8%
Capital Goods Outlay	401	0	0	0.0%
Total Expenditures	$7,129,462	$5,337,436	$5,355,144	0.3%
Less Revenues				
Internal Service	$0	$0	$0	NA
Special Revenue Fund*	718,719	0	0	0.0%
Total Designated Funding Sources	$718,719	$0	$0	0.0%
Net General Fund Expenditures	$6,410,743	$5,337,436	$5,355,144	0.3%
Total Department FTE's	53.5	49.5	47.5	-4.0%

*FY 2010 special revenue estimates have been adjusted to reflect reduced revenue amounts expected from developer contributions for Potomac Yard. In addition, revenue earned from Citywide development fees has been shifted to the General Fund.

Highlights

•In FY 2011, the approved General Fund budget increased by $17,708, or 0.3%.

• FY 2011 personnel costs increased by $111,963, or 2.3%; the increase is due to a change in the method used to account for departmental turnover throughout the fiscal year which reflects reduced staff turnover, as well as the costs associated with step and benefit increases for employees.

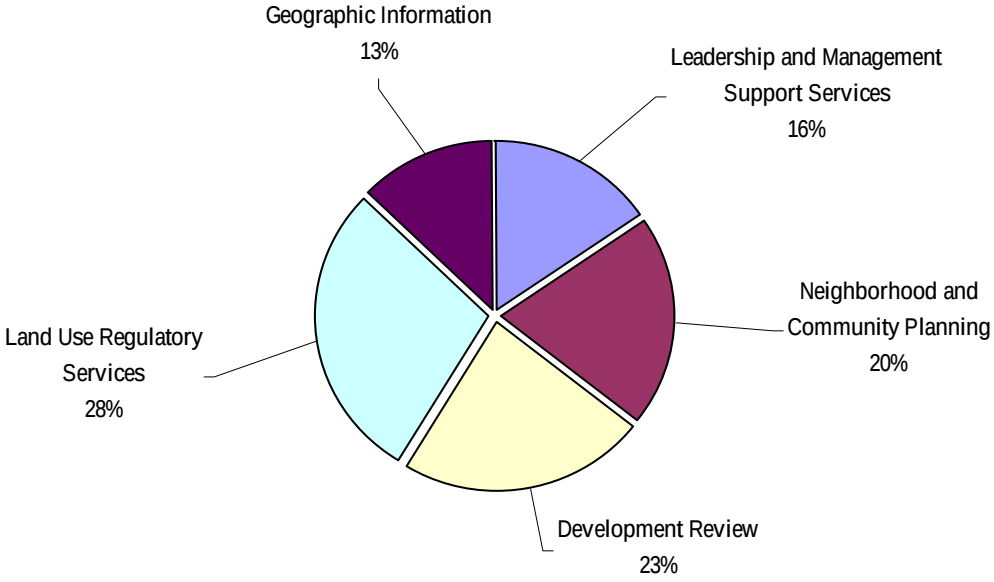
•Total non-personnel costs decreased by $94,255, or 18.8%, primarily due to various non-personnel reductions to consultant services, advertising, photo copying, travel, education and training, software licenses, and computer equipment. Most of this reduction ($64,709) was due to a reduction in long-range planning consultant services. The impact of a $100,000 consultant budget for FY 2011 (coupled with a reduction of two Urban Planner positions) will mean a greater reliance on internal staff to conduct Small Area Studies, and the initiation of only one Small Area Plan Study (Eisenhower West) during FY 2011. Implementation of previously adopted plans would also slow down.

Selected Performance Measures

	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of items docketed	29	20	20
# of development reviews	260	250	300
# of zoning complaints and Special Use Permits (SUP) monitored for compliance*	594	1,200	600
% Zoning complaints and of SUP violations resolved within 30 days	82%	70%	80%
# of permits/licenses/BZA applications/plot plans processed	5,266	5,200	5,200
# of Historic Preservation applications/permits processed	858	1,500	850
% of GIS commitments completed within prescribed guidelines	80%	75%	75%

*Beginning in FY 2011, this measure has been changed to reflect FY 2009 actual measures.

FY 2011 Approved Expenditures by Program



Planning & Zoning

Expenditure and Staffing Summary

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership and Management Support Services	$994,293	$840,292	$830,412	-1.2%
Neighborhood and Community Planning	2,397,429	1,175,511	1,072,833	-8.7%
Development Review	1,426,318	1,240,821	1,234,398	-0.5%
Land Use Regulatory Services	1,649,967	1,437,158	1,528,966	6.4%
Geographic Information	661,456	643,654	688,535	7.0%
Total Expenditures	$7,129,463	$5,337,436	$5,355,144	0.3%

Staffing Summary*

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership and Management Support Services	5.5	6.7	6.6	-2.2%
Neighborhood and Community Planning	10.7	9.9	8.0	-19.3%
Development Review	14.7	11.3	11.2	-1.3%
Land Use Regulatory Services	16.9	15.6	15.8	1.3%
Geographic Information	5.8	6.1	6.1	0.0%
Total FTE's	53.5	49.5	47.5	-4.0%

*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
- Zoning Administration and Enforcement
- Permit and License Review
- Historic Preservation

Geographic Information Systems
- Data Development
- Application and User Support

Dept Info

Department Contact Info
703.746.4333
http://alexandriava.gov/planning/

Department Head
Faroll Hamer, Director
703.838.4666
Faroll.Hamer@alexandriava.gov

Department Staff
Cicely Woodrow, Supv. Admin. Officer
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	13.9%	12.9%	11.6%
Total Expenditures	$994,293	$840,292	$830,412
Less Revenues	$71,227	$0	$0
Net General Fund Expenditures	$923,066	$840,292	$830,412
Program Outcomes			
% of effectiveness targets met	55%	90%	90%

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and Management Support Services is to provide assistance to planning staff, other department staff, and the public by keeping them informed about important planning activities	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$994,293	$840,292	$830,412
FTE's	5.5	6.7	6.6
# of FTE's supported	51.5	53.5	49.5
% of effectiveness targets met	55%	90%	90%
Council and Freedom Of Information Act (FOIA) requests processed*	86	200	200
Leadership and General Management expenditures as % of departmental total	18.6%	12.9%	15.6%

*Beginning in FY2010, this measure includes citizen requests processed via "Contact Us."

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	33.6%	22.0%	20.0%
Total Expenditures	$2,397,429	$1,175,511	$1,072,833
Less Revenues	$200,228	$0	$0
Net General Fund Expenditures	$2,197,201	$1,175,511	$1,072,833
Program Outcomes			
% of docketed Neighborhood Planning Initiatives approved by decision making body	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,936,092	$631,144	$608,265
FTE's	6.2	5.0	4.0
# of Neighborhood Planning initiatives in progress	11	6	2
Cost per plan or study	$176,008	$105,191	$304,133
% of docketed Neighborhood Planning Initiatives approved by decision making body	100%	100%	100%

*In FY 2009 Plan Implementation was included in this activity.

PLAN IMPLEMENTATION – The goal of Plan Implementation is to improve the quality of the community by implementing the approved small area plans.*			
Expenditures	$461,337	$544,367	$464,568
FTE's	4.4	4.9	3.9
# of Plan Implementations in progress	NA	4	3
Cost per plan implementation	NA	$136,092	$154,856
% of implementation completed within projected time frame	NA	90%	90%

*The Plan Implementation activity was new in FY 2010. As a result, no data was collected in FY09 for these measures.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	20.0%	19.0%	17.3%
Total Expenditures	$1,426,318	$1,240,821	$1,234,398
Less Revenues	$447,264	$0	$0
Net General Fund Expenditures	$979,054	$1,240,821	$1,234,398
Program Outcomes			
% of scheduled targets met	100%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,426,318	$1,240,821	$1,234,398
FTE's	14.7	11.3	11.2
# of items docketed	29	20	20
Docketed cases per FTE	2.0	1.8	1.8
# of permits reviewed	536	900	700
Permit reviews per FTE	36.6	79.6	62.8
% of permits reviewed by scheduled date	82%	90%	95%
% of preliminary plans docketed within 90 days	97%	90%	90%
# of development reviews	260	250	300
Cost per development review	$5,486	$4,963	$4,115
Development reviews per FTE	18	22	27

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	23.1%	26.9%	28.6%
Total Expenditures	$1,649,967	$1,437,158	$1,528,966
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,649,967	$1,437,158	$1,528,966
Program Outcomes			
% of scheduled targets met	66%	90%	90%

Activity Data

ZONING ADMINISTRATION AND ENFORCEMENT – The goal of Zoning Administration and Enforcement is to ensure compliance with zoning ordinances and applicable regulations and enforce provisions of special use permits in order to promote safe and orderly development.	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$883,778	$686,808	$699,818
FTE's	9.2	7.7	7.2
# of customers served	19,876	18,000	21,000
Cost per customer served	$44.46	$38.16	$33.32
Customers served per FTE	2,165	2,353	2,937
# of zoning complaints and Special Use Permits (SUP) monitored for compliance*	594	1,200	600
% Zoning complaints and of SUP violations resolved within 30 days	82%	70%	80%

PERMIT & LICENSE REVIEW–The goal of Permit & License Review is to assure compliance with zoning regulations through review and approval of permit and license applications.			
Expenditures	$343,731	$335,459	$405,810
FTE's	3.5	3.6	4.3
# of permits/licenses/BZA applications/plot plans processed	5,266	5,200	5,200
Cost per permit/license/BZA application/plot plan processed	$65.27	$64.51	$78.04
Permit/license/BZA applications/plot plans per FTE*	1,526	65	1,209
% of permits processed within established schedule	94%	75%	85%

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.			
Expenditures	$422,458	$414,891	$423,338
FTE's	4.3	4.3	4.3
# of Historic Preservation applications/permits processed*	858	1,500	850
Historic Preservation application/permits processed per FTE*	201.9	348.8	197.7
# of Historic Preservation special projects in process	4	3	2
% of Historic Preservation applications processed within established schedule	100%	95%	95%

*Beginning in FY 2011, this measure has been changed to reflect FY 2009 actual measures.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of All Funds Budget	9.3%	12.1%	12.9%
Total Expenditures	$661,456	$643,654	$688,535
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$661,456	$643,654	$688,535
Program Outcomes			
% of GIS commitments completed within prescribed guidelines	80%	75%	75%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$228,044	$217,436	$239,091
FTE's	2.3	2.0	2.0
# of data layers maintained	68	70	75
# of data initiatives in process	10	10	0
Cost per data layer maintained	$3,354	$3,106	$3,188
% of layer updates made within prescribed deadlines	80%	75%	75%

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.			
Expenditures	$433,412	$426,218	$449,444
FTE's	3.5	4.0	4.0
# of GIS application activities undertaken	8	15.0	11.0
# of City staff users accessing the GIS	200	165	250
# of GIS applications supported	13	15	17
Cost per user supported	$2,167	$2,583	$1,798
User supported per FTE	57.6	41.0	62.2
# hits on GIS internet map server application	52,954	60,000	60,000
% of application customizations delivered on time	80%	80%	80%
# of map requests completed	78	60	80
# of GIS projects in process	17	20	15
Cost per GIS projects processed	$5,557	$7,104	$5,618
GIS projects processed per FTE	4.9	5.0	3.7
% of requests completed within agreed timeline	80%	75%	75%

Summary of Budget Changes

Adjustments to Current Services

Activity	Option	FY 2011 Approved
Application and User Support	*Pictometry Software License*	**$15,000**
This adjustment will provide for the annual cost to update the City's aerial image library necessary for the City's Pictometry program administered by the Geographic Information Sytems (GIS) Division in Planning & Zonning.		
Geographic Information Systems	*Office Space Rental*	**$2,905**
This adjustment will provide for an increase in lease costs for the Geographic Information Sytems (GIS) Division in Planning & Zonning.		

Expenditure Reductions

Activity	Adjustment	FTE Impact	FY 2011 Approved
Small Area Plans/Plan Implementation	*Eliminate Urban Planner III*	**(1.0)**	**($109,429)**
This reduction would eliminate an Urban Planner III position, which would limit Planning and Zoning's (P&Z) ability to increase the number of small area plans and implementation into the future. When the economy recovers, P&Z would not be as well situated to handle the increased workload, because it takes two years from the hire date for an Urban Planner to fully integrate with staff and work program. In addition, this would eliminate P&Z's capacity to handle requests other than what is included in their proposed work program.			
Small Area Plans/Plan Implementation	*Eliminate City Demographer (Urban Planner II)*	**(1.0)**	**($95,295)**
This reduction would eliminate the City's Demographer position. Demographic work, including short and long range forecasts, would shift to other employees in GIS and Neighborhood Planning and Community Development. It would inhibit the growth of the City's GIS program and keep P&Z at a limited work program for Small Area Plans (from 3 to 1) for several years. This would also eliminate P&Z's capacity to handle requests other than what is included in their proposed work program.			
Small Area Plans	*Reduce Consultant Services Funds*		**($64,709)**
This would reduce funds for consultant services. This would limit Planning & Zoning's ability to conduct studies or perform work outside of the expertise of City staff. This includes studies that may be uncovered during the plan implementation shown in the proposed work program			
Various	*Reduce Non-Personnel Expenses*		**($46,512)**
This would reduce funds for various non-personnel expenditures including advertising, photo copying, travel, education, software licenses, and computer equipment. This reduction is not expected to impact service levels.			

Economic Development Activities

Mission Statement: Economic Activities encompasses City contributions to organizations that provide economic development activities that benefit Alexandria residents.

FY 2011 Organization Summary Information (reflects City and non-City funding)

Expenditure By Program*	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved	% Change '10 to '11
Alexandria Convention and Visitors Association (ACVA)	$2,451,225	$2,391,974	$2,498,933	4.5%
Alexandria Economic Development Partnership (AEDP)	$1,208,234	$1,252,837	$1,368,985	9.3%
Eisenhower Partnership**	$126,691	$116,126	***	N/A
Small Business Development Center (SBDC)	$256,516	$277,700	$300,100	8.1%
Marketing Fund	$126,972	$185,000	$185,000	0.0%
First Night	$50,000	$47,500	$45,000	-5.3%
Total Expenditures	$4,219,638	$4,271,137	$4,398,018	3.0%
Less: Revenues and Retained Earnings	$763,822	$724,984	$829,407	14.4%
Total General Fund Expenditures	$3,455,816	$3,546,153	$3,568,611	0.6%

*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.

**The City's funding for the Eisenhower Partnership ceases in FY 2011, reflecting a FY 2010 budget decision to phase out funding starting in FY 2010, which puts the partnership on the same footing as other neighborhood business organizations.

*** Non-City funding not estimated.

Highlights

•In FY 2011, the Approved General Fund budget increases the City's overall contribution to economic development activities by $22,458 or 0.6%.

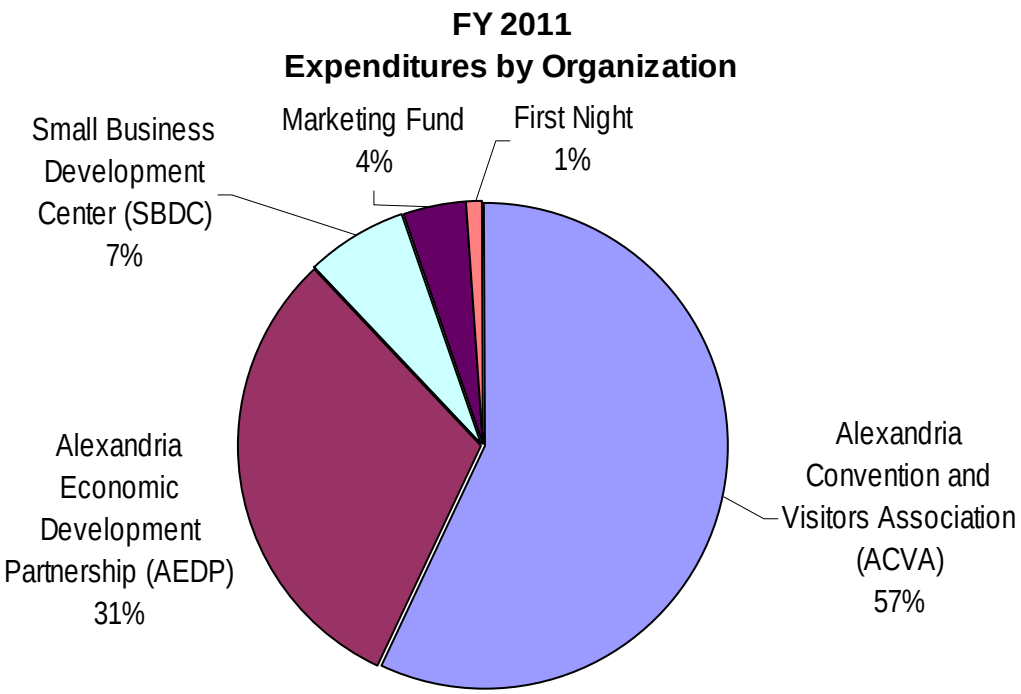
•The FY 2010 Approved Budget contained $300,000 in new funding from contingent reserves for the ACVA ($50,000), the AEDP ($200,000), and the SBDC ($50,000). The FY 2011 Approved Budget continues funding for the three economic development agencies at the current levels by including the contingent reserves in their base budgets.

• During Add/Delete, the City funding for ACVA ($2,300,933) was increased by $12,958 for lease cost increases, and funding for AEDP ($826,178) was increased by $25,000 to fund the Greater Washington Initiative at prior year's levels. SBDC ($211,500) funding was held constant.

•The Approved budget eliminates funding for the Eisenhower Partnership. The City's contribution was reduced from $26,000 in FY 2009 to $13,000 in FY 2010. The remaining City funding is eliminated in FY 2011 in order to put the Partnership on the same footing as other business partnerships that focus on specific geographic areas of the City.

•The Approved budget reduces funding for First Night Alexandria by $2,500 or 5.3%. The City Manager's Proposed Budget had included a funding reduction of $12,500, $10,000 of which was restored during the Add/Delete Process.

Economic Development Activities



Economic Development Activities

Economic Development Activities

- Alexandria Convention & Visitors Association
- Alexandria Economic Development Partnership
- Small Business Development Center
- Marketing Fund

Contact Information

Alexandria Convention and Visitors Association
Stephanie Brown, President and CEO
VisitAlexandriava.com
sbrown@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 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$2,451,225	$2,391,974	$2,498,933
Less Revenues and Use of Contributions to/Retained Earnings*	$89,200	$103,999	$198,000
Net General Fund Expenditures	$2,362,025	$2,287,975	$2,300,933
Program Outcomes			
% change in actualized revenue for hotels	0%	2.3%	0.0%

*Subject to change by ACVA in FY 2011

Activity Data

CONVENTION SALES AND MEETING SUPPORT – The goal of Convention Sales and Meeting Support is to attract conventions, meetings and other large events to the City to generate revenue, thereby reducing the tax burden on residents.	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$1,225,613	$1,195,987	$1,249,467
$ of actualized revenue for hotels	$2,687,112	$2,750,000	$2,750,000
Qualified group tourism leads	724	800	825

DESTINATION MARKETING – The goal of Destination Marketing is to market the City to leisure travelers through paid advertising and earned media to encourage overnght visits to Alexandria.			
Total Expenditures	$490,245	$478,395	$499,787
Lodging Tax Generated	$10,592,806	$11,000,000	$11,300,000
$ of Gross Retail Sales tax collected (City-wide all sales tax categories)	$21,679,635	$24,050,000	$23,900,000

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.			
Total Expenditures	$490,245	$478,395	$499,787
# of visitors	78,000	80,000	82,000

INFORMATION AND OUTREACH – The goal of Information and Outreach is to prepare and distribute printed and electronic materials about the City's history, attractions, restaurants, shops and hotels to maximize the number of people taking advantage of these opportunities.			
Total Expenditures	$122,561	$119,599	$124,947
Website visits	500,000	650,000	800,000

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.			
Total Expenditures	$122,561	$119,599	$124,945
# of accommodation and food service jobs	7,894	TBD	TBD
Number of members	312	320	325

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 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$1,208,234	$1,252,837	$1,368,985
Less Revenues and Use of Retained Earnings*	$487,415	$451,659	$542,807
Net General Fund Expenditures	$720,819	$801,178	$826,178
Program Outcomes			
% of real property tax base representing commercial property	44.0%	43.0%	41.3%

* Subject to change by AEDP in FY 2011

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 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$543,705	$563,776	$570,841
FTE's	2.5	2.5	1.5
% increase in commercial tax base	-1.9%	-10.6%	-7.6%
% increase in level of employment	-1.8%	NA	5.0%
Visits to Alexecon.org website	-	-	40,000
Alexecon.org page views	-	-	120,000
Value of earned media	-	-	TBD

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.			
Total Expenditures	$410,800	$425,964	$313,461
FTE's	1.9	1.9	1.5
# of jobs retained	NA	320	500
Square feet of commercial space leased - retention or expansion	NA	45,000	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.			
Total Expenditures	$132,906	$137,812	$242,341
FTE's	0.8	0.8	1.5
# of applications for Façade Improvement grants	12	2	5
Mayor's Local Business Outreach Program (MLBOP) visits	10	11	20
# of businesses assisted	N/A	100	150

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 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$120,823	$125,284	$242,341
FTE's	0.8	0.8	1.5
# of jobs attracted	NA	150	3,000
Square feet of commercial space leased - new	N/A	78,000	700,000
Commercial (office) vacancy rate	10.2%	11.4%	10.0%
Commercial (office) average rental rate	$31.08	$31.92	$32.50

Small Business Development Center:

The Alexandria Small Business Development Center strengthens small businesses and promotes economic growth by providing quality services such as management consulting, educational programs and access to business resources.

Program Totals	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved*
Total Expenditures	$256,516	$277,700	$300,100
Less Revenues and Use of Retained Earnings**	$86,516	$66,200	$88,600
Net General Fund Expenditures	$170,000	$211,500	$211,500
Program Outcomes			
# of clients assisted	285	290	320

*SBDC budget numbers and measures are on a calendar year. ** Subject to change by SBDC in FY 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 potenial for success and growth.	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$209,061	$226,326	$244,582
FTE's	3.1	3.1	3.1
# of clients assisted	285	290	320
# of clients assisted with economic downturn issues	NA	70	70
Increased sales	$10,538,636	$3,000,000	$6,000,000
Increased jobs (created and retained)	153	150	150
New capital investment	$ 3,701,250	$ 4,000,000	$ 1,800,000

BUSINESS ASSISTANCE - INDIVIDUAL INQUIRIES/INFORMATIONAL MATERIALS - The goal of Business Assistance - Individual Inquiries/Information Materials is to provide timely answers to initial inquiries form 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.			
Total Expenditures	$47,250	$51,152	$55,518
FTE's	0.7	0.7	0.7
# of information mailings/e-mails	300	360	370
# of training events/attendees	503	320	450

Other Economic Development Activities

Program Totals	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$303,663	$348,626	$230,000
Less Revenues	$100,691	$103,126	$0
Net General Fund Expenditures	$202,972	$245,500	$230,000
Program Outcomes			
No Program Outcomes	NA	NA	NA

Activity Data

Eisenhower Partnership - The Eisenhower Partnership is a non-profit organization formed in 1994 to promote the development and redevelopment of the 4.5 mile-long area to the north and south of Eisenhower Avenue between Holland Lane and the western boundary of the City.	FY 2009 Approved	FY 2010 Approved	FY 2011 Approved*
Total Expenditures	$126,691	$116,126	NA
Non-City funding	$100,691	$103,126	NA
City funding	$26,000	$13,000	$0

*For FY 2011, no funding for the Eisenhower Partnernship is included in the Approved budget. Per the FY 2010 budget decision by Council, the City funding for the Eisenhower Partnership is being phased out with a 50% funding reduction in FY 2010 and a reduction to 0% City funding for FY 2011.

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.			
Total Expenditures	$126,972	$185,000	$185,000
Non-City funding	$0	$0	$0
City funding	$126,972	$185,000	$185,000

First Night Alexandria			
Expenditures	$50,000	$47,500	$45,000

Economic Development Activities

Summary of Budget Changes

Expenditure Reductions

Agency	Option	FY 2011 Approved
ACVA, AEDP, and SBDC*	*flat funding*	**$0**
The Approved FY 2010 budget contained $300,000 in contingent reserves for the three economic development organizations, including $200,000 for AEDP for a several initiatives such as a Landmark Mall Area Promotion and Investment Program and a Retail and Restaurant Attraction Program, $50,000 for ACVA for several tourism campaigns, and $50,000 for SBDC to increase its economic sustainability efforts during the recession. The contingent reserve funds have been added to the base budget of each organization in FY 2011, and there is no change in the level of funding Approved in FY 2011 for ACVA, AEDP and SBDC.		
Eisenhower Partnership	*Reduce funding to $0*	**-$13,000**
The Approved Budget eliminates funding for the Eisenhower Partnership. The City's contribution was reduced from $26,000 in FY 2009 to $13,000 in FY 2010. The remaining City funding is eliminated in FY 2011 in order to put the Partnership on the same footing as the other neighborhood business partnerships that focus on specific areas of the City.		
First Night	*Reduce Funding Level*	**-$2,500**
The City Manager's Proposed budget reduced funding for First Night by 26.3% or $12,500. This was to have reduced the City's General Fund contribution from $47,500 to $35,000. It was anticipated that incremental user fees will be able to make up the difference. Council restored $10,000 in the Add/Delete process. The net decrease was $2,500.		

Add/Delete Adjustments

Agency	Add/Delete Adjustments	FY 2011 Approved
AEDP	*Greater Washington Initiative*	**$25,000**
During Add/Delete, Council added $25,000 to AEDP's budget to continue Alexandria's contribution to the Greater Washington Initiative.		
First Night	*Restored $10,000 in funding*	**See Expenditure Reductions**
The City restored $10,000 of the $12,500 reduction included in the City Manager's Proposed Budget.		

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Operating Agencies

PARKS, RECREATION AND CULTURAL

Historic Alexandria..... 17-2
Library..... 17-10
Recreation, Parks and Cultural Activities..... 17-17
Other Recreation Activities 17-35

Historic Alexandria

Mission Statement: The mission of the Office of Historic Alexandria (OHA) is to inspire, educate, and foster an appreciation among members of the public for Alexandria's unique history and historic places in Alexandria.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$2,623,130	$2,306,365	$2,311,179	0.2%
Non-Personnel	$749,485	$730,365	$694,909	-4.9%
Capital Goods Outlay	$0	$4,500	$4,500	0.0%
Total Expenditures	$3,372,615	$3,041,230	$3,010,588	-1.0%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	$465,981	$507,907	$509,013	0.2%
Total Designated Funding Sources	$465,981	$507,907	$509,013	0.2%
Net General Fund Expenditures	$2,906,634	$2,533,323	$2,501,575	-1.3%
Total Department FTE's	29.5	26.9	26.2	-2.7%

Highlights

• In FY 2011, General Fund budget decreases by $31,748 (1.3%).

• FY 2011 personnel costs decrease $4,814 or 0.9% due to the reduction of positions totaling 0.7 FTEs. More information on these position reductions is provided on the OHA summary of budget changes page. This reduction is offset by increases in benefit costs and a step increase.

• Total non-personnel costs decrease $35,456 or 4.9% primarily due to various non-personnel reductions at all of OHA's facilities. These reductions are discussed on the OHA summary of budget changes pages.

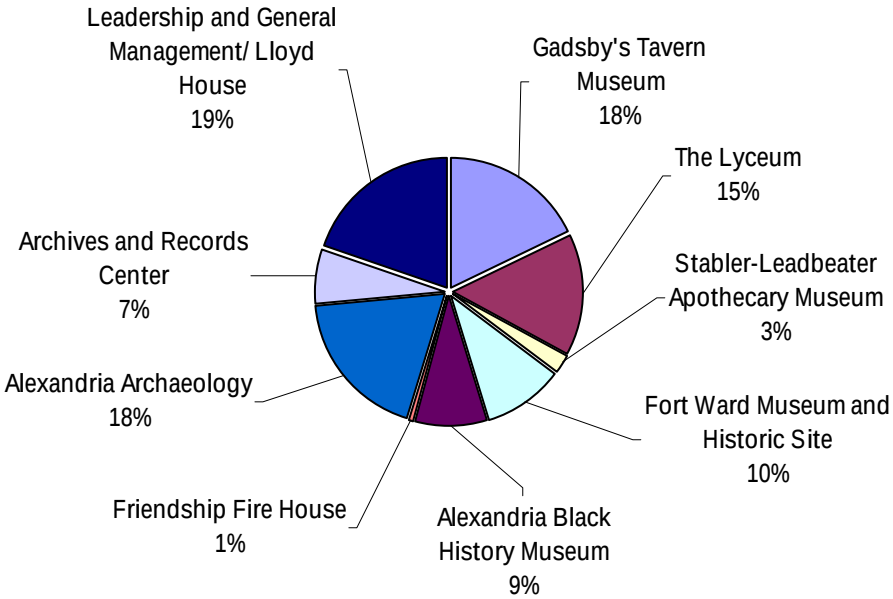
•As a result of these reductions, public access hours will be reduced at the Fort Ward Museum, the Stabler-Leadbeater Apothecary and at Gadsby's Tavern.

•The City Manager's Proposed Budget included the elimination of a 0.5 FTE Museum Technician at Fort Ward. During the Add-Delete process funding for this positions was restored.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of visitors to City historic sites rating their overall experience as good to excellent	95%	95%	95%
% of visitors who state they have gained an appreciation of local history	95%	95%	95%
Total number of visitors/program participants served	149,572	136,500	120,000
Lyceum $ of revenue earned	$ 82,018	$ 100,000	$ 100,000

FY 2011 Approved Expenditures by Activity



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Historic Resources	$3,372,615	$3,041,230	$3,010,588	-1.0%
Total Expenditures	$3,372,615	$3,041,230	$3,010,588	-1.0%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Historic Resources	29.5	26.9	26.2	-2.7%
Total Full Time Equivalents	29.5	26.9	26.2	-2.7%

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

Dept Info

Department Contact Info
703.838.4554
http://oha.alexandriava.gov/

Department Head
Lance Mallamo
703.838.4554
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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$3,372,615	$3,041,230	$3,010,588
Less Revenues	$465,981	$507,907	$509,013
Net General Fund Expenditures	$2,906,634	$2,533,323	$2,501,575
Program Outcomes			
% of visitors to City historic sites rating their overall experience as good to excellent	95%	95%	95%
% of visitors who state they have gained an appreciation of local history	95%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$710,852	$587,256	$592,167
FTE's	3.9	2.9	2.9
Total number of visitors/program participants served	149,572	136,500	120,000
OHA operating costs per resident	$22.55	$22.28	$25.09
% of department outcomes achieved	95%	95%	75%

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.			
Expenditures	$532,585	$532,017	$533,502
FTE's	4.6	4.1	4.1
# of visitors/program participants	23,371	25,000	18,000
Cost per visitor/program participant	$22.79	$21.28	$29.64
% of visitors who rated their experience as good to excellent	98%	95%	95%

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.			
Expenditures	$474,587	$460,355	$454,550
FTE's	4.8	4.8	4.8
# of visitors/program participants	32,186	32,000	32,000
$ of revenue earned	$82,018	$100,000	$100,000
Cost per visitor/program participant	$14.75	$14.39	$14.20
% 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$125,535	$81,619	$78,060
FTE's	1.0	1.0	1.0
# of visitors/program participants	9,515	8,000	7,000
Cost per visitor/program participant	$13.19	$10.20	$11.15
% of visitors who rated their experience and good to excellent	97%	95%	95%

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.			
Expenditures	$345,809	$304,444	$298,903
FTE's	3.6	3.1	3.1
# of visitors/program participants*	25,058	32,000	30,000
Cost per visitor/program participant	$13.80	$9.51	$9.96
% of visitors who rated their experience as good to excellent	96%	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.			
Expenditures	$353,309	$287,253	$267,866
FTE's	3.1	3.1	2.6
# of visitors/program participants	7,226	8,500	6,500
# of public programs provided	84	65	70
Cost per public program provided	$4,206	$4,419	$4,300
Cost per visitor	$48.89	$33.79	$41.21
% of visitors who rate their experience as good to excellent	99%	95%	90%

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.			
Expenditures	$27,499	$29,291	$17,377
FTE's	0.5	0.5	0.3
# of visitors	4,215	5,000	2,500
Cost per visitor	$6.52	$5.86	$6.95
% of visitors who rated their experience as good to excellent	91%	96%	95%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$576,274	$560,079	$567,854
FTE's	5.0	5.0	5.0
# of cubic feet of archaeological collections	3,210	3,300	3,300
# of visitor/program participants	29,570	26,000	24,000
Cost per resident	$4.06	$3.94	$4.00
% 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.			
Expenditures	$226,165	$198,916	$200,309
FTE's	3.0	2.4	2.4
# of boxes received and destroyed	4,251	2,500	2,500
# of research/records requests processed	2,750	1,200	1,200
Cost per box received and destroyed	$53.20	$79.57	$80.12
% of boxes processed that met governmental standards	99%	98%	98%
% of requests fulfilled within five days	98%	95%	95%

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2011 Approved
Multiple	*Various Non-Personnel*	**(0 FTE)**	**($37,334)**
OHA will reduce numerous non-personnel expenditures which include: professional services, building maintenance, printing, subscriptions, and the elimination of the $5,130 annual contribution to Alexandria Pipe and Drums. Relating to professional services, OHA will no longer be able to complete various research and interpretive projects at the Lloyd House, Black History Museum, Lyceum, Fort Ward, Gadsby's Tavern and Archaeology Facility. Additionally, the Archives and Records Center will reduce expenditures to attend best practices conferences.			
Black History Museum	*Unfund Curator I Position*	**(0.5 FTE)**	**($28,798)**
One 20 hour part time Curator I position at the Black History Museum has been unfunded for FY 2011. This action will result in a reduction of curatorial services, exhibits and programs at the Black History Museum. Curatorial duties necessary to maintain collections at Black History will be assumed by the remaining staff at the museum. The position will remain unfilled until funding is restored in the future.			
Friendship Firehouse	*Reduced Operating Hours*	**(.23 FTE)**	**($8,573)**
OHA will reduce the hours (9.2 hours) of a guide position at Friendship Firehouse. Eliminating these hours will result in a reduction of days the museum will be open. The following schedule details the previous and new operating hours: Friday- Previous - 10:00 am to 4:00 pm; New - Closed Saturday- Previous - 10:00 am to 4:00 pm; New - 1:00 to 4:00 pm Sunday- Previous - 1:00 pm to 4:00 pm; New - No Change			
Fort Ward	*Eliminate Museum Technician Position*	**(0.0 FTE)**	**$0**
The City Manager proposed to eliminate one 20 hour part-time Museum Technician position at Fort Ward. City Council approved restoring the funding for this position ($25,516) This position performs a wide variety of maintenance and exhibit preparation tasks throughout the facility and at other OHA facilities.			
Archaeology Museum	*Seasonal Staffing*		**($3,500)**
OHA will reduce the part time roster staff on Thursdays and Sundays at the Alexandria Archaeology Museum. Existing full time staff already work these hours and will work to offset this reduction. The Museum will be closed on Sundays.			

Summary of Budget Changes

Expenditure Reductions, continued

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2011 Approved
Multiple	*Reduced Operating Hours (Seasonal Staffing)*	**(0.0 FTE)**	**($10,311)**

OHA will reduce its operating hours at Fort Ward, Stabler-Leadbeater Apothecary, and Gadsby's Tavern. This will result in part time roster staff (seasonal) savings. The reduction in hours is structured to have the least impact on visitor attendance and when possible are reductions to weekday hours.

Fort Ward
Previous Hours: April-October: Tues-Sat 9-5 and Sun 12-5
November-March: Tues-Sat 10-5 and Sun 12-5
New Hours: Reduce hours on Tuesdays keep other days the same:
April-October: Tues - 12-5
November-March: Tues - 1-4

Stabler-Leadbeater Apothecary
Previous Hours: April-October: Tues-Sat 10-5 and Sun-Mon 1- 5
November-March: Wed-Sat 11-4 and Sun 1-5
New Hours: Year-Round Reduced Hours
Thurs-Sat 1-5 and Sun 1-5

Gadsby's Tavern
Previous Hours: April-October: Tues-Sat 10-5 and Sun-Mon 1-5
November-March: Wed-Sat 11-4 and Sun 1- 4
New Hours: Close during January and February
(Will remain available for school programs, private tours, and special events)

Add-Delete Adjustments

Activity	Add-Delete	FTE	FY 2011 Approved
Fort Ward	*Museum Technician Position*	**0.5**	**$25,516**

The City Manager proposed to eliminate one 20 hour part-time Museum Technician position at Fort Ward. City Council approved restoring the funding for this position ($25,516) This position performs a wide variety of maintenance and exhibit preparation tasks throughout the facility and at other OHA facilities.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change
Personnel	$5,680,967	$5,436,616	$5,657,689	4.1%
Non-Personnel	$1,543,246	$1,297,225	$1,236,815	-4.7%
Capital Goods Outlay	$0	$0	$50,131	0.0%
Total Expenditures	$7,224,213	$6,733,841	$6,944,635	3.1%
Funding Sources				
Internal Service	$0	$0	$50,131	0.0%
Special Revenue Fund	$430,345	$658,870	$646,155	-1.9%
Total Designated Funding Sources	$430,345	$658,870	$696,286	5.7%
Net General Fund Expenditures	$6,793,868	$6,074,971	$6,248,349	2.9%
Total Department FTE's	81.9	80.3	76.4	-5.0%

Highlights

• In FY 2011 the approved General Fund budget increases by $173,378(2.9%).

• FY 2011 personnel costs increase by $221,073, or 4.1%; the increase is mainly due to a decrease in the turnover savings rate (providing $287,435 more, before reductions, to the library than in FY 2010) and other personnel increases including benefit costs and a step increase. This increase is offset by department submitted personnel expenditure reductions totaling $219,403, which includes 4 unfunded FTE's. Detail on these reductions is provided at the end of the library section.

• Total non-personnel costs decrease by $60,410, or 4.7%, due to a reduction in State aid funded expenditures ($12,965) and departmental expenditure reductions ($80,000) described at the end of this section. These decreases are offset by adjustments for the Library's janitorial supplies ($16,500), database system maintenance contract ($14,472) and other minor non-personnel adjustments ($1,583).

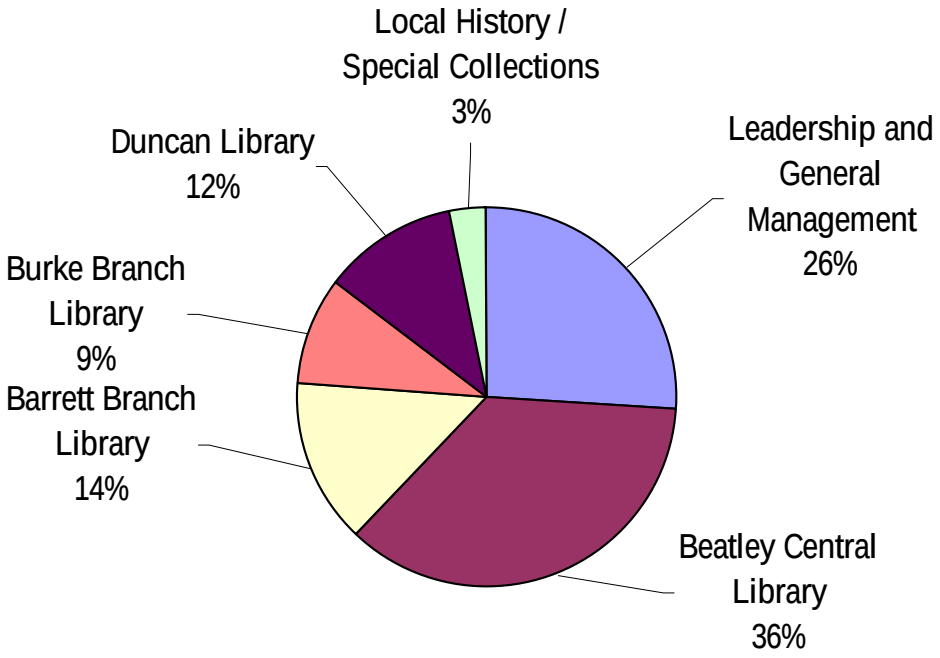
• Revenues increase by $37,416, or 5.7%, due to internal services funding for the scheduled replacement of one of Library's vehicles ($50,131). This increase is partially offset by the loss of State aid funding in the amount of $12,965.

•Library hours were reduced beginning in June 2010 to meet budget reductions. In FY 2011, only the Beatley Central Library will be open on Sundays (See summary of budget changes).

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total number of reference questions answered in all Library branches	581,516	567,500	567,500
Total number of materials circulated/used in all Library branches	1,310,599	1,135,000	1,215,000
Total number of internet sessions in all Library branches	167,378	176,000	171,000
Total number of people attending children's programs in all Library branches	34,030	29,500	31,700
Average cost per action (reference question answered, material circulated, Internet session, children's program attendees) in all Library branches	$2.59	$2.75	$2.63

FY 2011 Approved Expenditures by Activity



Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change
Library Resources	$7,224,213	$6,733,841	$6,944,635	3.1%
Total Expenditures	$7,224,213	$6,733,841	$6,944,635	3.1%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved*	FY 2011 Approved	% Change
Library Resources	81.9	80.3	76.4	-5.0%
Total Full-time Equivalents (FTE's)	81.9	80.3	76.4	-5.0%

*Corrected FY 10 FTE, after staff FY 2010 reductions were finalized the exact FTE count increased slightly (was 80.0).

Library Programs and Activities

Library Resources
- Leadership & General Management
- Beatley Central Library
- Barrett Branch Library
- Burke Branch Library
- Duncan Branch Library
- Local History / Special Collections

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, Supervisory Admin Officer
Jean Gregorio, Fiscal Analyst

Branch Managers
Karen Russell, Beatley Central Library
Luis Labra, Barrett Branch Library
Nelson Cuellar, Burke Branch Library
Renee Di Pilato, Duncan Branch Library
George Combs, Local History/Special Collections

Library Resources Program

The goal of Library Resources is to facilitate public library services for city residents and the general public.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$7,224,213	$6,733,841	$6,944,635
Less Revenues	$430,345	$658,870	$696,286
Net General Fund Expenditures	$6,793,868	$6,074,971	$6,248,349
Program Outcomes			
Citizens' Ratings of Overall Library Services (0% -100% satisfied)	93.6%	92.0%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,760,609	$1,626,026	$1,807,368
FTE's	19.0	20.0	19.5
# of departmental FTEs managed (or supported)	81.9	80.3	76.4
Leadership & Management Support Services expenditures as a % of department total	24.4%	24.1%	26.0%
# of facilities maintained	4	4	4
% satisfaction with facility cleanliness	90%	75%	75%
% of effectiveness targets met	0%	75%	66%

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.			
Expenditures	$2,504,783	$2,460,966	$2,487,354
FTE's	27.4	27.1	27.1
# of reference questions answered	366,184	368,000	368,000
# of materials circulated	573,211	525,000	550,000
# of Internet sessions	80,791	90,000	85,000
# of people attending children's programs	16,266	14,000	16,300
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	$2.42	$2.47	$2.44
Beatley Library turnover rate (# of times each book circulates per year)	3.31	3.04	3.10

Library Resources Program, continued

Activity Data

BARRETT LIBRARY - The goal of Barrett 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,039,002	$1,048,490	$981,319
FTE's	12.6	12.6	10.1
# of reference questions answered	45,500	40,000	40,000
# of materials circulated	275,699	225,000	250,000
# of Internet sessions	24,983	24,000	24,000
# of people attending children's programs	6,552	5,000	5,000
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	$2.95	$3.57	$3.08
Barrett Library turnover rate (# of times each book circulates per year)	3.65	2.99	2.99

DUNCAN LIBRARY - The goal of Duncan 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.			
Expenditures	$884,318	$827,868	$813,878
FTE's	10.0	9.9	8.9
# of reference questions answered	113,152	112,000	112,000
# of materials circulated	289,291	250,000	265,000
# of Internet sessions	22,351	22,000	22,000
# of people attending children's programs	9,640	8,600	8,800
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	$2.04	$2.11	$2.00
Duncan Library turnover rate (# of times each book circulates per year)	3.47	3.04	3.10

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 Public Schools.			
Expenditures	$678,280	$619,281	$646,341
FTE's	8.0	8.0	8.0
# of reference questions answered	40,092	39,000	39,000
# of materials circulated	148,540	125,000	135,000
# of Internet sessions	39,253	40,000	40,000
# of people attending children's programs	1,572	1,900	1,600
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	$2.96	$3.01	$3.00
Burke Library turnover rate (# of times each book circulates per year)	2.49	2.12	2.12

Library Resources Program, continued

Activity Data

LOCAL HISTORY / SPECIAL COLLECTIONS – The goal of Local History is to provide access to information on local history topics in order to further the development of knowledge of Alexandria and Virginia history.	FY 2009 Actual	FY 2010 Approved	FY 2011 Appproved
Expenditures	$357,221	$151,210	$208,375
FTE's	4.9	2.8	2.8
# of reference questions answered	16,588	8,500	8,500
# of materials used	23,858	10,000	15,000
Cost per reference question answered or material used	$8.83	$8.17	$8.87
Local History turnover rate	1.38%	0.59%	0.59%
% satisfaction with Local History's services	90.2%	85.0%	85.0%

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2011 Approved
All	*Materials Budget Reduction*	**(0 FTE)**	**($80,000)**
Reducing the materials budget by 18% from $450,064 to $370,064 will prevent the library from purchasing as many new materials as they currently do. This may cause some patrons to go to other jurisdictions to get their items. The average waiting list for a title on the New York Times best selling list is roughly 3 weeks based on the multiple copies that the Library is able to purchase. Reduction of the budget would limit the number of multiple copies, increasing the wait time on the reserve list by several more weeks. The Library has recently begun to focus on providing material for the non-traditional library user, i.e. eBooks, downloadable audiobooks, etc. The Library will receive complaints when unable to provide additional new titles in these collections.			
All	*Unfunded Positions*	**(1 FTE)**	**($46,322)**
The Library intends to keep some of its vacancies open as a means of achieving personnel savings. Other staff members will work to complete the job duties and fill the hours needed to maintain the existing level of service. Library management will monitor staff morale of staff members and departments which are affected.			
All	*Reduced Hours of Operation*	**(3 FTE)**	**($173,081)**
To avoid closures the Library recommended reducing the hours of its branches from 65 to 50 hours per week and of the central library from 69 to 64 hours per week. In response to citizen requests, a one night opening in each branch was provided in an attempt to meet the varied neighborhood needs. The central library will maintain its original evening hours to provide consistent service and access to books, computers, and community meeting rooms. This reduction in hours will generate significant savings, which will be achieved through keeping existing vacant positions unfilled and reducing temporary seasonal staffing. Following budget approval, the Library revised its hours to the following: Beatley: M-Th 10am-9pm; F 10am-6pm; Sat 10am-5pm; Sun 1pm-5pm Barrett Branch: M 1pm-9pm; T-Th 10am-7pm F 10am-6pm; Sat 10am-5pm Duncan Branch: M-T 10am-7pm; W 1pm-9pm; Th 10am-7pm; F 10am-6pm; Sat 10am-5pm Burke Branch: M-W 10am-7pm; Th 1pm-9pm; F 10am-6pm; Sat 10am-5pm Local History/Special Collections: M 1pm-9pm; T 2pm-7pm; W 10am-7pm; F 10am-6pm; first Saturday of the month 10am-5pm			

Recreation, Parks, & Cultural Activities

Mission Statement: The mission of Recreation, Parks & Cultural Activities 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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$15,083,785	$14,155,294	$14,240,603	0.6%
Non-Personnel	5,211,782	4,774,355	5,156,224	8.0%
Capital Goods Outlay	49,598	295,023	490,882	66.4%
Interfund Transfers	0	0	0	0.0%
Total Expenditures	$20,345,165	$19,224,672	$19,887,709	3.4%
Less Revenues				
Internal Services	$4,405	$250,000	$445,859	78.3%
Special Revenue Funds	421,530	313,740	534,853	41.3%
Total Designated Funding Sources	$425,935	$563,740	$980,712	74.0%
Net General Fund Expenditures	$19,919,230	$18,660,932	$18,906,997	1.3%
Total Department FTE's[1]	201.1	179.0	170.3	-4.9%

[1] The FY 2010 FTE count decreases by 22.1 FTE's. This is attributable to the elimination of 11.6 FTE's (6.0 Park Operations laborers; 1.0 Park Planning Division Chief; 1.8 Recreation Program positions; 1.8 Adminstration Services positions; and 1.0 special revenue funded positions) as well as the unfunding of 10.5 FTE's, which will be held vacant until resources are available to restore funding. Additional details about these unfunded positions can be found at the end of this section in the Unfunded Positions write-up.

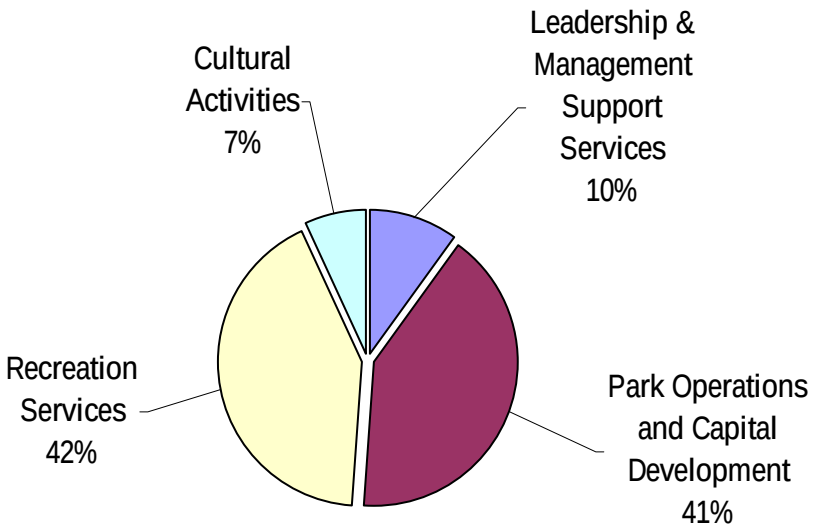
Highlights

- The FY 2011 Approved RPCA General Fund budget increases by a net of $246,065, or 1.3%. This increase is attributable to numerous expenditure additions, reductions, and base budget adjustments on both the personnel and non-personnel side. Details of these changes are described in the RPCA Summary of Budget Changes section.
- FY 2011 personnel costs increase by $85,309 (0.6%). This increase is primarily due to a $300,000 reduction in the amount of turnover savings taken from RPCA, as well as the additional cost of a regular step increase for qualifying employees and the consolidation of Citywide budget authority for Special Events support within RPCA ($267,637). Personnel-related expenditure reductions totaling $518,000 (impacting 6.9 FTE's) mostly offset this growth.
- Total non-personnel costs increase by $381,869 (8.0%) due to multiple base budget adjustments totaling $190,000 (details available in the Adjustments to Maintain Current Service Levels section) and a $187,000 supplemental request for urban forestry maintenance, and the consolidation of Citywide budget authority for Special Events support within RPCA ($74,909).
- A mid-year FY 2010 budget adjustment moved an additional $342,546 ($267,637 personnel; $74,909 non-personnel) in budget authority for Special Events support to the RPCA budget. Of this transferred budget authority, $226,513 came from reimbursements from event sponsors and $116,033 from the General Fund.
- Capital Outlay increases by $195,859 (66.4%) mostly due to the normal, cyclical nature of vehicle replacement. A supplemental adjustment for a new maintenance boat ($47,000) at the City Marina also adds to this increase.
- New fees and adjustments totaling $80,640 in additional General Fund revenues are approved to help offset the expenditures of the Department of Recreation, Parks, and Cultural Activities.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Departmental effectiveness targets met	62%	85%	90%
% of community rating Department services as good to excellent	N/A	95%	95%
# of open space acres protected in accordance with Open Space Master Plan	0.5	2.0	0.5
Average cost per park facility maintained	$21,931	$21,373	$22,671
Cost per youth involved in Recreation Activities	$299	$166	$197
% cost recovery for direct special events support	N/A	N/A	55%

FY 2011 Approved Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Leadership & Management Support Services	$1,870,185	$1,947,804	$1,985,878	2.0%
Park Operations and Capital Development	$8,127,869	$7,798,753	$8,182,479	4.9%
Recreation Services	$8,854,890	$8,035,011	$8,343,590	3.8%
Cultural Activities[1]	$1,492,221	$1,443,104	$1,375,762	-4.7%
Total Expenditures	$20,345,165	$19,224,672	$19,887,709	3.4%

[1] The Arts and Marketing Program has been replaced with the Cultural Activities Program. The funding for the three Activities formerly assigned to Arts and Marketing have been reallocated across the Department, primarily in the new Cultural Activities Program and the Recreation Services Program.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved[4,5]	% Change 2010-2011
Leadership & Management Support Services	21.0	19.3	18.6	-3.4%
Park Operations and Capital Development[2]	75.7	67.4	64.4	-4.5%
Recreation Services	85.6	75.4	79.4	5.4%
Cultural Activities[3]	18.8	17.0	7.8	-54.1%
Total full time equivalents	201.1	179.0	170.3	-4.9%

[2] The FTE count has decreased by 2.0 in FY 2011 due to the transfer of two park laborer positions to T&ES to consolidate trash collection activities.

[3] The FTE's for the old Arts and Marketing Program have been reallocated in FY 2011, with the majority displayed in Cultural Activities and Recreation Services.

[4] RPCA does annual re-estimates of staff time in order to more accurately track the costs of each Activity. This effort is reflected in several small adjustments to Activity FTE counts.

[5] FTE counts may vary slightly due to rounding

RPCA Programs and Activities

Leadership and General Management
- Leadership and General Management
- Information Technology Management

Park Operations and Capital Development
- Park Planning & Dev. Of Open Space
- Park Ops & Facility Maintenance
- Marina Operations
- Natural Resource Management

Recreation Services
- Youth Activities
- Adult Activities
- Neighborhood Recreation Centers
- Aquatics
- Environmental Education

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
Roger Blakeley, Deputy Director
William Chesley, Deputy Director
Leslie Clark, Division Chief
Alissa Carrel, Office of Arts Director
Jack Browand, Marketing, P.R., and Special Events Director

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	9.2%	10.1%	10.0%
Total Expenditures	$1,870,185	$1,947,804	$1,985,878
Less Revenues	$650	$3,000	$3,000
Net General Fund Expenditures	$1,869,535	$1,944,804	$1,982,878
Program Outcomes			
% of departmental effectiveness targets met	62%	85%	90%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,569,294	$1,626,762	$1,683,413
FTE's	18.3	16.6	16.1
# of department FTE's managed	201.1	179.0	170.3
$ amount of departmental expenditures	$20,345,165	$19,224,672	$19,887,709
Leadership & General Management expenditures as a % of total department	9.2%	10.1%	10.0%
% of departmental effectiveness targets met	62%	85%	90%
% of community residents rating the department services/facilities as good to excellent[1]	N/A	95%	95%

[1]Question was planned as part of the City-Wide Community Survey, which was not conducted in FY 2009.

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to provide PC, Recreation System, Network infrastructure and software support to department staff in a timely manner in order to support the Department in its mission.			
Expenditures	$300,891	$321,042	$302,465
FTE's	2.7	2.7	2.5
# of total requests processed	3,047	4,100	3,100
Cost per request processed	$99	$78	$98
% of recreation Help Desk requests responded to within 5 days	89%	90%	90%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	39.9%	40.6%	41.1%
Total Expenditures	$8,127,869	$7,798,753	$8,182,479
Less Revenues	$172,491	$290,000	$480,459
Net General Fund Expenditures	$7,955,378	$7,508,753	$7,702,020
Program Outcomes			
% of mowing operations occuring during 7-10 day scheduled period[1]	70%	60%	10%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$398,432	$508,318	$449,461
FTE's	9.1	7.1	6.1
# of Open Space acres protected in accordance with the Open Space Master Plan	0.5	2.0	0.5
Cost per acre for Open Space purchases	$850,000	$2.4 million	$1.6 million

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 a 7-10 day schedule.			
Expenditures	$5,197,759	$5,065,473	$5,372,954
FTE's	51.1	44.8	42.7
# of athletic fields available for games each year	43	43	43
# of facilities maintained by Park Operations	237	237	237
Average cost per park facility maintained	$21,931	$21,373	$22,671
% of mowing operations occuring during 7-10 day scheduled period[1]	70%	60%	10%

[1] At current funding levels, RPCA performs the vast majority of mowing operations on a 14-day schedule. A 7-10 day mowing cycle is considered the ideal service level, but only the highest priority sites (about 10%) will receive this service in FY 2011.

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.			
Expenditures	$378,522	$417,093	$407,339
FTE's	3.9	3.9	3.4
# of annual visitors	362,164	600,000	600,000
Cost per visitor	$1.05	$0.70	$0.68
% of boaters rating facilities good to excellent	98%	98%	98%

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.			
Expenditures	$2,153,156	$1,807,869	$1,952,725
FTE's	11.6	11.6	12.2
# of urban forestry work orders completed	2,202	3,500	2,500
Cost per work order completed	$978	$517	$781
% of contractual forestry maintenance which is planned and preventative	20%	N/A	20%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	43.5%	41.8%	42.0%
Total Expenditures	$8,854,890	$8,035,011	$8,343,590
Less Revenues	$238,635	$254,447	$254,447
Net General Fund Expenditures	$8,616,255	$7,780,564	$8,089,143
Program Outcomes			
% of residents reporting they are satisfied with programs in which they participated	97%	99%	99%

Activity Data

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$2,119,267	$1,662,137	$1,626,890
FTE's	16.6	15.6	15.1
# of youth (18 and under) registrations in youth activities	7,086	10,000	8,250
Cost per youth involved in Recreation Activities	$299	$166	$197
% 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.			
Expenditures	$1,194,555	$1,117,482	$1,222,927
FTE's*	7.1	5.6	10.3
# of registrations in adult recreation activities	7,500	8,000	8,000
Cost per registration	$159	$140	$153
% of participants reporting satisfaction with adult classes	99%	99%	99%

* FY 2011 FTE count includes the Senior Programming and Therapeutic Recreation programs, which were transferred from the eliminated Community Outreach and Education Activity.

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, and their families in a safe and healthy environment.			
Expenditures	$3,765,426	$3,460,677	$3,588,601
FTE's	48.2	40.9	39.9
# of registered users of Recreation Centers	4,343	12,000	4,000
Cost per registration	$867	$288	$897
% of participants reporting satisfaction with Centers	98%	99%	99%

Recreation Services Continued

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,496,017	$1,450,034	$1,565,778
FTE's	9.7	9.2	9.9
# of visits to aquatic facilitities	83,500	115,000	84,000
Cost per user	$18	$13	$19
% of participants reporting satisfaction with aquatic facilties	99%	99%	99%

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.			
Expenditures	$279,625	$344,681	$339,394
FTE's	4.2	4.2	4.2
# of visits to the Nature Center	14,806	7,300	15,500
Cost per visitor	$19	$47	$22
% of participants reporting satisfaction with Nature Center Programs	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of Total All Funds Budget	7.3%	7.5%	6.9%
Total Expenditures	$1,492,221	$1,443,104	$1,375,762
Less Revenues	$14,159	$16,293	$242,806
Net General Fund Expenditures	$1,478,062	$1,426,811	$1,132,956
Program Outcomes			
% cost recovery for direct special events support	N/A	N/A	55%

Activity Data

COMMUNITY OUTREACH & EDUCATION - The goal of Community Outreach and Education Activity is to promote and educate the residents and draw visitors on behalf of the Department and the City about activities to provide life long learning and leisure activities.[1]	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$189,127	$202,508	
FTE's	4.0	4.0	
# of promotional activities	160	200	
Cost per promotional activity	$1,182	$1,013	
Participation rate per 1,000 residents (in RPCA programs)	N/A	300	

[1] The Community Outreach and Education Activity has been eliminated for FY 2011. The budget authority and FTE's have been allocated Adult Activities (Therapeutic Recreation; Senior Programs) and the Leadership and Management Activity (RPCA Marketing).

VOLUNTEER RESOURCES – The goal of the Volunteer Resources Activity is to recruit, manage and support volunteer activities within the department in order to provide the volunteer with an opportunity to serve the community.[2]			
Expenditures	$128,382	$135,188	
FTE's	1.9	1.9	
# of volunteer hours provided	32,000	40,000	
$ value of in-kind volunteer time	$648,000	$750,800	
Value of in-kind volunteer time as a % of RPCA budget	3.4%	3.8%	

[2] The Volunteer Resources Activity has been eliminated. While RPCA staff continues to seek volunteer assistance whenever possible to support Department programs and activites, these costs and FTE's will now be displayed within the specific activity of the budget.

Cultural Activities, Continued

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.[4]	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$412,172	$460,660	$442,929
FTE's	6.4	5.4	1.9
Dollars ($'s) granted (including $5,000 from Virginia Commission for the Arts)	$214,937	$184,937	$184,937
# of funded acitivities by grant recipients	999	859	859
# of people reached through acitivities by grant recepients	223,590	192,287	192,287

[4] This is a new activity in the FY 2011 Approved Budget. It contains all the FTE's and budget authority from the eliminated Cultural Opportunities Activity with the exception of those associated with the Durant Center.

DURANT CENTER - The goal of the Durant 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.[5]			
Expenditures	$353,635	$263,173	$272,577
FTE's	3.6	3.6	3.6
# of paid facility rentals	188	N/A	188
Cost per facility rental	$1,881	N/A	$1,450
Facility revenue generated	$50,693	N/A	$55,000
% of participants satisfied with facility rental at Durant Center	100%	99%	99%

[5] This is a new activity in the FY 2011 Approved Budget. It contains the FTE's and budget authority associated with the Durant Center from the eliminated Cultural Opportunities.

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.[6]			
Expenditures	$408,906	$381,575	$660,256
FTE's	2.9	2.1	2.3
# of special events supported	150	164	160
Cost per special event supported	$2,726	$2,327	$4,127
% cost recovery for direct special events support	N/A	N/A	55%
% of participants reporting satisfaction with events	100%	99%	100.0%

[6] This activity has been transferred from the Recreation Services Program for FY 2011. In addition, the consolidation of Citywide special events support budget authority from other City Departments adds $342,546 ($227k special revenues; $116k General Fund) in expenditure authority to this Activity, but does not increase the overall costs of special events to the City.

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2011 Approved
IT Management	*Cityworks Annual Maintenance*	**$6,421**
The RPCA budget is increasing by $6,421 for the annual maintenance contract costs for the Cityworks software system. Cityworks is the maintenance management and work order system for both RPCA and T&ES.		
Park Operations	*Pest Control Contract*	**$9,450**
The contractual costs for pest control services have increased by $9,450. These services are provided at RPCA facilities and locations throughout the City.		
Park Operations	*Warwick Pool Lease Agreement*	**$11,000**
Following the land ownership transfer of the Warwick Pool site from the Helen Chapman Trust to the Virginia Theological Seminary, the annual lease costs for the City increased by $11,000.		
Park Operations	*Mowing Services Contract*	**$60,000**
The cost of contracted mowing service for the City has increased by 14% in 2010. Specifically, this contract provides mowing, trimming, edging, and mulching. The $420,000 budget for these services is being increased by $60,000 in FY 2011 to maintain the current service levels. This adjustment will provide sufficient budget for the typical 40-week mowing season.		
Natural Resources	*Schools Landscaping Maintenance*	**$15,000**
As a component of major renovation work at George Washington, Hammond, and Minnie Howard schools, Alexandria City Public Schools installed new horticultural zones on these sites. The horticultural budget is increasing by $15,000 to maintain these plantings.		
Park Operations	*Fort Ward Manager on Duty*	**$14,400**
Starting this past summer, RPCA now staffs a Manager-on-Duty (MOD) at Fort Ward Park during weekends and holidays in April through October. This position provides oversight and management of the park to help assure visitors honor facility regulations. The MOD also performs some custodial and park labor work in order to keep the facility clean and safe during weekends and holidays. The cost of this service is $14,400.		
Park Operations	*Alexandria Aces Staff Support*	**$7,780**
In FY 2011, the Alexandria Aces will have sixteen individual games and four doubleheaders (total of twenty-four games or twenty events) at Frank Mann Field. RPCA will need to provide one staff person per event to prepare the field, operate the lights, and assist with any facility issues that might arise during events. The RPCA budget is being adjusted by $7,780 for the corresponding overtime costs for this staff support ($4,980) as well as the additional electricity costs ($2,800) for operating the lights. The estimated annual General Fund revenues from the Aces rental fees total $19,200.		

Summary of Budget Changes

Maintain Current Service Levels, continued

Activity	Adjustment	FY 2011 Approved
Park Operations	*New Open Space Maintenance*	**$4,680**
The City recently acquired new property at 3550 Commonwealth Avenue. The annual cost to add this property to the 14-day mowing schedule is $4,680.		
Special Events	*Unique Special Events*	**$10,000**
Each year the City provides support for unplanned, one-time special events. Past examples of such events include the dedication of President Ford's funeral, Presidential visits, and the Virginia Tech candlelight vigil. The average annual cost to the City for events such as these has been around $10,000 over the past three years. The special events budget will be increased by this amount in anticipation of future events like these.		
TOTAL		**$138,731**

Supplemental Adjustments

Activity	Adjustment	FTE's	FY 2011 Approved
Marina Operations	*Maintenance Boat*		**$47,000**
The City's previous maintenance boat at the City Marina was taken out of service after more than 20 years of service. The Marina's boat is needed to provide maintenance tasks such as removing debris from slips as well as servicing pilings, sea walls, and other water-based equipment and objects. The boat is also needed to provide early response for water rescues until either the Fire Department's boat or the Coast Guard can arrive. A specialized design is required for this boat that provides both durability and maneuverability, as well as a low beam that allows for access under marina piers. The $47,000 for this purchase will be provided from funds in the City's Equipment Replacement Fund.			
Natural Resources	*Urban Forestry Maintenance*		**$187,000**
In the FY 2010 Approved, the budget for urban forestry maintenance was reduced by $182,000. The resulting service impact of this reduction was the elimination of scheduled, preventative maintenance activities. By adding $187,000 to the urban forestry budget, RPCA will be able to remove an additional 100 dead or dying trees, as well as prune an additional 200 trees, which will help alleviate some City concerns. This additional budget will also enable the City to restore a regularly scheduled tree maintenance program on main arterials. This is consistent with the City's Urban Forestry Master Plan.			
TOTAL			**$234,000**

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2011 Approved
Leadership & Management	*Administrative Services Positions*	**(3.0)**	**($351,618)**
Three vacant positions (3.0 FTE's) in the administrative services division will be unfunded in FY 2011 and will be held vacant until such a time that sufficient resources are available to restore funding. These positions include a Deputy Director ($156,886; formerly Arts and Marketing), Administrative Services Division Chief ($116,740), and an Administrative Officer II ($77,992). Although the functions and responsibilities of these positions will be absorbed by existing RPCA staff, this reduction in administrative staff will limit RPCA's oversight and management abilities on fiscal, information technology, human resources, and administrative services issues.			
Park Operations	*Athletic Field Restroom Policy*	**0**	**($11,000)**
In accordance with regular industry practices, RPCA will begin closing restrooms at athletic field facilities during periods when these facilities are not scheduled. This policy change is consistent with that of most park operations and will save the City $11,000 each year through somewhat reduced staff time and materials associated with cleaning these facilities. This expenditure reduction, combined with the increased athletic field rental rate (see "fees for services"), responds to escalating costs of cleaning and maintaining restroom facilities.			
Park Operations	*Alleyway Maintenance Program*	**0**	**($12,370)**
Beginning in FY 2011, RPCA will no longer provide weed-removal and trash pick-up in City alleyways at a savings of $12,370. This service has historically been irregular in both timing and location. Elimination of the service will only have a marginal impact on the existing conditions in the City's alleyways.			
Natural Resources	*Horticultural Program*	**0**	**($50,000)**
This $50,000 reduction option reduces the City's horticultural service level in several areas of the City. More specifically: no new or replacement plantings on the Washington Street urban deck ($5,000); no annuals at City portals ($5,000); no trash removal service at rented garden plots, but new compost areas would be added ($15,000); plantings along the waterfront at the marina and in parks would be reduced by 50% ($5,000); Washington Street median strips would only have annual plantings on the endcaps ($10,000); no flowers would be planted at the King Street Metro ($3,000) or the Masonic Temple ($2,000); and Founders Park would have no fall or winter flowers.			
Adult Activities	*Senior Programs Coordination*	**(0.8)**	**($41,893)**
The City is restructuring the coordination of RPCA's Senior Programs to add efficiency. Program management will be absorbed by the Teen Programs coordinator position and will not impact the current service levels of either the Teen or Senior Programs. The result of this efficiency is the elimination of a 0.8 FTE position and a savings of $41,893.			
Youth Activities	*Durant/Jefferson Houston After School Program*	**(0.95)**	**($45,516)**
RPCA had no registrations for the after-school program at Durant Center / Jefferson Houston School in fall of FY 2010. The staff assigned to supporting this program has been reassigned to other program areas in the Department. This option will be dropped for FY 2011 and any future demand for this service will be picked up at the Charles Houston Recreation Center. This option results in the elimination of 0.95 FTE's and an annual savings of $45,516.			

Summary of Budget Changes

Expenditure Reductions, continued

Activity	Reduction Option	FTE's	FY 2011 Approved
Neighborhood Centers	*Recreation Services Positions*	**(2.1)**	**($79,400)**
Four vacant recreation service positions (2.1 FTE's) will be unfunded in FY 2011 and will be held vacant until such a time that sufficient resources are available to restore funding. The responsibilities of these positions have already been absorbed by existing staff and RPCA will continue under that model until funding for these positions is restored. The service impact of this $79,400 reduction will be negligible.			
TOTAL		**(6.9)**	**($591,797)**

Fee Adjustments

Activity	Fee Adjustment	FY 2011 Approved
Park Operations	*Field Rental Fee*	**$13,440**
The hourly rates for field rentals will increase by $10 per hour in FY 2011, yielding an additional $13,440 in revenues. The new rates will be as follows: artificial turf field without lights, $115/hour; artificial turf field with lights, $167/hour; natural turf field without lights, $63/hour; and natural turf field with lights, $115/hour. This fee increase, combined with the athletic field restroom policy change (expenditure reduction), responds to escalating costs of cleaning and maintaining restroom facilities.		
Park Operations	*Garden Plot Rental Fee*	**$4,000**
The City currently charges $45 per year for a 300 sq.ft. garden plot and $20 per year for a 150 sq. ft. plot. The waiting list for these plots is over 100 people at this time. This option would eliminate half plots (150 sq.ft.) and expand the total number of full plots from 189 to 200. The rental rate for a 300 sq.ft. garden plot would be increased to $55 per year. This plan will better meet market demand for garden plot rental service and should realize an additional $4,000 in revenues each year.		
Adult Activities	*Adult Fitness Fee*	**$30,000**
Beginning in FY 2011, the City will implement a new fee for adults to use the fitness rooms at Nannie Lee, William Ramsay, Charles Houston, and Cora Kelly Recreation Centers. This fee will apply to fitness room use only, and use of gymnasiums and game rooms at these facilities will continue to be free during non-programmed (i.e. sports leagues and rentals) operating hours. The proposed fee structure would generate about $30,000 in new revenues. Neighboring jurisdictions provide similar services at fee levels higher than this proposal.		

Fee Structure

Resident Annual Pass: $100	Resident 10-visit Pass: $35
Non-resident Annual Pass: $200	Non-resident 10-vist Pass: $75
Resident 3-month Pass: $30	Resident 20-visit Pass: $60
Non-resident 3-month Pass: $80	Non-resident 20-visit Pass: $135
Resident 6-month Pass: $50	Single Use Resident "Guest" Pass: $4
Non-resident 6-month Pass: $145	Single Use Non-resident "Guest" Pass: $8

Summary of Budget Changes

Fee Adjustments, continued

Activity	Fee Adjustment	FY 2011 Approved
Youth Activities	*Youth Sports Registration Fee*	**$15,200**
This option increases the registration cost from $25 to $30 for youth sports leagues and programs managed by the City. This includes activities such as youth football, cheerleading, youth basketball, volleyball, and others. The City would continue to provide scholarships for qualified applicants. The additional revenues from this increase would equal approximately $15,200. The City's registration rates for youth sports programs would still be considerably lower than surrounding jurisdictions, but would move closer to market rates.		
Youth Activities	*Youth Sports Field Use Fee*	**$18,000**
The field use fee for non-City managed youth sports leagues (i.e. Alexandria Soccer, Little League, and Lacrosse) increases from $5 to $10 per registrant per season. This rate increase moves the City closer to market rate and generates approximately $18,000 in additional revenues annually. The revenues help offset a portion of the ever-increasing costs of maintaining the quality athletic fields required for these sports leagues. The City would continue to provide scholarships for qualified applicants.		
TOTAL		**$80,640**

Summary of Budget Changes

In FY 2010, RPCA had 10.5 FTE's unfunded in order to balance the General Fund Operating Budget. The FY 2011 Approved Budget includes an additional 5.1 FTE's unfunded. All of these positions will be held vacant until such a time that sufficient resources are available to restore funding.

Unfunded Position Reduction Options

Activity	Unfunded Positions	FTEs	FY 2011 Approved
Youth Activities	*Recreation Services Division Chief*	**-1.0**	**($110,141)**

In the FY 2010 Approved Budget, the Recreation Services Division Chief for Youth Activities was unfunded. The oversight of Youth Sports and other youth classes and programming has been absorbed by other senior staff members in the division. This reduces the ability of Recreation Services to analyze program offerings and performance and make quick, market-based decisions as necessary. These positions will be held vacant until such a time that sufficient resources are available to restore funding.

Neighborhood Centers	*Recreation Centers Staff*	**-9.7**	**($536,885)**

In the FY 2010 Approved Budget, 7.5 vacant FTE's (12 unique PT and FT positions) at the City's seven neighborhood recreation centers were unfunded. In the FY 2011 Proposed, an additional 2.1 FTE's (4 unique PT positions) were also unfunded. The primary service impact of these decisions has been the simplification of programming offered at the Out-of-School Time programs, but a secondary impact has been a slight reduction in operating hours at some of the centers. In the case of shortened hours at the centers, these decisions have only been made in cases where facility use was particularly low at certain hours. They will be held vacant until such a time that sufficient resources are available to restore funding.

Leadership and General Mgmt	*Administrative Services Staffing*	**-3.0**	**($351,618)**

Three vacant positions (3.0 FTE's) in the administrative services division will be unfunded in FY 2011 and will be held vacant until such a time that sufficient resources are available to restore funding. These positions include a Deputy Director ($156,886; formerly Arts and Marketing), Administrative Services Division Chief ($116,740), and an Administrative Officer II ($77,992). Although the functions and responsibilities of these positions will be absorbed by existing RPCA staff, this reduction in administrative staff will limit RPCA's oversight and management abilities on fiscal, information technology, human resources, and administrative services issues.

Adult Sports	*Recreation Leader III*	**-0.6**	**($23,040)**

In the FY 2010 Approved Budget, a 0.6 FTE position supporting the Adult Sports program was unfunded. While the job duties have been absorbed by existing staff, the additional workload reduces the ability of program supervisors to analyze program offerings and performance and make quick, market-based decisions as necessary.

Summary of Budget Changes

Unfunded Positions, continued

Activity	Unfunded Positions	FTEs	FY 2011 Approved
Aquatics	*Recreation Leader III*	**-0.5**	**($23,197)**
In the FY 2010 Approved Budget, a 0.5 FTE position supporting the aquatics program at Chinquapin Center was unfunded. While the job duties have been absorbed by existing staff, the additional workload reduces the ability of program supervisors to analyze program offerings and performance and make quick, market-based decisions as necessary.			
Special Events	*Recreation Supervisor I*	**-0.8**	**($46,540)**
In the FY 2010 Approved Budget, a 0.8 FTE position supporting the special events program was unfunded. While the job duties have been absorbed by existing staff, the additional workload reduces the ability of program supervisors to focus on maximizing cost recovery efforts because more of their time is being spent of event planning.			
Total General Fund Reductions		**-15.6**	**-$1,091,421**

Miscellaneous RPCA Data

FY 2011
RPCA General Fund Expenditures and Revenues

	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
General Fund Expenditures	$19,919,230	$18,660,932	$18,906,997
General Fund Revenues			
General Parks & Recreation	$989,000	$1,085,230	$1,165,870
Chinquapin Recreation Center	$810,000	$839,998	$839,998
Total Revenues	$1,795,433	$1,925,228	$2,005,868
NET GENERAL FUND IMPACT	$18,123,797	$16,735,704	$16,901,129

FY 2011 Public Recreation Statistics	
Total Acreage	964.62
Facilities:	#
Playgrounds	46
Gymnasiums	16
Swimming Pools	7
Basketball Courts	25
Tennis Courts	39
Athletic Fields	56
Dog Parks	17

Alexandria Commission for the Arts

Alexandria Commission for the Arts FY 2010 Grant Awards			
Organization	Type	Discipline	Award
Alexandria Choral Society	Operating	Music	$9,000
Alexandria Citizens Band	Project	Music	$1,811
Alexandria Harmonizers	Operating	Music	$10,565
Alexandria Performing Arts Association	Operating	Interdisciplinary	$7,684
Alexandria Singers	Operating	Music	$9,447
Alexandria Symphony Orchestra	Operating	Music	$10,677
Art League, The	Operating	Visual Arts	$11,180
Choreographers Collaboration Project	Project	Dance	$4,773
Del Ray Artisans	Operating	Visual Arts	$10,129
Eclipse Chamber Orchestra	Project	Music	$10,230
EcoVoce	Operating	Music	$2,356
Empowered Women International	Project	Visual Arts	$10,342
First Night Alexandria	Operating	Interdisciplinary	$11,180
Jane Franklin Dance Company	Project	Dance	$3,612
Kathy Harty Gray Dance Theatre	Operating	Dance	$6,754
Little Theatre of Alexandria	Operating	Theatre	$10,453
MetroStage	Operating	Theatre	$9,783
National Rehabilitation Association	Project	Dance	$3,913
Northern Virginia Fine Arts Association	Operating	Visual Arts	$10,677
Port City Playhouse	Operating	Theatre	$5,027
Virginia Bronze Handbells	Operating	Music	$3,179
Virginia Opera Company	Project	Music	$6,970
WA Balalaika Society	Project	Music	$5,078
WA Metropolitan Philharmonic	Operating	Music	$10,117
TOTAL FY 2010 GRANTS			$184,937

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$0	$0	$0	0.0%
Non-Personnel	284,006	288,814	288,814	0.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$284,006	$288,814	$288,814	0.0%
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	$284,006	$288,814	$288,814	0.0%
Total Department FTE's	0.0	0.0	0.0	0.0%

Highlights

• The overall operating budget request for all member jurisdictions of the Northern Virginia Regional Park Authority remains unchanged in FY 2011 from the FY 2010 Approved Budget. NVRPA has kept the per capita rate for appropriations flat for the fourth consecutive year.

• Additionally, in order to ensure that jurisdictional appropriations remain unchanged from FY 2010, NVRPA did not update population figures for FY 2011.

• In order to keep jurisdictional subsidies flat, NVRPA has reduced full-time staffing by 4% over the past year. The organization has also continued to diversify enterprise operations in order to enhance other revenue sources.

Selected Performance Measures

Selected Performance Measures*	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
# of Carlyle House Lesson Plans Meeting Virginia Standards of Learning (SOL)	5	6	7
# of Carlyle House Community Partnerships Developed	4	5	6
Carlyle House Daily Tour Attendance	12,185	12,500	12,500
# of Cameron Run Picnic Shelter Rentals	65	76	76
% Increase in Cameron Pool Season Pass Sales	2.0%	5%	5%
Average $ Amount Guests Spent on Food & Beverages	$4.09	$4.02	$3.91

*Reported by the NVRPA

Summary Table

Jurisdiction	Population	Percent	Operating Budget Request
City of Alexandria	140,024	8.40%	$288,814
Arlington County	204,568	12.26%	$421,942
City of Fairfax	23,349	1.40%	$48,160
Fairfax County	1,010,241	60.57%	$2,083,723
City of Falls Church	10,948	0.66%	$22,581
Loudoun County	278,797	16.72%	$575,047
Total	**1,667,927**	**100%**	**$3,440,267**

Operating Agencies

PUBLIC WORKS

Transportation and Environmental Services……18-2
Transit Subsidies……..18-29

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 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Personnel	$16,504,165	$16,395,582	17,318,236	5.6%
Non-Personnel	13,293,405	13,106,234	13,107,235	0.0%
Capital Goods Outlay	0	826,978	2,191,161	165.0%
Interfund Transfers	1,426,868	6,078,871	7,634,426	25.6%
Total Expenditures	$31,224,438	$36,407,665	$40,251,058	10.6%
Less Revenues				
Internal Services	$0	$826,960	2,181,661	163.8%
Sanitary Sewer Fund	2,807,544	7,654,514	7,742,500	1.1%
Stormwater Management Fund	0	0	2,315,715	-
Special Revenue Funds	1,107,376	708,864	434,942	-38.6%
Total Designated Funding Sources	$3,914,920	$9,190,338	$12,674,818	37.9%
Net General Fund Expenditures	$27,309,518	$27,217,327	$27,576,240	1.3%
Total Department FTE's	213.0	206.0	203.0	-1.5%

Highlights

•The General Fund budget increases by $358,913, or 1.3%, in FY 2011 due to the following adjustments:

• Personnel expenditures increase by $922,654, or 5.6%, due to the addition of two new sanitary sewer fee-funded engineering positions for sanitary sewer projects, the inclusion in the budget of funding for merit/step increases for employees, and reduced turnover savings. These increases are partially offset by the elimination of one Mount Vernon Avenue white wing cleaner position and four special revenue funded development review positions primarily due to a slowdown of development activity in Eisenhower East.

• Capital Goods Outlays increase by $1,364,183, or 165.0%. All but $6,000 of these expenditures is for non-General Fund vehicle replacement costs in the equipment replacement fund resulting from the cyclical nature of the vehicle replacement schedule. The remaining $6,000 is one-time computer equipment and office supply funding for the two new sanitary sewer engineers.

(continued on the next page)

• Interfund Transfers increase by $1,555,555, or 25.6%, due to an increase in the sanitary sewer fund cash capital transfer to capital projects resulting from an increase in the sanitary sewer maintenance fee from $1.00 per 1,000 gallons of water used to $1.25 per 1,000 gallons used and the creation of a new stormwater management fund and dedicated real estate property tax of 0.5 cent per $100 assessed value to fund stormwater capital projects.

• The residential refuse collection fee increases by $5, from $331 to $336, to fund new larger, covered residential recycling carts to increase residential recycling rates. A number of other fees increase, including parking meter rates from $1.00 per hour in Old Town and $1.25 in Eisenhower East/Carlyle to $1.75 City-wide, towing fees from $100 to $125, the impound lot service charge from $70 to $80, the impound lot daily storage fee from $30 to $40, the right-of-way permit fee from $45 to $100 to achieve full cost recovery, the excavation fee from $150 to $200 to achieve full cost recovery, and the solid waste hauler permit fee from $200 to $300.

T&ES Programs and Activities

Leadership & Management Support
- 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

Alternative Transportation Planning & Support
- Regional Transportation Planning
- Alternative Transportation Promotion
- Paratransit Services Administration
- Bicycle & Pedestrian Coordination

Dept Info

Department Contact Info
703.746.4025
www.alexandriava.gov/tes

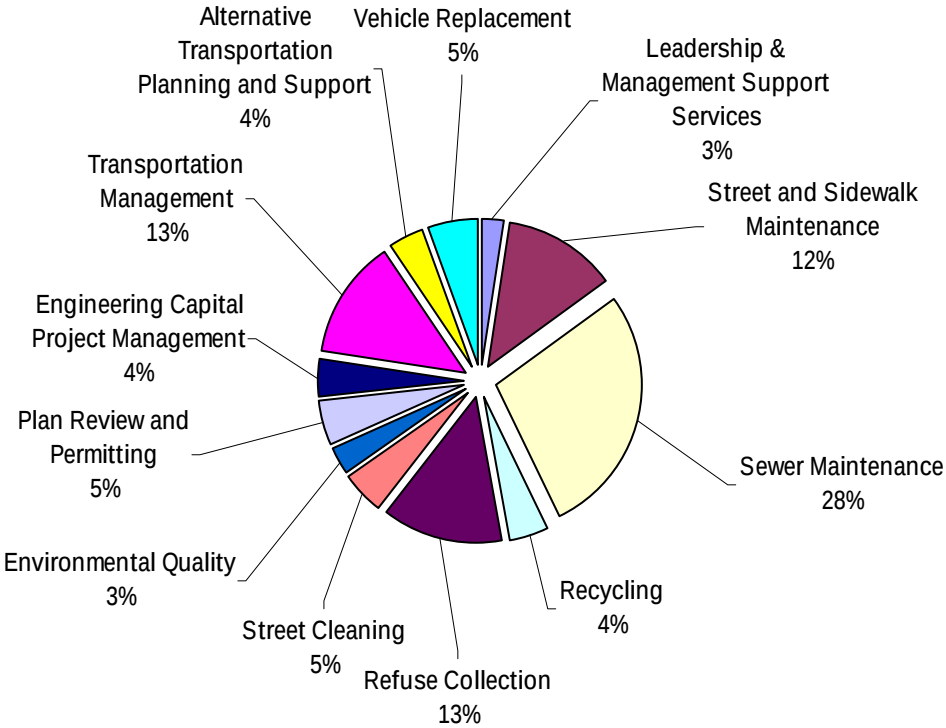
Department Head
Rich Baier, Director
703.746.4025
rich.baier@alexandriava.gov

Department Staff
Emily Baker, City Engineer
Abi Lerner, Deputy Director for Transportation
Doug McCobb, Deputy Director for Operations
Bill Skrabak, Director, Office of Environmental Quality
Antonio Baxter, Administrative Services Division Chief

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% of department-wide performance outcomes and goals achieved	69%	70%	70%
% of streets and sidewalks in good to excellent condition	NA	90%	90%
% of sanitary sewers operational	100%	100%	100%
% of storm sewer repairs completed within 3 working days	80%	85%	85%
% of citizens who use alternative transportation as indicated through a bi-annual survey	NA	26%	34%
% of the waste stream diverted by recycling	26%	32%	32%
% of customers who rate refuse collection as good to excellent	NA	90%	98%

FY 2011 Approved Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change
Leadership & Management Support Services	$1,465,983	$1,085,208	$1,052,051	-3.1%
Street and Sidewalk Maintenance	5,504,269	4,953,235	4,980,760	0.6%
Sewer Maintenance	4,163,550	8,773,114	11,186,784	27.5%
Recycling	1,053,232	1,268,402	1,749,676	37.9%
Refuse Collection	5,164,817	5,971,936	5,382,235	-9.9%
Street Cleaning	1,716,326	1,773,102	1,967,976	11.0%
Environmental Quality	1,271,908	1,102,155	1,219,035	10.6%
Plan Review and Permitting	2,934,981	2,449,307	2,027,612	-17.2%
Engineering Capital Project Management	1,347,866	1,493,082	1,586,021	6.2%
Transportation Management	5,059,119	5,148,321	5,262,683	2.2%
Alternative Transportation Planning and Support	1,542,388	1,562,843	1,654,564	5.9%
Vehicle Replacement	0	826,960	2,181,661	163.8%
Total Expenditures	$31,224,439	$36,407,665	$40,251,058	10.6%

Any significant changes in program expenditures are explained in the following program and activity detail pages.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved	% Change 2009-2011
Leadership & Management Support Services	8.3	8.3	7.8	-6.1%
Street and Sidewalk Maintenance	22.0	20.6	20.6	0.0%
Sewer Maintenance	23.9	23.7	27.3	15.3%
Recycling	7.6	5.1	5.0	-2.2%
Refuse Collection	34.0	34.6	35.0	1.1%
Street Cleaning	18.2	20.3	19.5	-4.2%
Environmental Quality	8.5	8.3	8.9	7.0%
Plan Review and Permitting	41.3	27.8	21.1	-24.2%
Engineering Capital Project Management	7.9	15.4	15.6	1.0%
Transportation Management	31.9	31.5	32.1	1.9%
Alternative Transportation Planning and Support	9.4	10.4	10.3	-1.4%
Total FTE's	213.0	206.0	203.0	-1.5%

Any significant changes in program staffing are explained in the following program and activity detail pages. Other changes are due to minor reallocations of staff time to reflect workload.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	4.7%	3.0%	2.6%
Total Expenditures	$1,465,983	$1,085,208	$1,052,051
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,465,983	$1,085,208	$1,052,051
Program Outcomes			
% of department-wide performance outcomes and goals achieved	69%	70%	70%
T&ES operating expenditures per capita	$218	$252	$268

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,465,983	$1,085,208	$1,052,051
FTE's	8.3	8.3	7.8
# of department FTEs managed	213.0	206.0	203.0
$ amount of departmental expenditures	$31,224,438	$36,407,665	$40,251,058
Leadership & Management Support Services expenditures as % of department total	4.7%	3.0%	2.6%
% of departmental effectiveness targets met	69%	70%	70%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	17.6%	13.6%	12.4%
Total Expenditures	$5,504,269	$4,953,235	$4,980,760
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$5,504,269	$4,953,235	$4,980,760
Program Outcomes			
% of streets and sidewalks in good to excellent condition[1]	NA	90%	90%
Average pavement condition rating[2]	NA	70%	70%

[1] The percent of street and sidewalks in good to excellent condition is measured through the City-wide community telephone survey. The survey was not conducted in FY 2009.

[2] T&ES is in the process of implementing a maintenance management system that will include a pavement rating function. Data should be available beginning in late FY 2010.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$4,465,013	$3,833,622	$3,918,799
FTE's	20.3	18.9	19.0
# of lane miles resurfaced	14	25	25
Cost per lane mile resurfaced	$47,920	$64,680	$64,680
% of residents rating the condition of local roads as good	NA	90%	90%
Average pavement condition rating	NA	70%	70%

Street Maintenance expenditures were reduced in FY 2010 by $465,000 in street paving, $157,000 in supplies and materials and $39,163 for one Laborer position.

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.

Activity Data

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures[1]	$614,943	$397,317	$360,815
FTE's	0.1	0.1	0.1
# of sidewalks replaced (square yards)	9,409	4,000	3,459
Cost per square yard of sidewalk replaced	$46.28	$55.00	$60.00
# of curb and gutter replaced (linear feet)	3,245	3,000	2,900
Cost per linear foot of curb and gutter replaced	$24.70	$25.00	$28.00
% of residents who rate the conditions of sidewalk, curb and gutter as good[2]	NA	75%	75%

[1] Sidewalk, curb and gutter maintenance was reduced by $539,509 in FY 2010 and is further reduced by $50,000 in FY 2011.

[2] The percent of residents who rate the conditions of sidewalk, curb and gutter as good is measured through the City-wide community telephone survey. The survey was not conducted in FY 2009.

SNOW PLOWING & DE-ICING – The goal of Snow Removal is to clear the City streets from snow and ice in a timely manner consistent with City standards.			
Expenditures	$424,313	$722,296	701,146
FTE's	1.6	1.6	1.51
# of lane miles plowed	600	6,000	6,000
# of snow events responded to	3	6	5
# of inches of snow fall annually	12	12	12
Cost per lane mile plowed	$707	$120	$117
% of residents rating City snow removal operations as good	NA	75%	80%

The percent of residents rating City snow removal operations as good is measured through the City-wide community telephone survey. The survey was not conducted in FY 2009.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	13.3%	24.1%	27.8%
Total Expenditures	$4,163,550	$8,773,114	$11,186,784
Less Revenues	$2,807,544	$7,654,514	$10,058,215
Net General Fund Expenditures	$1,356,006	$1,118,600	$1,128,569
Program Outcomes			
% of sanitary sewers operational	100%	100%	100%

FY 2009 actual expenditures include sanitary sewer fund operating and debt service of $2.8 million. FY 2010 approved expenditures include the addition of sanitary sewer fund cash capital for a total sanitary sewer fund operating, debt service, and capital budget of $7.7 million. The FY 2011 approved budget includes the addition of a new stormwater management fund approved by Council through add/delete to be funded by a dedicated real estate property tax rate of 0.5 cents per $100 assessed value. The new stormwater management fund maintains the current level of service in the operating budget and adds $2.3 million for stormwater capital improvements.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$2,807,544	$7,654,514	$7,742,500
FTE's	15.0	14.9	18.7
# of linear feet of sanitary sewers cleaned and inspected	975,250	550,000	975,750
Cost per linear foot of sewer cleaned and inspected	$0.56	$0.62	$0.62
% of linear feet of sewers cleaned and inspected on schedule	98%	97%	98%

The FY 2011 budget includes the addition of two civil engineering positions funded from sanitary sewer fees to develop and manage sanitary sewer capital projects.

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.			
Expenditures	$1,115,453	$931,346	$3,253,496
FTE's	8.7	8.6	8.4
# of repair work orders completed for storm sewers	95	225	120
Cost per repair completed	$950	$810	$975
% of storm water repairs completed within three working days	80%	85%	85%

Expenditures increase by $2.3 million in FY 2011 due to the creation of a dedicated real estate property tax rate of 0.5 cents per $100 assessed value for stormwater management. The additional funding is being transferred to the capital projects fund for stormwater capital improvements. Services provided from the operating budget will be maintained at the current level.

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.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$240,553	$187,254	$190,788
FTE's	0.2	0.2	0.2
# of fire hydrants repaired overhauled	665	700	700
Cost per fire hydrant repaired overhauled	$575	$400	$575
% 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	3.4%	3.5%	4.3%
Total Expenditures	$1,053,232	$1,268,402	$1,749,676
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,053,232	$1,268,402	$1,749,676
Program Outcomes			
% of the waste stream diverted	26.0%	32.0%	32.0%

FY 2011 expenditures include the addition of $180,200 for larger residential recycling rolling carts to increase recycling rates, a $135,000 increase in the cost of the household hazardous waste disposal and computer and electronics recycling programs due to increased operating hours and utilization by residents, and a $152,000 transfer from Commercial Refuse Collection to reallocate the budget where the expenditures are actually incurred.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$969,826	$1,089,218	$1,282,464
FTE's	5.7	3.7	3.7
Tons of residential recycling collected	5,826	6,200	6,800
Cost per residential ton recycled	$166	$176	$189
% of waste stream diverted	18%	32%	28%
% of recycling complaints resolved within one business day	99%	100%	100%

The FY 2011 budget includes the addition of $180,200 for larger covered rolling recycling carts to increase residential recycling rates.

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.			
Expenditures	$47,786	$115,565	$116,341
FTE's	1.8	1.3	1.3
Tons of commercial and multi-family recycling reported	39,722	25,000	45,000
Cost per commercial and multi-family recycling plan monitored	$1.20	$4.62	$2.59
% of waste stream diverted	25%	32%	28%

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.

Activity Data

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.			
Expenditures	$35,620	$63,619	$350,871
FTE's	0.1	0.1	0.2
Tons of other items collected	1,269	1,800	1,501
Cost per ton of other items collected	$28.07	$35.34	$233.76
% of services requests completed on schedule	100%	100%	200%

FY 2011 expenditures include a $135,000 increase in the cost of the household hazardous waste disposal and computer and electronics recycling programs due to increased operating hours and utilization by residents. It also includes a $152,000 transfer from Commercial Refuse Collection to reallocate the budget where the expenditures are actually incurred.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	16.5%	16.4%	13.4%
Total Expenditures	$5,164,817	$5,971,936	$5,382,235
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$5,164,817	$5,971,936	$5,382,235
Program Outcomes			
% of customers who rate refuse collection as good to excellent	NA	90.0%	98.0%

The percent of customers who rate refuse collection as good to excellent is measured through the City-wide community telephone survey. The survey was not conducted in FY 2009.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$912,713	$935,822	$754,326
FTE's	6.5	6.4	6.4
Tons of commercial trash collected	2,740	4,500	4,500
Cost per ton of commercial trash collected	$333	$208	$168
% of routes completed on schedule	98%	98%	98%

For FY 2011, $152,000 has been transferred to Recycling to reallocate the budget where the expenditures are actually incurred.

RESIDENTIAL CURBSIDE COLLECTION – The goal of Residential Curbside Collection is to provide weekly refuse collection for residents in order to maintain a clean environment.			
Expenditures	$4,200,018	$4,809,333	$4,446,745
FTE's	27.4	27.4	28.3
Tons of residential curbside trash collected	24,918	32,000	21,000
Cost per ton of residential curbside trash collected	$169	$150	$212
Refuse/recycling fee (100% cost recovery rate)	$316	$331	$336
% of routes completed on schedule	98%	98%	98%

The household refuse/recycling fee increases by $5 in order to fund new rolling recycling carts to increase residential recycling rates.

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.			
Expenditures	$52,086	$226,781	$181,164
FTE's	0.1	0.8	0.8
Tons of trash collected	261	600	600
Cost per ton of trash collected	$200	$378	$302
% of neighborhoods completed on schedule	98%	98%	98%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	5.5%	4.9%	4.9%
Total Expenditures	$1,716,326	$1,773,102	$1,967,976
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,716,326	$1,773,102	$1,967,976
Program Outcomes			
% of complaints resolved within 24 hours	97%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,267,157	$1,077,066	$1,324,179
FTE's	13.0	13.0	12.5
# of lane miles swept and flushed	41,375	43,000	42,001
Cost per lane mile swept and flushed	$31	$25	$32
% of complaints resolved within one business day	96%	98%	198%

Street Sweeping is reduced in FY 2011 due to the elimination of one white wing sidewalk cleaner dedicated to Mount Vernon Avenue. The budget increase despite these reductions is due to a cyclical increase in equipment replacement costs.

SPECIAL EVENTS – The goal of Special Events is to provide a clean environment for event participants.			
Expenditures	$13,193	$78,956	$44,684
FTE's	0.1	0.3	0.2
Tons of material collected	22	24	23
Cost per ton of material collected	$600	$3,290	$1,943
% of customers satisfied with special event clean up	NA	80%	180%

Expenditures in the amount of $21,308 have been transferred in FY 2011 to Recreation, Parks & Cultural Activities as part of the city-wide consolidation of special events.

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.			
Expenditures	$309,141	$466,855	$455,549
FTE's	3.3	4.6	4.3
Cubic yards of leaves collected	31,000	32,000	32,001
Cost per cubic yard of leaves collected	$9.97	$14.59	$14.24
% of streets cleaned on schedule	96%	97%	196%

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.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$126,835	$150,225	$143,564
FTE's	1.8	2.4	2.4
# of blocks cleaned per day	18	20	19
Cost per block cleaned per day	$27	$34	$29
% of litter problems resolved in the same business day	98%	98%	198%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	4.1%	3.0%	3.0%
Total Expenditures	$1,271,908	$1,102,155	$1,219,035
Less Revenues	$35,534	$48,842	$50,890
Net General Fund Expenditures	$1,236,374	$1,053,313	$1,168,145
Program Outcomes			
% of complaints closed in 30 days	95%	95%	95%

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$662,422	$431,004	$444,010
FTE's	4.5	3.3	3.2
# of inspections conducted	28	24	28
# of complaints responded to	18	35	20
Cost per capita of air quality activity	$4.60	$3.03	$2.96
% complaints closed within 30 days	100%	80%	100%

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.			
Expenditures	$394,798	$374,304	$468,764
FTE's	2.5	2.8	3.5
# of site plans reviewed	316	270	315
# of complaints resolved	22	15	20
Cost per capita of water quality activity	$2.76	$2.64	$3.12
% 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).			
Expenditures	$106,627	$130,542	$133,114
FTE's	1.0	1.0	1.1
# of complaints responded to	47	45	46
Cost per capita of noise quality activity	$0.74	$0.92	$0.89
% of noise complaints resolved satisfactorily within 30 days	90%	90%	90%

Environmental Quality Program, continued

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$108,061	$166,305	$173,147
FTE's	0.5	1.2	1.1
# of contaminated sites reviewed	18	6	19
Cost per capita of contaminated land activity	$0.75	$1.15	$1.15
% of site plans reviewed on schedule	90%	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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	9.4%	6.7%	5.0%
Total Expenditures	$2,934,981	$2,449,307	$2,027,612
Less Revenues	$145,450	$276,350	$0
Net General Fund Expenditures	$2,789,531	$2,172,957	$2,027,612
Program Outcomes			
% of plans reviewed on schedule	82%	95%	82%

Prior years included project or developer contributions to fund T&ES activities related to special projects such as the T.C. Williams High School construction project and Eisenhower East development. No such revenues or related expenditures are planned for FY 2011.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,416,738	$766,497	$697,003
FTE's	15.8	7.6	6.7
# of plan submittals reviewed	411	440	440
Cost per plan submittal reviewed	$3,447	$1,742	$1,584
% of submittals reviewed by two-week deadline	90%	95%	95%

FY 2009 included survey crew expenditures and FTEs which have been reallocated to the Capital Project Management program in FY 2010 and FY 2011 to more accurately align the budget with actual activity.

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.			
Expenditures	$993,603	$1,132,282	$867,780
FTE's	16.2	13.1	8.8
# of erosion and sediment control inspections conducted	1,193	1,200	1,200
Cost per site monitored	$833	$944	$723
% of erosion and sediment control inspections conducted on schedule	100%	100%	100%

FY 2011 reflects the reduction of 4 development review positions dedicated to the now completed T.C. Williams High School construction project and Eisenhower East development, which has slowed down.

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.			
Expenditures	$410,491	$515,943	$413,743
FTE's	7.8	6.8	5.3
# of T&ES permits issued	3,018	3,371	3,371
# of Code Enforcement permits reviewed	3,147	3,945	3,800
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

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$114,149	$34,585	$49,086
FTE's	1.5	0.3	0.4
# of acres of floodplain managed	614	614	614
Cost per acre of floodplain managed	$185.91	$56.33	$79.94
$ saved in flood insurance programs	$101,000	80,000	151,000

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	4.3%	4.1%	3.9%
Total Expenditures	$1,347,866	$1,493,082	$1,586,021
Less Revenues	$372,184	$0	$0
Net General Fund Expenditures	$975,682	$1,493,082	$1,586,021
Program Outcomes			
% of projects constructed on time and within budget	90%	90%	90%

FY 2009 actual revenues included developer contributions for T&ES activities related to the Route 1 bridge construction at Potomac Yard.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$642,568	$1,348,029	$1,389,143
FTE's	4.7	14.2	14.2
# of design projects in process	52	50	44
Average cost per design	$12,357	$26,961	$31,571
% of design task orders completed on time	90%	90%	90%
% of design task orders completed within budget	100%	90%	100%

FY 2010 and FY 2011 include the reallocation of survey crew expenditures and FTEs from the Plan Review program to Design Management to more accurately align the budget with actual activity.

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.			
Expenditures	$692,096	$137,842	$162,489
FTE's	3.1	1.1	1.2
# of construction projects managed	10.0	9.0	9.0
$ value of construction projects managed	$10,793,458	$12,000,000	$12,000,000
Construction management costs as a % of value of projects under construction	15%	15%	15%
% of construction projects completed witihin budget	100%	100%	100%

FY 2009 actual expenditures included $363,305 related to the Route 1 bridge construction at Potomac Yard.

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.			
Expenditures	$13,202	$7,211	$34,389
FTE's	0.1	0.1	0.3
# of bridges inspected	10	8	11
Cost per bridge inspected	$1,320	$901	$3,126
% of bridges in satisfactory condition	100%	100%	100%

Transportation Management Program

The goal of the Transportation Management Program is to provide the infrastructure needed on the City's roadways in order to assure an efficient flow of traffic for residents and travelers in Alexandria, in order to enhance vehicular and pedestrian safety and to reduce air pollution.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	16.2%	14.1%	13.1%
Total Expenditures	$5,059,119	$5,148,321	$5,262,683
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$5,059,119	$5,148,321	$5,262,683
Program Outcomes			
Citizen satisfaction with the ease of traveling through the City	NA	70%	70%

Citizen satisfaction with the ease of traveling through the City is measured through the City-wide community telephone survey. The survey was not conducted in FY 2009.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$1,982,901	$1,966,923	$2,152,563
FTE's	16.6	18.1	18.9
# of signals maintained	286	288	289
Cost per signal maintained	$6,933	$6,830	$7,448
% of signal outages responded to within one hour	98%	90%	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.			
Expenditures	$673,798	$632,345	$598,360
FTE's	6.9	4.9	4.6
# of meters maintained	1,040	1,040	1,080
Cost per meter collected from and maintained	$648	$608	$554
% of meters collected from on schedule	93%	95%	100%

The budget for parking meter maintenance is reduced by $30,000 in FY 2011 from $168,284 to $138,284.

PLAN REVIEW – The goal of Plan Review is to ensure quality development and redevelopment that is consistent with the City's strategic plan goal and that complies with federal, state, and local regulations for traffic management. This activity also includes transportation planning and parking planning.			
Expenditures	$211,168	$328,281	$347,408
FTE's	2.1	3.0	2.9
# of development submittals reviewed	100	100	110
Cost per submittal reviewed	$2,112	$3,283	$3,158
% of site plan submittal reviews completed on schedule	92%	95%	95%

Transportation Management Program, continued

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$6,100	$82,859	$60,764
FTE's	0.5	0.5	0.3
# of special events	7	7	20
Cost per event	$871	$11,837	$3,038
% of temporary traffic flow structures removed within two hours of special event	100%	95%	100%

TRAFFIC CALMING – The goal of Traffic Calming is to promote vehicular and pedestrian safety by assuring that motorists will not use excessive speed in residential areas, in areas near schools, and in other "cut through" areas of traffic.			
Expenditures	$282,499	$182,830	$92,042
FTE's	2.8	1.5	1.5
# of traffic calming projects coordinated	6	TBD	3
$ value of projects coordinated	$183,712	TBD	$373,000
Average cost per traffic calming project managed & constructed	$30,619	TBD	$124,000
Average speed reduction (in mph)	5	TBD	5

The non-personnel budget for traffic calming is reduced in FY 2011 by $30,000 from $45,450 to $15,450. There is additional funding for traffic calming in the Capital Improvement Program (CIP).

STREET LIGHTING – The goal of Street Lighting is to pay for electricity and report outages to Dominion Virginia Power for repair.			
Expenditures	$1,500,869	$1,587,459	$1,585,786
FTE's	0.0	0.5	0.5
# of street light outages reported to Dominion Virginia Power by the City	578	9	700
Utility cost per street light	$158	$167	$167
% 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.			
Expenditures	$401,784	$367,624	$425,760
FTE's	3.0	3.0	3.5
# of vehicles processed	2,299	2,500	2,500
Cost per car impounded	$175	$147	$170
% of vehicles that are sold at auction	90%	100%	100%

For FY 2011, the towing fee increases from $100 to $125 per towing, the service charge increases from $70 to $80, and the vehicle storage fee increases from $30 to $40 per day.

Alternative Transportation Planning & Support Program

The goal of Alternative Transportation Planning and Support is to develop and administer plans and programs that encourage residents and employers to use alternative transportation in order to minimize the use of motorized vehicles in the City, thereby reducing traffic congestion and improving air quality.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
% Total All Funds Budget	4.9%	4.3%	4.1%
Total Expenditures	$1,542,388	$1,562,843	$1,654,564
Less Revenues[1]	$554,208	$383,672	$384,052
Net General Fund Expenditures	$988,180	$1,179,171	$1,270,512
Program Outcomes			
% of citizens who use alternative transportation modes as indicated through a bi-annual survey[2]	NA	26%	34%

[1] FY 2009 revenues included grants for the Old Town Transit Store, Rideshare Enhancements, and Employer Transit Incentives that are not included in FY 2010 and FY 2011.

[2] The percent of citizens who use alternative transportation modes is measured through the City-wide community telephone survey. The survey was not conducted in FY 2009.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$249,791	$283,271	$282,151
FTE's	2.1	2.1	2.1
# of grants secured by Transit Services	5	4	3
$ of grant revenues secured by Transit Services	$3,080,000	$3,040,000	$3,000,000
% of Transit Services expenditures funded by grants	34%	76%	76%

The bus shelter cleaning budget is reduced by $20,000 from $50,000 in FY 2010 to $30,000 in FY 2011.

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.			
Expenditures	$978,409	$937,886	$960,126
FTE's	4.9	4.9	4.9
# of City employees receiving transit benefit	213	261	215
Cost per transit benefit provided	$62.05	$61.00	$68.56
% of City workforce that participates in transit benefit program	8.30%	9.8%	8.30%

Alternative Transportation Planning & Support Program, continued

Activity Data

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$91,972	$81,609	$105,182
FTE's	1.1	1.1	1.1
# of trips	62,124	62,500	60,184
Average cost per trip	$23.90	$24.50	$25.60
Complaints received as a percentage of total trips	0.13%	0.12%	0.11%

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.

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.			
Expenditures	$222,216	$260,077	$307,105
FTE's	1.3	2.3	2.3
# of pedestrian and bicycle projects coordinated	82	100	85
Cost per linear foot added to the bikeway network	$0.73	$1.37	$0.73
% of streets that have appropriate bicycle facilities	33%	35%	35%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Program	Adjustment	FY 2011 Approved
Refuse Collection	*1. Waste Disposal*	**-$745,438**
The cost to dispose of waste collected from City households and businesses at the Waste-to-Energy plant is reduced from $2,835,689 to $2,090,251 due to a signficant reduction in the amount of waste being collected and delivered to the plant.		
Recycling	*2. Household Hazardous Waste & Electronics Recycling*	**$135,000**
The amount budgeted for the household hazardous waste disposal and computer and electronics recycling drop-off centers is increased from $202,676 to $337,676 due to expanded hours of operation and increased utilization by residents.		

Supplemental Adjustments to the Budget

Activity	Supplemental Request	FTEs	FY 2011 Approved
Sanitary Sewer Maintenance	*1. Sanitary Sewer Engineers*	**2.0**	**$268,551**
Two civil engineers funded by sanitary sewer fee revenues are included in the budget to develop and manage sanitary sewer capital improvement programs. The positions are funded within the current sanitary sewer usage fee rate of $1.00 per 1,000 gallons of water. Revenues from a $0.25 fee increase will be used to fund sanitary sewer capital projects.			

Summary of Budget Changes, continued

Expenditure Reductions

Reduction Item	FTEs	FY 2011 Approved
King Street/Mount Vernon Avenue Sidewalk Cleaners	**(1.0)**	**($53,499)**
Two white wing sidewalk maintenance and cleaning positions dedicated to King Street between the waterfront and the Metro station and Mount Vernon Avenue from George Washington Middle School to Four Mile Run were eliminated in the Proposed Budget for a savings of $106,999. Duties of the positions include picking up litter, sweeping, reporting maintenance needs, raking leaves, and assistance with snow removal. In prior years, the cost of these positions had been spread between the activities of King Street Cleaning, Street Sweeping, Leaf Collection, Commercial Refuse Collection, Residential Refuse Collection, Spring Clean-up, Special Events, and Snow Removal. The King Street position was restored through add/delete at a cost of $53,500.		
Development Review Positions	**(4.0)**	**($276,157)**
Three inspector positions and one engineering aide position previously funded by project and developer contributions have been eliminated due to a slowdown in development activity. These are special revenue funded positions that had no impact on the General Fund.		
Parking Meter Maintenance		**($30,000)**
Funding for parking meter maintenance is reduced from $110,784 to $80,784.		
Traffic Calming Maintenance		**($30,000)**
Traffic calming maintenance funding in the operating budget is reduced from $45,300 to $15,300. Funding for traffic calming projects remains in the CIP.		
Sidewalk Maintenance		**($50,000)**
Sidewalk maintenance funding is reduced from $370,000 to $320,000. As a result, the volume of sidewalks maintained in FY 2011 will be reduced from 4,000 to 3,459 square yards.		
Bus Shelter Cleaning		**($20,000)**
Funds for cleaning bus shelters is reduced from $50,000 to $30,000. The City currently cleans 120 DASH, WMATA, and private bus shelters on a frequency of approximately one month. This will result in reduced level of service.		

Summary of Budget Changes, continued

Fee Increases

Activity	Fee Adjustment	FY 2011 Approved
Parking Meters	*1. Old Town Parking Meter Rates*	**$1,158,427**

Parking meter revenues were increased by $358,427 in the Proposed Budget by raising the rate for parking meters in Old Town from $1.00 per hour to $1.25 per hour, setting the City-wide rate in the Proposed Budget to $1.25. Meters in Eisenhower East/Carlyle were increased to $1.25 in FY 2010. During add/delete, the rate for all meters including Old Town and Eisenhower East/Carlyle was further increased by another 50 cents per hour to $1.75 per hour. This increase will generate an additional $800,000 for a total parking meter revenue increase of $1,158,427.

Permitting	*2. Right of Way and Excavation Permits*	**$93,700**

Permit fees for obstructing the public right-of-way are increasing from from $45 per permit to $100 per permit. The fee increased from $30 to $45 in FY 2010. Fees for excavation in public streets are increasing from $150 to $200 per 90 day period. The fee increased from $100 to $150 in FY 2010. Both increases for FY 2011 are intended to recover the City's full cost of regulating each type of activity.

Residential Refuse Collection	*3. Household Refuse Fee*	**$89,016**

The residential refuse collection fee was decreased in the Proposed Budget from $331 to $327 per household for a revenue reduction of $91,184 as a result of reduced tons of waste collected and disposed at the Waste-to-Energy plant. The fee was increased by $9 to $336 in add/delete to purchase larger rolling recycling carts to increase residential recycling rates. The result is a net increase of $5 per year and $89,016 in revenue from the FY 2010 budget. The table at the end of this section shows a comparison of the fee between FY 2010 and FY 2011.

Commercial Refuse Collection	*4. Solid Waste Hauler Permit Fee*	**$43,100**

The fee for permits for private solid waste haulers is increased from $200 to $300. The fee for permits for pick-up trucks remains at the current level of $150.

Impound Lot	*5. Towing, Service, and Storage Fees*	**$75,925**

The towing fee increase from $100 to $125, the impound service charge increases from $70 to $80, and the impound lot storage fee increases from $30 to $40 per day. The average storage period for impounded vehicles is 2 days.

Stormwater Sewer Maintenance	*6. Dedicated Real Estate Tax*	**$2,315,715**

During add/delete, Council approved a 0.5 cent per $100 of assessed value dedicated real estate property tax to fund stormwater improvements. The expenditures funded by the revenue from this dedicated tax is budgeted in the T&ES operating budget to be transferred in part to the Capital Projects Fund to fund CIP stormwater improvement projects.

Sanitary Sewer Maintenance	*7. Sanitary Sewer Maintenance Fee*	**$1,312,500**

The FY 2011 approved budget includes a 25 cent increase in the sanitary sewer maintenance fee, from $1.00 per 1,000 gallons of water consumption to $1.25 per 1,000 gallons. This is the first increase in this fee since FY 2006. The impact on the typical household is expected to cost approximately $17.50 per quarterly bill. A portion of the funds raised through this increase will be used to fund two new sanitary sewer positions for managing sanitary sewer capital improvement projects. The majority of funds will be used to fund CIP construction.

Refuse Collection and Sanitary Sewer Cost Recovery Tables

Residential Refuse Collection Fee	FY 2010 Approved	FY 2011 Approved
Residential Refuse Collection	$4,189,866	$4,009,847
Residential Curbside Recycling	$649,709	$888,935
Spring Clean-up	$194,477	$163,364
Leaf Collection	$341,577	$410,791
Indirect Costs (City Administrative Support)	$341,896	$322,339
Total Expenditures	$5,717,525	$5,795,276
Residences Served	17,273	17,273
Residential Refuse Fee	$331	$336

Sanitary Sewer Fund Sources & Uses	FY 2010 Approved	FY 2011 Approved
Operating Costs - Inspections, Cleaning & Maintenance	$1,635,115	$2,233,262
Cash Capital Funding for CIP Sanitary Sewer Projects at the Current Sewer Usage Fee Rate ($1.00)	$4,745,050	$2,996,377
Increased Cash Capital Funding from the Proposed Fee Increase ($0.25)	N/A	$1,312,500
Debt Service - Bond Financing Costs for CIP Projects	$1,274,349	$1,200,361
Total Expenditures	$7,654,514	$7,742,500
Sewer Usage Fee Generated by the Current Rate of $1.00 per 1,000 Gallons	$5,943,353	$5,250,000
Additional Revenue Generated by Increasing the Rate to $1.25 per 1,000 Gallons	N/A	$1,312,500
Sewer Connection Fee	$1,575,900	$1,180,000
Use of Sewer Fund Balance	$135,261	$0
Total Revenues	$7,654,514	$7,742,500

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 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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Non-Personnel	$12,550,443	$16,035,685	$16,039,422
DASH operations (non-City funded)	$3,387,202	$3,710,000	$4,264,569
Total Expenditures	$15,937,645	$19,745,685	$20,303,991
Less Revenues			
Special Revenues	$261,521	$0	$0
DASH cash balance	$0	$0	$162,569
DASH operating revenues	$3,125,681	$3,710,000	$4,102,000
Total Designated Funding Sources	$3,387,202	$3,710,000	$4,264,569
Net General Fund Expenditures	$12,550,443	$16,035,685	$16,039,422
Total Department FTE's	0.0	0.0	0.0

Highlights

• The City's General Fund subsidy for DASH increased by $100,000 from the FY 2010 budget. The budget adopted by DASH includes a $0.25 base fare increase from $1.25 to $1.50, a $5 increase in the monthly pass from $30 to $35 and several service reductions still under consideration by DASH.

• The City's General Fund subsidy for WMATA increased by $346,492 from the FY 2010 budget, however the increased funding was placed in Contingent Reserves by City Council during add/delete until the final WMATA budget was determined. While Council had set aside $1.6 million in Contingent Reserves, only $346,492 was needed as the WMATA Board of Directors decided to increase fares, which tempered the need to increase local subsidies. As a result, there is no increase in the WMATA operating subsidy in the Transit Subsidies budget shown above.

• The City's General Fund subsidy for the DOT paratransit program reflects savings of $102,500 due to a fare increase for trips outside the City. The current fare is $2.50 per trip for trips inside and outside the City. The new fare for trips inside the City and trips outside the City of less than 5 miles is $3.00. For trips outside the City longer than 5 miles, the new fare is $5.00. The average cost for trips outside the City is $31 per trip. This was an amended proposal after discussions with those impacted by the fare increase.

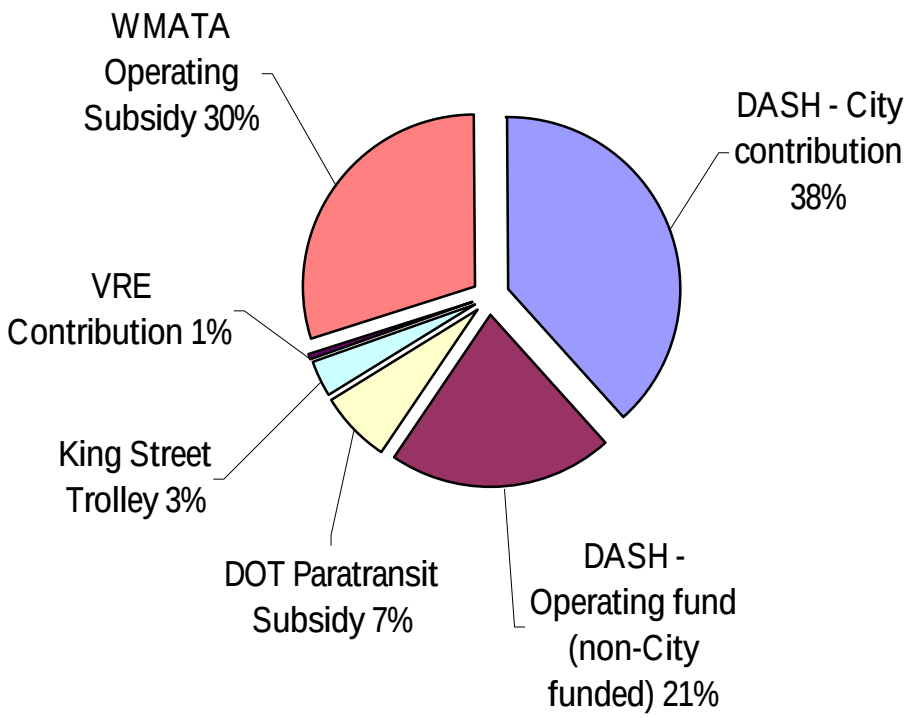
•The City's General Fund subsidy for Virgina Railway Express (VRE) increases by 5%, from $124,737 to $130,974 according to the VRE Master Agreement.

Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
DASH trips	4,006,825	4,130,000	3,880,000
Metrobus trips	2,929,440	2,765,000	NA
Metrorail trips	11,826,082	12,900,000	NA

WMATA ridership statistics were not available at publication time.

FY 2011 Approved Expenditures by Activity



Transit Subsidies

Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2009 Actual	FY 2010 Approved	FY 2011 Approved
DASH - City contribution	$7,955,042	$7,707,789	$7,807,789
DASH - Operating fund (non-City funded)	$3,387,202	$3,710,000	$4,264,569
DOT Paratransit Subsidy	$1,484,725	$1,432,828	$1,330,328
King Street Trolley	$830,694	$700,000	$700,000
VRE Contribution	$118,797	$124,737	$130,974
WMATA Operating Subsidy	$2,161,185	$6,070,331	$6,070,331
Total Expenditures	$15,937,645	$19,745,685	$20,303,991

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
Rich Baier, Director of T&ES
703.746.4025
rich.baier@alexandriava.gov

Department Staff
Abi Lerner, Deputy Director
Jim Maslanka, Division Chief

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Total Expenditures	$15,937,645	$19,745,685	$20,303,991
Less Revenues	$3,387,202	$3,710,000	$4,264,569
Net General Fund Expenditures	$12,550,443	$16,035,685	$16,039,422
Program Outcomes			
DASH trips	4,006,825	4,130,000	3,880,000
Metrobus trips	N/A	2,765,000	NA
Metrorail trips	N/A	12,900,000	NA

WMATA ridership statistics were not available at publication time.

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
City Contribution Expenditures (Total prior to netting out fare and other revenues)	$7,955,042	$7,707,789	$7,807,789
Operating Revenues (Gross DASH Budget Less City Contribution)	$3,387,202	$3,710,000	$4,264,569
FTE's	N/A	N/A	0.0
Miles of service	1,408,149	1,568,000	1,560,000
DASH trips	4,006,825	4,130,000	3,880,000
Operating ratio (% of costs recovered through fares and other revenue)	32.6%	31.7%	35.3%

The above does not include capital costs which are budgeted in the City's CIP.

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.			
Expenditures	$1,484,725	$1,432,828	$1,330,328
FTE's	N/A	N/A	0.0
Total trips	62,124	56,986	60,184
Average cost per trip	$23.90	$25.14	$24.60

King Street Trolley - The goal of the King Street Trolley is to offer free land shuttle service on King Street in Old Town to serve tourists, businesses, day time workers, and residents in order to promote economic development and enhance the character of Alexandria.			
Expenditures	$830,694	$700,000	$700,000
FTE's	N/A	N/A	0.0
# of riders	N/A	500,000	500,000
Cost per rider	N/A	$1.40	$1.40

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 2009 Actual	FY 2010 Approved	FY 2011 Approved
Expenditures	$118,797	$124,737	$130,974
FTE's	N/A	N/A	0.0

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 2009 Actual	FY 2010 Approved	
General Fund Subsidy (after netting out fares, State aid, gasoline taxes, and other revenue)	$2,161,185	$6,070,331	$6,070,331
FTE's	N/A	N/A	0.0
Metrobus trips	2,929,440	2,765,000	NA
Metrobus operating ratio	32%	30%	NA
Metrorail trips	11,826,082	12,900,000	NA
Metrorail operating ratio	84%	80%	NA

The actual City subsidy for WMATA operating expenditures in FY 2009 was $20.3 million as compared to $20.0 million budgeted, however the City's share of state and motor vehicle fuel sales tax revenues available through the Northern Virginia Transportation Commission (NVTC) enabled the City to fund $18.2 million of the subsidy from non-General Fund sources as compared to $13.9 million planned in the budget. The City's final approved FY 2011 WMATA operating subsidy of $20.3 million includes a $346,492 increase over the FY 2010 approved budget which is funded from Contingent Reserves added to the budget through add/delete for an expected increase. The WMATA operating subsidy does not include annual capital subsidies budgeted in the City's CIP.

Summary of Budget Changes

Activity	Adjustment	FY 2011 Approved
DASH	*Operating Subsidy*	**$100,000**
The City General Fund subsidy for DASH increased by $100,000 from the FY 2011 budget. The DASH budget includes a $0.25 base fare increase from $1.25 to $1.50, a $5 increase in the monthly pass from $30 to $35 and several service reductions still under consideration by DASH.		
DOT Paratransit	*Operating Subsidy*	**-$102,500**
The City General Fund subisdy for the DOT paratransit program is reduced by $102,500 due to an increase in the rider fare for trips outside of the City. The current fare is $2.50 per trip for trips inside and outside the City. Trips inside the City were increase from $2.00 to $2.50 in the FY 2010 budget. In the FY 2011 budget, the fare for trips inside the City and within 5 miles outside of the City is increased by 50 cents, from $2.50 to $3.00, and the fare for trips of more than 5 miles outside the City is increased to $5.00. The increased fares would be collected by the van/taxi trip providers, and the City's subsidiy for the remainder of the cost of the trip would be reduced.		
King Street Trolley	*Operating Subsidy*	**$0**
There is no change in the budgeted cost of the King Street Trolley for FY 2011.		
VRE	*Operating Subsidy*	**$6,237**
The City's annual contribution to VRE increases by 5.0% to $130,974 per the VRE Master Agreement with member jurisdictions.		
WMATA	*Operating Subsidy*	**$0**
The City's budgeted General Fund subsidy for WMATA increased by $346,492 in FY 2011. The increased funding was placed in Contingent Reserves by City Council during add/delete pending a final decision by the WMATA Board of Directors regarding the final jurisdictional subsidy amounts.		

Education

Alexandria City Public Schools 19-2
Northern Virginia Community College 19-13

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 2009 Actual	FY 2010 Final	FY 2011 Approved**	% Change 2010-2011
Expenditures - Operating Budget only *				
Total	$193,612,634	$197,546,081	$201,122,753	1.8%
Less Revenues				
State Aid	$29,862,536	$27,008,108	$26,073,166	-3.5%
Fund Balance	7,886,233	4,355,938	5,647,199	29.6%
Other	1,049,123	1,587,361	1,515,821	-4.5%
Total Designated Funding Sources	$38,797,892	$32,951,407	$33,236,186	0.9%
Net General Fund Transfer	$167,953,749	$164,594,674	$167,886,567	2.0%

* The School's Operating Budget excludes expenditures associated with the FY 2011 School Lunch Fund ($6.2 million) and the Grants and Special Projects Fund ($14.5 million).

**FY 2011 reflects the School's budget as adopted by City Council on May 3, 2010. Subsequent to Council adoption of the FY 2011 Approved Budget, the School Board adopted a final budget on May 13, 2010. Final adjustments made by the School Board are described in the Highlights section below.

Highlights

•The approved FY 2011 City General Fund transfer to the Schools for operating expenditures is $167,886,567. This is an increase of $3,291,893 or 2.0% from FY 2010.

•In November 2009, City Council adopted a resolution to establish the annual budget process and to set specific guidance for the FY 2011 budget. The resolution stated that the operating budget transfer to the Schools should be $167,886,567 (a 2.0% increase from the previous fiscal year).

•On January 21, 2010, the Superintendent presented a Proposed FY 2011 Operating Budget to the School Board. The proposed budget totaled $201,795,625 (a 2.2% increase) and requested a transfer from the City of $168,559,439 (a 2.4% increase and $672,872 more than City Council's guidance). The net increase in the Superintendent's FY 2011 Proposed budget was $4.25 million, which was the result of $13.77 million in reductions or realignments and $18.02 in increases from FY 2010.

•On March 3, 2010, the School Board adopted a FY 2011 Operating Budget of $201,137,753. The total Approved FY 2011 Operating Budget decreased by $657,872 from the proposed budget due to a reduced revenue request from the City to align with City Council's FY 2011 budget guidance.

•On May 3, 2010, City Council adopted the City's FY 2011 Approved Operating Budget which included a General Fund Transfer to the Schools of $167,886,567, a 2.0% increase from FY 2010.

Highlights Continued,

•A major consideration during the FY 2011 budget process was the General Assembly's decision to lower contribution rates to the Virginia Retirement System (VRS) and the concern that such artificially low rates will lead to large cost increases for the Schools in future years. Recognizing this, the School Board and ACPS staff recommended a portion of the City's General Fund transfer to the Schools be set-aside for future VRS payments. City Council endorsed this idea through a resolution that noted the School Board will need $4.9 million less in FY 2011 than requested due to the lower than budgeted VRS retirement, and that a portion of the School's general fund transfer will be set-aside for future Virginia Retirement System (VRS) costs.

•Subsequent to City Council adopting the Approved FY 2011 Operating Budget, the School Board adopted a Final FY 2011 Combined Funds Budget (previously referred to as the Operating Budget) on May 13, 2010. The City's General Fund Transfer remained unchanged at $167,886,567.

- •The final budget includes revenues in the amount of $201,148,990, which is an increase of $26,237 from the City's FY 2011 approved budget.
- •The School's final budget decreases State revenue from $26,073,166 to $25,383,882, a decrease of $689,284 million from the City's approved budget, to reflect lower VRS rates and reductions in other State revenue.
- •Other Revenues, composed of local fees and federal funds, decreases by $284,479 from the City's approved budget of $1,515,821 for a final budget total of $1,231,342 in FY 2011.
- •The above revenue reductions are offset by an increase to Fund Balance of $1.0 million due to savings generated from the FY 2010 fourth-quarter VRS holiday.
- •Total expenditures in the School's final budget are $196,225,477, a difference of $4,923,513 from the final revenues budgeted in FY 2011 due to a designation in this amount to fund balance to cover future VRS benefits costs.

•The School Board's motion adopting the FY 2011 Final Budget includes language identifying specific uses for the expenditure savings in both FY 2010 and FY 2011 as a result of changes to the Virginia Retirement System (VRS), which include:

- •Allocate $1.0 million of the estimated $2.0 million in savings from FY 2010 waiver of the Schools fourth-quarter VRS payments ("4th quarter VRS holiday) to help fund the secondary transformation. Designate the remaining $1.0 million to FY 2012 beginning fund balance.
- •Set-aside $4,923,513 from VRS retirement plan savings in FY 2011 as designated fund balance to cover future VRS rate increases.

•The School Board's final budget is in accord with the intent and understanding expressed in the motion adopted by City Council as part of the City's FY 2011 budget. The School Board should be commended for supporting a responsible way to use the savings to support the secondary school transformation and to minimize future increases in the Schools budget for the cost of VRS benefits.

Highlights Continued,

•In FY 2010 ACPS received $4.1 million in federal American Recovery & Reinvestment Act (ARRA) funding through the Virginia Department of Education. Of this amount $409,055 will be carried over into FY 2011. The new ARRA funding amounts for FY 2011 will be $2.5 million, which is lower than FY 2010 amounts due to state use of the ARRA State Fiscal Stabilization Funds to offset reductions in state basic aid allocations. In total, the School's budget anticipates $2.9 million in ARRA funding for FY 2011.

•ACPS is projecting total student enrollment to be 11,623 in FY 2011, which is an increase of 367 students (3.2%) over FY 2010.

•In addition to the operating budget, the Approved FY 2011-2020 Capital Improvement Program (CIP) includes $158.1 million in funding for Schools' CIP projects, of which $13.7 million is for FY 2011. The City's FY 2011-2020 Approved CIP focuses on balancing the very real and immediate needs of the Alexandria School System with the severe competition for funding in today's fiscal environment. CIP projects are discussed separately in the approved FY 2011-2010 Capital Improvement Program document.

•Details of the ACPS budget are available at http://www.acps.k12.va.us/.

Program Level Expenditure Summary

Operating Budget by Major Program

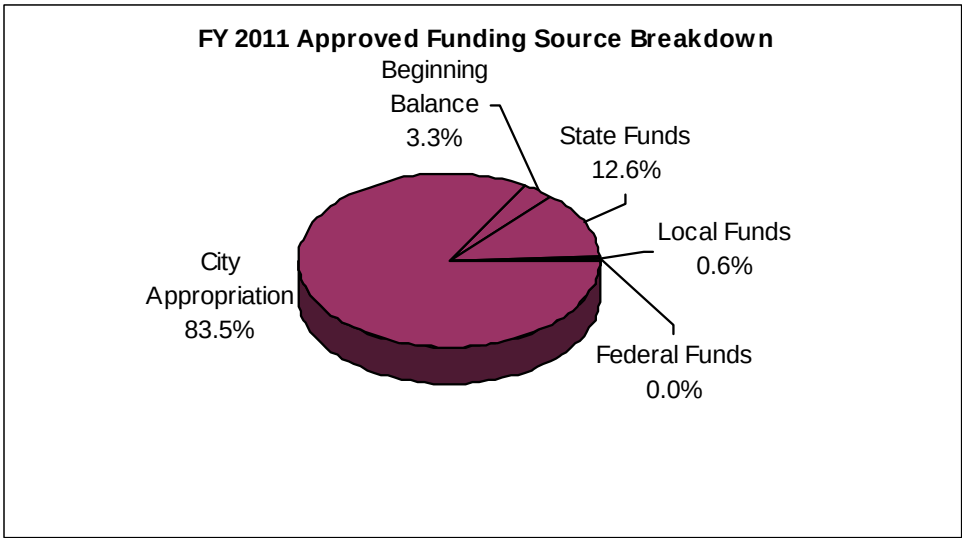
Expenditure by Major Program	FY 2009 Actual	FY 2010 Final	FY 2011 Final*	% Change 2010-2011
Instruction and Instructional Support	$149,529,829	$152,783,374	$154,086,876	0.9%
Administration, Health, and Attendance	20,550,466	22,153,679	21,266,045	-4.0%
Operations and Maintenance	15,778,115	15,720,619	15,137,663	-3.7%
Transportation	7,461,828	7,133,180	7,127,830	-0.1%
School Food Services & Other Non-Instructional	410,262	393,937	394,757	0.2%
Division-wide	(117,866)	(638,708)	(1,787,696)	179.9%
Total Operating Expenditures	$193,612,634	$197,546,081	$196,225,477	-0.7%

*Expenditure totals reflect the School Board's Final FY 2011 Combined Funds Budget as discussed on the previous page

Staffing Summary by Major Program

Authorized Positions (FTE's) by Major Program	FY 2009 Actuals	FY 2010 Final	FY 2011 Final*	% Change 2010-2011
Instruction & Instructional Support (including Reserves)	1,541.0	1,520.0	1567.86	3.1%
Administration, Health, & Attendance	126.7	132.3	133.64	1.0%
Operations & Maintenance	123.8	115.3	100.86	-12.5%
Transportation	135.0	135.0	134.00	-0.7%
School Food Services & Other Non-Instructional	14.0	14.0	13.99	0.0%
Total FTE's *	1,940.5	1,916.7	1,950.4	1.8%

* 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. FTEs reflect the School Board's Final FY 2011 Combined Funds Budget.



Cost per Pupil WABE Guide Data*	
Division	FY 2010
Alexandria City	$ 18,003
Arlington County	$ 18,569
Fairfax County	$ 12,898
Loudoun County	$ 11,997
Prince William County	$ 10,383

*Source: Washington Area Boads of Education (WABE) 2010 Guide

ACPS Program Areas

Instruction & Instructional Support
- Classroom Teachers
- Special Education Teachers
- ESL Teachers
- Guidance Counselors
- Social Workers
- Staff & Curriculum Development
- Library & Media Services
- Instructional Technology Services
- Differentiated Resources

Administration, Health & Attendance
- Central Business Services
- Information Technology Services
- Nurses & Psychologists
- School & Division Administrators
- Public Information
- Evaluation & Planning

Operations & Maintenance
- Utilities & Leases
- Custodians/Maintenance
- Building Engineers

Transportation
- Regular Day Transportation
- Special Educ. Transportation
- Activity Buses/Field Trips
- Summer School
- Athletic Events

School Food Service & Other
- Cafeteria Hostesses
- Community Services

Division-wide
- Division-wide responsibilities

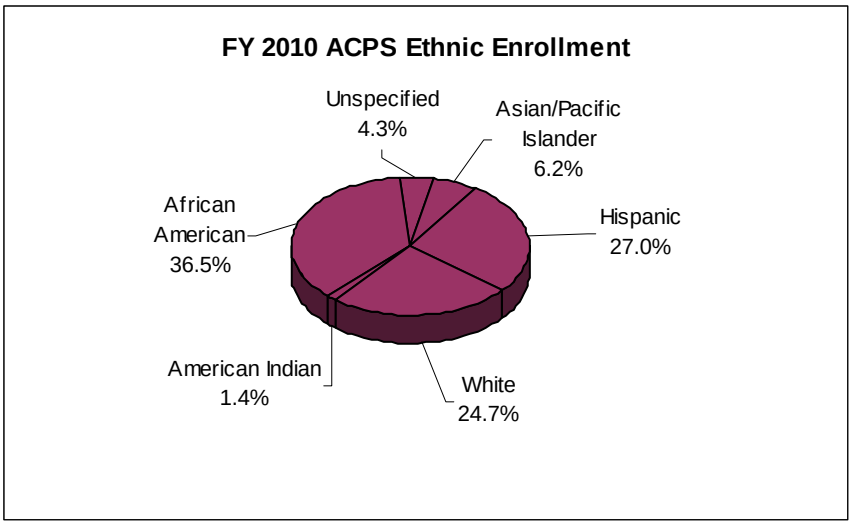
Dept Info

ACPS Contact Information
703.824.6600
http://www.acps.k12.va.us/

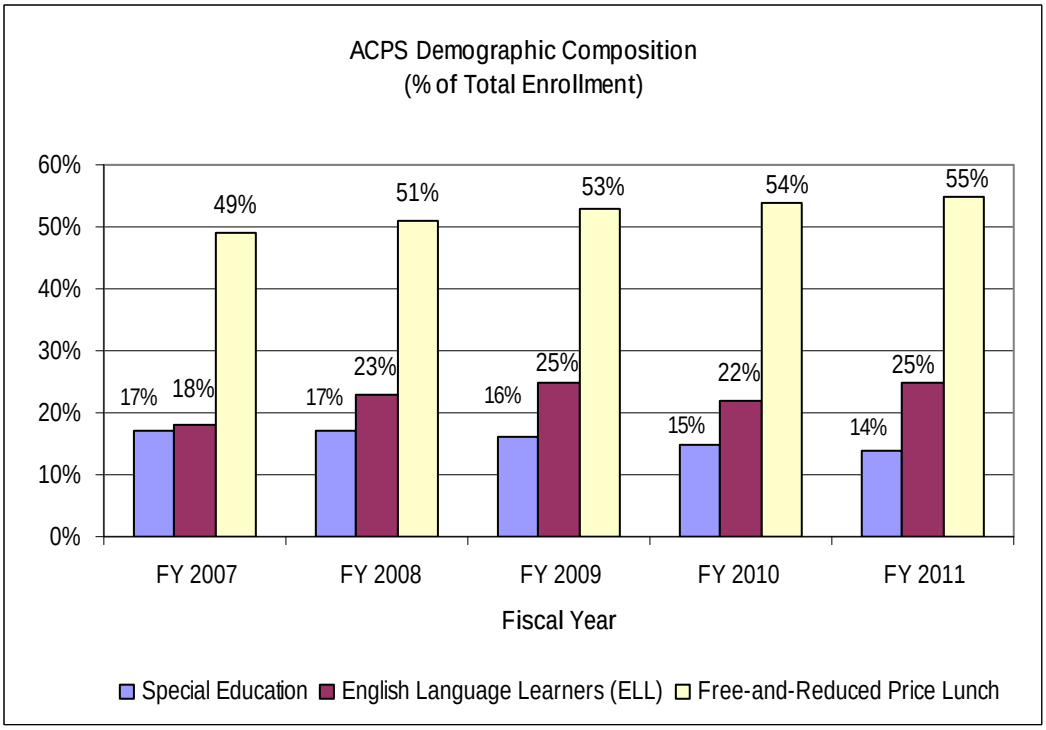
Superintendent
Dr. Morton Sherman, Superintendent
703.824.6610
superintendent@acps.k12.va.us

Staff
Cathy David, Deputy Superintendent
Margaret Byess, Deputy Superintendent
Jean Sina, Chief Financial Officer
Monte Dawson, Executive Director, Accountability

ACPS Statistics



Note: Demographic data for FY 2011 is not yet available



Source: Alexandria City Public Schools

ACPS Statistics

Students per Teacher Scale Position WABE Guide Data FY 2010			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	8.6	16.0	15.0
Arlington County	9.7	15.7	14.8
Fairfax County	13.3	18.6	19.0
Loudoun County	14.6	16.4	21.4
Prince William County	14.1	20.2	20.9

Students per Classroom Teacher WABE Guide Data FY 2010			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	19.8	23.7	25.0
Arlington County	18.6	19.7	17.6
Fairfax County	21.2	24.1	24.9
Loudoun County	22.4	19.8	24.8
Prince William County	22.3	31.0	28.9

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	Projected	122	1,298	1,237	1,140	1,066	977	854	744	749	746	734	766	814	654	89		11,990
FY 2012	Projected	**124**	**1,291**	**1,300**	**1,189**	**1,112**	**1,045**	**953**	**784**	**728**	**742**	**755**	**758**	**767**	**695**	**85**		12,328
FY 2013	Projected	126	1,336	1,293	1,250	1,159	1,091	1,018	878	766	721	751	780	759	655	81		12,664
FY 2014	Projected	**128**	**1,372**	**1,338**	**1,242**	**1,220**	**1,139**	**1,063**	**937**	**858**	**759**	**730**	**776**	**781**	**648**	**77**		13,068
FY 2015	Projected	130	1,378	1,374	1,287	1,210	1,201	1,107	985	917	849	768	754	777	667	73		13,477
FY 2016	Projected	**132**	**1,398**	**1,380**	**1,318**	**1,250**	**1,192**	**1,167**	**1,021**	**965**	**908**	**860**	**794**	**755**	**663**	**69**		13,872

Source: Alexandria City Public Schools

ACPS Division Education Plan 2010 – 2012

The Division Education Plan focuses on objectives in seven priority areas based on the School Board's 2008 – 2010 objectives, consistent within each level, but with slight differences among elementary, middle and high schools. The Division Education Plan incorporates the ACPS Strategic Plan 2010 – 2015, the 2008 – 2009 goals and objectives, the draft 2010 education plan, the 2009 annual report, the VASS report recommendations, and actions in response to the special education compliance action plan. The chart below and on the following pages presents the division education plans' key objectives and metrics. Additional information on the Division Education Plan can be found on the ACPS website.

Key Objectives and Metrics	SY06-07 FY2007	SY07-08 FY2008	SY08-09 FY2009	SY09-10 Target FY2010	SY10-12 Target FY2011-2012
Raise the overall level of math proficiency across K-12, and specifically increase the successful participation of students in Algebra in Grade 8. *Key Metric: % of all students successfully (Grade C or better, passing SOL) completing Algebra I by the end of 8th Grade*	4.7% (7th Grade) 15.6% (8th Grade)	5.5% (7th Grade) 13.8% (8th Grade)	4.6% (7th Grade) 22.9% (8th Grade)	37% of all students	75% of all students
Improve proficiency in Language Arts/Literacy at K-3 level. *Key Metric: % passing SOLs Reading 3 Grade*	72%	80%	81%	88%	100%
Improve writing proficiency for students across all grade levels and content areas. *Key Metric: SOL Writing Scores (Grades 5, 8, and EOC Grade 11) for pass and pass advanced*	83% pass 15% pass advanced	83% pass 8% pass advanced	84% pass 16% pass advanced	90% pass 25% pass advance	100% pass 35% pass advance
Increase participation and achievement in Science at Elementary and Secondary level. *Key Metric: % of students achieving qualifying scores of 3, 4, or 5 for AP science courses.*	78%	73%	64%	72%	80%
Establish an exemplary program (e.g. International Baccalaureate - PYP/MYP) across all schools. *Key Metric:* For non-IB: Overall score on Quality Program Worksheet For IB: Progress moving through IB phases (Consideration - Candidate - Authorization)	n/a	n/a	n/a	For non-IB: "exemplary" (score of 4) For IB: enter PYP Candidate Phase	For non-IB: begin implementation For IB: Enter PYP Authorization Phase; enter MYP Consideration Phase
Create a vertically aligned K-12 curriculum which embeds the SOLs but which goes well beyond state standards to include national and international models of exceptional education for each and every student. *Key Metric: Rubric developed to assess each new curriculum document for integration*	n/a	n/a	n/a	Integrated curriculum design process established	K-12 curriculum established, implemented in SY11-12

ACPS Division Education Plan

Key Objectives and Metrics	SY06-07 FY2007	SY07-08 FY2008	SY08-09 FY2009	SY09-10 Target FY2010	SY10-12 Target FY2011-2012
Develop formative and summative assessment to align with 21st Century curriculum design. *Key Metric: Progress on development and implementation of formative and summative assessments*	n/a	n/a	n/a	Min. of two prototype formative and summative assessment tasks	Formative and summative assessment prototypes replicated across all curriculum content areas
Create an inclusive learning env't in which every child with disabilities has access to the standard curriculum (based on SOL) across a continuum of services. *Key Metric: % pass rates in SOL Reading and Mathematics for students with disabilities*	49% (Reading) 44% (Math)	44% (Reading) 42% (Math)	67% (Reading) 58% (Math)	85% (Reading) 83% (Math)	100% (Reading) 100% (Math)
Create an inclusive learning env't in which every English Language Learner has access to the standard curriculum (based on SOL). *Key Metric: % pass rates in SOL English and Math for ELL subgroup*	64% (English) 66% (Math)	72% (English) 68% (Math)	77% (English) 68% (Math)	85% (English) 83% (Math)	100% (English) 100% (Math)
Increase participation and successful completion of advanced level coursework across all AYP subgroups. *Key Metric: % successful completion of High School AP courses*	45%	52%	54%	56%	58%
Engage 12th Grade students in senior projects and internships to enhance High School experience beyond SOLs. *Key Metric: Participation by seniors by AYP subgroups*	n/a	n/a	5%	10%	20%
Ensure that every child meets the requirements to graduate and enroll in college or post-secondary training. *Key Metric: % on-time graduation rate*	n/a	76%	78%	81%	87%
Develop a comprehensive Career and Transition Program to ensure that all students with disabilities are linked to postsecondary education after graduation. *Key Metric: % of students with IEPs enrolling in college, post-secondary training or competitive employment within one year after graduation*	n/a	46.8%	n/a	50%	80%
Provide individualized support to all students through the use of tiered responses (such as RtI framework) to ensure that all students achieve academic growth. *Key Metric: % of student population referred for special education services*	n/a	5%	5%	4%	3%

ACPS Division Education Plan

Key Objectives and Metrics	SY06-07 FY2007	SY07-08 FY2008	SY08-09 FY2009	SY09-10 Target FY2010	SY10-12 Target FY2011-2012
Ensure that ACPS provides effective services to students with autism by developing a comprehensive program. *Key Metric: State academic achievement targets for Unadjusted Passing Percent (autism only) in Reading and Math*	57% (Reading) 49% (Math)	63% (Reading) 52% (Math)	73% (Reading) 79% (Math)	85% (Reading) 90% (Math)	100% (Reading) 100% (Math)
Prepare students with GPA 2.0-3.5 in Grades 7-9 (and 1st generation college) for successful college admittance opportunity. *Key Metric: % of AVID students showing overall increase in GPA compared to their pre-AVID GPA*	n/a	n/a	n/a	85%	100%
Integrate international standards for educational technology with appropriate assessments for students, teachers and administrators. *Key Metric: Number of students completing online courses*	n/a	n/a	n/a	50 students	200 students
Increase access and improve quality of pre-K programs in Alexandria City. *Key Metric: % of entering Kg students meeting Fall PALS benchmarks*	75%	80%	82%	82%	90%
Foster relationships with parents to be supportive and informed advocates for their children, empowering them and providing educational opportunities that support student achievement. *Key Metric: Number of parents who participate in Parent Academy workshops and classes.*	n/a	n/a	n/a	350 parents	1,000 parents
Ensure high quality instructional delivery in every ACPS classroom through the creation of a tiered system of professional learning that includes individualized PD plans for all instructional staff aligned with the goals of the ACPS Strategic Plan. *Key Metric: Number of teachers and school-based administrators successfully completing a foundational course in effective teaching practices*	n/a	n/a	n/a	40 teachers and 13 school-based administrators	400 teachers and 45 school-based administrators
Achieve cultural competence for all staff with diversity training that incorporates awareness, understanding, high expectations, and appropriate instruction for all students. *Key Metric: Tripod survey for students and staff*	n/a	n/a	n/a	baseline	TBD

ACPS Division Education Plan

Key Objectives and Metrics	SY06-07 FY2007	SY07-08 FY2008	SY08-09 FY2009	SY09-10 Target FY2010	SY10-12 Target FY2011-2012
Commitment to continuous improvement and customer service using Baldrige criteria *Key Metric: Progress along the Baldrige criteria for excellence in education*	n/a	n/a	n/a	Min. of two process improvement projects completed. Customer service council established.	Min. of three facilitator teams dedicated to key process improvements.
Assure alignment of support for teacher initiatives, special projects, and areas related to strategic plan through the formation of an Educational Foundation. *Key Metric: Additional funding obtained for division facilities, grants, and education projects*	n/a	n/a	n/a	Foundation established	Funding obtained for public-private partnership for JH building site
Continue collaborative work with City staff on connecting services across department and jurisdictional lines. *Key Metric: Areas of potential shared services, as identified in joint analysis of 10/31/09*	n/a	n/a	n/a	Min. of one shared operational service areas implemented	Min. of two addt'l shared operational service areas implemented
Build a high-performing organization through the recruitment, hiring, and retention of teachers and special education staff appropriate for meeting the goals of the strategic plan, through comprehensive new job descriptions, recruitment materials, and rec *Key Metric: % of class sections (in core subject areas) taught by highly qualified teachers as of Oct 1 of school year*	95%	92%	94%	100%	100%
Ensure that resources are aligned to support the School and Division-level Education Plan. *Key Metric: % of program enhancements and grants aligned with strategic objectives*	n/a	n/a	n/a	Baseline established	5 points above baseline
Ensure ACPS facilities will support a high quality 21st century learning environment through a long-term facilities plan that enhances community schools. *Key Metric: Progress in performing deferred maintenance, as reflected in the EMG facilities needs assessment, and identified as critical by EMG event criteria*	n/a	n/a	n/a	Critical maintenance performed	Critical maintenance performed
Achieve the Eco-City vision in collaboration with the City of Alexandria. *Key Metric: Increase in recycled waste tonnage at each division building*	n/a	n/a	n/a	10% increase	10% increase

The Division Education Plan featured above is an abbreviated version of the Education Plan presented to the School Board on December 17, 2009. This version has been modified to include only one summative metric per objective, and in some cases, the language has been shortened to accommodate the format.

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 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.

FY 2011 Budget Highlights

• The total Local Maintenance and Operating Budget remained constant from FY 2010 to FY 2011. However, population changes result in varying requests to jurisdictions from FY 2010 to FY 2011.

• The requested contribution from Alexandria has decreased by $75, or 0.6%.

• The City of Alexandria also contributes a proportionate share of NVCC's locally-funded capital costs. Please refer to the City's Approved FY 2011-2020 Capital Improvement Program document for more information.

Expenditure Summary

Expenditure Summary

Program	FY 2009 Actuals	FY 2010 Approved	FY 2011 Approved	% Change 2010-2011
Northern Virginia Community College	$12,004	$12,304	$12,229	-0.6%

Participating Jurisdictions – Percent Shares

Summary Table FY 2011			
Jurisdiction	Population	Percent	Operating Budget Request
City of Alexandria	137,947	6.5%	$12,229
Arlington County	206,822	9.8%	$18,334
City of Fairfax	23,987	1.1%	$2,126
Fairfax County	1,017,318	48.1%	$90,181
City of Falls Church	11,399	0.5%	$1,011
Loudoun County	287,688	13.6%	$25,502
Manassas City	36,225	1.7%	$3,211
Manassas Park City	14,050	0.7%	$1,246
Prince William County	378,912	17.9%	$33,589
Total	2,114,348	100.0%	$187,429

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FY 2011 – FY 2020

Capital Improvement Program

Overview

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The City Council Approved FY 2011 – FY 2020 Capital Improvement Program totals $691.8 million in local funding and $707.1 million in total funding.

Of the three optional add-on modules included in the Proposed CIP, Council included one (Sanitary Sewer fee increase) in the Approved plan. One other (Stormwater Utility) was not included, but funding in the form of dedicated real estate tax revenue was approved to help with stormwater management.

Council Action for the Approved FY 2011 – FY 2020 CIP

The City Manager's FY 2011 – FY 2020 CIP was proposed to Council on February 16, 2010. City Council subsequently held a public worksession on February 24, 2010 to discuss various issues related to the capital budget and whether changes were necessary. Of special note in Council discussions were the three optional modules outline in the Proposed CIP, the Stormwater Utility, Commercial Add-on Tax for Transportation, and a fee increase for the Sanitary Sewer Fund.

During the budget add-delete process, City Council made several adjustments to the FY 2011 – FY 2020 Proposed CIP. First, Council opted to approve the Sanitary Sewer Fund module with the increased fee level. Council opted to not add a fee-funded Stormwater Utility module, but rather approved a dedicated 0.5 cents on the real estate tax rate for increased stormwater management projects. City Council also opted to not add the Commercial Add-on Tax for Transportation module to the Approved CIP.

Other small changes to the Proposed CIP made during the Council add-delete process included a $135,00 increase to the budgeted FY 2011 cash capital contribution to the CIP, with a corresponding reduction in planned borrowing. FY 2011 funding of $100,000 for a parking wayfinding signage in Old Town Alexandria and $60,000 for additional parking meters was also included in the Approved CIP per the add-delete process.

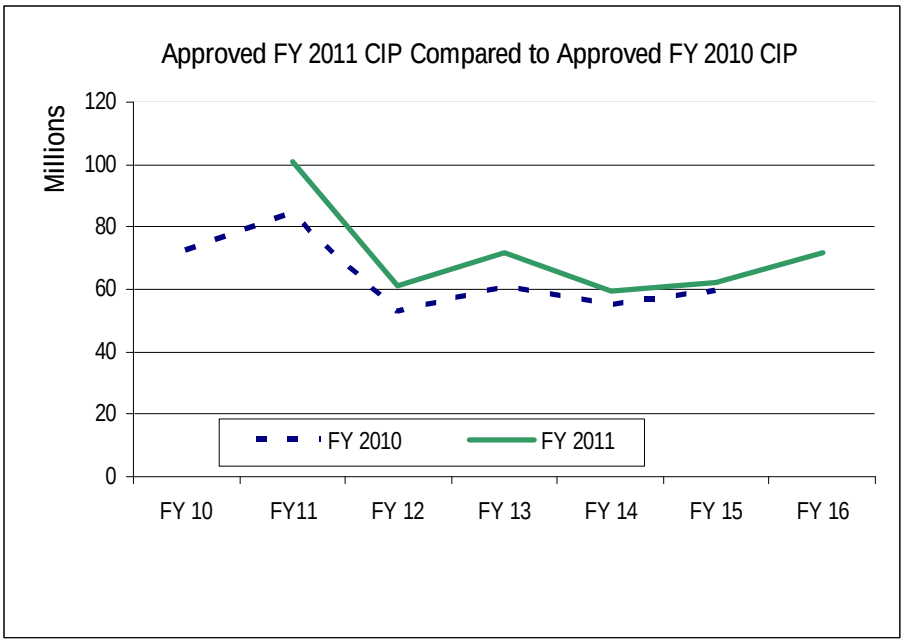
The City Council Approved FY 2011 – FY 2020 CIP totals $707.1 million in total funding, of which $691.8 million comes from local sources. For comparison purposes, the first six years of the Approved CIP total $426.6 million in local funding and $438.0 million in total sources. The six-year local funding total represents an increase of $42.7 million, or 11.1%, over the FY 2010 Approved CIP. This increase is primarily attributable to the planned issuance of an additional $28.3 million in Sanitary Sewer Fund-supported General Obligation Bonds and $8.8 million in dedicated tax revenue for Stormwater Management, neither of which were assumed in the FY 2010 CIP.

FY 2010 Approved to FY 2011 Approved "6 Year" and "10 Year" Plans				**Change FY'10 Approved to FY'11 "6 Year"**	
	FY 2010 Approved	FY 2011 "6 Year"	*FY 2011 "10 Year"*	$	%
City Funded CIP	$383.9	$426.6	*$691.8*	$42.7	11.1%
Special Revenues	$14.5	$11.3	*$15.3*	-$3.2	-22.1%
TOTAL CIP	**$398.4**	**$438.0**	***$707.1***	**$39.6**	**9.9%**

FY 2011 – FY 2020 Capital Improvement Program Overview

The increase in planned spending in FY 2011 - FY 2016 over last year's CIP is attributable to the planned issuance of an additional $28.3 million in Sanitary Sewer Fund-supported General Obligation Bonds and $8.8 million in dedicated tax revenue for Stormwater Management, neither of which were assumed in the FY 2010 CIP.

The results of the efforts of the CIP Steering Committee, City Manager review and decision making, and the City Council action is an approved, ten-year $707.1 million CIP. The first six years of this approved plan represent an increase over the FY 2010 – FY 2015 Approved CIP of 9.9%. The chart below illustrates the difference in funding for the FY 2011 Approved CIP compared to the FY 2010 Approved CIP.



In the CIP Overview pages that follow, please find the following descriptions and discussions of the FY 2011 – FY 2020 Capital Improvement Program process:

- City Manager's FY 2011 – FY 2020 Proposed CIP Overview – p. 2-6
- Proposed CIP Development Process – p. 2-8
- FY 2011 Approved CIP Details – p. 2-12
- FY 2011 – FY 2020 Approved CIP Details – p. 2-15
- Project Requests Not Included in the FY 2011 – FY 2020 CIP – p. 2-20
- FY 2011 – FY 2020 Approved CIP Funding Sources – p. 2-22
- City Debt Policy Guidelines – p. 2-24
- CIP Phase Review Process – p. 2-29

FY 2011 – FY 2020 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.

The 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 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 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 2011) represents a funding commitment for the project to proceed to the next stage, or to be implemented depending on the level of funding provided.

Definition of a Capital Project

•Greater than $10,000

•Acquires or improves physical assets with useful life of 3 or more years

•Not day-to-day maintenance

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. 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.

The City Manager's Proposed FY 2011-FY 2020 Base Capital Improvement Program totals $612.4 million in local funding, and $627.7 million in total funding. The first six years of the base plan total $366.9 million in local funding, which represents an increase of 3.1 percent in local funding over last year's CIP.

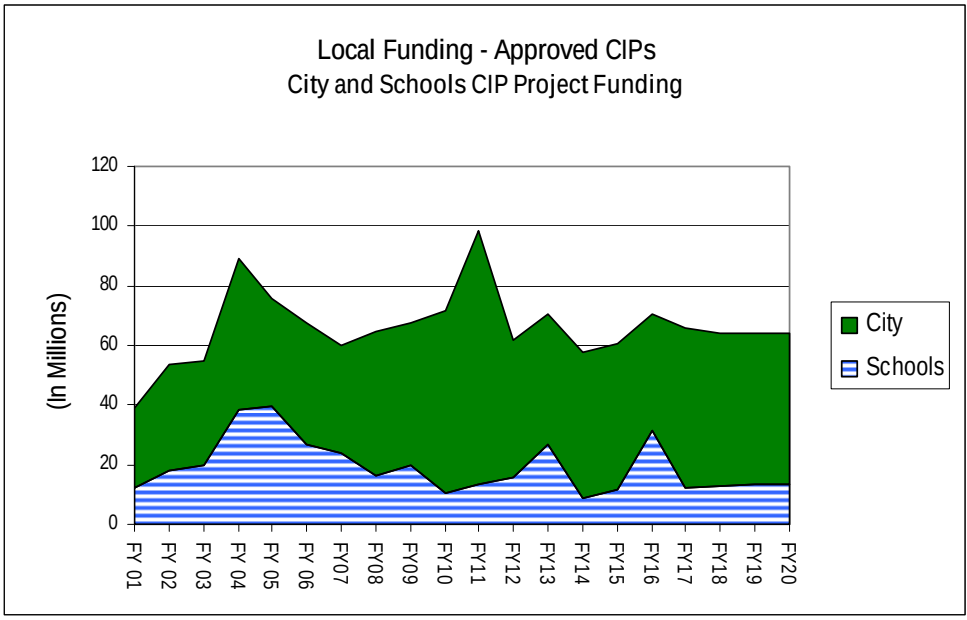
Including all three options for additional funding and spending on public infrastructure, the CIP totals $454.9 million, which represents an increase of 14.2% over last year's All Funds CIP.

City Manager's FY 2011 – FY 2020 Proposed CIP

The FY 2011 – FY 2020 Capital Improvement Program represents the first time the City has published a ten-year capital plan rather than a six-year plan. For purposes of more valid, "apples to apples" comparisons, the majority of comparisons to prior year CIP's illustrated in this document will look at the first six years (FY 2011 – FY 2016) of the Proposed Plan. (In future CIP's, comparisons between the full ten years of planned project funding will be standard.)

FY 2010 Approved to FY 2011 Proposed "6 Year" and "10 Year" Plans				Change FY'10 Approved to FY'11 "6 Year"	
	FY 2010 Approved	FY 2011 "6 Year"	*FY 2011 "10 Year"*	$	%
City Base CIP	$355.8	$366.9	*$612.4*	$11.1	3.1%
Special Revenues	$14.5	$11.3	*$15.3*	-$3.2	-22.1%
TOTAL BASE CIP	**$370.3**	**$378.2**	***$627.7***	**$7.9**	**2.1%**
Sanitary Sewers	$28.1	$46.9	*$15.5*	$18.8	66.9%
Stormwater Utility	-	$16.6	*$29.0*	-	-
Transportation Tax	-	$13.2	*$13.2*	-	-
GRAND TOTAL CIP	**$398.4**	**$454.9**	**$685.4**	**$56.5**	**14.2%**

The chart below shows the portion of local CIP funding dedicated to Schools capital projects versus City capital projects from FY 2001 – FY 2020. The peak in FY 2011 represents the second and largest year of funding for the New APD Headquarters. The two smaller peaks in FY 2013 and FY 2016 represent the planned construction of two new replacement elementary schools.



FY 2011 – FY 2020 Capital Improvement Program Overview

City Council gave the City Manager specific guidance on the CIP for FY 2011 – FY 2020.

The budget guidance given by City Council in November 2009 contained language specific to the Capital Improvement Program. The language contained the following instructions:

– The levels of "pay-as-you-go" cash capital and borrowing through general obligation bonds should not exceed those assumed in the FY 2010 Approved CIP; and
– Propose a stormwater utility fee as necessary and appropriate for the provision of additional stormwater management capital projects.

City Council also directed that the City Manager could propose additional CIP projects above those currently funded if deemed necessary, but an appropriate source of revenue for additional projects must also be identified for consideration.

The City Manager's Proposed Capital Improvement Program (CIP) focused most available resources allowable under Council guidance on maintaining existing City and School facilities and public infrastructure. The prioritization process included funding most projects that involved repairs, renovations and upkeep of public facilities and infrastructure. Some major renovation projects had to be delayed to later years, but largely all those projects have been planned for some time in the decade. A limited amount of resources within the allowable funding levels are planned for a small number of new facilities and expanded or improved infrastructure on a staggered basis over the next 10 years.

Three additional options were proposed for Council consideration above the base operating budget and CIP as allowed by the Council budget resolution. In our opinion the case for these improvements is so strong that the question is not whether these programs need to be significantly enhanced, but when and exactly how to pay for them.

- To increase storm water management capacity and protect our region's waterways and the Chesapeake Bay a Storm Water Management fee was proposed that would cost the average homeowner $48 a year. $19 million in improvements would be funded over 10 years by this fee and additional borrowing secured by this fee.

- To meet sanitary sewer capital and operating needs, another option was presented for an increase in the sanitary sewer usage fee (to $1.25 per 1000 gallons of water used from $1.00). The average residential user would pay $17.50 more a year – a 25% increase. These funds and the borrowing it will allow would provide $13 million more over the next 10 years. Without these funds we also may have difficulty meeting Clean Water standards. Previously, the City has committed to having users pay for these improvements through this fee and a fee imposed on new development.

• To provide for much needed transportation improvements, an option of a 3-cent tax on commercial real estate for this purpose was provided for Council consideration. Although no additional real estate tax on commercial properties for transportation purposes was included in the base budget per Council guidance, a 3-cent tax was proposed as an option, which was allowed by the Council resolution. Such a fee would provide for the capital and related operating costs of high capacity transit corridors, peak period bus service, METRO station improvements, and alternative transportation initiatives. Without such a tax, these improvements cannot be funded from existing available revenue sources.

Process to Develop the Proposed CIP for FY 2011 – FY 2020

Development of Departmental Submissions

The funding gap for the CIP continued to grow in the FY 2011 – FY 2020 Proposed CIP to over $200 million.

The appetite for capital investment in the Alexandria community continues to exceed the City's funding limitations for the fourth consecutive year. The FY 2008 – FY 2013 Approved CIP identified $85.3 million of projects above what the City projected for revenues under the approved tax rates and tax structure. This shortfall number was $61.3 million in the FY 2009 – FY 2014 Approved CIP. And then in the FY 2010 – FY 2015 Approved Capital Improvement Plan, the gap between requested capital expenditures and the City funding capacity had grown to $124.1 million. For FY 2011, the gap between funding requests and funding limits grew to over $200 million.

The City Manager's goal for the FY 2011 – FY 2020 CIP was to confront and deal with the funding shortfall directly and build a ten-year plan that meets the most critical needs of the City and community while assuming realistic funding levels in each year.

In order to accomplish the goal of a true, balanced ten-year plan, the first step required City staff to differentiate between the most needed projects and other less important projects (i.e. necessary vs. desirable), and then determine realistic time constraints and logistical considerations for the higher priority projects. Departments were instructed to only request funding for projects that maintain existing City assets or service levels. The only exceptions to this guidance allowed for projects that answered a public safety concern or a specific pressing business need, or where additional funding was needed to finish a partially-completed project. The $200 million funding gap persisted despite Departments honoring this guidance.

All Department project requests were initially prioritized into three projects groups.

The CIP Steering Committee reviewed and prioritized over 240 existing, new, or revised projects.

CIP projects were first categorized into two categories: Maintain and Improve.

CIP Steering Committee and Priority Setting Process

The CIP Steering Committee is comprised of four department heads, OMB staff, ACPS staff, and two Deputy City Managers, and is charged with recommending CIP project priorities to the City Manager from among the many requested and needed projects within the City. The specific plan and priorities for the City Manager's FY 2011 - FY 2020 Proposed CIP were initially developed by the City's internal staff CIP Review Committee and then finalized by the City Manager.

Member Departments of the CIP Steering Committee began generating project requests for the FY 2011 CIP in July 2009. As projects were identified, Departments were asked to categorize them into one of three potential groups. These groups were:

- Group 1: Ongoing Maintenance – annualized funding streams that cover an ongoing maintenance need for an existing City asset;
- Group 2: Major, Stand-alone Maintenance Projects – 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; and
- Group 3: New, Improvement Projects – projects that result in a new or expanded level of service and can be scheduled.

Once Departments categorized the project submissions, the CIP Steering Committee reviewed all the requests and made adjustments to the identified project categories as necessary. Once this exercise was complete, the Steering Committee had a rough order of initial priority, with Group 1 projects considered the highest priority. Group 2 projects were scheduled next for an appropriate time period given logistical and funding constraints. Group 3 projects were considered the lowest initial priority. This methodology is a slight variation on staff prioritization exercises from past CIP's.

A second component of the Department submissions pertained specifically to Group 1 projects. For these ongoing maintenance funding streams, Departments were required to either identify industry standards to benchmark annual levels of effort, or to produce lists of specific deferred maintenance items planned to be addressed. These specific maintenance project plans were to extend a minimum of three years into the future. This process was further validation that the City has been steadily falling behind in many aspects of regular facility maintenance.

The Steering Committee discussed all Group 1 projects at length and reviewed evidence speaking to both the essential nature of the projects as well as the requested level of funding. An objective of the FY 2011 CIP is to establish a consistent and sufficient level of annual funding for both City and School Group 1 projects that can be the assumed baseline for the CIP each and every year.

Group 1 (ongoing maintenance) project funding levels should be justified annually, but should not be competitive with projects that expand or improve service levels.

Once the Steering Committee initially agreed upon appropriate funding levels for the Group 1 projects, they were purposefully set aside from the remaining prioritization exercises. The City and Schools Group 1 funding total starts around $20 million in FY 2011 and gradually grows to around $34 million by FY 2020. It is anticipated that after several years of appropriately scheduled maintenance and significant catch-up on deferred maintenance, this level of annual investment will begin to decline. For now, while it will be important to review justification for these Group 1 funding requests each year, it is equally as important that these funds be given priority during the strict competition for funds that occurs each year. The City cannot afford to sacrifice its current assets in order to grow its service levels.

Once the Steering Committee set the Group 1 baseline for the CIP, it was a simple mathematical equation to determine the level of remaining funding available below the funding guidance limits set by City Council. The next step was to discuss the Group 2 project requests. While these projects are every bit as important as Group 1 projects, both the scope and timing of the projects are often flexible. The Steering Committee heard justifications from requesting Departments covering both the funding levels and scheduling. A scheduling window was identified for these projects, with both earliest desirable and latest possible completion dates. Using these windows an initial prioritization was set, with earlier implementation dates being considered inherently more essential.

Subgroups Maintain Group 1 through Improve Group 2 were funded in the FY 2010 and FY 2011 proposed plans. The 1-Penny Priority Group was shown next. The remaining groups were unfunded in the proposed plan.

The Steering Committee underwent the same exercise for Group 3 project requests as it had for Group 2 projects. The only significant difference in the Group 3 exercise was that certain projects were deemed likely candidates for exclusion for the ten-year plan and were tentatively removed from the list.

Once the Steering Committee completed discussion of the entire FY 2011 – FY 2020 submission, a new strategy had to be implemented. In past years, the Steering Committee, City Manager, and City Council have primarily focused on the first year of the CIP, with significant discussion covering the second and third years and only a small amount of discussion of projects in the last three plan years. Because the FY 2011 CIP is intended to be a fully developed and balanced ten year plan, having the Steering Committee deliberate on decisions for all ten years would have taken far more time than was practical.

Instead, the Office of Management and Budget took the input from the CIP Steering Committee and produced a “Straw Man” CIP that sought to fit Group 2 projects within acceptable windows whenever possible, and provide funding for Group 3 projects when available and prudent. This OMB Straw Man CIP was then returned to the Steering Committee for comments and concerns. These changes were incorporated where the Committee agreed and a recommended ten-year plan was presented to the City Manager.

FY 2011 – FY 2020 Capital Improvement Program Overview

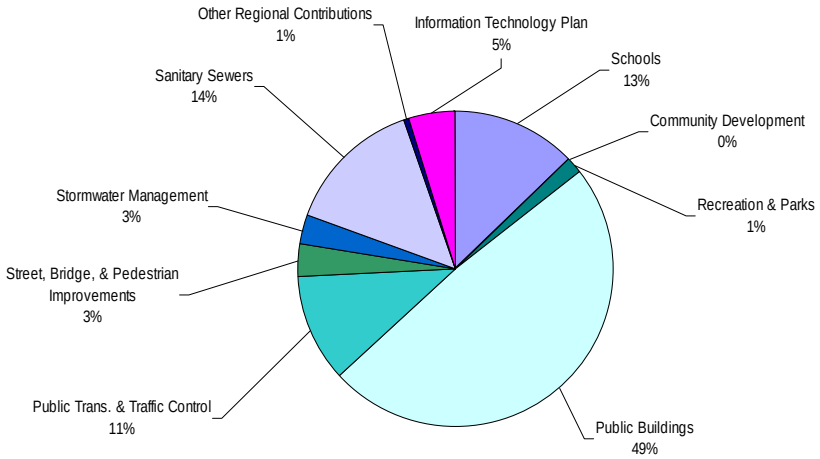
	Unallocated Balance	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	*TOTAL*
Group 1 Projects - City	**$11,704,147**	$14,262,867	$17,869,808	$17,790,860	$17,925,059	$20,122,332	$19,331,679	$22,341,100	$21,942,594	$21,742,594	$21,002,594	$194,331,487
Non-Capacity CIP - Schools	**$300,000**	$5,968,267	$10,194,616	$7,113,000	$9,000,000	$11,365,000	$11,000,000	$12,000,000	$13,000,000	$13,500,000	$13,366,000	$106,506,883
IT PLAN	**$3,393,131**	$4,300,000	$2,500,000	$2,770,000	$2,500,000	$2,500,000	$2,132,500	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$26,702,500
Group 2 Projects												
Public Safety Center Slab	$0	$1,330,000										$1,330,000
Edsall Road	$1,000,000	$1,000,000										$1,000,000
Chinquapin (renovations)	$0		$1,600,000				$1,000,000		$2,000,000	$2,000,000		$6,600,000
k-9 Facility Renovation	$0		$0				$270,000					$270,000
CAD/RMS Replacement System	$0	$600,000	$1,000,000	$14,000,000	$19,000,000							$34,600,000
City Hall HVAC	$0				$1,200,000	$10,000,000	$6,800,000					$18,000,000
Burn Building	$0				$200,000							$200,000
Athletic Field Restrooms	$0					$200,000	$250,000					$450,000
Marina Dredging	$0				$100,000	$3,000,000				$100,000	$3,000,000	$6,200,000
Market Square Renovations	$0						$300,000	$300,000				$600,000
Madison/Montgomery Street	$350,000						$500,000	$3,250,000	$3,000,000			$6,750,000
Street Reconst. Rev Sharing	$0						$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$5,000,000
Pistol Range	$0							$1,435,000				$1,435,000
Pavement Repairs in Parks	$0							$2,000,000	$1,000,000			$3,000,000
Artificial Turf Field Program	$1,425,500							$2,500,000	$2,500,000	$2,500,000	$2,500,000	$10,000,000
Median Conversion	$0							$400,000	$400,000			$800,000
Subtotal Group 2 Projects	**$2,775,500**	**$2,930,000**	**$2,600,000**	**$14,000,000**	**$20,500,000**	**$13,200,000**	**$10,120,000**	**$10,885,000**	**$9,900,000**	**$5,600,000**	**$6,500,000**	**$96,235,000**
Group 3 Projects												
APD Facility	$0	$44,860,200	$2,000,000									$46,860,200
Other ACPS Capacity (modulars, etc.)	$0	$7,596,000	$2,100,000									$9,696,000
Fire Station 210 (Eisenhower Ave)	$1,450,000	$2,135,000	$11,210,000									$13,345,000
Emergency Ops Center	$0	$200,000	$1,750,000									$1,950,000
School Site #1 (P.H. w/ RPCA Space)	$0		$3,500,000	$19,500,000								$23,000,000
4 Mile Run Park&Stream (STAG Match)	$300,497		$205,545	$205,545								$411,090
Fire Station 203 (Cameron Mills)	$0				$600,000	$5,600,000						$6,200,000
School Site #2	$0					$500,000	$20,500,000					$21,000,000
Windmill Hill Bulkhead	$784,953						$500,000	$5,000,000				$5,500,000
Lower King Street Flooding	$0						$100,000	$250,000				$350,000
City Marina Seawalls	$0						$200,000	$1,500,000				$1,700,000
City Marina Utility System	$0						$250,000	$1,000,000				$1,250,000
Emergency Govt Relocation Center	$300,000							$1,200,000				$1,200,000
Fire Station 207 (Duke Street)	$0						$700,000	$3,000,000	$6,000,000			$9,700,000
Public Art Acquisition Program	$0							$300,000	$300,000	$300,000	$300,000	$1,200,000
Fire Station 206 (Seminary)	$0							$700,000	$3,000,000	$6,000,000		$9,700,000
Fire Station 205 (Cameron Street)	$0									$700,000	$3,000,000	$3,700,000
City Spray Parks (Aquatics Solution)	$0									$2,000,000	$1,000,000	$3,000,000
Miracle Field	$0										$570,000	$570,000
Subtotal Group 3 Projects	**$2,835,450**	**$54,791,200**	**$20,765,545**	**$19,705,545**	**$600,000**	**$6,100,000**	**$22,250,000**	**$12,950,000**	**$9,300,000**	**$9,000,000**	**$4,870,000**	**$160,332,290**
Allowance for Inflation or Additional Projects				$4,141	$3,063	$173,795	$532,416	$1,991,876	$4,382,195	$8,354,199	$12,882,633	$28,324,318
TOTAL	**$21,008,228**	**$82,252,334**	**$53,929,969**	**$61,383,546**	**$50,528,122**	**$53,461,127**	**$65,366,595**	**$62,667,976**	**$61,024,789**	**$60,696,793**	**$61,121,227**	**$612,432,478**

The Approved FY 2011 capital budget includes $106.1 million in total funding and $100.7 million in local funding.

FY 2011 Approved CIP Expenditures

The total Approved CIP for FY 2011 is for $106.1 million, which includes $5.5 million in grants and other special revenues. The locally-funded CIP is $100.7 million, a $16.7 million (19.9%) increase from what was previously planned for FY 2011 in last year's Approved CIP. The additional project spending is funded through the issuance of General Obligation Bonds supported by the Sanitary Sewer Fund, dedicated tax revenues for stormwater management, and the use of reallocated prior year balances.

FY 2011 All Funds Capital Budget By Project Category
($106.1 million)



A summary of the FY 2011 major capital budget highlights follows:

Public Buildings:

- $44.9 million for construction work on the New Police Facility
- $1.3 million for the Public Safety Center Slab Replacement project
- $1.1 million for the City's Capital Facility Maintenance Program
- $2.1 million for design of the new Fire Station 210 (Eisenhower Ave.)

Schools:

- $13.6 million for Alexandria City Public Schools, including $7.7 million to implement short-term solutions to the capacity issues, $1.1 million to implement ADA-necessitated projects, and $1.7 million for EcoCity-based maintenance projects that seek to create more efficient school facilities.

Highlights of the FY 2011 Capital Budget

Public Transportation and Traffic Control:

- $7.0 million for the City's contribution to forthcoming WMATA "Metro Matters II"
- $0.8 million for Traffic Signals and Signs Equipment
- $1.8 million for DASH replacement buses

Street, Bridge, and Pedestrian Improvements:

- $2.0 million for Edsall Road reconstruction to be offset by $1.0 million in state revenue sharing
- $0.6 million to maintain the City's bridges
- $0.3 million for Non-Motorized Transportation projects for safety and mobility

Community Development:

- $100,000 for a parking wayfinding sign system in Old Town Alexandria.

Recreation and Parks:

- $1.5 million is budgeted for the various maintenance programs supporting recreation and park facilities, including $0.5 million for maintenance in neighborhood recreation facilities and $0.2 million to continue the playground renovation program.

Other Regional Contributions:

- $0.36 million for the City's capital contribution to the Northern Virginia Regional Park Authority
- $136,273 for the City's annual capital contribution to Peumansend Creek Regional Jail
- $136,732 for the City's capital contribution to the Northern Virginia Community College

Information Technology:

- $4.9 million for Information Technology Plan projects, including $2.2 million for the new Payroll / Human Resources system

Highlights of the FY 2011 Capital Budget

Sanitary Sewers:

•$15.2 million for sanitary sewer projects funded entirely with sanitary sewer system revenues and sewer fee revenue financed bonds, including $7.9 million for infiltration and inflow remediation in the Holmes Run sewershed and $4.0 million for the Holmes Run Trunk Sewer

Stormwater Management:

• $3.1 million for stormwater management projects through the dedicated real estate tax revenue.

FY 2011 – FY 2020 Capital Improvement Program Overview

The Approved FY 2011 – FY 2020 CIP includes $707.1 million in all sources of funding, $691.8 million of which is local funding.

The Approved FY 2011-FY 2020 All Funds Capital Improvement Program totals $707.1 million, of which $438.0 million is planned in the first six years. This six-year total represents a 9.9 percent increase in All Funds CIP funding over last year's CIP.

The FY 2011 - FY 2020 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. The chart on page 2-19 illustrates CIP spending (both City and Special Revenue sources) according to project category for each year in the six-year plan.

Schools:

- A total of $158.1 million over ten years (FY 2011 – FY 2020) has been included in this CIP for the capital needs of the Alexandria City Public School System (ACPS) for Schools projects.
- $51.6 million has been planned to manage ACPS capacity issues, including two new elementary schools (Patrick Henry School and one yet-to-be-identified site)

Public Buildings:

- $46.9 million over two years (FY 2011-FY 2012) is planned for the construction of the new Police facility headquarters office on Wheeler Avenue. Of this remaining funding, $12.17 million is for IT related equipment (including E-911 and the public safety radio system) and installation at the new APD Facility has been now included as part of this project budget. Many of these IT costs would have had to be funded during this time period independent of the need for a new Police facility.
- $13.3 million in new funding is planned for the construction of Fire Station 210 in the Eisenhower Valley.
- Other major fire station projects are also being planned throughout the City. These include Fire Station 203 (Cameron Mills Rd), Fire Station 205 (Cameron Street), Fire Station 206 (Seminary Rd), and Fire Station 207 (Duke Street). More specific scope and cost estimates will follow programming for these projects.
- $18.0 million is planned for the replacement of the HVAC and other integral systems at City Hall.
- $28.5 million is planned over ten years for the various capital facility maintenance programs used to keep existing City facilities in efficient operational condition and ensure that status into the future.

Highlights of the FY 2011 –FY 2020 Capital Improvement Program

Public Transportation and Traffic Control:

• $77.4 million has been planned over ten years (FY 2011-FY 2020) to meet the City's capital obligations for Metrobus and Metrorail as part of the Washington Metropolitan Area Transit Authority's (WMATA) new Capital Improvement Program (CIP). A new multi-year capital funding agreement (beyond FY 2010) between WMATA and its funding partners is in the early stages of discussion.

• $26.0 million has been planned for the replacement and expansion of the DASH fleet over this period. Since the City can no longer anticipate regular State Urban Funds for these buses, City funding is now the planned source.

Street, Bridge, and Pedestrian Improvements:

• $6.0 million in City funding is planned for City participation in the State Revenue Sharing Program, with Edsall Road Reconstruction being the specific project identified for FY 2011.
• $6.8 million is planned for the reconstruction of Madison and Montgomery Streets.
• $3.4 million is planned for street and alleyway reconstruction and extension projects.
• $6.0 million is planned for bridge repairs City-wide.

Community Development:

• A total of $14.0 million over ten years (FY 2011 – FY 2020) is planned for Community Development projects.
• $13.1 million is planned for various stream and channel maintenance and dredging activities.
• Implementation projects stemming from the Waterfront, Braddock, King Street, Landmark/Van Dorn, and Arlandria area plans will be necessary within the ten-year plan, but no specific projects have been identified yet.

Highlights of the FY 2011 –FY 2020 Capital Improvement Program

Recreation and Parks:

• The dedicated Open Space one percent of the real estate tax revenues was being decreased in FY 2010 to only cover related debt service costs. The $6.2 million in remaining balance will continue to be used to acquire and do initial development work on desirable open space parcels.
• A total of $6.6 million is planned over the ten-year period to do necessary maintenance at the Chinquapin Recreation Center in order to keep the facility safe and operational.
• $24.9 million is planned over the ten years for the various Category 1 maintenance and repair programs for park and recreation facilities.
• A total of $10.0 million is planned for the design and installation of artificial turf fields City-wide, as well as for the replacement of artificial turf carpets at existing fields.
• $5.5 million remains to implement improvements to the Windmill Hill bulkhead.

Information Technology:

• The FY 2011-FY 2020 CIP continues the City's commitment to building and maintaining an essential information 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.
• The Information Technology (IT) Plan totals $61.3 million over ten years, including $2.2 million to fund the new Payroll / Human Resources System.
• The IT Plan also includes including $34.6 million to fund the Computer Aided Dispatch and Records Management System for Police, Fire and Emergency Medical Services.

Allowance for Inflation or Additional Projects:

• The FY 2011 – FY 2020 CIP does not include assumptions for inflationary increases moving into the future. The current CPI-U for the Washington D.C. region is hovering around 2.9%. The FY 2011 CIP leaves a gradually increasing amount of unprogrammed revenues each year starting in FY 2013, which is intended to either be maintained as a small buffer against inflation or be programmed by City Council for additional projects. The size of this allowance was determined by assuming a CIP that requires a relatively consistent level of debt-financing in each year (approximately $50 million annually).

Highlights of the FY 2011 –FY 2020 Capital Improvement Program

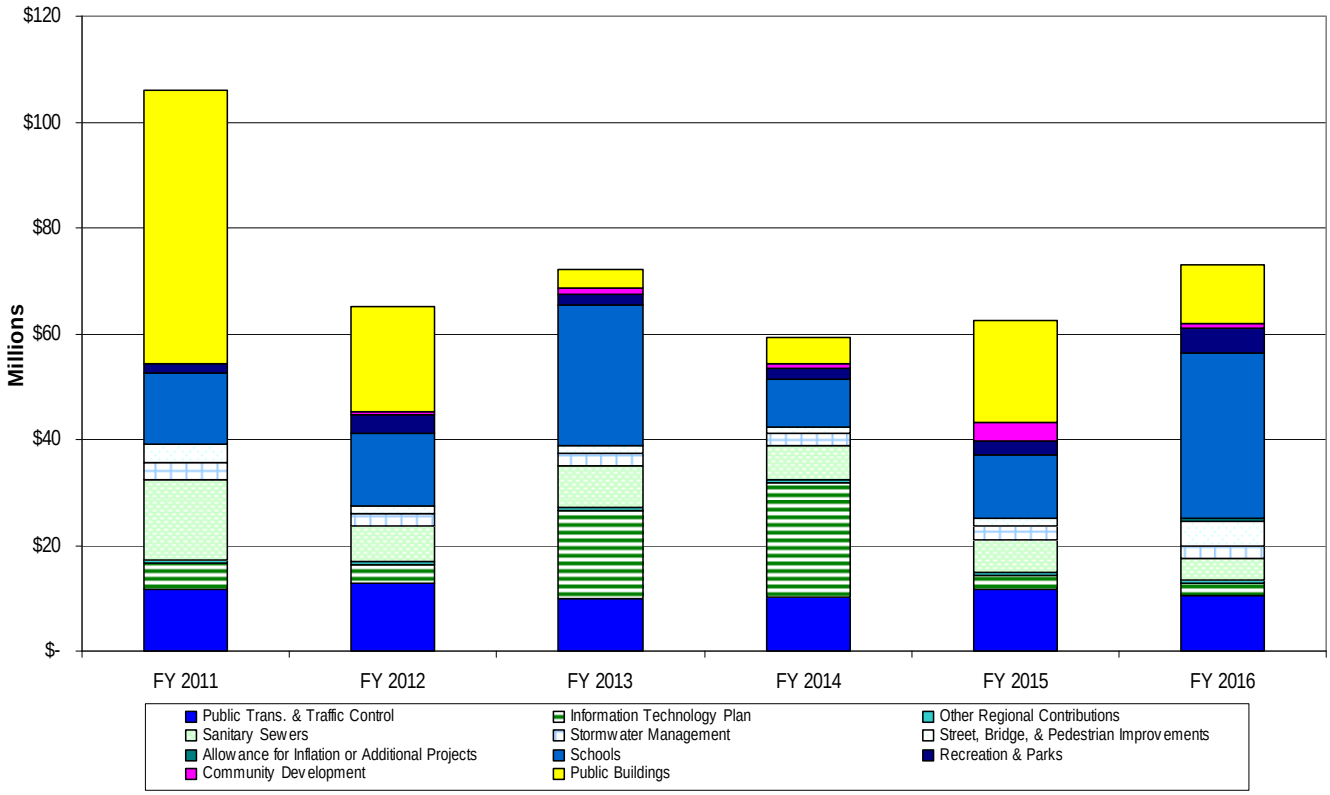
Sanitary Sewers:

- A total of $55.5 million over ten years (FY 2011 - FY 2020) is planned for City-wide sanitary sewer projects, including $25.0 million for the Holmes Run Infiltration and Inflow project and $6.0 million to address combined sewer separation projects.
- The Sanitary Sewer Fund will be financed by the revenues collected through the Sanitary Sewer Enterprise Fund (sanitary sewer connection and use fees) and bonds funded by those revenues.

Stormwater Management:

- A total of $29.0 million over then years (FY 2011 - FY 2020) is planned for the Stormwater Utility Module, including $12.5 million to fund miscellaneous capital stormwater system capital projects .
- Stormwater Management projects will be financed by the revenues collected through the dedication of 0.5 cents of the real estate tax rate and an annual transfer of $1.0 million from the Capital Fund, which represents the current level of General Fund investment.

CIP USES: FY 2011 - FY 2016



Over $95 million in requested CIP projects have not been included in the Approved CIP.

Project Requests Not Included in the CIP

Extending the FY 2011 CIP to a ten-year plan helped alleviate a significant portion of the over $200 million funding gap. The proposed use of add-on CIP Modules helped eliminate a little more of that gap. Even with these new methods to close the gap, the remaining gap between project requests and available funding is more than $95 million. As such, in order to put together a plan that balances expenditures with revenues in each fiscal year, $95 million in projects have been excluded from the FY 2011 – FY 2020 CIP.

The following are some of the major projects that are not included in this CIP.

- Chinquapin Recreation Center - $13.6 million
  - – A request for $20.2 million was submitted for a major renovation or reconstruction project at Chinquapin Recreation Center to occur within the next six years. This project at the requested scope could not fit within City Council guidance before FY 2020, but the Proposed CIP does include $6.6 million to perform crucial maintenance to facility. Without a significant level of investment within the next few years, Chinquapin will likely decline to a condition that approaches inoperability.

- Patrick Henry Recreation Center - $6.1 million
  - – The Patrick Henry Recreation Center project is not included as a stand-alone project in the FY 2011 CIP. The project has been tied to the ACPS new Patrick Henry School project. Although the proposed budget for the Patrick Henry School project is not sufficient to provide the full scope identified in the Recreation Center project, RPCA programming needs at the Patrick Henry site will be an important component of the ACPS project.

- Warwick Pool Replacement - $3.3 million
  - – The Warwick Pool Replacement project has not been included in the FY 2011 CIP for two primary reasons. First, the cost of this pool renovation or replacement project is prohibitive in the immediate future. Second, the City is beginning to look at the Citywide aquatics program plan and it is currently unknown what the ideal mix of aquatics facility types and locations is. The Warwick Pool is under the threat of imminent failure in the next few years and will be closed at that time unless additional CIP funding is identified for a solution.

- Artificial Turf Field Program - $1.2 million
  - – Continuation of the Artificial Turf Field program has been delayed until FY 2017 when funding again becomes available. Even with this delay, the City anticipates opening a new field at Brenman Park using prior year balances, two new fields at Witter using Woodrow Wilson Bridge settlement funds, and a new field at Hammond Upper included in the ACPS capital plan.

- Public Art Acquisition Program - $1.5 million
  - – The start of an annual funding stream dedicated to the acquisition of new public art has been delayed until FY 2017 when funding becomes available.

Over $95 million in requested CIP projects have not been included in the Approved CIP .

Project Requests Not Included in the CIP, continued

- Fire Station 211 (new West End Site) - $9.7 million
  – A new Fire Station to be located in the Beauregard Corridor west of I-395 is currently being contemplated. This area of the City receives the heaviest volume of calls and is regularly served by Fairfax County and Arlington County fire and EMS units. The start of this project has been delayed to beyond the ten-year timeframe represented in the FY 2011 CIP.

- Street Reconstruction Revenue Sharing Program - $4.0 million
  – Participation in the Virginia revenue sharing program for street reconstruction projects is not budgeted in FY 2012 – FY 2015. Participation in this program requires projects of at least $2 million in eligible, annual costs, with the state reimbursing the City for $1 million. This project was not included because no eligible projects have yet been identified and the City match could not fit within City Council guidance.

- Computer Aided Dispatch System Replacement - $15.4 million
  – The proposed budget for the CAD Replacement project is roughly estimated at $34.6 million. The full scope and costs of this project are not yet known. If the costs more closely approximate the CAD replacement system implemented recently by Fairfax County, an additional $15 to $16 million may need to be identified for the project. However, these additional funds are not included or assumed in the FY 2011 proposal.

- DASH Expansion Fleet - $37.2 million
  – The requested expansion plan from DASH calls for an increase of 62 buses over the next ten years. The City cannot afford this level of capital outlay for additional buses in the FY 2011 CIP, and can certainly not afford the corresponding operating costs associated with this fleet expansion plan in the foreseeable future. The total annual operating impact of a single expansion bus can range from $150k to $190k, depending on the specific service added.

- Other Projects - $3.3 million
  – Several other smaller CIP project requests totaling about $3.3 million were not included in the FY 2011 – FY 2020 Capital Improvement Program. These projects include a Community Running Track, Fort Ward Barracks Hall, Edsall Road (additional components to the included project), DASH Bus Bike Racks, Transportation Signage/Wayfinding System, and Wilkes Street Tunnel.

The FY 2011 – FY 2020 CIP will be primarily financed with General Obligation Bonds, Cash Capital, Grants and Other Special Revenue, and Bond Interest Earnings.

FY 2011 – FY 2020 Approved CIP Funding Sources

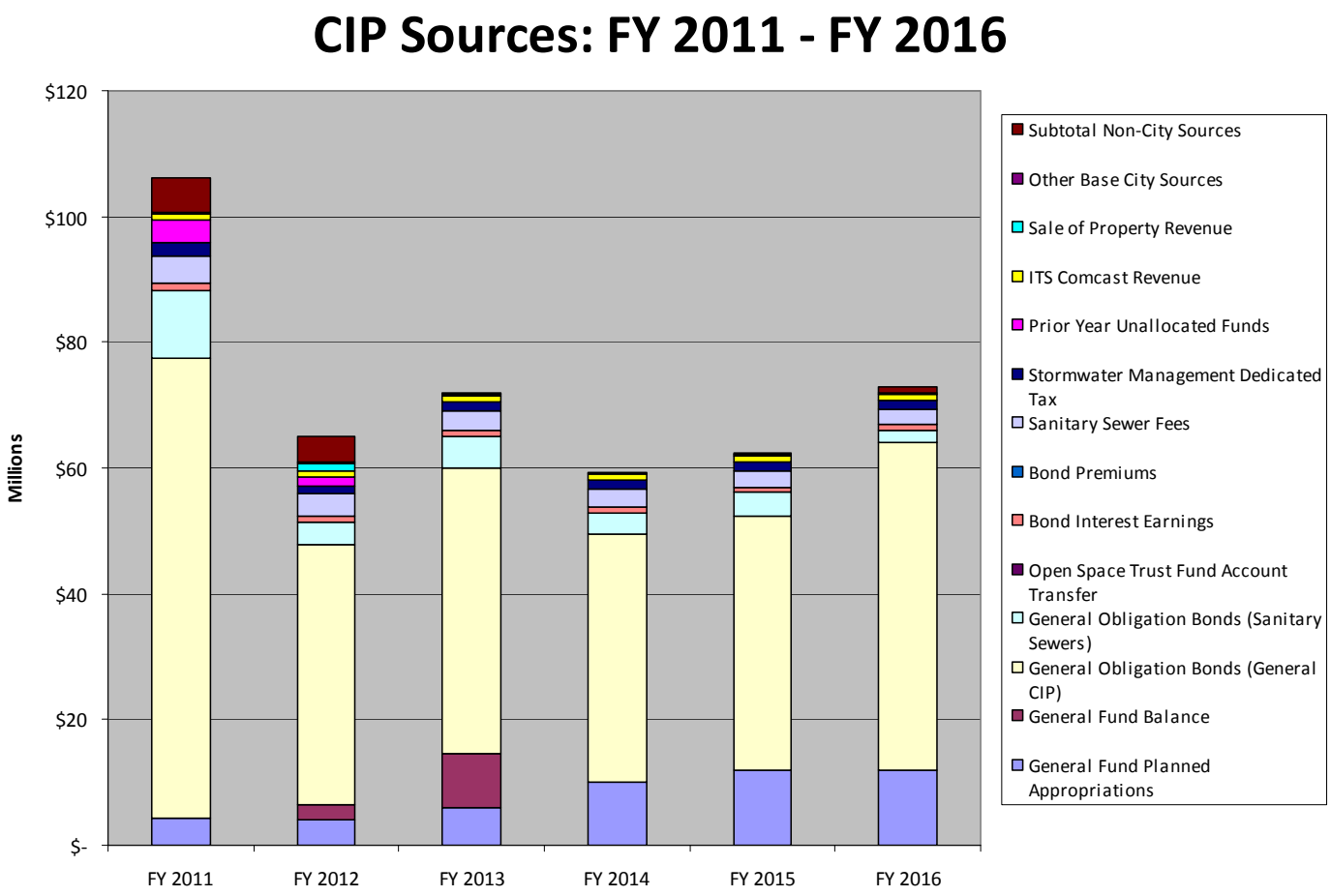
The City will continue to use both pay-as-you-go cash capital financing and debt issuance over the next ten years in a manner that maintains compliance with its debt-related financial policies and, to the extent possible, as dictated by the economy and resulting pressure on the operating budget. The chart on the following page shows the breakdown of funding sources (both City and Special Revenue sources) for each year of the ten-year plan.

Funding the total ten-year capital program of $707.1 million for the City and the Schools will be provided through a mix of sources including:

- $476.1 million in general obligation bond borrowing for the CIP;
- $28.3 million in G.O.B.'s supported by sanitary sewer revenues;
- $15.3 million in grants and other special revenue; and
- $187.4 million in cash from various sources, including:
    - $105.3 million in cash capital appropriations;
    - $27.2 million in cash capital from sanitary sewer fees;
    - $15.9 million in dedicated stormwater management tax;
    - $10.4 million in bond interest earnings,
    - $1.2 million in sale of property revenues;
    - $11.0 million in general fund balance for capital projects;
    - $9.9 million in Comcast revenues;
    - $5.2 million in prior year unallocated funds; and
    - $1.5 million in other cash sources.

The FY 2011 - FY 2020 capital funding plan reflects the planned issuance of $504.4 million in general obligation bonds through FY 2020. Of these, $28.3 million would be supported by Sanitary Sewer Fund fees These bonds would fund 71% of the total CIP over ten years as follows:

- $73.3 million for the general CIP and $10.9 million for Sanitary Sewer Fund projects in FY 2011;
- $41.3 million for the general CIP and $3.5 million for sanitary sewer projects in FY 2012;
- $47.7 million for the general CIP and $4.9 million for sanitary sewer projects in FY 2013;
- $39.4 million for the general CIP and $3.5 million for sanitary sewer projects in FY 2014;
- $40.4 million for the general CIP and $3.8 million for sanitary sewer projects in FY 2015;
- $52.1 million for the general CIP and $1.8 million for sanitary sewer projects in FY 2016;
- $48.4 million for the general CIP in FY 2017;
- $46.5 million for the general CIP in FY 2018;
- $45.2 million for the general CIP in FY 2019; and
- $44.2 million for the general CIP in FY 2020.


CIP Sources: FY 2011 - FY 2016
Millions
$120
$100
$80
$60
$40
$20
$-
FY 2011
FY 2012
FY 2013
FY 2014
FY 2015
FY 2016
Subtotal Non-City Sources
Other Base City Sources
Sale of Property Revenue
ITS Comcast Revenue
Prior Year Unallocated Funds
Stormwater Management Dedicated Tax
Sanitary Sewer Fees
Bond Premiums
Bond Interest Earnings
Open Space Trust Fund Account Transfer
General Obligation Bonds (Sanitary Sewers)
General Obligation Bonds (General CIP)
General Fund Balance
General Fund Planned Appropriations

Annual impact on the operating budget significantly impacts amount of debt the City can issue.

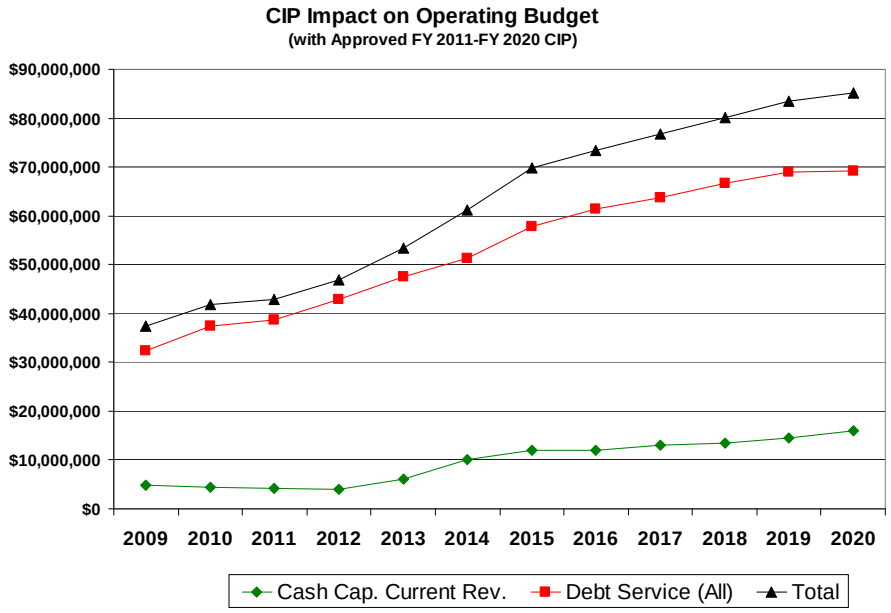
The approved capital program, while accommodating many needs, does not address all of the requests from City agencies and the community. As referenced earlier, over $90 million in project requests are not included in the ten-year capital plan. The impact on the operating budget of proposing additional cash capital or bond issuance to fund this $90 million is more than existing or projected revenues at proposed tax rates could finance.

The increasing amount of debt outstanding will not endanger the City's hard-earned AAA/Aaa bond ratings, but will impact the annual operating budget.

Debt service payments increase each year of the CIP, peaking at $69.2 million in FY 2020.

The FY 2011 Approved CIP also plans to grow the annual cash capital contribution each year before peaking at $16 million in FY 2020.

As illustrated by the chart below, the annual repayment on the principal and interest due on our general obligation bonds will increase from $38.6 million in FY 2011 to $43.0 million in FY 2012, and increase each year until peaking at $69.2 million in FY 2020. While the growth rate on annual debt service increases each year until FY 2020, it is actually the planned growth of the annual cash capital contribution to the CIP from $4 million in FY 2011 to $16 million in FY 2020 that drives much of the increased impact on the operating budget, as opposed to increasing debt service. This planned financing structure would keep the average pay-as-you-go portion of the CIP at just under 30% for the ten-year period.

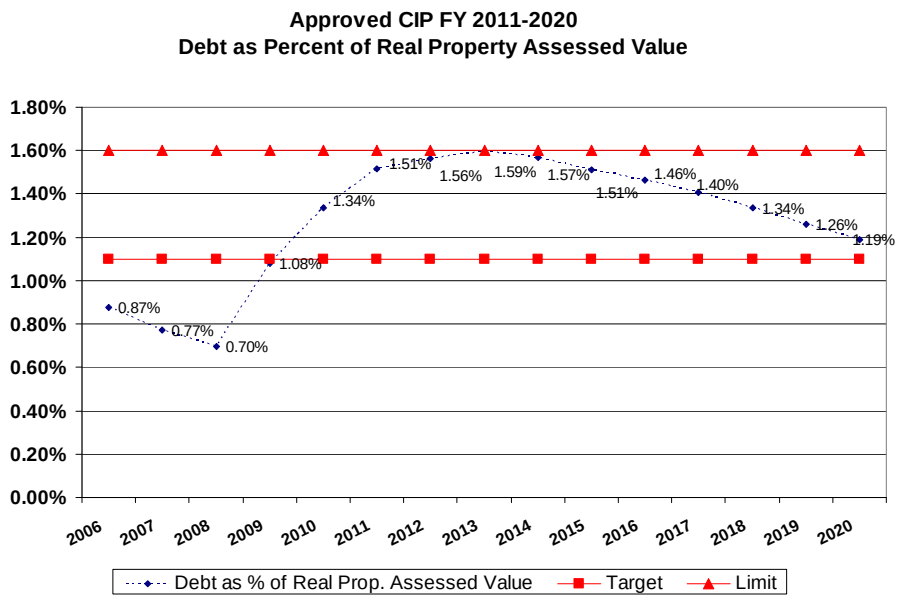


The City will remain in compliance with adopted debt ratio limits, but will exceed the debt ratio targets.

As shown in the "Summary Funding Tables" section of the document and in the figures below, the City will remain in compliance with our adopted debt ratio limits, but will likely exceed two of our debt ratio targets within the ten-year plan.

Under this funding plan, the City's debt as a percentage of the fair market value of real property moves above the 1.1 percent target and approaches the 1.6 percent limit in FY 2012 - FY 2014. This is the most important debt ratio considered by the bond rating agencies.

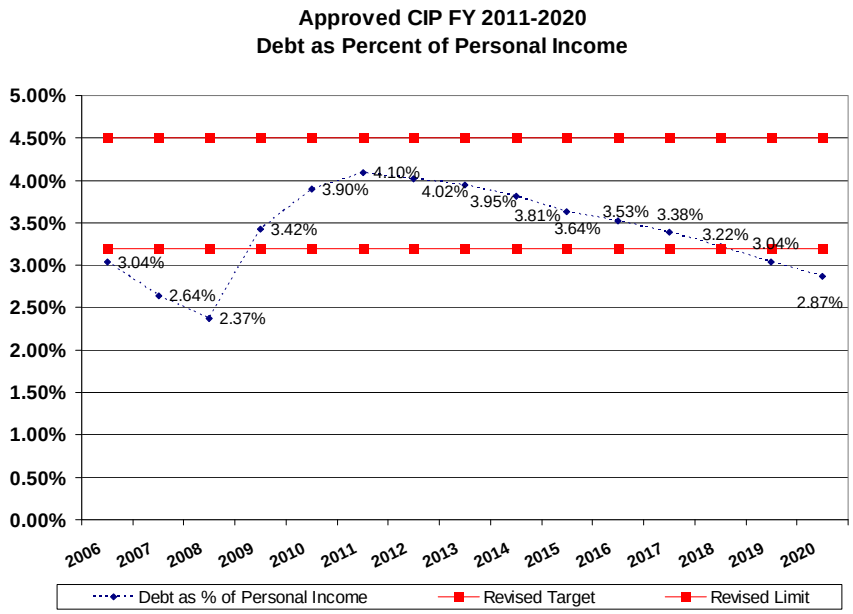
Debt as a percent of fair market value exceeds the City's target, and approaches, but does not exceed, the limit.



The City's projected debt to tax base ratio peaks in FY 2013 at 1.59% and then begins to move back down towards the target. As the overall projected value of the tax base in Alexandria continues to decline slightly over the next year and then remains somewhat flat, this ratio naturally suffers. As the City projects assessed values to start to recover a few years from now, this ratio improves accordingly. This debt ratio still continues to be below that of most of the other AAA/Aaa jurisdictions in Virginia and Maryland.

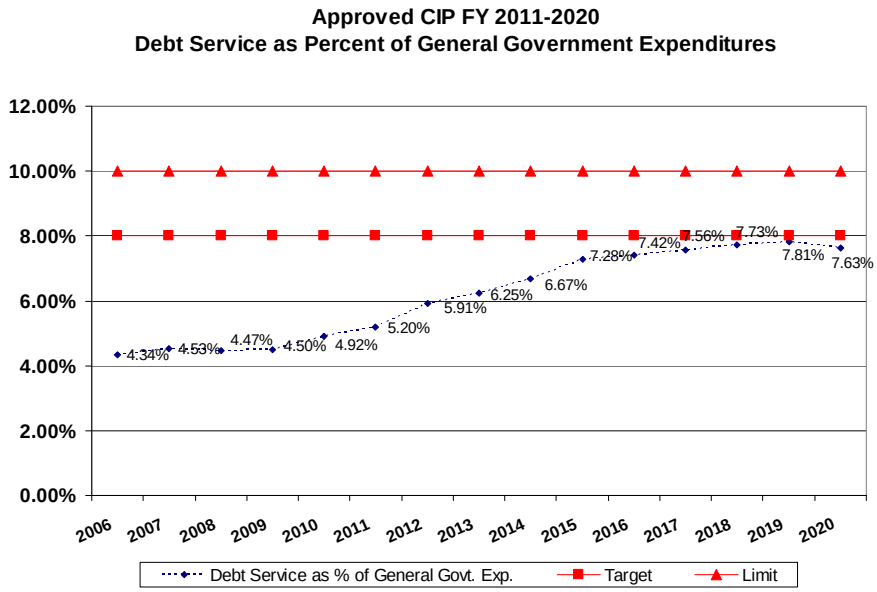
The City Manager recommended and City Council adopted a revision of the debt policy guidelines (Debt as a percent of Personal Income).

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 guidelines 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 would resynchronize 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.



The City's FY 2011 ratio of debt as a percent of personal income at the end of the fiscal year will be 4.1 percent, which will exceed the 3.2 percent target, but stay below the limit of 4.5 percent. This is up from the FY 2010 ratio of 3.9 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. This projected improvement after FY 2011 should be considered realistic as the FY 2011 – FY 2020 CIP fully plans project expenditures in every year of the plan. In other words, the City would not anticipate any significant changes to total out-year spending levels under the current revenue assumptions, although substitutions may be made as necessary.

Although the City will remain below its debt policy ratio target for debt service to general governmental expenditures, as the figure below shows, the impact of debt service on the operating budget is increasing at a significant rate. 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 2019 and FY 2020. Although the City's ratio is increasing, the City would below our target of 8% and the levels of many triple-A rated jurisdictions.



Future Revisions to Debt Policy Guidelines to be Considered:

At the time of the approval of the FY 2011 to FY 2020 City Capital Improvement Program, the City was actively considering a major land use change in the former Potomac Yard rail yard site. As one of the largest undeveloped sites in the central core area of the Washington DC Metropolitan area, this site is under consideration for a major upzoning and the City's biggest economic development initiative which could add some 7.5 million square feet of new mixed use smart growth development. In order to serve such a develop a new Metrorail station would need to be constructed to serve Potomac Yard. While this project would entail a significant investment by the City, it would have a long-term economic return to the City

This new Metrorail station could cost as much as $240 million (2015 dollars), and could be funded by a package that would include significant developer contributions, a 20-cent special tax district assessment, and by some of the net new tax revenues generated by this development. Federal and state aid for this project would likely be a small part of any funding package. The City also is working with the owner of the 50-acre plus Landmark Mall site on its redevelopment which my entail the issuance of tax increment financing (TIF) bonds, or other type of municipal credit support.

However, the issuance of bonds to finance the construction of the Metrorail station, as well as TIF bonds to finance a portion of Landmark Mall public infrastructure redevelopment, which would be repaid by these aforementioned project revenues, would entail the issuance of a significant amount of new debt. Whether these would be general obligation or revenue bonds, or a combination of both remain to be determined.

However, if such bonds are issued it would mean that the City's conservative debt policy guidelines previously described in this CIP chapter would need to be amended and the targets and limits revised upward. These changes in the guidelines would likely occur in FY 2011 only if and after the proposed upzoning of Potomac Yard is approved.

The City Manager has implemented a five phase capital review process to improve the management of major capital projects.

CIP Phase Review Process

Following the CIP worksession with City Council, the CIP Steering Committee formed two workgroups to develop proposals to implement the recommended best management practices. The City Manager reviewed these proposals and is recommending their implementation.

The first best management practice to be implemented is the capital project phase review process. This process includes the following five phases:

- Identification of Need or Problem,
- Development of Initial Requirements/Initial Study,
- Alternatives Analysis, Design,
- Invitation to Bid Issuance, and
- Construction Contract.

In FY 2010, the following 14 projects were identified to be part of this review process:

- New Police Facility
- Fire Station 203 Expansion (Cameron Mills)
- Fire Station 206 (Seminary Rd)
- Fire Station 210 (Eisenhower Valley)
- Public Safety Center Slab
- Emergency Operations Center
- Holmes Run Infiltration & Inflow
- Madison/Montgomery
- Chinquapin Recreation Center
- Artificial Turf Field Program
- Patrick Henry Recreation Center
- Windmill Hill
- Transportation Signage and Wayfinding Program

In addition, certain Information Technology projects such as the acquisition of a new City phone system , the replacement of the financial/human resource/purchasing systems, as well as other significant IT systems will also be subject to a similar review process.

The City Manager has implemented a five phase capital review process to improve the management of major capital projects.

CIP Phase Review Process, continued

In the FY 2011 – FY 2020, the following project will be added to the review process:

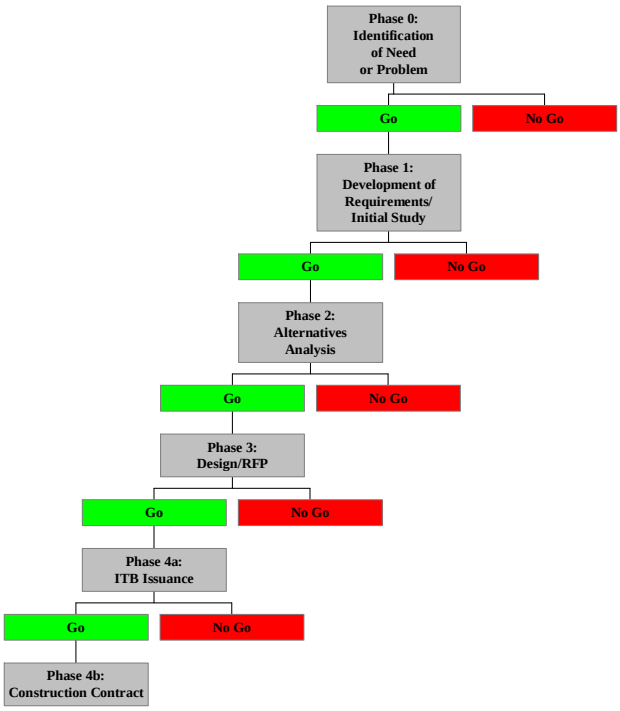
- Computer Aided Dispatch System Replacement
- City Hall HVAC System Replacement
- Fire Station 207 (Duke Street)
- Fire Station 205 (Cameron Street)
- City Marina Seawalls and Utility Upgrades

Departments are required to submit project information for approval before it can proceed to the next phase.

When a project is ready to proceed to the next phase, Departments are required to submit the information listed below to City Manager's Office.

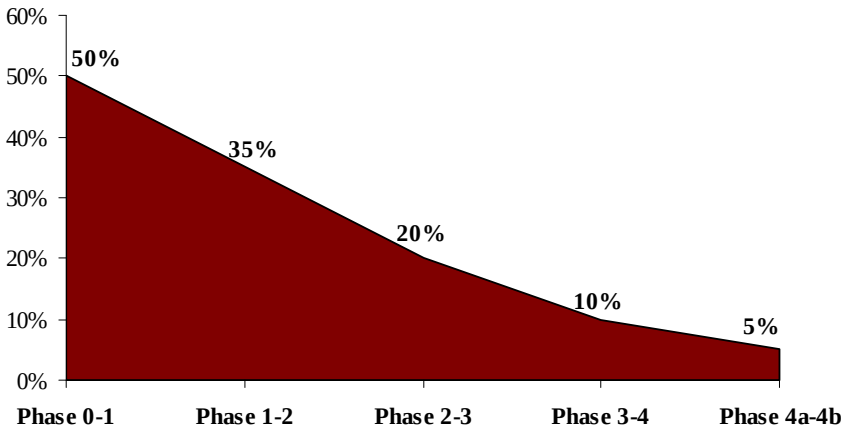
- Project Scope/Concept
- Cost Estimate
- Financing Estimate
- Schedule
- Customer Service Level Impact
- Quantity
- Efficiency
- Quality
- Criticality or Risk of not doing project
- Operating Budget Impact Management Team
- Public/Stakeholder Input
- SUP/Other Formal Approval Required

The City Manager's Office then decides whether or not the project should move forward. The chart below illustrates this process.



Cost estimates increase in accuracy as project moves through phase review process.

As a project proceeds through each phase of this process, the accuracy of information required (specifically the cost and financing estimates) becomes greater. In Phases 0-1, cost estimates appearing in the budget may vary by +/- 50 percent. However, when a project reaches Phase 4a, the variance allowable decreases to +/-10 percent. The chart below illustrates the level of accuracy expected as a projects move through each of the phases.



Capital project performance measures will be used to keep projects on-budget and on-schedule.

Capital project performance measures have been developed for each of the projects in the phase review process. All projects will be measured on whether they are on-time and on-budget. The measures below illustrates how these measures appear in the budget document.

Capital Performance Measures
On-time (within projected time period)
On-budget (within projected range of costs)
Quality measures to be determined

In addition, managing departments have developed or will develop measures assessing the quality of the project (i.e. customer satisfaction). These quality measures vary by project.

Departments have also provided the customer service level impact for projects in the phase review process. In addition, the operating impact is provided for all projects. A summary table of the operating impacts is included on the following page. This information can be found under the project descriptions located in the Capital Details Summary.

City of Alexandria, Virginia

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.

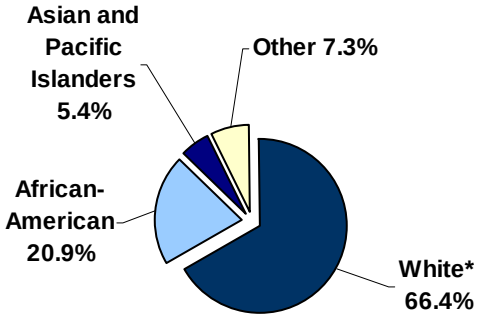
Alexandria was established on May 11, 1749 by an Act of the Virginia General Assembly, and was later incorporated in 1779. The City was named after its landowners, the Alexanders. The charter, which currently governs the City, was adopted in 1922.

As illustrated in the chart to the right, Alexandria is home to a diverse population, which is expected to increase to 145,113 in calendar year 2011.

The per capita income is projected to be $72,636 for FY 2011. The last official estimate by the Bureau of Economic Analysis showed Alexandria per capita income at $70,362 in CY 2007, which makes it first in the Washington region and 12th among all counties in the nation. There are a total of 70,541 households, with an average size of 2.04 persons per unit.

Race and Ethnicity

Source: U.S. Census Bureau, 2006 American Community Survey



**13.0% of Alexandrians are of Hispanic or Latino ethnicity (of any race)*

GOVERNANCE

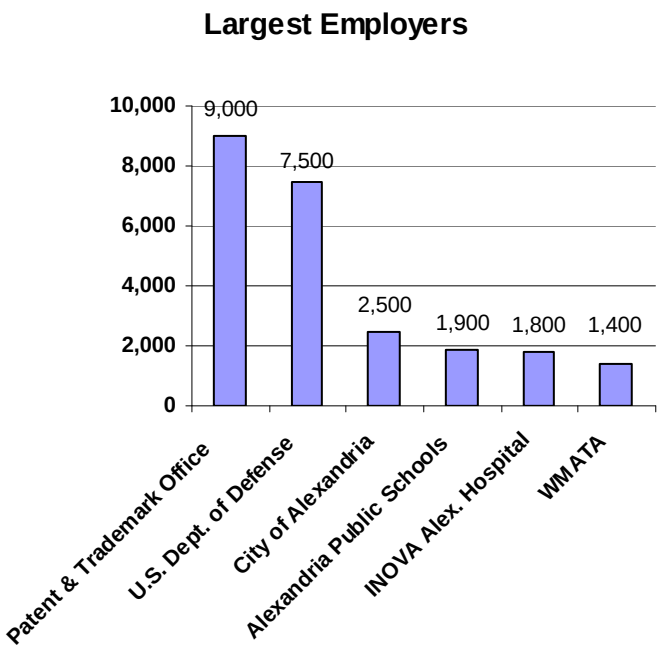
In 1921, the overwhelming majority of Alexandrians voted, by referendum, to implement the Council-Manager form of city government. As a result, legislative authority and responsibility are centralized in the elected City Council, while administrative authority resides with the City Manager.

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.

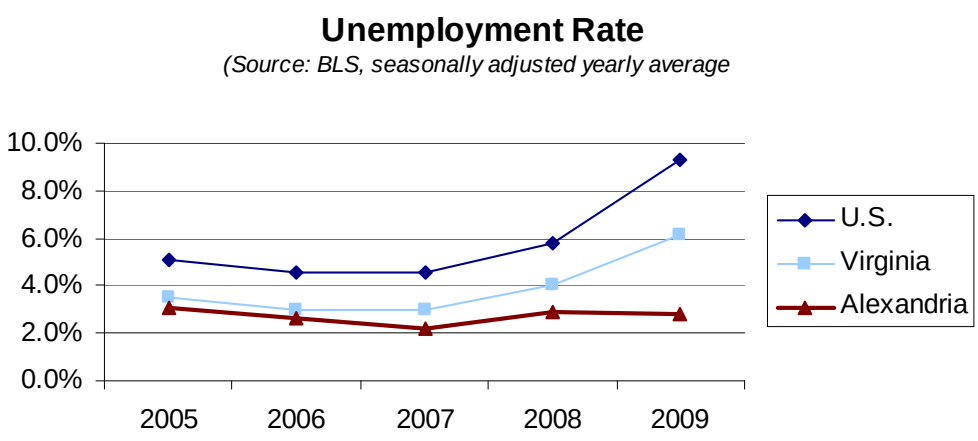
The City of Alexandria also has a strong commitment to citizen participation, which is evidenced by the 76 citizen boards and commissions established by City Council. These bodies compose a formal system through which citizens can advise City Council on major issues. Boards and commissions are responsible to City Council, and appointments are made by Council at their regular legislative meetings.

ECONOMY

Alexandria is home to over 8,000 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 two million visitors a year. The chart to the right displays the City's largest employers.

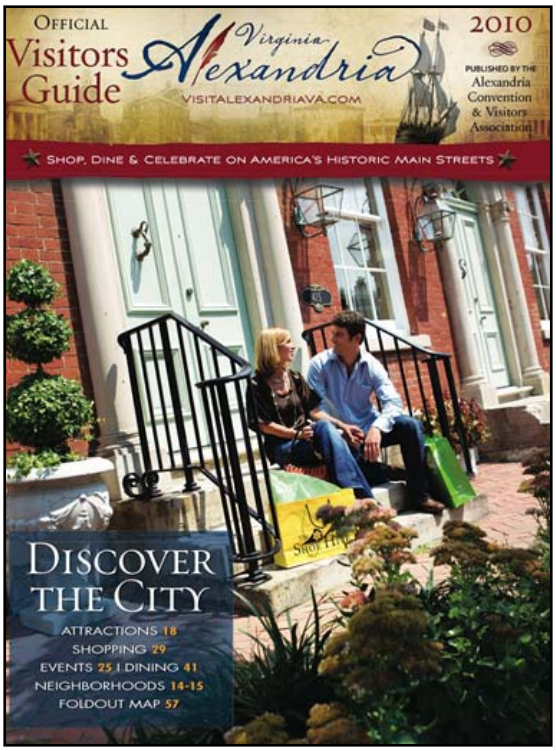


In 2009 Alexandria's unemployment rate was among the lowest in the nation at 2.8 percent, while Virginia's rate is 6.1 percent and the national rate is 9.3 percent (displayed in the graph below).



There are approximately 20 million square feet of office space and over 6 million square feet of retail space existing in the City today. As of December 2009, the office space vacancy rate was 16.3 percent, while Northern Virginia's rate was 16.3 percent and the Washington, D.C. Metro Area's rate was 15.4 percent. For 2009, total retail sales in the City equaled $2.2 billion.

TOURISM



As the most visited destination in Northern Virginia, Alexandria enjoys about 2 million visitors annually. The City offers an array of historic and cultural attractions including many historic homes, churches, businesses and museums.

The tourism industry supports 25 hotels with 4,688 rooms within the City of Alexandria. For FY 2009, the average occupancy rate was 52 percent. For the same time period, the average daily rate for hotel rooms in the City was $156.

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 2009 136,500 residents and tourists visited these historic sites.

HOUSING

The City of Alexandria has several affordable housing programs in order to assist low to moderate income individuals with home purchases. Initiatives include the Moderate Income Homeownership Program and the Housing Counseling Program. In addition, the City provides relocation counseling to those seeking suitable rentals in the City.

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

The number of housing units in Alexandria is 74,774, which includes 21,870 single-family units, 18,247 condominium units, 33,467 rental apartments, and 1,150 public housing and public housing replacement units. According to the U.S. Census Bureau (2006-2008 American Community Survey), approximately 49 percent of housing units are owned and 51 percent are rented.

RECREATION AND PARKS

The City of Alexandria contains 955.9 acres of public parks and open space, resulting in a per capita total of about 7 acres per 1,000 residents.

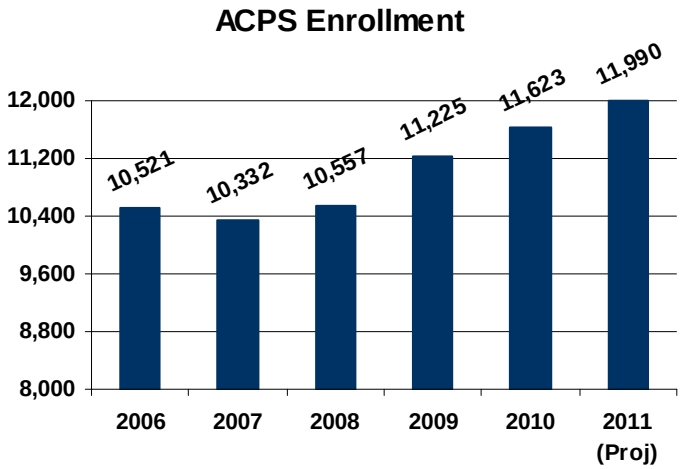
There are 35 playground areas, 7 swimming pools, 16 gymnasiums, 24 outdoor basketball courts, 34 tennis courts, 45 athletic fields, 8 neighborhood recreation centers, 1 nature center, and 1 adult/arts activity center.

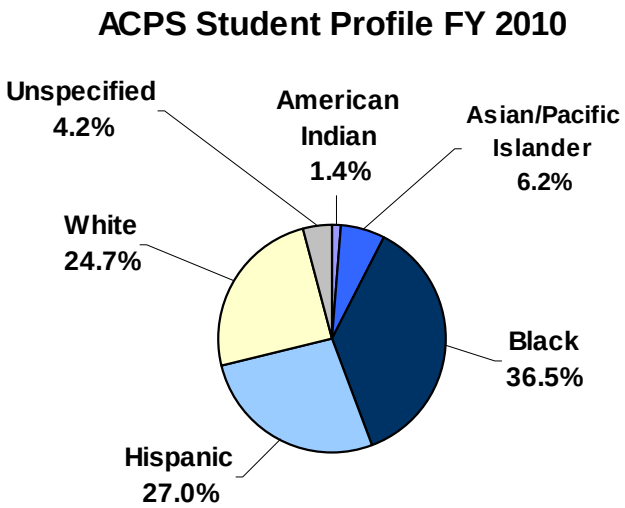
In recent years the City has adopted an Open Space Plan and has been actively acquiring property for new or expanded parks, as well as regaining open space as an element of new development projects.

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), one ninth grade school, one Alternative high school, two middle schools, and 13 elementary schools.

The number of students expected for the 2010-2011 school year is 11,990, which represents a 14% increase in public school enrollment since 2006.





Alexandria City Public Schools is one of the most diverse school systems in the country. Students come from more than 80 different countries, and speak more than 60 languages. Students are economically diverse, but all are rich in that the residents of Alexandria are dedicated to ensuring that each and every student achieves success.

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 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 over a 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 Equivalent City Positions

(Other than Schools) 2,543

Number of Full-Time Equivalent School Positions ... 1,950

Land Area**……**15.75 Square Miles

Elevation…….30 Feet Above Sea Level

Location……..38.8210 N….77.0861 W

Climate…….. Average January Temperature 34.9°

Average July Temperature 79.2°

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 provides 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 (METRO) 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

2009 Resident Population 144,100
Number of Households – 2008 Estimate 71,722
Household Size (2000 U.S. Census) .....2.04 persons/unit

2008 Population by Race (2008 U.S. Census Bureau Estimate):
White 58.2%
Black.....20.7%
Native American.....0.2%
Asian and Pacific Islanders.....5.9%
Multi-Racial.....1.5%
Hispanic (All Races).....13.5%

2008 Population by Age (2008 U.S. Census Bureau Estimate):
(1-17) 20.8%
(18-24) 5.8%
(25-64) 62.3%
(65 +) 11.1%

Registered Voters June 2009..... 98,547
Temporary Assistance to Needy Families
(Cases) - Monthly Average, 2009..... 476
Food Stamps (Cases) - Monthly Average, 2009 3,294
Medicaid (Cases) - Monthly Average, 2009…..... 6,995

Economy

Employed Residents, June 2009 89,047
Unemployed Residents, June 2009 4,585
Unemployed Rate, June 2009….....2.8%
Washington PMSA Inflation Rate, based
on Consumer Price Index, for FY 2009.....-0.9%

Community Profile

Housing	2009	2008
Total Housing Units	74,774	74,333
Type of Single-Family Housing		
Detached	9,115	9,122
Semi-Detached	5,601	5,465
Rowhouse	6,207	6,342
Condo Townhouse	960	943
Total Single-Family	21,883	21,870
Condominium Units	18,247	18,274
Rental Apartments	33,467	31,066
Public Housing and Public Housing Replacement Units	1,150	1,150
Average Assessed Value of Single Family Homes	$637,154	$656,984
Average Assessed Value of Condominiums	$301,718	$326,026
Average Market Rents		
Efficiency	$1,012	$966
1 Bedroom Apartment	$1,284	$1,249
2 Bedroom Apartment	$1,700	$1,604
3 Bedroom Apartment	$1,844	$1,738

Communications

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

Miles of Streets, Sidewalks and Alleys

Streets:
Paved - Lane Miles 514
Unpaved 0.17
Sidewalks 321.2
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 955.90
Facilities:
Playground Areas 35
Swimming Pools 7
Gymnasiums 16
Basketball Courts (outdoor) 24
Tennis Courts 34
Playing Fields 45

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 10

Hotels and Motels

Hotels and Motels 26
Total Rooms 4,688

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 six-year plan of proposed 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, 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 and Commonwealth's Attorney.

CONSUMER PRICE INDEX (CPI): A measure commonly used to indicate the rate of inflation, as calculated by the United States Bureau of Labor Statistics.

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.

CPI: Consumer Price Index published monthly by the U.S. Department of Labor. 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.

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 causes 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) to expend monies 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 2011 begins on July 1, 2010 and ends on June 30, 2011.

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……..... 23-2

Ordinance 4291 (BFAAC)…….. 23-6

Resolution 2371 (Setting Guidance to FY 2011 Budget Preparation)…… 23-9

Resolution 2368 (Establishing the Processes to be Used to Plan and Adopt Operating Budgets and Capital Improvement Programs)……..23-13

Reduction in Force (RIF) Administrative Regulation 6-22…… 23-18

Financial Policies…….. 23-27

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 hat 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. 2371

Budget Resolution Setting Guidance for FY 2011 General Fund Operating Budget and Capital Improvement Program for FY 2011-FY 2020

WHEREAS, the City Council of Alexandria passed Resolution 2368 on November 10, 2009, that established the process to be used for formulating the budget 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 2011 budget;

WHEREAS, the City Council held a public hearing on the FY 2010 budget on October 17, 2009; and

WHEREAS, the City Manager and the Alexandria City Public Schools presented to City Council at its November 7, 2009, retreat their preliminary forecasts of revenues, expenditures and capital needs; and

WHEREAS, the City Council's deliberations on the budget each and every 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 is committed to continuously improving City government effectiveness and efficiency, and expects the City Manager and City staff to focus on managing for results; and

WHEREAS, the City Council is committed to continue performing fully its obligations 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; and

WHEREAS, the national economy has suffered the worst recession in at least 30 some years and perhaps 50 years;

WHEREAS, the regional and local economy has also declined significantly, although not at the rate of the national economy;

WHEREAS, a decline in real estate values in the City is expected between 5.7% and 9.4% with a best estimate of 8.1%;

WHEREAS, a loss in State revenues is expected for both the City General Fund budget and the Schools operating budget;

WHEREAS, these reductions in General Fund revenues due to the decline in the national, regional and local economies presents the City Council and City government with an overall decline of revenues of between 5.4% and 1.8%; with a best estimate at this time of a decline in revenues of -3.9% for FY 2011;

WHEREAS, this decline places demands on the City's ability to deliver services, maintain and expand its infrastructure as well as meeting the expectations of City residents; and

WHEREAS, City Council fully expects that there will be substantial service reductions in the proposed budget and that these reductions may need to be continued for the foreseeable future;

WHEREAS, the budget must contain for all contractual commitments, including debt service; and

WHEREAS, City Council will not make any other material changes that may threaten the City's AAA/Aaa bond rating.

NOW, THEREFORE, BE IT RESOVED BY THE CITY COUNCIL OF ALEXANDRIA:

1. **Base Budget for City-Managed Programs and Activities:** That the City Manager shall submit a proposed FY 2011 Operating Budget for City-managed programs and activities of no more than $365,408,344 million for City operations, debt service and cash capital to fund the CIP, and transit subsidies, plus an additional amount required to be appropriated to receive Build America Bond subsidy from the Federal government ($833,088 in FY 2011) and whatever amount is proposed for storm water operating and capital expenditures to be funded by a storm water utility fee (see section 8 below) .

2. **City Staffing Levels:** That the City Manager shall not increase total City employment levels (as measured on a full-time equivalency basis) in the base budget above those estimated in the Approved FY 2010 operating budget.

3. **Cost Saving Measures:** That the City Manager shall continue to identify and implement cost saving measures and efficiencies in all City operations, including public safety.

4. **City Staff Compensation**: That the City Manager shall include in the base budget funding for merit/step increases for eligible employees and an additional step (the "Q" step) on the pay scale.

5. **Market Rate Adjustment**: That the City Manager shall not include a market rate adjustment for either City or Schools staff;

6. **Schools Transfer:** That the City Manager shall include in the base budget a transfer to the Schools for operating expenses of $167,886,567.

7. **Capital Improvement Program (CIP):** That the City Manager's proposed CIP shall include:
    a. Specific estimates for FY 2011 through FY 2016 and preliminary estimates for FY 2017 through FY 2020;
    b. No more cash capital from current revenues than that planned for FY 2011through FY 2015 in the Approved FY 2010 – FY 2015 CIP;
    c. No more debt issuance than that planned for FY 2011 through FY 2015 in the Approved FY 2010 – FY 2015 CIP;
    d. The use of General Fund operating budget surplus expected in FY 2010 as a designation for capital projects in FY 2011 and beyond, provided that the first $3.6 million of any such surplus will be designated for the FY 2012 General Fund operating budget;
    e. Specific descriptions of projects that can be funded within recommended levels of funding and their costs estimated for all years (FY 2011 – FY 2020); and
    f. Identification of projects that exceed the recommended levels of funding whether or not the estimated costs are identified or remain to be developed. These projects should be shown by year if known or alternatively listed in a general appendix.

8. **Storm Water Utility Fee:** That the City Manager shall propose a storm water utility fee as necessary and appropriate for the provision of additional storm water capital projects and operating costs above those contained in the Approved FY 2010 – 2015 CIP. Such additional Special Revenue Fund expenditures and fees proposed for storm water utility operations and capital projects under this section shall be considered as a part of the base budget allowed by section 1 above.

9. **Taxes, Fees, Fines and Service Charges**: That the City Manager shall propose whatever combination of taxes, fees, fines and service charges that are necessary and appropriate to balance the base budget provided that these proposals:
    a. Are within the constraints imposed by the Code of Virginia;
    b. Maximize the non-real estate revenue sources available to the City within those constraints; and
    c. Do not contain an additional real estate tax for transportation purposes on commercial real estate.

10. **Sale/Lease of Capital Assets:** That the City Manager shall propose measures to sell or lease excess City capital assets as appropriate in the base budget and use those proceeds to fund the CIP as cash capital.

11. **Options for Additional Operating and CIP Expenditures**: That the City Manager may propose whatever additional operating costs and capital projects as deemed appropriate for Council consideration above those specified in the base budget, together with appropriate sources of revenue available within the constraints imposed by the Code of Virginia, so long as those options would provide additional operating expenditures to improve public safety, transportation or educational services or provide additional capital expenditures deemed necessary and appropriate by the City Manager.

12. **Fiscal Year 2012 Special Analysis**: That the City Manager shall prepare a special analysis that shows the projected expenditures and revenues for FY 2012. That analysis shall contain:
    a. Revenue estimates at the same level of detail as shown in the long range forecast section of the budget document, including three forecast estimates – high, mid and low level.
    b. Revenue estimates that assume the same tax rates as those proposed for FY 2011 in the base budget.
    c. Expenditure estimates in the same level of detail as provided in the long range forecast section of the budget document.
    d. A detailed estimate of the impact in FY 2012 of any recommended expenditures in the FY 2011 base budget.
    e. The impact on FY 2012 revenues and expenditures of any of the options for additional operating and CIP expenditures proposed under the authority of section 11 above; and
    f. A general discussion of the types of actions that might be necessary to balance the FY 2012 budget if there is a projected deficit for that year.

    The City Manager shall also provide estimates of the revenue and expenditure impact in FY 2012 of any budget amendment proposed by a Council member for consideration during the FY 2011budget development process.

Adopted: November 24, 2009

WILLIAM D. EUILLE MAYOR

ATTEST:

Jacqueline M. Henderson, MMC City Clerk

Resolution No. 2368

Budget Resolution Establishing the Process To Be Used
To Adopt Operating Budgets and Capital Improvement Programs

WHEREAS, the Alexandria City Council wishes to establish specific policies to guide upcoming budget deliberations to ensure responsible actions with current economic resources; and

WHEREAS, resolutions No. 2088, 2150, 2166, and 2256 previously adopted by City Council have now expired; and

WHEREAS, City Council wishes to establish a budget process that is responsive to the economic times in which we live and that provides the Council and community with clear information about the trade-offs between revenues and services in order to facilitate the creation of the final budget; and

WHEREAS, City Council understands that after four years of program reductions, audits and efficiency efforts, the capacity of the city to do the same work for less money has been essentially eliminated; 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 and every 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 stark trade-offs between services and revenues; and

WHEREAS, over the last ten years, residential real estate taxes have borne an increasing share of the burden of paying for City and School services both because of the earlier run-up in residential home value and development and most recently because of the decline of commercial property values; and

WHEREAS, the City Council is committed to managing the growth of City General Fund operating and capital expenditures in order to properly balance residential real estate taxes; and

WHEREAS, the City Council is committed to assisting Alexandria City Public Schools improve student performance, decrease drop-out rates and in achieving its mission and being among the best in Northern Virginia; and

WHEREAS, the City-Council understands that delayed infrastructure maintenance threatens the health and safety of the community as well as its long-term economic prosperity; and

WHEREAS, the City Council is committed to maintaining a fair, reasonable and competitive compensation plan for City and School employees; and

WHEREAS, the City Council is committed to continuously improving City government effectiveness and efficiency, and expects the City Manager and City staff to continue its focus on managing for results, sharing services with the Alexandria City Public Schools, and developing clear accountable metrics for all city programs and services; and

WHEREAS, the City Council is committed to maintaining its top AAA/Aaa credit ratings; and

WHEREAS, the City Council desires to achieve the vision and strategic goals, objectives, and initiatives as outlined in the City Council's Strategic Plan; and

WHEREAS, sufficient time for the budget process is necessary for the City Council and the community to deliberate on the various issues raised 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 Timing of the Setting of Budget Guidance by City Council and the City Manager's Budget Submission to City Council

(1) That the City Manager shall plan and prepare the proposed Operating Budget and proposed six-year Capital Improvement Program and that such preparations shall include, but not be limited to, requests for City departments to identify efficiencies, low priority programs not crucial to achieving City Council strategic goals, objectives, and initiatives, potential discretionary supplemental increases crucial to achieving City Council's strategic goals, objectives, and initiatives, and potential City-wide process changes that would be beneficial to City operations and to the public.

(2) That the City Manager shall present to City Council in time for the fall Council Retreat a preliminary forecast and outlook for (a) revenues (including the outlook for real estate assessments), (b) expenditures necessary to maintain appropriate services and policies (including in the City Manager's forecast of cash capital and debt service costs related to the most recently approved Capital Improvement Program and estimates of the cost of any appropriate market rate-adjustment for City and School staff), (c) the outlook for possible additional requests for City operating needs in the upcoming fiscal year and future capital needs in the upcoming fiscal year and succeeding 5 to 10 fiscal years, (d) the outlook for possible budget reductions and increases in fees, fines and charges for services, and (e) the outlook for Federal and State grants and the costs of meeting unfunded Federal and State mandates, both current mandates and projected new mandates.

(3) 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, (d) the outlook for possible budget reductions and increases in fees, fines and charges for services, and (e) the outlook for Federal and State grants, and the costs of meeting unfunded Federal and State mandates, both current mandates and projected new mandates.

(4) That as part of its fall Retreat, City Council will consider this information and any other relevant information available to it at that time from the efforts described above, including resident input to be provided by a public hearing on the upcoming budget to be conducted prior to City Council's fall Retreat.

(5) That City Council shall, as a result of information available to it at the Retreat, 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.

(6) That City Council plans to adopt such a budget resolution during the month of November for the next fiscal year.

(7) That the City Manager shall submit a proposed Operating Budget and Capital Improvement Program to the City Council no later than the first legislative meeting of Council in February, prior to the upcoming fiscal year. Such budget shall meet any guidance for General Fund revenues and expenditures established by City Council.

(8) That the Board of the Alexandria City Public Schools is requested to approve an Operating Budget and Capital Improvement Program no later than the week of the first legislative meeting of the Council in February, prior to the upcoming fiscal year. Such budget, if it shall exceed or otherwise not comply with the guidance provided by City Council, shall clearly identify what operating programs and activities would be funded, if additional funding were provided above that guidance, and the reasons therefore.

(9) 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 may hold an additional public meeting on the budget, if Council deems it necessary, in April, in addition to any effective tax-rate public hearing needing to be held prior to budget adoption.

(10) That the council requests that staff create a way for residents and organizations to submit written budget comments to the Council in lieu of or in addition to participation in public meetings.

(11) That City Council shall consider these recommendations and endeavor to enact an Operating Budget and Capital Improvement Program that balances the needs of the community with the community's ability to afford services to meet those needs.

Section (b) Proposed Budget for the City of Alexandria -

(1) 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.

(2) 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 (b) (1).

Section (c) Maximum Expenditure Levels May Not Exceed Sum of Projected Revenue and Appropriation from Fund Balance in Proposed Budget

(1) 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 there has not been a budget memo requested that relates to the specific item or a Council discussion of the proposal during a budget work-session or public hearing 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.

(2) 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.

(3) 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. 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 (d) Expiration -- The provisions of this resolution shall expire with the expiration of the term of this City Council.

ADOPTED: 11/10/2009

William D. Euille Mayor

ATTEST:

Jacqueline M. Henderson, MMC City Clerk

Reduction In Force (RIF)
A.R. 6-22

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 a lack of work or a lack of funds may be the result of a policy decision by the City Council, or it may be made necessary by program modification or funding shortfall.

The City Manager will determine whether a layoff will apply across the City or, within a Department only, through the issuance of a RIF order.

A reduction in force is to be accomplished in a way which will reduce adverse impact on employees to the greatest extent which is reasonable under the circumstances, and in a manner consistent with the City's affirmative action commitment.

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 City of Human Resources.

REDUCTION IN FORCE: The administration shall consider the following in order as listed:

1. Normal attrition.
2. Job sharing or reduced work schedules.
3. Termination of temporary appointments in the affected classes.
4. Reassignment to funded, vacant positions approved for hiring (voluntary demotions).
5. Layoff of regular employees in the affected classes.

DEFINITIONS:

Administration: The City Manager or his or her designee.

Affected Class: The class to which the employee is assigned when he/she becomes subject to the reduction in force procedure.

Bumping Rights: An employee's right, based upon higher seniority, to transfer from one job classification/position designated for elimination under a RIF order to the same or lower job class series, which maintaining current salary, within a Department or between Departments or agencies. The result may be the removal of the current employee in that job classification/position that has less seniority.

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 a lack of funding, a change in a work program, design or service within a department of 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.

Seniority: Continuous employment (without an unpaid interruption greater than six months) with the City of Alexandria in a benefited position, except absences on approved leave with or without pay for absences to serve in the Armed Forces (action forces, Reserves, or National Guard), of the United States. Employees who have a break in service greater than six months will be credited with the total continuous months served in a paid, benefited position since the last date of rehire. Ties will be broken by performance records followed by the last four digits of the employees payroll identification number. The higher number prevails.

Service Needs: A position within an affected class that requires unique knowledge, skills, and abilities that are not required for every position in the affected class 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 Inadequate work available 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. 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.

A. Department-specific only reduction in force.
B. City-wide reduction in force, or
C. Some combination of A and B.

A. Department – Specific, Reduction in Force (RIF)

If the City Manager determines that the RIF will be Department – specific only, the following procedures shall be followed unless an exception is made by the City Manager:

Step 1. Normal Attrition

Upon receipt of the determination of the City Manager to implement a Reduction in Force (RIF), the Director Human Resources shall halt the processing of advertising or selection for all classes of employees indicated in the RIF order. No further applications for affected positions will be released to any department.

Step 2. Notice to Affected Employees on the City Payroll

The Director of Human Resources shall develop a list of employees by classification and seniority ranking. This list will be used to identify the affected classes in the RIF order. The Human Resources Director will issue a written termination notice to employees in the affected classes 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. Placement in a Funded, Vacant Positions Approved for Hiring

At the sole discretion of the Department Head, outstanding vacancies in affected positions which are approved for hire by OMB may be filled by placing an employee whose position has been identified for elimination, in the same or appropriate positions in the Department which has not been designated for elimination. Employees who have completed their probationary periods will have the first opportunity for such placements.

Any employee refusing a placement to the same classification will be laid off without further consideration. The Director of Human Resources will notify the employees affected by the RIF of the proposed effective date of placement.

When implementing such a placement, the ability of the employee to perform the work assignment will be assessed. The employees will be required to demonstrate their ability and 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. In consultation with the affected Department, the Director of Human Resources will determine what constitutes an appropriate position/classification for placement.

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. Employees in the affected classes will be laid off by least seniority order, until the requirements of the RIF order are met. Years/months or seniority will be reduced for each adverse performance or disciplinary action that occurred within the last five years preceding the data of the RIF order according to the following chart.

YEARS OF SERVICE/SENIORITY	Adverse Performance or Disciplinary Action (within the past five years of the RIF notice)
Minus 2 yrs. (24 months) each	MINOR DISCIPLINE (excludes suspensions) Extended probation(s) Each denied merit increase Unsatisfactory Performance Evaluation
Minus 5 yrs. (60 months) each	MINOR SUSPENSIONS or loss of annual leave (up to 3 days)
Minus 10 yrs. (120 months) each	MAJOR DISCIPLINE (greater than 3 day suspension or loss of annual leave)

Once the required number of positions is eliminated in each position/classification, placement may be initiated to vacant funded positions which have been approved for hire within the Department(s) or division(s) identified in the RIF order.

All employees who are affected by internal Departmental placements will be required to demonstrate their ability in their new assignment and a new one-year probationary period will be required. Exceptions to the above procedure (Steps 1 through 4) may be made by the City Manager based on the Department's service and/or business needs.

B. City-wide, Reduction In Force (RIF)

If the City manager determines that the RIF will be City-wide, the following procedures shall be followed unless an exception is made 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 shall halt the processing of advertising or selection for all classes of employees within the City indicated in the RIF order. No further applications for affected positions will be released to the hiring Departments.

Step 2. Notice to Affected Employees on the City Payroll

The Department of Human Resources shall develop a list of employees by classification and seniority ranking. This list will be used to identify the affected classes in the RIF order. The Director of Human Resources shall issue a written termination notice to employees in the affected classes, as soon as practicable upon receipt of the RIF order. Individual employees will be given a minimum of thirty (30) days notice prior to termination. Copies of all such notices will be forwarded to the employing Department.

Step 3. Placement in a Funded, Vacant Position Which has been Approved for Hiring

At the sole discretion of the Department Heads, outstanding vacancies in affected positions which are approved for hire may be filled by placing an employee whose position has been identified for elimination, in the same or appropriate positions in the City. Employees who have completed their probationary periods will have the first opportunity for such placements. Any employee refusing a placement to the same classification will be laid off without further consideration. The Director of Human Resources will notify both the Department which will receive the employee and the Department affected by the RIF, of the proposed effective date of placement. The Director of Human Resources in consultation with the affected Departments will determine what constitutes an appropriate placement.

When implementing such placement, the ability of the employee to perform the work assignment will be assessed. The employees will be required to demonstrate their ability and will serve a new probationary period of one year. All employees so transferred, will be evaluated during 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. Employees in the affected classes will be laid off by least seniority order, until the requirements of the RIF order are met. Years/months of seniority will be reduced for each adverse performance or disciplinary action that occurred within the last five years preceding the date of the RIF order according to the following chart:

YEARS OF SERVICE SENIORITY	Adverse Performance or DISCIPLINARY ACTION (within past five years of the RIF notice)
Minus 2 years (24 months) each	MINOR DISCIPLINE (excludes suspensions) Extended probation(s) Each denied merit increase Unsatisfactory Performance Evaluation
Minus 5 yrs. (60 months) each	MINOR SUSPENSIONs or loss of leave (up to 3 days)

Minus 10 yrs. (120 months) each MAJOR DISCIPLINE (greater than 3 days suspension or loss of annual leave

Layoff will be implemented without regard to the employing department of the affected individual. Once the required number of positions is eliminated in each position/classification, placement may be initiated to vacant funded positions which have been approved for hire in any department according to the RIF order.

All employees who are affected by internal placements will be required to demonstrate their ability in their new assignment and a new one-year probationary period will be required. Exceptions to the above procedure (Steps 1 through 4) may be made by the City Manager based on the Department's service and or business needs.

CALCULATING SENIORITY AND BUMPING PROCEDURES

A. Department-Specific RIF Procedure:

Step 1. A list of affected employees, identified for layoff, their job classes and seniority calculated in months, (Part-time and Full-time lists are combined), in a department, shall be compiled.

Step 2. The Human Resources Director will notify affected employees of their bumping rights within 10 days of an employee's notification letter.

Step 3. The Human Resources Department will compile a list of incumbents holding the same identified jobs and/or classifications or class series, listed by name, title and seniority in months, in the employee's department.

Step 4. The Human Resources Department, in consultation with the affected Department, will determine which positions to offer employees, based on classifications, class series and seniority.

Step 5. The bumping employee has 10 working days to accept the offer of a placement within the employee's current classification or class series. Full-time positions will not be reduced to accommodate Regular part-time employees. Acceptance of the bump/transfer is voluntary. If placement is available and declined, the employee is terminated under the RIF and no further action will be required. The employee will be eligible for leave payouts and severance pay.

Employees who accept a lateral or lower position as a result of bumping, will not see a reduction in their pay, but will incur a new merit date and new probationary period as the result of occupying a new position. In no case will an employee move to a higher grade. If the same job classification and/or series does not exist in the Department, the employee will be subject to termination.

B. City-wide RIF Procedure:

Step 1. A list of affected employees, identified for layoff, their job classes and seniority calculated in months, (part-time and full-time lists are combined), City-wide, shall be compiled.

Step 2. The Human Resources Director will notify affected employees of their bumping rights within 10 days of the employee's notification letter.

Step 3. The Human Resources Department compiles list of incumbents holding the same identified job and/or classification or class series, listed by name, title, seniority in months, across City Departments.

Step 4. The Human Resources Department, in consultation with the affected Department Heads will determine which positions to offer employees based on classifications, class series and seniority.

Step 5. The affected employee has 10 working days to accept the offer of a placement. Full-time positions will not be reduced to accommodate Regular part-time employees. Acceptance of the bump/transfer in voluntary. If placement is available and declined, employee is terminated under the RIF and no further action will be required. The employee will be eligible for leave payouts and severance pay.

Employees who accept a lateral or lower position as a result of bumping, will not see a reduction in their current pay, but will incur a new merit date and new probationary period as the result of occupying a new position. In no case will an employee move to a higher grade. If the same job classification and/or class series does not exist in the City, the employee will be subject to termination.

SALARY ASSIGNMENTS

Regular full-time and part-time employees placed as the result of t his 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 bump into a position whose salary is at the top of or above the pay scale, shall have their salary frozen at their current salary level.

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.

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 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 classification will be filled by the recall of the individual with the longest period of satisfactory service with the City (seniority) for the duration of the Recall List. 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 any employee accepts an alternative city position (one which they may have applied for and were selected), will be removed 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 lay off will be restored upon reemployment in a benefited position.

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 eligible for the benefits or 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 eligible for benefits under the City's RIF policy.

Positions created to perform restricted grant functions that aren't fully supported by the grant are eligible for the benefits in the City's RIF policy. Existing positions that are subsequently assigned in whole or in part to restricted grant functions are eligible for the benefits of the City's RIF policy. Using the aforementioned definition, the Human Resources Department in conjunction with Office of Budget and Management will create lists of employees who are eligible and not eligible for benefits under 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 the Reduction in Force regulation is not grievable pursuant to A.R. 6-21, Grievance Procedure, (IV)(B)(6).

James K. Hartmann
City Manager

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 Poors 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, 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.

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 designation of fund balance for capital project funding.

On June 24, 2008, City Council adopted the City Manager's recommendation, endorsed by BFACC, to revise the target limit upward reflecting the ratio of debt as a percentage of 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.

Unreserved General Fund Balance as a Percentage of General Fund Revenue
Target = Not applicable; Limit = 10 percent

Undesignated General Fund Balance as a Percentage of General Fund Revenue
Target = 5.5 percent; Limit = 4.0 percent

Unrestricted 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 Unreserved General Fund Balance represents the funds legally available to the City. It is desirable that the City maintain Unreserved 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 Undesignated General Fund Balance corresponds to the checkbook balance of the City. Both balances are important to consider. The unreserved balance includes designations that the City Council has made but presumably could change.

Net assets corresponds to stockholders' equity for publicly traded companies. The larger the undesignated General Fund Balance or unrestricted net assets, the greater the City's ability to cope with financial emergencies and fluctuations in revenue cycles.

The ratios for undesignated general fund balance and unrestricted 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 a designation 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 City will annually prepare a six-year capital improvement program. 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 six-year scenarios of possible future revenues and expenditures that match the six 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 six-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 2009 Comprehensive Annual Financial Report, is repeated here:

City of Alexandria, Virginia
Computation of Legal Debt Margin
as of June 30, 2009

Assessed Value of Real property, January 1, 2009		$34,379,163,000
Debt Limit: 10 Percent of Assessed Value		3,437,916,300
Amount of Debt Applicable to Debt Limit:		
General Obligation Bonds	$383,950,000	
Less Total General Obligation Debt		(383,950,000)
LEGAL DEBT MARGIN REMAINING		$ 3,053,966,300

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 judgement 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 judgements 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.

Revenue and Expenditure Assumptions

Are the organization's financial assumptions and projections realistic and well grounded both from long-term and recent trend perspectives?

Conservative revenue forecasting and expenditure management is the practice, so as to make the question "how much of a surplus" rather than "is there is going to be a surplus."

Recent trend analysis used to update current year and subsequent year revenue projections in January and again in April prior to passage of budget in May for fiscal year beginning July 1.

If during the fiscal year, economy appears to be varying from budget assumptions, management tools are implemented to manage expenditures.

Multi-year forecasting required by City Council adopted Debt Related Financial Policy Guidelines since 1987.

Multi-year revenue and expenditure forecasts (10 years out) are produced for three revenue growth scenarios and included in the proposed and approved operating budgets.

Budget Long Range Forecasts use reasonable range of revenue trend estimates and expenditure trend estimates.

Long Range Forecasts updated annually.

Projections in long range forecast based on historical trend analysis.

Outside information used in assessing strength of economy and tax base.

Regional economic and commercial real estate forecasts provided to the City quarterly by Delta Associates and used in revenue projections and budget planning.

Regional economic and fiscal information (such as that produced by the George Mason University Center for Regional Analysis) monitored and used as an influencer of revenue projections and budget recommendation decisions.

Multiple City agencies tasked with collecting and sharing economic and fiscal data with City financial and policy managers.

City Manager conducts quarterly economic discussions with key business community leaders.

Budget Amendments and Updates

Are there procedures for reviewing and amending the budget based on updated information and actual performance to ensure financial targets are met?

Monthly financial reporting is required by the City Charter, and as a result a Monthly Financial Report is presented to City Council each month. Nine months of the year it is presented at a Council meeting, and also posted on the City's web site.

Monthly Financial Report contains an analysis of the economy, revenue trends and expenditure patterns, as well as contains selected historical economic indicators.

Debt Related Financial Policy Guidelines prohibit City Council from amending the City Manager's revenue projections.

In month prior to budget adoption, a full detailed analysis of each revenue source is undertaken and current and subsequent fiscal year revenue budgets are adjusted accordingly by the City Manager.

Management when revenue trends warranted has mandated expenditure curtailment or budget sequestration by operating departments.

City Departments submit monthly expenditure forecasts for the last half of the fiscal year.

These reports are used to take any necessary actions through the transfer of resources between departments, to reduce expenditures, or to make supplemental appropriations from fund balances designated for certain contingencies (e.g. fuel price increases).

Long Term Financial Planning

Does Management have a long-term financial plan that allows them to identify future revenues and expenditures as well as address upcoming issues that might affect these?

Debt Related Financial Policy Guidelines require the long range operating budget forecasts go out 6 years (budget year plus 5). Current practice is to project 10 years out.

These forecasts incorporate the results of the 10 year Capital Improvement Program and the funding plan (debt, cash capital, and other sources of revenue) for those capital expenditures.

Interactive model created to examine what ifs. Sensitivity analysis of impact of different rates of growth in salaries and benefits shown.

Forecasts used at Council Retreat in fall of the year to set budget guidance for February budget submission.

Forecasts have been used to look at impact on operating budget of options during consideration of future CIPs.

Council created Strategic Plan with a Vision for Alexandria in 2015 and Goals for the period 2004 to 2009.

New Strategic Plan to be adopted by City Council in June of 2010.

Business plans are begin created to link that Strategic Plan more tightly with the very detailed performance based budget that contains approximately 165 programs and 470 activities.

Long Term Capital Planning

Has the organization created a long-term capital improvement program?

Ten year CIP (budget year plus 9 years) approved annually by City Council.

CIP presents all known capital needs over the period, and prioritizes between those needs that can be funded through reasonable levels of cash capital, debt and special revenues, and those that are unfunded at the moment, and put on a “wait list” for possible future funding.

CIP funding linked to operating budget (simultaneously considered and passed by City Council).

CIP future funding linked to 10 year long range forecast, which includes cash capital and debt service costs over that time period from approved CIP.

The City also maintains a separate equipment replacement fund that is primarily used to fund the replacement of vehicles and other heavy equipment through regular depreciation charges to the annual operating budget.

The City also maintains a similar, separate computer replacement fund used to replace and modernize desk top computer equipment.

Investment Management Policies

Has the organization established policies pertaining to investments, such as the selection of financial institutions for services and transactions; risk assessment; investment objectives; investment maturities and volatility; portfolio diversification; safekeeping and custody; and investment performance reporting, benchmarking and disclosure?

Formal written investment policies exist for short-term investments.

As of July 1, 2008 the City started using the Commonwealth of Virginia's Local Government Investment Pool.

The City also started using the Certificate of Deposit Account Registry Service (CDARS) program in the spring of 2010 to invest a portion of its short term investments in a ladder of short term bank certificates of deposit guaranteed by the Federal Deposit Insurance Program. New investments in these CDs are competitively bid to a group of banks in the region who participate in the program.

Formal written investment policies exist for long-term (i.e., pension fund) investments.

Actuarial assumptions reviewed annually.

Financial consultant employed to monitor performance of long-term investments and investment managers.

Primary bank for City day-to-day revenue collection, check writing, and other banking services is competitively selected.

Formal asset allocation policies for long term investment created after studies of risk and returns were evaluated have been adopted and are in place.

Financial reporting on investments created and issued quarterly to pension board and to City staff.

Debt Management Policies

Has the organization established policies pertaining to the issuance of debt, such as projects that may or may not be funded with debt (including economic development projects); maturity and debt service structure; use of security and pledges, credit enhancement, and derivatives; and debt refunding guidelines?

Debt Related Financial Policy Guidelines were adopted by the City Council in 1987, and have been formally amended when appropriate. The adopted debt policy guidelines that provide target and limits for the following debt ratios:

Debt as a percent of fair market value of real property (target 1.1%; limit 1.6%)

Debt as a percent of total personal income (target 3.2%; limit 4.5%)

Debt Services as a percent of general government expenditures. (target 8.0%; limit 10%.)

Debt ratio performance is recalculated at the beginning of the budget process to frame the capital planning discussion, and are rerun simultaneous to capital project decision making to ensure debt policies are followed.

Practice is to keep CIP at least 1/4 cash funded.

City's debt issuance practices have been to issue fixed rate general obligation bonds with an aggressive payback period.

Swaps and variable rate debt have not been authorized by City Council.

Debt policy guidelines also establish specific policies and expectations related to financial and debt management:

CIP will rely on current revenue, including fund balance, to finance its short-lived and maintenance oriented capital improvements.

City believes in funding a significant portion of CIP on pay-as-you-go basis.

The priority to consider when additional General Fund revenues are available at the end of the fiscal year would be a designation within fund balance for pay-as-you-go capital.

The City will not issue tax or revenue anticipation notes to fund ongoing governmental operations.

The City manages its cash in a fashion that will prevent borrowing to meet working capital needs.

The City will not issuing bond anticipation notes (BAN) for a period of longer than 2 years.

If BAN issued, will be converted to long-term bond or redeemed, but it will not be rolled over.

The City's CIP states what type of projects are eligible for inclusion in the CIP.

> "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."

Reserve and Liquidity Policies

Has the organization established a formalized operating reserve policy, which takes into account the government's cash flow/operating requirements and the historic volatility of revenues and expenditures through economic cycles?

Debt Related Financial Policy Guidelines established by City Council states that:

> The City will maintain at an unreserved fund balance of at least 10% of general fund revenues.
>
> The City will maintain a target of 5.5% and a minimum of 4.0% undesignated fund balance as a percent of general fund revenues.
>
> These two ratios compare favorably with the reserve balances maintained by other triple A rated jurisdictions of similar size in the Metropolitan Washington area.
>
> 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 financed from the General Fund equity balance for periods longer than two years, the next ensuing budget will rely on any General Fund equity balance.
>
> With the exception of the unreserved fund balance minimum, the City has conformed to these guidelines, first established in 1987, over the years.
>
>> The unreserved fund balance was below the 10% minimum limit at the end of FY 2009. It was 9.3%. This situation was caused in large part by the spend-down of prior year surpluses in FY 2009 for a $4.2 million initial down payment to the new post-retirement benefits trust fund (OPEB) and a $7.35 million contribution to cash capital for the CIP.
>>
>> Staff believes that going below this ratio, while of long-term concern, was an appropriate financial management response to the current recession caused revenue shortfall, given the City's overall financial health, the strength of our undesignated fund balance ratio (which was 5.5% of general fund revenues at the end of FY 2009 and equal to the target of 5.5% and significantly above the limit of 4.0%), and other underlying economic fundamentals.

It is now expected that the ratio of unreserved fund balance to general fund revenues will rise to 10.2% at the end of FY 2010s, slightly above the minimum 10.0% limit. This improvement is a result of expenditure savings of $8.9 million and revenue increases above the initial budget of $1.7 million, as well as a decline in the planned use of fund balance in FY 2010 for cash capital to $0.2 million and to $2.8 million for OPEB.

To stay above 10.0% at the end of FY 2011 will require about $5.5 million in either expenditure savings and/or surplus revenues. This is not unrealistic given the City's track record in using conservative revenue projections and ability to control expenditures during the year to budged levels or below.

Annual cash flow projections undertaken to determine liquidity needs and to insure sufficient cash is on hand or reasonably accessible to meet expenditure needs.

Revenues and expenditures monitored monthly, and actions taken if revenues and expenditures vary materially from the adopted budget.

On June 13, 2008, Standard and Poor's issued a document describing its Top 10 Management Characteristics of Highly Rated Credits In U.S. Public Finance. Many of those characteristics repeat what was previously listed in its financial management assessment public finance criteria issued in June of 2006 and discussed above. However, there are a couple of additional characteristics mentioned in this newer document.

Prioritized Spending Plans and Established Contingency Plans for Operating Budgets

It is good public policy to have contingency plans and options to address budget imbalance when it occurs. This would include an analysis of the following:

What part of the budget is discretionary;
What spending areas can be legally or practically reduced;
The time frame necessary to achieve reductions of various programs;
Where revenue flexibility exists; and
A course of action on the revenue side under various economic scenarios.

Our activity in this regard can be summarized as follows:

We have restructured the City's budget through the Managing for Results Initiative to show approximately 165 programs and 470 activities.

For each activity the cost, and number of employee positions are shown, as well as measures of output, efficiency and quality of service.

We believe this transparent display of budget information allows City Council and the public to see and evaluate the relative value of City programs and activities at a level of detail that would permit, if necessary, the hard choices that may need to be made if the City's revenue outlook deteriorates.

City Council has reformed the budget process in order to provide guidance to City staff in the fall of each year that sets clear expectations and provides a transparent process. These policies and procedures should help us address future budget challenges.

The reformed budget process, first adopted in May of 2005, gives Council a mechanism to review the budget outlook in the fall and set specific parameters for the City staff in development of the proposed budget and Capital Improvement Program.

These reforms have been fine tuned over the last few budgets and are working well through the conclusion of the Fiscal Year 2011 budget process.

We have been conducting efficiency and best practices studies of individual departments and programs through outside consultants.

These studies have identified some relatively modest efficiency savings (in the range of hundreds of thousands of dollars in each study) as well as program improvements (sometimes costing nearly as much).

These studies, and others to come, allow us to examine each department and program in the depth required to find true efficiencies and to benchmark ourselves against best practices found in other comparable jurisdictions.

A key study has concluded of the City's Personnel Classification and Compensation policies and procedures. The pay and benefits provided to City and Schools employees constitute the single largest type of expense of City government.

We must ensure that pay and benefits are adequate to attract and keep an excellent workforce, but our future financial sustainability requires us to be prudent in our pay and benefits decisions so that we both compete in the regional labor market for our employees and recognize our financial limitations.

This study of City employee pay and benefits was used to inform Council in its deliberations on the FY 2010 and the FY 2011 budgets.

We are closely monitoring our revenues, expenditures and staffing levels during the fiscal year.

City staff has provided Council with detailed monthly expenditure and revenue status reports for many years.

Given its transitional nature and high degree of uncertainty, we have been closely monitoring sales and values in the real estate market, as well as other key revenue trends, such as interest earnings.

We have internal reports that monitor citywide and departmental on-board staffing levels compared with authorized staffing levels.

We also ask departments to periodically project their spending through the end of the fiscal year and have measures in place to ensure orderly year-end spending practices.

We have already been monitoring closely the amount of vacancy savings captured in our budget process.

In the FY 2011 approved budget we have maintained vacancy savings in department budgets of $3.8 million. This compares with $3.1 million taken out of the FY 2005 budget.

These vacancy savings have been taken very precisely to reflect both the size and past experience of each department with turnover and actual vacancy savings in prior years. They have been reduced in FY 2011 from the FY 2010 level to reflect the elimination of 119 positions, in the FY 2010 budget and the reduction of an additional 62 positions in the FY 2011 budget, many of them vacant.

We have instituted a procedure for the City Manager to review individual vacancies on City Staff before allowing action to proceed to fill those vacancies. This has allowed the City to tighten down on hiring immediately and in a targeted manner, to the extent that may be necessary. Vacancies have risen to approximately 230 to 240 or 9% of the regular workforce under this procedure.

City Council has the ability through the monthly Capital Improvement Program allocation docket items to control capital spending.

Each of the months that Council is in session, City Staff presents a request for Council to release ("allocate") funds for upcoming CIP projects that are ready to go.

Combined with this monthly allocation process, as City Staff begin to adopt the discipline required by the phased approval process for major CIP projects, City Council and the City Manager have had the ability to slow down the pace of capital spending.

We continue to maintain adequate undesignated fund balances that are available to ensure a final backstop against an unexpected major decline in revenues in FY 2010 or FY 2011.

Our current estimated undesignated fund balance of $27.2 million at the end of FY 2010 is 5.1 percent of FY 2010 General Fund Revenues. This number includes a $2.0 million set aside specifically as a "FY 2011 Revenue Shortfall Reserve" intended to provide a cushion against possible further deterioration in revenues beyond what is already projected. This ratio is slightly below City Council's Target of 5.5 percent and well above the limit of 4.0 percent.

This balance is sufficient protection, in the highly unlikely case the above measures, or other measures which may be needed to be crafted and implemented, are not sufficient to protect us against further deterioration in the economy.

Using this fund balance would be a last resort, and ultimately we will make sure there are no major, sudden dislocations of services.

Long-Term Planning for All Liabilities of Government

Long-term planning for all liabilities of a government, including pension obligations, other post employment benefits and other contingent obligations would be optimal and allow for comprehensive assessment of future budgetary risks.

The City has recently instituted a plan, including the creation of a trust fund for funding Other Post Employment Benefits (health and life insurance)

According to the most recent actuary study, the estimated unfunded liability of $99.1 million (both City and Schools) requires an estimated $12.5 million annual required contribution assuming a 7.5% annual return to the trust fund.

Beginning in FY 2009, the City and Schools have begun a process to reach that level of annual required contribution by FY 2018.

The Schools will create a separate trust for OPEB funds. The Schools are already contributing 100% of their ARC.

The City will gradually draw down and deposit in the trust $10.7 million designated in fund balance for this purpose. $3.7 million remains to be drawn down in FY 2010 and beyond.

Gradually, the city will increase its level of new funding from current revenues from $1.7 million (in the approved FY 2011 budget) to $2.7 million in FY 2015.

Together with current pay-go contributions and cost pool subsidy amounts with active employees, the percent of the annual contribution funded will be at 86% in FY 2011 and reach 100% by FY 2018.

Other actions have been taken to control OPEB costs.

The City previously had established a fixed dollar contribution of $260 a month (in lieu of % of premium) for retiree health benefits.

Also, the City has changed the policy so that for new employees this benefit will be graduated by length of service.

The City has examined the level of life insurance provided to its retired employees and decided to eliminate this benefit for new employees hired after June 30, 2009.

The City of Alexandria's budget does not contain many component units operating outside of the primary general government budget that pose a financial risk to the City's fiscal condition.

Only three component units are outside of the primary government budget, the Schools, the Library and the locally operated bus transit company.

Each of them receives the bulk of their funding from the City through annual appropriations controlled by Council and do not have the power to enter into debt obligations on their own.

Effective Management and Information Systems

Investing in systems that improve the efficiency and effectiveness of a government unit and enhance overall service delivery is a positive financial management tool. Investment in financial management and information technology infrastructure has been significant during the past decade. To the extent that these changes improve financial reporting and monitoring capabilities, they enhance transparency and are viewed as a positive credit factor.

The City of Alexandria prepares an annual information technology plan as part of its annual Capital Improvement Program.

This plan is a 10 year plan of information systems for public access, financial and human resource management, geographic information systems, public safety systems, recreation systems, and other program specific systems.

It also provides 10 year plan for basis information infrastructure projects, such as local area network services, wide area network services, and enterprise services.

The City of Alexandria also maintains a computer replacement fund that charges depreciation to the users so that timely replacement and modernization of desk top computer equipment can occur on a regular cycle.

The City is looking at the replacement of its financial and human resource management systems. Funding is programmed in the CIP for this purpose in FY 2010 and FY 2011.

Economic Development Strategy

Economic development programs have expanded rapidly over the last 20 years. The question for state and local governments now is not whether there should be a formal economic development program, but rather how significant a resource commitment should be dedicated to running these programs and offering incentives. These are clearly government policy decisions involving cost benefit analysis that are generally outside the credit rating process. However, if these economic development programs and strategies create employment, enhance diversification, and general solid income growth, they could have a positive effect on a government credit rating over the long-term. To the extent that there is a net revenue benefit to the government, it could also be a positive credit factor. Economic development strategies have increasingly become regional in nature and there has been a more coordinated approach between state and local governments.

On December 15, 2007, the City adopted, in principal the recommendations of a blue ribbon Economic Sustainability Work Group.

The Work Group created an Economic Vision

> A 21st Century, knowledge based, creative class, diverse community with a high quality of life.
>
> A place where business can locate and grow.
>
> A place where planning and land use encourage smart fiscal practices with historic preservation.
>
> Where City government is responsive to all.
>
> Where taxes generated by commercial activities fund community needs and help reduce taxes paid by residents and local businesses.

The Work Group identified strategies for achieving that vision.

> Close-in urban location
>
> Low unemployment
>
> High per capital and household income
>
> High quality of life
>
> Strong demand for housing
>
> Well-educated population
>
> Low crime
>
> Tax base growth strong
>
> Wide range of government services
>
> Historic preservation
>
> Top AAA/Aaa bond ratings

The Work Group make over 100 recommendations covering a wide range of topic areas. The Work Group organized the recommendations into 10 key topic areas.

Metrorail

Commercial Economic Activity

Potomac Waterfront Potential

Landmark Mall

Leveraging the City's Assets

Travel and Tourism

Focus of Economic Development Activities

Responsiveness of City Bureaucracy and City Processes

Organization and Vision and Performance of Economic Development Functions

Tax Structure

Council approved the establishment of an Economic Sustainability Implementation Monitoring Committee to ensure that these recommendations are addressed. The Committee will:

Receive regular reports from City departments and economic development-related agencies on the status of implementation of the recommendations.

Advise on implementation priorities, as well as assist in developing implementation strategies and monitoring the status of implementation.

Advise on outcome and impact metrics of economic development activities.

Provide periodic reports to Council, and

Monitor and review the status of the implementation of the recommendations of Small Business Task Force.

Table of Contents
For Appendices

A. Compensation Philosophy……..... 24-2

B. General Salary Schedule…… 24-5

C. Police Salary Schedule…… 24-6

D. Sheriff Salary Schedule…… 24-7

E. Fire Salary Schedule…… 24-8

F. General , Police, Sheriff & Fire Schedule Classification Plan…… 24-9

G. FY 2010 City Holidays…….. 24-10

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

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.)

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

General Salary Schedule

GENERAL SALARY SCALE -- FY 2011

Year	<1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Step Increase		5.00%				3.50%					2.30%						
Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Grade																	
GS1	******	******	******	******	******	******	27,613.29	28,579.76	29,580.05	30,615.35	31,319.50	32,039.85	32,776.77	33,530.64	34,301.84	35,090.78	35,897.87
GS2	******	******	******	******	******	27,874.53	28,850.14	29,859.89	30,904.99	31,986.66	32,722.35	33,474.96	34,244.88	35,032.51	35,838.26	36,662.54	37,505.78
GS3	******	******	******	******	28,181.96	29,168.33	30,189.22	31,245.84	32,339.44	33,471.32	34,241.16	35,028.71	35,834.37	36,658.56	37,501.71	38,364.25	39,246.63
GS4	******	******	******	28,079.86	29,483.85	30,515.78	31,583.83	32,689.26	33,833.38	35,017.55	35,822.95	36,646.88	37,489.76	38,352.02	39,234.12	40,136.50	41,059.64
GS5	******	******	27,974.17	29,372.88	30,841.52	31,920.97	33,038.20	34,194.54	35,391.35	36,630.05	37,472.54	38,334.41	39,216.10	40,118.07	41,040.79	41,984.73	42,950.38
GS6	******	27,862.32	29,255.44	30,718.21	32,254.12	33,383.01	34,551.42	35,760.72	37,012.35	38,307.78	39,188.86	40,090.20	41,012.27	41,955.55	42,920.53	43,907.70	44,917.58
GS7	27,770.87	29,159.41	30,617.38	32,148.25	33,755.66	34,937.11	36,159.91	37,425.51	38,735.40	40,091.14	41,013.24	41,956.54	42,921.54	43,908.74	44,918.64	45,951.77	47,008.66
GS8	29,066.54	30,519.87	32,045.86	33,648.15	35,330.56	36,567.13	37,846.98	39,171.62	40,542.63	41,961.62	42,926.74	43,914.06	44,924.08	45,957.33	47,014.35	48,095.68	49,201.88
GS9	30,524.08	32,050.28	33,652.79	35,335.43	37,102.20	38,400.78	39,744.81	41,135.88	42,575.64	44,065.79	45,079.30	46,116.12	47,176.79	48,261.86	49,371.88	50,507.43	51,669.10
GS10	31,860.26	33,453.27	35,125.93	36,882.23	38,726.34	40,081.76	41,484.62	42,936.58	44,439.36	45,994.74	47,052.62	48,134.83	49,241.93	50,374.49	51,533.10	52,718.36	53,930.88
GS11	33,364.54	35,032.77	36,784.41	38,623.63	40,554.81	41,974.23	43,443.33	44,963.85	46,537.58	48,166.40	49,274.23	50,407.54	51,566.91	52,752.95	53,966.27	55,207.49	56,477.26
GS12	34,937.03	36,683.88	38,518.07	40,443.97	42,466.17	43,952.49	45,490.83	47,083.01	48,730.92	50,436.50	51,596.54	52,783.26	53,997.27	55,239.21	56,509.71	57,809.43	59,139.05
GS13	36,588.82	38,418.26	40,339.17	42,356.13	44,473.94	46,030.53	47,641.60	49,309.06	51,034.88	52,821.10	54,035.99	55,278.82	56,550.23	57,850.89	59,181.46	60,542.63	61,935.11
GS14	38,436.31	40,358.13	42,376.04	44,494.84	46,719.58	48,354.77	50,047.19	51,798.84	53,611.80	55,488.21	56,764.44	58,070.02	59,405.63	60,771.96	62,169.72	63,599.62	65,062.41
GS15	40,352.59	42,370.22	44,488.73	46,713.17	49,048.83	50,765.54	52,542.33	54,381.31	56,284.66	58,254.62	59,594.48	60,965.15	62,367.35	63,801.80	65,269.24	66,770.43	68,306.15
GS16	42,373.97	44,492.67	46,717.30	49,053.17	51,505.83	53,308.53	55,174.33	57,105.43	59,104.12	61,172.76	62,579.73	64,019.06	65,491.50	66,997.80	68,538.75	70,115.14	71,727.79
GS17	44,489.95	46,714.45	49,050.17	51,502.68	54,077.81	55,970.53	57,929.50	59,957.03	62,055.53	64,227.47	65,704.70	67,215.91	68,761.88	70,343.40	71,961.30	73,616.41	75,309.59
GS18	46,718.04	49,053.94	51,506.64	54,081.97	56,786.07	58,773.58	60,830.66	62,959.73	65,163.32	67,444.04	68,995.25	70,582.14	72,205.53	73,866.26	75,565.18	77,303.18	79,081.15
GS19	49,049.50	51,501.98	54,077.08	56,780.93	59,619.96	61,706.68	63,866.41	66,101.73	68,415.29	70,809.83	72,438.46	74,104.54	75,808.94	77,552.55	79,336.26	81,160.99	83,027.69
GS20	51,499.19	54,074.15	56,777.86	59,616.75	62,597.59	64,788.51	67,056.11	69,403.07	71,832.18	74,346.31	76,056.27	77,805.57	79,595.10	81,425.79	83,298.58	85,214.45	87,174.38
GS21	54,074.68	56,778.41	59,617.33	62,598.20	65,728.11	68,028.59	70,409.59	72,873.93	75,424.52	78,064.38	79,859.86	81,696.64	83,575.66	85,497.90	87,464.35	89,476.03	91,533.98
GS22	56,774.26	59,612.97	62,593.62	65,723.30	69,009.47	71,424.80	73,924.67	76,512.03	79,189.95	81,961.60	83,846.72	85,775.19	87,748.02	89,766.22	91,830.84	93,942.95	96,103.64
GS23	59,614.27	62,594.98	65,724.73	69,010.97	72,461.52	74,997.67	77,622.59	80,339.38	83,151.26	86,061.55	88,040.97	90,065.91	92,137.43	94,256.59	96,424.49	98,642.25	100,911.02
GS24	62,592.02	65,721.62	69,007.70	72,458.09	76,080.99	78,743.82	81,499.85	84,352.34	87,304.67	90,360.33	92,438.62	94,564.71	96,739.70	98,964.71	101,240.90	103,569.44	105,951.54
GS25	65,714.88	69,000.62	72,450.65	76,073.17	79,876.84	82,672.53	85,566.07	88,560.88	91,660.51	94,868.63	97,050.61	99,282.77	101,566.27	103,902.29	106,292.04	108,736.76	111,237.71
GS26	69,003.01	72,453.16	76,075.82	79,879.61	83,873.59	86,809.17	89,847.49	92,992.15	96,246.88	99,615.52	101,906.68	104,250.53	106,648.29	109,101.20	111,610.53	114,177.57	116,803.65
GS27	72,253.86	75,866.55	79,659.88	83,642.87	87,825.01	90,898.89	94,080.35	97,373.16	100,781.22	104,308.56	106,707.66	109,161.94	111,672.66	114,241.13	116,868.68	119,556.66	122,306.46
GS28	75,866.51	79,659.84	83,642.83	87,824.97	92,216.22	95,443.79	98,784.32	102,241.77	105,820.23	109,523.94	112,042.99	114,619.98	117,256.24	119,953.13	122,712.05	125,534.43	128,421.72
GS29	79,662.79	83,645.93	87,828.23	92,219.64	96,830.62	100,219.69	103,727.38	107,357.84	111,115.36	115,004.40	117,649.50	120,355.44	123,123.62	125,955.46	128,852.44	131,816.05	134,847.82
GS30	83,641.65	87,823.73	92,214.92	96,825.67	101,666.95	105,225.29	108,908.18	112,719.97	116,665.17	120,748.45	123,525.66	126,366.75	129,273.19	132,246.47	135,288.14	138,399.77	141,582.96
GS31	87,817.72	92,208.61	96,819.04	101,659.99	106,742.99	110,478.99	114,345.75	118,347.85	122,490.02	126,777.17	129,693.04	132,675.98	135,727.53	138,849.26	142,042.79	145,309.77	148,651.89
GS32	92,208.80	96,819.24	101,660.20	106,743.21	112,080.37	116,003.18	120,063.29	124,265.51	128,614.80	133,116.32	136,178.00	139,310.09	142,514.22	145,792.05	149,145.27	152,575.61	156,084.85
GS33	96,819.24	101,660.20	106,743.21	112,080.37	117,684.39	121,803.34	126,066.46	130,478.79	135,045.55	139,772.14	142,986.90	146,275.60	149,639.94	153,081.66	156,602.54	160,204.40	163,889.10
GS34	101,660.20	106,743.21	112,080.37	117,684.39	123,568.61	127,893.51	132,369.78	137,002.72	141,797.82	146,760.74	150,136.24	153,589.37	157,121.93	160,735.73	164,432.65	168,214.60	172,083.54
GS35	106,743.21	112,080.37	117,684.39	123,568.61	129,747.04	134,288.19	138,988.28	143,852.87	148,887.72	154,098.79	157,643.06	161,268.85	164,978.03	168,772.52	172,654.29	176,625.34	180,687.72
GS36	112,080.37	117,684.39	123,568.61	129,747.04	136,234.39	141,002.60	145,937.69	151,045.51	156,332.11	161,803.73	165,525.21	169,332.29	173,226.93	177,211.15	181,287.00	185,456.61	189,722.11
GS37	117,684.39	123,568.61	129,747.04	136,234.39	143,046.11	148,052.73	153,234.58	158,597.79	164,148.71	169,893.92	173,801.47	177,798.91	181,888.28	186,071.70	190,351.35	194,729.44	199,208.21

Effective Pay Period Beginning: 7/1/2010

Living Wage: The City does not anticipate changes.

Police Salary Schedule

POLICE SALARY SCALE -- FY 2011

Year	<1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Step Increase		5.00%				3.50%					2.30%						
Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
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	44,195.40	45,211.89	46,251.76	47,315.55	48,403.81	49,517.10	50,655.99
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	46,130.04	47,191.03	48,276.42	49,386.78	50,522.68	51,684.70	52,873.45
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	48,308.07	49,419.16	50,555.80	51,718.58	52,908.11	54,125.00	55,369.88
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	50,584.83	51,748.28	52,938.49	54,156.08	55,401.67	56,675.91	57,979.46
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	52,976.45	54,194.91	55,441.39	56,716.54	58,021.02	59,355.50	60,720.68
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	55,651.40	56,931.38	58,240.80	59,580.34	60,950.69	62,352.56	63,786.67
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	58,425.96	59,769.76	61,144.46	62,550.78	63,989.45	65,461.21	66,966.82
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	61,352.69	62,763.80	64,207.37	65,684.14	67,194.88	68,740.36	70,321.39
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	64,416.39	65,897.97	67,413.62	68,964.13	70,550.30	72,172.96	73,832.94
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	67,642.43	69,198.21	70,789.77	72,417.93	74,083.54	75,787.46	77,530.57
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	71,018.10	72,651.52	74,322.50	76,031.92	77,780.65	79,569.60	81,399.70
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	74,564.96	76,279.95	78,034.39	79,829.18	81,665.25	83,543.55	85,465.05
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	78,294.00	80,094.76	81,936.94	83,821.49	85,749.38	87,721.62	89,739.22
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	82,202.64	84,093.30	86,027.45	88,006.08	90,030.22	92,100.92	94,219.24
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	86,314.66	88,299.90	90,330.80	92,408.41	94,533.80	96,708.08	98,932.37
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	90,626.11	92,710.51	94,842.85	97,024.24	99,255.80	101,538.68	103,874.07
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	95,147.64	97,336.04	99,574.77	101,864.99	104,207.88	106,604.66	109,056.57
PS18	67,650.00	71,032.50	74,584.14	78,313.34	82,229.01	85,107.03	88,085.78	91,168.78	94,359.69	97,662.28	99,908.51	102,206.41	104,557.16	106,961.97	109,422.10	111,938.81	114,513.40
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	104,615.37	107,021.52	109,483.01	112,001.12	114,577.15	117,212.42	119,908.31
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	109,846.09	112,372.55	114,957.12	117,601.13	120,305.96	123,073.00	125,903.68
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	115,342.66	117,995.54	120,709.44	123,485.76	126,325.93	129,231.43	132,203.75
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	121,103.60	123,888.98	126,738.43	129,653.41	132,635.44	135,686.06	138,806.84
PS23	86,101.70	90,406.79	94,927.13	99,673.49	104,657.16	108,320.16	112,111.37	116,035.27	120,096.50	124,299.88	127,158.78	130,083.43	133,075.35	136,136.08	139,267.21	142,470.36	145,747.18
PS24	90,406.79	94,927.12	99,673.49	104,657.16	109,890.02	113,736.17	117,716.93	121,837.03	126,101.33	130,514.88	133,516.72	136,587.60	139,729.12	142,942.88	146,230.57	149,593.88	153,034.54
PS25	94,927.13	99,673.48	104,657.16	109,890.02	115,384.52	119,422.98	123,602.78	127,928.88	132,406.39	137,040.62	140,192.55	143,416.98	146,715.58	150,090.03	153,542.10	157,073.58	160,686.27
PS26	99,673.48	104,657.15	109,890.02	115,384.52	121,153.75	125,394.13	129,782.92	134,325.33	139,026.71	143,892.65	147,202.18	150,587.83	154,051.35	157,594.53	161,219.21	164,927.25	168,720.58
PS27	104,657.16	109,890.01	115,384.52	121,153.75	127,211.44	131,663.84	136,272.07	141,041.59	145,978.05	151,087.28	154,562.29	158,117.22	161,753.92	165,474.26	169,280.17	173,173.62	177,156.61

Effective Pay Period Beginning: 7/1/2010

Sheriff Salary Schedule

SHERIFF SALARY SCALE -- FY 2011

Year	<1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Step Increase		5.00%				3.50%					2.30%						
Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
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	44,195.40	45,211.89	46,251.76	47,315.55	48,403.81	49,517.10	50,655.99
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	46,130.04	47,191.03	48,276.42	49,386.78	50,522.68	51,684.70	52,873.45
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	48,308.07	49,419.16	50,555.80	51,718.58	52,908.11	54,125.00	55,369.88
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	50,584.83	51,748.28	52,938.49	54,156.08	55,401.67	56,675.91	57,979.46
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	52,976.45	54,194.91	55,441.39	56,716.54	58,021.02	59,355.50	60,720.68
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	55,651.40	56,931.38	58,240.80	59,580.34	60,950.69	62,352.56	63,786.67
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	58,425.96	59,769.76	61,144.46	62,550.78	63,989.45	65,461.21	66,966.82
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	61,352.69	62,763.80	64,207.37	65,684.14	67,194.88	68,740.36	70,321.39
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	64,416.39	65,897.97	67,413.62	68,964.13	70,550.30	72,172.96	73,832.94
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	67,642.43	69,198.21	70,789.77	72,417.93	74,083.54	75,787.46	77,530.57
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	71,018.10	72,651.52	74,322.50	76,031.92	77,780.65	79,569.60	81,399.70
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	74,564.96	76,279.95	78,034.39	79,829.18	81,665.25	83,543.55	85,465.05
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	78,294.00	80,094.76	81,936.94	83,821.49	85,749.38	87,721.62	89,739.22
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	82,202.64	84,093.30	86,027.45	88,006.08	90,030.22	92,100.92	94,219.24
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	86,314.66	88,299.90	90,330.80	92,408.41	94,533.80	96,708.08	98,932.37
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	90,626.11	92,710.51	94,842.85	97,024.24	99,255.80	101,538.68	103,874.07
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	95,147.64	97,336.04	99,574.77	101,864.99	104,207.88	106,604.66	109,056.57
PS18	67,650.00	71,032.50	74,584.14	78,313.34	82,229.01	85,107.03	88,085.78	91,168.78	94,359.69	97,662.28	99,908.51	102,206.41	104,557.16	106,961.97	109,422.10	111,938.81	114,513.40
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	104,615.37	107,021.52	109,483.01	112,001.12	114,577.15	117,212.42	119,908.31
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	109,846.09	112,372.55	114,957.12	117,601.13	120,305.96	123,073.00	125,903.68
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	115,342.66	117,995.54	120,709.44	123,485.76	126,325.93	129,231.43	132,203.75
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	121,103.60	123,888.98	126,738.43	129,653.41	132,635.44	135,686.06	138,806.84
PS23	86,101.70	90,406.79	94,927.13	99,673.49	104,657.16	108,320.16	112,111.37	116,035.27	120,096.50	124,299.88	127,158.78	130,083.43	133,075.35	136,136.08	139,267.21	142,470.36	145,747.18
PS24	90,406.79	94,927.12	99,673.49	104,657.16	109,890.02	113,736.17	117,716.93	121,837.03	126,101.33	130,514.88	133,516.72	136,587.60	139,729.12	142,942.88	146,230.57	149,593.88	153,034.54
PS25	94,927.13	99,673.48	104,657.16	109,890.02	115,384.52	119,422.98	123,602.78	127,928.88	132,406.39	137,040.62	140,192.55	143,416.98	146,715.58	150,090.03	153,542.10	157,073.58	160,686.27
PS26	99,673.48	104,657.15	109,890.02	115,384.52	121,153.75	125,394.13	129,782.92	134,325.33	139,026.71	143,892.65	147,202.18	150,587.83	154,051.35	157,594.53	161,219.21	164,927.25	168,720.58
PS27	104,657.16	109,890.01	115,384.52	121,153.75	127,211.44	131,663.84	136,272.07	141,041.59	145,978.05	151,087.28	154,562.29	158,117.22	161,753.92	165,474.26	169,280.17	173,173.62	177,156.61

Effective Pay Period Beginning: 7/1/2010

Fire Salary Schedule

FIRE SALARY SCALE -- FY 2011

Year	<1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Step Increase		5.00%				3.50%					2.30%						
Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
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	44,195.40	45,211.89	46,251.76	47,315.55	48,403.81	49,517.10	50,655.99
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	46,130.04	47,191.03	48,276.42	49,386.78	50,522.68	51,684.70	52,873.45
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	48,308.07	49,419.16	50,555.80	51,718.58	52,908.11	54,125.00	55,369.88
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	50,584.83	51,748.28	52,938.49	54,156.08	55,401.67	56,675.91	57,979.46
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	52,976.45	54,194.91	55,441.39	56,716.54	58,021.02	59,355.50	60,720.68
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	55,651.40	56,931.38	58,240.80	59,580.34	60,950.69	62,352.56	63,786.67
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	58,425.96	59,769.76	61,144.46	62,550.78	63,989.45	65,461.21	66,966.82
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	61,352.69	62,763.80	64,207.37	65,684.14	67,194.88	68,740.36	70,321.39
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	64,416.39	65,897.97	67,413.62	68,964.13	70,550.30	72,172.96	73,832.94
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	67,642.43	69,198.21	70,789.77	72,417.93	74,083.54	75,787.46	77,530.57
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	71,018.10	72,651.52	74,322.50	76,031.92	77,780.65	79,569.60	81,399.70
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	74,564.96	76,279.95	78,034.39	79,829.18	81,665.25	83,543.55	85,465.05
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	78,294.00	80,094.76	81,936.94	83,821.49	85,749.38	87,721.62	89,739.22
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	82,202.64	84,093.30	86,027.45	88,006.08	90,030.22	92,100.92	94,219.24
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	86,314.66	88,299.90	90,330.80	92,408.41	94,533.80	96,708.08	98,932.37
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	90,626.11	92,710.51	94,842.85	97,024.24	99,255.80	101,538.68	103,874.07
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	95,147.64	97,336.04	99,574.77	101,864.99	104,207.88	106,604.66	109,056.57
PS18	67,650.00	71,032.50	74,584.14	78,313.34	82,229.01	85,107.03	88,085.78	91,168.78	94,359.69	97,662.28	99,908.51	102,206.41	104,557.16	106,961.97	109,422.10	111,938.81	114,513.40
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	104,615.37	107,021.52	109,483.01	112,001.12	114,577.15	117,212.42	119,908.31
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	109,846.09	112,372.55	114,957.12	117,601.13	120,305.96	123,073.00	125,903.68
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	115,342.66	117,995.54	120,709.44	123,485.76	126,325.93	129,231.43	132,203.75
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	121,103.60	123,888.98	126,738.43	129,653.41	132,635.44	135,686.06	138,806.84
PS23	86,101.70	90,406.79	94,927.13	99,673.49	104,657.16	108,320.16	112,111.37	116,035.27	120,096.50	124,299.88	127,158.78	130,083.43	133,075.35	136,136.08	139,267.21	142,470.36	145,747.18
PS24	90,406.79	94,927.12	99,673.49	104,657.16	109,890.02	113,736.17	117,716.93	121,837.03	126,101.33	130,514.88	133,516.72	136,587.60	139,729.12	142,942.88	146,230.57	149,593.88	153,034.54
PS25	94,927.13	99,673.48	104,657.16	109,890.02	115,384.52	119,422.98	123,602.78	127,928.88	132,406.39	137,040.62	140,192.55	143,416.98	146,715.58	150,090.03	153,542.10	157,073.58	160,686.27
PS26	99,673.48	104,657.15	109,890.02	115,384.52	121,153.75	125,394.13	129,782.92	134,325.33	139,026.71	143,892.65	147,202.18	150,587.83	154,051.35	157,594.53	161,219.21	164,927.25	168,720.58
PS27	104,657.16	109,890.01	115,384.52	121,153.75	127,211.44	131,663.84	136,272.07	141,041.59	145,978.05	151,087.28	154,562.29	158,117.22	161,753.92	165,474.26	169,280.17	173,173.62	177,156.61

Effective Pay Period Beginning: 7/1/2010

The various classification plans of the City traditionally found in this section have been removed. As FY 2010 was concluding the City Council adopted a new Compensation Philosophy and implemented a new Competency Based Classification System. The new system established six families of jobs and six levels of responsibility or contribution. The final determination of job titles and their respective grades were not finalized in time to be included in this document. The FY 2012 budget document will reflect these changes. The detailed information is available on the City's web site https://alexnet.alexandriava.gov/HR/. In addition, during the Fall Reappropriation Ordinance additional resources, currently in Contingent Reserves, will be reappropriated to departments based on the increased personnel costs (salaries and benefits) resulting from grade and salary changes for specific positions.

FY 2011 City Compensated Holidays

July 1, 2010 through June 30, 2011

Independence Day	Monday	July 5, 2010
Labor Day	Monday	September 9, 2010
Columbus Day (observed)	Monday	October 11, 2010
Thanksgiving Day	Thursday	November 25, 2010
Thanksgiving Day (in lieu of Veteran's Day)	Friday	November 26, 2010
Christmas Eve	Thursday	December 23, 2010
Christmas Day	Friday	December 24, 2010
New Year's Holiday	Friday	December 31, 2010
Martin Luther King, Jr., Day (observed)	Monday	January 17, 2011
Presidents' Day (observed)	Monday	February 14, 2011
Memorial Day (observed)	Monday	May 30, 2011