City of Alexandria

FY 2012 Budget

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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, 2010.

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

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

Alexandria's Strategic Plan

In fall 2004 the Alexandria City Council adopted a Strategic Plan for 2004-2015 and its vision of what it believed that Alexandria could become by the year 2015. The Council developed the Strategic Plan and Vision with collaboration and in partnership with the Alexandria Community. The plan was adopted by City Council on September 14, 2004 and revised on January 21, 2006 and June 22, 2010. The Strategic Plan is the City Council's road map to fulfill its Vision, which it believes can be achieved by working together on common goals. The Strategic Plan was used to prioritize the funding choices in the FY 2012 budget.

Alexandria Vision 2015

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

Alexandria Plan for 2009 - 2010/Goals 2010

GOALS:

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

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.

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City Manager's Message

February 8, 2011

To the Honorable Mayor and Members of City Council:
It is my pleasure to transmit the Proposed Fiscal Year 2012 Operating Budget and the Proposed FY 2012-2021 Capital Improvement Program. The submission of these documents marks my last proposed budget to you as City Manager. It has been a challenging, exciting, and instructive experience managing the City's finances over the last six years.

Over the years we have redesigned our approach to fiscal planning, making our budgeting processes more inclusive and transparent, and improving upon our strategic decision-making

The FY 2012 Proposed Operating and Capital Budgets represent a culmination of years of effort to redesign our approach to fiscal planning, make our budgeting processes more inclusive and transparent, and improve upon our strategic decision-making. These fiscal recommendations to you were developed using the same framework employed by City Council to craft the City's Strategic Plan. Focusing on the goals of the City as defined by Council and the community, cross-departmental staff teams have worked for several months to recommend where taxpayer resources are best invested to accomplish our objectives and realize our goals, while still working within a constrained resource environment.

We are circumspect in our requests for resources and mindful of the fact that we are only now beginning to see the early signs of growth and expansion

The work has been challenging to all involved. Several years of economic downturn has created some desire for service expansion to those residents facing economic hardships, calls to reverse recent budget reductions deemed necessary during the past few years, plans to meet delayed City organizational needs as well as pressures for City infrastructure and facility improvements. Regardless, we are circumspect in our requests for resources and mindful of the fact that we are only now beginning to see the early signs of growth and expansion.

This budget is based on cautious optimism -- the financial tide has turned but we cannot project a rapid recovery.

This budget is based on cautious optimism. We are optimistic that the financial tide has turned. We are cautious in that we cannot project a rapid recovery. Rather we must base our plans on an expected slow and measured improvement in our local economy.

No tax rate increases and no new programmatic reductions

The budget contains numerous cost saving and efficiencies in all City operations.

The proposed operating budget is balanced without the necessity of increases in tax rates, fees, fines or service charges, and without the necessity of new programmatic reductions. The budget contains numerous cost saving and efficiencies in all City operations. Of particular impact are the provisions for increased cost sharing by employees of retirement and health care benefits.

This result did not occur by chance. We have kept our financial reserves, when compared against City financial policy guidelines, strong. We finished FY 2010 in the black, and we will similarly finish FY 2011 with a surplus due to the turnaround in our real estate values. Our current revenue projections from last October appear to be on target for the remainder of FY 2011. We do not have to pay now for past budget gimmicks. In past budgets we have not used one-time revenue sources to fund ongoing expenses; neither do we propose doing so in this budget. We also have not relied on temporary one-time expenditure reductions, such as furloughs or delays in pension funding. The programmatic reductions taken in past years were difficult. We took $9 million spending reductions mid-year in FY 2009, $38 million in FY 2010, and $23 million in FY 2011. These necessary budget choices are now yielding cumulative savings. We expect those savings will continue in the years to come.

<u>City Council Fiscal Guidance and Budget Highlights</u>

FY 2012 budget in accord with the guidance provided by City Council

City operational expenses increasing a modest 3.2%

Few programmatic increases – all directly support City Council strategic goals and initiatives

I am proposing a FY 2012 budget in accord with the guidance provided in City Council Resolution #2426. This budget does not increase any General Fund tax rate. The increase in City operational expenses, exclusive of subsidies for transit operations, the Schools transfer, and debt service and cash for capital projects, is a modest 3.2%.

Few programmatic increases are included in the proposal, and those that are included directly support City Council strategic goals and initiatives. Per City Council guidance, we have held level overall staffing funded by General Fund revenues. In some instances, there are increases to programs and services offered for Council consideration. These are presented as options to be considered above the base budget proposal. In accordance with Resolution #2426, these options are ranked in order of priority preference. These options also are linked to City strategic goals and objectives.

Significant operational savings by having employees share a greater portion of the cost of their benefits

This budget achieves significant operational savings by having our employees to share a greater portion of the cost of their benefits. The budget proposes continuing our previously announced policy of gradually increasing the minimum City employee share of health insurance premiums. Also, the budget proposes a 1% minimum in the employee share of the cost of City supplemental retirement benefits, as well as a 1 percentage point increase in Police Officer and Firefighter pension contributions. I should note that City Council has already formed an ad hoc Retirement Benefit Advisory Group to review current practices and look into the possible need for additional long range changes in retirement defined benefit plans. This Group will report back next fall in time for consideration of its recommendations in the next budget cycle.

Some increases in salaries to mitigate additional benefit cost sharing and provide a more competitive salary structure

To mitigate the negative impacts of additional benefit cost sharing on employee's compensation and to provide employees with a fair, regionally competitive salary structure, the proposed budget provides funding for increases in salaries. The budget sets aside $0.7 million in funds for the first year of a three year program to implement pay adjustments to be competitive with neighboring jurisdictions. It also provides funding for merit-based step increases for qualified City employees, but no across-the-board pay increases for the fourth year in a row.

4.1% increase in operating funds for the Schools

City Council's direction to share with the public schools a funding increase equal to the overall increase in the budget will result in a 4.1% increase in the amount of monies provided ACPS. As you know, the Schools have considerable discretion in how they may use these funds. I understand budget choices that meet this overall fiscal guideline are being prepared by the Superintendent for School Board consideration and adoption on February 24th.

No more borrowing and cash capital from current General Fund revenues than was contained in last year's approved CIP

As Council directed, the proposed CIP funding plan assumes no more borrowing and cash capital from current General Fund revenues than was contained in last year's approved CIP. As a result, a total of $158 million is committed to ACPS capital projects, the same amount provided in last year's approved plan. This amount is far less than the $372 million proposed by the Superintendent. Funding designated for City related projects is primarily focused on the maintenance of existing City facilities and infrastructure. A modest amount of funding provides for expansion or reconstruction projects.

A Transportation Add-on Tax on commercial properties is proposed of 12.5 cents for transportation improvements

A Transportation Add-on Tax on commercial properties is proposed to begin in FY 2012. This proposal would levy an additional 12.5 cents per $100 tax on real property used for commercial purposes. A comprehensive 10 year plan proposes to use these funds to achieve a wide variety of necessary transportation improvements benefitting all parts of Alexandria. Continued population and economic growth in the region and in Alexandria places increased stress on the City's transportation network each year.

As part of this proposal and as requested by City Council, business license taxes are proposed to be reduced to partially offset the cost impact of this tax on the business community.

The capital budget includes revenues and expenditures related to the construction of a Metrorail station in Potomac Yard

The capital budget for the first time includes revenues and expenditures related to the construction of a Metrorail station in Potomac Yard as approved by City Council in June 2010. To begin funding the early stages of the project, a 20 cent per $100 tax on real estate is proposed for the Tier 1 part of the Special Service Tax District of Potomac Yard (west of the railroad tracks), which was created just two months ago by City Council. The CIP 10 year plan also includes a section showing the financial plans for the Potomac Yard Metrorail station.

The largest rate of growth (12.1%) is for debt service and pay-as-you go financing of the Capital Improvement Program (CIP).

As one can see from the following chart summarizing changes in the proposed Operating Budget, the largest rate of growth is for debt service and pay-as-you go financing of the Capital Improvement Program (CIP). The 12.1% rate of growth is a result of increased borrowing for capital projects in the last two budget cycles.

FY 2012 Proposed General Fund Base Operating Budget

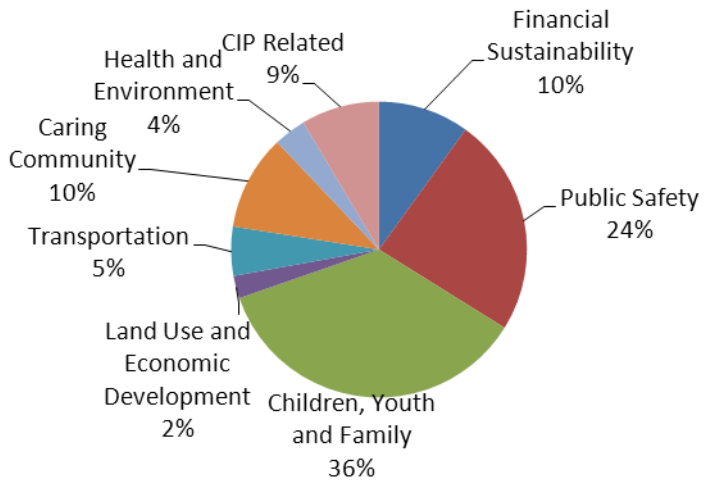
Millions of Dollars

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	$ Chg FY11/12	% Chg FY11/12
City Operating	304.8	305.5	315.4	9.9	3.2%
Transit Subsidies	13.1	16.0	15.9	(0.1)	-0.9%
Capital Program Funding	39.5	42.2	47.3	5.1	12.1%
City Total	**357.3**	**363.7**	**378.6**	**14.9**	**4.1%**
ACPS	164.6	167.9	174.8	6.9	4.1%
City & ACPS Total	**521.9**	**531.6**	**553.4**	**21.8**	**4.1%**

The majority of funding (60%) is for two strategic goal areas: public safety and children youth and families

The City's General Fund Operating budget can be divided into the seven strategic goal areas (plus funding for capital projects (CIP-related). The majority of funding (60%) is for two strategic goal areas: public safety and children youth and families (a category which includes the transfer to the Schools).

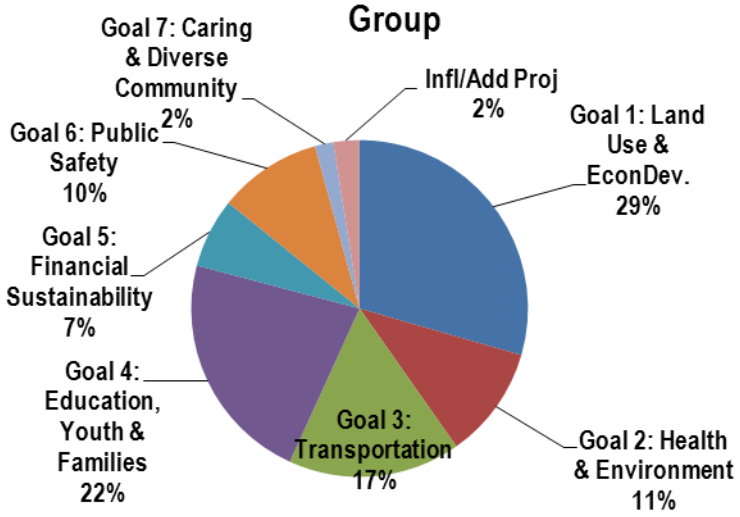
FY 2012 General Fund Operating Budget by Strategic Goal Area



The largest share of the CIP (29%) is for land use and economic development, a category that includes the Potomac Yard Metrorail station project.

The City's Capital Improvement Program is also divided by strategic goal groups below. The largest share of the CIP (29%) is for land use and economic development, a category that includes the Potomac Yard Metrorail station project. The transportation share (without the effects of the Transportation Add-On tax) is another 17%. Goal 4, which includes Schools capital projects is the second largest category over the 10 years at 22%.

Proposed FY 2012 - 2021 CIP by Strategic Goal Group



We are in considerably better financial shape than most state and local governments nationwide

Only a few of our neighbors can come close to matching our current financial condition

We must continue to work together responsibly as we emerge from this financial crisis with a long term perspective and strategy.

Notable proposed changes to City programs and public service delivery efforts are described in the budget overview that immediately follows this message.

As I have suggested above, some cautious optimism about the City's fiscal condition is warranted. We are in considerably better financial shape than most state and local governments nationwide and only a few of our neighbors can come close to matching our current financial condition. The investment in our economic development structure and strategy over the past few years is now beginning to yield results. We are well positioned to achieve the measure of financial sustainability we all desire, and we are poised to have an operating budget and capital improvement program that is structurally balanced for the long term.

We must continue to work together responsibly as we emerge from this financial crisis with a long term perspective and strategy. As Council has directed, we will work this spring to develop a 10 year blueprint for linking the strategic plan – its goals, objectives and initiatives – to future budgets. This Operating Budget and Capital Improvement Program for FY 2012 is only a first step in developing a 10 year blueprint for both a long term, strategic focus on financial sustainability and maintaining the high quality of life enjoyed by Alexandrians.

Sincerely,

James K. Hartmann
City Manager

Attachment
Compliance with City Council Guidance in Resolution #2426

This Proposed Operating Budget and Capital Improvement Program is in accord with all guidance provided by City Council in Resolution #2426.

- Section 1. There is no increase in the real estate tax rate of $97.8 cents.

- Section 2. The General Fund Operating Base Budget of 4.1% is balanced without any increase in tax rates.

- Section 3. The transfer to the Alexandria City Public Schools increases at the same rate as that rate of increase in total General Fund Operating budget revenues (4.1%).

- Section 4. A Transportation Add-On tax on commercial property is proposed of 12.5 cents in addition to the base budget. A partial offset in the Business, Professional and Occupation License tax is proposed of $1.625 million and $0.375 million increase in support for economic development activities in support of business is proposed as part of the base budget, contingent on passage of a Transportation Add-On tax.

- Section 5. The budget proposes continuation of the other dedicated portions of the real estate tax without change, including portions dedicated to Storm Water Infrastructure Improvements, Open Space Trust Fund, and Affordable Housing purposes.

- Section 6. The budget does not propose an increase in any other tax rates except the Transportation Add-On tax.

- Section 7. Although allowed by the resolution, the budget proposes no increases in fees and service charges.

- Section 8. City staffing levels do not increase except for those substantially funded by non-General Fund revenues (grants or other special revenue sources) as allowed by section 8.

- Section 9. The base budget includes funding for merit/step increases for eligible employees including an additional step.

- Section 10. The budget does not include funding for an across-the-board salary schedule adjustment for either City or Schools staff.

- Section 11. The budget does include $0.7 million as initial funding in FY 2012 as part of a 3 year phase-in of the implementation of competitive pay adjustments called for by the City's compensation philosophy.

- Section 12. The budget continues to implement the multi-year plan to phase-in a 20% minimum employee contribution for health care premiums. In FY 2012 that minimum is proposed to be 16%.

- Section 13. The budget proposes a minimum 1% employee contribution for retirement from all employees, and a 1% increase (from 8% to 9%) for retirement and disability benefits for police officers and fire fighters.

- Section 14. The City Council has by Resolution #2432 formed an Ad Hoc Retirement Benefit Advisory Group to look at the need for any future changes to defined benefit pension plans created under the authority of the City Council.

- Section 15. The budget contains numerous cost saving and efficiencies in all City operations. Of particular impact are the provisions for increased cost sharing by employees of retirement and health care benefits.

- Section 16 a. The CIP provides specific estimates for FY 2012 through FY 2017 and preliminary estimates for FY 2018 through FY 2021.

- Section 16 b. The CIP uses no more General Fund cash capital from current year revenues than planned for FY 2013 through FY 2020.

- Section 16 c. The CIP uses no more debt issuance than that planned for FY 2012 through FY 2020 in the Approved FY 2011 – FY 2020 CIP, except for debt financed by various other sources of dedicated revenues (e.g., grants, special revenues)

- Sections 16 d and e. The budget proposes a one time use for funding the CIP of $11.0 million of the FY 2010 operating budget surplus as well as an additional $6.0 million of expected FY 2011 operating budget surplus.

- Section 16 f. The CIP provides specific descriptions of projects that can be funded within recommended levels of funding and their costs are estimated for all years. (Note: the Schools CIP has not yet (as of February 8, 2011) been approved by the School Board. Specific descriptions of ACPS capital projects will be provided after the School Board adopts its proposed CIP.)

- Section 17. The CIP has $0.9 million in funding assumed from the sale/lease of capital assets.

- Section 18. Although not submitted as part of this budget, City staff are continuing work on an incentive program to encourage City employees to develop and implement efficiency cost saving ideas. This program will be presented to Council this fiscal year for its consideration.

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Budget Overview

The FY 2012 Proposed General Fund Operating Budget is $553.4 million.

This is a 4.1% increase over the FY 2011 Approved Budget.

The FY 2012 Proposed Budget includes no tax rate or fee increases.

City government operating costs increase by $9.9 million, or 3.2%

Alexandria City Public Schools funding increases by $6.9 million, or 4.1%

Capital projects funding increases by $5.1 million, or 12.1%

The following is a brief overview of the major elements of the FY 2012 Proposed General Fund Operating Budget.

Millions of Dollars

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	$ Chg FY11/12	% Chg FY11/12
City Operating	304.8	305.5	315.4	9.9	3.2%
Transit Subsidies	13.1	16.0	15.9	(0.1)	-0.9%
Capital Program Funding	39.5	42.2	47.3	5.1	12.1%
City Total	**357.3**	**363.7**	**378.6**	**14.9**	**4.1%**
ACPS	164.6	167.9	174.8	6.9	4.1%
City & ACPS Total	**521.9**	**531.6**	**553.4**	**21.8**	**4.1%**

General Fund revenues increase by 21.8 million, or 4.1%. Of that increase, $18.9 million is due to a 3.1% increase in real estate property values. There are no tax and fee increases proposed in the FY 2012 budget. A proposal to increase the commercial real estate property tax rate to fund transportation is presented in the Capital Improvement Program (CIP). The FY 2012 budget includes a reduction in business license taxes for businesses with annual gross receipts of less than $750,000.

City Operating expenditures increase by $9.9 million, or 3.2%. Of that increase, $8.6 million is the cost of continuing the FY 2011 services in FY 2012 and $1.3 million in new or expanded services to implement the new Strategic Plan adopted in June 2010.

Transit Subsidies decrease by $150,000, or 0.9%. A $2.1 million, or 10.5%, increases in the City's subsidy for Metro and is funded entirely from the City's share of State and regional gas tax transit funding available through the Northern Virginia Transportation Commission with no impact on the General Fund. The City also receives $150,000 from the federal government as the first of four reimbursements for the amortized cost of DASH bus rehabilitation funded by the City to provide increased service to Mark Center.

Capital Program Funding increases by $5.1 million, or 12.1%, due to increased debt service on bonds issued to fund major capital construction projects recently completed or currently underway, such as the New Police Facility, School construction, and the City's share of the Metro capital improvements.

The Alexandria Public Schools Transfer increases by $6.9 million, or 4.1%, which is equivalent to the percent growth in General Fund revenues.

Revenues

FY 2012 General Fund revenues increase by 4.1% over the FY 2011 Approved Budget.

Real estate assessments increase by 2.55% overall.

Business license taxes are reduced by $1.6 million.

There are no tax and fee increases included in this budget.

A proposal to increase the real estate tax rate on commercial properties to fund transportation is presented in the CIP.

For additional information, see the Revenues section.

General Fund Revenues

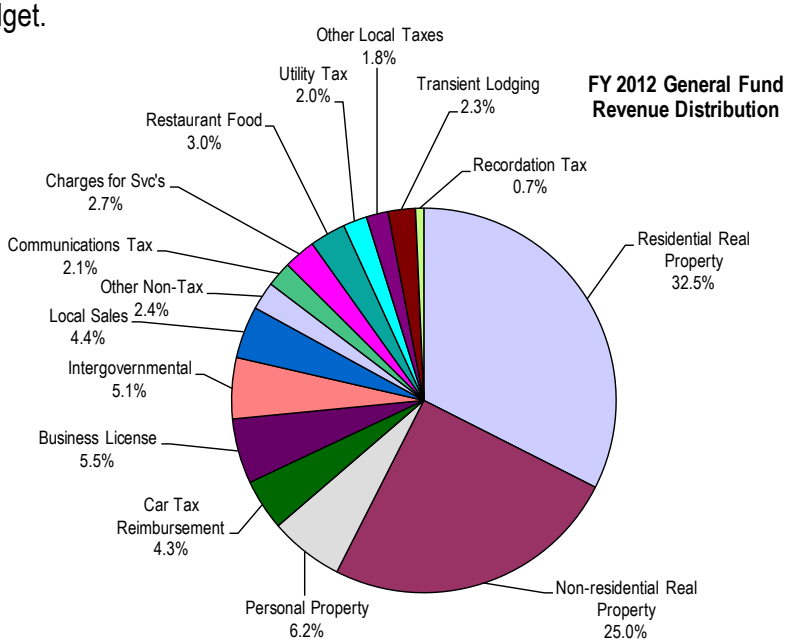
Millions of Dollars

	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	%Change 11 Approved/ 12 Proposed
Real Property Taxes	$296.2	$308.0	$315.2	6.4%
Other taxes	149.1	150.2	153.8	3.2%
Taxes	**445.3**	**458.2**	**469.0**	**5.3%**
Non-tax revenue	27.6	26.5	27.7	0.4%
Federal & State Revenue	51.7	52.4	51.7	0.0%
Prior Year Surplus & Transfers	6.9	6.9	5.0	-27.5%
Total	**$531.5**	**$544.0**	**$553.4**	**4.1%**

Real Estate Property Taxes increase by $18.9 million, or 6.4% as a result of an estimated 2.55% increase in property values (January 2010 to January 2011). There is no increase proposed in the City's real estate property tax rate of 97.8 cents per $100 of assessed value. A proposal to increase the real estate property tax rate on commercial properties to fund transportation projects in included in the Capital Improvement Program (CIP).

Business License Taxes are reduced by $1.6 million as a result of an increase in the minimum gross receipts threshold from $100,000 to $350,000 and a tax rate reduction for businesses receiving between $350,000 and $750,000.

Other tax and fee revenue increases by $6.4 million as a result of increased retail, food and hotel sales. There are no tax rate or fee increases included in the budget.



City Operating Expenditures

City government operating costs increase by $9.9 million, or 3.2%.

City General Fund Operating Expenditures

Millions of Dollars

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	$ Chg FY11/12	% Chg FY11/12
Personal Services	180.2	180.6	187.7	7.0	3.9%
Non Personal Expenditures	78.9	82.5	84.3	1.8	2.1%
Capital Outlay	0.3	0.2	0.2	(0.0)	-9.4%
Interfund Transfers	45.3	42.1	43.2	1.1	2.7%
Total	**304.8**	**305.5**	**315.4**	**9.9**	**3.2%**
FTEs (all Funds)	2,580.7	2,540.2	2,542.3	2.1	0.1%

Most of the increase is due to personnel salary and benefit cost increases for current staffing.

Overall net City staffing increases by one-tenth of one percent.

General Fund personnel costs for current City employees increase by $7.0 million, or 3.9%. Most of this increase includes merit pay increases and the increased cost of retirement and health insurance benefits, which are partially offset by increases in employees' share of the cost of these benefits. The FY 2012 budget includes only five new General Fund positions – one facility engineer and one system technician in General Services to maintain and operate the new Police facility, two new Special Police Officers to provide security at the new Police facility, and one new management analyst in Fleet Services to improve data systems, financial management and overall fleet efficiency and service. Overall, City staffing increases by a net of 2.1 FTEs, but 2.5 positions are funded by special revenue sources. Position reductions are found in the Sheriff's Office; Library; Community & Human Services; and Recreation, Parks & Cultural Activities.

Non-personnel costs increases to maintain current services of $3.0 million are mostly offset by $2.8 million in expenditure reductions.

Non-personnel costs increase by $1.8 million, or 2.1%, as a result of a $3.0 million increase in the cost of continuing FY 2011 levels of service in FY 2012, $2.8 million in expenditure reductions, and $1.1 million in new or expanded services to implement the Strategic Plan approved in June 2010. A list of these non-personnel increases is provided on the following page.

Interfund Transfers increase by $1.1 million, or 2.7%, and are the City's transfers of General Fund support to non-General Fund programs such as those in Community & Human Services, Housing and the Library. Most of the increase is the result of increased personnel costs for partially federal and State-funded positions.

Non-personnel costs include a $1.1 million for new or expanded services set forth in the Strategic Plan.

Unfunded priorities above the City Manager's base budget are items identified during the budget process as high priority requests that were not able to be funded within the amount of revenues available at current tax and fee rates. They are presented as the City Manager's highest priorities for funding if additional funding becomes available and are listed on the following page.

City Operating Expenditures

In addition to the cost of maintaining FY 2011 levels of service in FY 2012, the City operating budget includes $1.3 million for new initiatives that offer a return on investment or are necessary to implement the City's Strategic Plan.

Of the $1.3 million in new initiatives, $0.2 million in is staffing and $1.1 million is for non-personnel expenditures listed to the right.

$2.2 million of additional high priority requests are not included in the budget but are recommended by the City Manager for funding if additional resources become available.

FY 2012 Budget Adjustments

The following new or expanded services are funded in the FY 2012 budget based on their ability to generate a return on the investment their necessity in order to implement the City's Strategic Plan adopted by City Council in June 2010. For more on these items, please see the departmental section in which they are located.

New or Expanded Services to Implement the Strategic Plan

ACVA Advertising (Economic Development)	300,000
ACVA Group Sales Position (Economic Development)	75,000
ACVA Brochure Printing (Economic Development)	21,000
Snow Removal Increase (Non-Departmental)	230,000
Planning & Zoning Work Program	120,000
T&ES Civil Engineer	18,000
Youth Master Plan (Community & Human Services)	100,000
Community Indicator Project (Non-Departmental)	45,000
Tree & Flower Watering Crews	65,000
Aquatics Equipment Replacement (Recreation)	22,000
Adult Sports Programs (RPCA)	10,000
Youth Sports Programs (RPCA)	19,000
General Services Fleet Management Position	85,000
City Hall Security (General Services)	45,000
Department of Emergency Communications Training	100,000
Mobile Stage Replacement Depreciation (RPCA)	10,000
Library Security Guards	19,000
Civil War Sesquicentennial Funding (OHA)	25,000
Total	**1,309,000**

The following items, ranked in priority order, were not able to be funded at within the amount of revenue available at current tax and fee rates but are recommended for funding if additional resources become available.

Unfunded Priorities Above the City Manager's Base Budget

1. Increase Street Paving (T&ES)	1,000,000
2. Court Services Unit Gang Prevention Funding	150,000
3. Increased Access to Quality & Affordable Pre-K (DCHS)	450,000
4. Increase Sidewalk Maintenance (T&ES)	300,000
5. Public Art Manager Position (RPCA)	87,500
6. Fort Ward Archaeology (OHA)	75,000
7. Additional Civil War Sesquicentennial Funding (OHA)	75,000
8. AEDP Staff for Attracting Federal Office Relocations (Economic Development)	75,000
9. ACVA Web Site Re-design (Economic Development)	30,000
Total	**2,242,500**

Capital Program Funding

The FY 2012 General Fund operating budget includes $47.3 million in capital project funding.

The FY 2012 General Fund operating budget includes $47.3 million in funding for capital improvement projects. This includes $42.2 million in debt service on general obligation bonds previously issued or planned for issuance in FY 2012 to fund the City's Capital Improvement Program (CIP), $4.0 million in pay-as-you-go cash capital funding, $0.9 million in debt service on bonds issued to fund the City's share of Washington Metropolitan Area Transit Authority (WMATA)(otherwise known as Metro) capital improvements, and $0.3 million in debt service on the City's share of bonds issued by the Northern Virginia Transportation Commission (NVTC) on behalf of the region for transportation capital improvements.

Capital project funding increases by $5.1 million, or 12.0%, as a result of increased debt service on bonds issued to fund capital construction.

General Fund support of the CIP increases by $5.1 million, or 12.1%, due to an increase in the cost of debt service on bonds issued to fund capital projects. Some of the projects funded by those bonds include the new Police facility, Alexandria City Public Schools construction, and Metro safety and service improvements.

Highlights of the FY 2012 capital budget include:

- Schools Construction ($13.7 million)
- Various Transit Improvements ($13.1 million)
- New Fire Station ($9.2 million)
- King Street/Beauregard Avenue Traffic Improvements ($2.1 million)
- BRAC-133 Transportation Improvements ($2.0 million)
- Shared-Use Paths ($1.9 million)
- Parks and Recreation Improvements ($1.9 million)

A proposal to increase in the real estate property tax on commercial properties to fund transportation is presented in the Capital Improvement Program (CIP).

A proposal to increase the real estate tax rate on commercial properties to fund transportation projects is also included in the CIP. The proposed tax increase is not included in the FY 2012 Proposed Budget, but could be adopted through the budget add/delete process. A list of projects proposed to be funded through the tax increase is presented in the CIP and includes:

- High Capacity Transit Corridors
- DASH Bus Expansion
- Metrorail Station Improvements
- Shared-Use Paths & Trails
- Street Improvements

For additional information, see the CIP document or the CIP section of the operating budget document.

Budget Process

The FY 2012 Budget was developed based on community priorities set forth in the Strategic Plan and City Council's budget guidance.

The budget development process included 3 fall work sessions with City Council and one fall budget public hearing.

Additional opportunities for public participation and comment include 8 City Council work sessions, one spring budget public hearing and several tax rate public hearings.

Members of the public may also review the budget and provide comments online at:

http://alexandriava.gov/Budget

FY 2012 Budget Process

The FY 2012 Proposed Budget was developed based on the community's priorities as identified in the Strategic Plan adopted by City Council in June 2010 and budget guidance adopted by City Council in November 2010.

Staff from City departments collaborated through work teams representing each of the Strategic Plan's seven goals to identify the steps necessary to implement the plan and achieve the community's strategic goals.

The resulting initiatives were categorized as either 1) able to be implemented without additional resources, 2) requiring additional resources in FY 2012, or 3) requiring additional resources in FY 2013 and beyond. Items in category 2 were prioritized by the goal groups and presented to the City Manager's senior staff for funding consideration in FY 2012. Some were funded and have been presented on the previous pages as new or expanded services to implement the Strategic Plan. Due to revenue limitations, others were not funded and have been presented as unfunded priorities above the City Manager's base budget. Category 2 items that did not receive funding in FY 2012 and category 3 items will be scheduled along with category 1 items that do not need additional resources into a multi-year plan during calendar year 2011.

The budget development process also included three City Council work sessions in the fall on revenues, compensation issues and current service budget estimates and one fall budget public hearing, all of which were open to the public. Additional opportunities for public participation and the schedule for the remainder of the budget process is listed on the following page.

Budget Schedule

Members of the public are invited to participate in a public hearing on the budget scheduled for Monday, March 7, 2011 at 4:00 pm and a public hearing on the tax rate on Saturday, April 16 at 9:30 am.

City Council will also hold a series of eight public work sessions denoted to the right, followed by adoption on May 2, 2011.

All work sessions are held in City Hall, Sister Cities Conference Room #1101, at 7:00 pm unless otherwise noted.

FY 2012 Budget Schedule

2/8 Proposed Budget Presentation (7:00 pm in Council Chambers)

2/9 Work Session - Revenues & CIP

2/15 Work Session - Transportation and Economic Development

2/23 Work Session - Compensation and Financial Sustainability

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3/12 Public Hearing Docket Item to Advertise the Maximum Tax Rate (9:30 in Council Chambers)

3/14 Joint City/Schools Work Session (7:00 pm at George Washington Middle School)

3/16 Advertise Effective Tax Rate

3/21 Work Session - Health and the Environment; Children, Youth & Families; and Caring and Inclusive Community

3/22 Introduce Tax Rate Ordinances (if necessary)

4/11 Work Session - Budget & Fiscal Affairs Advisory Committee (BFAAC) and Public Safety

4/16 Public Hearing on Tax Rate Ordinances (if necessary) and Effective Tax Rate

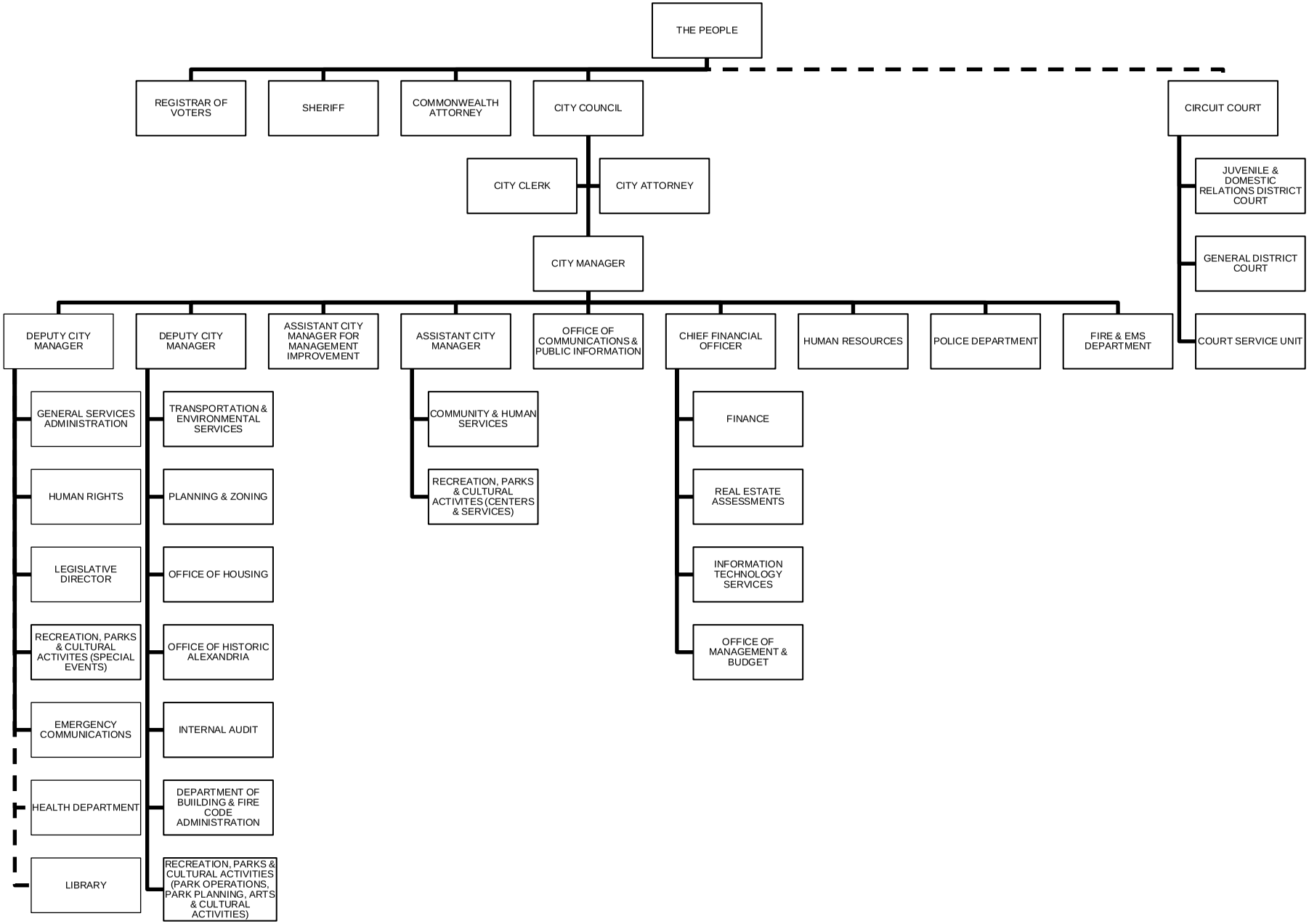
4/18 City Council Add/Delete Items Due

4/25 Work Session - Preliminary Add/Delete

5/2 Work Session - Final Add/Delete (6:00 pm in City Council Work Room)

Understanding the City's Operating Budget

ALEXANDRIA CITY GOVERNMENT



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 2012 budget on May 2, 2011, 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 2012 Budget Planning

On November 23, 2010, 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 a real estate tax rate no higher than the CY 2010 real estate tax rate. The budget was also to incorporate a transfer to the Schools budget that was increased from the transfer in FY 2011 by the same percentage as the percentage increase in General Fund revenues. The guidance was based on preliminary forecasts of revenues, expenditures, and capital needs presented at the City Council works session on October 18, 2010. City Council also directed the City Manager to consider other taxes, fines, fees and charges, as well as reductions in programs and activities through efficiencies and reduced service levels, as necessary in order to propose a balanced budget.

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

- Alexandria has quality development and redevelopment, support for local businesses, and a strong, diverse, and growing local economy.
- Alexandria respects, protects and, enhances the health of its citizens and the quality of its natural environment.
- A multimodal transportation network that supports sustainable land use and provides internal mobility and regional connectivity for Alexandrians.
- Alexandria is a community that supports and enhances the well-being, success and achievement of children, youth, and families.
- Alexandria 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 and inclusive community that values its rich diversity, history and culture, and promotes affordability.

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 2012 Budget Process

MONTH	RESIDENTS	MAYOR & CITY COUNCIL	CITY ADMINISTRATION
JULY AUGUST SEPTEMBER			**Strategic Plan Goal Group Meetings** Staff from departments collaborated through work teams representing each of the Strategic Plan's seven goals to identify the steps necessary to implement the plan and achieve the community's strategic goals.
OCTOBER NOVEMBER	**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 Work Sessions** City Council holds planning work sessions. 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 Target** City Council gives City staff guidance on overall expenditure and revenue limits. This guidance drives the decisions of the City Manager.	**Strategic Plan Goal Group Initiatives** Strategic Plan Goal groups develop proposed initiatives for the upcoming fiscal year as well as future years. **Strategic Plan Initiative Analysis** Proposed initiatives are evaluated by OMB and Goal groups. Initial recommendations for funding are provided to the City Manager.
DECEMBER JANUARY 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 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. **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 2012-2021 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.

Historic Ale

Mission Statement: The mission of the Office of Histori
appreciation among members of the public for Alex ria's unique history and historic places in Alexandria.

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

Expenditure and Revenue Summary

Expenditure By Classification	FY 2010	FY 2011	FY 2012	% Change 2011-2012
Personnel				1.4%
Non-Personnel				1.0%
Capital Goods Outlay				0.0%
Total Expenditures				1.3%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	$383,631	$509,013	$510,901	0.4%
Total Designated Funding Sources	$383,631	$509,013	$510,901	0.4%
Net General Fund Expenditures	$2,597,957	$2,501,575	$2,539,510	1.5%
Total Department FTE's	26.9	26.0	26.0	0.0%

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

Highlights

- In FY 2012 the General Fund budget for the Office of Historic Alexandria (OHA) increases by $37,935, or 1.5%.
- FY 2012 personnel costs increase by $32,795 or 1.4%. Personnel increases associated with merit step increases and benefit costs increases were offset by new employees hired at salaries less than their predecessors (which also decreases benefits costs).
- Total non-personnel costs increase by $7,028 or 1.0%. Non-pe ves to allocate costs to user departments: telecommunications system Non-Departmental ($10,800); and bank fee charges associated with nental ($4,900). Those increases were offset by a budgeted reduction cal data and estimated FY 2012 costs.
- Additionally in non-personnel, $25,000 was included to initiate Civil War Sesquicentennial heritage tourism publications, website development, public programs and interpretive materials.

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

Historic Alexandria

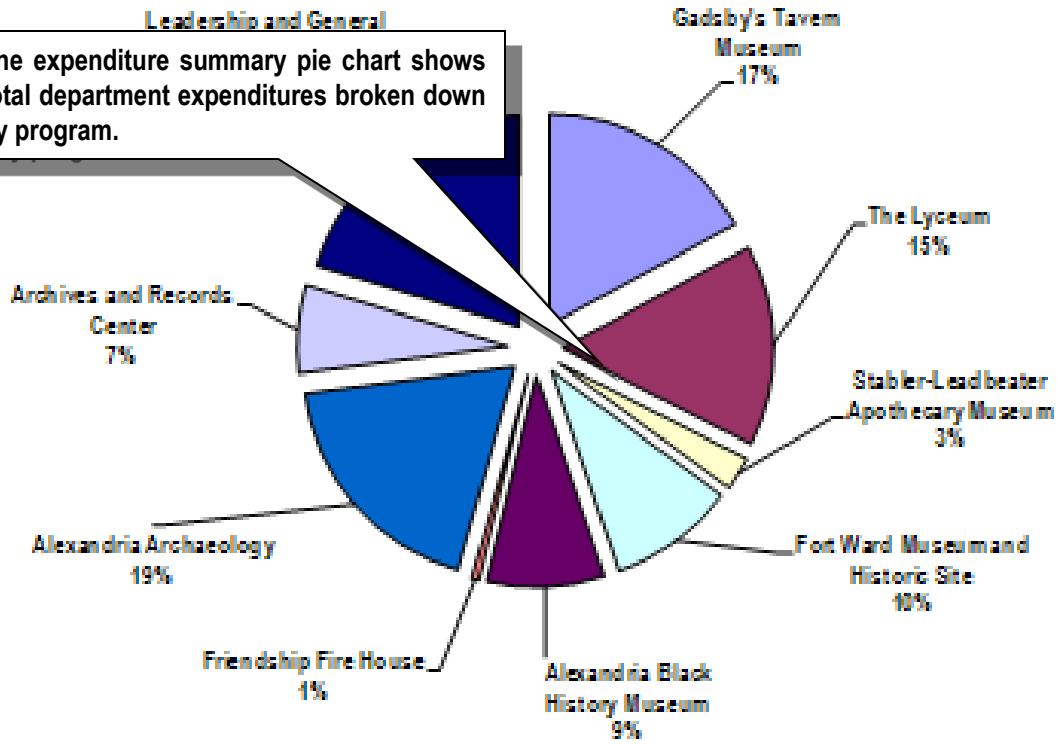
Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of visitors to City historic sites rating their overall experience as good to excellent	98%	95%	95%
% of visitors who state they have gained an appreciation of local history	98%	95%	95%
Total number of visitors/program participants served	162,700	120,000	136,500

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

FY 2012 Proposed Expenditures by Activity

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



Historic Alexandria

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

mmary Information

Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Historic Resources	$2,981,598	$		3%
Total Expenditures	$2,981,598	$		1.3%

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

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Historic Resources	26.9	26.0	26.0	0.0%
Total Full Time Equivalents	26.9	26.0	26.0	0.0%

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

Historic

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 Mallon
703.838.4
Lance.M @alexandriava.gov

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

Historic Alexandria

Each individual Program section starts with the goal statement.

Historic Resources Program

The goal of Historic Resources is to preserve significant buildings, p[illegible], 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$2,931,598	$3,010,588	$3,050,411
Less Revenues	$383,631	$509,013	$510,901
Net General Fund Expenditures	$2,547,967	$2,501,575	$2,539,510
Program Outcomes			
% of visitors to Ci[illegible] rating their overall experience as good to excellent	95%	95%	95%
[illegible]ve gained an appreciation of local history	95%	95%	95%

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

[illegible]ctivity Data

LEA[illegible] goal of Leadership and General Mana[illegible]-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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	[illegible]	[illegible]	[illegible]
FTE's	[illegible]	[illegible]	[illegible]
Total number of visitors/program participants served	[illegible]	[illegible]	[illegible]
OHA operating costs per resident	[illegible]	[illegible]	[illegible]
% of department outcomes achieved	[illegible]	[illegible]	[illegible]

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.

GADSBY'S TAVERN MUSEUM – The goal of Gadsby's Tavern Mus[illegible] 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	$513,938	$533,502	$520,880
FTE's	4.1	4.1	4.1
# of visitors/program participants	22,434	18,000	18,000
Cost per visitor/program participant	$22.91	$29.64	$28.94
% of visitors who rated their experience as good to excellent	99%	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			
Expenditures	$448,430	$454,550	$470,733
FTE's	4.8	4.8	4.8
# of visitors/program participants	23,986	32,000	32,000
Cost per visitor/program participant	$18.70	$14.20	$14.71
% of visitors who rated their experience and good to excellent	95%	95%	95%

Historic Alexandria

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

	Adjustment	FTE	FY 2012 Proposed
Utilities/Electricity	*Electricity Costs*		($37,720)

The Utilities/Electricity budget for the Office of Historic Alexandria (OHA) is reduced by $37,720. The reduction is based on historical expenditures and estimated costs for FY 2012.

Supplemental Request

Activity	Adjustment	FY 2012
Civil War Sesquicentennial Funding	*Advertis*	

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.

Funding is provided for heritage tourism activities associated with t
requested to develop and implement a Civil War marketing pl
as interpretive programs and publications to enhance
the conflict, for both visitors to and residents of Alexandria. Initiatives include lectures, Civil War re-enactments,
and Civil War living history interpreters at City museums, Market Square, and the waterfront ($20,000), and designing and producing rack cards/maps/brochures associated with Civil War places and events throughout Alexandria to be distributed within the City at various locations ($5,000).

Budget Schedule

Members of the public are invited to participate in a public hearing on the budget scheduled for Monday, March 7, 2011 at 4:00 pm and a public hearing on the tax rate on Saturday, April 16 at 9:30 am.

City Council will also hold a series of eight public work sessions denoted to the right, followed by adoption on May 2, 2011.

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2/15 Work Session - Transportation and Economic Development

2/23 Work Session - Compensation and Financial Sustainability

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3/12 Public Hearing Docket Item to Advertise the Maximum Tax Rate (9:30 in Council Chambers)

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3/16 Advertise Effective Tax Rate

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4/11 Work Session - Budget & Fiscal Affairs Advisory Committee (BFAAC) and Public Safety

4/16 Public Hearing on Tax Rate Ordinances (if necessary) and Effective Tax Rate

4/18 City Council Add/Delete Items Due

4/25 Work Session - Preliminary Add/Delete

5/2 Work Session - Final Add/Delete (6:00 pm in City Council Work Room)

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FY 2012

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 2011 Approved	FY 2012 Proposed	% Change
Revenues			
General Property Tax	$332,723,619	$352,749,118	6.0%
Other Local Taxes	116,430,000	119,730,000	2.8%
Permits, Fees and Licenses	6,118,882	6,694,265	9.4%
Fines and Forfeitures	4,646,020	4,764,000	2.5%
Intergovernmental Revenue	142,304,935	152,221,451	7.0%
Charges for Services	39,744,718	39,292,071	-1.1%
Revenue from Use of Money and Property	5,083,397	3,820,000	-24.9%
Miscellaneous Revenue	3,261,705	4,772,712	46.3%
Bond Proceeds	84,015,000	44,820,000	-46.7%
Unreserved General Fund Balance	11,146,490	11,942,166	7.1%
Unreserved Fund Balance - Capital Projects Fund	3,723,500	3,745,007	0.6%
Unreserved Fund Balance - Sewer Fund	0	0	0.0%
Unreserved Fund Balance - Special Revenue	246,352	0	-100.0%
Retained Earnings - Internal Services	4,450,493	3,554,590	-20.1%
Total Estimated Revenue	$753,895,111	$748,105,380	-0.8%
Expenditures			
Current Operating			
Legislative and Executive	5,641,556	5,395,710	-4.4%
Courts and Constitutional	41,848,147	42,659,790	1.9%
General Government	39,794,657	35,949,064	-9.7%
Non-Departmental	12,776,132	15,389,182	20.5%
Public Safety	95,981,957	96,628,365	0.7%
Health and Welfare	97,051,241	98,759,889	1.8%
Community Development	12,584,061	19,934,135	58.4%
Transportation, Public Works and Transit	52,920,623	52,339,384	-1.1%
Recreation, Historic and Cultural	30,131,746	30,838,144	2.3%
Education	221,121,291	232,648,249	5.2%
Debt Service			
Principal	21,321,070	23,989,070	12.5%
Interest and Other Charges	16,595,704	19,340,868	16.5%
Capital Outlay	106,126,926	74,233,530	-30.1%
Total Expenditures	$753,895,111	$748,105,380	-0.8%

Expenditure Summaries

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

Expenditure Summary by Department

Classification	Department/Agency	General Fund Actual FY 2010	General Fund Approved FY 2011	General Fund Proposed FY 2012	General Fund Share FY 2012	All Funds Proposed FY 2012	All Funds Share FY 2012
LEGISLATIVE & EXECUTIVE							
	City Council	483,902	528,151	524,884	0.1%	524,884	0.1%
	City Manager	1,631,203	1,703,268	1,789,715	0.3%	1,789,715	0.3%
	City Attorney	2,294,946	2,998,772	2,651,302	0.5%	2,651,302	0.4%
	City Clerk	368,394	411,365	429,809	0.1%	429,809	0.1%
TOTAL - LEGISLATIVE & EXECITIVE		4,778,445	5,641,556	5,395,710	1.0%	5,395,710	0.8%
COURTS AND CONSTITUTIONAL OFFICERS							
	18th Circuit Court	1,322,398	1,387,077	1,458,781	0.3%	1,458,781	0.2%
	Court Service Unit	1,301,988	1,394,781	1,570,310	0.3%	1,743,144	0.3%
	Juvenile & Domestic Relations Court	28,108	34,512	36,129	0.0%	36,129	0.0%
	18th General District Court	52,881	59,585	62,452	0.0%	62,452	0.0%
	Clerk of the Courts	1,503,428	1,518,691	1,570,554	0.3%	1,570,554	0.2%
	Commonwealth's Attorney	2,405,320	2,619,874	2,584,842	0.5%	2,835,316	0.4%
	Law Library	98,951	115,935	115,935	0.0%	170,096	0.0%
	Registrar of Voters	1,014,068	1,128,653	1,135,598	0.2%	1,135,598	0.2%
	Other Public Safety/Judicial Activities	5,147,156	5,098,020	5,300,980	0.9%	5,485,157	0.8%
	Office of Sheriff	25,704,532	26,710,533	27,486,882	4.8%	28,262,061	4.1%
TOTAL - COURTS AND CONSTITUTIONAL OFFICERS		38,578,830	40,067,661	41,322,463	7.5%	42,759,288	6.2%
GENERAL GOVERNMENT							
	Finance	9,463,939	10,474,586	10,705,550	1.9%	10,989,551	1.6%
	Internal Audit	217,445	228,920	249,562	0.0%	249,562	0.0%
	General Services	11,369,943	11,734,468	12,558,933	2.3%	13,000,718	1.9%
	Human Rights Office	561,280	610,858	635,253	0.1%	672,835	0.1%
	Management and Budget	1,102,234	1,185,929	1,235,529	0.2%	1,235,529	0.2%
	Information Technology Services	6,413,983	6,945,173	7,391,718	1.3%	7,391,718	1.1%
	Human Resources	2,847,170	2,660,065	2,945,609	0.5%	2,951,609	0.4%
	Real Estate Assessments	1,467,395	1,665,223	1,673,347	0.3%	1,673,347	0.2%
	Office of Communications and Public Information[1]	1,677,679	1,786,098	1,784,195	0.3%	1,784,195	0.3%
TOTAL - GENERAL GOVERNMENT		35,121,068	37,291,320	39,179,696	7.1%	39,949,064	5.8%

[1]Beginning in FY 2012, the Office of Citizen Assistance and the Office of Communications are combined into one agency: the Office of Communications and Public Information

Expenditure Summary by Department

Classification Department/Agency	General Fund Actual FY 2010	General Fund Approved FY 2011	General Fund Proposed FY 2012	General Fund Share FY 2012	All Funds Proposed FY 2012	All Funds Share FY 2011
NON-DEPARTMENTAL						
General Debt Service	34,844,533	37,916,774	43,329,938	7.8%	43,329,938	6.3%
Insurance, City Memberships, Etc.	18,644,741	9,876,132	9,427,933	1.7%	10,427,933	1.5%
Contingent Reserves	0	1,900,000	961,249	0.2%	961,249	0.1%
Cash Capital	4,626,996	4,295,000	4,000,000	0.7%	4,000,000	0.6%
TOTAL NON-DEPARTMENTAL	58,116,270	53,987,906	57,719,120	10.4%	58,719,120	8.6%
OPERATING AGENCIES						
Fire	34,637,024	34,841,562	35,837,254	6.5%	38,596,841	5.6%
Code Administration	4,745,915	1,016,749	920,334	0.2%	5,813,339	0.8%
Emergency Communications	61,569	192,273	5,684,239	1.0%	5,684,239	
Police	51,918,632	52,259,991	50,879,766	9.2%	52,347,285	7.6%
Health	6,559,598	7,041,871	6,919,908	1.3%	6,940,545	1.0%
Other Health	1,038,600	1,038,600	1,038,600	0.2%	1,038,600	0.2%
Community and Human Services[2]	42,725,470	48,246,714	49,375,372	8.9%	90,780,744	13.3%
Housing	2,635,099	1,601,388	1,648,388	0.3%	3,816,998	0.6%
Planning and Zoning	5,453,956	5,355,144	5,623,579	1.0%	5,623,579	0.8%
Economic Development Activities	3,239,109	3,568,611	4,680,219	0.8%	4,680,219	0.7%
Historic Alexandria	2,597,967	2,501,575	2,539,510	0.5%	3,050,411	0.4%
Rec, Parks & Cultural Activities	18,336,007	18,906,997	19,496,528	3.4%	20,444,374	3.0%
Other Recreation Activities	288,814	288,814	288,814	0.1%	288,814	0.0%
Library	6,074,971	6,248,349	6,580,453	1.2%	7,054,545	1.0%
Transit Subsidies	13,076,158	16,039,422	15,889,422	2.9%	20,428,422	3.0%
Trans. & Environmental Services	27,349,195	27,576,240	27,583,310	5.0%	38,312,190	5.6%
TOTAL - OPERATING AGENCIES	220,738,084	226,724,300	234,985,696	42.5%	304,901,145	44.6%
EDUCATION						
Schools	164,594,674	167,886,567	174,759,428	31.6%	232,635,961	34.0%
Other Educational Activities	12,304	12,229	12,288	0.0%	12,288	0.0%
TOTAL - EDUCATION	164,606,978	167,898,796	174,771,716	31.6%	232,648,249	34.0%
GRAND TOTAL	521,939,675	531,611,539	553,374,401	100%	684,372,576	100%

[2] Beginning in FY 2012 the Office on Women, Departments of Mental Health, Mental Retardation and Substance Abuse, the Department of Human Serivces, and Human Services Contribution have all been combined into one agency: the Department of Community and Human Services.

Budget and Fiscal Affairs Advisory Committee
FY 2012 Proposed All Funds Expenditures by Category

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

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

Budget and Fiscal Affairs Advisory Committee Budget Format
FY 2011 Approved Budget – All Departments (All Funds)

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Non-Departmental	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**
Contractual 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**

Budget and Fiscal Affairs Advisory Committee Budget Format
FY 2012 Proposed Budget – All Departments (All Funds)

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Non-Departmental	Operating Agencies	Education	Total
Salaries	3,332,998	22,763,103	19,394,970	1,308,152	141,905,454	145,940,974	**334,645,651**
Fringe Benefits	1,130,754	9,033,480	7,416,556	-1,013,751	51,977,080	49,358,286	**117,902,405**
Contractual Services	724,739	4,244,495	7,174,333	976,089	31,377,508	13,511,167	**58,008,331**
Internal Services	32,096	249,095	351,343	0	5,878,102	0	**6,510,636**
Commodities	27,539	466,577	2,470,022	169,955	9,086,622	11,833,980	**24,054,695**
Office Furniture & Equipment	0	12,000	24,485	0	17,700	271,596	**325,781**
Vehicular Equipment	0	121,299	274,678	0	4,216,911	0	**4,612,888**
EDP Equipment	0	6,092	0	0	984,693	0	**990,785**
Operational Equipment	0	0	0	0	0	185,000	**185,000**
Utilities	0	0	1,634,089	0	4,133,009	0	**5,767,098**
Travel and Education	37,961	98,163	91,884	190,400	1,107,072	0	**1,525,480**
Leases & Rental	28,522	635,846	1,485,722	75,738	4,932,993	0	**7,158,821**
Subsidies & Contributions	0	4,162,543	35,000	230,382	34,335,914	12,288	**38,776,127**
EDP Software Development	0	0	0	0	7,778	0	**7,778**
Other Charges	81,101	867,097	-404,018	9,152,217	8,546,498	11,534,958	**29,777,853**
Contingent Reserves	0	0	0	300,000	-7,417	0	**292,583**
Grant Match	0	99,498	0	0	57,060	0	**156,558**
Other Special Revenue Funds	0	0	0	0	6,344,168	0	**6,344,168**
Bond Interest General	0	0	0	19,340,868	0	0	**19,340,868**
Bond Principal General	0	0	0	23,989,070	0	0	**23,989,070**
Capital Projects	0	0	0	4,000,000	0	0	**4,000,000**
Total	**5,395,710**	**42,759,288**	**39,949,064**	**58,719,120**	**304,901,145**	**232,648,249**	**684,372,576**

Budget and Fiscal Affairs Advisory Committee Budget Format
FY 2011 Approved Budget – Operating Agencies (All Funds)

Expense Category	Fire	Police	Health	Community & Human Services	Housing	Planning & Zoning	Economic Development Activities	Historic Alexandria	Recreation, Park, & Cultural Activities	Library	T & E S	Emergency Communications	Code Administration	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**
Contractual 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**

Budget and Fiscal Affairs Advisory Committee Budget Format
FY 2012 Proposed Budget – Operating Agencies (All Funds)

Expense Category	Fire	Police	Health	Community & Human Services	Housing	Planning & Zoning	Economic Development Activities	Historic Alexandria	Recreation, Park, & Cultural Activities	Library	T & E S	Emergency Communications	Code Administration	Total
Salaries	23,129,248	29,812,727	1,327,690	36,170,542	1,285,229	3,805,896	0	1,788,691	11,186,058	4,310,515	21,976,998	3,706,859	3,405,001	**141,905,454**
Fringe Benefits	9,170,881	13,478,864	624,547	13,518,432	500,262	1,342,914	0	555,283	3,497,047	1,485,724	5,154,785	1,359,374	1,288,967	**51,977,080**
Contractual Services	980,018	1,966,354	4,697,925	3,562,217	149,121	317,054	0	277,652	2,284,266	229,411	16,236,955	108,130	568,405	**31,377,508**
Internal Services	1,307,344	1,940,666	36,998	252,580	8,652	25,935	0	13,534	400,071	11,437	1,633,927	6,007	240,951	**5,878,102**
Commodities	1,537,758	814,146	64,811	1,389,329	7,310	39,340	0	183,912	1,155,934	54,908	3,737,593	29,001	72,580	**9,086,622**
Office Furniture & Equipment	0	0	0	0	0	0	0	4,500	8,000	0	1,000	4,200	0	**17,700**
Vehicular Equipment	1,290,624	877,519	20,637	85,086	0	0	0	0	412,593	11,642	1,403,438	0	115,372	**4,216,911**
EDP Equipment	239,704	692,835	0	3,030	0	0	0	0	14,450	0	5,000	4,361	25,313	**984,693**
Operational Equipment	214,490	350,766	94,355	438,968	0	0	0	273,854	792,870	242,316	1,717,511	0	0	**4,125,130**
Utilities	310,601	76,555	19,317	435,337	5,721	7,664	0	5,615	30,279	1,000	44,655	124,320	37,399	**1,098,463**
Travel and Education	124,381	1,539,196	2,620	2,591,250	250,176	47,541	0	16,616	65,408	0	101,137	37,000	11,133	**4,786,458**
Leases & Rental	0	0	1,038,600	26,713,826	1,582,513	0	4,680,219	0	475,001	0	3,275	0	0	**34,493,434**
Subsidies & Contributions	0	4,455	0	5,503	0	0	0	0	3,323	0	0	0	0	**13,281**
EDP Software Development	291,792	793,202	51,645	5,585,715	28,014	37,235	0	-69,246	407,888	707,592	323,110	304,987	48,218	**8,510,152**
Other Charges	0	0	0	28,929	0	0	0	0	0	0	0	0	0	**28,929**
Grant Match	0	0	0	0	0	0	0	0	0	0	57,060	0	0	**57,060**
Other Special Revenue Funds	0	0	0	0	0	0	0	0	0	0	6,344,168	0	0	**6,344,168**
Total	**38,596,841**	**52,347,285**	**7,979,145**	**90,780,744**	**3,816,998**	**5,623,579**	**4,680,219**	**3,050,411**	**20,733,188**	**7,054,545**	**58,740,612**	**5,684,239**	**5,813,339**	**304,901,145**

Financial Sustainability

Department	Program	FY 2011	FY 2012	% Change
City Council	City Council Program	528,151	524,884	-0.6%
City Manager's Office	City Council Policy Support Program	283,213	285,545	0.8%
City Manager's Office	Organizational Management	598,112	611,175	2.2%
City Manager's Office	Econ. and Community Development	287,206	293,836	2.3%
City Manager's Office	Responsive Government	209,432	213,362	1.9%
City Manager's Office	Intergovernmental Relations	376,840	385,797	2.4%
Management and Budget	Budget and Management Services	1,185,929	1,235,529	4.2%
Human Rights	Enforcement	447,639	462,542	3.3%
Human Rights	Community Inclusiveness and Awareness	163,219	172,711	5.8%
Internal Audit	Internal Audit Program	228,920	249,562	9.0%
Information Technology Services	Leadership and Mgmt Support Services	1,011,143	1,096,578	8.4%
Information Technology Services	Security	261,738	320,850	22.6%
Information Technology Services	IT Project Management	661,721	744,464	12.5%
Information Technology Services	Customer Services	513,052	901,389	75.7%
Information Technology Services	Network Operations	1,934,151	1,984,183	2.6%
Information Technology Services	Enterprise Business Systems Support	1,509,762	1,621,828	7.4%
Information Technology Services	Communications Support	1,053,606	722,426	-31.4%
Information Technology Services	Public Information and Internal Support	1,746,682	1,784,195	2.1%
City Clerk	City Clerk and Clerk of Council	411,365	429,809	4.5%
Finance	Leadership and Mgmt Support Services	310,390	434,547	40.0%
Finance	Accounting	2,606,538	2,634,335	1.1%
Finance	Treasury	2,545,950	2,409,717	-5.4%
Finance	Revenue	3,468,432	3,647,962	5.2%
Finance	Purchasing	946,306	979,607	3.5%
Finance	Pension Administration	306,062	276,088	-9.8%
Finance	Risk Management	290,908	323,294	11.1%
Real Estate Assessments	Real Estate Assessment	1,030,582	1,013,337	-1.7%
Real Estate Assessments	Property Data Services	634,641	660,010	4.0%
Human Resources	Leadership and Mgt Support Services	557,050	584,975	5.0%
Human Resources	Employee Relations	506,216	450,068	-11.1%

Financial Sustainability (continued)

Department	Program	FY 2011	FY 2012	% Change
Human Resources	Classification and Compensation	485,069	567,415	17.0%
Human Resources	Employee Recruitment and Selection	481,959	498,059	3.3%
Human Resources	Benefits and Records	762,034	845,092	10.9%
City Attorney	Office of the City Attorney	2,998,772	2,651,302	-11.6%
Registrar of Voters	Registrar of Voters	1,128,653	1,135,598	0.6%
General Services	Leadership and Mgt Support Services	1,279,443	1,399,125	9.4%
General Services	Facilities Maintenance Program	4,790,301	5,006,903	4.5%
General Services	Energy Management	1,665,017	1,775,987	6.7%
General Services	Space Management	413,617	487,211	17.8%
General Services	Vehicle Operations and Maintenance	2,511,931	2,580,122	2.7%
General Services	Capital Projects Management	887,731	899,471	1.3%
General Services	Communications Services	186,428	410,114	120.0%
Non-Departmental	Insurance Charges	4,209,025	4,249,525	1.0%
Non-Departmental	Other Expenditures	2,679,814	2,109,633	-21.3%
Non-Departmental	OPEB	1,700,000	1,800,000	5.9%
Non-Departmental	City Memberships	280,230	288,774	3.0%
Non-Departmental	Contingent Reserves	1,900,000	961,249	-49.4%
Total Financial Sustainability		**54,974,980**	**55,120,185**	**0.3%**

Expenditure Summary by Strategic Plan Goal Area

Public Safety

Department	Program	FY 2011	FY 2012	% Change
18th Circuit Court	Justice	1,387,077	1,458,781	5.2%
18th General District Court	18th General District Court	59,585	62,452	4.8%
18th Juvenile & Domestic Relations Court	Juvenile & Domestic Relations	34,512	36,129	4.7%
Commonwealth's Attorney	Prosecution of Cases	2,619,874	2,584,842	-1.3%
Sheriff	Sheriff Leadership and Management	3,601,733	3,742,331	3.9%
Sheriff	Detention Center Security	11,475,779	11,679,643	1.8%
Sheriff	Detention Center Support Services	2,790,013	3,110,779	11.5%
Sheriff	Field Operations	1,165,994	1,241,669	6.5%
Sheriff	Judicial Services	2,518,496	2,502,603	-0.6%
Sheriff	Inmate Services	5,158,518	5,209,857	1.0%
Clerk of the Courts	Court Support	703,208	724,173	3.0%
Clerk of the Courts	Land Records	343,048	413,312	20.5%
Clerk of the Courts	Public Services	472,435	433,069	-8.3%
Law Library	Law Library	115,935	115,935	0.0%
Other Criminal & Justice Activities	Other Criminal & Justice Activities	5,098,020	5,300,980	4.0%
Court Service Unit	CSU Leadership and Management	359,483	452,123	25.8%
Court Service Unit	Probation	878,731	947,570	7.8%
Court Service Unit	Intake	156,567	170,617	9.0%
Fire	Fire Protection Systems	622,086	736,683	18.4%
Fire	Property Maintenance and Fire Prevention	512,271	647,773	26.5%
Fire	Investigations	799,034	932,098	16.7%
Fire	Leadership and Mgmt	2,498,460	2,231,724	-10.7%
Fire	Fire Emergency Services	16,153,026	18,410,071	14.0%
Fire	Emergency Medical Services	7,575,856	8,130,093	7.3%
Fire	Fire Communications	1,955,019	0	-100.0%
Fire	Emergency Mgmt	417,772	430,454	3.0%
Fire	Logistics	814,863	813,401	-0.2%
Fire	Information Technology	698,589	973,198	39.3%
Fire	Fire and EMS Training	708,739	472,139	-33.4%
Fire	Special Ops	1,173,689	1,237,873	5.5%
Fire	Vehicle Ops and Maintenance	912,158	821,747	-9.9%
Non-Departmental	City Wide Radio Maintenance	457,063	400,000	-12.5%

Public Safety (continued)

Department	Program	FY 2011	FY 2012	% Change
Police	Leadership and Mgt Support Services	2,936,724	3,131,111	6.6%
Police	Central Support Services	5,125,182	6,288,009	22.7%
Police	Information Services	1,702,284	1,786,742	5.0%
Police	Police Communications	3,533,023	559,014	-84.2%
Police	Patrol	21,673,926	21,559,843	-0.5%
Police	Public Services	512,877	512,824	0.0%
Police	Criminal Investigations	9,396,248	9,689,659	3.1%
Police	Traffic and Parking	4,309,934	4,309,295	0.0%
Police	Special Events	2,283,611	2,347,971	2.8%
Emergency Communications	Leadership and Management Services	192,273	430,437	123.9%
Emergency Communications	Operations	0	5,253,802	N/A
Total Public Safety		**125,903,715**	**132,292,826**	**5.1%**

Children, Youth, Families

Department	Program	FY 2011	FY 2012	% Change
Police	School Resource Officers	786,182	695,298	-11.6%
Alexandria Health	Adolescent Services	347,639	357,912	3.0%
Recreation, Parks and Cultural Activities	Youth Activities	1,626,890	1,655,930	1.8%
Recreation, Parks and Cultural Activities	Neighborhood Recreation Centers	3,334,154	3,573,232	7.2%
Alexandria City Public Schools	Schools	167,886,567	174,759,428	4.1%
Other Educational Activities/NVCC	Other Educational Activities	12,229	12,288	0.5%
Community and Human Services	Children's Fund	907,202	907,202	0.0%
Community and Human Services	Youth Fund	277,147	277,147	0.0%
Community and Human Services	Children L&GM	409,729	457,724	11.7%
Community and Human Services	Early Childhood	4,364,312	4,468,259	2.4%
Community and Human Services	Child Welfare	3,812,270	3,996,727	4.8%
Community and Human Services	Comprehensive Services Act	5,296,016	5,094,877	-3.8%
Community and Human Services	Youth Development	932,024	1,060,753	13.8%
Community and Human Services	Child and Family Treatment	753,454	799,959	6.2%
Total Children, Youth, Families		**190,745,815**	**198,116,736**	**3.9%**

Expenditure Summary by Strategic Plan Goal Area

Land Use and Economic Development

Department	Program	FY 2011	FY 2012	% Change
Planning and Zoning	Leadership & Mgmt Support Services	830,412	894,368	7.7%
Planning and Zoning	Neighborhood and Community Planning	1,072,833	1,111,366	3.6%
Planning and Zoning	Development Review Program	1,234,398	1,289,985	4.5%
Planning and Zoning	Land Use Regulatory Services	1,528,966	1,608,328	5.2%
Planning and Zoning	Geographic Information	688,535	719,532	4.5%
Economic Development Activities	Economic Development	3,568,611	4,680,219	31.1%
Transportation and Environmental Services	Plan Review and Permitting	2,027,612	2,078,911	2.5%
Transportation and Environmental Services	Transportation Management Plan Review	347,408	380,058	9.4%
Code Administration	Property Maintenance	1,016,749	920,334	-9.5%
Total Land Use and Economic Development		**12,315,524**	**13,683,101**	**11.1%**

Transportation

Department	Program	FY 2011	FY 2012	% Change
Transportation and Environmental Services	Leadership & Management Support Services	1,052,051	1,147,211	9.0%
Transportation and Environmental Services	Capital Projects	1,586,021	1,560,606	-1.6%
Transportation and Environmental Services	Streets and Sidewalks	4,980,760	4,470,582	-10.2%
Transportation and Environmental Services	Transportation Management	4,915,275	5,073,277	3.2%
Transportation and Environmental Services	Alternate Transportation	1,270,512	1,506,683	18.6%
Transportation and Environmental Services	Transit Subsidies	16,039,422	15,889,422	-0.9%
Total Transportation		**29,844,041**	**29,647,781**	**-0.7%**

Caring Community

Department	Program	FY 2011	FY 2012	% Change
Historic Alexandria	Historic Resources	2,501,575	2,539,510	1.5%
Recreation, Parks and Cultural Activities	Leadership and Mgmt Support Services	1,982,878	1,859,510	-6.2%
Recreation, Parks and Cultural Activities	Park Ops and Capital Development	7,702,020	8,112,204	5.3%
Recreation, Parks and Cultural Activities	Adult Activities	1,222,927	1,116,872	-8.7%
Recreation, Parks and Cultural Activities	Aquatics	1,565,778	1,669,351	6.6%
Recreation, Parks and Cultural Activities	Environmental Education	339,394	365,849	7.8%
Recreation, Parks and Cultural Activities	Cultural Activities	1,132,956	1,143,580	0.9%
Recreation, Parks and Cultural Activities	Other Recreation	288,814	288,814	0.0%
Libraries	Libraries	6,248,349	6,580,453	5.3%
Community and Human Services	Admin L&GM	7,248,974	7,583,189	4.6%
Community and Human Services	Community Partnership Fund	848,910	848,910	0.0%
Community and Human Services	Adult L&GM	1,804,318	1,807,025	0.2%
Community and Human Services	Adult Mental Health and Substance Abuse	6,482,962	6,644,168	2.5%
Community and Human Services	Emergency & Crisis Response	411,531	443,583	7.8%
Community and Human Services	Intellectual Disability Services for Adults	2,968,151	3,182,353	7.2%
Community and Human Services	Aging and Adult Services	3,527,814	3,587,468	1.7%
Community and Human Services	Domestic Violence and SA Services	997,348	1,054,066	5.7%
Community and Human Services	Economic L&GM	697,332	716,877	2.8%
Community and Human Services	Community Services	4,324,222	4,392,833	1.6%
Community and Human Services	JobLInk Employment Services	2,038,616	2,052,253	0.7%
Housing	Leadership and Mgmt Support Services	603,134	613,920	1.8%
Housing	Affordable Housing Development	306,435	308,339	0.6%
Housing	Landlord Tenant	328,436	337,462	2.7%
Housing	Home Ownership	363,383	388,667	7.0%
Total Caring Community		**55,936,257**	**57,637,256**	**3.0%**

Expenditure Summary by Strategic Plan Goal Area

Health and Environment

Department	Program	FY 2011	FY 2012	% Change
Transportation and Environmental Services	Sewer Maintenance	1,128,569	1,170,455	3.7%
Transportation and Environmental Services	Recycling	1,749,676	1,712,078	-2.1%
Transportation and Environmental Services	Refuse Collection	5,382,235	5,417,019	0.6%
Transportation and Environmental Services	Street Clearning	1,967,976	1,886,583	-4.1%
Transportation and Environmental Services	Environmental Quality	1,168,145	1,179,847	1.0%
Other Health Services	Other Health Services	1,038,600	1,038,600	0.0%
Alexandria Health	Leadership & General Mgt Support Service	364,132	418,624	15.0%
Alexandria Health	Communicable Disease Prev. and Control	163,625	166,362	1.7%
Alexandria Health	Maternal/Child Health Care	597,340	572,997	-4.1%
Alexandria Health	Adult Health	800,138	817,840	2.2%
Alexandria Health	Environmental Health	383,639	346,712	-9.6%
Alexandria Health	City Supplemental to State	4,385,358	4,239,461	-3.3%
Non-Departmental	Waste Energy Program	550,000	580,000	5.5%
Total Health and Environment		**19,679,433**	**19,546,578**	**-0.7%**

CIP Related

Department	Program	FY 2011	FY 2012	% Change
Non-Departmental	Capital Improvement	4,295,000	4,000,000	-6.9%
Non-Departmental	General Debt Service	37,916,774	43,329,938	14.3%
Total CIP-Related		**42,211,774**	**47,329,938**	**12.1%**
City-wide Total	**All Programs**	**531,611,539**	**553,374,401**	**4.1%**

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Revenues overview

Revenues

Total FY 2012 General Fund revenues are expected to increase 4.1% compared to the FY 2011 Approved Budget.

Due to higher assessments and rising economic activity, no proposal has been made to increase the tax rate for General Fund revenues, though an optional transportation add-on tax on commercial property has been proposed.

Millions of Dollars

	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	%Change 11 Approved/ 12 Proposed
Real Property Taxes	$296.2	$308.0	$315.2	6.4%
Other taxes	149.1	150.2	153.8	3.2%
Taxes	**445.3**	**458.2**	**469.0**	**5.3%**
Non-tax revenue	27.6	26.5	27.7	0.0%
Federal & State Revenue	51.7	52.4	51.7	0.1%
Prior Year Surplus & Transfers	6.9	6.9	5.0	-27.5%
Total	**$531.6**	**$544.0**	**$553.4**	**4.1%**

Real property taxes are taxes on residential and commercial real estate. The total overall value of real property increased 2.5% from last year's original assessments and by 3.1% 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.

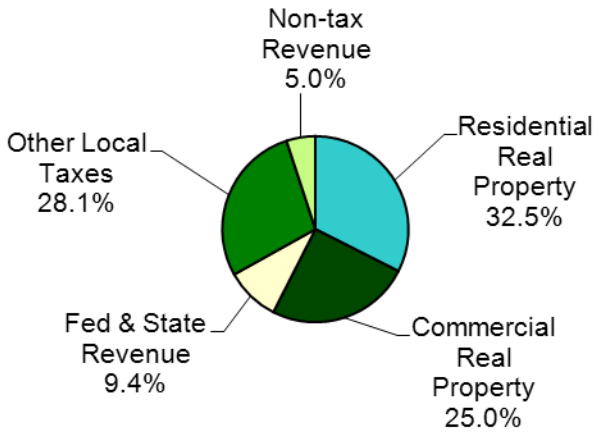
Prior Year Surplus & Transfers finances the difference between the General Fund revenue projection and the General Fund expenditure budget. This category includes accumulated surpluses from prior years and Sewer Fund debt service.

In Fiscal Year 2012, about 57% of total General Fund revenues are expected to come from real estate taxes. 32.5% of total revenues come from residential real estate taxes.

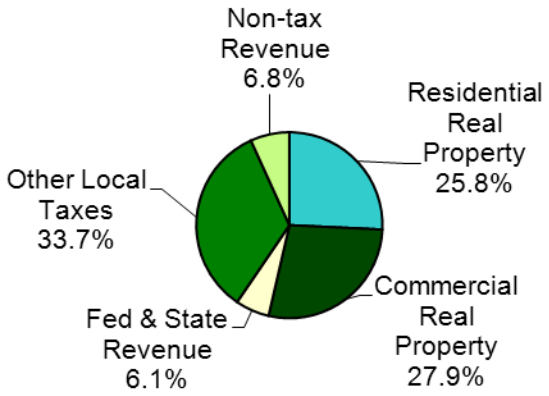
In Fiscal Year 1992, about 53% of General Fund revenue came from real estate taxes, but the amount of total revenues from residential real estate taxes was 26%. Commercial property provided proportionally more in real estate tax revenues at that time.

Revenue from residential property taxes peaked at 34% in FY 2007 (CY 2006).

FY 2012 Proposed General Fund Revenue
$548.4 million*



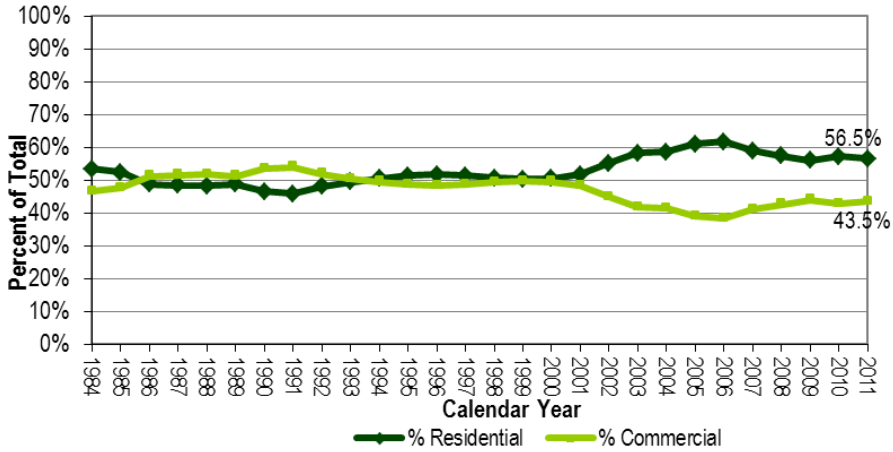
FY 1992 General Fund Revenue
$227.7 million*



*Does not include prior-year surplus & transfers.

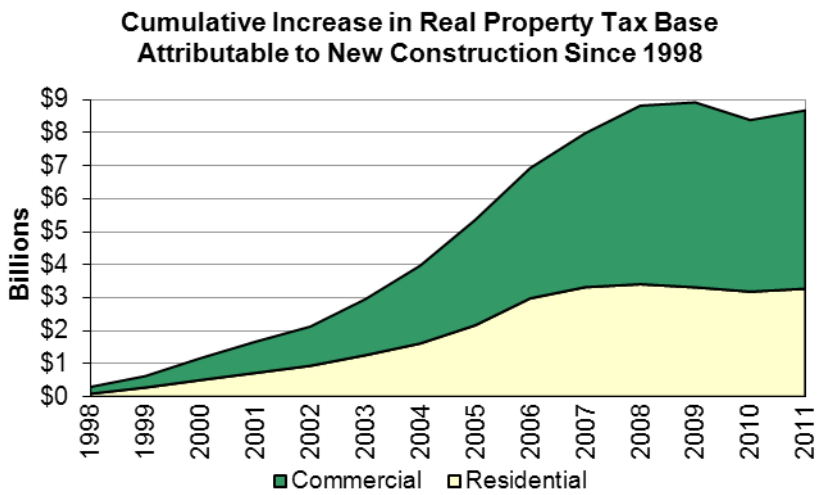
A comparison of the sources of General Fund Revenue in FY 1992 and FY 2012 reveals two major changes. Increased residential real estate assessments, a rising population, and the greater number of homes have increased the share that residential real property taxes contribute toward total City revenues. Revenues from residential property taxes peaked at 34% in FY 2007 (CY 2006). Federal and state revenue have also increased as a percentage of revenues (compared to FY 1992) in part because the Commonwealth of Virginia now picks up a large portion of the Car Tax.

In recent years, residential real estate as a share of the City's tax base appears to have stabilized above the long-term average before the beginning of the housing bubble in 2000.



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, since 2009, the share of the City's residential assessments has remained relatively constant.

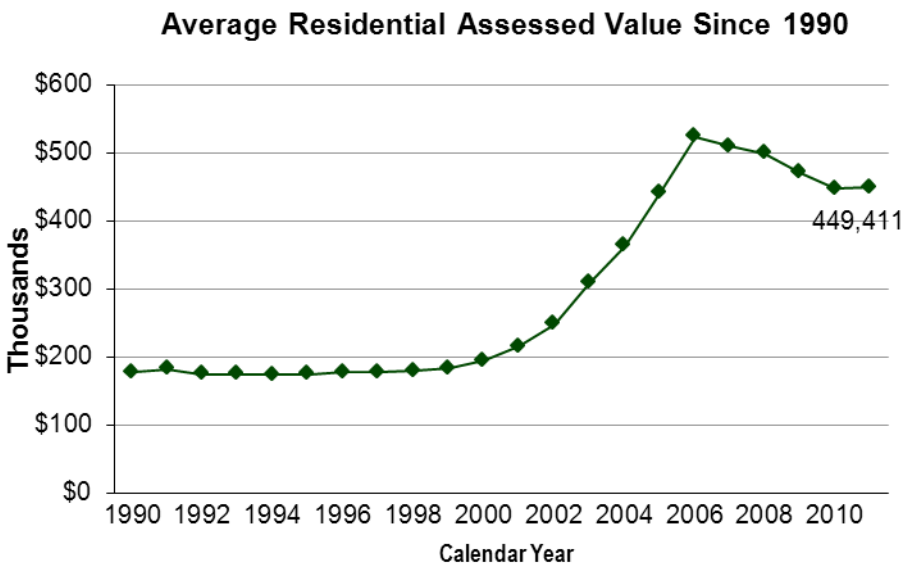
New construction has slowed in recent years as the residential and commercial real estate markets have cooled. The $126.0 million added to the tax base from new construction in CY 2011 was new construction's smallest contribution to the tax base since the middle of the 1990's.



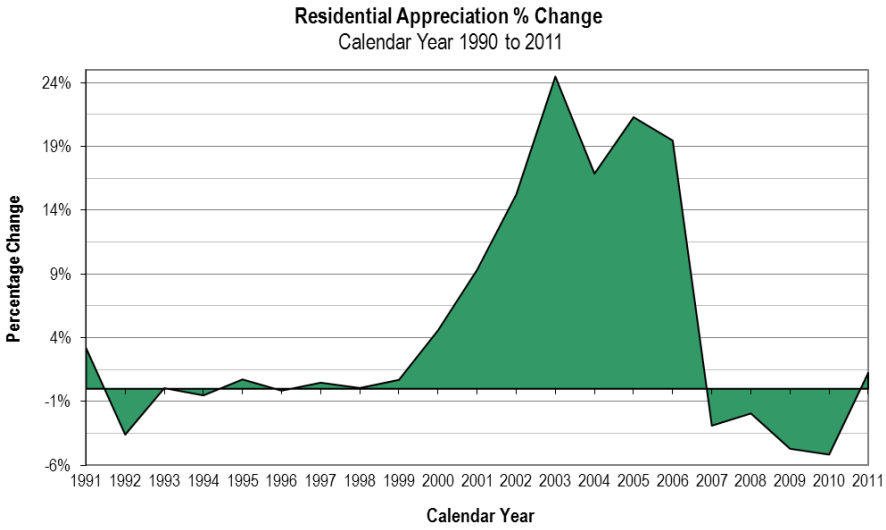
As of 2011, the value of the tax base contributed by new construction each year since 1998 totals $8.6 billion or 26.3% out of a real property tax base of $32.6 billion.

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. After declining for four straight years, the average home value stabilized in 2011.

The average assessment is now just slightly above its 2005 level, but over 14% lower than the 2006 peak.

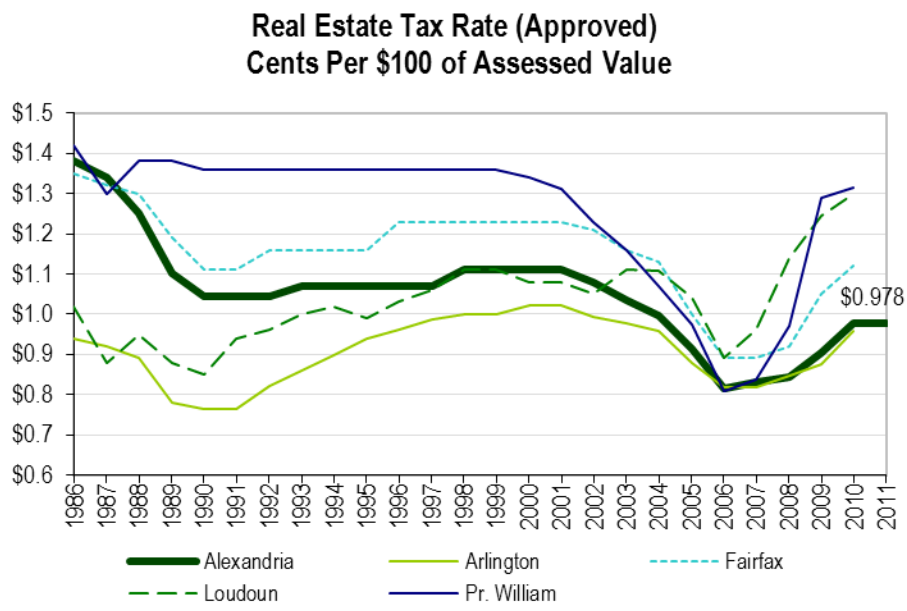


After several down years, the residential assessment base increased by 1.25% in CY 2011.



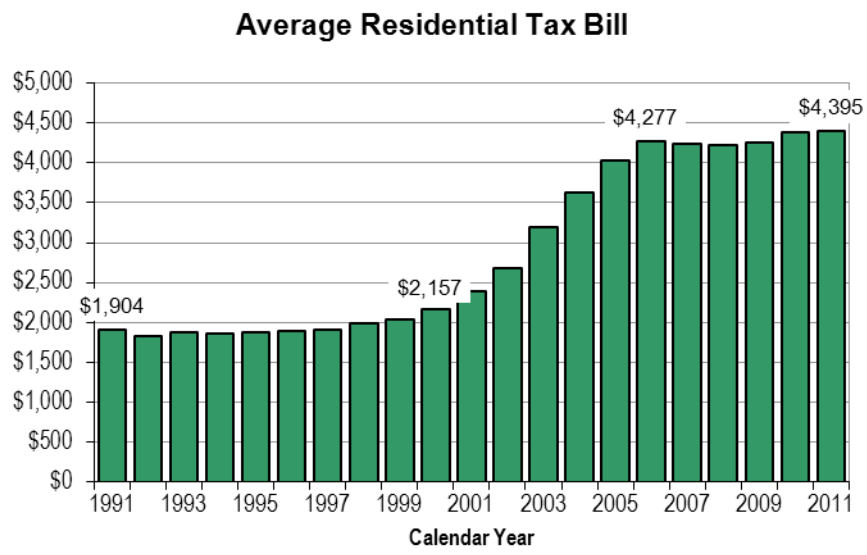
The chart above reflects the percentage change in appreciation of existing residential properties. Driven by strong regional job growth, low mortgage interest rates and the housing bubble, from 2001 until 2006, appreciation exceeded the historic norm. In 2006, the residential real estate market slowed dramatically, and residential assessments decreased by 2.9% in 2007, 1.9% in 2008, 4.4% in 2009, and 4.9% in 2010 before increasing modestly in 2011. 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.

The Proposed FY 2012 budget includes an unchanged tax rate of $0.978 per $100 of assessed value, of which $.005 is dedicated for storm water sewer improvements. This rate likely will remain among the lowest in the region. Only Arlington's rate is comparable.



*Excludes special tax district levies, as well as the add-on commercial real estate tax rate in place in Arlington and Fairfax counties of 12.5 cents and 11 cents, respectively.

The FY 2012 Proposed tax rate is flat, leaving the average homeowner with a bill of $4,395, an increase of $18 or 0.4% compared to the previous year. Since 2006, the average bill has increased by just 2.75%.



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.

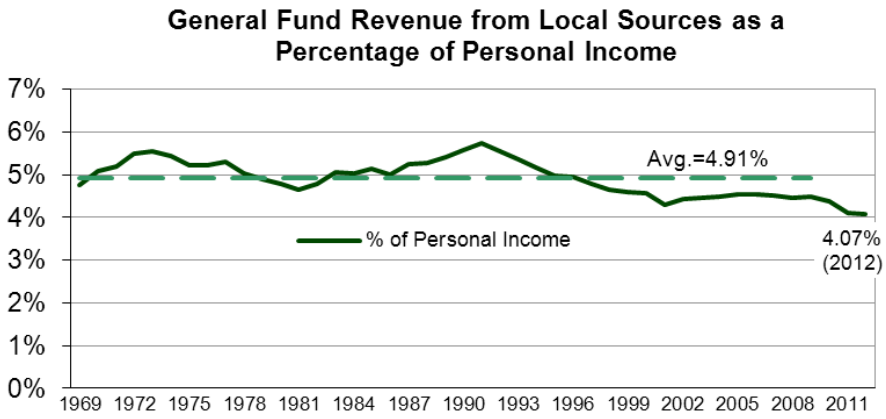
These programs are expected to serve about 1500 homeowners or about 4.5% of Alexandria homeowners next year.

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.

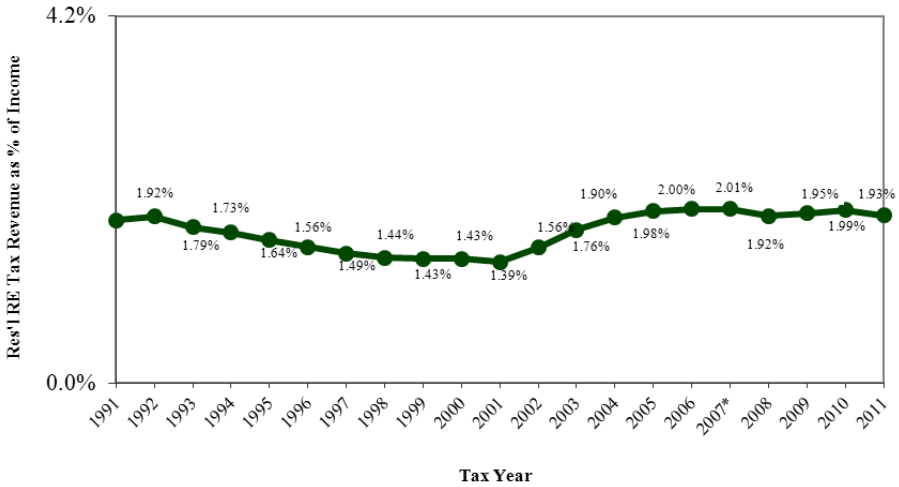
At 4.07%, the FY 2012 Proposed Budget is estimated to be well below the long-term historical average of 4.91% of local personal income and at its lowest point since 1969 (the earliest data available).

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 2012, 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 $3.3 million in FY 2011. The dedicated 1 cent has been reduced to 0.7 of a cent to pay the debt service on bonds issued for affordable housing purposes.



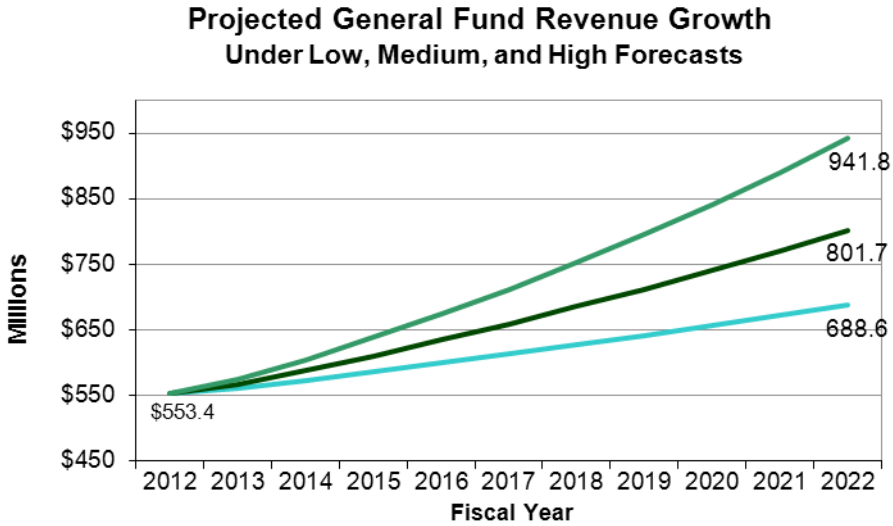
Another way to measure tax burden is to compare the proportion of City residential personal income that goes to pay the real property tax for residential and multi-unit apartments. This ratio is expected to remain at a little below 2.0%, where it has been since 2008.



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 five years, the real estate tax paid by the average homeowner has increased only slightly, and with per capita income expected to increase modestly in 2010 and 2011, 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 2.2% and 5.5% per year, with 3.8% per year in the mid range scenario.

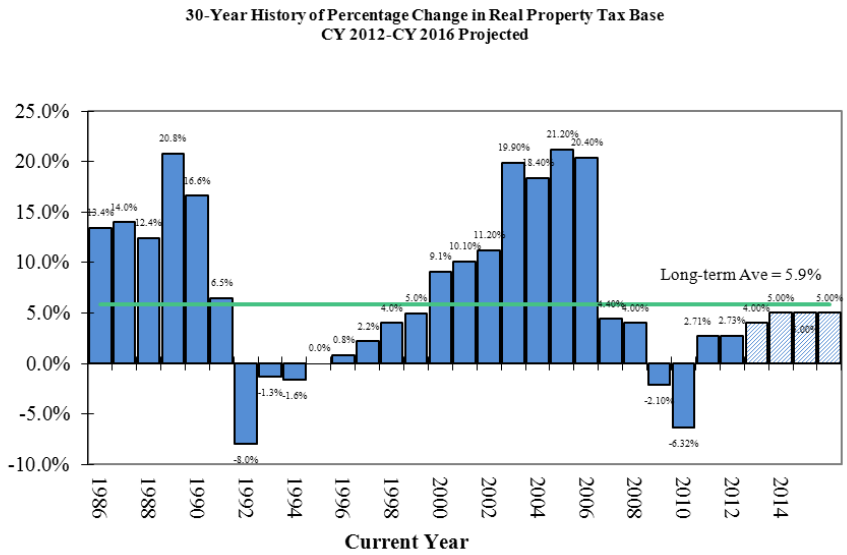


Due to Virginia laws which limit the City's ability to expand its revenue base, for the foreseeable future the City will need to continue to rely on real property tax revenues for the majority of General Fund revenue. Details on these projections can be found in the Multi-year Revenues and Expenditure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

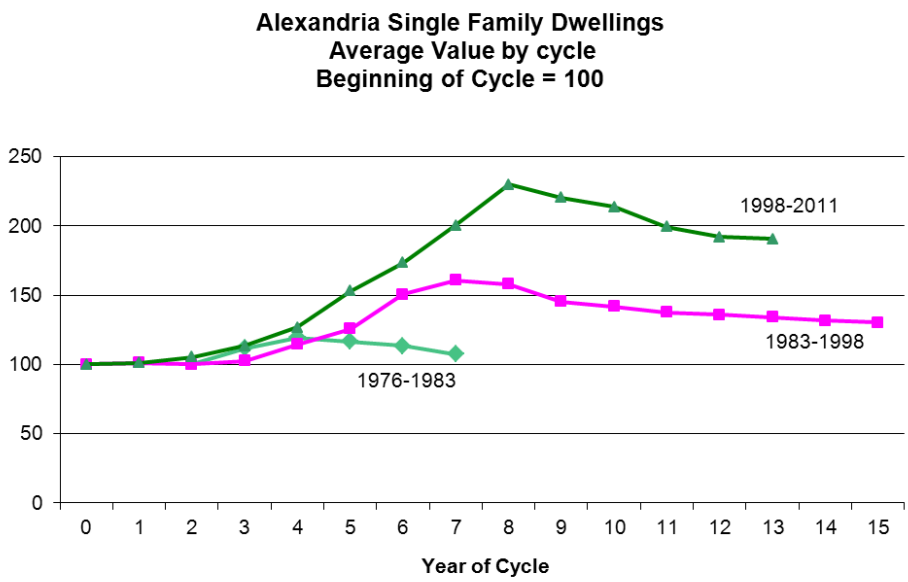
Real Estate Assessments Under Pressure

The City's long-term forecast projects a slowly recovering real estate market.

Real estate assessments are expected to increase modestly in CY 2011 and only slowly recover to their long-term average rate of growth.



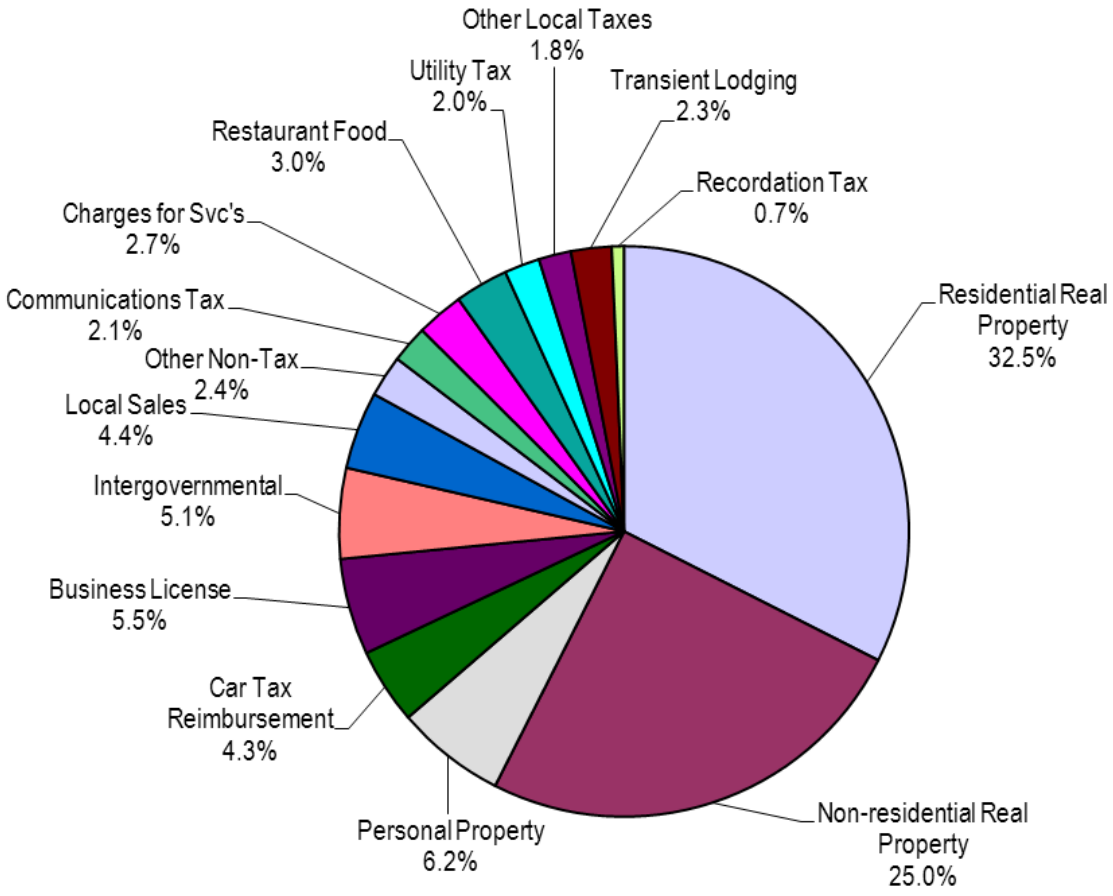
This chart which compares the previous two residential real estate cycles with the current residential real estate cycle, implies that the bottom of the current cycle in Alexandria may yet be a year or two away. Despite the uptick in assessments, when adjusted for inflation, housing prices were slightly negative.



General Fund Revenue Distribution

FY 2012 Proposed Budget

The pie chart below shows the distribution of estimated General Fund revenues for FY 2012 ($548.4 million), excluding the $5,019,903 appropriation from fund balances.



	FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	FY 2012 Approved
General Fund					
General Property Tax Revenue					
Real property tax	302,666,192	296,237,904	307,976,901	315,157,658	
Personal property tax	32,923,178	32,300,000	33,700,000	34,100,000	
Penaties and Interest	1,631,548	1,870,000	1,870,000	1,870,000	
Total general property tax revenue	*337,220,917*	*330,407,904*	*343,546,901*	*351,127,658*	
Other local tax revenue					
Local sales tax	22,744,483	23,500,000	23,700,000	24,100,000	
Utility tax	10,462,233	10,500,000	10,700,000	11,000,000	
Business licenses	30,295,624	30,200,000	28,800,000	29,975,000	
Motor vehicle licenses	3,172,254	3,200,000	3,200,000	3,200,000	
Recordation	3,313,547	3,800,000	3,800,000	3,800,000	
Cigarette	2,910,382	2,900,000	2,900,000	2,900,000	
Transient Lodging	10,824,410	11,100,000	11,800,000	12,600,000	
Restaurant food	14,908,999	15,400,000	16,000,000	16,575,000	
Admissions	1,125,172	1,200,000	1,200,000	1,200,000	
Communications service	11,315,542	11,600,000	11,600,000	11,600,000	
Other miscellaneous	3,298,705	3,030,000	2,830,000	2,780,000	
Total other local tax revenues	*114,371,352*	*116,430,000*	*116,530,000*	*119,730,000*	
Non-tax revenue					
Licenses, permits, and fees	4,811,587	1,815,396	1,876,975	1,989,975	
Fines forfeitures	3,941,372	4,646,020	4,494,000	4,764,000	
Use of money and property	3,033,638	4,010,000	3,330,000	3,570,000	
Charges for services	13,803,578	14,888,916	14,175,471	14,696,298	
Intergovernmental revenues (PPTRA)	23,578,531	23,578,531	23,578,531	23,578,531	
Intergovernmental revenues	28,887,380	28,105,068	28,824,208	28,136,036	
Miscellaneous	787,962	783,700	763,000	762,000	
Total non-tax revenue	*78,844,048*	*77,827,631*	*77,042,185*	*77,496,840*	
Total General Fund Revenues	**530,436,316**	**524,665,535**	**537,119,085**	**548,354,498**	**-**
Other financing sources (uses)					
Approprations from Fund Balances					
City Fund Balance prior year surplus	-	3,600,000	3,600,000	1,625,000	
City Fund Balance FY 2010 surplus		1,144,291	1,144,291	2,000,000	
City Fund Balance reducing cont reserves		755,000	755,000		
Sewer Fund	1,301,560	1,200,361	1,200,361	1,394,903	
Transfer from liquidated special revenue acct.		246,352	246,352		
Total Fund Balance Appropriations	*1,301,560*	*6,946,004*	*6,946,004*	*5,019,903*	
Total General Fund Revenues and Other Sources	**531,737,876**	**531,611,539**	**544,065,089**	**553,374,401**	**-**

Significant Changes in Fees, Fine, and Service Charges

FY 2011 - FY 2012

The following departments reviewed all their fees for possible changes during the FY 2012 budget cycle: Clerk of Courts, Code Administration, Finance, General District Court, General Services, DHS, Mental Health, Police, Recreation, Sheriff, and T&ES. The residential refuse fee collection was also reviewed.

Although a small number of fee increases were proposed during this review (totaling less than $100,000 in additional General Fund Revenue), the proposed budget includes none of them this year. During the next year, we will continue our periodic review of the need for these fee increases and others as we continue our disciplined process of ensuring that fees, fines, and service charges are kept current as inflation and City costs to be recovered change.

Real Property Tax Revenues

FY 2012 Proposed $315.2 million
57.5% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$302,666,192	$296,237,904	$307,976,901	$315,157,658	2.3%

Average Annual Increases through FY 2010

	5 years	10 years	15 years
Nominal Increase	5.4%	7.8%	6.7%
Inflation Adjusted Increase	3.9%	5.3%	4.2%

Background

The General Fund budget reflects a CY 2011 and CY 2012 Real Property Tax Rate of 97.3 cents per $100, no change compared to CY 2010. In addition, the City imposes an additional tax of 0.5 cents to cover the cost of storm water infrastructure improvements, for a total tax blended tax rate of 97.8 cents. 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 2011 equals $1.61 million and the 12 months of FY 2012 equals $3.26 million.

Calendar Year	Tax Rate Per $100	Changes
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 0.7 cents. 0.3 cent Open Space dedication continues. 0.5 cents to cover the costs of storm water infrastructure improvements. (non-General Fund)
2011	.978	Affordable housing dedication of 0.7 cents continues. 0.3 cent Open Space dedication continues. 0.5 cents to cover costs of storm water infrastructure improvements continues. A 20 cent add-on tax would be imposed on Tier 1 District properties for a Metro rail station in Potomac Yards

As detailed in the Calendar Year 2011 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2011 (calendar year) locally assessed tax base is approximately $31.8 billion, an increase of $1.0 billion , or 3.32% , as compared to the CY 2010 equalized tax base and 2.65% compared to the initial CY 2010 estimates. Including Public Service Corporations and railroad real property which are assessed by the State, the total real property tax base has increased to approximately $32.6 billion, an increase of $1.0 billion, or 3.1% compared CY 2010 equalized base and 2.55% compared to the initial CY 2010 estimates. The total increase of $1.0 billion included $126.0 million in new growth, including $75.7 million in new residential growth and $50.3 million in new commercial growth. The reassessments of existing properties increased $0.9 billion. Existing commercial real property increased $0.8 billion; the value of existing residential real property increased by $0.1 billion.

General Fund Real Property tax revenues for the first half of FY 2012 (the second half of calendar year 2011) are based on the 2011 real property assessment, a tax rate of $0.973 and a 49.25 percent collection rate for the second half of the 2011 tax levy. Real property tax revenues for the second half of FY 2012 (the first half of calendar year 2012) assume an increase of 2.73% in real property assessments in 2012 and no change in the tax rate or collection rate. This projection is a best mid-point estimate based on a stable residential real estate market, a modestly improving commercial real estate market, and limited new construction. (See the Statement of Estimated Real Property Tax Revenues following this summary for calculations.)

In December, 2010, City Council approved the Tier I Special Services Tax District for Land Bay F, G, and H and the multi-family portion of Land Bay I in Potomac Yards. The Tax District will help providing funding for improvements in Potomac yards, including the development of a metro rail station in Potomac Yards. The Tier I district currently includes property worth approximately $255.2 million.

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.

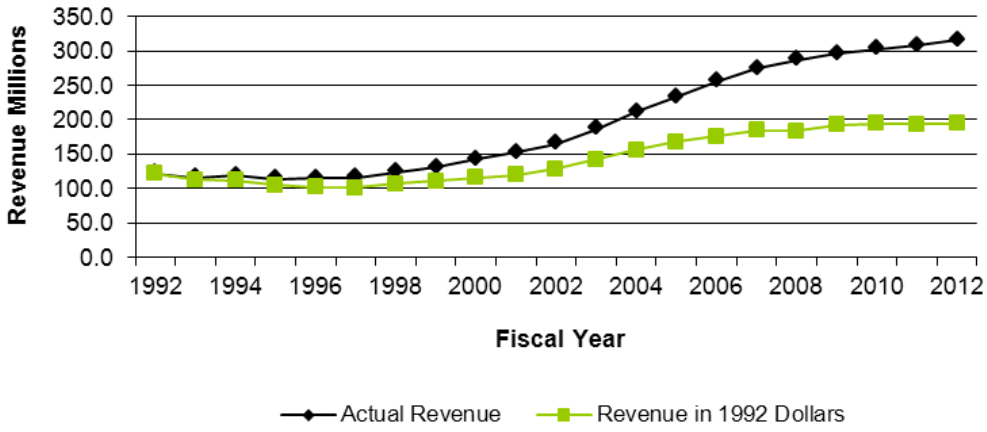
Senior Citizens and Disabled Tax Relief, CY 2006 – CY 2012 (estimated)

2006	2007	2008	2009	2010	2011(est)	2012(est)
$3,317,005	$3,375,000	$3,444,095	$3,424,262	$3,381,213	$3,400,000	$3,400,000

Legislative Authority

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

Real Property Tax Revenue FY 1992 - Proposed FY 2012



City of Alexandria, Virginia

STATEMENT OF ESTIMATED REAL PROPERTY TAX REVENUES

For the fiscal years ending June 30, 2011 and June 30, 2012

	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 2011							
Second half tax year 2010							
Locally assessed real property	11/15/2010	30,935,592	0.973	301,003,310	49.25%	148,244,130	1,523,578
Non-locally assessed property	11/15/2010	883,390	0.973	8,595,385	49.90%	4,289,097	44,081
Total second half tax year 2010		*31,818,982*		*309,598,695*		*152,533,227*	*1,567,659*
First half tax year 2011							
Locally assessed real property	6/15/2011	31,787,205	0.973	309,289,505	49.25%	152,325,081	1,565,520
Non-locally assessed property	6/15/2011	844,746	0.973	8,219,379	49.50%	4,068,592	41,815
Total first half tax year 2011		*32,631,951*		*317,508,883*		*156,393,673*	*1,607,335*
Total fiscal year 2011 revenue						**308,926,901**	**3,174,994**
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						**307,026,901**	
Fiscal Year 2012							
Second half tax year 2011							
Locally assessed real property	11/15/2011	31,787,205	0.973	309,289,505	49.25%	152,325,081	1,565,520
Non-locally assessed property	11/15/2011	844,746	0.973	8,219,379	49.50%	4,068,592	41,815
Total second half tax year 2010		*32,631,951*		*317,508,883*		*156,393,673*	*1,607,335*
First half tax year 2012							
Locally assessed real property	6/15/2012	32,661,353	0.973	317,794,965	49.25%	156,514,020	1,608,572
Non-locally assessed property	6/15/2012	861,641	0.973	8,383,767	49.50%	4,149,965	42,651
Total first half tax year 2012		*33,522,994*		*326,178,732*		*160,663,985*	*1,651,223*
Total fiscal year 2012 revenue						**317,057,659**	**3,258,558**
Less projected senior citizen and disability tax relief						-3,400,000	
Plus delinquent FY 2011 and prior year real estate tax revenues collected in FY 2012						1,500,000	
Total FY 2012 revenue after adjustments						**315,157,658**	

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	2000	2001	2002	2003	2004	2005
Residential Single Family	5,119,264	5,830,209	6,791,096	8,361,631	9,727,249	11,604,207
Residential Condominium	1,597,678	1,743,688	2,098,194	2,830,219	3,518,100	4,668,117
Commercial Multi-Family	1,584,496	1,734,225	2,004,540	2,264,921	2,570,652	3,088,102
Office/Retail Property	3,744,874	4,061,051	4,155,509	4,623,100	5,447,070	6,499,398
Other Commercial	608,320	598,139	421,220	464,500	549,565	726,886
Public Service Corporation	640,676	665,038	662,430	681,555	76,860	772,941
Total	13,295,308	14,632,350	16,132,989	19,225,926	21,889,496	27,359,651
Residential Single Family	38.5%	39.8%	42.1%	43.5%	44.4%	42.4%
Residential Condominium	12.0%	11.9%	13.0%	14.7%	16.1%	17.1%
Commercial Multi-Family	11.9%	11.9%	12.4%	11.8%	11.7%	11.3%
Office/Retail Property	28.2%	27.8%	25.8%	24.0%	24.9%	23.8%
Other Commercial	4.6%	4.1%	2.6%	2.4%	2.5%	2.7%
Public Service Corporation	4.8%	4.5%	4.1%	3.5%	0.4%	2.8%
Total	100%	100%	100%	100%	100%	100%
Residential	50.5%	51.8%	55.1%	58.2%	60.5%	59.5%
Commercial	49.5%	48.2%	44.9%	41.8%	39.5%	40.5%

Sources: Assessment Values are from the 2000-2011 Real Property Assessment Reports.

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	2006	2007	2008	2009	2010	2011
Residential Single Family	13,840,915	13,810,784	13,770,377	13,343,094	12,884,281	13,064,551
Residential Condominium	6,490,841	6,394,580	6,252,379	5,648,101	5,233,544	5,186,478
Vacant Residential*			116,858	161,323	153,080	179,702
Commercial Multi-Family	3,378,614	4,102,178	4,383,780	4,443,230	4,101,241	4,483,882
Office/Retail Property	7,565,870	8,386,548	9,165,161	9,001,670	7,970,599	8,433,635
Other Commercial	850,487	694,879	522,208	489,796	423,355	438,957
Public Service Corporation	779,992	854,062	892,054	876,985	883,390	844,746
Total	32,906,719	34,243,031	35,102,817	33,964,198	31,649,490	32,631,952
Residential Single Family	42.1%	40.3%	39.2%	39.3%	40.7%	40.0%
Residential Condominium	19.7%	18.7%	17.8%	16.6%	16.5%	15.9%
Vacant Residential				0.5%	0.5%	0.6%
Commercial Multi-Family	10.3%	12.0%	12.5%	13.1%	13.0%	13.7%
Office/Retail Property	23.0%	24.5%	26.1%	26.5%	25.2%	25.8%
Other Commercial	2.6%	2.0%	1.5%	1.4%	1.3%	1.3%
Public Service Corporation	2.4%	2.5%	2.5%	2.6%	2.8%	2.6%
Total	100%	100%	100%	100%	100%	100%
Residential	61.8%	59.0%	57.0%	56.4%	57.7%	56.5%
Commercial	38.2%	41.0%	42.6%	43.6%	42.3%	43.5%

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

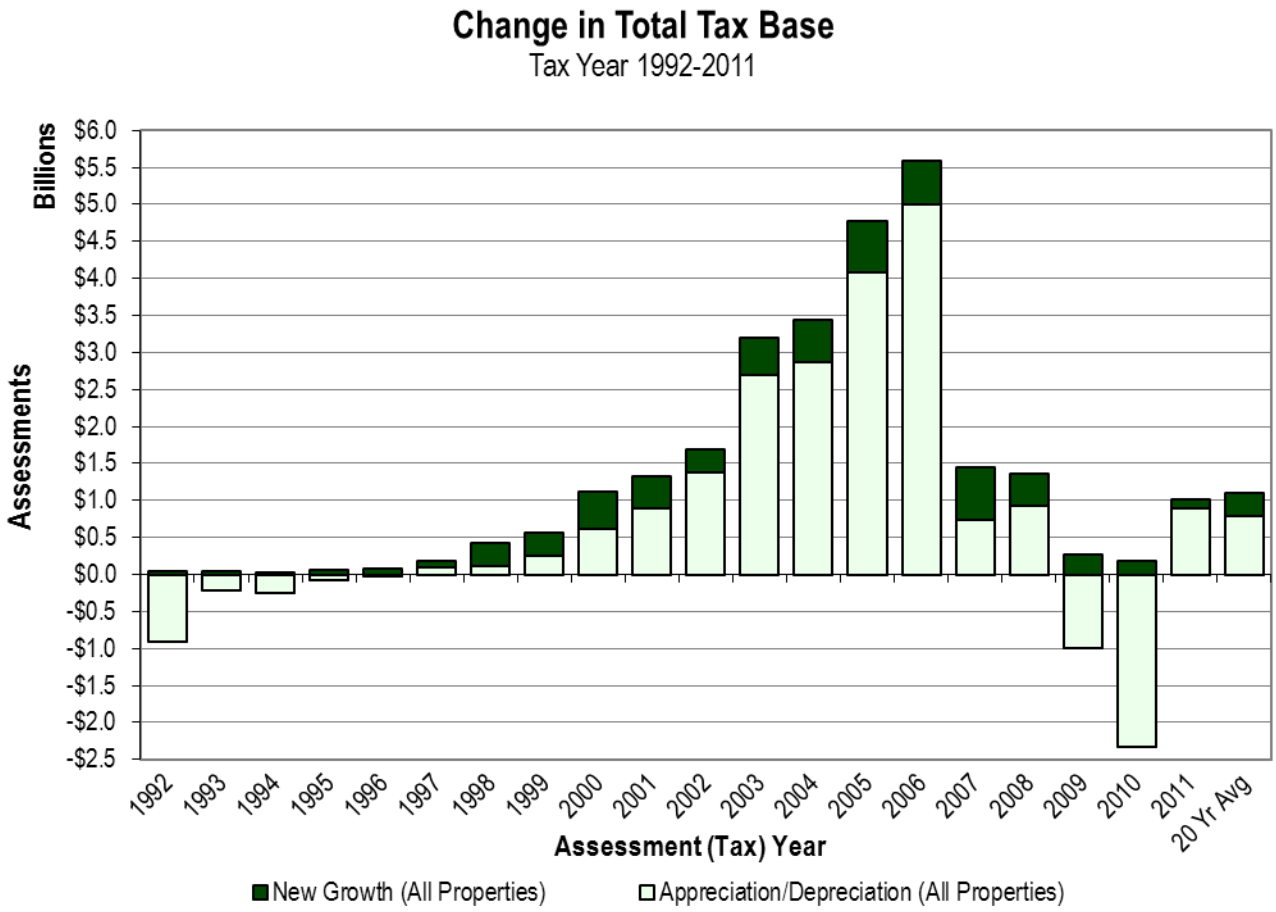
Sources: Assessment Values are from the 2000-2011 Real Property Assessment Reports.

2010 data has been revised from the FY 2011 document and reflects equalized data as of 12/31/2010.
2011 figures are estimated.

Real Property Tax Base

Change in Total Tax Base Years 1992-2011

The following chart compares the total appreciation of existing properties with total new construction. As shown in the graph, increases to the tax base have been primarily the result of appreciation. From tax years 2001 to 2006, appreciation significantly exceeded the value of new construction. The residential real estate market slowed in 2007, and the commercial real estate market followed in 2008. After two consecutive years of declines, growth in the tax base has resumed, though it is apparent from the graph that new construction is at its lowest since the mid-1990's.



Real Estate Tax Rates

Regional Tax Rates Tax Years 1986-2011 (Proposed)

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 [1]	Res/Comm [1]		
2008	0.845	0.848/0.973	0.92/1.03	1.14	0.97
2009	0.903	0.875/1.00	1.05/1.16	1.245	1.288
2010	0.978	.958/1.083	1.121/1.231	1.3	1.3146
2011	0.978/1.103				

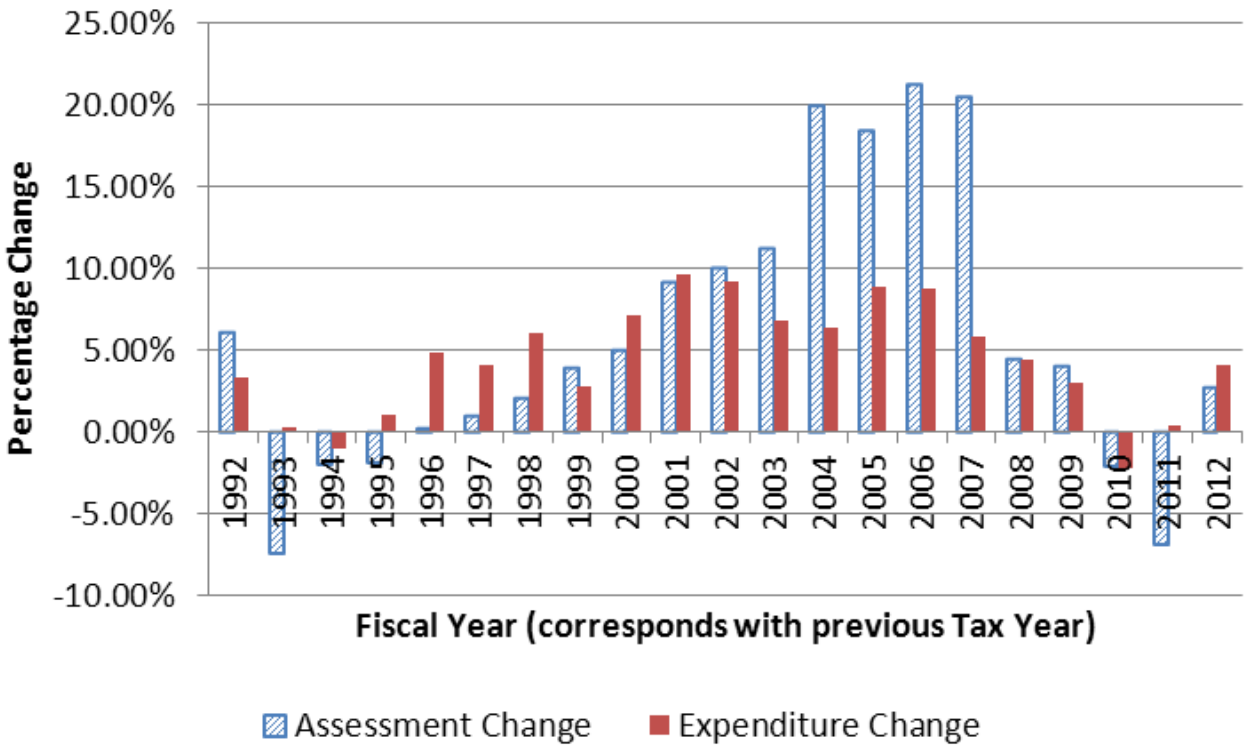
-In CY 2011, Alexandria includes an add-on rate of 0.5 cents for stormwater management initiatives.
-For CY 2012, Alexandria is proposing a transportation add-on tax of 12.5 cents on commercial property.
-Arlington County's rate includes a stormwater add on tax of 1.3 cents, and a transportation add-on tax on commercial property of 12.5 cents.
-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, and a transportation add-on tax on commercial property of 11 cents. Prince William includes a fire rescue levy of 7.691 cents and 0.2 cents for pest infestations.

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

Real Property Assessments Compared to General Fund Expenditures

Fiscal Years 1992-2012

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 1993 to 1994 as the City's tax base declined, overall spending declined as well. History repeated itself when as a result of declines in the City's real estate assessments, City expenditures declined in FY 2010 and are expected to flat in FY 2011. Since 2002, the average annual appreciation of the tax base (CY 2002 – CY 2011) is 9.3%. This is compared to an average annual increase in the City's General Fund amended operating budget (FY 2003 – FY 2012) of 4.6%. The City's Proposed General Fund Operating budget including the School transfer is budgeted to increase 4.1% in FY 2012.



Personal Property Tax

FY 2012 Proposed $57.7 million ($34.1 million local/$23.6 million Virginia car tax reimbursement)

10.5% of General Fund Revenues (6.2% local/4.3% Virginia reimbursement)

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$56,501,709	$55,878,531	$57,278,531	$57,678,531	0.7%

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 2010, the assessed value of personal property in the City is approximately $1.33 billion, of which $904 million is individual vehicle personal property.

Vehicular Personal Property Tax

	FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
Personal Property Tax	$14,450,319	$14,200,000	$15,700,000	$16,100,000	2.5%
State Reimbursement	*$23,578,531*	*$23,578,531*	*$23,578,531*	*$23,578,531*	*0.0%*
Total	$38,028,850	$37,778,531	$39,278,531	$39,678,531	1.0%

Average Annual Increases through FY 2009

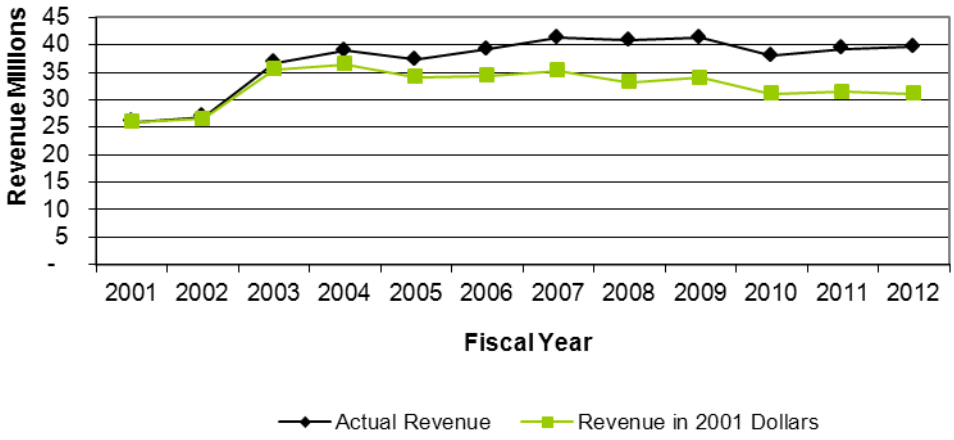
	5 years	10 years	15 years
Nominal Increase	2.0%	NA	NA
Inflation Adjusted Increase	0.6%	NA	NA

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. 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.) 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%. In CY 2010, it was 69%.

Revenues projected for FY 2011 are based on actual revenues through December 2010. For FY 2012, revenues from vehicular personal property are expected to be increase modestly, based on increases in the value of larger used vehicles and increasing purchases of new vehicles.

Vehicular Personal Property Tax Revenue including PPTRA

FY 2001 – FY 2012 Proposed



Business Personal Property Tax

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$16,666,634	$16,700,000	$16,700,000	$16,700,000	+0.0%

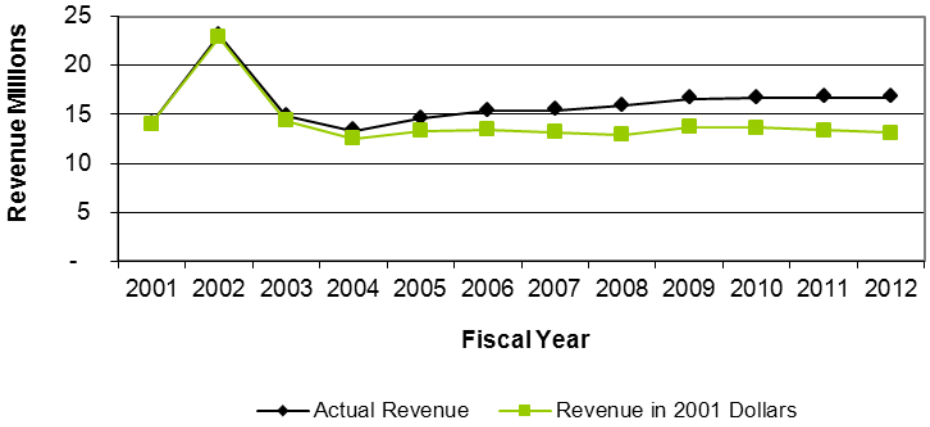
Average Annual Increases through FY 2010

	5 years	10 years	15 years
Nominal Increase	2.7%	NA	NA
Inflation Adjusted Increase	1.2%	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 2011 are based on collections through the December, 2010. Business personal property tax collections are expected to be flat in FY 2012 due to continuing weakness in the economy.

Business Personal Property Tax FY 2001 – FY 2012 Proposed



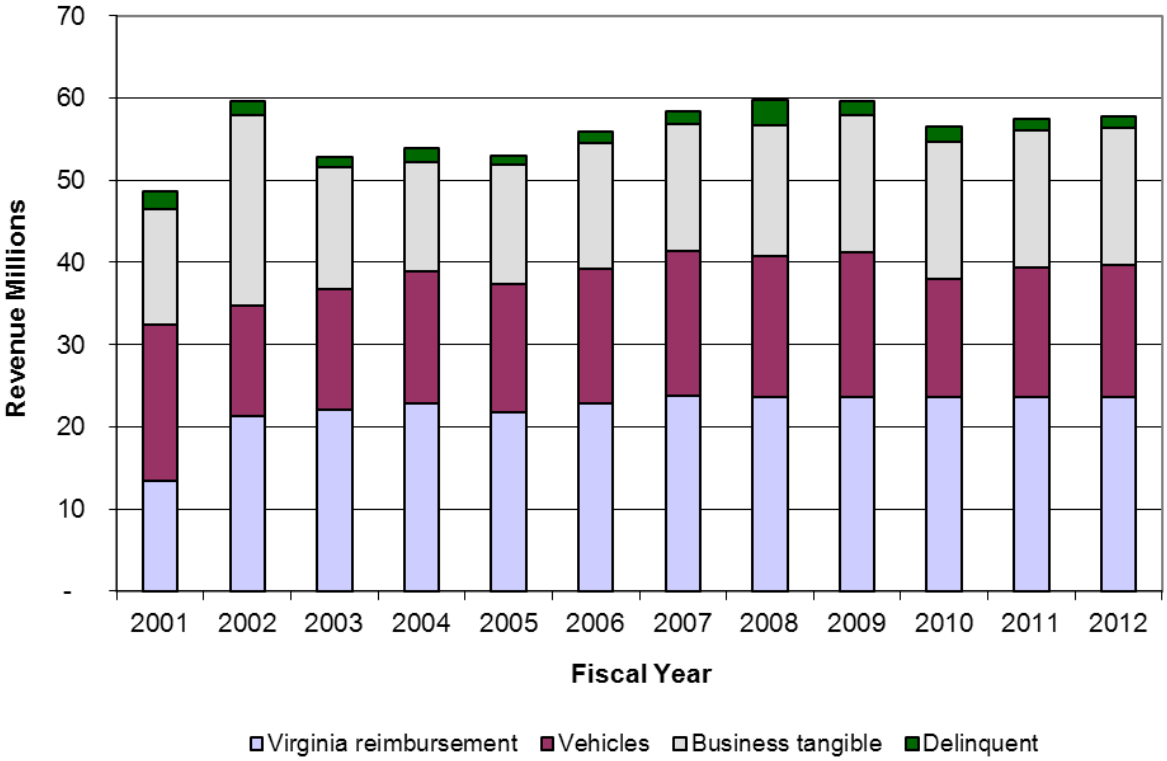
Legislative Authority

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 2012 of $57,678,531 include the PPTRA reimbursement from the State (41%), vehicular personal property (28%), business personal property (29%), and delinquencies (2%). For budgeting purposes, the PPTRA reimbursement is considered an intergovernmental revenue.

Personal Property Tax Revenue

By Source, Fiscal Year 2001 – 2012 Proposed



Intergovernmental Revenues

FY 2012 Proposed $51.7 million

9.4% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$52,465,911	$51,683,599	$52,402,739	$51,714,567	-1.3%

Average Annual Increases through FY 2010

	5 years	10 years	15 years
Nominal Increase	3.1%	4.6%	5.2%
Inflation Adjusted Increase	1.7%	2.2%	2.9%

Background

General Fund Intergovernmental Revenues include state and federal aid that are generally not legally restricted to a specific program use. This excludes grant funding from the state and federal government which is accounted for in the City's Special Revenue Fund. In FY 2011 and FY 2012, 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.

State intergovernmental revenues projected for FY 2011 and FY 2012 are based on Virginia's 2010-2012 biennium budget. In his mid-year review of the budget in December, Governor McDonnell proposed few changes likely to affect Alexandria's General Fund revenues. FY 2012 decreases in HB599 revenues (-$0.6 million) and Compensation Board reimbursements (-$0.2 million) were included in the biennium budget.

Federal Per Diem revenue decreases by $0.4 million. FY 2012 revenue estimates assume a minimum commitment of 150 federal prisoners per day by the U.S. Marshals Service. Actual experience has been 170 to 175 federal prisoners on average in FY 2010 and to date in FY 2011. The Sheriff's Office has requested the lower estimate be assumed for revenue estimating purposes.

The largest sources of intergovernmental revenue are the Personal Property Tax (Car Tax) reimbursement discussed in the previous section (45.6%), Compensation Board Revenue (13.7%), State Aid for Road Maintenance (12.8%), and the Federal Per Diem reimbursement for federal prisoners (11.9%)

Between the date the Alexandria budget is proposed and the final revenue estimate in April, the City's intergovernmental revenue estimates may change based on decisions made in the state's current legislative session. In particular, the Compensation Board revenues are estimated because the Compensation Board does not issue any formal guidance for FY 2012 until March.

Intergovernmental Revenues

	FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed
STATE AID				
HB 599 (law enforcement aid)	$ 5,642,553	$ 5,575,836	$ 5,576,263	$ 4,993,525
Personal Property Tax Reimbursement	23,578,531	23,578,531	23,578,531	23,578,531
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	5,907,176	6,841,722	6,808,255	6,634,132
Compensation Board Reimbursements for Treasury & Revenue Administration	102,044	473,213	473,213	473,213
State Prisoner Per Diem	563,230	515,733	515,733	467,925
State Aid for Road Maintenance	6,392,702	6,392,702	6,625,768	6,625,769
Other State Aid	1,474,963	1,281,746	1,380,246	1,380,246
Less Other Reduction in State Aid	0	-1,311,872	-1,280,514	-1,280,514
TOTAL STATE AID	$ 43,661,199	$ 43,347,611	$ 43,677,495	$ 42,872,827

	FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed
FEDERAL AID				
Federal Prisoner Per Diem	$ 6,616,847	$ 6,518,900	$ 6,518,900	$ 6,129,437
State Criminal Alien Assistance Program	176,979	160,000	155,604	175,000
Build America Bonds Subsidy	418,858	833,088	1,226,740	1,713,303
Other Federal Aid (Including indirect costs recovered from federal grants)	1,592,027	824,000	824,000	824,000
TOTAL FEDERAL AID	$ 8,804,711	$ 8,335,988	$ 8,725,244	$ 8,841,740
TOTAL INTERGOVERNMENTAL AID	$ 52,465,910	$ 51,683,599	$ 52,402,739	$ 51,714,567

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 across the board beginning in the FY 2010 and continuing through to FY 2012. The City of Alexandria's share of the reduction is expected to be approximately $1.3 million in its FY 2012 budget. The City is allowed to choose the revenue categories in which the reductions are applied. In FY 2011, the City chose to allocate its reduction across all categories of State aid except HB599 Aid.

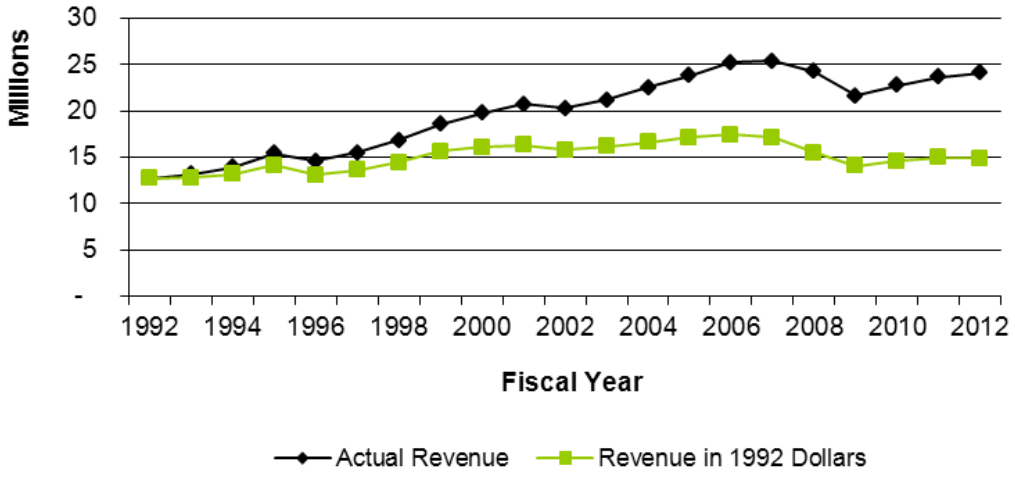
Federal Prisoner Per Diem. The City receives per diem compensation from the Federal Government for federal prisoners held in custody in the Alexandria Detention Center. FY 2012 revenue estimated assume a minimum commitment of 150 federal prisoners per day.

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

Build American Bonds Subsidy. The City receives a reimbursement from the federal government for taxable bonds (in lieu of tax exempt bonds) issued in June 2009 and June 2010. The subsidy is equal to 35% of the debt service costs of the bonds.

Intergovernmental Revenues

Actual 1992 – Proposed 2012



Business License Taxes

FY 2012 Proposed $30.0 million

5.5% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$30,295,624	$30,200,000	$28,800,000	$29,975,000	+4.1%

Average Annual Increases through FY 2010

	5 years	10 years	15 years
Nominal Increase	2.3%	4.8%	5.6%
Inflation Adjusted Increase	0.8%	2.3%	3.1%

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 .0005 (wholesale merchants) to .0058 (professionals, such as doctors and lawyers). The progressively increasing rates by class of business make the BPOL tax function much like a value added tax (VAT). 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.

Reflected in the FY 2012 budget is a proposal to substantially reduce gross receipt taxes for approximately 2,250 small businesses which represent about 20% of all businesses in the City. This initiative is paired with the proposed transportation commercial add-on tax, and is intended to help offset all or some of the effects of that tax on small businesses. If the add-on tax is not approved, then the proposed business license tax relief would not occur, and the $1.625 value of this proposed tax relief would be reallocated to funding currently proposed transportation tax funded projects. Under this proposed tax relief, the threshold to pay the gross receipts tax would be raised from $100,000 to $350,000 for most of the 1,440 businesses with gross receipts in this range. The businesses would only pay $50 for their annual business license. For most of the 810 businesses with gross receipts above $350,000 but less than $750,000 the gross receipts tax rate would be cut by 50%. These tax relief proposals would not apply to commercial property owners, residential property owners, and public utilities.

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

Revenues projected for FY 2011 are based on collections through December 2010 and are reduced by a significant refund of $2.2 million expected in FY 2011. For FY 2012, it is expected that this revenue will increase as the economy grows modestly. In addition, the FY 2012 revenue projection shown above is reduced by the $1.625 million tax reduction described above.

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 1992 – Proposed FY 2012

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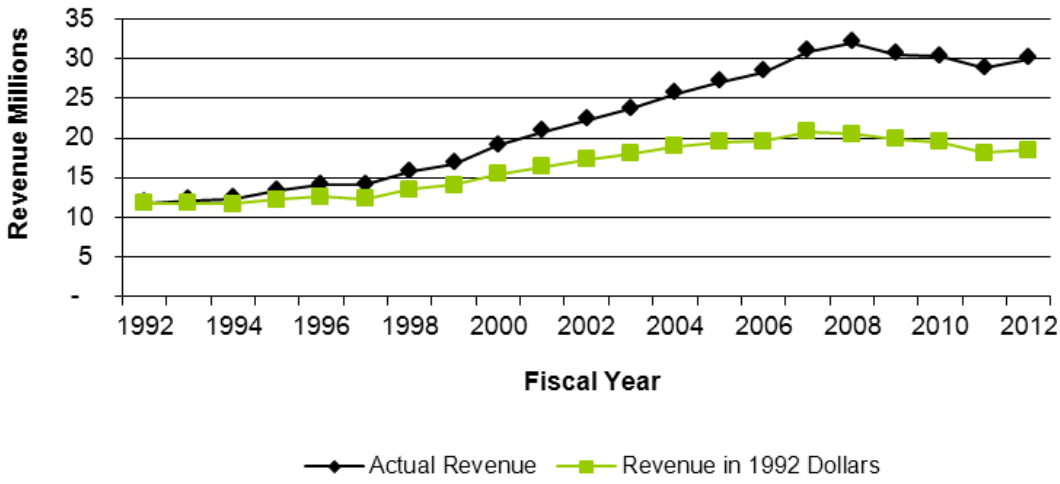


Sales Tax Revenues

FY 2012 Proposed $24.1 million

4.4% of General Fund Revenues

FY 2010 Actuals	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$22,744,483	$23,500,000	$23,700,000	$24,100,000	2.8%

Average Annual Increases through FY 2010

	5 years	10 years	15 years
Nominal Increase	-0.9%	1.4%	2.6%
Inflation Adjusted Increase	-2.3%	-1.0%	0.2%

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.

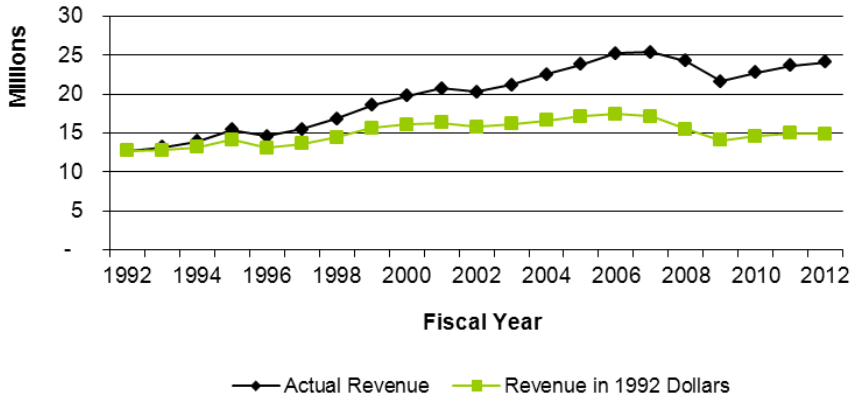
Declines from the peak in FY 2007 are partly due to refunds to neighboring jurisdictions of taxes incorrectly attributed by the state (which collects this tax) to Alexandria. Declines are also due to the recession starting in late FY 2008 and continuing through FY 2009.

Revenues projected for FY 2011 are based on actual revenues through the first five months of FY 2011. It is expected that sales tax revenues will increase moderately at about the long-term average in FY 2012 due to continuing economic growth.

Legislative Authority

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

Sales Tax Revenue



Restaurant Meals Tax Revenues

FY 2012 Proposed $16.6 million

3.0% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$14,908,999	$15,400,000	$16,000,000	$16,575,000	3.6%

Average Annual Increases through FY 2010

	5 years	10 years	15 years
Nominal Increase	9.2%	6.5%	6.2%
Inflation Adjusted Increase	7.7%	4.1%	3.7%

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 2010, approximately 82% of the meals tax came from the sale of food within a restaurant or bar; 18% came from sales of alcohol.

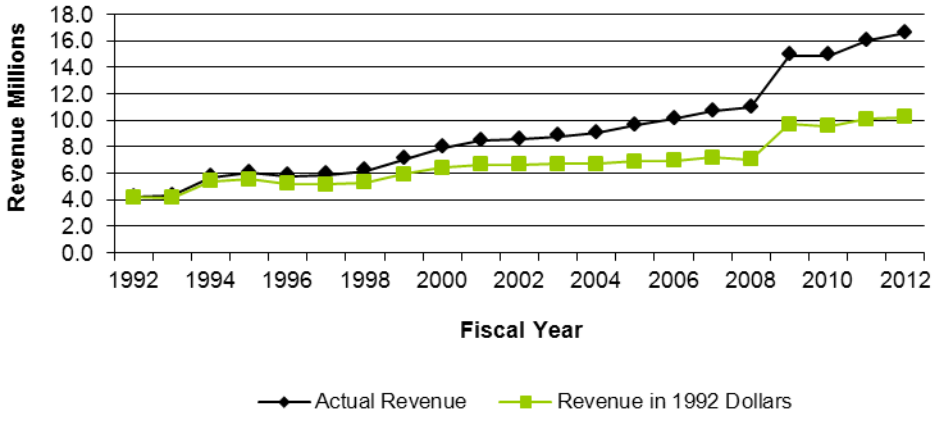
Revenues projected for FY 2011 are based on actual revenues through the first six months of FY 2011. For FY 2012, it is expected that collections will increase fairly robustly as the City's economy and tourist sector continue to recover.

Legislative Authority

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

Restaurant Meals Tax Revenue

Actual FY 1992 – Proposed FY 2012



Transient Lodging Tax Revenues

FY 2012 Proposed $12.6 million

2.3% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$10,824,410	$11,100,000	$11,800,000	$12,600,000	6.8%

Average Annual Increases through FY 2010

	5 years	10 years	15 years
Nominal Increase	8.5%	7.5%	9.5%
Inflation Adjusted Increase	7.0%	5.1%	6.9%

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.

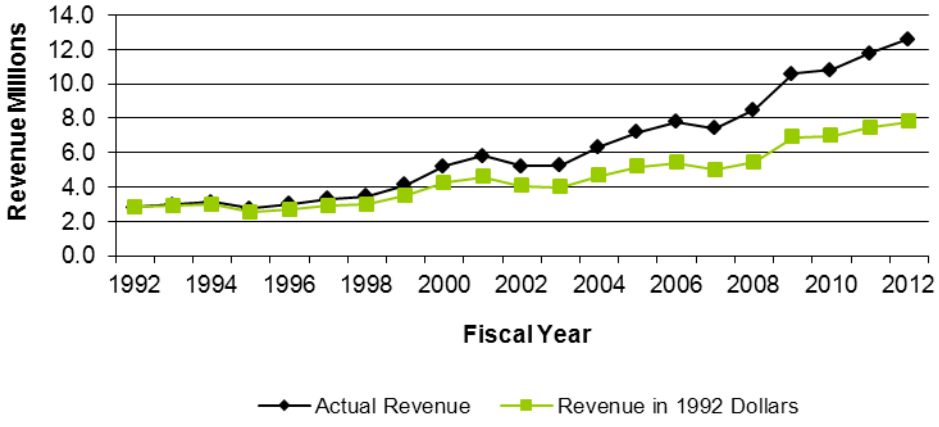
Revenues projected for FY 2011 are based on actual revenues through the first five months of FY 2011. The City's hotel occupancy rates have increased substantially compared to last year and room rates are flat or up slightly. For FY 2011, it is expected that demand and revenue per room will increase significantly as the economy and tourism industry continue to recover and one new hotel opens.

Legislative Authority

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

Transient Lodging Tax Revenue

Actual FY 1992 – Proposed FY 2012



Communications Sales and Use Tax

FY 2012 Proposed $11.6 million

2.1% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$11,315,542	$11,600,000	$11,600,000	$11,600,000	0.0%

Average Annual Increases through FY 2010

	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. If total Communications Taxes increase statewide, the City would receive 2.6% of any new tax revenues. The same is true if taxes decline. Revenues projected in FY 2011 are based on revenues collected through the first four months of FY 2011. There has been no growth in this revenue source since its inception in FY 2007, and revenues are expected to be flat in FY 2012.

Utility Tax Revenues

FY 2012 Proposed $11.0 million

2.0% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$10,462,233	$10,500,000	$10,700,000	$11,000,000	2.8%

Average Annual Increases through FY 2010

	5 years	10 years	15 years
Nominal Increase	-10.1%	-3.3%	-1.5%
Inflation Adjusted Increase	-11.4%	-5.6%	-3.9%

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.

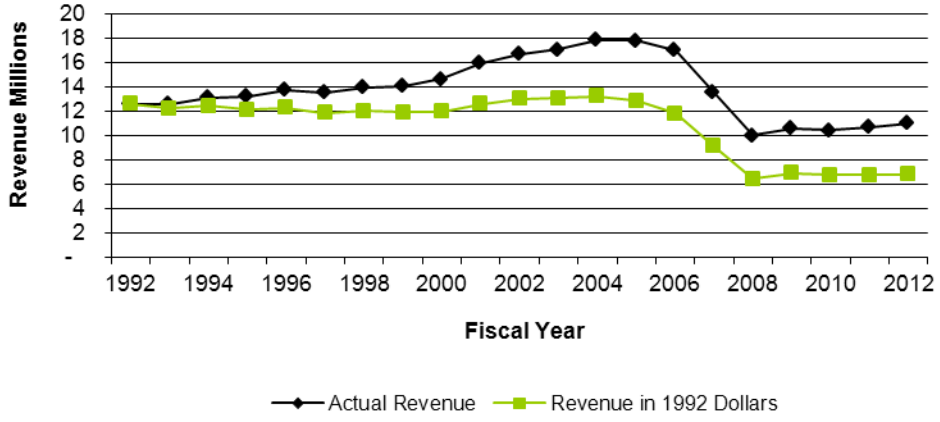
Revenues projected for FY 2011 are based on actual revenues from water, natural gas, and electricity through the first six months of FY 2011. The decrease in utility revenues reflected in the "Average Annual Increases through FY 2010" table is due to the exclusion of landline telephone service in FY 2008, now included in the Communications Sales and Use tax. This revenue category is expected to increase at a little above 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 1992 – Proposed FY 2012



Motor Vehicle License Revenues

FY 2012 Proposed $3.2 million

0.6% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$3,172,254	$3,200,000	$3,200,000	$3,200,000	0.0%

Average Annual Increases through FY 2010

	5 years	10 years	15 years
Nominal Increase	5.2%	3.9%	3.1%
Inflation Adjusted Increase	3.7%	1.4%	0.7%

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 targeted to transportation purchases, namely the support of debt service to pay for Washington Metropolitan Area Transit Authority (WMATA) capital projects.

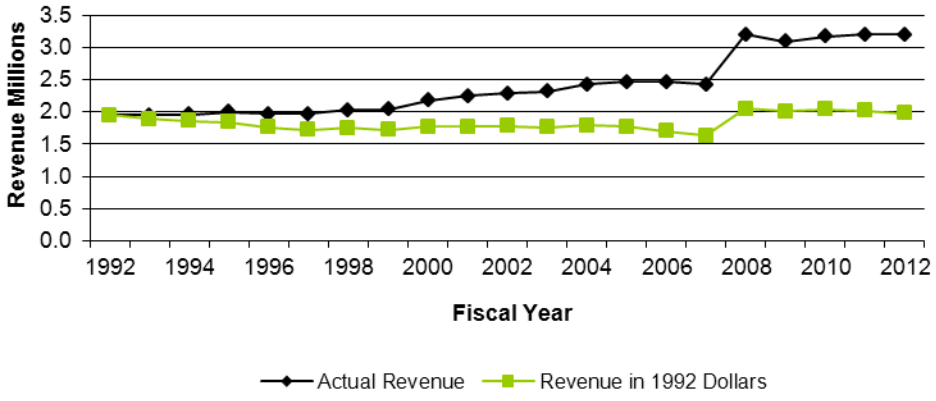
Revenues projected for FY 2011 are based on actual collections the first six months of the year. For FY 2012, it is expected that this revenue will remain flat as the number of vehicles in the City is not expected to change.

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 1992 – Proposed FY 2012



Recordation Tax Revenues

FY 2012 Proposed $3.8 million

0.7% of General Fund Revenues

FY 2010 Actuals	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$3,312,547	$3,800,000	$3,800,000	$3,800,000	0.0%

Average Annual Increases through FY 2010

	5 years	10 years	15 years
Nominal Increase	-14.5%	6.8%	9.3%
Inflation Adjusted Increase	-15.7%	4.4%	6.7%

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.

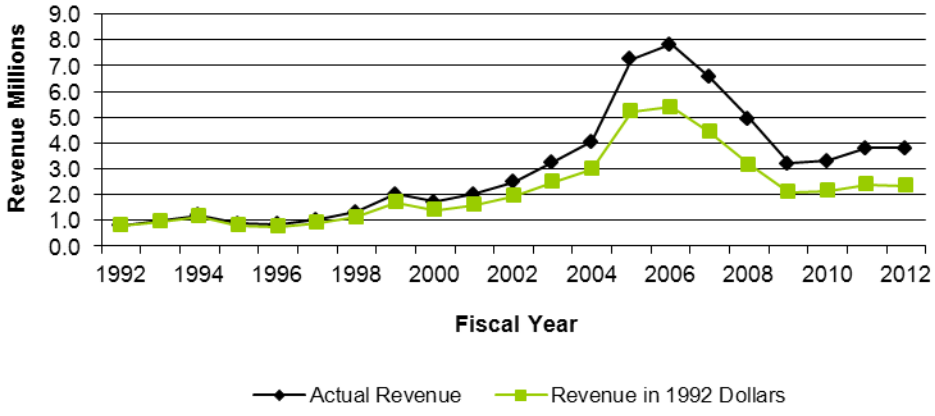
Revenues projected for FY 2012 are based on actual revenues through the first six months of FY 2011. For FY 2012, it is expected that this revenue will not change due to the continuing sluggish real estate market in Alexandria.

Legislative Authority

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

Recordation Tax Revenue

Actual FY 1992 – Proposed FY 2012



Cigarette Tax Revenues

FY 2012 Proposed $2.9 million

0.5% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$2,910,382	$2,900,000	$2,900,000	$2,900,000	0.0%

Average Annual Increases through FY 2010

	5 years	10 years	15 years
Nominal Increase	5.0%	5.9%	4.9%
Inflation Adjusted Increase	3.5%	3.4%	2.5%

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.

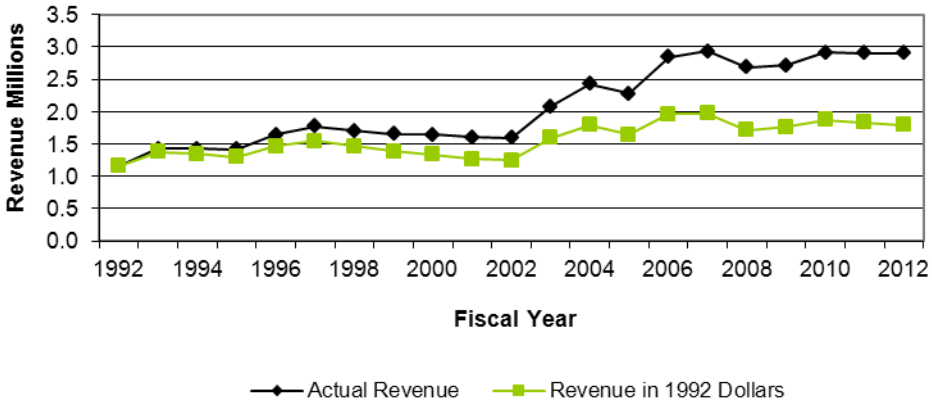
Revenues projected for FY 2011 are based on actual revenues through the first five months of FY 2011. For FY 2012, it is expected that this revenue will remain flat based on stable cigarette purchases.

Legislative Authority

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

Cigarette Tax Revenue

Actual FY 1991 – Proposed FY 2012



Charges for Services

FY 2012 Proposed $14.7 million
2.7% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$13,803,578	$14,888,916	$14,175,471	$14,696,298	3.7%

This category includes the refuse user charge ($5.9 million in FY 2012) and parking meter receipts ($2.4 million in FY 2012). 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. This category is expected to increase primarily because of increases in collections from parking meters. No increases are proposed in any rates used to charge for services.

Licenses, Permits, and Fees

FY 2012 Proposed $2.0 million
0.3% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$4,811,587	$1,815,396	$1,876,975	$1,989,975	6.0%

This category includes Taxi Fees ($0.3 million), and Fire Retesting Program fees ($0.6 million). The category decreased between FY 2010 and FY 2011 because Code Administration fees moved out of the General Fund. Beginning in FY 2011, departments were required to review all of their fees no more than once every three years. No increases are proposed in any type of licenses, permits, and fees.

Revenues from the Use of Money and Property

FY 2012 Proposed $3.6 million
0.7% of General Fund Revenues

FY 2010 Actuals	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$3,033,638	$4,010,000	$3,330,000	$3,570,000	7.2%

This category includes interest on General Fund investments (budgeted at $1.9 million in FY 2012), and Parking Garage revenues (budgeted at $1.9 million in FY 2012). The increase is due to the expectations that interest rates on General Fund investments will increase in FY 2012.

Fines and Forfeitures

FY 2012 Proposed $4.8 million
0.9% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$3,941,372	$4,646,020	$4,494,000	$4,764,000	6.0%

This category includes parking fines (budgeted in FY 2012 at $3.4 million), and court fines (budgeted in FY 2012 at $1.0 million). This category is expected to increase as the Red Light Camera Program is expected to begin generating revenues in FY 2012. No increases in the amounts of fines and forfeitures are proposed.

Other Miscellaneous Tax Revenues

FY 2012 Proposed $2.8 million
0.5% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$3,298,705	$3,030,000	$2,830,000	$2,780,000	-1.8%

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 decrease modestly in the State's telecommunications tax due to private provider rate changes.

Admissions Tax

FY 2012 Proposed $1.2 million
0.2% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$1,125,172	$1,200,000	$1,200,00	$1,200,000	0.0%

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. Collections are anticipated to remain flat in 2012 as a result of stable movie and theater attendance.

Miscellaneous Non-Tax Revenues

FY 2012 Proposed $0.8 million
0.1% of General Fund Revenues

FY 2010 Actual	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed	% Change Proj. '11 to '12
$787,962	$783,700	$763,000	$762,000	0.0%

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 2012 Proposed $5.0 million

	FY 2010 Actuals	FY 2011 Approved	FY 2011 Projected	FY 2012 Proposed
City Fund Balance Prior Year Surplus	NA	$3,600,000	$3,600,000	$1,625,000
City Fund Balance FY 2010 surplus	NA	$1,144,291	$1,144,291	$2,000,000
Sewer Fund (transfer in)	$1,301,560	$1,200,361	$1,200,361	$1,394,903
Transfer-in from liquidated special revenue account	NA	$246,352	$246,352	NA
Fund balance from reducing prior year contingent reserves	NA	$755,000	$755,000	NA
Total	$1,301,560	$6,946,004	$6,946,004	$5,019,903

This category reflects other non-revenue financing sources used to help finance the $553.4 million projected General Fund Expenditure budget. The elements of these financing sources include:

(a) $1.6 million in prior year General Fund surplus funds designated for use in FY 2011.

(b) $2.0 million in FY 2011 surplus funds dedicated for use in FY 2012.

(c) $1.4 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.

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FY 2012 Proposed 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 2011 Approved	FY 2012 Proposed	% Change FY 11 - FY 12
General Fund	$531,611,539	$553,374,401	4.1%
Non-general fund			
State	$50,564,416	$51,340,164	1.5%
Federal	$34,606,920	$35,390,283	2.3%
Charges, Donations and Other Sources	$31,429,618	$30,705,473	-2.3%
Total Special Revenue Funds	$116,600,954	$117,435,920	0.7%
Schools and Transit Fund Balance	$5,809,768	$8,317,167	43.2%
Equipment Replacement Fund	$5,774,848	$5,245,088	-9.2%
Total All Funds	$659,797,109	$684,372,576	3.7%

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 11 and beyond reflect the revenue the city receives from the grant agency, mandatory cash match amounts, as well as voluntary general fund support to provide an enhanced program or to cover program costs that exceed revenue. There are a variety of ways in which the City receives special revenue funding:

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

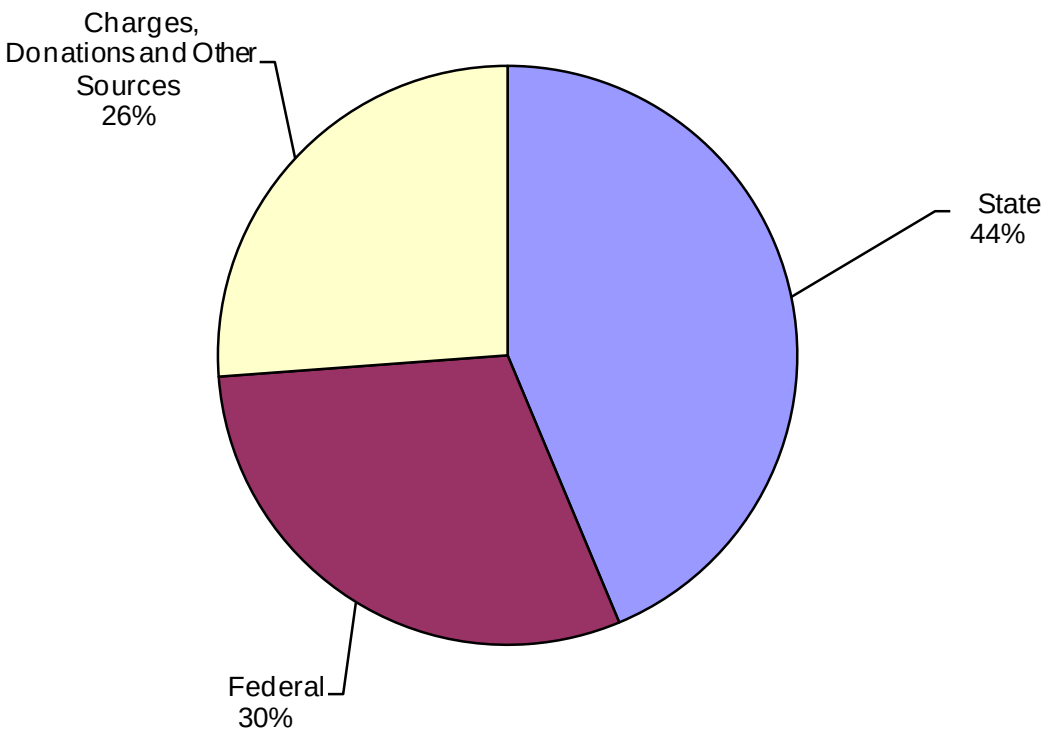
The Special Revenue described in this section do not include funding from the State and federal government that is accounted for within the City's General Fund, such as HB599 law enforcement aid and funding for street maintenance. State Compensation Board funding is also accounted for in the General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

As shown in the pie chart on the following page the City's Special Revenue Fund budget of $117.5 million consists primarily of State Aid, Federal Aid and discretionary State and federal grants ($86.7 million) and charges for fees, donations and other sources ($30.7 million). This compares to the FY 2011 approved Special Revenue Fund budget of $116.8 million. As shown in the table on the following page, the 0.7%, or $0.8 million, increase is primarily attributable to $1.8 million in anticipated state and federal revenue increases for the Schools and $0.8 million in increased federal revenues for the Fire Department associated with the SAFER grant. Additional federal funds ($0.1 million) are also estimated for the HAP loans program in the Housing Department. These increases are offset by approximately $0.4 million in state revenue decreases for the CSA program related to decreased program expenses and approximately $0.9 million in both state and federal revenue decreases associated with child welfare activities related to foster care and adoptions.

There is also a decrease of approximately $1.0 million in taxes and fees associated with stormwater management and sanitary sewers in the Transportation and Environmental Services Department. This reduction is due to a lower projected revenues from new sanitary sewer tie-ins as well as because the stormwater management fund will only receive a dedicated 0.5 cents of assessed value on two semi-annual real estate tax payments, rather than the three semi-annual payments received at the start-up of the fund (FY 2011). Additional revenue is anticipated to be generated in Code Administration from developer fees.

There is an additional increase of approximately $0.4 million in special revenue funds for Transit Subsidies , including an increase of $287,000 in DASH operating revenues and $150,000 in federal reimbursement for bus rehabilitation.

FY 2012 Estimated Special Revenue Funds
$117.5 million



Summary of Major Special Revenue Sources by Department

Total Special Revenues

	FY 2011 Approved	FY 2012 Proposed	% Change FY 11 - FY 12
Schools	$47,575,296	$49,559,366	4.2%
DCHS	$42,412,994	$41,320,286	-2.6%
Housing	$2,058,918	$2,168,610	5.3%
TES	$10,493,157	$9,535,442	-9.1%
Code Administration	$4,529,112	$4,777,633	5.5%
Transit Subsidies/DASH	$4,102,000	$4,539,000	10.7%
Fire	$538,775	$1,229,363	128.2%
Other City Agencies	$4,890,702	$4,306,220	-12.0%
Total Special Revenue Funds	$116,600,954	$117,435,920	0.7%

Total Donations, Fees and Charges for Services

	FY 2011 Approved	FY 2012 Proposed	% Change FY 11 - FY 12
Schools	$4,138,167	$4,290,602	3.7%
DCHS	$6,208,025	$6,096,013	-1.8%
Code Administration	$4,529,112	$4,777,633	5.5%
TES	$10,168,577	$9,229,422	-9.2%
Transit Subsidies/DASH	$4,102,000	$4,539,000	10.7%
Other City Agencies	$2,283,737	$1,772,803	-22.4%
Total Donations, Fees and Charges for Services	$31,429,618	$30,705,473	-2.3%

Total State and Federal Funds

	FY 2011 Approved	FY 2012 Proposed	% Change FY 11 - FY 12
Schools	$43,437,129	$45,268,764	4.2%
DCHS	$36,204,969	$35,224,273	-2.7%
Housing	$2,055,468	$2,164,110	5.3%
Fire	$536,275	$1,226,863	128.8%
Other City Agencies	$2,937,495	$2,846,437	-3.1%
Total State and Federal Funds	$85,171,336	$86,730,447	1.8%

Summary of Major Special Revenue Sources by Department

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

Table VIII provides a list of grant programs currently budgeted for FY 2012. City Council approval of the FY 2012 budget provides authorization to apply for the grants to pursue these funds. Adjustments to the grant budgets described will be made through the supplemental appropriations ordinances once the grant award is received and accepted.

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

	Federal Funds	FY 2011 Approved Budget Estimate	FY 2012 Proposed Budget Estimate	% Change FY11 - FY 12
Mental Health Programs	Block Grant for Community Mental Health Services - Serious Emotionally Disturbed Children	$228,652	$229,007	0.2%
	Block Grant for Community Mental Health Services - Serious Mental Illness (Adults)	$287,466	$287,913	0.2%
	Projects for Assistance in Transition from Homelessness	$104,020	$104,020	0.0%
	Welfare TANF Foster Care (Title IV-E)	$43,989	$0	-100.0%
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	$548,951	$548,951	0.0%
	Substance Abuse Federal Block Grant - Primary Prevention	$205,768	$205,768	0.0%
	Substance Abuse Prevention Coalition of Alexandria	$120,918	$120,918	0.0%
	High Intensity Drug Trafficking Area Treatment Grant - Residential	$159,695	$159,924	0.1%
Intellectual Disability Programs	Grants for Infants and Toddlers with Disabilities	$93,698	$131,415	40.3%
	Total Federal Funds	$2,208,811	$2,247,559	1.8%

Summary of Major Special Revenue Sources by Department

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

	State Funds	FY 2011 Approved Budget Estimate	FY 2012 Proposed Budget Estimate	% Change FY11 - FY 12
Mental Health Programs	Crisis Stabilization	$138,096	$136,018	-1.5%
	MH Law Reform	$281,694	$285,194	1.2%
	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	$45,000	$70,000	55.6%
	System of Care	$475,000	$369,930	-22.1%
	Juvenile Detention	$110,000	$110,000	0.0%
	Other State Aid	$2,797,352	$3,057,448	9.3%
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	$1,376,215	11.9%
Intellectual Disability Programs	Other State Aid	$301,440	$92,336	-69.4%
	Total State Funds	$5,836,397	$5,955,133	2.0%

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

Federal Funds	FY 2011 Approved Budget Estimate	FY 2012 Proposed Budget Estimate	% Change FY11 to FY12
VDSS (Virginia Dept. of Social Services (Operating Funds)	$515,059	$479,407	-6.9%
VDSS Eligibility Determination	$1,994,254	$2,062,395	3.4%
VDSS Child Welfare Administration	$1,524,893	$1,554,893	2.0%
VDSS Adult Services Administration	$293,141	$358,355	22.2%
VDSS Early Childhood Administration	$462,875	$462,875	0.0%
VDSS CSA Administration	$0	$74,000	0.0%
Foster Care IV - E	$1,622,617	$1,133,043	-30.2%
Adoption Subsidy	$929,706	$929,706	0.0%
TANF/View Child Care and Wrap Around	$969,986	$969,986	0.0%
Child Care Fee System	$1,785,402	$1,785,402	0.0%
Virginia Department of Aging	$386,450	$387,231	0.2%
VDSS In-Home Services to Companion	$303,713	$303,713	0.0%
Head Start	$1,828,166	$1,864,694	2.0%
Transitional Apartment Planning & Eviction Storage (CDBG)	$102,000	$102,000	0.0%
Shelter Grants	$54,009	$117,505	117.6%
Community Services Block Grant (CSBG\BASIC)	$244,738	$176,954	-27.7%
Virginia Refugee Resettlement Program (VRRP)	$107,077	$109,779	2.5%
VDSS Refugee Resettlement Program (VRRP)	$91,000	$85,000	-6.6%
WIA (Workforce Investment Board)	$345,633	$258,903	-25.1%
VIEW	$338,357	$313,357	-7.4%
TANF Employment Advancement Grant (VDSS)	$144,628	$30,109	-79.2%
All other Federal grants (includes individual program grants under $100,000)	$152,396	$174,633	14.6%
Total Federal Funds	$14,196,100	$13,733,940	-3.3%

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

State Funds	FY 2011 Proposed Budget Estimate	FY 2012 Proposed Budget Estimate	% Change FY11 to FY12
Auxiliary Grants	$236,454	$236,454	0.0%
Foster Care IV - E	$1,264,600	$883,048	-30.2%
Adoption Subsidy	$724,576	$724,576	0.0%
Special Needs Adoption	$313,241	$574,579	83.4%
TANF/VIEW Child Care	$619,520	$619,520	0.0%
VDSS (Virginia Department of Social Services) Operating Funds	$366,578	$276,748	-24.5%
VDSS Eligibility Determination	$1,103,204	$1,117,761	1.3%
VDSS Child Welfare Administration	$910,366	$909,668	-0.1%
VDSS Early Childhood Administration	$275,992	$255,992	0.0%
Comprehensive Services Act	$5,031,084	$4,726,401	-6.1%
Childcare Fee System	$521,728	$521,728	0.0%
Shelter Support Grant	$67,970	$102,993	51.5%
Homeless Intervention	$269,182	$246,000	-8.6%
Other VDSS Client Services	$274,067	$274,067	0.0%
Virginia Preschool Initiative	$810,000	$810,000	0.0%
VDSS Companion Program	$44,860	$44,860	0.0%
VDSS Aging Administration	$174,787	$148,661	-14.9%
Virginia Department of Aging (VDA)	$175,462	$175,462	0.0%
All other State grants (includes individual program grants under $100,000)	$228,362	$227,613	-0.3%
Total State Funds	$13,412,033	$12,876,131	-4.0%

Addendum Table V
Department of Community and Human Services
Combined State and Federal funding for Social Services and Other Programs

	FY 2011 Approved Budget Estimate	FY 2012 Proposed Budget Estimate	% Change FY11 to FY12
Virginia Department of Social Services Allocations			
Allocation for Administering Social Programs	$8,128,028	$8,192,727	0.8%
VDSS Child Care Assistance	$3,896,636	$3,896,636	0.0%
VDSS Foster Care and Adoptions	$4,854,740	$4,244,952	-12.6%
VDSS TANF Employment Advancement	$144,628	$30,109	-79.2%
VDSS Refugee Resettlement	$91,000	$85,000	-6.6%
VDSS Companion Programs	$348,573	$348,573	0.0%
VDSS Other Client Services	$597,704	$609,783	2.0%
Workforce Investment Board Allocations for			
Dislocated Worker	$92,549	$92,549	0.0%
Youth in School/Youth out of School	$63,545	$63,545	0.0%
Adult	$90,204	$90,204	0.0%
Rapid Response	$75,000	$0	-100.0%
Administration	$24,335	$12,605	-48.2%
Virginia Department of Aging	$561,912	$562,693	0.1%
Virginia Cares	$51,659	$55,659	7.7%
Project Discovery	$73,394	$68,700	-6.4%
Virginia Preschool Initiative	$810,000	$810,000	0.0%
Head Start	$1,828,166	$1,864,694	2.0%
Transitional Apartment Planning & Eviction Storage (CDBG)	$102,000	$102,000	0.0%
Community Services Block Grant (CSBG)	$244,738	$176,954	-27.7%
Homeless Intervention Grant	$269,182	$246,000	-8.6%
Homeless Services Grants	$121,979	$220,498	80.8%
Virginia Refugee Resettlement Program (VRRP)	$107,077	$109,779	2.5%
Comprehensive Services Act	$5,031,084	$4,726,401	-6.1%
Total Funds	$27,608,133	$26,610,061	-3.6%

Addendum Table VI
Office of Housing Federally Funded Programs

State Funds	FY 2011 Approved Budget Estimate	FY 2012 Proposed Budget Estimate	% Change FY11 to FY12
CDBG Program Administration	$240,364	$226,084	-5.9%
HOME HAP Loans	$523,117	$516,923	-1.2%
CDBG Hap Loans	$83,767	$198,159	136.6%
CDBG Rehabilitation Loans	$303,246	$250,000	-17.6%
CDBG HAP Administration	$145,420	$170,393	17.2%
CDBG Rehabilitation Administration	$245,367	$295,345	20.4%
HOME Housing Opportunities Fund/Housing Development Assistance	$320,000	$320,000	0.0%
All other Federal grants (includes individual program grants under $100,000)	$194,187	$187,206	-3.6%
Total Federal Funds	$2,055,468	$2,164,110	5.3%

Addendum Table VII
Office of Housing Total Sources and Uses

FY 2012 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	365,002	3,550	0	577,845	0	46,112	0	0	67,825	175,614	1,235,948
Program Income	50,000	0	0	200,000	0		0	0	0	0	250,000
Carryover	0	0	0	305,000	0	8,000	0	0	0	5,000	318,000
	415,002 **12 HAP Loans**	3,550		1,082,845 **10 HRLP Loans 1 RAMP Loan**		54,112 **1 Testing Round**			67,825	180,614	**1,803,948**
HOME											
New Grant	516,923	0	0	0	0	0	0	320,000	54,743	36,496	928,162
Program Income	5,000	0	0	0	0	0	0	0	0	0	5,000
	521,923 **6 HAP Loans** (w/ General Fund below)							320,000 **1 Project Financed**	54,743	36,496	**933,162**
ARRA											
Carryover	0	0	0	208,000	0	0	0	0	0	0	**208,000**
				3 loans/ grants							
GENERAL FUND											
New	129,718	12,972	116,746	0	303,716	33,746	272,226	36,113	361,130	252,791	1,519,157
New HOME Match	129,231	0	0	0	0	0	0	0	0	0	129,231
	258,949 **Admin Support for HAP, MIHP, and EHIP**	12,972 **Admin Support for Counseling & Fair**	116,746 **2 units placed under contract**		303,716 **1,000 disputes mediated & 4,000 clients served**	33,746	272,226 **10 Pledged Units**	36,113	361,130	252,791	**1,648,388**
Housing Trust Fund											
New	276,500	0	0	35,000	0	0	0	200,000	0	0	511,500
Carryover	282,460	95,000	0	4,500	0	0	0	0	0	0	381,960
HOME Match (Carryover)	0	0	0	0	0	0	0	80,000	0	0	80,000
	558,960 **19 MIHP Loans 8 EHIP Loans**	95,000 **200 Clients Served**		39,500 **3 Mini-RAMP Grants**				280,000 **Same Project (1) as above**			**973,460**
OTHER NON-FED											
New	0	4,500	0	0	0	0	0	2,040	0	0	6,540
Carryover	0	0	0	0	0	0	0	56,038	0	0	56,038
		4,500 **Homeowner-ship Fair**						58,078 **Same Project (1) as above**			**62,578**
ALL FUNDS	**1,754,834**	**116,022**	**116,746**	**1,330,345**		**87,858**	**272,226**	**694,191**	**483,698**	**469,900**	**5,629,536**

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City Agency FY 2012 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	$183,105	$49,630	$0	$232,735
Funds are provided by the VA Department of Criminal Justice Services to achieve three goals: to ensure the rights of Alexandria's crime victims; to provide community education and establish coordinated services; and to assist prosecutors in gaining cooperation of victims and witness to better ensure their cooperation throughout the criminal justice process..						
Violence Against Women Act Funds (V-Stop)	**VA Department of Criminal Justice Services**	1.0	$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.						
Sheriff						
CCCA (Pre-trial and Local Services)	**State Department of Criminal Justice**	6.0	$459,209	$236,040	$0	$695,249
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 2012 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	$914,485	$0	$1,098,662
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	$57,202	$177,866	$95,575	$330,643
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	$16,134	$20,170	$3,923	$40,227
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	$0	$139,130		$139,130
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	$37,582	$0	$0	$37,582
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 2012 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
TES						
Transportation Demand Management	**Virginia Department of Rail and Transportation**	2.0	$228,240	$0	$57,060	$285,300
Funds are provided for outreach and staff to manage the City's Rideshare Program.						
Employer Outreach	**Federal Highway Administration (FHWA) - Regional Surface Transportation Program Projects**		$77,780	$0	$0	$77,780
Funds are provided through a contract with the Virginia Department of Transportation to complete outreach and encourage employers to participate in programs that decrease the number of single occupancy vehicles.						

City Agency FY 2012 Estimated Special Revenue Funds

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

City Agency FY 2012 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**		$20,000	$0	$0	$20,000
The Virginia Department of Environmental Quality provides non-competitive grant funding to support the Adopt-a-Park Litter Control program						
Local Government Challenge	**Virginia Commission for the Arts**		$5,000	$0	$0	$5,000
The Virginia Commission for the Arts provides matching funds, up to $5,000, to be allocated to arts organizations and artists who have submitted requests for funding to the Alexandria Commission for the Arts.						

City Agency FY 2012 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Community and Human Services						
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.						

City Agency FY 2012 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Community and Human Services						
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	$63,769	$0	$0	$63,769
Funds are provided for tobacco prevention programming in Alexandria preschools by developing personal, social and emotional skills in children.						
Sexual Assault Response and Awareness (SARA) - Violence Against Women Act Funds	**Virginia Department of Criminal Justice Services**	1.0	$42,376	$43,050	$0	$85,426
Funds are provided through the Violence Against Women Act for comprehensive services to Spanish speaking victims of sexual assault in Alexandria and educational outreach.						
Rape Victims Companion Program - Sexual Assault Response and Awareness	**Virginia Department of Criminal Justice Services**	3.0	$176,431	$48,688	$0	$225,119
Funds are provided through the federal Victims of Crime Act for rape crisis centers to provide direct services for victims of sexual violence.						
Domestic Violence	**Virginia Department of Social Services**	3.0	$176,945	$59,704	$0	$236,649
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.						

City Agency FY 2012 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Community and Human Services						
Sexual Assault 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**		$8,309	$0	$0	$8,309
Funds are provided to pay for utilities at the battered women's shelter.						
Shelter Support	**State Department of Housing and Community Development**		$18,149	$0	$0	$18,149
Funds are provided for program support and facility operations for the Battered Women's Shelter.						
Project Discovery	**State of Virginia**	1.0	$68,700	$0	$0	$68,700
Funds are provided to motivate and encourage students to pursue post-secondary educational and/or training opportunities by conduction outreach activities and providing support for students who may be at risk of not pursuing or enrolling in post secondary education/training.						
Headstart	**Department of Health and Human Services**		$1,864,694	$0	$196,541	$2,061,235
Funds are provided to promote school readiness by enhancing the social and cognitive development of children through the provision of education, health, nutritional, social and other services to enrolled children and families. Alexandria contracts with The Campagna Center to administer this program and achieve goals as required by Headstart.						
Homeless Prevention	**VA Department of Housing and Community Development**		$246,000	$172,159	$0	$418,159
Funds are provided to intervene in situations displaying factors indicating potential homelessness prior to Alexandrians becoming homeless.						
Homeless Shelter Programs	**VA Department of Housing and Community Development**		$167,505	$0	$0	$167,505
Funds are provided to support homeless sheltering efforts.						

City Agency FY 2012 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Community and Human Services						
Community Services Block Grant	**Virginia Department of Social Services, Office of Community Services**	2.0	$176,954	$0	$0	$176,954
Funds are provided to support efforts in preventing homelessness through counseling, education and financial assistance.						
Virginia Cares	**Virginia Cares**	1.0	$50,659	$37,373	$0	$88,032
Funds are provided to community agencies to assist ex-offenders in re-entry into the community without returning to a life of crime.						

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Personnel & Compensation Summary

Personnel & Compensation Highlights

Compensation up 3.6% overall

Funding provided for merit-based step increase

"R" Step added to the end of pay scale

$0.7 million set aside for competitive salary adjustments

No across-the-board pay increase provided

A net increase of 2.1 full-time equivalents (FTEs) with no impact to the General Fund

Health insurance premiums are expected to increase by 5.0% in FY 2012

Adjustments to premium costs sharing ratios continued in FY 2012 saving $0.6 million

- All Funds total compensation for City staff increases by 3.6% (total compensation for the General Fund increases by $7.0 million or 3.9%). The main driver of this is the $3.3 million budgeted for the merit-based step provided to employees in FY 2012 and the continued cost of the merit-based step approved in the FY 2011 budget. The budgets for retirement and healthcare also increase on a net basis.
- Employees eligible on a merit basis for a step increase will receive salary increases ranging from 2.3% – 5.0 % of salary.
- The budget also provides funding to add a step (R Step) to the pay scale to enable employees at the end of the scale to receive a pay increase if warranted by performance.
- Recent salary benchmarking surveys and analysis of the City's salary structure recommend adjustments to the City's pay scales in order to make them more fair and regionally competitive. The proposed budget sets aside $0.7 million in funds for the first year of a three year program to implement competitive pay adjustments.
- There will be no across-the-board pay increase for City employees for the fourth straight year.
- The City workforce increases by 2.1 full-time equivalents (FTEs) on a net basis, but the proposed budget includes 2.5 new special revenue funded positions so it holds level overall staffing levels funded by General Fund revenue as required by City Council guidance.
- The total number of FTEs in FY 2011 remains well below (-4.6%) peak FY 2009 levels.
- Healthcare insurance premiums are expected to increase by 5.0% for plans under both Kaiser Permanente and United Healthcare.
- The budget proposes continuing the previously announced policy of gradually increasing the minimum employee share of health insurance premiums. Adjustments to premium cost sharing ratios will save the City $0.6 million in FY 2012.
- For employees hired before July 1, 2010 the employee share of health insurance premium costs will increase by 3% to a minimum of 16%. New employees and those hired after July 1, 2010 will continue to pay a minimum 20% share.
- No healthcare plan design changes are being proposed.

Personnel & Compensation Highlights

Employees to contribute a 1% minimum to the employee share of the City supplemental benefit, resulting in a savings of $1.6 million

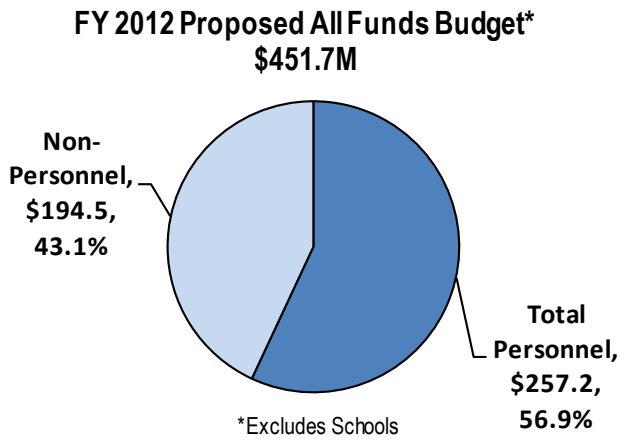
Proposed 1 percentage point increase in Police Officer and Firefighter pension contributions

$1.8 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 2012.
- The budget proposes a 1% minimum in the employee share of the cost of the City supplemental retirement benefit resulting in a savings to the City of $1.6 million. General Schedule employees currently contributing 2% or 4% of salary towards their retirement as a result of their hire date will continue to do so.
- The budget also proposes a 1 percentage point increase in Police Officer and Firefighter pension contributions.
- 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. The FY 2012 Proposed Budget provides $1.8 million in new funding in FY 2012 to the Other Post Employment Benefit Trust Fund (OPEB) towards the City's future OPEB obligations.

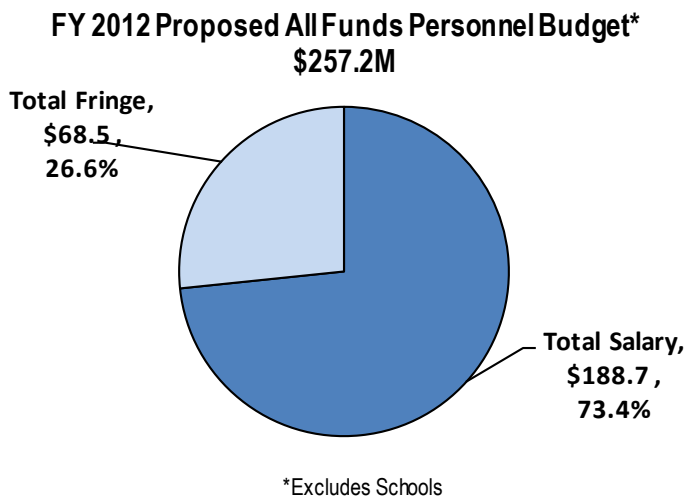
Personnel Budget

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



Of the $257.2 million personnel budget, $188.7 million, or 73%, is for salaries. And about $68.5 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

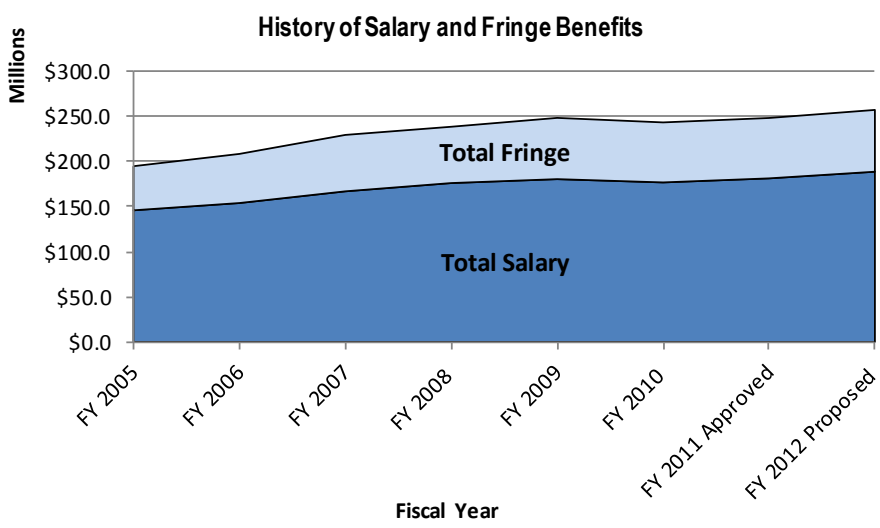
Total compensation increases by $9.0 million, or 3.6%. The budget for salaries increases by $7.4 million (4.1%) and total fringe benefits increases by $1.6 million (2.4%).

All Funds Budget in millions (Excludes Schools)

Title	FY 2011 Approved	FY 2012 Proposed	$Change FY11/12	%Change FY11/12
Total Salary	$181.3	$188.7	$7.4	4.1%
Fringe				
FICA	12.9	13.3	$0.4	2.9%
Retirement	32.9	33.8	$1.0	3.0%
Health	19.3	19.5	$0.2	0.9%
Other*	1.9	1.9	$0.0	2.6%
Total Fringe	67.0	68.5	$1.6	2.4%
Total Personnel	$248.3	$257.2	$9.0	3.6%

*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 2012 due to the cost of the merit-based step provided to employees.



Personnel Budget

$3.7 million is budgeted for turnover savings, a decrease of $0.7 million from the FY 2011 turnover savings amount

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 revamped the way it factored for vacancy savings. An overall turnover rate of approximately 2% was applied city-wide. A turnover rate was not applied to departments with less than 4 employees. Medium size departments, those with 4 – 180 employees, experienced a turnover rate of 2.0%. A rate of 1.2% was applied to all public safety departments because they historically experience less turnover. Finally, large departments were given a rate of 2.5%.

The FY 2012 Proposed budget modifies slightly how turnover rates are applied to departments. The overall turnover rate being applied to departments is 1.8%, which is a slight decrease from the prior year. The rates being applied to departments are based less on the size of a department and more on turnover experience in FY 2010 and FY 2011

By further refining the turnover savings methodology, the City will accrue savings in a way that more accurately reflects the true savings the City experiences from vacancies. The result of this process is a calculation of turnover savings that is more strategic and fair to departments.

City Workforce by Full-time Equivalent (FTE)

During FY 2011 the City has added a net of 14.4 FTEs over the amount approved in the FY 2011 Budget. Of these mid-year additions, 14.0 FTEs are funded with Special Revenues resulting in a net General Fund impact of 0.4 FTEs.

The 12.0 new FTEs for the Fire Department represent positions funded through the federal SAFER grant. The additional FTEs will assist the Department achieve 4-person minimum staffing on engines at four fire stations.

(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.)

FTE Summary *FY 2011 Mid-Year FTE Changes*

	FY 2011 Approved	Positions Adeded	Positions Deleted	FY 2011 Amended	Change #	Change %
Full-time	2,324.0	15.0	0.0	2,339.0	15.0	0.6%
Part-time	166.8	0.0	(0.6)	166.2	(0.6)	-0.4%
Approved Overhire	35.0	0.0	0.0	35.0	0.0	0.0%
Total FTE	**2,525.8**	**15.0**	**(0.6)**	**2,540.2**	**14.4**	**0.3%**

FY 2011 Mid-Year FTE Changes

Additions	
Fire Department	
Fire Fighter I*	12.0
Department of Community & Human Services	
Residential Counselor*	1.0
T&ES	
Potomac Yard Project Manager*	1.0
BRAC Coordinator	1.0
Total Additions	**15.0**
Reductions	
Department of Community & Human Services	
Outreach Prevention Specialist	(0.6)
Total Reductions	(0.6)
Total FY 2011 Mid-Year FTE Changes	
Net Additions/(Reductions)	14.4
Special Revenue Funded Positions	14.0
Net General Fund Impact	0.4

*Position is funded with Special Revenues

City Workforce by Full-time Equivalent (FTE)

In the FY 2012 Proposed Budget FTEs increase by 2.1, or 0.2%.

Per City Council guidance, the budget holds level overall staffing funded by General Fund revenues.

Positions added to the budget include:

- **4.0 positions in the Police Department and General Services related to the new Police Facility;**
- **1.0 position is added to General Services to work on fleet services activities**
- **2.0 in T&ES are special revenue funded and will assist with stormwater and sanitary sewer projects;**
- **0.5 in Code Enforcement to restore a Records Clerk position which is also Special Revenue funded;**
- **0.8 to restore various positions in Recreation that were previously unfunded**

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

FTE Summary *FTE Changes from FY 2011 - FY 2012 Proposed*

	FY 2011 Amended	Positions Adeded	Positions Deleted	FY 2012 Approved	Change #	Change %
Full-time	2,339.0	7.0	(5.0)	2,341.0	2.0	0.1%
Part-time	166.2	1.3	(1.2)	166.3	0.1	0.1%
Approved Overhire	35.0	0.0	0.0	35.0	0.0	0.0%
Total FTE	**2,540.2**	**8.3**	**(6.2)**	**2,542.3**	**2.1**	**0.2%**

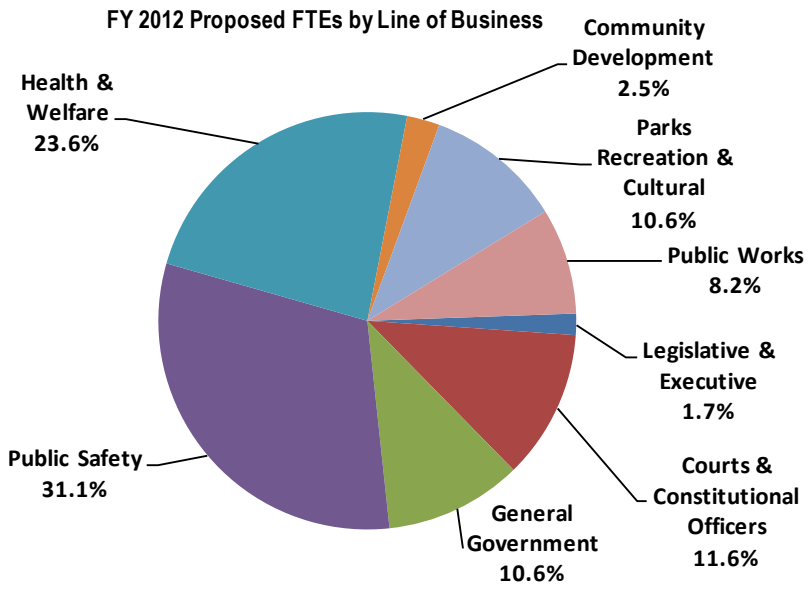
FTE Changes FY 2011 - FY 2012 Proposed

Additions	
General Services	
APD Facility Property Manager	1.0
APD Facility Systems Technician	1.0
Fleet Services Management Analyst	1.0
Police Department	
Special Police Officer (for APD Facility security)	2.0
T&ES	
Inspector I*	1.0
Civil Engineer I*	1.0
Code	
Records Clerk*	0.5
RPCA	
Recreation Leaders	0.8
Total Additions	**8.3**
Reductions	
Sheriff	
Director	-1.0
Caseworker	-1.0
Caseworker	-1.0
Secretary	-1.0
Library	
Library Associate I	-1.0
Department of Community & Human Services	
Therapist	-0.5
Therapist	-0.3
Residential Counselor	-0.1
RPCA	
Equipment Maintenance Specialist	-0.3
Total Reductions	**-6.2**
Total FTE Change FY 2011 - FY 2012	
Net Additions/(Reductions)	2.1
Special Revenue Funded Postions	2.5
Net General Fund Impact	**-0.4**

*Position is funded with Special Revenues

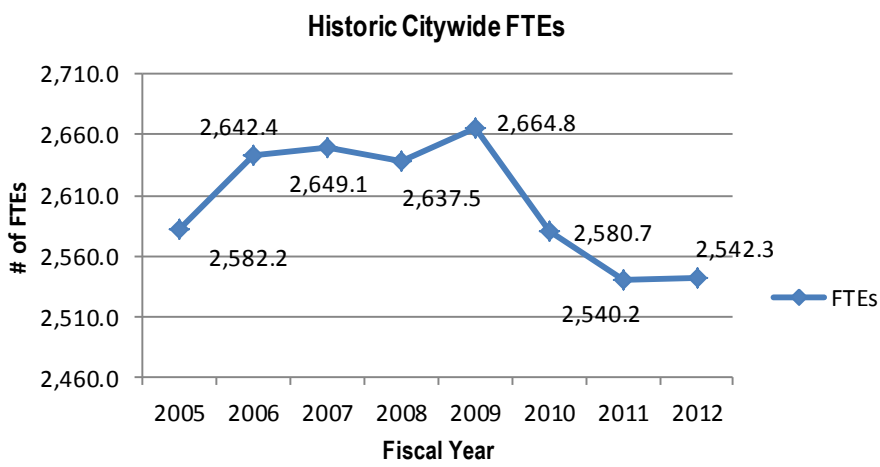
City Workforce by Line of Business

In the FY 2012 Proposed Budget about 55% of total FTEs work in the Public Safety and Health & Welfare lines of business.



The City's total number of FTEs increased by 3.2% from FY 2005 – FY 2009. This increase was followed by a 4.7% decrease in FTEs over the next two years (FY 2010 and FY 2011) as a result of the economic downturn.

FY 2012 Proposed FTEs remain below levels experienced in prior years.



*Proposed Budget

City Workforce Totals from FY 2010 – FY 2012 Proposed

In the FY 2012 Proposed budget total FTEs remain below FY 2010 levels by 38.4 FTEs.

	Total FTEs Amended FY 2010	Amended FY 2011	Propoed FY 2012
Legislative & Executive			
City Council	14.0	14.0	14.0
City Manager	10.0	10.0	10.0
City Attorney	14.0	14.0	14.0
City Clk & Clk of Council	4.0	4.0	4.0
Subtotal	42.0	42.0	42.0
Courts & Constitutional Officers			
18th Circuit Court	13.0	13.0	13.0
Clerk of Court	23.0	22.0	22.0
Commonwealth's Attorney	29.0	27.0	27.0
Court Services Unit	10.2	9.5	9.5
Law Library	1.0	1.0	1.0
Registrar of Voters	6.6	6.6	6.6
Sheriff	218.0	219.0	215.0
Subtotal	300.8	298.1	294.1
General Government			
Office of Communications	14.8	13.5	13.5
Finance	91.5	90.5	90.5
General Services	66.0	67.0	70.0
Human Rights	5.5	5.5	5.5
Human Resources	22.6	21.0	21.0
ITS	43.0	42.0	42.0
Internal Audit	2.0	2.0	2.0
OMB	11.0	11.0	11.0
Real Estate	14.0	15.0	15.0
Subtotal	270.4	267.5	270.5
Public Safety			
Police	462.0	413.0	415.0
Fire	252.0	272.0	272.0
Code	72.6	49.0	49.5
Emergency Communications	1.0	55.0	55.0
Subtotal	787.6	789.0	791.5
Health & Welfare			
DCHS	593.6	582.9	582.1
Health	17.6	18.5	18.5
Subtotal	611.2	601.4	600.6
Community Development			
Housing	17.0	17.0	17.0
Planning & Zoning	49.5	47.5	47.5
Subtotal	66.5	64.5	64.5
Parks, Recreation & Cultural			
Historic Alexandria	26.8	26.0	26.0
Library	80.4	76.4	75.4
Rec Parks & Cltrl Actvt's	189.2	168.3	168.8
Subtotal	296.3	270.7	270.2
Public Works			
Transp & Envir Svc's	206.0	207.0	209.0
Subtotal	206.0	207.0	209.0
Grand Total	**2,580.7**	**2,540.2**	**2,542.3**

City Workforce Approved Changes for FY 2012 Proposed

The FY 2012 Proposed Budget includes an increase of 2.1 FTEs, however there is no net impact to the General Fund as a result of offsetting FTE reductions and some new positions being substantially funded by Special Revenues.

	FY 2011 Amended FTE's	FY 2012 Proposed Positions Full-Time	Part-Time	Over-Hire	Total (FTE)	Change in FTE's FY 11 to FY 12 #	%
Legislative & Executive							
City Council	14.0	1.0	13.0	-	14.0	-	-
City Manager	10.0	10.0	-	-	10.0	-	-
City Attorney	14.0	14.0	-	-	14.0	-	-
City Clk & Clk of Council	4.0	4.0	-	-	4.0	-	-
Subtotal	42.0	29	13.0	-	42.0	-	-
Courts & Constitutional Officers							
18th Circuit Court	13.0	13	-	-	13.0	-	-
Clerk of Court	22.0	22	-	-	22.0	-	-
Commonwealth's Attorney	27.0	26	1	-	27.0	-	-
Court Services Unit	9.5	9	1	-	9.5	-	-
Law Library	1.0	1	-	-	1.0	-	-
Registrar of Voters	6.6	6	1	-	6.6	-	-
Sheriff	219.0	215	-	-	215.0	(4.0)	(1.8%)
Subtotal	298.1	292	2.1	-	294.1	(4.0)	(1.3%)
General Government							
Office of Communications	13.5	13	1	-	13.5	-	-
Finance	90.5	86	5	-	90.5	-	0.0%
General Services	67.0	70	-	-	70.0	3.0	4.5%
Human Rights	5.5	5	1	-	5.5	-	-
Human Resources	21.0	21	-	-	21.0	-	-
ITS	42.0	42	-	-	42.0	-	-
Internal Audit	2.0	2	-	-	2.0	-	-
OMB	11.0	11	-	-	11.0	-	-
Real Estate	15.0	15	-	-	15.0	-	-
Subtotal	267.5	265.0	5.5	-	270.5	3.0	1.1%
Public Safety							
Police	413.0	407	2	6	415.0	2.0	0.5%
Fire	272.0	272	-	-	272.0	-	-
Code	49.0	31	1	18	49.5	0.5	1.0%
Emergency Communications	55.0	55	-	-	55.0	-	100.0%
Subtotal	789.0	765.0	2.5	24.0	791.5	2.5	0.3%
Health & Welfare							
DCHS	582.9	519	63	-	582.1	(0.9)	(0.1%)
Health	18.5	11	8	-	18.5	-	-
Subtotal	601.4	530.0	70.6	-	600.6	(0.9)	(0.1%)
Community Development							
Housing	17.0	17	-	-	17.0	-	-
Planning & Zoning	47.5	40	1	7	47.5	-	-
Subtotal	64.5	57.0	0.5	7.0	64.5	-	-
Parks, Recreation & Cultural							
Historic Alexandria	26.0	16	10	-	26.0	-	0.0%
Library	76.4	54	21	-	75.4	(1.0)	(1.3%)
Rec Parks & Cltrl Actvt's	168.3	128	41	-	168.8	0.5	0.3%
Subtotal	270.7	198.0	72.2	-	270.2	(0.5)	(0.2%)
Public Works							
Transp & Envir Svc's	207.0	205	-	4	209.0	2.0	1.0%
Subtotal	207.0	205.0	-	4.0	209.0	2.0	1.0%
Grand Total	**2,540.2**	**2,341**	**161**	**35**	**2,542.3**	**2.1**	**0.1%**

City Workforce Vacancies

As of January 2011 there are 173 funded full and part-time positions vacant city-wide

173 vacancies equates to a city-wide vacancy rate of approximately 6.8%

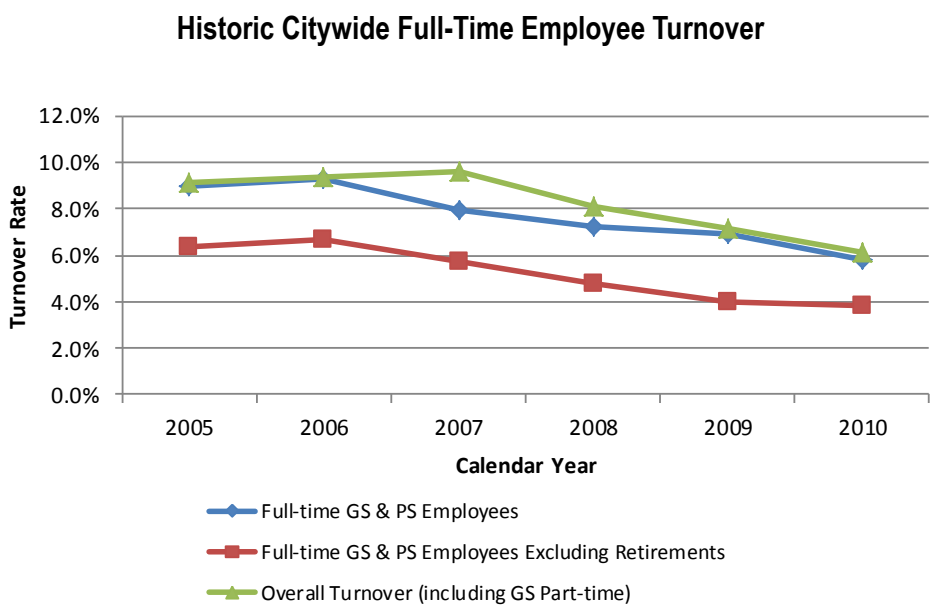
Of the 173 vacant positions, 107 have been approved for hiring by the City Manager and are in the process of being filled. Departments have not requested to fill the remaining 66 vacant positions at this time.

City-wide Vacant Positions as of January 2011

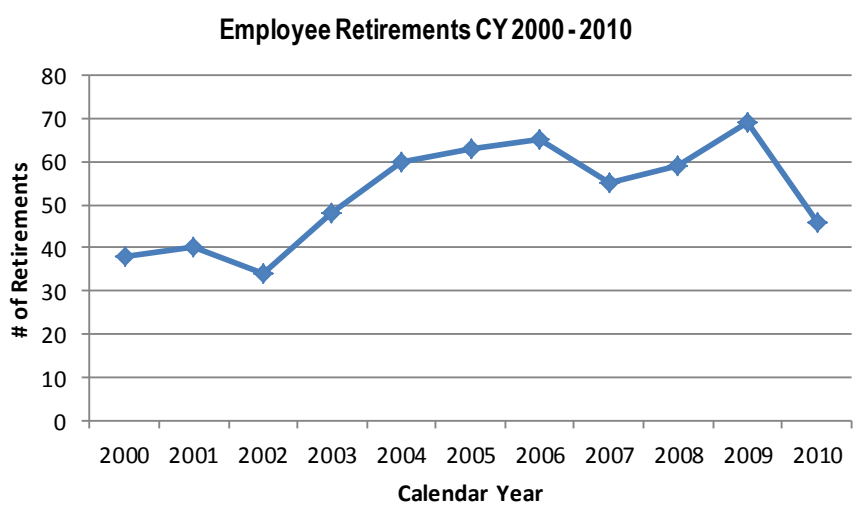
	Approved FTEs	Total Vacancies	% of Approved FTEs Vacant
Legislative & Executive			
City Council	14.0	0	-
City Manager	10.0	0	-
City Attorney	14.0	1	7.1%
City Clerk & Clerk of Council	4.0	0	-
Total Legislative & Executive	42.0	1	2.4%
Courts & Constitutional Officers			
18th Circuit Court	13.0	0	-
Clerk of Court	22.0	0	-
Commonwealth Attorney	27.0	2	7.4%
Court Services Unit	9.5	1	10.5%
Law Library	1.0	0	-
Registrar of Voters	6.6	0	-
Sheriff	219.0	4	1.8%
Total Courts & Const. Ofcrs.	298.1	7	2.3%
General Government			
Communications & Public Informati	13.5	0	-
Finance	90.5	9	9.9%
General Services	67.0	5	7.5%
Human Resources	21.0	0	-
Human Rights	5.5	0	-
Information Technology Services	42.0	2	4.8%
Internal Audit	2.0	0	-
Office of Management & Budget	11.0	1	9.1%
Real Estate	15.0	2	13.3%
Total General Government	267.5	19	7.1%
Public Safety			
Fire	272.0	13	4.8%
Office of Building & Fire Code Adm	49.0	2	4.1%
Emergency Communications	55.0	15	27.3%
Police	413.0	9	2.2%
Total Public Safety	789.0	39	4.9%
Health & Welfare			
Community & Human Services	582.9	59	10.1%
Health Department	18.5	1	5.4%
Total Health & Welfare	601.4	60	10.0%
Community Development			
Housing	17.0	1	5.9%
Planning & Zoning	47.5	2	4.2%
Total Community Development	64.5	3	4.7%
Parks, Recreation & Culture			
Historic Alexandria	26.0	3	11.5%
Library	76.4	16	21.0%
Recreation, Parks & Cultural Activ	168.3	13	7.7%
Total Recreation & Culture	270.7	32	11.8%
Public Works			
Transportation & Environ Svc's	207.0	12	5.8%
Total Public Works	207.0	12	5.8%
Grand Total	**2,540.2**	**173**	**6.8%**

City Workforce Turnover and Retirements

Overall turnover rates have declined since CY 2007. In CY 2010 overall turnover was 6.2%, a decline of 1.0% from CY 2009.



A total of 46 employees retired from city service in CY 2010, a decline of 33% from the prior year. The decrease in retirements reverse the prior two-year trend of increases.



Compensation & Classification Study: Overview

The City's objective of the Classification & Compensation 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 FY 2012 Proposed Budget sets aside $0.7 million to fund the first year of a three year program to implement pay adjustments in order to provide a fair, regionally competitive salary structure for employees.

In FY 2009, the City retained the services of Towers Watson (formerly 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

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

Actions carried out to date include:

- The City's compensation philosophy has been updated
- A new competency based "whole job" classification system has been implemented.
- A new performance management system is being utilized for certain employee groups
- At the City's request Towers Watson evaluated the City's pay scales to determine market comparability and has recommended options for the City to align its pay scales with market data in order to provide employees with a fair, regionally competitive salaries.
- The FY 2012 Proposed budget sets aside $0.7 million in funds for the first year of a three year program to implement pay adjustments to be competitive with neighboring jurisdictions.

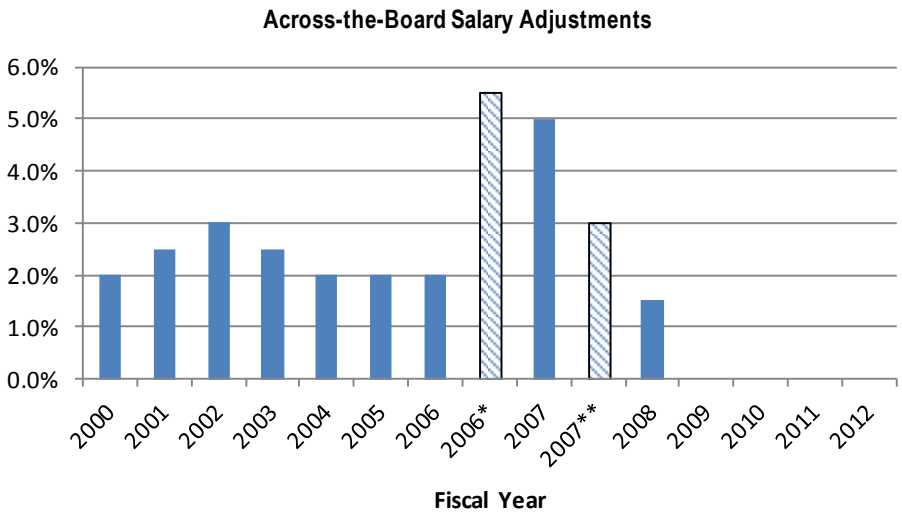
Implementation of the Competency Based Classification System

Towers Watson found that the City's 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 is implementing the new classification system in FY 2011 at an annual cost of $400,000. The FY 2012 Proposed budget includes funds for these adjustments to continue as part of the base budget.

The chart to the right shows the recent history of across-the-board salary adjustments given to City employees since 2000.

For the fourth year in a row the operating budget does not include an across-the-board pay increase.

The FY 2012 Proposed budget does include funding for a merit-based step increase for qualified employees, and sets aside $0.7 million to implement the first year of competitive pay adjustments.



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

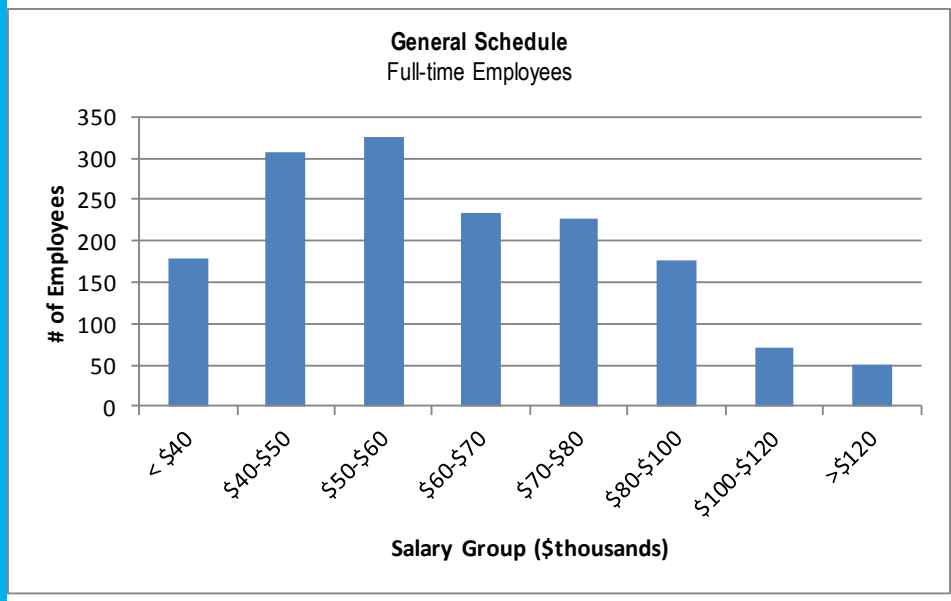
*In FY 2007, City Council approved a total salary adjustment of 5% (3% COLA and 2% MRA). Public Safety employees were only given a 3.0% adjustment.

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

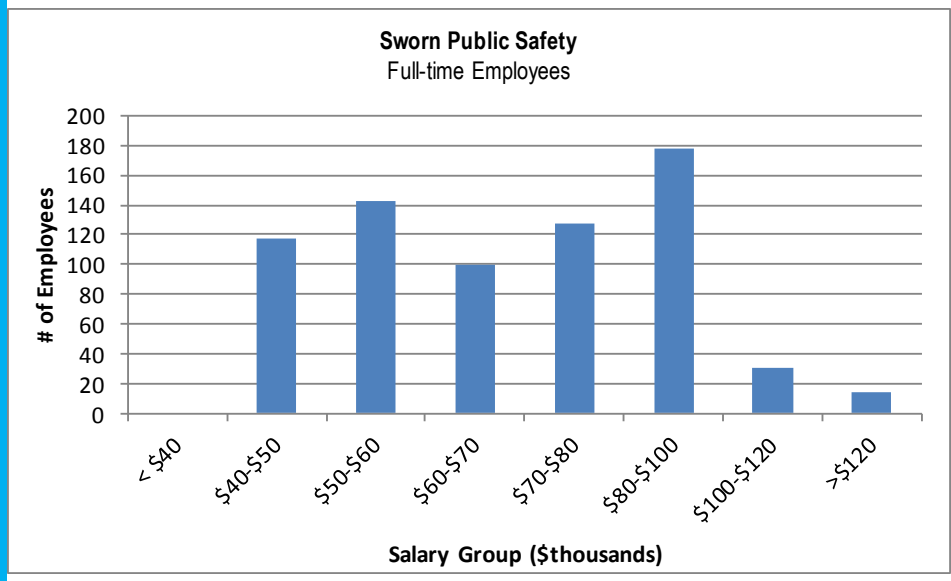
The table to the right shows the average salary (as of January 1, 2011) of City employees.

	Average Salary as of 1/1/2010
General Schedule (FT)	$63,633
Public Safety (FT)	$70,219
General Schedule (PT)	$21,723

About 52% of full-time General Schedule employees earn less than the average salary of all General Schedule employees ($63,633). About 7.7% earn more than $100,000.



A little more than half of all sworn Public Safety employees earn less than the average salary of that group ($70,219). About 6.3% earn more than $100,000.



Employee Compensation – Retirement

FICA payments by the City increase by $0.37 million (2.9%) in the FY 2012 Proposed Budget due to funding for the merit-based step.

Retirement costs for the City are budgeted at $33.8 million in the FY 2012 Proposed Budget, a $0.9 million increase from the prior year.

The City Manager's budget proposes a 1% minimum in the employee share of the cost of the City supplemental retirement benefit, as well as a 1 percentage point increase in Police Officer and Firefighter pension contributions.

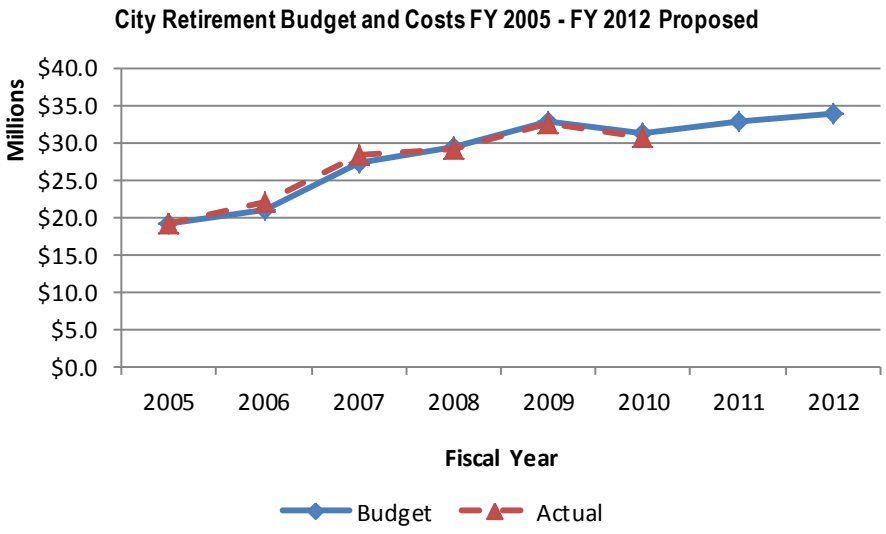
Details on the City's and employees' retirement contribution rates can be found on the following page.

Federal Insurance Contributions Act (FICA)

This represents the City share of Social Security and Medicare tax. The $13.3 million budgeted in FY 2012 is equivalent to the share that employees also pay. The CY 2011 maximum earnings cap remains at the CY 2010 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 2012 proposed retirement budget represents the contribution that the City pays towards employee retirement plans. The chart below shows actual retirement costs from FY 2005 – 2010 and the budgeted costs for retirement from FY 2005 – 2012 Proposed. The chart on the following page details the planned contribution rates the City and employees pay.



Employee Compensation – Retirement

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

The table to the right shows the FY 2011 Approved and FY 2012 Proposed retirement contribution rates.

In the current fiscal year, General Schedule employees' contribution rates for retirement vary from 0% to 6% depending on when an employee was hired.

The FY 2012 Proposed budget would require all General Schedule employees to pay a minimum 1% share of the City Supplemental retirement benefit. Contribution rates for those employees already contributing 2% - 4% would not further increase.

The FY 2012 Proposed budget increases Police Officer and Firefighter pension contributions by 1 percentage point.

	FY 2011			FY 2012 Proposed		
Employee Type Based on Hire Date	City Share	Employee Share	Total Retirement Contributions	City Share	Employee Share	Total Retirement Contributions
Full-Time General Government Hired Pre-FY 2010						
VRS	12.78%	0.00%	12.78%	12.78%	0.00%	12.78%
City Supplemental[1,4]	6.47%	0.00%	6.47%	6.26%	1.00%	7.26%
Total	19.25%	0.00%	19.25%	19.04%	1.00%	20.04%
Full-Time General Government Hired FY 2010						
VRS	12.78%	0.00%	12.78%	12.78%	0.00%	12.78%
City Supplemental[2]	4.47%	2.00%	6.47%	5.26%	2.00%	7.26%
Total	17.25%	2.00%	19.25%	18.04%	2.00%	20.04%
Full-Time General Government Hired FY 2011						
VRS[3]	8.78%	4.00%	12.78%	8.78%	4.00%	12.78%
City Supplemental	4.47%	2.00%	6.47%	5.26%	2.00%	7.26%
Total	13.25%	6.00%	19.25%	14.04%	6.00%	20.04%
Part-Time General Government Hired Pre FY 2010						
VRS	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
City Supplemental[4]	6.47%	0.00%	6.47%	4.26%	1.00%	5.26%
Total	6.47%	0.00%	6.47%	4.26%	1.00%	5.26%
Part-Time General Government Hired Post FY 2011						
VRS	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
City Supplemental	4.47%	2.00%	6.47%	5.26%	2.00%	7.26%
Total	4.47%	2.00%	6.47%	5.26%	2.00%	7.26%
Deputy Sheriff's/ERTs/Fire Marshals Hired Pre FY 2011						
VRS	12.78%	0.00%	12.78%	12.78%	0.00%	12.78%
Supplemental[4]	9.82%	0.00%	9.82%	9.89%	1.00%	10.89%
Total[5]	22.60%	0.00%	22.60%	22.67%	1.00%	23.67%
Deputy Sheriff's/ERTs/Fire Marshals Hired FY 2011						
VRS	8.78%	4.00%	12.78%	8.78%	4.00%	12.78%
Supplemental	9.82%	0.00%	9.82%	10.89%	0.00%	10.89%
Total[5]	18.60%	4.00%	22.60%	19.67%	4.00%	23.67%
Publice Safety (Fire/Police)						
Pension[6]	21.93%	7.20%	29.13%	23.28%	8.20%	31.48%
Disability	3.65%	0.80%	4.45%	4.35%	0.80%	5.15%
Total	25.58%	8.00%	33.58%	27.63%	9.00%	36.63%

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

[2]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.

[3]In FY 2010 the Virginia General Assembly enacted changes to the VRS that allows localities to decide whether to have new employees pay part of the 5% employee share. Since the 1980'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 all 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 1% for a total of 8.78% of salary. Contibutions by new employees are expected to result in a savings to the City of approximately $120,000-$140,000 in FY 2011. Savings will increase in future years as additional new employees are hired.

[4]The FY 2012 Proposed Budget proposes a 1% minimum increase in the employees share of the cost of the City Supplemental retirement plan. This proposal would increase the total retirement contribution for employees hired before July 1, 2009 from 0% to 1%.

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

[6]Begining in FY 2010 the City allocated expenses for pension plan management through a pension administration recover fee. This fee results in a 0.4% increase to the City contribution for the Sworn Fire & Police pension plan. The FY 2012 Proposed budget increases Police Office and Firefighter pension contributions by 1%.

Employee Compensation – Health

Health care budgeted costs increase in the FY 2012 Proposed budget by $0.18 million, or 0.9%.

The FY 2012 Proposed Budget continues the previously announced policy of gradually increasing the minimum employee share of health insurance premiums to 20% by FY 2013.

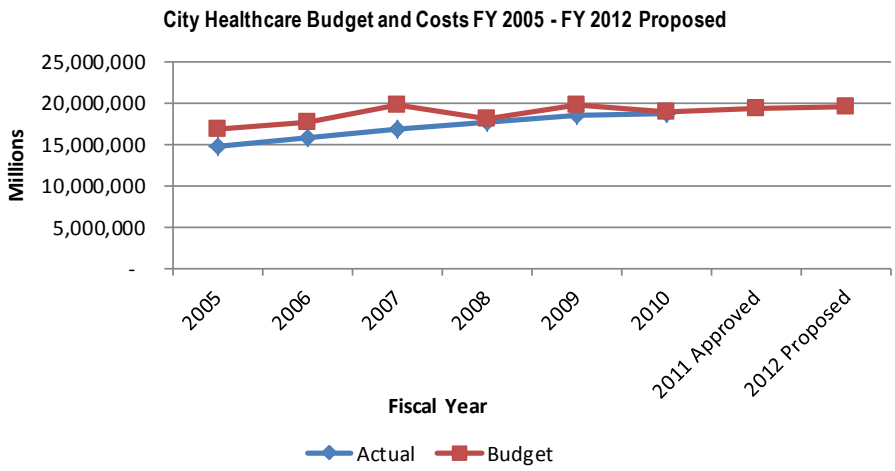
In FY 2012, City employees hired before July 1, 2010 would contribute a minimum of 16% of the cost of healthcare premiums, an increase of 3% from the prior year.

The 3% cost shift results in a savings of approximately $0.6 million in FY 2012.

New employees and those hired after July 1, 2010 will pay a minimum 20% share.

Healthcare

Healthcare represents the share that the City pays for employee healthcare benefits. The chart below shows actual healthcare costs from FY 2005 – FY 2010, and the budgeted amount for healthcare from FY 2005 – FY 2012 Proposed.



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.

In FY 2011 the City commenced a plan to gradually increase employees' minimum share of premium costs to 20% by FY 2013. City Council approved a 3% cost shift as part of the FY 2011 Approved budget, resulting in an increase of current employees' share premium costs from 10% to 13%. New employees (those hired on or after July 1, 2010) began paying a minimum of 20% immediately. The FY 2012 Proposed budget recommends continuing the gradual increase in employees' share of premium costs for those not already paying 20%. This would result in an increase of 3%, resulting in a minimum employee share of 16%, for employees hired before July 1, 2010.

Containing Healthcare Cost Growth

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. Furthermore, anticipated increases in future years would result in costs becoming unsustainable for the City if ratios are not adjusted.

Employee Compensation – Health

Premiums are expected to rise 5.0% for both Kaiser Permanente and United Healthcare plans.

Full-time Employee Healthcare Costs

The chart below shows the FY 2012 monthly healthcare premium rates paid by the City and full-time employees. The shaded areas represent monthly premium rates for employees hired after July 1, 2010 who already pay a minimum 20% share of premium costs.

	HMO (In Plan Coverage Only)					POS Coverage (In Plan or out of Plan Coverage)				
CITY PLANS	TOTAL COST	CITY COST	CITY SHARE	EMPLOYEE COST	EMPLOYEE SHARE	TOTAL COST	CITY COST	CITY SHARE	EMPLOYEE COST 16% + POS	CITY SHARE
Kaiser Permanente										
Individual										
Employee Hired Pre-FY 2011										
Monthly	$463	$389	84.0%	$74	16.0%	$605	$389	64.3%	$216	35.7%
Bi-Weekly				$37					$108	
Employee Hired Post-FY 2011										
Monthly	$463	$371	80.0%	$93	20.0%	$605	$371	61.3%	$234	38.7%
Bi-Weekly				$46					$117	
Family										
Employee Hired Pre-FY 2011										
Monthly	$1,093	$918	84.0%	$175	16.0%	$1,415	$918	64.9%	$497	35.1%
Bi-Weekly				$87					$248	
Employee Hired Post-FY 2011										
Monthly	$1,093	$874	80.0%	$219	20.0%	$1,415	$874	61.8%	$540	38.2%
Bi-Weekly				$109					$270	
United Health Care	**Choice (In Plan Coverage Only)**					**Choice Plus Coverage (In Plan or out of Plan Coverage)**				
Individual										
Employee Hired Pre-FY 2011										
Monthly	$532	$447	84.0%	$85	16.0%	$636	$447	70.3%	$189	29.7%
Bi-Weekly				$43					$94	
Employee Hired Post-FY 2011										
Monthly	$532	$426	80.0%	$106	20.0%	$636	$426	67.0%	$210	33.0%
Bi-Weekly				$53					$105	
Family										
Employee Hired Pre-FY 2011										
Monthly	$1,256	$1,055	84.0%	$201	16.0%	$1,487	$1,055	70.9%	$432	29.1%
Bi-Weekly				$100					$216	
Employee Hired Post-FY 2011										
Monthly	$1,256	$1,005	80.0%	$251	20.0%	$1,487	$1,005	67.6%	$482	32.4%
Bi-Weekly				$126					$241	

Employee Compensation – Health

Part-time Employee Healthcare Costs

The chart below shows the FY 2012 monthly healthcare premium rates paid by the City and part-time employees. Part-time employees already paid a minimum 50% share of premium costs prior to the implementation of the plan to increase full-time employees' share of premium costs.

CITY PLANS	HMO (In Plan Coverage Only)					POS Coverage (In Plan or out of Plan Coverage)				
	TOTAL COST	CITY COST	CITY SHARE	EMPLOYEE COST 50%	EMPLOYEE SHARE	TOTAL COST	CITY COST	CITY SHARE	EMPLOYEE COST 50% + POS	EMPLOYEE SHARE
Kaiser Permanente										
Individual										
Monthly	$463	$232	50.0%	$232	50.0%	$605	$232	38.3%	$373	61.7%
Bi-Weekly				$116					$187	
Family										
Monthly	$1,093	$546	50.0%	$546	50.0%	$1,415	$546	38.6%	$868	61.4%
Bi-Weekly				$273					$434	
United Health Care	**Choice (In Plan Coverage Only)**					**Choice Plus Coverage (In Plan or out of Plan Coverage)**				
Individual										
Monthly	$532	$266	50.0%	$266	50.0%	$636	$266	41.9%	$370	58.1%
Bi-Weekly				$133					$185	
Family										
Monthly	$1,256	$628	50.0%	$628	50.0%	$1,487	$628	42.2%	$859	57.8%
Bi-Weekly				$314					$430	

Employee Compensation – Security

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

The FY 2012 Proposed Budget provides $1.8 million in new funding for the City's OPEB obligations.

Other Post-Employment Benefits (OPEB)

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

Dollars in millions

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

[1] As of December 31, 2009.

[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 2010 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	$ 2.4	$ 2.5	$ 2.6	$ 2.8	$ 2.8	$ 2.8	$ 2.8	$ 2.9
Reimbursement	$ 2.8	$ 2.9	$ 3.1	$ 3.2	$ 3.3	$ 3.3	$ 3.3	$ 3.3	$ 3.4
Life Insurance	$ 0.6	$ 0.8	$ 1.0	$ 1.4	$ 1.5	$ 1.5	$ 1.5	$ 1.5	$ 1.5
Total Cash Flow	$ 5.3	$ 6.1	$ 6.6	$ 7.2	$ 7.6	$ 7.6	$ 7.6	$ 7.6	$ 7.8
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 (All Sources)	$ 10.6	$ 9.4	$ 9.6	$ 9.9	$ 10.2	$ 10.3	$ 10.3	$ 10.3	$ 10.3
Required Contributions	**$ 10.3**	**$ 10.3**	**$ 10.3**	**$ 10.3**	**$ 10.3**	**$ 10.3**	**$ 10.3**	**$ 10.3**	**$ 10.3**
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	103%	91%	93%	96%	99%	100%	100%	100%	100%
% of Annual Required Contribution Funded by Current General Fund Sources	76%	76%	82%	89%	97%	100%	100%	100%	100%

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 $0.266 percent of Insured Earnings
90 Day Plan - City & Employee Funded	Employee Pays $0.073 percent of Insured Earnings. City Pays Remaining Cost

*Rates are effective as of 12/1/2010

Employee Compensation – Paid Time Off

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

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

*Prorated for part-time employees

Creative Forms of Compensation

The City Manager continues to 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 2012.

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 2012. 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 2012

The City's telecommuting policy will continue unchanged in FY 2012. 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 2011 Tuition Assistance Program Enrollment
# of Employees By Degree Type

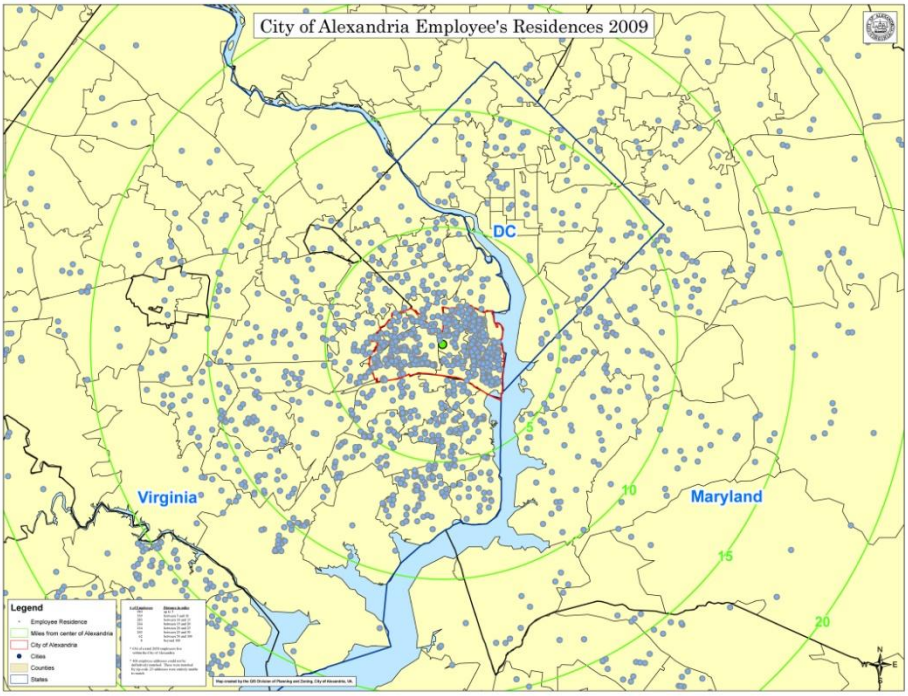
Degree Type	Fall	Spring	Total
Certificate	15	14	29
Associate	12	17	29
Bachelor	21	11	32
Masters	31	14	45
Doctorate	2	3	5
Total	**81**	**59**	**140**

Wellness Program

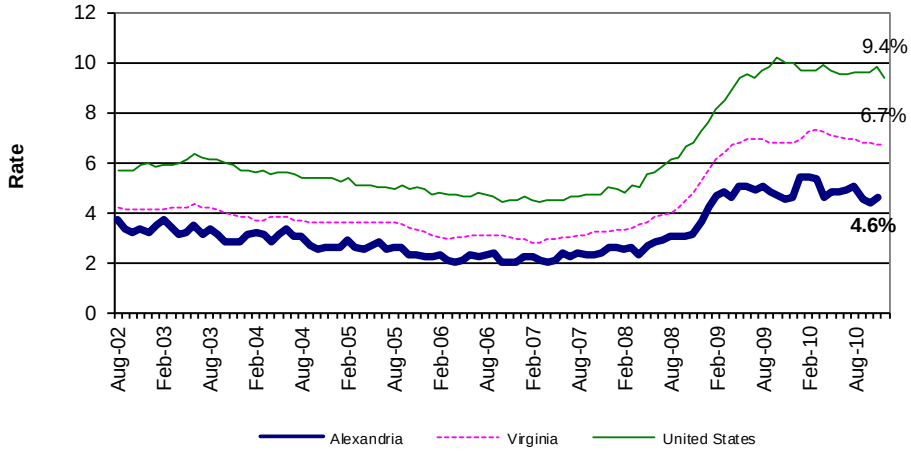
The goal of the City's Wellness Program is to provide wellness opportunities to employees in an effort to enhance their overall health and well being and to promote a long term health promotion strategy to reduce health care costs. The Wellness Program is administered by the Human Resources Department (HRD). Based upon the aggregate biometric scan results collected in FY 2011, HRD will partner with INOVA Healthworks to customize FY 2012 activities specific to the City of Alexandria workforce.

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.



Unemployment Rate - U.S., Virginia, and Alexandria



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

U.S., Virginia through December 2010; Alexandria through November 2010

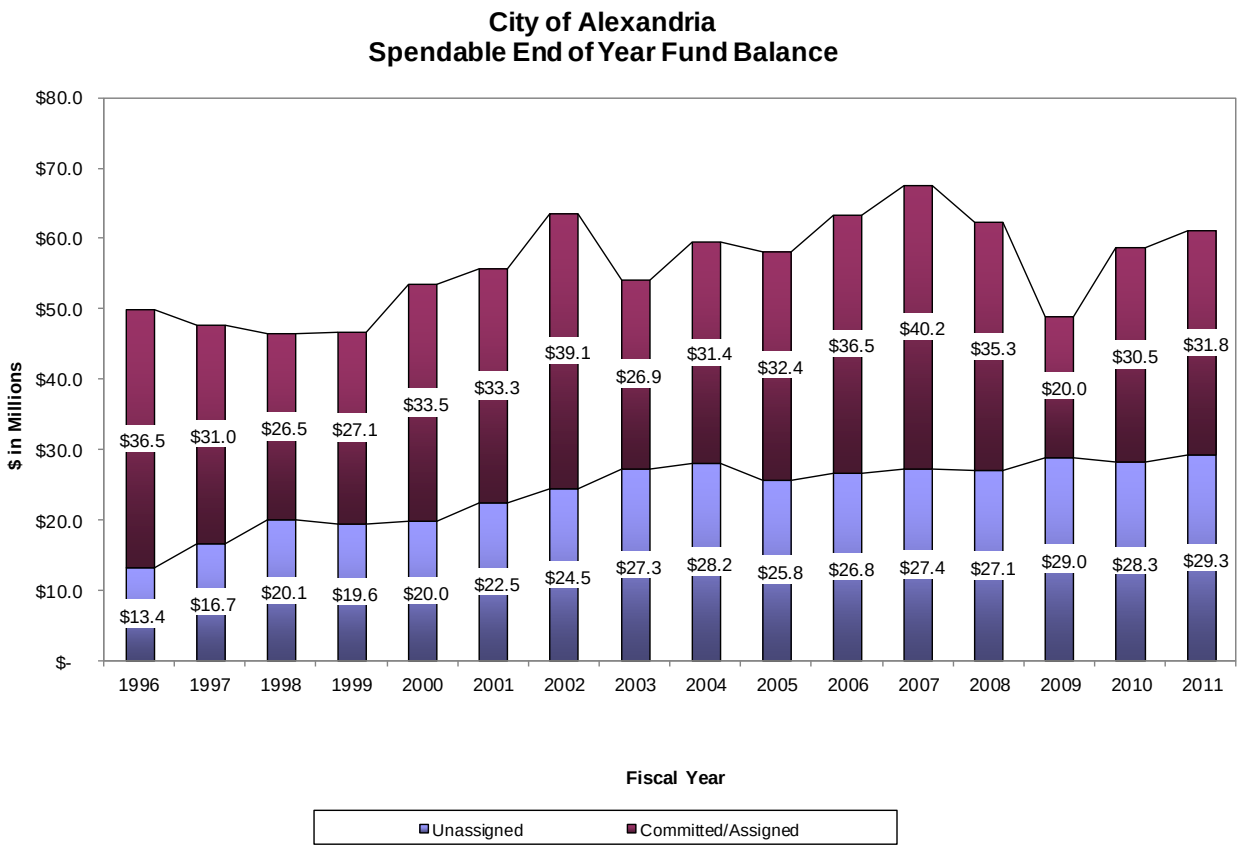
Statement of Estimated General Fund Balance

GASB 54 requires new classifications for reporting fund balance. In the following section, fund balance will be described using the new terminology with the former terminology also referenced. Included in this section on page 9-8 is a description of the changes in the Fund Balance Classification System.

Spendable (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 Unspendable General Fund Balance that represents monies that have been reserved to pay for legal obligations of the City such as for certain purchase order encumbrances. Maintaining a prudent level of spendable General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. Spendable General Fund balance also provides working capital during temporary periods when expenditures exceed revenues. A portion of the spendable fund balance is committed or assigned (designated) for future specific uses on a contingency basis. In order to be available, the funds still must be appropriated by City Council in a future appropriations ordinance. Following this section is an Appendix entitled “Layperson’s Guide to Fund Balance” originally written by the City’s Budget and Fiscal Affairs Advisory Committee (and updated for new terminology) to explain these financial terms for those not involved regularly in local government finance. This appendix has been updated to reflect revisions in new accounting terms.

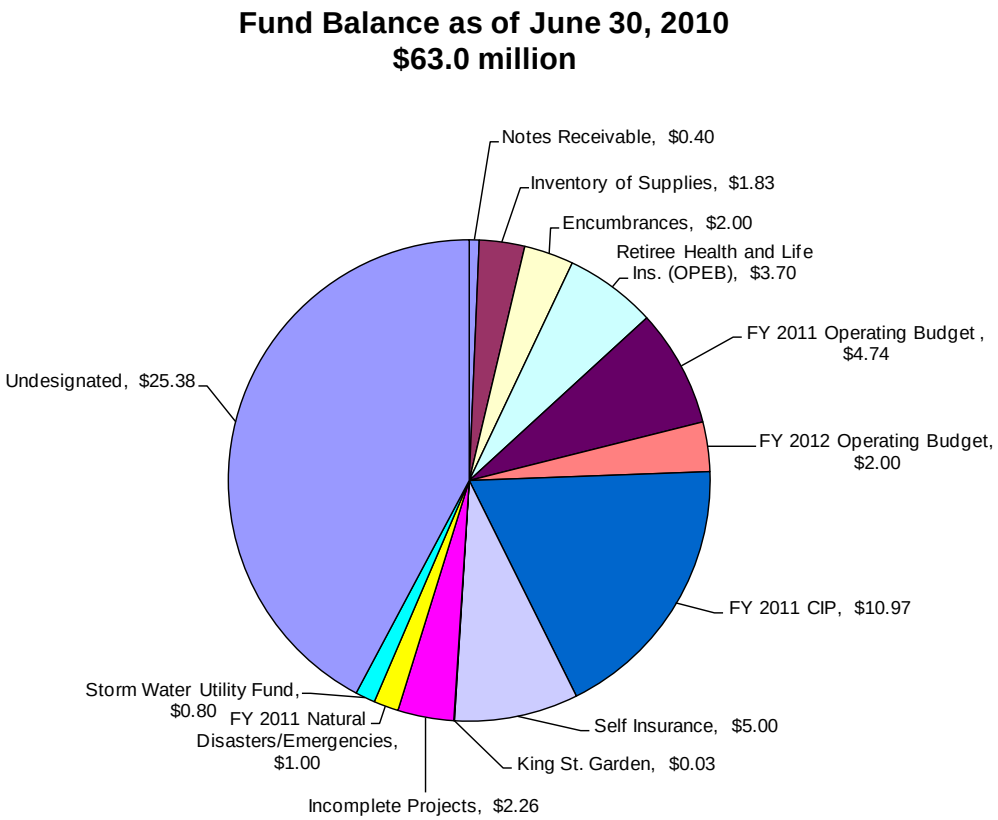
Committed and Assigned (designated) fund balances are funds “earmarked” to help the City offset the cost of a specific type of obligation. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager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

The graph on the following page shows total actual General Fund balance from FY 1996 through FY 2010, and projected fund balance at the close of FY 2011. As proposed, the FY 2012 budget recommends the commitment of a certain portion of estimated General Fund balances for capital projects, in addition to pay-as-you-go capital funding from current revenues. Spendable fund balance (the total amount available for appropriation, regardless of assignments and commitments) is projected to be $61.1 million as of June 30, 2011, which represents 11.2 percent of FY 2011 projected General Fund revenues. Uncommitted and unassigned fund balance provides $29.3 million in funds that help to protect against future budget uncertainties.


City of Alexandria
Spendable End of Year Fund Balance
$ in Millions
$80.0
$70.0
$60.0
$50.0
$40.0
$30.0
$20.0
$10.0
$-
1996
1997
1998
1999
2000
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011
$36.5
$31.0
$26.5
$27.1
$33.5
$33.3
$39.1
$26.9
$31.4
$32.4
$36.5
$40.2
$35.3
$20.0
$30.5
$31.8
$13.4
$16.7
$20.1
$19.6
$20.0
$22.5
$24.5
$27.3
$28.2
$25.8
$26.8
$27.4
$27.1
$29.0
$28.3
$29.3
Fiscal Year
Unassigned
Committed/Assigned

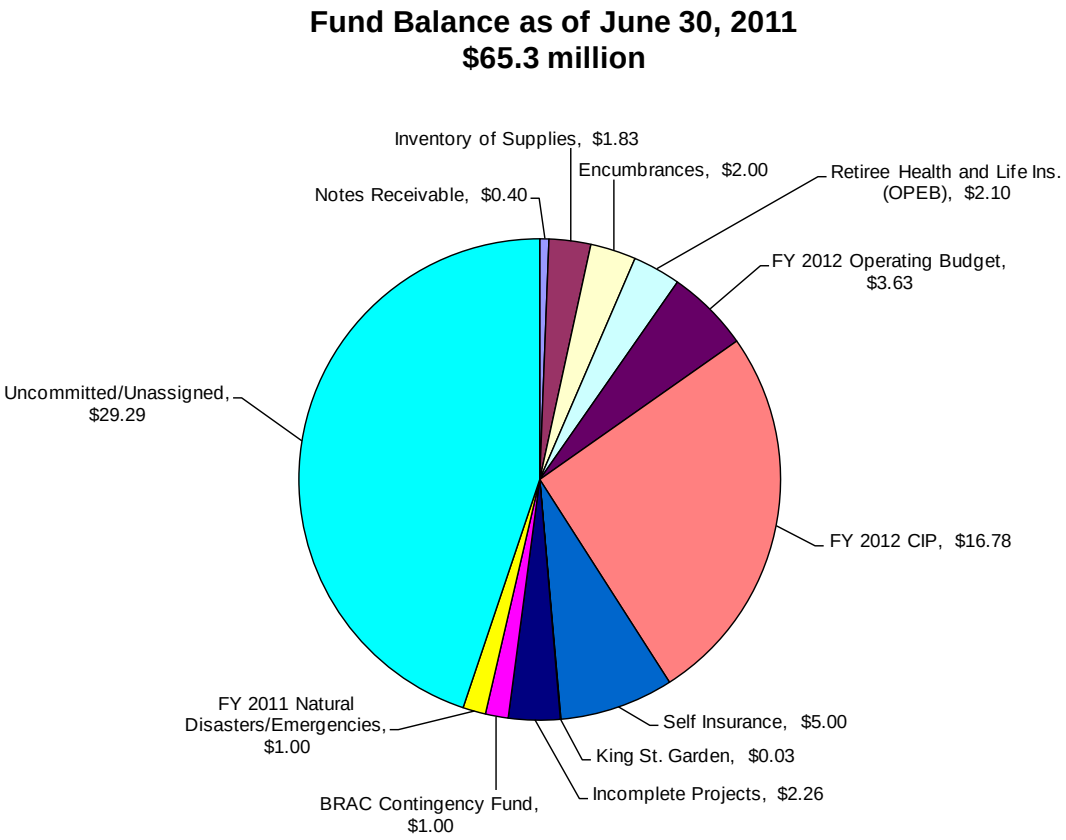
Statement of Estimated General Fund Balance

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



Statement of Estimated General Fund Balance

The following pie chart shows all of the components of General Fund balance estimated as of June 30, 2011.



Commitments and Assignments (Designations) in the Proposed Fiscal Year 2012 Budget

The fiscal year 2012 Proposed Operating Budget contains the following commitments and assignments (designations) of fund balances estimated to be available as of June 30, 2011:

•$3,625,000 to fund the FY 2012 Operating Budget;

•$2,100,000 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 $1.8 million included in the FY 2012 budget from general fund revenues;

•$16,779,990 to fund capital projects contained in multiple years of the FY 2012 – FY 2021 Capital Improvement Program budget;

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

•$25,000 for King St. Garden;

•$1,000,000 for unforeseen expenditures related to BRAC;

•$1,000,000 for FY 2012 Natural Disasters or Emergencies; and

•$2,255,523 for incomplete projects (estimated based on prior years' experience)

Based on projected revenues and expenditures and designations in fiscal year 2011, the uncommitted/unassigned (undesignated) General Fund balance at June 30, 2011 is currently estimated to be $29.3 million or 5.4 percent of projected FY 2011 General Fund revenues. The spendable General Fund balance is estimated to be $61.1 million or 11.2 percent of projected General Fund revenues. The uncommitted and spendable General Fund balance ratio is in accord with the minimum limits established by the debt policy guidelines.

The table on the next page shows a history of fund balances, commitments and assignments from FY 2006 through FY 2011 (estimated).

Statement of Estimated General Fund Balance

HISTORY OF END OF YEAR FUND BALANCE

ACTUAL 2006 THROUGH 2011 ESTIMATED AS OF JUNE 30, 2011

	2006	2007	2008	2009	2010	2011
Spendable Fund Balance End of Year	**$ 63,343,040**	**$ 67,560,766**	**$ 62,320,401**	**$ 49,048,509**	**$ 58,806,355**	**$ 61,076,431**
Commitments and Assignments						
FY 2007 Operating Budget	$ 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	
FY 2012 Operating Budget					$ 2,000,000	$ 3,625,000
Subsequent CIP (FY 2007)						
Subsequent CIP (FY 2008)	$ 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	$ 16,779,990
Self Insurance	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000
Incomplete Projects	$ 2,649,421	$ 2,345,870	$ 2,902,820	$ 1,694,734	$ 2,255,523	$ 2,255,523
Compensated Absences						
Retiree Health and Life (OPEB)	$ 8,700,000	$ 10,700,000	$ 10,700,000	$ 6,500,000	$ 3,700,000	$ 2,100,000
Open Space Fund	$ 275,703					
King St. Garden		$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
Affordable Housing Programs	$ 275,703					
Affordable Home Ownership Protection Gr	$ 300,000					
Increased Fuel Costs		$ 500,000	$ 250,000	$ 250,000	$ -	
Revenue or Grant Reductions	$ 1,000,000					
Comprehensive Services Act Contingency		$ 230,000				
Social Service Grant Contingency (Pass Through Fed. Fund		$ 300,000				
Social Service Contingency (incl. CSA)			$ 530,000			
One-time Acute Human Service Needs				$ 400,000	$ -	
Employee Compensation	$ 4,000,000					
Monroe Avenue Bridge Pedestrian Structu	$ 300,000					
Fire Station/Affordable Housing Project			$ 1,600,000			
National Harbor Initiatives		$ 700,000				
Projects Under Discussion		$ 3,368,000				
BRAC Contingency Funds						$ 1,000,000
Stormwater Utility Fund					$ 783,660	
Fiscal Year 2010 Revenue Shortfall Reserve				$ 4,309,397		
Natural Disasters/Emergencies					$ 1,000,000	$ 1,000,000
Total Commitments & Assignments	$ 36,508,934	$ 40,161,631	$ 35,270,125	$ 24,321,436	$ 30,479,714	$ 31,785,513
Uncommitted/Unassigned Fund Balance	**$ 26,834,106**	**$ 27,399,135**	**$ 27,050,276**	**$ 24,727,073**	**$ 28,326,641**	**$ 29,290,918**
Unassigned Fund Balance and Revenue Shortfall Reserve EOY	$ 26,834,106	$ 27,399,135	$ 27,050,276	$ 29,036,470	$ 28,326,641	$ 29,290,918
Reservations	$ 4,035,005	$ 4,692,962	$ 3,167,640	$ 4,258,482	$ 4,235,016	$ 4,235,016
Total Fund Balance EOY	**$ 67,378,045**	**$ 72,253,728**	**$ 65,488,041**	**$ 53,306,991**	**$ 63,041,371**	**$ 65,311,447**
General Fund Revenues	$ 478,562,230	$ 505,572,861	$ 520,459,051	$ 527,918,656	$ 530,436,316	$ 544,065,089
Estimated Uncommitted/Unassigned Fund Balance as % of General Fund Revenues	**5.6%**	**5.4%**	**5.2%**	**4.68%**	**5.34%**	**5.38%**
Estimated Uncommitted/Unassigned Fund Balance and Revenue Shortfall Reserve as % of General Fund Revenues	**5.6%**	**5.4%**	**5.2%**	**5.50%**	**5.34%**	**5.38%**
Target = 5.5%; Limit = 4.0%						
Estimated Spendable Fund Balance as % of General Fund Revenues	**13.2%**	**13.4%**	**12.0%**	**9.29%**	**11.09%**	**11.23%**
Limit = 10%						

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 7/1/10/1	$22,494,349	$66,328,337	Beginning Net Assets 7/1/10	$21,473,396	$6,312,668
Plus FY 2011 Budgeted Revenues	$108,858,454	$106,126,929	Plus FY 2011 Budgeted Revenues/4	$4,356,535	$7,742,500
Less FY 2011 Budgeted Expenditures	$108,858,454	$106,126,926	Less FY 2011 Budgeted Expenses	$5,774,848	$7,742,500
Projected Fund Balance 6/30/11	$22,494,349	$66,328,337	Projected Net Assets 6/30/2011	$20,055,083	$6,312,668
Plus FY 2012 Budgeted Revenues/2	$109,935,920	$74,233,530	Plus FY 2012 Budgeted Revenues	$4,728,426	$7,500,000
Less FY 2012/3 Budgeted Expenditures	$109,935,920	$74,233,530	Less FY 2012 Budgeted Expenses	$5,245,088	$7,500,000
Projected Fund Balance 6/30/12	$22,494,349	$66,328,337	Projected Net Assets 6/30/12	$19,538,421	$6,312,668

/1 City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2010.

/2 City of Alexandria, Virginia, Proposed Operating Budget and Capital Improvement Program, Fiscal Year 2012.

/3 In all likelihood a large portion of Capital Projects, including Sanitary Sewers, will not be expended in FY 2011 and FY 2012, as many capital projects are multi-year in execution.

/4 FY 2011 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, 2010, the Special Revenue Fund total fund balance was $22,494,349. 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, 2011 is $22,494,349.

●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, 2010, the Capital Projects Fund had a total fund balance of $66,328,337. 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, 2011, 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, 2011.

●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 charges and associated expenditures to replace capital equipment. As of June 30, 2010, the Equipment Replacement Internal Services Fund had Total Net Assets of $21,473,396. 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, 2011, is $20,055,083.

●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, 2010, the Sanitary Sewers Enterprise Fund had Total Fund Balance of $6,312,668. 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, 2011, would be $6,312,668 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, 2011.

Fund Balance Classification System

GASB Statement #54

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

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

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

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

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

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

E.g. Self Insurance Balance.

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

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

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

E.g. Incomplete Projects.

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

E.g. Undesignated General Fund balance.

Appendix

Layperson's Guide to Fund Balance

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

The Importance of Explaining the General Fund Balance

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(Non-spendable) Reserved General Fund Balance

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

(Committed and Assigned) Designated Fund Balance

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

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

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

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

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

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

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

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 Proposed FY 2012 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 2426

Resolution 2426, approved by Council in November, 2010, requires a special analysis from the City Manager to show expected revenues and expenditures for FY 2013. 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 2012 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 2013 of any recommended expenditures in the FY 2012 base budget.

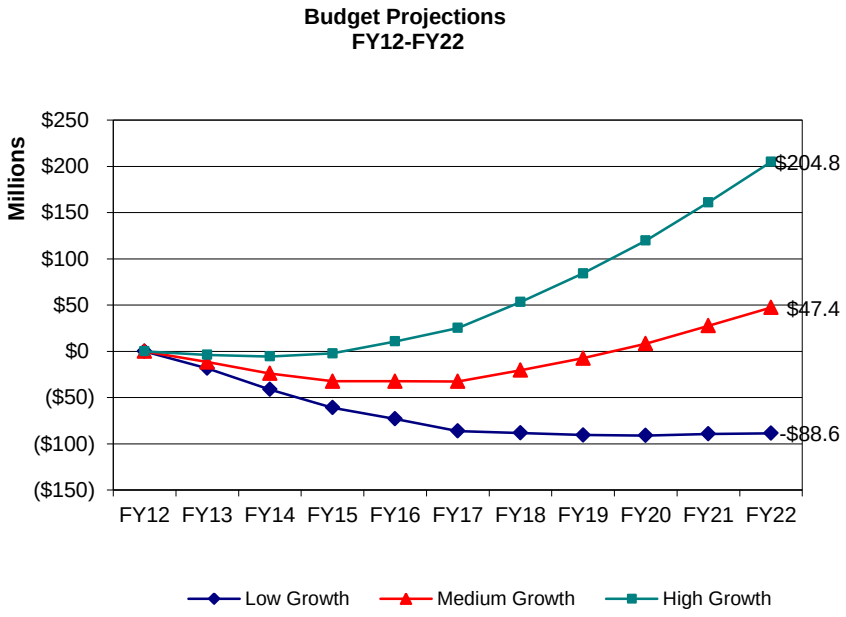
e. The impact on FY 2013 revenues and expenditures of any of the options for additional operating and CIP expenditures approved under the authority of section 11 of the resolution which allows options for additional operating and budget expenditures above the base budget.

f. A general discussion of the types of actions that might be necessary to balance the FY 2013 budget if there is a projected deficit for that year.

Multi-Year Revenue and Expenditure Projections

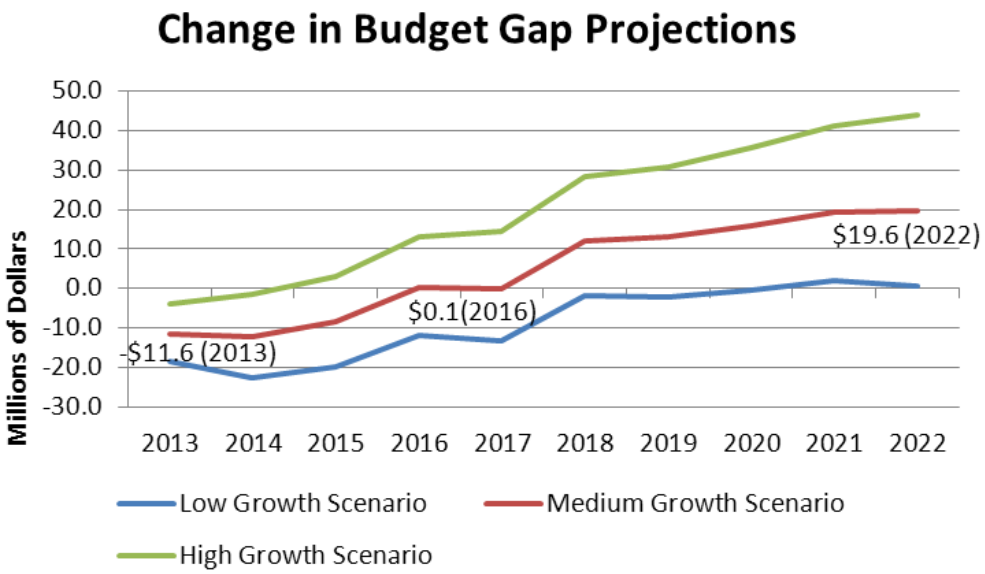
Balancing the Budget in FY 2013 In the City's mid-range estimate for revenues and expenditures, the FY 2013 budget forecast includes a shortfall of $11.6 million. Most of the deficit is due to expenditure increases, which are projected to total a little over 4% in FY 2013. Revenues, while increasing, are expected to increase by less than the rate of expenditure increase. The worst case forecast is a $18.4 million deficit. The best case forecast scenario is a $3.9 million deficit. The model assumes no market rate adjustment for employees in FY 2012.

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. Prior to FY 2012, the City 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. Assuming the budget is balanced each year, this chart shows the deficit or surplus that occurs in the succeeding year. According to the forecast model, under the high growth scenario, the annual gap will disappear in FY 2015. Under the medium growth scenario, the gap will disappear in 2016, and under the low growth scenario the gap will disappear in 2021. All scenarios show gradually narrowing gaps. The rate at which the gaps close depends mostly on the rate of growth in real estate assessments.



Multi-Year Revenue and Expenditure Projections

Impact of FY 2012 policy changes on the FY 2013 budget

Resolution 2426, passed by City Council in November, requires the City Manager to provide a detailed estimate of the impact in FY 2013 of recommended expenditures in the FY 2012 base budget. The chart below shows the impact of expenditure changes to the FY 2012 budget on FY 2013 expenditures. All changes are included in the long-term forecast models.

Personnel Adjustments	Change to FY 13 budget
FY 2012 Step Increase on Salary and Benefits in FY 2013	3,300,000
R-Step	400,000
Employee Retirement Contributions	(1,600,000)
Competitive Pay Adjustments	661,000
Increase in share of health care paid by employees	(600,000)
Total	**2,161,000**
Reductions	
Reduction in contingent reserves	(1,600,000)
Reduction in efficiency studies	(275,000)
Reduction in Outside Legal services	(86,000)
Library Expenditure Reduction Due to Revenue Shortfall	(42,000)
Energy Savings from Installing LED Traffic Signals	(24,000)
Information Technology Services (ITS) Overtime	(25,000)
Total	**(2,052,000)**
New or Expanded Services	
Alexandria Convention & Visitors Association (ACVA) Programs	375,000
Snow Removal	230,000
Equipment for 12 Grant Funded Firefighters	177,000
T&ES Civil Engineer General Fund Share (75% Sewer Funded)	18,000
Tree and Flower Watering Crews	65,000
Adult Sports Programs	10,000
Youth Sports Programs	24,000
General Services Fleet Management Position	67,000
City Hall Security	45,000
Emergency Communications Training	100,000
Recreation Mobile Stage Replacement Depreciation	10,000
Library Security Guards	19,000
Civil War Sesquicentennial Funding	25,000
Total	**1,165,000**
Grand Total of All Policy Changes	**1,274,000**

Revenue Growth Scenarios

Three different scenarios of revenue growth have been developed for the period of FY 2012 through FY 2022 based on varying assumptions about the rate of increase for each of the revenue categories listed below. Each scenario is based on Proposed FY 2012 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, the real estate market is assumed to recover slowly; in the high growth scenario, real estate is expected to resume an above average rate of growth. In the medium growth scenario, it is projected that real estate assessments will grow at their historic rate of about six percent. In the long run, for the budget to come into balance, revenue growth must exceed the projected 3.7% rate of expenditure growth.

General Fund Revenue Category	Low Growth	Medium Growth	High Growth
Total Weighted Growth Rate	2.70%	4.20%	5.70%
Real Estate Property	*	*	*
Personal Property	1%	2%	3%
Penalties & Interest	0%	1%	2%
Local Sales	1%	2%	3%
Utility	1%	2%	3%
Communications Sales & Use	0%	1%	2%
Business License	2%	4%	6%
Motor Vehicle License	0%	0%	1%
Recordation	3%	6%	8%
Tobacco	0%	0%	1%
Transient Lodging	4%	6%	9%
Restaurant Food	2%	4%	6%
Other Miscellaneous Taxes	1%	2%	2%
Licenses, Permits and Fees	1%	2%	3%
Fines and Forfeitures	0%	3%	1%
Use of Money and Property	1%	3%	5%
Charges for Services	2%	3%	4%
Intergovernmental	1%	2%	2%
Miscellaneous Non-Tax	0%	1%	2%

Real Estate Property Tax Growth by fiscal year	Low Growth	Medium Growth	High Growth
CY 2012	2.7%	2.7%	2.7%
CY 2013	2.0%	4.0%	6.0%
CY 2014	3.0%	5.0%	7.0%
CY 2015	4.0%	6.0%	8.0%
CY 2016	4.0%	6.0%	8.0%
CY 2017-CY 2022	4.0%	6.0%	8.0%

Expenditure Growth Scenario

For all scenarios, the City assumes a growth rate in expenditures of about 3.7% per year. The model assumes no market rate adjustment. Non-personnel costs are generally expected to rise at their ten year average with the exception of Contractual Services, Utilities, Leases and Rentals, and Subsidies and Contributions, which were reduced by half to account for increasing City effiiciency and recently lower rates of inflation.. The City will make its forecast model available from the Alexandria OMB website at http://alexandriava.gov/Budget from the FY 2012 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	**3.7%**
City Personnel	
Market Rate Adjustment	0%
Step	1.6%
Health Care Increase*	8.0%
City Non-Personnel	
Contractual Services	0.7%
Internal Services	1.5%
Commodities	3.1%
Utilities	1.6%
Other Charges	4.6%
Leases and Rentals	3.3%
Subsidies and Contributions	2.2%
Equipment	1.0%
Other Charges	2.6%
Transit Subsidies	9.2%
School Personnel	
Market Rate Adjustment	0%
Step & Turnover	2.7%
Non-Personnel	
Outside Services	1.0%
Commodities (Food & Fuel)	1.0%
Other Charges	1.0%
Equipment	1.0%

*Reduced by $600,000 in FY 2013 to reflect increased share of health care costs paid by employees.

Low Growth Scenario

Each of the three scenarios that will be presented include policy proposals that were included in the FY 2012 budget. The FY 2013 forecast accommodates a step increase in FY 2012 and the planned increase of cost sharing of medical insurance premiums by City employees, among other policy changes.

	FY 2012 Proposed	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	FY 2022 Forecast
General Fund											
General property tax revenue											
Real property tax	315,158,000	322,640,000	330,769,000	342,437,000	356,211,000	370,535,000	385,433,000	400,926,000	417,039,000	433,797,000	451,224,000
Personal property tax	34,100,000	34,100,000	34,509,000	34,923,000	35,342,000	35,766,000	36,196,000	36,630,000	37,070,000	37,514,000	37,965,000
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	**351,128,000**	**358,610,000**	**367,148,000**	**379,230,000**	**393,423,000**	**408,171,000**	**423,499,000**	**439,426,000**	**455,979,000**	**473,181,000**	**491,059,000**
Other Local Tax Revenue	119,730,000	121,449,000	123,435,000	125,508,000	127,671,000	129,890,000	132,165,000	134,498,000	136,891,000	139,347,000	141,866,000
Other Non-Tax Revenue	77,497,000	77,490,000	78,375,000	79,272,000	80,180,000	81,101,000	82,034,000	82,979,000	83,937,000	84,908,000	85,892,000
Revenue from Potomac Yards	0	791,000	1,097,000	1,709,000	5,107,000	7,193,000	10,086,000	12,578,000	15,164,000	17,855,000	20,634,000
Total General Fund Revenues	**548,355,000**	**558,340,000**	**570,055,000**	**585,719,000**	**606,381,000**	**626,355,000**	**647,784,000**	**669,481,000**	**691,971,000**	**715,291,000**	**739,451,000**
Other Financing Sources (Uses)											
Appropriation from Fund Balance for Op. Budget	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000
Total General Fund Revenue & Other Sources	**553,375,000**	**563,360,000**	**575,075,000**	**590,739,000**	**611,401,000**	**631,375,000**	**652,804,000**	**674,501,000**	**696,991,000**	**720,311,000**	**744,471,000**
Special Revenues & Other Funds											
Schools including Fund Balance	57,877,000	57,315,000	57,588,000	55,413,000	56,670,000	57,954,000	59,049,000	60,165,000	61,304,000	62,465,000	63,650,000
Other Special Revenue (donations/charges)	63,382,000	64,692,000	66,100,000	67,562,000	69,066,000	70,608,000	72,187,000	73,805,000	75,464,000	77,163,000	78,906,000
DASH Fund	4,539,000	4,675,000	4,815,000	4,960,000	5,109,000	5,262,000	5,420,000	5,582,000	5,750,000	5,922,000	6,100,000
Equipment Replacement Fund	5,245,000	5,402,000	5,565,000	5,731,000	5,903,000	6,080,000	6,263,000	6,451,000	6,644,000	6,844,000	7,049,000
Total Special Revenue & Other Funds	**131,043,000**	**132,084,000**	**134,068,000**	**133,666,000**	**136,748,000**	**139,904,000**	**142,919,000**	**146,003,000**	**149,162,000**	**152,394,000**	**155,705,000**
Total Revenues, All Funds	**684,418,000**	**695,444,000**	**709,143,000**	**724,405,000**	**748,149,000**	**771,279,000**	**795,723,000**	**820,504,000**	**846,153,000**	**872,705,000**	**900,176,000**
Expenditures & Other Uses											
City Personnel											
Salaries	188,746,000	188,746,000	191,765,000	194,785,000	197,854,000	200,970,000	204,136,000	207,351,000	210,618,000	213,935,000	217,305,000
Step Increase (includes effects on fringes)	0	3,020,000	3,020,000	3,068,000	3,117,000	3,166,000	3,216,000	3,266,000	3,318,000	3,370,000	3,423,000
MRA (includes effects on fringes)	0	0	0	0	0	0	0	0	0	0	0
Social Security (excludes Step and MRA)	13,270,000	13,424,000	13,635,000	13,850,000	14,068,000	14,290,000	14,515,000	14,743,000	14,975,000	15,211,000	15,451,000
Health Care	19,524,000	20,486,000	22,124,000	23,894,000	25,806,000	27,870,000	30,100,000	32,508,000	35,109,000	37,917,000	40,951,000
Retirement (excludes Step and MRA)	33,847,000	38,375,000	40,476,000	42,657,000	45,419,000	46,135,000	46,861,000	47,600,000	48,349,000	49,111,000	49,885,000
LT Disability & Life Ins. (excludes Step & MRA)	1,264,000	1,285,000	1,305,000	1,326,000	1,347,000	1,368,000	1,389,000	1,411,000	1,433,000	1,456,000	1,479,000
Other Fringe Benefits	635,000	654,000	673,000	693,000	714,000	736,000	758,000	781,000	804,000	828,000	853,000
Total City Personnel	**257,286,000**	**265,990,000**	**272,998,000**	**280,273,000**	**288,325,000**	**294,535,000**	**300,975,000**	**307,660,000**	**314,606,000**	**321,828,000**	**329,347,000**
City Non-personnel	147,166,000	151,967,000	156,135,000	160,514,000	165,109,000	169,925,000	174,977,000	180,282,000	185,855,000	191,717,000	197,887,000
Potomac Yards expense (does not include debt service)	0	142,000	289,000	590,000	1,205,000	1,740,000	2,934,000	3,527,000	4,135,000	4,757,000	5,429,000
Debt service	43,329,000	49,149,000	54,737,000	59,240,000	62,588,000	65,439,000	67,908,000	70,140,000	70,172,000	69,215,000	69,215,000
Cash capital	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	16,000,000
Schools Personnel	195,299,000	202,838,000	218,030,000	234,297,000	253,131,000	273,643,000	284,069,000	294,866,000	306,049,000	317,630,000	329,619,000
Schools Non-personnel	37,337,000	37,710,000	38,087,000	38,468,000	38,853,000	39,241,000	39,634,000	40,030,000	40,430,000	40,835,000	41,243,000
Total Expenditures	**684,418,000**	**713,796,000**	**750,276,000**	**785,382,000**	**821,211,000**	**857,523,000**	**883,997,000**	**911,005,000**	**937,247,000**	**961,982,000**	**988,740,000**
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	**-**	**(18,352,000)**	**(41,133,000)**	**(60,977,000)**	**(73,062,000)**	**(86,244,000)**	**(88,274,000)**	**(90,501,000)**	**(91,094,000)**	**(89,277,000)**	**(88,564,000)**

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

Medium Growth Scenario

	FY 2012 Approved	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	FY 2022 Forecast
General Fund											
General property tax revenue											
Real property tax	315,158,000	325,853,000	340,634,000	359,515,000	381,200,000	404,186,000	428,551,000	454,378,000	481,755,000	510,774,000	541,535,000
Personal property tax	34,100,000	34,509,000	35,268,000	36,044,000	36,837,000	37,648,000	38,476,000	39,322,000	40,188,000	41,072,000	41,975,000
Penalties and interest	1,870,000	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
Total general property tax revenue	**351,128,000**	**362,232,000**	**377,791,000**	**397,467,000**	**419,964,000**	**443,780,000**	**468,992,000**	**495,685,000**	**523,948,000**	**553,871,000**	**585,555,000**
Other Local Tax Revenue	119,730,000	122,888,000	126,656,000	130,613,000	134,727,000	139,007,000	143,459,000	148,093,000	152,915,000	157,934,000	163,161,000
Other Non-Tax Revenue	77,497,000	78,097,000	79,618,000	81,173,000	82,763,000	84,387,000	86,048,000	87,746,000	89,482,000	91,257,000	93,072,000
Revenue from Potomac Yards	0	791,000	1,097,000	1,709,000	5,107,000	7,193,000	10,086,000	12,578,000	15,164,000	17,855,000	20,634,000
Total General Fund Revenues	**548,355,000**	**564,008,000**	**585,162,000**	**610,962,000**	**642,561,000**	**674,367,000**	**708,585,000**	**744,102,000**	**781,509,000**	**820,917,000**	**862,422,000**
Other Financing Sources (Uses)											
Appropriation from Fund Balance for Op. Budget	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000
Total General Fund Revenue & Other Sources	**553,375,000**	**569,028,000**	**590,182,000**	**615,982,000**	**647,581,000**	**679,387,000**	**713,605,000**	**749,122,000**	**786,529,000**	**825,937,000**	**867,442,000**
Special Revenues & Other Funds											
Schools Including Fund Balance	57,877,000	57,811,000	58,604,000	56,975,000	58,805,000	60,690,000	62,413,000	64,189,000	66,017,000	67,901,000	69,841,000
Other Special Revenue (donations/charges)	63,382,000	65,235,000	67,213,000	69,272,000	71,403,000	73,602,000	75,871,000	78,210,000	80,624,000	83,115,000	85,684,000
DASH Fund	4,539,000	4,675,000	4,815,000	4,960,000	5,109,000	5,262,000	5,420,000	5,582,000	5,750,000	5,922,000	6,100,000
Equipment Replacement Fund	5,245,000	5,402,000	5,565,000	5,731,000	5,903,000	6,080,000	6,263,000	6,451,000	6,644,000	6,844,000	7,049,000
Total Special Revenue & Other Funds	**131,043,000**	**133,123,000**	**136,197,000**	**136,938,000**	**141,220,000**	**145,634,000**	**149,967,000**	**154,432,000**	**159,035,000**	**163,782,000**	**168,674,000**
Total Revenues, All Funds	**684,418,000**	**702,151,000**	**726,379,000**	**752,920,000**	**788,801,000**	**825,021,000**	**863,572,000**	**903,554,000**	**945,564,000**	**989,719,000**	**1,036,116,000**
Expenditures & Other Uses											
City Personnel											
Salaries	188,746,000	188,746,000	191,765,000	194,785,000	197,854,000	200,970,000	204,136,000	207,351,000	210,618,000	213,935,000	217,305,000
Step Increase (includes effects on fringes)	0	3,020,000	3,020,000	3,068,000	3,117,000	3,166,000	3,216,000	3,266,000	3,318,000	3,370,000	3,423,000
MRA (includes effects on fringes)	0	0	0	0	0	0	0	0	0	0	0
Social Security (excludes Step and MRA)	13,270,000	13,424,000	13,635,000	13,850,000	14,068,000	14,290,000	14,515,000	14,743,000	14,975,000	15,211,000	15,451,000
Health Care	19,524,000	20,486,000	22,124,000	23,894,000	25,806,000	27,870,000	30,100,000	32,508,000	35,109,000	37,917,000	40,951,000
Retirement (excludes Step and MRA)	33,847,000	38,375,000	40,476,000	42,657,000	45,419,000	46,135,000	46,861,000	47,600,000	48,349,000	49,111,000	49,885,000
LT Disability & Life Ins. (excludes Step & MRA)	1,264,000	1,285,000	1,305,000	1,326,000	1,347,000	1,368,000	1,389,000	1,411,000	1,433,000	1,456,000	1,479,000
Other Fringe Benefits	635,000	654,000	673,000	693,000	714,000	736,000	758,000	781,000	804,000	828,000	853,000
Total City Personnel	**257,286,000**	**265,990,000**	**272,998,000**	**280,273,000**	**288,325,000**	**294,535,000**	**300,975,000**	**307,660,000**	**314,606,000**	**321,828,000**	**329,347,000**
City Non-personnel	147,166,000	151,967,000	156,135,000	160,514,000	165,109,000	169,925,000	174,977,000	180,282,000	185,855,000	191,717,000	197,887,000
Potomac Yards expense (does not include debt service)	0	142,000	289,000	590,000	1,205,000	1,740,000	2,934,000	3,527,000	4,135,000	4,757,000	5,429,000
Debt service	43,329,000	49,149,000	54,737,000	59,240,000	62,588,000	65,439,000	67,908,000	70,140,000	70,172,000	69,215,000	69,215,000
Cash capital	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	16,000,000
Schools Personnel	195,299,000	202,838,000	218,030,000	234,297,000	253,131,000	273,643,000	284,069,000	294,866,000	306,049,000	317,630,000	329,619,000
Schools Non-personnel	37,337,000	37,710,000	38,087,000	38,468,000	38,853,000	39,241,000	39,634,000	40,030,000	40,430,000	40,835,000	41,243,000
Total Expenditures	**684,418,000**	**713,796,000**	**750,276,000**	**785,382,000**	**821,211,000**	**857,523,000**	**883,997,000**	**911,005,000**	**937,247,000**	**961,982,000**	**988,740,000**
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	**-**	**(11,645,000)**	**(23,897,000)**	**(32,462,000)**	**(32,410,000)**	**(32,502,000)**	**(20,425,000)**	**(7,451,000)**	**8,317,000**	**27,737,000**	**47,376,000**

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

High Growth Scenario

	FY 2012 Approved	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	FY 2022 Forecast
General Fund											
General property tax revenue											
Real property tax	315,158,000	329,066,000	350,627,000	377,126,000	407,449,000	440,196,000	475,564,000	513,761,000	555,014,000	599,567,000	647,685,000
Personal property tax	34,100,000	35,191,000	36,317,000	37,479,000	38,679,000	39,917,000	41,194,000	42,512,000	43,872,000	45,276,000	46,725,000
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	**351,128,000**	**366,164,000**	**388,890,000**	**416,589,000**	**448,152,000**	**482,178,000**	**518,864,000**	**558,421,000**	**601,077,000**	**647,078,000**	**696,690,000**
Other Local Tax Revenue	119,730,000	125,274,000	130,918,000	136,921,000	143,266,000	149,975,000	157,074,000	164,589,000	172,546,000	180,978,000	189,915,000
Other Non-Tax Revenue	77,497,000	78,529,000	80,498,000	82,524,000	84,609,000	86,756,000	88,966,000	91,242,000	93,585,000	95,999,000	98,486,000
Revenue from Potomac Yards activities	0	791,000	1,097,000	1,709,000	5,107,000	7,193,000	10,086,000	12,578,000	15,164,000	17,855,000	20,634,000
Total General Fund Revenues	**548,355,000**	**570,758,000**	**601,403,000**	**637,743,000**	**681,134,000**	**726,102,000**	**774,990,000**	**826,830,000**	**882,372,000**	**941,910,000**	**1,005,725,000**
Other Financing Sources (Uses)											
Appropriation from Fund Balance for Op. Budget	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000
Total General Fund Revenue & Other Sources	**553,375,000**	**575,778,000**	**606,423,000**	**642,763,000**	**686,154,000**	**731,122,000**	**780,010,000**	**831,850,000**	**887,392,000**	**946,930,000**	**1,010,745,000**
Special Revenues & Other Funds											
Schools Including Fund Balance	57,877,000	58,307,000	59,630,000	58,568,000	61,003,000	63,533,000	65,945,000	68,454,000	71,062,000	73,775,000	76,597,000
Other Special Revenue (donations, charges)	63,382,000	65,777,000	68,336,000	71,016,000	73,810,000	76,716,000	79,738,000	82,880,000	86,148,000	89,547,000	93,081,000
DASH Fund	4,539,000	4,675,000	4,815,000	4,960,000	5,109,000	5,262,000	5,420,000	5,582,000	5,750,000	5,922,000	6,100,000
Equipment Replacement Fund	5,245,000	5,402,000	5,565,000	5,731,000	5,903,000	6,080,000	6,263,000	6,451,000	6,644,000	6,844,000	7,049,000
Total Special Revenue & Other Funds	**131,043,000**	**134,161,000**	**138,346,000**	**140,275,000**	**145,825,000**	**151,591,000**	**157,366,000**	**163,367,000**	**169,604,000**	**176,088,000**	**182,827,000**
Total Revenues, All Funds	**684,418,000**	**709,939,000**	**744,769,000**	**783,038,000**	**831,979,000**	**882,713,000**	**937,376,000**	**995,217,000**	**1,056,996,000**	**1,123,018,000**	**1,193,572,000**
Expenditures & Other Uses											
City Personnel											
Salaries	188,746,000	188,746,000	191,765,000	194,785,000	197,854,000	200,970,000	204,136,000	207,351,000	210,618,000	213,935,000	217,305,000
Step Increase (includes effects on fringes)	0	3,020,000	3,020,000	3,068,000	3,117,000	3,166,000	3,216,000	3,266,000	3,318,000	3,370,000	3,423,000
MRA (includes effects on fringes)	0	0	0	0	0	0	0	0	0	0	0
Social Security (excludes Step and MRA)	13,270,000	13,424,000	13,635,000	13,850,000	14,068,000	14,290,000	14,515,000	14,743,000	14,975,000	15,211,000	15,451,000
Health Care	19,524,000	20,486,000	22,124,000	23,894,000	25,806,000	27,870,000	30,100,000	32,508,000	35,109,000	37,917,000	40,951,000
Retirement (excludes Step and MRA)	33,847,000	38,375,000	40,476,000	42,657,000	45,419,000	46,135,000	46,861,000	47,600,000	48,349,000	49,111,000	49,885,000
LT Disability & Life Ins. (excludes Step & MRA)	1,264,000	1,285,000	1,305,000	1,326,000	1,347,000	1,368,000	1,389,000	1,411,000	1,433,000	1,456,000	1,479,000
Other Fringe Benefits	635,000	654,000	673,000	693,000	714,000	736,000	758,000	781,000	804,000	828,000	853,000
Total City Personnel	**257,286,000**	**265,990,000**	**272,998,000**	**280,273,000**	**288,325,000**	**294,535,000**	**300,975,000**	**307,660,000**	**314,606,000**	**321,828,000**	**329,347,000**
City Non-personnel	147,166,000	151,967,000	156,135,000	160,514,000	165,109,000	169,925,000	174,977,000	180,282,000	185,855,000	191,717,000	197,887,000
Potomac Yards expense (does not include debt service)	0	142,000	289,000	590,000	1,205,000	1,740,000	2,934,000	3,527,000	4,135,000	4,757,000	5,429,000
Debt service	43,329,000	49,149,000	54,737,000	59,240,000	62,588,000	65,439,000	67,908,000	70,140,000	70,172,000	69,215,000	69,215,000
Cash capital	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	16,000,000
Schools Personnel	195,299,000	202,838,000	218,030,000	234,297,000	253,131,000	273,643,000	284,069,000	294,866,000	306,049,000	317,630,000	329,619,000
Schools Non-personnel	37,337,000	37,710,000	38,087,000	38,468,000	38,853,000	39,241,000	39,634,000	40,030,000	40,430,000	40,835,000	41,243,000
Total Expenditures	**684,418,000**	**713,796,000**	**750,276,000**	**785,382,000**	**821,211,000**	**857,523,000**	**883,997,000**	**911,005,000**	**937,247,000**	**961,982,000**	**988,740,000**
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	**-**	**(3,857,000)**	**(5,507,000)**	**(2,344,000)**	**10,768,000**	**25,190,000**	**53,379,000**	**84,212,000**	**119,749,000**	**161,036,000**	**204,832,000**

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$447,674	$465,617	$471,302	1.2%
Non-Personnel	36,228	62,534	53,582	-14.3%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$483,902	$528,151	$524,884	-0.6%
Funding Sources				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	**$483,902**	**$528,151**	**$524,884**	**-0.6%**
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 2012, the General Fund budget for the City Council decreases by $3,267, or 0.6%.

• Personnel increases by $5,685, or 1.2%, due to a step increase for the one full-time employee and benefit cost increases.

• Non-personnel decreases by $8,952 due to a reduction in photocopying charges to reflect the past three year average expenditures.

• FY 2010 actual non-personnel expenditures are $26,306 less than budgeted for FY 2011 and FY 2012. This is largely due to actual photocopying expenditures, which were $7,613 as compared to $28,065 budgeted. Average expenditures for the 3 years prior to FY 2010 were $34,806 annually.

Program Level Summary Information

Expenditure Summary

Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
City Council	$483,902	$528,151	$524,884	0.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2010-2011
Personnel	$1,679,364	$1,664,334	$1,697,710	2.0%
Non-Personnel	$42,032	$90,468	$92,005	1.7%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,721,396	$1,754,802	$1,789,715	2.0%
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	**$1,721,396**	**$1,754,802**	**$1,789,715**	**2.0%**
Total Department FTE's	**10.0**	**10.0**	**10.0**	**0.0%**

Highlights

• In FY 2011, the Offices of Citizen Assistance and Communications merged into a new Office of Communications and Public Information in order to improve customer service and strengthen community engagement. As part of that re-organization, one position from Citizen Assistance was transferred to the City Manager's Office and one position from the City Manager's Office was transferred to the Human Resources Department. FY 2010 actual and FY 2011 budgeted expenditures and FTEs have been reallocated between departments for comparison to the FY 2012 budget.

• In FY 2012, the General Fund budget for the City Manager's Office increases by $34,913, or 2.0%.

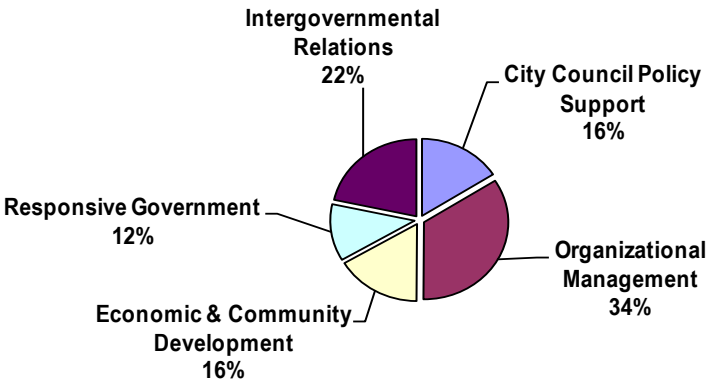
• Personnel costs decrease by $33,376, or 2.0%, due to merit step pay increases and benefit cost increases.

• Non-personnel costs increase by $1,537, or 1.7%, due to the reallocation of telecommunications system costs from ITS to the user departments in FY 2012.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of City Council meetings supported	33	30	30
# of City Council work sessions, budget work sessions, and legislative subcommittee meetings supported	34	35	35
# of City FTEs managed	2,580.7	2,540.2	2,543.1
$ value of City budget managed (All Funds in millions)	$871.5	$659.8	$684.4
# of organizational development projects completed	3	2	1
% change in # of jobs in Alexandria	-2.5%	1.0%	8.0%
% change in retail sales	4.9%	0.2%	1.5%
# of City Sponsored Boards and Commissions	73	79	73
# of formal Council requests handled	48	100	75
# of informal Council requests handled	705	650	675
# of legislative positions adopted	73	72	72

FY 2012 Proposed Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2010-2011
City Council Policy Support	$254,758	$283,213	$285,545	0.8%
Organizational Management	$586,310	$598,112	$611,175	2.2%
Economic & Community Development	$252,468	$287,206	$293,836	2.3%
Responsive Government	$221,197	$209,432	$213,362	1.9%
Intergovernmental Relations	$406,665	$376,840	$385,797	2.4%
Total Expenditures	**$1,721,397**	**$1,754,802**	**$1,789,715**	**2.0%**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2010-2011
City Council Policy Support	1.6	1.6	1.6	0.0%
Organizational Management	3.0	3.2	3.2	0.0%
Economic & Community Development	1.8	1.5	1.5	0.0%
Responsive Government	1.1	1.1	1.1	0.0%
Intergovernmental Relations	2.6	2.6	2.6	0.0%
Total FTE's	**10.0**	**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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	15%	16%	16%
Total Expenditures	$254,758	$283,213	$285,545
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$254,758	$283,213	$285,545
Program Outcomes			
# of City Council meetings supported	33	30	30
# of City Council work sessions, budget work sessions, and legislative subcommittee meetings supported	34	35	35

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$254,758	$283,213	$285,545
FTE's	1.6	1.6	1.6
# of City Council meetings supported	33	30	30
# of City Council work sessions, budget work sessions, and legislative subcommittee meetings supported	34	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	34%	34%	34%
Total Expenditures	$586,310	$598,112	$611,175
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$586,310	$598,112	$611,175
Program Outcomes			
# of City FTEs managed	2,580.7	2,540.2	2,543.1
$ value of City budget managed (All Funds in millions)	$871.5	$659.8	684.4
# of organizational development projects completed	3	2	1

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$586,310	$598,112	$611,175
FTE's	3.0	3.2	3.2
# of City FTEs managed	2,580.7	2,540.2	2,543.1
$ value of City budget managed (All Funds in millions)	$871.5	$659.8	$684.4
# of organizational development projects completed*	3	2	1

Funding for management studies has been reduced from $275,000 in FY 2011 to $45,000 for community indicators development in FY 2012.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	15%	16%	16%
Total Expenditures	$252,468	$287,206	$293,836
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$252,468	$287,206	$293,836
Program Outcomes			
% change in # of jobs in Alexandria	-2.5%	1.0%	8.0%
% change in retail sales	4.9%	0.2%	1.5%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$252,468	$287,206	$293,836
FTE's	1.75	1.50	1.50
# of business associations in the City	9	9	9
# of 144 Economic Sustainability recommendations initiated or in process	93	100	100
# of 144 Economic Sustainability recommendations implemented	43	48	55
$ amount of City General Fund support to economic development organizations	$3,239,109	$3,568,611	$4,680,219

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	13%	12%	12%
Total Expenditures	$221,197	$209,432	$213,362
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$221,197	$209,432	$213,362
Program Outcomes			
# of City Sponsored Boards and Commissions	73	79	73
# of formal Council requests handled	48	100	75
# of informal Council requests handled	705	650	675

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$221,197	$209,432	$213,362
FTE's	1.1	1.1	1.1
# of City Sponsored Boards and Commissions	73	79	73
# of formal Council requests handled	48	100	75
# of informal Council requests handled	705	650	675

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	21%	21%	22%
Total Expenditures	$367,513	$376,840	$385,797
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$367,513	$376,840	$385,797
Program Outcomes			
# of legislative positions adopted	73	72	72

Activity Data

LEGISLATIVE COORDINATION (STATE & FEDERAL) - The goal of Legislative Coordination is to prepare the City's annual legislative package for consideration by the City Council and to monitor legislative items before the General Assembly and Congress, and advocate for issues on behalf of the City.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$303,483	$313,565	$321,295
FTE's	2.3	2.3	2.3
# of legislative positions adopted	73	72	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	$64,030	$63,275	$64,502
FTE's	0.25	0.3	0.3
# of regional organizations and initiatives staffed	7	7	7

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$1,693,822	$1,841,484	$1,886,848	2.5%
Non-Personnel	601,124	1,157,288	764,454	-33.9%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$2,294,946	$2,998,772	$2,651,302	**-11.6%**
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	**$2,294,946**	**$2,998,772**	**$2,651,302**	**-11.6%**
Total Department FTEs	**14.0**	**14.0**	**14.0**	0.0%

Highlights

• In FY 2012, the General Fund budget decreases by $347,470, or 11.6%.

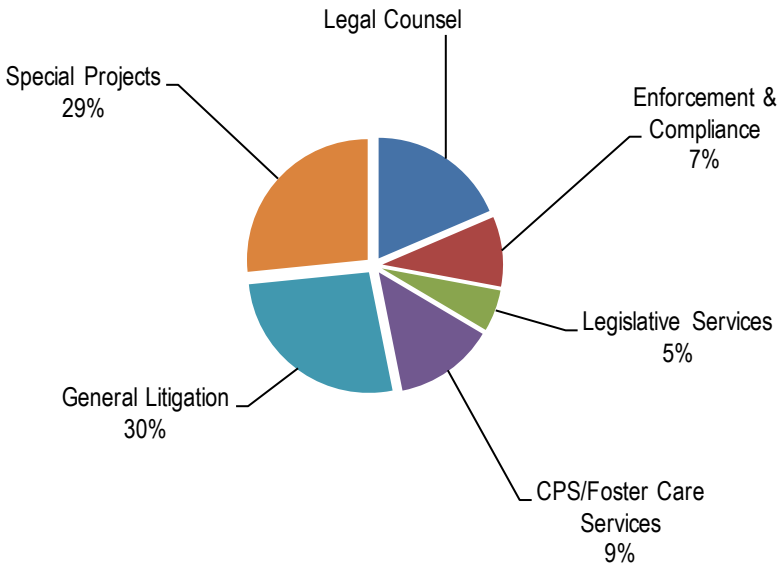
• Personnel costs increase by $45,364 or 2.5% due to employee step increases and an increase in benefit costs.

• Non-personnel costs decrease by $392,834, or 33.9% due to a $395,000 reduction in outside legal services to reflect the City Attorney's Office shift to a greater use of internal resources than contracting.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of formal and informal legal opinions issued and advice rendered	280	280	280
Attorney hours expended per request for legal counsel	75	75	75
% of enforcement & compliance cases satisfactorily resolved within 12 months	95%	95%	90%
Attorney hours expended per request for drafted or reviewed legislation	25	25	25

FY 2012 Proposed Expenditures by Activity



City Attorney

Expenditure Summary

Expenditure By Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Legal Counsel	$445,591	$479,396	$492,129	2.7%
Enforcement & Compliance	$223,535	$245,477	$248,540	1.2%
Legislative Services	$144,232	$143,533	$147,825	3.0%
CPS/Foster Care Services	$257,896	$341,143	$353,808	3.7%
General Litigation	$609,685	$894,214	$703,849	-21.3%
Special Projects	$614,007	$895,009	$705,151	-21.2%
Total Expenditures	**$2,294,946**	**$2,998,772**	**$2,651,302**	**-11.6%**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Legal Counsel	3.8	3.8	3.2	-17.1%
Enforcement & Compliance	1.9	1.9	2.2	17.9%
Legislative Services	0.9	0.9	0.9	0.0%
CPS/Foster Care Services	2.0	2.0	2.7	35.0%
General Litigation	2.9	2.9	3.3	12.1%
Special Projects	2.6	2.6	1.8	-32.3%
Total full time employees	**14.0**	**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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$2,294,946	$2,998,772	$2,651,302
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,294,946	$2,998,772	$2,651,302
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$445,591	$479,396	$492,129
FTE's	3.8	3.8	3.2
# of formal and informal opinions issued and advice rendered	249	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	$223,535	$245,477	$248,540
FTE's	1.9	1.9	2.2
# of enforcement cases handled administratively or through litigation	425	250	250
Attorney hours expended per request	80	80	80
% of cases satisfactorily resolved within 12 months	95%	95%	90%

LEGISLATIVE SERVICES – The goal of Legislative Services is to draft legislation for consideration by City Council, and review proposed state and federal legislation and regulations.			
Expenditures	$144,232	$143,533	$147,825
FTE's	0.9	0.9	0.9
# legislation drafted/reviewed	70	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$257,896	$341,143	$353,808
FTE's	2.0	2.0	2.7
# of CPS/foster care cases handled	141	250	250
Attorney hours expended per request	75	75	75
% of cases satisfactorily resolved within required statutory period	100%	100%	100%

GENERAL LITIGATION – The goal of Litigation is to defend civil actions brought against the City, its officers and employees.			
Expenditures*	$609,685	$894,214	$703,849
FTE's	2.9	2.9	3.3
# of cases defended	35	50	50
Attorney hours expended per case	40	40	40
% of cases satisfactorily resolved within 12 months	90%	90%	100%

SPECIAL PROJECTS – The goal of Special Projects is to provide specialized legal and related services in connection with specific City initiatives and undertakings.			
Expenditures *	$614,007	$895,009	$705,151
FTE's	2.6	2.6	1.8
# of projects handled	50	50	50
Attorney hours expended per project	30	30	30
% of projects satisfactorily resolved within required time frame	100%	100%	100%

* Budgeted expenditures for contracted outside legal services are reduced by $395,000 from FY 2011 to FY 2012 to reflect FY 2010 actual expenditures.

Summary of Budget Changes

Expenditure Reductions

Activity	Adjustment	FTEs	Amount
General Litigation & Special Projects	*Professional Services*		**($395,000)**
Outside legal services expenditures are reducecd in FY 2012 to reflect the City Attorney's Office shift to greater use of in-house resources than contractual services.			

City Clerk

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

Expenditure and Revenue Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$353,529	$391,705	$407,892	4.1%
Non-Personnel	14,865	19,660	21,917	11.5%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$368,394	$411,365	$429,809	4.5%
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	**$368,394**	**$411,365**	**$429,809**	**4.5%**
Total Department FTE's	**4.0**	**4.0**	**4.0**	**0.0%**

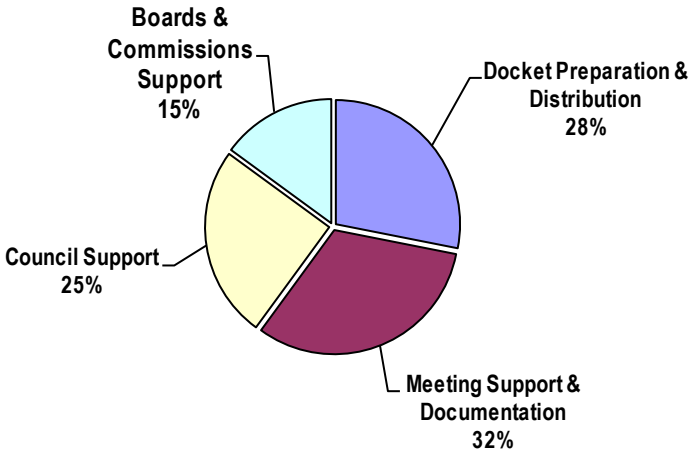
Highlights

- In FY 2012 the City Clerk's General Fund budget increases by $18,444, or 4.5%.
- Personnel costs increase by $16,187, or 4.1%, due to merit pay and benefit cost increases.
- Non-personnel costs increase by $2,257, or 11.5%, due to the transfer of telecommunications costs from ITS to the user departments.
- In FY 2011 the Office of Citizen Assistance was merged with the Office of Communications to create the new Office of Communications and Public Information. As part of the re-organization, the Boards and Commissions appointment processing function was transferred from the former Office of Citizen Assistance to the City Clerk's Office.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of docket items processed	630	700	700
Cost per docket item processed	$176	$164	$173
Cost per Council meeting supported	$4,111	$4,443	$3,432
% of meeting minutes completed within 2 weeks of Council meeting	100%	100%	100%

FY 2012 Proposed Expenditures by Activity



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2010-2011
Docket Preparation & Distribution	$110,600	$114,613	$120,813	5.4%
Meeting Support & Documentation	$168,554	$133,296	$137,264	3.0%
Council Support	$89,240	$103,494	$107,477	3.8%
Boards & Commissions Support	$0	$59,962	$64,255	7.2%
Total Expenditures	$368,394	$411,365	$429,809	4.5%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2010-2011
Docket Preparation & Distribution	1.3	1.0	1.0	0.0
Meeting Support & Documentation	1.1	1.0	1.0	0.0
Council Support	1.6	1.1	1.1	0.0
Boards & Commissions Support	0.0	1.0	1.0	0.0
Total Expenditures	4.0	4.0	4.0	0.0

City Clerk Programs and Activities

City Clerk and Clerk of Council

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

Department Information

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

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

Department Staff
Gloria Sitton, Deputy City Clerk

City Clerk & Clerk of Council Program

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

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$368,394	$411,365	$429,809
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$368,394	$411,365	$429,809
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 2010 Actual**	**FY 2011 Approved**	**FY 2012 Proposed**
Expenditures	$110,600	$114,613	$120,813
FTE's	1.3	1.0	1.0
# of docket items processed	630	700	700
Cost per docket item processed	$176	$164	$173
% of docket items sent to Council four or more days in advance of meeting	100%	100%	100

MEETING SUPPORT & DOCUMENTATION – The goal of Meeting Support and Documentation is to maintain a permanent record of official City Council actions in a prompt and accurate manner.			
Expenditures	$168,554	$133,296	$137,264
FTE's	1.1	1.0	1.0
# of City Council meetings supported	41	30	40
Cost per City Council meeting supported	$4,111	$4,443	$3,432
% 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	$89,240	$103,494	$107,477
FTE's	1.3	1.0	1.0
# of hours of administrative support provided	8,328	8,328	8328
# of record research requests filled	75	80	75
Cost per hour of administrative support	$11	$12	$13
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	N/A	$59,962	$64,255
FTE's	N/A	1.0	1.0
# of applications processed	N/A	400	400
# of vacancies filled	N/A	300	300
Cost per application processed	N/A	$150	$161

*In FY 2011 this activity was transferred from the Office of Citizen Assistance.

Courts and Constitutional Officers

18th Circuit Court 12-2
18th General District Court 12-6
Clerk of the Court 12-9
Office of the Commonwealth's Attorney 12-17
Court Service Unit 12-22
Juvenile and Domestic Relations District Court 12-30
Law Library 12-33
Other Public Safety and Justice 12-36
Office of Voter Registration and Elections 12-42
Sheriff's Office 12-48

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$1,261,383	$1,297,020	$1,366,223	5.3%
Non-Personnel	61,015	90,057	92,558	2.8%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,322,398	$1,387,077	$1,458,781	5.2%
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	**$1,322,398**	**$1,387,077**	**$1,458,781**	5.2%
Total Department FTEs	**13.0**	**13.0**	**13.0**	0.0%

Highlights

•In FY 2012 proposed General Fund budget increases by $71,704, or 5.2%, attributable to employee step adjustments and an increase in benefit costs. In addition, the turnover savings that was applied to this department in prior years has been restored because the actual turnover activity in the Circuit Court does not provide the savings amount previously budgeted.

•Total non-personnel costs are increased by $2,501 or 2.8% due to reallocation of telecommunications system costs from ITS to the user departments in FY 2012.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Number of civil cases closed	4,159	3,220	4,201
City cost per civil case closed	$61	$84	$67
Number of criminal cases closed	1,627	2,040	1,643
City cost per criminal case closed	$153	$133	$171

Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Civil Cases	$252,750	$270,917	$283,545	4.7%
Criminal Cases	$248,982	$270,666	$280,793	3.7%
AJIS Support	$653,464	$661,871	$700,992	5.9%
Jury Services	$167,202	$183,623	$193,451	5.4%
Total Expenditures	$1,322,398	$1,387,077	$1,458,781	5.2%

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Civil Cases	2.9	2.9	2.9	0.0%
Criminal Cases	2.9	2.9	2.9	0.0%
AJIS Support	6.0	6.0	6	0.0%
Jury Services	1.2	1.2	1.2	0.0%
Authorized Positions (FTE's) by Activity	**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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$1,322,398	$1,387,077	$1,458,781
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,322,398	$1,387,077	$1,458,781
Program Outcomes			
% of cases closed within timeframes	99%	100%	100%

Activity Data

CIVIL CASES – The goal of Civil Cases is to close Alexandria civil cases within one year of filing.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$252,750	$270,917	$283,545
FTE's	2.9	2.9	2.9
# of civil cases closed	4,159	3,220	4,201
City cost per civil case closed	$61	$84	$67
% of civil cases closed within one year of initial filing date	98%	97%	97%
CRIMINAL CASES – The goal of Criminal Cases is to close Alexandria criminal cases within 120 days of indictment.			
Expenditures	$248,982	$270,666	$280,793
FTE's	2.9	2.9	2.9
# of criminal cases closed	1,627	2,040	1,643
City cost per criminal case closed	$153	$133	$171
% of criminal cases closed within 120 days of indictment	95%	97%	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	$653,464	$661,871	$700,992
FTE's	6.0	6.0	6.0
# of hours AJIS available	8,745	8,816	8,832
City cost per hour AJIS available	$74.72	$75.08	$79.37
% 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	$167,202	$183,623	$193,451
FTE's	1.2	1.2	1.2
# of qualified jurors identified	7,268	8,450	7,341
City cost per qualified juror identified	$23.01	$21.73	$26.35
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$0	$0	$0	0.0%
Non-Personnel	52,881	59,585	62,452	4.8%
Capital Goods Outlay		0	0	0.0%
Total Expenditures	$52,881	$59,585	$62,452	4.8%
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	**$52,881**	**$59,585**	**$62,452**	4.8%

Highlights

•In FY 2012 the proposed General Fund budget increases $2,867 or 4.8%, entirely attributable to reallocation of telecommunications system costs from ITS to the user departments in FY 2012.

•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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of traffic cases filed	21,357	22,000	23,000
# of civil cases filed	8,642	11,000	9,000
# of criminal cases filed	5,053	8,400	7,000

Program Level Summary Information

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
General District Court	$52,881	$59,585	$62,452	4.8%
Total Expenditures	**$52,881**	**$59,585**	**$62,452**	**4.8%**

Staffing Summary

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
General District Court	0.0	0.0	0.0	0.0%
Total 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$52,881	$59,585	$62,452
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$52,881	$59,585	$62,452
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$52,881	$59,585	$62,452
FTE's	0.0	0.0	0.0
# of traffic cases filed	21,357	22,000	23,000
# of civil cases filed	8,642	11,000	9,000
# of criminal cases filed	5,053	8,400	7,000

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$1,435,341	$1,431,991	$1,480,163	3.4%
Non-Personnel	143,737	86,700	90,391	4.3%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,579,078	$1,518,691	$1,570,554	3.4%
Less Revenues				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	75,650	0	0	0.0%
Total Designated Funding Sources	$75,650	$0	$0	0.0%
Net General Fund Expenditures	**$1,503,428**	**$1,518,691**	**$1,570,554**	3.4%
Total Department FTE's	**23.0**	**22.0**	**22.0**	0.0%

Highlights

•In FY 2012 the proposed General Fund budget increases $51,863 or 3.4%.

•FY 2011 personnel costs are increasing by $48,172, or 3.4%, due to merit step increases and an increase in benefit costs.

•Total non-personnel costs increase by $3,691, or 4.3%, due to reallocation of telecommunications system costs from ITS to the user departments in FY 2012.

Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Court Support	$789,994	$703,208	$724,173	3.0%
Land Records	$371,970	$343,048	$413,312	20.5%
Public Services	$417,114	$472,435	$433,069	-8.3%
Total Expenditures	**$1,579,078**	**$1,518,691**	**$1,570,554**	3.4%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Court Support	8.9	8.9	9.2	3.4%
Land Records	7.0	6.0	6.4	6.7%
Public Services	7.2	7.2	6.5	-9.7%
Total full time equivalents (FTE's)	**23.0**	**22.0**	**22.0**	0.0%

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

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http://www.alexandriava.gov/clerkofcourt/

Department Head
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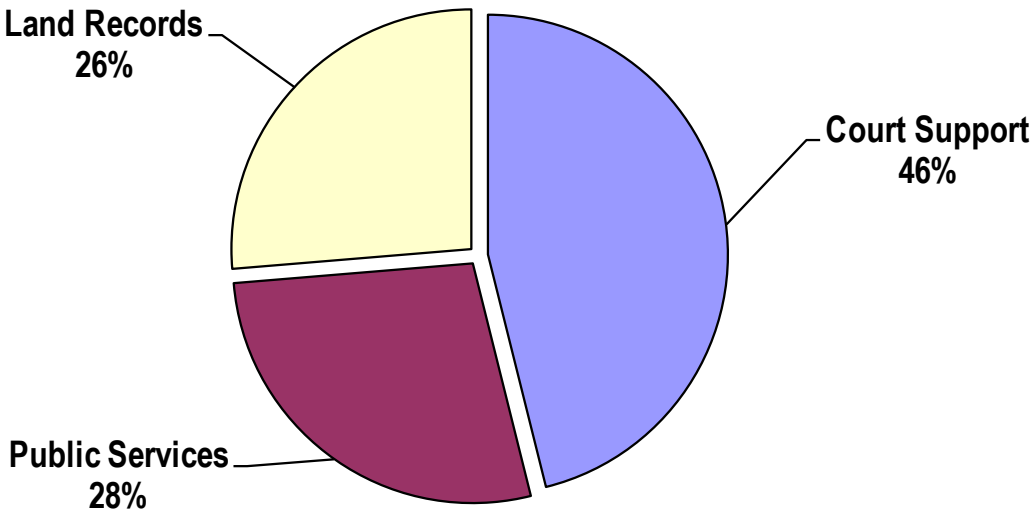
Ed.Semonian@alexandriava.gov

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of criminal cases processed	1,669	1,784	1,700
Cost per criminal case processed	$40.57	$38.70	$42.24
# of land document transactions processed (total)	24,123	26,340	25,000
Cost per recordation of land document transaction	$10.76	$8.81	$11.38
# civil case filings processed	4,751	3,882	5,000
Cost per civil case filing processed	$24.40	$33.78	$25.61

FY 2012 Proposed 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	50.0%	46.3%	46.1%
Total Expenditures	$789,994	$703,208	$724,173
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$789,994	$703,208	$724,173
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$67,718	$69,041	$71,816
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	0.3	1.4	1.4
# of criminal cases processed	1,669	1,784	1,700
Cost per criminal case processed	$40.57	$38.70	$42.24
% 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	$129,206	$120,888	$124,708
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	3.0	1.9	1.9
# transactions processed (total)	87,679	86,391	88,000
Cost per transaction	$1.47	$1.40	$1.42
% 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	$75,873	$73,803	$76,361
FTE's	1.1	1.2	1.2
# of inquiries handled	8,512	18,728	9,000
Cost per inquiry	$8.91	$3.94	$8.48
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$69,430	$56,609	$59,682
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	0.5	1.0	1.0
# of transactions processed (probates, qualifications, and related documents)	7,389	7,312	7,500
Cost per transaction	$9.40	$7.74	$7.96
% 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	$447,767	$382,867	$391,606
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	4.1	3.5	3.8
# of activities managed	11	11	11
Cost per activity	$40,706	$34,806	$35,601
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	23.6%	22.6%	26.3%
Total Expenditures	$371,970	$343,048	$413,312
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$371,970	$343,048	$413,312
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$259,450	$231,957	$284,398
FTE's	4.7	4.3	4.5
# of land document transactions processed (total)	24,123	26,340	25,000
Cost per recordation of land document transaction	$10.76	$8.81	$11.38
% 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.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$99,890	$95,632	$113,082
FTE's	1.7	1.5	1.7
# of inquiries handled	39,620	24,925	40,000
Cost per inquiry	$2.52	$3.84	$2.83
% 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.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$12,630	$15,459	$15,832
FTE's	0.6	0.2	0.2
# of transactions processed (total)	6,678	5,611	7,000
Cost per transaction	$1.89	$2.76	$2.26
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	26.4%	31.1%	27.6%
Total Expenditures	$417,113	$472,435	$433,069
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$417,113	$472,435	$433,069
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$115,919	$131,153	$128,069
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	2.2	2.1	2.0
# civil case filings processed	4,751	3,882	5,000
Cost per civil case filing processed	$24.40	$33.78	$25.61
% 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.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$146,363	$166,169	$142,907
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	2.7	2.6	2.3
# of transactions processed (total)	17,539	16,733	17,500
Cost per transaction	$8.35	$9.93	$8.17
% 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.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$154,831	$175,113	$162,093
FTE's (In FY 2011, FTEs have been reallocated between activities to best accommodate the customer demands)	2.4	2.6	2.3
# of inquiries handled	69,020	44,083	70,000
Cost per inquiry	$2.24	$3.97	$2.32
% of inquiries handled in a satisfactory manner	100%	100%	100%

Miscellaneous

"Net City Share" of Clerk of Court Operations	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
General Fund Expenditures			
Personnel	$ 1,435,341	$ 1,431,991	$ 1,480,163
Non-Personnel	$ 143,737	$ 86,700	$ 90,391
Capital Goods	$ -	-	-
Total General Fund Expenditures	*$ 1,579,078*	*$ 1,518,691*	*$ 1,570,554*
General Fund Revenues [1]			
State Reimbursement for Personnel Costs	$ 752,704	$ 951,639	$ 918,172
Excess Clerks' Fees Collected	265,346	150,000	150,000
Total General Fund Revenues	*$ 1,018,050*	*$ 1,101,639*	*$ 1,068,172*
Net City Share (General Fund Expenditures less General Fund Revenues)	**$ 561,028**	**$ 417,052**	**$ 502,382**

[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 2012, 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$2,591,131	$2,753,506	$2,732,173	-0.8%
Non-Personnel	63,863	86,235	99,643	15.5%
Capital Goods Outlay	539	0	3,500	N/A
Total Expenditures	$2,655,533	$2,839,741	$2,835,316	-0.2%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	250,212	219,867	250,474	13.9%
Total Designated Funding Sources	$250,212	$219,867	$250,474	13.9%
Net General Fund Expenditures	**$2,405,321**	**$2,619,874**	**$2,584,842**	-1.3%
Total Department FTE's	**29.0**	**27.0**	**27.0**	0.0%

Highlights

•In FY 2012 the proposed General Fund budget is decreasing by $35,032, or 1.3%, primarily due to the increased special revenue funds for the Victim Witness grant program and employee turnover.

•Personnel costs are decreasing by $21,333, or 0.8%, due to the fact that merit step increases and benefit cost increases for employees were more than offset by savings attributable to turnover of employees from higher grades and steps to lower positions, as well as a decline in health insurance participation.

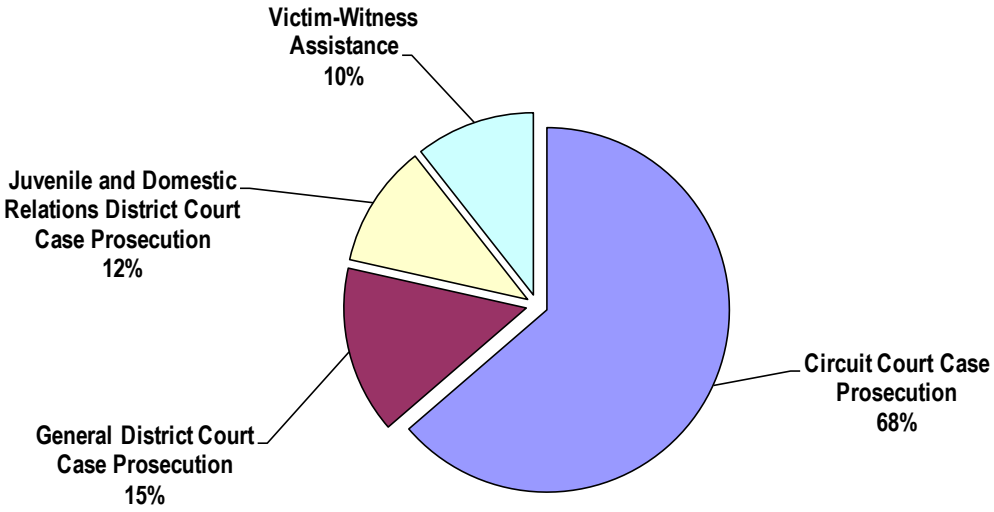
•Total non-personnel costs increased by $13,408, or 15.5%; the increase was attributable to an increase in grant funding from the Victim Witness grant which allowed for increased expenditures for operational items, such as office supplies and telecommunications equipment. In addition, non personnel costs are increasing due to the reallocation of telecommunications systems cost from ITS to user departments.

•The $30,607 or 13.9% increase in Special Revenue Funding is attributable to an increase in funding for the Victim-Witness Program. The increase in funds minimizes the need for support from the General Fund for the Victim-Witness program and also provides $3,500 for capital expenditures, which the department will use for IT equipment.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Conviction Rate	92%	92%	92%
% of cases concluded within time guidelines	94%	95%	95%
Conviction rate for DWI cases	96%	96%	96%

FY 2012 Proposed Expenditures by Activity



Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2010-2011
Circuit Court Case Prosecution	$1,609,638	$1,921,022	$1,805,139	-6.0%
General District Court Case Prosecution	$437,288	$304,073	$420,908	38.4%
Juvenile and Domestic Relations Court Case Prosecution	$258,270	$331,956	$309,165	-6.9%
Victim-Witness Assistance	$350,336	$282,690	$300,104	6.2%
Total Expenditures	**$2,655,532**	**$2,839,741**	**$2,835,316**	**-0.9%**

Staffing Summary

Authorized Positions (FTEs) by Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change
Circuit Court Case Prosecution	15.1	15.1	15.1	0.0%
General District Court Case Prosecution	5.5	4.5	4.5	0.0%
Juvenile and Domestic Relations Court Case Prosecution	3.4	3.4	3.4	0.0%
Victim-Witness Assistance	5.0	4.0	4.0	0.0%
Total full time employees	**29.0**	**27.0**	**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

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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$2,866,019	$2,839,741	$2,839,741
Less Revenues	$250,212	$219,867	$250,474
Net General Fund Expenditures	$2,615,807	$2,619,874	$2,589,267
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,609,638	$1,921,022	$1,805,139
FTE's	15.1	15.1	15.1
# of cases concluded	1,586	1,800	1,800
Conviction rate for felony cases	92%	92%	92%
% of cases concluded within prescribed time guidelines	94%	95%	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	$437,288	$304,073	$420,908
FTE's	5.5	4.5	4.5
# of cases concluded	7,784	8,000	8,000
% of cases concluded within prescribed time guidelines	85%	85%	85%
Conviction rate for DWI cases	96%	96%	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	$258,270	$331,956	$309,165
FTE's	3.4	3.4	3.4
# of cases concluded	2,255	2,150	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$350,336	$282,690	$300,104
FTE's	5.0	4.0	4.0
# of victims and witnesses served	4,163	4,400	4,400
% of cases in which prosecutors rate the services provided as favorable	97%	96%	96%

Miscellaneous Information

Summary Table of Additional Revenues			
	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$2,655,533	$2,839,741	$2,835,316
Less Revenues	$250,212	$219,867	$250,474
Gen. Fund Expenditures	$2,405,321	$2,619,874	$2,584,842
State Revenues	$1,040,436	$1,145,585	$1,145,585
General Fund Expenditures Net State Revenues	$1,364,885	$1,474,289	$1,439,257

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$1,338,824	$1,410,528	$1,525,868	8.2%
Non-Personnel	129,821	134,831	117,778	-12.6%
Capital Goods Outlay	0	0	0	0.0%
Interfund Transfer*	28,786	99,498	99,498	0.0%
Total Expenditures**	$1,497,431	$1,644,857	$1,743,144	6.0%
Less Revenues				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	166,657	150,578	73,336	-51.3%
Interfund Transfer	28,786	99,498	99,498	0.0%
Total Designated Funding Sources	$195,443	$250,076	$172,834	-30.9%
Net General Fund Expenditures	**$1,301,988**	**$1,394,781**	**$1,570,310**	12.6%
Total Department FTE's* **	**10.2**	**9.5**	**9.5**	0.0%

*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 $1,520,608 in FY 2010, $1,540,045 in FY 2011 and approximately the same in FY 2012.

Highlights

•In FY 2012 the proposed general fund budget increases by $175,529, or 12.6%.

•FY 2012 personnel costs increase by $115,340, or 8.2%. The increase is attributable to the increased cost of the salary supplement provided to state employees working in the Court Service Unit, as well as increases in costs for the supplemental retirement benefit for the state employees. The increase is also due in part to merit step increases and increased benefit costs for the City employees working in the Court Service Unit. In addition, there are increased costs due to the reclassification of two positions.

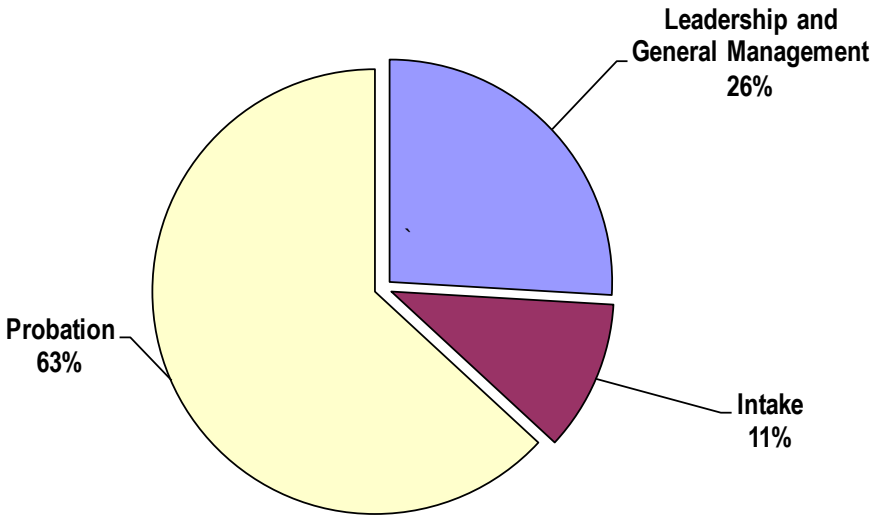
•Non-personnel costs are proposed to decrease by $17,053, or 12.6%. Funds for contracts for monitoring and language line services is reduced by $5,000 in FY 2012. To help offset the increased general fund costs for the Gang Prevention Program, the Gang Prevention non-personnel budget has been reduced by $13,000. Offsetting these decreases is the reallocation of telecommunications systems cost from the Information Technology Services Department to user departments.

•Special revenue is declining by $77,336, or 51.3%. Included in this reduction is the elimination of the Gang Prevention earmark ($60,000) and $19,117 for the Juvenile Accountability grant. These are offset by a small increase of $1,875 in the VJCCCA grant. Details related to these grants are included in the Revenue section of the budget document.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of school suspension cases served	20	55	50
% of cases successfully completing conditions	100%	90%	100%
Number of petitions filed	1,038	1,200	1,100
% of probable cause determinations not appealed	100%	100%	100%

FY 2012 Proposed Expenditures by Program



Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership and Management Support Services	$459,076	$419,483	$452,123	7.8%
Intake	$218,373	$195,741	$190,674	-2.6%
Probation	$819,982	$1,029,633	$1,100,347	6.9%
Total Expenditures	**$1,497,431**	**1,644,857**	**$1,743,144**	6.0%

Staffing Summary [1]

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2012-2011
Leadership and Management Support Services	1.1	1.1	1.1	0.0%
Intake	2.1	1.4	1.4	0.0%
Probation	7.1	7.1	7.1	0.0%
Total full-time equivalents	**10.2**	**9.5**	**9.5**	0.0%

[1] The Court Service Unit is comprised of 9 full time City employees, one part-time (0.5 FTE) position. Additionally, there are 22 State employees working in the Court Service Unit. State funds and State-funded employees are not reflected in the City's operating budget.

Court Service Unit Programs and Activities

Intake
- Pre-Trial 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

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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	30.7%	25.5%	25.9%
Total Expenditures	$459,076	$419,483	$452,123
Less Revenues	$100,760	$60,000	$0
Net General Fund Expenditures	$358,316	$359,483	$452,123
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$292,238	$269,451	$312,993
FTE's	0.1	0.1	0.1
# of activities managed	15	16	16
# of FTE's managed	10.2	9.5	9.5
$ value of City budget managed	$1,497,431	$1,644,857	$1,743,144
Leadership and General Management as % of Total Expenditures	19.5%	16.4%	18.0%
% of activity goals achieved	100%	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	$166,838	$150,032	$139,130
FTE's	1.0	1.0	1.0
# of gang prevention/intervention initiatives managed	8	7	8
# of outreach cases served	62	50	50
# of outreach contacts	1,755	1,800	1,800
# of mentors recruited	136	75	200
Cost per initiative managed	$20,855	$21,433	$17,391
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	14.6%	11.9%	10.9%
Total Expenditures	$218,373	$195,741	$190,674
Less Revenues	$32,842	$39,174	$20,057
Net General Fund Expenditures	$185,531	$156,567	$170,617
Program Outcomes			
% of actions completed within 30 days	90%	90%	90%

Activity Data

PRE-TRIAL SERVICES – The goal of Pre-Trial Services is to provide after hours supervision for juveniles awaiting Court action in order to prevent further delinquent behavior.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$88,502	$70,008	$55,681
FTE's	1.3	0.6	0.6
# of school suspension cases served	20	55	50
Cost per case served	$4,425	$1,273	$1,114
% of cases successfully completing conditions	100%	90%	100%

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	$64,871	$63,564	$68,426
FTE's	0.4	0.4	0.4
# of petitions filed	1,038	1,200	1,100
Cost per petition filed	$62	$53	$62
% 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	$30,621	$29,601	$31,551
FTE's	0.2	0.2	0.2
# of diversion cases served	119	200	160
Cost per case served	$257	$148	$197
% of juveniles who successfully complete the diversion plan	80%	85%	100%

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.			
Expenditures	$34,379	$32,568	$35,016
FTE's	0.2	0.2	0.2
# of police inquiries responded to	360	325	350
Cost per inquiry responded to	$95	$100	$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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	54.8%	62.6%	63.1%
Total Expenditures	$819,982	$1,029,633	$1,100,347
Less Revenues	$61,840	$150,902	$152,777
Net General Fund Expenditures	$758,142	$878,731	$947,570
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$234,944	$239,034	$263,867
FTE's	0.6	0.6	0.6
# of cases served (average)	275	280	285
Cost per case served	$854	$854	$926
% 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.			
Expenditures	$117,777	$110,676	$123,476
FTE's	0.4	0.4	0.4
# of reports written	150	180	175
Cost per report written	$785	$615	$706
# of custody reports written	9	10	12
# of custody and visitation petitions taken	841	1,000	900
# of parenting education participants served (FOCUS)	329	373	350
% of cases served within court ordered timeframes	100%	100%	$100
% of reports written within court ordered timeframe	95%	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	$218,939	$233,024	$240,175
FTE's	1.9	1.9	1.9
# of cases served (average)	31	28	28
Cost per case served	$7,063	$8,322	$8,578
% of cases closed successfully	94%	88%	80%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$46,261	$36,037	$46,611
FTE's	0.2	0.2	0.2
# of participants served (actual)	129	150	150
Cost per participant served	$359	$240	$311
% of participants successfully completing program	97%	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.			
Expenditures	$202,061	$410,862	$426,218
FTE's	2.0	4.0	4.0
# of participants enrolled (average)	18	30	30
Cost per participant	$11,226	$13,695	$14,207
% of participants successfully completing program	78%	73%	73%

Summary of Budget Changes

Adjustment to Base

Activity	Reduction Option	FTE's	FY 2012 Proposed
Gang Prevention and Intervention	*Personnel*	**0.0**	**$85,000**

It is anticipated that the earmark that has funded the Gang Prevention Coordinator position in previous years will no longer be available. General funds have been included in the proposed budget to offset the lost federal revenue. FY 2012 includes 9 months of funding for the positions (October 1 through June 30). To help mitigate the impact on the general fund, the non-personnel budget for this program was reduced by approximately $13,000. It should be noted that if City Council wishes to continue this program in FY 2013, a full year of general fund support will be necessary.

Unfunded Priorities Requested Above the City Manager's Base Budget

The following budget items are not funded in the FY 2012 Proposed Budget, but have been identified by the City Manager as high priority items for possible consideration by City Council for inclusion in the budget during the add-delete process.

Activity	Above the Base Item	FTE	FY 2012 Proposed
Gang Prevention	*Gang Intervention Program*	**0.0**	**$150,000**

The Gang Intervention Program is funded by an earmark that is unlikely to continue in FY 2012. Funding is used to provide caseworkers for 12 to 21 year olds who are at risk or or involve in gangs.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$0	$0	$0	0.0%
Non-Personnel	22,858	34,512	36,129	4.7%
Capital Goods Outlay	5,250	0	0	0.0%
Total Expenditures	$28,108	$34,512	$36,129	4.7%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	**$28,108**	**$34,512**	**$36,129**	4.7%

Highlights

•The FY 2012 proposed General Fund budget is increasing by $1.617, or 4.7%, compared to the approved FY 2011 budget. The increase is due to reallocation of telecommunications systems costs from ITS to the user departments in FY 2012.

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

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of juvenile cases docketed	3,340	3,300	3,300
# of juvenile cases concluded	3,266	3,200	3,200
# of domestic relations cases docketed	2,018	2,000	2,000
# of domestic relations cases concluded	1,945	1,900	1,900

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Juvenile and Domestic Relations District Court	$28,108	$34,512	$36,129	4.7%
Total Expenditures	**$28,108**	**$34,512**	**$36,129**	**4.7%**

Staffing Summary

Staffing By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
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

Juvenile and Domestic Relations District Court

Juvenile and Domestic Relations District Court

Dept Info

Department Contact Info
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www.alexandriava.gov/jdrcourt/

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Department Staff
Eric Barr, Clerk of Court
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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$28,108	$34,512	$36,129
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$28,108	$34,512	$36,129

Activity Data

JUVENILE AND DOMESTICS RELATIONS COURT – The goal of Juvenile and Domestic Relations Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$28,108	$34,512	$36,129
FTE's	0.0	0.0	0.0
# of juvenile cases docketed	3,340	3,300	3,300
# of juvenile cases concluded	3,266	3,200	3,200
# of domestic relations cases docketed	2,018	2,000	2,000
# of domestic relations cases concluded	1,945	1,900	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$88,134	$90,159	$93,276	3.5%
Non-Personnel	68,496	76,423	76,820	0.5%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$156,630	$166,582	$170,096	2.1%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Other Special Revenue (Law Library Fees)	57,678	50,647	54,161	6.9%
Total Designated Funding Sources	$57,678	$50,647	$54,161	6.9%
Net General Fund Expenditures	**$98,952**	**$115,935**	**$115,935**	**0.0%**
Total Department FTEs	**1.0**	**1.0**	**1.0**	**0.0%**

Highlights

•In FY 2012 the proposed General Fund budget does not increase in FY 2012.

•FY 2012 personnel budget is increasing by $3,117, or 3.5%, attributable to employee step adjustment costs and an increase in benefit costs.

•FY 2012 non-personnel budgets is in increasing by $397 due to reallocation of telecommunications system costs from ITS to the user departments in FY 2012.

•FY2012 revenues are projected to increase by $3,514, or 6.9%, to reflect actual revenue trends.

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Law Library	$156,630	$166,582	$170,096	2.1%
Total Expenditures	**$156,630**	**$166,582**	**$170,096**	**2.1%**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
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
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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$156,630	$166,582	$170,096
Less Revenues	$57,678	$50,647	$54,161
Net General Fund Expenditures	$98,952	$115,935	$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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$156,630	$166,582	$170,096
FTE's	1.0	1.0	1.0
# of assists provided	5,026	5,060	5,030
# of visitors to the library[1]	11,136	N/A	11,200
City costs per assist	$31.16	$32.92	$33.82

1 In FY 2010 an electronic counter was installed enabling the Library to track the number of visitors. It is being added as a new measure in FY 2012.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel *	$337,299	$414,088	$507,078	22.5%
Non-Personnel	5,003,216	4,868,108	4,978,079	2.3%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$5,340,515	$5,282,196	$5,485,157	3.8%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	193,358	184,177	184,177	0.0%
Total Designated Funding Sources	$193,358	$184,177	$184,177	0.0%
Net General Fund Expenditures	**$5,147,157**	**$5,098,019**	**$5,300,980**	**4.0%**

* 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

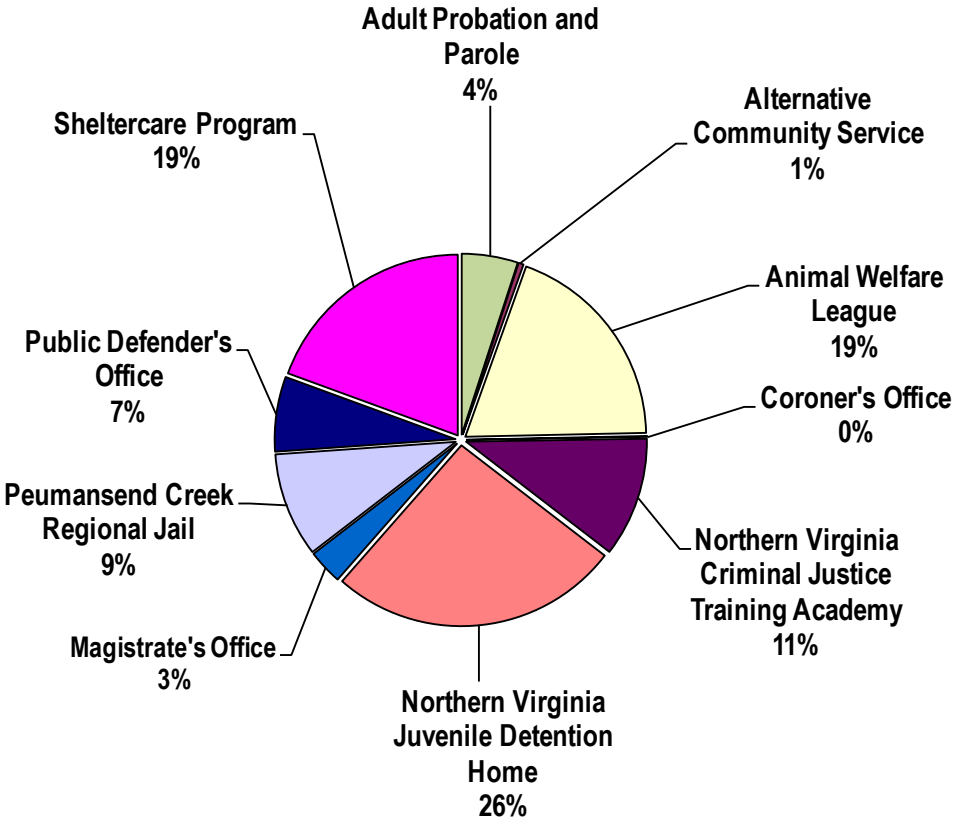
•In FY 2012, the General Fund budget increases by $202,961, or 3.8%.

•Personnel costs increase by $92,990, or 22.5%, due 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 ($42,132) and the Public Defender ($50,858). The City supplement is provided to pay state employees in these agencies with the equivalent City salary.

• Non-personnel costs increase by $109,971, or 2.3%. This increase is primarily due to an increase in the City's contribution to the Sheltercare Program ($150,000) due to discontinued participation by other jurisdictions. The increase in Sheltercare is partially offset by a decrease in expenditures in the Northern Virginia Juvenile Detention Home ($49,542).

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

FY 2012 Proposed Expenditures by Activity



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Other Public Safety and Justice	$5,340,515	$5,282,196	$5,485,157	3.8%

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

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$5,340,515	$5,282,197	$5,485,157
Less Revenues	$198,358	$184,177	$184,178
Net General Fund Expenditures	$5,142,157	$5,098,020	$5,300,979

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$181,688	$235,365	$277,497
FTE's	0	0	0
# of Clients Served through Supervision Services (average)	650	650	650
Pre-sentence reports written for Court	130	130	130
% of Supervision cases discharged without revocation at or before scheduled expiration	60%	60%	160%

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	$19,215	$25,000	$25,000
FTE's	0	0	0
Total clients served*	244	231	230
Cost per client**	$108	$109	$108
Assigned volunteer client hours	13,063	12,164	12,164
Average hours per client	53	53	53
Public Defender referrals	92	63	63
% age of clients that fully complete their community service hours.	92%	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	$1,097,599	$1,055,859	$1,062,282
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	$680	$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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$590,498	$590,498	$592,068
FTE's	0	0	0

NORTHERN VIRGINIA JUVENILE DETENTION HOME – The goal of the Northern Virginia Jevenile Deterntion Home is to confine juveniles who are awaiting disposition of their cases by the Jevenile and Domestic relations District Court, awaiting transfer to a State facility, serving sentences of six months or less, or awaiting release into a work program.			
Expenditures	$1,593,355	$1,440,496	$1,390,954
FTE's	0	0	0
Number of Alexandria clients served	224	165	200
% of post-dispositional juveniles receiving individual counseling	100%	100%	100%
% of post-dispositional juveniles involved in group counseling	100%	100%	100%

OFFICE OF THE MAGISTRATE – The goal of the Office of the Magistrate is to issue arrest warrants, summonses, subpoenas, and civil warrants and conduct bond hearings to set bail for individuals charged with a criminal offense.			
Expenditures	$162,318	$171,449	$171,907
FTE's	0	0	0

PEUMANSEND CREEK REGIONAL JAIL – The goal of the Peumansend Creek Regional Jail is to house low-risk, non-violent inmates in a minimum security setting so local jail space can house higher-risk inmates.			
Expenditures	$497,993	$516,127	$516,127
FTE's	0	0	0

Other Public Safety and Justice, continued

Activity Data

PUBLIC DEFENDER – The goal of the Public Defender is to serve as legal counsel for indigent Alexandria residents, both juveniles and adults, who have been charged with jailable offenses.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$263,432	$318,348	$370,267
FTE's	0	0	0
# of adult crime cases filed*	2,958	3,235	3,235
# of adult crime cases appealed	19	23	24
% age of adult crime cases appealed	0.6%	0.7%	0.7%
# of juvenile crime cases filed*	177	159	159
# of juvenile crime cases appealed	6	5	6
% age of juvenile crime cases appealed	3.4%	3.1%	3.8%

*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	$933,736	$924,555	$1,074,555
FTE's	0	0	0
Number of Alexandria clients served	79	60	65
Number of Alexandria childcare days utilized	4,120	3,400	3,800
% age of Alexandria bed space utilzed	89%	85%	85%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$714,017	$764,552	771,281	0.9%
Non-Personnel	300,051	364,101	364,317	0.1%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,014,068	$1,128,653	$1,135,598	0.6%
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	**$1,014,068**	**$1,128,653**	**$1,135,598**	**0.6%**
Total Department FTE's	**6.6**	**6.6**	**6.6**	**0.0%**

Highlights

• In FY 2012 the General Fund budget increases by $6,945, or 0.6%.

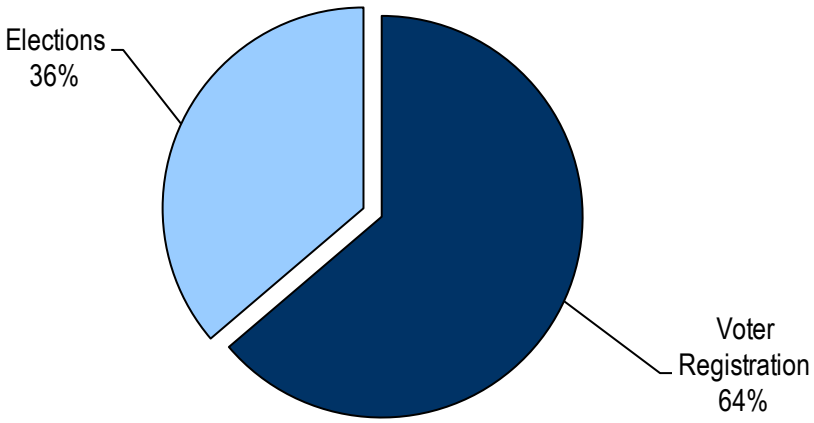
• Personnel costs increase by $6,729, or 0.9%, due to merit step pay increases and benefit cost increases.

• Non-personnel costs increase by $216, or 0.1%, due to a reduction in office space lease costs ($1,340) and the reallocation of telecommunications costs from ITS to the user departments ($1,556).

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of registered voters	95,029	96,000	96,000
# of voter registration transactions	74,603	75,000	90,000
Cost of Voter Registration per registered voter	$6.69	$7.52	$7.54
# of elections administered	2	2	3
Cost of Election Administration per registered voter served (precincts and absentee voting)	$7.85	$20.32	$9.14

FY 2012 Proposed Expenditures by Activity



Program Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Voter Registration	$635,890	$722,298	$724,098	0.2%
Elections	$378,177	$406,355	$411,500	1.3%
Total Expenditures	**$1,014,067**	**$1,128,653**	**$1,135,598**	**0.6%**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Voter Registration	4.6	4.6	4.6	0.0%
Elections	2.0	2.0	2.0	0.0%
Total Full-time Equivalents	**6.6**	**6.6**	**6.6**	**0.0%**

Voter Registration & Elections Programs and Activities

Voter Registration & Elections
- Voter Registration
- Election Administration

Dept Info

Department Contact Info
703.746.4050
http://alexandriava.gov/elections/

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Elections Administrator
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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.

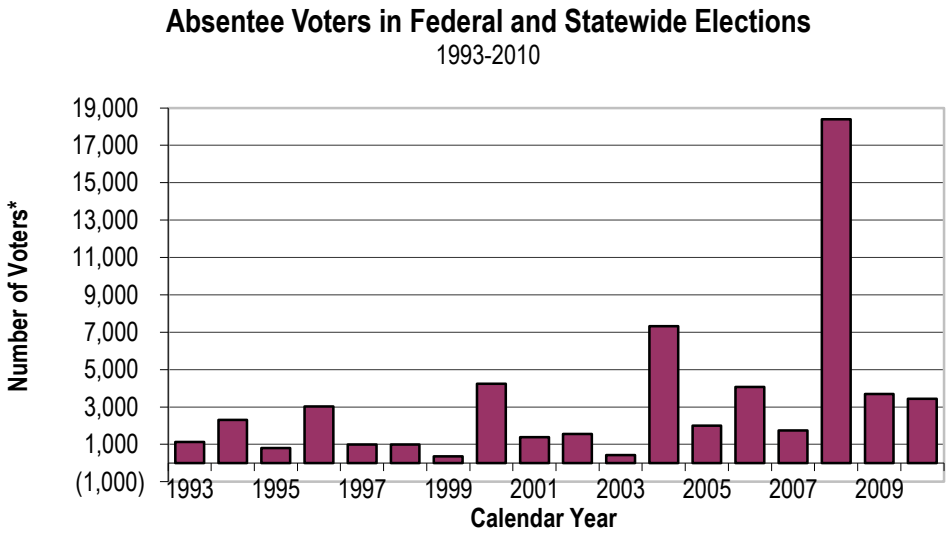
Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$1,014,068	$1,128,653	$1,135,598
Less Revenues	0	0	0
Net General Fund Expenditures	$1,014,068	$1,128,653	$1,135,598
Program Outcomes			
% of Voter Registration & Election Administration activities in compliance with Election Board, state and federal laws and regulations.	99.99%	99.99%	99.99%

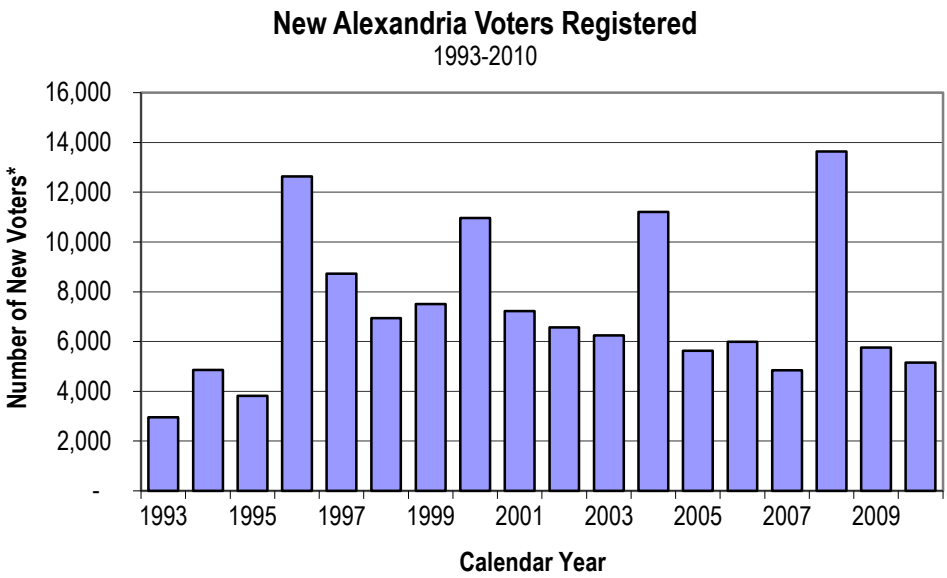
Activity Data

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$635,890	$722,298	$724,098
FTE's	4.6	4.6	4.6
# of voter registration transactions	74,603	75,000	90,000
# of registered voters	95,029	96,000	96,000
Cost of Voter Registration per registered voter	$6.69	$7.52	$7.54
% of voter registration records accurate	87%	92%	94%

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	$378,177	$406,355	$411,500
FTE's	2.0	2.0	2.0
# of elections administered	2	2	3
# of absentee voters (in-person, ballots mailed and emailed) served	3,470	1,000	2,500
# of registered voters served (precincts and absentee voting)*	48,147	40,000	45,000
Cost of Election Administration per registered voter served (precincts and absentee voting)	$7.85	$10.16	$9.14
# of finance reports filed	62	55	90
% of results reported within 2 hours of poll closing	100%	100%	100%

* The FY 2011 approved estimate has been revised from 20,000 to 40,000 based on actual November turnout.





*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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
General Fund Expenditures			
Personnel	$ 714,017	$ 764,552	$ 771,281
Non-Personnel	300,051	364,101	364,317
Capital Goods	-	-	-
Total General Fund Expenditures	*$ 1,014,068*	*$ 1,128,653*	*$ 1,135,598*
General Fund Revenues [1]			
State Reimbursement for Personnel Costs	$ 63,051	$ 60,246	$ 60,246
Net City Share (General Fund Expenditures less General Fund Revenues)	$ 951,017	$ 1,068,407	$ 1,075,352

[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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$22,508,937	$22,878,127	$23,320,521	1.9%
Non-Personnel	4,324,760	4,837,349	4,805,649	-0.7%
Capital Goods Outlay	128,190	170,274	135,891	-20.2%
Interfund Transfers	161	0	0	0.0%
Total Expenditures	$26,962,048	$27,885,750	$28,262,061	1.3%
Less Revenues				
Internal Service	$25,896	$160,274	$121,299	-24.3%
Special Revenue Funds	1,004,330	1,014,943	653,880	-35.6%
ARRA Stimulus Funds	227,290	0	0	0.0%
Total Designated Funding Sources	$1,257,516	$1,175,217	$775,179	-34.0%
Net General Fund Expenditures	**$25,704,532**	**$26,710,533**	**$27,486,882**	**2.9%**
Total Department FTE's	**218.0**	**219.0**	**215.0**	**-1.8%**

Highlights

•In FY 2012, the General Fund budget for the Sheriff's Office increases by $776,349 or 2.9%.

• FY 2012 personnel costs increase by $442,394 or 1.9%; the increase is primarily due to merit step increases and benefit cost increases.

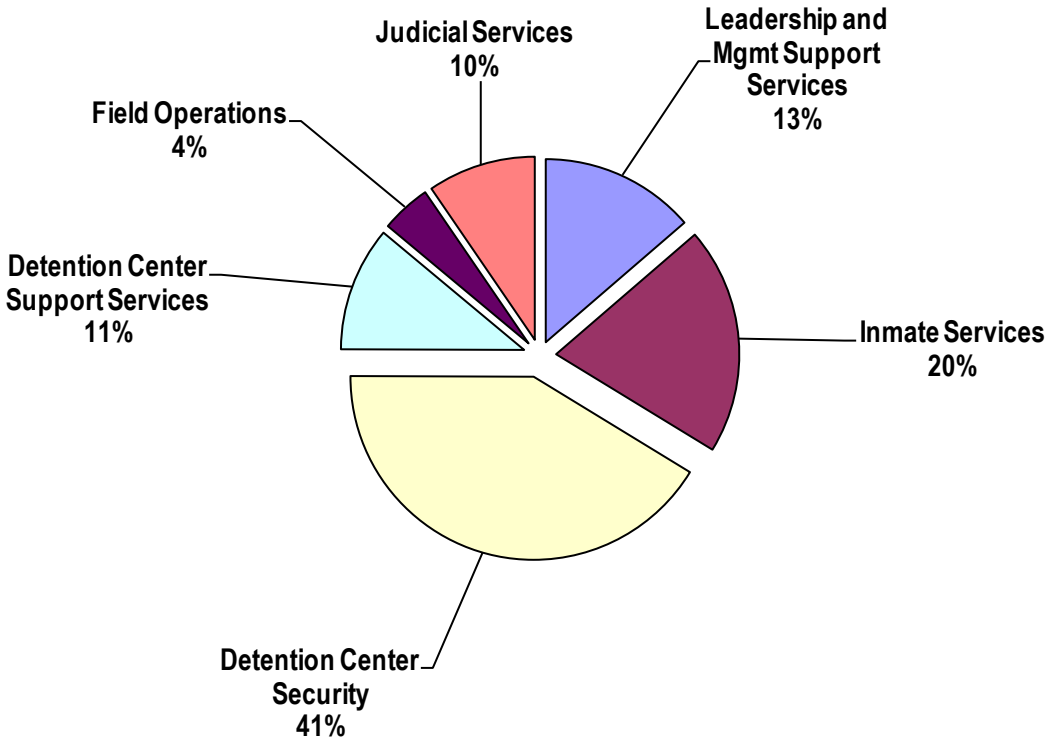
•The Alcohol Safety Action Program (ASAP) will not be associated with the City of Alexandria in FY 2012. Therefore, the Sheriff's Office total FTEs decrease by 4.0. Because they were funded by special revenues in past years, the reduction of these positions has no impact on the General Fund budget in FY 2012 but does decrease Special Revenue Funds by 35.6%

•Non-personnel costs decrease by $31,700 or 0.7% primarily due to reduced lease costs associated with the ASAP program.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Average daily population served	419	460	430
% of inmates held without escape	100%	100%	100%
Security operations -cost per inmate served per day	$75.98	$68.35	$74.42
# of meals served per day	1,314	1,500	1,350
Food service-cost per meal served	$1.19	$1.17	$1.36
Facility support-cost per inmate served per day	$6.90	$6.84	$8.64
# of Courthouse users screened annually	284,963	315,000	285,000

FY 2012 Proposed Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership and Management Support Services	$3,631,996	$3,762,007	$3,863,630	2.7%
Inmate Services	5,218,526	6,003,194	5,669,066	-5.6%
Detention Center Security	11,619,694	11,475,779	11,679,643	1.8%
Detention Center Support Services	2,452,071	2,790,013	3,110,779	11.5%
Field Operations	1,206,424	1,165,994	1,241,669	6.5%
Judicial Services	2,833,337	2,688,763	2,697,274	0.3%
Total Expenditures	**$26,962,048**	**$27,885,750**	**$28,262,061**	**1.3%**

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership and Management Support Services	27.2	27.0	27.0	0.1%
Inmate Services	28.2	28.2	23.9	-15.1%
Detention Center Security	109.1	110.1	109.1	-0.9%
Detention Center Support Services	20.0	20.0	22.2	11.2%
Field Operations	9.5	9.6	9.5	-1.0%
Judicial Services	24.1	24.2	23.3	-3.7%
Total Full-time Equivalents	**218.0**	**219.0**	**215.0**	**-1.8%**
Sworn Personnel	**172.0**	**173.0**	**173.0**	**0.0%**
Non-sworn Personnel	**46.0**	**46.0**	**42.0**	**-8.7%**
Total Full-time Equivalents	**218.0**	**219.0**	**215.0**	**-1.8%**

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	13.5%	13.5%	13.7%
Total Expenditures	$3,631,996	$3,762,007	$3,863,630
Less Revenues	$27,662	$160,274	$121,299
Net General Fund Expenditures	$3,604,334	$3,601,733	$3,742,331
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,554,264	$1,730,023	$1,668,008
FTE's	13.2	13.0	12.0
# of departmental FTE's managed	218	219	215
# of citizen complaints relating to Internal Affairs	23	25	25
# of litigation management hours	120	80	80
# of background investigations	116	200	150
Leadership & General Management support services cost as a % of dept. expend.	5.8%	6.2%	5.9%
% 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	$444,918	$558,898	$530,113
FTE's	3.5	3.5	3.5
# of requests responded to for computer and technical issues	794	825	815
Cost per system user	$2,050	$2,576	$2,443
% 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	$790,343	$566,559	$708,110
FTE's	5.6	4.6	5.6
# of training hours provided	19,518	18,000	18,000
Cost per training hour	$40.49	$31.48	$39.34
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$336,412	$437,730	$383,374
FTE's	3.3	4.3	3.7
# of Accreditations maintained	4	4	4
# of community events/activities	95	100	110
Cost for daily management of accreditation standards	$230.42	$299.82	$262.58
% 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	$506,059	$468,797	$574,025
FTE's	1.6	1.6	2.2
# of Sworn FTE's	173	173	173
# of department vehicles maintained	40	40	40
% of staff adequately equipped	100%	100%	100%
Daily cost per FTE to equip and maintain in a ready status vehicles and equipment	$8.01	$7.42	$9.09

Inmate Services Program

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

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	19.4%	21.5%	20.1%
Total Expenditures	$5,218,526	$6,003,194	$5,669,066
Less Revenues	$762,058	$844,676	$459,209
Net General Fund Expenditures	$4,456,468	$5,158,518	$5,209,857
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$553,777	$403,021	$425,372
FTE's	3.3	3.5	3.5
# programs maintained	5	5	5
Daily Cost to maintain program opportunities for inmate population per inmate	$3.03	$2.21	$2.33
% 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.			
Expenditures [1]	$1,295,700	$1,761,978	$1,408,771
FTE's [2]	15.3	15.5	11.2
# of alternative programs maintained	5.0	5.0	4.0
# of participant days for all programs	591,408	520,000	573,665
Cost to provide program per participant day	$2.19	$3.39	$2.46
% of alternative programs utilized	100%	100%	100%

[1] The Alcohol Safety Action Program (ASAP) will not be associated with the City of Alexandria in FY 2012. Lease costs were removed from the Sheriff's Office for ASAP space leading to a decrease in expenditures in Inmate Alternative Programs.

[2] 4.0 FTEs were associated with ASAP in prior years.

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	$863,785	$885,554	$901,586
FTE's	9.3	9.0	9.0
# of intake interviews	3,507	4,000	3,800
Cost per inmate served (ADP) per day	$4.73	$4.85	$4.94
% of inmates who do not commit suicide during incarceration	100%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$2,091,185	$2,437,246	$2,437,594
FTE's	0.1	0.1	0.1
Cost per inmate per day	$13.67	$14.52	$15.53
% 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	$414,079	$515,395	$495,743
FTE's	0.1	0.1	0.1
Cost per inmate per day	$2.71	$3.07	$3.16
% of inmates who do not commit suicide during incarceration	100%	100%	100%

Detention Center Security Program

The goal of Detention Center Security is to provide staff and procedures to ensure the safety and security of inmates, staff, and the public within the confines of the Public Safety Complex and the Detention Center.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	43.1%	41.2%	41.3%
Total Expenditures	$11,619,694	$11,475,779	$11,679,643
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$11,619,694	$11,475,779	$11,679,643
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$11,619,694	$11,475,779	$11,679,643
FTE's	109.1	110.1	109.1
# of intakes	9,623	10,600	10,200
% of inmates held without escape	100%	100%	100%
Cost per inmate served (ADP) per day	$75.98	$68.35	$74.42

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	9.1%	10.0%	11.0%
Total Expenditures	$2,452,071	$2,790,013	$3,110,779
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,452,071	$2,790,013	$3,110,779
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$638,803	$685,101	$763,967
FTE's	9.3	9.3	10.3
# of inmate records processed annually	39,033	35,000	40,000
Cost per inmate record	$16.37	$19.57	$19.10
% 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	$1,055,136	$1,148,790	$1,356,424
FTE's	7.3	7.4	8.7
Square footage supported	143,604	143,604	143,604
Cost per inmate served (ADP) per day to maintain upkeep of PSC	$6.90	$6.84	$8.64
% of DOC Standards met (Department of Corrections)	100%	100%	100%
% of ACA Standards met (American Correctional Association)	96%	96%	96%

Detention Center Support Services Program, continued

Activity Data

FOOD SERVICES – The goal of Food Services is to provide meals for inmates within the Detention Center.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$570,939	$642,866	$669,292
FTE's	0.3	0.2	0.2
# of meals served per day	1,314	1,500	1,350
Cost per meal served	$1.19	$1.17	$1.36
% 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	$187,193	$313,256	$321,096
FTE's	3.1	3.1	3.0
# of inmate participants	10	10	12
# of service hours provided	8,563	9,000	9,000
$ value of inmate hours provided	$234,626	$180,000	$246,600
Cost per inmate hours	$21.86	$34.81	$35.68
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	4.5%	4.2%	4.4%
Total Expenditures	$1,206,424	$1,165,994	$1,241,669
Less Revenues	$13,424	$0	$0
Net General Fund Expenditures	$1,193,000	$1,165,994	$1,241,669
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$518,457	$488,389	$518,273
FTE's	3.9	4.1	4.0
# of transports completed	2,013	2,000	2,100
Cost per transport	$257.55	$244.19	$246.80
% 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	$469,767	$522,081	$538,746
FTE's	3.9	4.0	4.0
# of arrest warrants processed	4,026	4,000	4,100
# of arrest warrants executed	1,130	1,100	1,200
Cost per arrest warrant processed	$116.68	$130.52	$131.40
# of individuals arrested	733	850	800

GANG INTELLIGENCE – The goal of Gang Intelligence is to gather information and maintain information necessary to effectively classify and house inmates with gang affiliations in a safe and secure manner.			
Expenditures	$218,200	$155,524	$184,650
FTE's	1.6	1.5	1.5
# of inmate investigations related to gang activity conducted	5,314	7,000	5,800
Cost per inmate served (ADP) per day	$1.43	$0.93	$1.18
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	10.5%	9.6%	9.5%
Total Expenditures	$2,833,337	$2,688,763	$2,697,274
Less Revenues	$454,373	$170,267	$194,671
Net General Fund Expenditures	$2,378,964	$2,518,496	$2,502,603
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$2,199,393	$1,908,347	$1,907,678
FTE's	18.1	17.4	16.4
# of screenings conducted	284,963	315,000	285,000
# of prisoners secured in the Courthouse	2,111	2,500	2,000
# of court proceedings held	77,374	75,000	77,500
Cost of Security per Courthouse user and inmate held	$6.03	$4.86	$5.23
% 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	$633,944	$780,416	$789,596
FTE's	6.1	6.9	6.9
# of valid documents received	21,977	21,000	22,000
# of attempted services	7,048	7,000	7,100
# of documents served including attempted services	29,025	27,500	29,500
Cost per document received	$28.85	$37.16	$35.89
% of documents served	100%	100%	100%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2012 Proposed
Inmate Programs	*Merit Step Increase for GED Teacher*	**$3,764**
This adjustment will provide for a 5% salary increase for a merit step increase for the GED teacher. This teacher oversees both the GED and ESL programs		
Facility Support	*Maintenance for kitchen equipment*	**$6,518**
The contract for kitchen equipment maintenance increased and costs to maintain equipment have increased due to age.		
Facility Support	*Maintenance for Detention Center X-Ray Machine*	**$5,000**
Due to the age of the machine which was purchased in 2005, additional funds are needed to purchase a maintenance contract.		
Food Service	*Increase in Food Service Contract*	**$50,000**
The Sheriff's Office expects increased costs under the food services contract based on the CPI-U for the Washington-Baltimore region of about 1.6%.		

Miscellaneous Department Information

Net City Share of Sheriff's Office Operations

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
General Fund Expenditures	$25,704,532	$26,710,533	$27,486,882
Sheriff Related General Fund Revenues			
Federal Prisoner Per Diem[1]	$6,616,847	$6,518,900	$6,129,437
State Compensation Board	$4,114,036	$4,744,498	$4,570,375
State Prisoner Per Diem	$563,230	$515,733	$467,925
State Criminal Alien Assistance Program	$176,979	$160,000	$175,000
Sheriff's Fees	$12,101	$14,000	$14,000
Weekenders Fees	$8,486	$0	$8,000
Work Release Fees	$10,864	$10,000	$13,000
Total	**$11,502,543**	**$11,963,131**	**$11,377,737**
Net City Share (General Fund Exp Less Related Revenues)	**$14,201,989**	**$14,747,402**	**$16,109,145**

[1] Assumes minimus commitments of 150 prisoners per day by U.S. Marshals Service. Actual experience has been 170 to 175 Federal Prisoners on average in FY 2010 and to date in FY 2011. The Sheriff's Office has requested the lower estimate be assumed for revenue estimating purposes.

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General Government

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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change
Personnel	$6,700,196	7,614,250	7,849,823	3.1%
Non-Personnel	3,003,423	3,104,970	3,115,243	0.3%
Capital Goods Outlay	0	24,485	24,485	0.0%
Total Expenditures	$9,703,619	$10,743,705	$10,989,551	2.3%
Less Revenues				
Internal Service	$20,630	29,600	44,600	50.7%
Special Revenue Fund	219,049	239,519	239,401	0.0%
Total Designated Funding Sources	$239,679	$269,119	$284,001	5.5%
Net General Fund Expenditures	**$9,463,940**	**$10,474,586**	**$10,705,550**	**2.2%**
Total Department FTE's	**89.5**	**90.5**	**90.5**	**0.0%**

Highlights

•In FY 2012, the proposed general fund budget increases $230,964 or 2.2%.

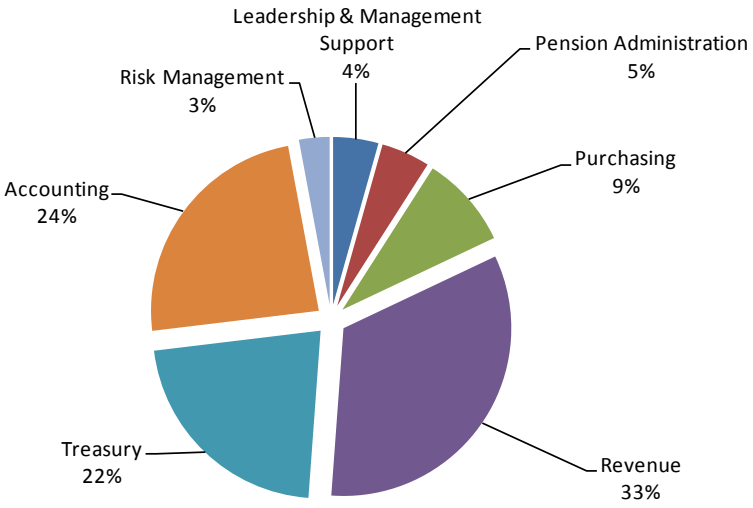
•In FY 2012 personnel costs increase by $235,573 or 3.1% due to merit step increases and benefit cost increases.

•In FY 2012 non-personnel costs increase by $10,273. This is attributable to increases in contract costs for the personal property tax application ($2,995); maintenance and support of the Financial and Asset Management system ($3,530); the independent audit for the City and Schools ($15,600); annual support for the procurement system ($20,000); maintenance for the payroll system ($2,981); and $6,930 for increased lease costs . Non-personnel also include the reallocation of telecommunications systems costs from the ITS Department to user departments ($25,010). The increases are offset by the reallocation of bank fees, ($52,200) previously budgeted in the Cash Management and Investment activity, to user departments to ensure that budget authority exists where the transactions are occurring. Reductions identified in FY 2011 have been continued into FY 2012 for travel and contracted training ($15,000).

Selected Performance Measures

Selected Performance Measures	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
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 2012 Proposed Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change
Leadership and Management Support	$414,086	$339,990	$479,147	40.9%
Pension Administration	340,302	545,581	515,489	-5.5%
Purchasing	873,964	946,306	979,607	3.5%
Revenue	3,063,985	3,468,432	3,647,962	5.2%
Treasury	2,233,656	2,545,950	2,409,717	-5.4%
Accounting	2,449,298	2,606,538	2,634,335	1.1%
Risk Management	328,327	290,908	323,294	11.1%
Total Expenditures	**$9,703,618**	**$10,743,705**	**$10,989,551**	**2.3%**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change
Leadership and Management Support	1.0	1.0	2.8	180.0%
Pension Administration	3.0	3.0	3.0	0.0%
Purchasing	8.0	8.0	8.0	0.0%
Revenue	38.0	37.5	37.4	-0.3%
Treasury	17.5	17.6	17.6	-0.3%
Accounting	19.0	21.3	19.5	-8.5%
Risk Management**	3.0	2.0	2.5	22.5%
Total full time employees	**89.5**	**90.5**	**90.5**	**0.0%**

Finance Programs and Activities

Leadership & Mgmt Support Services
- Leadership & General Mgmt

Pension Administration
- Pension Investment
- Retirement Plan Admin.

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

Purchasing
- Purchasing

Treasury
- Payment Processing
- Tax Billing
- Cash Management/ Investment
- 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

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Department Staff
Ray Welch, Comptroller
Steven Bland, Retirement Administrator
Debbie Kidd, JD, Dep. Dir. of Finance - Revenue
David Clark, CPA, Dep. Dir. of Finance - Treasury
Eleanor Foddrell, Acting Purchasing Agent
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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	4.3%	3.2%	4.4%
Total Expenditures	$414,086	$339,990	$479,147
Less Revenues	$20,630	$29,600	$44,600
Net General Fund Expenditures	$393,456	$310,390	$434,547
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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$414,086	$339,990	$479,147
FTE	1.0	2.1	2.8
$ amount of revenue collected and funds disbursed	$1,878,003,775	$2,100,000,000	$2,100,000,000
$ amount of funds disbursed (all funds)	$925,204,776	$985,000,000	$985,000,000
Ratio of Finance Department costs to City budget	1.0%	0.9%	0.9%
% 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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	3.5%	5.1%	4.7%
Total Expenditures	$340,302	$545,581	$515,489
Less Revenues	$219,049	$239,519	$239,401
Net General Fund Expenditures	$121,253	$306,062	$276,088
Program Outcomes			
Ratio of annual pension administration program costs to City employer annual contributions	1.9%	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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$41,810	$225,178	$196,096
FTE's	1.1	1.0	1.0
Funds invested at fiscal year end in millions of dollars [1]	$291.6	$295.0	$340.0

[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	$298,492	$320,403	$319,393
FTE's	2.0	2.0	2.0
# of plans administered	9	9	8
# of employee/retirees consulting sessions	1,400	1,400	1,428
Cost per employee/retiree served	$213.21	$228.86	$223.66
Ratio of annual pension administration costs to fund assets	0.10%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	31.6%	32.3%	33.2%
Total Expenditures	$3,063,986	$3,468,432	$3,647,962
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$3,063,986	$3,468,432	$3,647,962
Program Outcomes			
Total tax revenue generated for the City in compliance with City regulations	$451,722,773	$425,067,527	$470,929,073

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,240,621	$1,342,272	$1,566,831
FTE's	15.7	14.9	15.4
# of tax transactions processed	1,796,901	1,078,877	1,832,839
Cost per tax transaction processed	$0.69	$1.24	$0.85
% 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	$624,875	$717,587	$664,323
FTE's	5.8	7.8	7.1
# of demands for payment action sent	164,388	154,358	167,676
Cost per demand for payment action	$3.80	$4.65	$3.96
% of delinquent tax collected annually	82.0%	75.0%	82.0%

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	$342,105	$417,873	$418,482
FTE's	4.6	4.3	4.3
# of tax accounts reviewed/audited	89,392	79,572	91,180
Costs of tax accounts reviewed/audited	$3.83	$5.25	$4.59
$ amount of revenue generated from audits and compliance activity	$553,749	$1,200,000	$1,200,000
Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities	61.8%	34.8%	34.9%

Revenue Program (continued)

The goal of the Revenue Program is to accurately, reliably and equitably assess and collect taxes, and enforce taxpayer compliance in order to maximize city revenues.

TAXPAYER ASSISTANCE/CUSTOMER RELATIONS – The goal of the Taxpayer Assistance and Customer Relations is to administer tax relief programs and provide assistance to taxpayers in order to accommodate their needs pertaining to City and State taxes.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$856,385	$990,700	$998,326
FTE's	12.0	10.5	10.6
# of applications processed for tax relief programs	1,308	1,500	1,334
# of taxpayers assisted on State tax issues*	350	1,948	300
Cost per application processed	$22.91	$19.98	$22.47
% of applications approved for tax relief	98.0%	94.0%	98.0%
% of survey participants reporting satisfaction with customer service	99%	95%	99%

*Decrease in # of taxpayers assissted on State tax issues due to increase of taxpayers filing their income taxes electronically

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	23.0%	23.7%	21.9%
Total Expenditures	$2,233,656	$2,545,950	$2,409,717
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,233,656	$2,545,950	$2,409,717
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,186,220	$1,271,397	$1,254,510
FTE's	13.6	9.5	9.8
# of tax payments processed	263,774	278,000	267,000
# of electronic payments	191,990	166,200	200,250
# of manual payments	71,784	111,800	66,750
# of tax payments processed per FTE	19,395	20,517	27,385
% of tax payments processed electronically	72.8%	59.8%	75.0%

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	$551,806	$664,771	$596,289
FTE's	4.7	7.8	7.1
% of current year personal property tax collected	95.2%	96.0%	96.0%
% of current year real estate tax collected	99.7%	99.0%	99.0%
% of current year business property tax collected (including statutory assessments)	85.0%	95.0%	87.0%

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	$277,172	$414,183	$321,488
FTE's	0.3	0.3	0.7
Average month end portfolio dollar balance	$107,000,000	$118,000,000	$105,000,000
City's rate of return	0.4%	1.6%	1.8%

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*	$218,458	$195,599	$237,430
FTE's	0.0	0.0	0.0
# of cases concluded	6,968	4,300	7,000
% of cases adjudicated without appeal	99.8%	99.7%	99.8%

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	25.2%	24.3%	24.0%
Total Expenditures	$2,449,299	$2,606,538	$2,634,335
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,449,299	$2,606,538	$2,634,335
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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,166,255	$1,141,467	$1,090,417
FTE's	3.7	5.5	4.3
# of audit reports issued	4	4	4
% of audit reports issued by due date	100%	100%	100%

PAYING & BILLING EMPLOYEES/VENDORS – The goal of Paying and Billing Vendors and Employees is to provide receipt and payment processing and control for City departments, employees and vendors in order to appropriately manage their own finances.			
Expenditures	$1,092,925	$1,171,077	$1,181,580
FTE's	11.6	11.8	11.2
# of employees processed annually	4,104	4,253	4,150
# of transactions processed	501,956	343,000	485,254
Cost per transaction	$2.18	$3.41	$2.43
# of payrolls processed within required time frame	100%	100%	100%
% of vendors paid within required time frame	95.0%	95.0%	96.0%

RECONCILIATIONS – The goal of Reconciliation is to provide internal controls over financial information for City stakeholders in order to accurately report the results of the City's financial transactions comply with laws and reporting requirements.			
Expenditures	$190,119	$293,994	$362,338
FTE's	3.8	4.0	4.0
# of capital, debt, bank, health and workers comp reconciliations produced	2,600	2,700	2,750
Cost per reconciliation produced	$73.12	$108.89	$131.76
% 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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	3.4%	2.7%	2.9%
Total Expenditures	$328,327	$290,908	$323,294
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$328,327	$290,908	$323,294
Program Outcomes			
% reduction in number in annual claim expenses	48.0%	3.0%	3.0%

Note: Reported 48% reduction reflects "snapshot" as of 8/31/10, reflecting paid to date by FY. FY 2010 claims have one year less payment development than FY2009 claims as of the snapshot date. FY 2010 claims will have more additional payment activity than prior year claims.

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$42,568	$33,697	$34,957
FTE's	0.4	0.3	0.3
# of claims handled	116	135	135
Administrative cost per claim	$290	$250	$250
% of claims settled within 6 months	87%	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	$123,242	$146,922	$143,537
FTE's	0.9	0.9	1.0
# of safety consultations	101	115	115
Cost per request	$1,455	$1,278	$1,278
% of requests resolved within 7 work days	81%	85%	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	$70,979	$37,606	$63,003
FTE's	1.1	0.3	0.5
# of policies obtained	14	15	15
Administrative cost per policy	$1,455	$2,507	$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	$91,538	$72,683	$81,797
FTE's	0.8	0.7	0.8
# of claims handled	236	245	245
Administrative cost per claim	$308	$297	$297
% of claims closed within 12 months	61%	85%	85%

Purchasing Program

The goal of the Purchasing Program is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.

Program Totals	FY 2010 Actual	F 2011 Approved	F 2012 Proposed
% Total All Funds Budget	9.0%	8.8%	8.9%
Total Expenditures	$873,964	$946,306	$979,607
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$873,964	$946,306	$979,607
Program Outcomes			
Percentage of significant contracting actions executed for clients within mutually agreed time frames	70.0%	80.0%	83.0%

Activity Data

PURCHASING – The goal of Purchasing is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$873,964	$946,306	$979,607
FTE's	8.0	8.0	8.0
# of significant contracts administered	579	510	500
Staff cost per # of significant contracts administered	$1,509	$1,856	$1,959
Percentage of significant contracting actions executed for clients within mutually agreed time frames	70%	80%	83%
Revenue generated from sales of surplus property and impounded vehicles and procurement card rebates	$577,260	$375,000	$500,000
Percentage of the number of vendor payments made with procurement cards	44.0%	75%	75.0%

Summary of Budget Changes

Adjustment to Maintain Current Service Levels

Activity	Adjustment	FY 2012 Proposed
Various	*Contract cost increases*	**$45,106**
The increase for contracts will support the personal property tax application ($2,995); maintenance and support of the financial and asset management system ($3,530); the independent audit for the City and Schools ($15,600); annual support for the procurement system ($20,000) and maintenance for the payroll system ($2,981).		
Various	*Telecommunications System*	**$25,010**
In Fy 2012, telecommunications systems costs from the ITS Department have been reallocated to user departments.		
Cash Management and Investment	*Reallocation of bank fees*	**-$52,200**
This reduction is attributable to the reallocation of bank fees from the Cash Management and Investment Activity to user departments where the fees are incurred.		
Various	*Office Space Rental*	**$6,930**
Includes the cost of lease increases in office space occupied by Finance.		
Various	*Education and Travel*	**-$3,000**
The department's budget for education and travel is reduced to reflect historical spending.		
Workplace and Safety Management	*Contracted training*	**-$12,000**
The contract for defensive driver training has been reduced and the training will be performed by existing Finance staff.		

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$6,034,978	$6,276,927	$6,635,915	5.7%
Non-Personnel	5,492,759	5,620,387	6,090,125	8.4%
Capital Goods Outlay	0	2,000	274,678	13633.9%
Total Expenditures [1]	$11,527,737	$11,899,314	$13,000,718	9.3%
Less Revenues				
Internal Service	$0	$0	$272,678	N/A
Special Revenue Fund	$157,794	$164,846	$169,107	2.6%
Total Designated Funding Sources	$157,794	$164,846	$441,785	168.0%
Net General Fund Expenditures	**$11,369,943**	**$11,734,468**	**$12,558,933**	**7.0%**
Total Department FTE's	**67.0**	**67.0**	**70.0**	**4.5%**

[1] Total expenditures do not include a negative allowance for recovered printing and copying as well as fuel acquisition costs from departments.

Highlights

• In FY 2012, the Proposed General Fund budget increases by $824,465 or 7.0%.

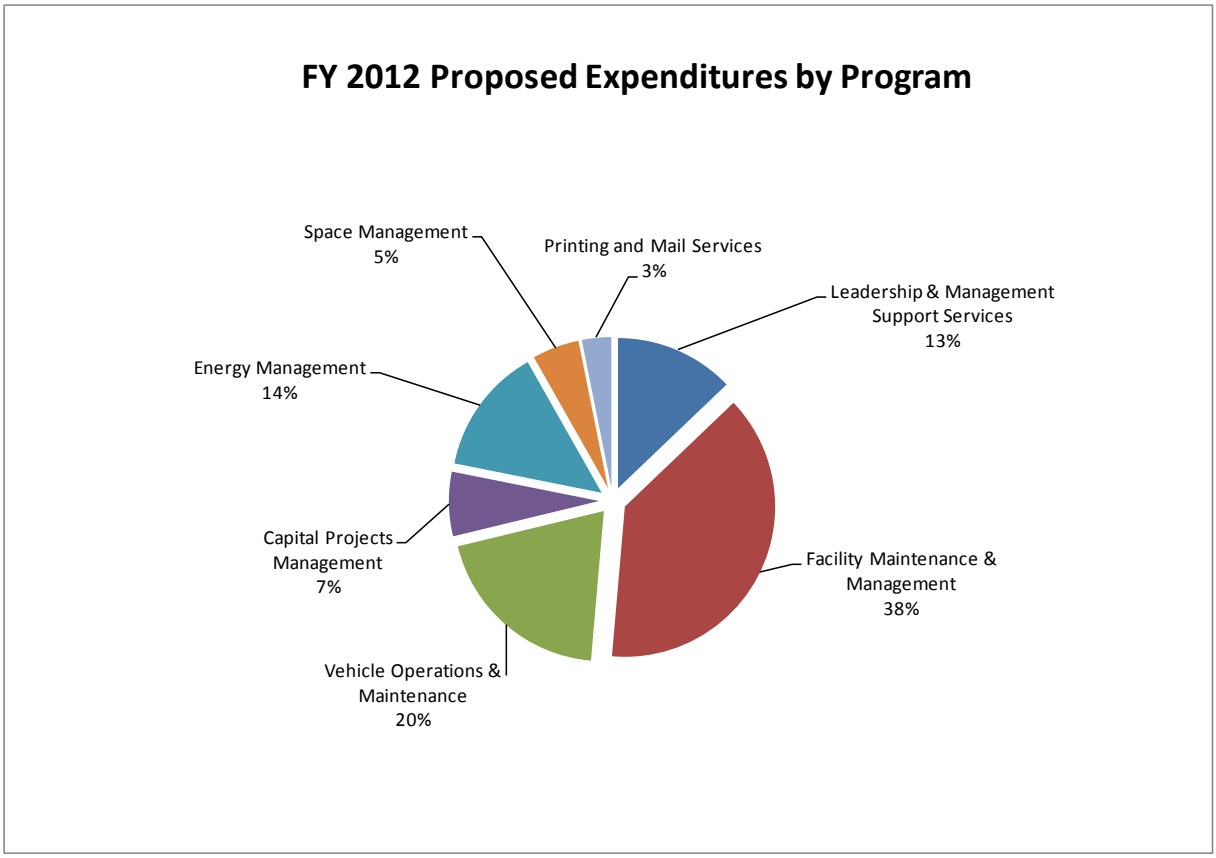
• FY 2012 personnel costs increase by $358,988, or 5.7%; the increase is primarily due to the addition of 3 new positions (APD Facility Property Manager, APD Facility Systems Technician, and Fleet Services Management Analyst) as well as regular pay progression.

• Total non-personnel costs increase by $469,738, or 8.4%, due to several base budget adjustments and one supplemental budget item. The base budget adjustments include the security guard contract costs ($43,000), parking garage management contract ($8,943), EnergyCap software maintenance ($7,800), high speed copying recovered costs budget ($205,000), former ASAP lease space costs ($76,650), and increased utility costs ($101,642). The overall City budget for electricity is decreasing by about $204,000, or 5.4%, in FY 2012; the natural gas budget is down $24,000; and the water budget is increasing by about $140,000. This nets out to an overall decrease of about $88,000. The supplemental budget item is for an additional contracted security guard in City Hall ($31,169). These increases are slightly offset by the transfer of $38,347 in snow and ice removal budget authority to the Non-Departmental section. These items are described in more detail in the "Summary of Budget Changes" at the end of the General Services' budget section.

• Capital Outlay from the Internal Services Fund is up $272,678 in FY 2012 due to the cyclical replacement of Departmental vehicles.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of square feet of leased space (managed by General Services; City as tenant)	443,889	413,889	388,676
Total square feet of City owned space	2,119,841	2,119,841	2,393,926
# of vehicle preventive maintenance requests completed	3,019	3,120	3,120
# of gallons of fuel purchased	701,053	720,000	700,000
Cost per gallon of fuel	$2.12	$2.00	$2.00



General Services Department

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	$1,360,788	$1,279,443	$1,671,803	30.7%
Facility Maintenance & Management	4,467,632	4,790,301	5,006,903	4.5%
Vehicle Operations & Maintenance [1]	4,264,608	4,014,019	4,082,210	1.7%
Capital Projects Management	870,364	887,731	899,471	1.3%
Energy Management	1,582,521	1,665,017	1,775,987	6.7%
Space Management	547,337	578,463	656,318	13.5%
Printing and Mail Services [1]	467,690	511,428	530,114	3.7%
Less Recovered Costs For Printing Services	-187,097	-325,000	-120,000	NA
Less Recovered Costs For Fleet Management	-1,846,106	-1,502,088	-1,502,088	NA
Total Expenditures	**$11,527,737**	**$11,899,314**	**$13,000,718**	**9.3%**

[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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	9.1	9.1	9.1	0.0%
Facility Maintenance & Management	21.4	21.4	23.4	9.3%
Vehicle Operations & Maintenance	20.2	20.2	21.2	4.7%
Capital Projects Management	8.2	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	**67.0**	**67.0**	**70.0**	**4.5%**

General Services Programs and Activities

Leadership & Mgmt Support 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

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

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Vacant, Division Chief, Facilities Maint.
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds budget	11.8%	10.8%	12.9%
Total Expenditures	$1,360,788	$1,279,443	$1,671,803
Less Revenues	$0	$0	$272,678
Net General Fund Expenditures	$1,360,788	$1,279,443	$1,399,125
Program Outcomes			
% of activities that meet effectiveness targets	90%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,104,560	$1,022,222	$1,412,118
FTE's	6.6	6.6	6.6
# of personnel managed	67.0	67.0	67.0
Cost per FTE managed	$16,486	$15,257	$21,076
% of departmental service delivery programs within approved budget	85%	85%	85%

FY 2012 includes $272,678 in cyclical equipment replacement costs, which skews the expenditures and "Cost per FTE managed" measure for a single year. The FY 2012 budget is also impacted by the transfer in of the lease costs for the vacated ASAP program space in Tavern Square.

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.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$256,228	$257,221	$259,685
FTE's	2.5	2.5	2.5
$ value of contracts managed	$1,987,110	$2,168,689	$1,960,956
Cost per contract dollar managed	$0.13	$0.12	$0.13
% of contracts awarded and maintained without dispute or lapse	90%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	38.8%	40.3%	38.5%
Total Expenditures	$4,467,632	$4,790,301	$5,006,903
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$4,467,632	$4,790,301	$5,006,903
Program Outcomes			
% of customers who rate service provision satisfactory or better	N/A	100%	TBD

General Services is working to develop an effective mechanism for tracking customer satisfaction later this fiscal year. No data is currently available.

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 2010 Actual**	**FY 2011 Approved**	**FY 2012 Proposed**
Expenditures	$2,534,758	$2,862,207	$3,135,543
FTE's	16.5	16.5	18.9
# of square feet of building space serviced (managed by General Services)	2,119,841	2,119,841	2,393,926
# of systems serviced	1,500	1,500	1,600
Total cost per square foot of building serviced	$0.84	$0.74	$0.76
% of work orders that are repair versus preventative	50%	50%	60%

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	$53,048	$76,729	$0
FTE's	0.4	0.4	0.0
# of linear (changed to Sq Ft in 2012) feet of sidewalks and surface areas serviced during snow and ice events	35,000	35,000	400,000
# of snow and ice events handled	3	8	8
% of facilities maintained accessible during snow and ice events	100%	100%	100%

Beginning in FY 2012, the City snow operations budget will be maintained in the Non-Departmental section of the Operating Budget. This will better enable the tracking of the true costs of storm cleanup activities across all City Departments, including snow and ice removal. As these costs are verified, staff will request that funds be transferred back from Non-D to the appropriate Department, thus giving City Council an accurate picture of the costs of these operations at the time of the transfer resolution.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$645,438	$688,006	$697,685
FTE's	2.7	2.7	2.7
# of square feet of buildings cleaned (General Services responsibility)	393,280	393,280	393,280
Cost per square foot of building cleaned	$1.64	$1.75	$1.77
% custodial services rated satisfactory or better	N/A	99%	TBD

General Services is working to develop an effective mechanism for tracking customer satisfaction later this fiscal year. No data is currently available.

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	$229,135	$259,696	$261,658
FTE's	1.8	1.8	1.8
# of events managed	232	170	340
Cost per event managed	$988	$1,528	$770
% of events satisfactorily executed	100%	100%	100%

Starting in FY 2012, the # of events managed will include City Council meetings and the new Vendor Food Cart pilot program.

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	$1,005,252	$903,663	$912,017
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)	$984	$884	$892
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Fund Budget	37.0%	33.7%	31.4%
Total Expenditures	$4,264,608	$4,014,019	$4,082,210
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$4,264,608	$4,014,019	$4,082,210
Program Outcomes			
Average maintenance cost per mile	N/A	$0.40	TBD

[1] Total expenditures do not include a negative allowance for recovered fleet management costs from departments in the amount of $1,846,106 for FY 2010, and $1,502,088 in FY 2011 and FY 2012.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$445,292	$449,355	$442,062
FTE's	5.5	5.5	5.5
# of vehicle preventative maintenance requests completed	3,019	3,120	3,120
# of preventative maintenance requests completed per FTE	549	572	580
Average cost per work order	$147	$144	$142
% of work orders completed within one day	80%	98%	90%
% of preventive maintenance completed on schedule	70%	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	$1,103,149	$974,308	$963,382
FTE's	5.3	5.3	5.3
# of repair requests completed	1,298	2,300	1,700
# of service hours provided	3,853	8,700	4,000
Cost per repair request completed	$850	$424	$567
Cost per service hour provided	$286	$112	$241
% of work orders completed in one day	85%	98%	85%

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	$346,484	$385,295	$399,066
FTE's	3.4	3.4	3.4
# of parts maintained	14,962	17,500	18,000
Parts requests per day	24	23	26
Average cost per request	$52	$60	$55
Fill rate for parts (%)	88%	99%	95%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$141,229	$152,414	$149,233
FTE's	1.6	1.6	1.6
# of special operations requiring support	3	3	4
Cost per emergency	$47,076	$50,805	$37,308
% of vehicles restored to service during events within 4 hours	100%	100%	100%

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	$99,477	$105,586	$103,735
FTE's	1.1	1.1	1.1
# of vehicles inspected/tested [1]	1,063	950	1,000
Cost per inspection	$94	$111	$104
% of vehicles in full compliance with State standards	98%	95%	100%

[1] Includes new incoming vehciles as well as existing vehicles due for inspection

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]	$1,786,353	$1,561,049	$1,561,165
FTE's	0.6	0.6	0.6
# of gallons purchased	701,053	720,000	700,000
Total cost per gallon of fuel	$2.12	$2.00	$2.00
% of fuel islands available	100%	100%	100%

[2] Total expenditures do not include recovered costs in FY 2010, FY 2011, or FY 2012.

FLEET ADMINISTRATIVE SUPPORT – The goal of the fleet administrative support activity is to provide clerical, procurement, vehicle disposal, and fiscal management support to ensure the effective and efficient operation, maintenance, and disposal of vehicles.			
Expenditures [3]	$289,983	$315,465	$394,244
FTE's	2.5	2.5	3.5
# of vehicles supported (does not include Fire/EMS vehicles) [4,5]	875	830	875
# of vehicles disposed	69	60	75
Cost per vehicle supported	$331	$380	$451
% of invoices paid timely	90%	100%	100%

[3] The Surplus Vehicle Disposition activity has been absorbed by Fleet Administrative Support

[4] includes all motorized equipment including motorcycles, tractors, street sweepers etc. Does not include non-motorized equipment (I.e. trailers, sign boards, etc)

[5] Vehicle count has been revised in FY 2012 based on more accurate data in the City's FASTER system compared to FY 2010 Approved.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$23,630	$28,702	$27,256
FTE's	0.3	0.3	0.3
# of new specifications written	5	8	10
Administrative cost per vehicle specification and acquisition	$4,726	$3,588	$2,726
% of vehicles within the recommended replacement schedule	90.0%	90.0%	95.0%

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	$29,012	$41,845	$42,067
FTE's	0.1	0.1	0.1
# of vehicles prepared and outfitted	50	45	50
Average Staff Cost per Vehicle	$580	$930	$841
% of vehicles prepared/outfitted and delivered on time	100%	100%	100%
% of customers rating services as satisfactory or better	100%	100%	95%

RECOVERED COSTS FROM DEPARTMENTS	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Fleet Management Recovered Costs from Departments	$1,846,106	$1,502,088	$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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	7.6%	7.5%	6.9%
Total Expenditures	$870,364	$887,731	$899,471
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$870,364	$887,731	$899,471
Program Outcomes			
% of approved projects that are completed on schedule and on budget	95%	92%	94%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$95,448	$92,471	$98,599
FTE's	0.7	0.7	0.7
# of projects for consideration in the Capital Improvement Program	50	34	11
$ per project submitted for review	$3,421,000	$1,578,618	$359,090
% 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	$215,309	$224,111	$227,271
FTE's	1.9	1.9	1.9
# of projects planned through Design and Construction Documents	8	20	15
$ per project planned	$9,100,000	$3,760,000	$765,000
% of projects designed on schedule	95%	92%	92%
% of estimates within 5% of bid	95%	92%	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	$559,607	$571,149	$573,601
FTE's	5.6	5.6	5.6
# of projects managed	14	18	16
Cost per project managed	$39,972	$31,731	$35,850
% of projects completed on schedule	95%	92%	95%
% of projects completed on budget	95%	92%	95%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
	13.7%	14.0%	13.7%
Total Expenditures	$1,582,521	$1,665,017	$1,775,987
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,582,521	$1,665,017	$1,775,987
Program Outcomes			
Average % reduction in energy units consumed	-4.0%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,582,521	$1,665,017	$1,775,987
FTE's	1.3	1.3	1.3
# of accounts on which payments are made	360	355	356
# of square feet of building space utilities managed (by General Services)	2,264,421	2,264,421	2,390,421
Energy Use Index [EUI] (kBTU/ft2)*	74.70	68.23	72.45
Cost per account managed	$375	$391	$421
% of accounts remitted on time	100%	100%	100%
Electricity: kilowatt-hours consumed	30,607,327	27,400,000	30,964,000
Natural Gas: therms consumed	647,062	610,000	675,000
Water: Gallons consumed	58,136,100	61,300,000	59,529,000

* EUI = [Electricity (kBTU) + Natural Gas (kBTU)] / square feet managed; where 1 kWh = 3.412 kBTU and 1 therm = 100 kBTU

EUI is a measurement index considering total energy consumption for facility operations divided by gross square feet. EUI normalizes total energy use by gross square feet to accommodate for changes in gross square feet from fiscal year to fiscal year. While other normalizing parameters (weather, occupancy, information technology infrastructure, etc.) drive energy consumption more so than gross square foot; normalizing by square footage provides conveniency in making year to year comparisons; assuming all else equal.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	4.7%	4.9%	5.0%
Total Expenditures	$547,337	$578,463	$656,318
Less Revenues	$157,794	$164,846	$169,107
Net General Fund Expenditures	$389,543	$413,617	$487,211
Program Outcomes			
% of City square footage space needs met through City owned space.	80%	80%	84%

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 2010 Actual /1	FY 2011 Approved /2	FY 2012 Proposed/3
Expenditures	$433,069	$458,448	$538,215
FTE's	1.1	1.1	1.1
Square feet of leased space (administered by General Services; City as tenant)	443,889	413,889	388,676
# of lease agreements maintained (as landlord or tenant)	102	99	97
Average cost per square foot of leased space managed by City*	$25	$24	$26
Average lease cost per square foot for leased space in Alexandria (private and public occupancy)	$26	$27	$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.

/1 Lease agreement total and square footage includes temporary space for ACPS buses at Potomac Yard through FY 2010; the facility at 600 N. Henry Street; and two RPCA leases.

/2 Reflects the termination of the lease of temporary space at Potomac Yard and DASH (# of lease agreements only).

/3 Reflects the termination of the APD lease space at Hoffman and Avalon Bay. However, it has been determined that these leases under their terms will continue at least through January 2012 on a month to month basis.

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.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$114,268	$120,015	$118,103
FTE's	1.1	1.1	1.1
Square feet of space owned by the City	2,119,841	2,119,841	2,393,926
Total space planning cost per square foot of City-owned space	$19	$18	$20
Total space planning cost per square foot of leased space	$3	$3	$3
% of space owned by City vs leased by the City	80%	82%	84%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures [1]	$467,690	$511,428	$530,114
Less Revenues	0	0	0
Net General Fund Expenditures	$467,690	$511,428	$530,114
Program Outcomes			
% of customers rating printing services as satisfactory or better [2]	N/A	100%	TBD

[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

[2] General Services is working to develop an effective mechanism for tracking customer satisfaction later this fiscal year. No data is currently available.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$38,810	$40,959	$45,825
FTE's	0.5	0.5	0.5
# of service hours provided	292	200	250
Work requests per FTE	364	360	360
Average cost per binding job	$107	$190	$127
% 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	$115,382	$152,791	$154,108
FTE's	1.4	1.4	1.4
# of jobs produced	272	240	250
# of service hours provided	272	240	250
Cost per service hour	$424	$637	$616

HIGH-SPEED COPYING – The goal of High-Speed Copying is to provide professional, high quality, high-speed duplicating services to City agencies.			
Expenditures [1]	$159,522	$184,246	$189,907
FTE's	1.3	1.3	1.3
# of copies made	1,725,969	2,000,000	2,000,000
# of staff hours to complete job (daily)	8	8	8
# of work requests per FTE daily	4	4	4
Cost per copy (black & white)	$0.07	$0.07	$0.07
Cost per copy (color)	$0.23	$0.23	$0.23

[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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$37,281	$41,082	$42,565
FTE's	0.4	0.4	0.4
# of copies made*	38,004	60,000	40,000
# of copy machines operated	3	3	3
Cost per copy (black & white)	$0.06	$0.07	$0.06
Cost per copy (color)	$0.29	$0.31	$0.29

* The FY 2011 Approved # of copies made reflects the estimates made in the preparation of the FY 2011 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	$116,696	$92,350	$97,709
FTE's	1.3	1.3	1.3
# of pieces processed and delivered (U.S. Post Office & Inter-Office mail)	397,588	460,000	400,000
Processing and Delivery Cost per Piece of Mail (U.S. Post Office & Inter-Office mail)	$0.29	$0.20	$0.24

RECOVERED COSTS FROM DEPARTMENTS	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
High Speed Copying	$187,097	$325,000	$120,000

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Current Services Adjustment	FY 2012 Proposed
High Speed Copying	*Recovered Costs*	**$205,000**

General Services provides centralized high speed copying services to other City agencies as a lower-cost alternative to using private printing services or leasing individual printers and copiers. General Services then recovers some portion of the costs of these services by charging the agencies. However, a significant increase in the use of electronic communications coupled with an overall reduction in the numbers of copies and handouts provided at most meetings (both public and internal) has resulted in a substantial decrease in the use of this service. This $205,000 adjustment provides the necessary correction to the assumed recovered costs budget in General Services. Corresponding expenditure budget reductions in City agencies for printing and binding services over the past several years help balance this out. Staff will continue to analyze the General Services budget for Printing and Mail Services to identify additional cost savings opportunities resulting from this reduction in service provision.

Real Estate Management	*Security Guard Services*	**$43,000**

The contract for security guard services at City facilities expired and was renegotiated for FY 2012. The annual contract costs for providing the same level of security service is increasing by $43,000.

Parking Management	*Parking Garage Management*	**$8,943**

The contract for parking garage management for City-owned garages is anticipated to increase by the CPI-U, or 1%, in FY 2012 per contractual terms. This adjustment results in an increase of $8,943.

Energy Management	*EnergyCap Software Maintenance*	**$7,800**

The City purchased the EnergyCap Software system in FY 2010. This software provides the City advanced tracking and analytical capabilities related to utility usage (energy consumption). The resulting data is used to inform project priorities in the Energy Management (conservation) Program of the CIP. The initial maintenance period covered within the product purchase will expire and the annual software maintenance contract costs will be $7,800 in FY 2012.

Leadership & Management	*ASAP Lease Space*	**$76,650**

In December 2010, City Council discontinued City funding for the ASAP program. The ASAP program occupied City leased space in Tavern Square, which will still be under lease through October 2015. The annual lease costs of this space have been covered through client fees, along with other ASAP program costs. It is anticipated that in FY 2012, the City's General Fund will have to pick up the cost of this lease.

Energy Management	*Utility Costs*	**$101,642**

The annual budget for electricity ($26,213) and water ($75,429) in General Services is increasing in FY 2012. This increase is mostly the result of a reallocation of utility costs among City Departments, as the total City utility budget (electricity, gas, and water) is actually decreasing in FY 2012 (removing the new APD Facility operating costs from the equation). General Services is responsible for a higher percentage of the overall utility payments than in the past.

The overall City budget for electricity is decreasing by about $204,000, or 5.4%, in FY 2012; the natural gas budget is down $24,000; and the water budget is increasing by about $140,000. This nets out to an overall decrease of about $88,000.

Summary of Budget Changes

Adjustments to Maintain Current Service Levels, continued

Snow & Ice Removal *Snow & Ice Removal Budget* **($38,347)**

City snow and ice management budgets are being consolidated in the Non-Departmental section of the Operating Budget for FY 2012. A centralized accounting of these activities will allow for quicker monitoring and reporting of costs as well as remove the unpredictable burden of random snow and ice events from Departmental budgets. Ideally, other service levels in General Services should not be reduced because of a particularly bad (i.e. expensive) snow season. This method would contain cost overruns (or potentially cost savings) outside Departmental budgets where they can be handled in a macro-City manner. As these costs are verified, staff will request that funds be transferred back from Non-D to the appropriate Department, thus giving City Council an accurate picture of the costs of these operations at the time of the transfer resolution. In addition to budget transfers from Departments, an additional $230,000 has been included in the Non-Departmental account to provide a more realistic annual budget for this service.

Supplemental Requests

Activity	Supplemental Request	FTEs	FY 2012 Proposed
Facilities Maintenance	*APD Facility Property Manager*	**1.0**	**$118,821**

The opening of the new, 124,000 square foot APD Facility in early FY 2012 requires the services of a dedicated property manager (facility engineer) responsible for all facility maintenance and repair operations. This position is responsible for all electrical, mechanical, structural and architectural elements at the fully-secured, near state-of-the art facility. The position will also supervise the new APD Facility systems technician.

Facilities Maintenance	*APD Facility Systems Technician*	**1.0**	**$74,402**

The opening of the new, 124,000 square foot APD Facility in early FY 2012 requires the services of a technician responsible for hands-on facility maintenance and repairs. The position will also assist with systems maintenance (mechanical, plumbing, and electrical) at City buildings in the nearby Wheeler-Witter complex. In addition to assisting the Property Manager, this position will help supervise contractors providing maintenance support, security service, custodial service, and refuse/recycling collection.

Fleet Administrative Support	*Fleet Services Management Analyst*	**1.0**	**$85,328**

The 2007 Fleet Management Study recommended the addition of a management analyst position. This position is intended to assist the Fleet Services Division Chief in the implementation of many of the other recommendations of the Study, including improved data collection, financial management, fleet policy development, and operational efficiencies. It is anticipated that this position will be able to provide a full return on investment within a couple of years by enhancing productivity and reporting capabilities.

Real Estate Management	*City Hall Security Guard*		**$31,169**

Funding has been included in the FY 2012 Proposed Budget for an additional security guard in City Hall. The service will be provided through the City's security services contract and will work Monday - Thursday evenings as well as one Saturday per month (Public Hearinings). This second security guard will allow for the monitoring of the public entrances to City Hall as well as the patroling of the remainder of the building simultaneously. This will provide better control over building access during non-business hours, as was recommended in a 2009 staff analysis of City Hall security issues. This step will supplement the City Hall Security project included in the FY 2012 Proposed Capital Improvement Program.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$2,328,196	$2,324,079	$2,404,927	3.5%
Non-Personnel	619,900	481,750	546,682	13.5%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$2,948,096	$2,805,829	$2,951,609	5.2%
Funding Sources				
Special Revenue Fund	5,007	6,000	6,000	0.0%
ARRA - Stimulus Fund[1]	9,639	0	0	0.0%
Total Designated Funding Sources	$14,646	$6,000	$6,000	0.0%
Net General Fund Expenditures	**$2,933,450**	**$2,799,829**	**$2,945,609**	**5.2%**
Total Department FTE's[2]	**22.6**	**21.0**	**21.0**	**0.0%**

[1]The American Recovery & Reinvestment Act of 2009 established a 65% government subsidy towards the Consolidated Omnibus Budget Reconciliation Act (COBRA) benefit for qualified workers. For employers, the subsidy is provided by the federal government through a credit against payroll taxes. In FY 2010 the City received $9,639 in credits (reflected as revenue) as a result of certain employees qualifying for the COBRA benefit.

[2]The total Department FTE has been adjusted by 1.0 FTE due to the transfer of one position from the City Manager's Office.

Highlights

• In FY 2012, the General Fund budget for the Human Resources Department will increase by $145,780 (5.2%).

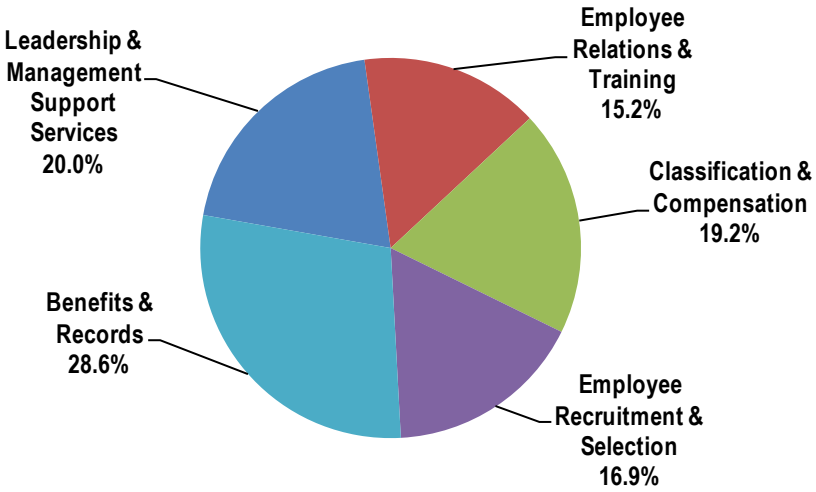
• FY 2012 personnel costs increase by $80,848 (3.5%) due to costs associated with the step increase provided to employees and other benefit cost increases.

• FY 2012 non-personnel costs increase by $64,932 (13.5%) due in-part to the reallocation of telecommunications systems costs from the ITS Department to Human Resources ($3,020) and the reappropriation of postage costs from a Non-Departmental account ($5,700). An additional $57,500 is included to fund the continued implementation of an enhanced employee wellness program. These increases are offset slightly by a decrease of $1,288 to the maintenance agreement for the Department's application tracking system.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Cost per regular (benefited part-time and full-time) requisition received and processed	$3,402	$3,443	$2,441
# of employees attending training classes	1,112	1,200	1,200
# of wellness participants served	1,078	1,500	1,750
# of full-time and part-time employees served in the Current Employee Benefit Program	2,580.7	2,540.2	2,543.1

FY 2012 Proposed Expenditures by Program



Program Level Summary Information

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	$594,897	$563,050	$590,975	5.0%
Employee Relations & Training	750,445	506,216	450,068	-11.1%
Classification & Compensation	468,057	485,069	567,415	17.0%
Employee Recruitment & Selection	462,634	481,959	498,059	3.3%
Benefits & Records	672,063	762,034	845,092	10.9%
Total Expenditures	**$2,948,096**	**$2,798,328**	**$2,951,609**	**5.5%**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	4.2	4.0	4.0	0.0%
Employee Relations & Training	2.9	4.4	3.4	-22.6%
Classification & Compensation	4.8	4.0	5.0	24.7%
Employee Recruitment & Selection	4.4	3.8	3.8	0.0%
Benefits & Records	6.3	4.8	4.8	0.0%
Total full time equivalents (FTE's)	**22.6**	**21.0**	**21.0**	**0.0%**

Human Resources Department Programs and Activities

Leadership & Mgmt Support Services
- Leadership & General Management

Employee Relations & Training
- Disciplinary & Grievance Process Administration
- Training & 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

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Bill Mitchell, Assistant Director
David Del Rosario, Mngt. Analyst III

Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	20.2%	20.1%	20.0%
Total Expenditures	$594,897	$563,050	$590,975
Less Revenues	5,007	6,000	6,000
Net General Fund Expenditures	$589,890	$557,050	$584,975
Program Outcomes			
% of departmental effectiveness targets met in all programs	N/A*	83.0%	85.0%

*The annual HR customer satisfaction survey was not conducted in FY2010. HR instead conducted a survey directly related to the employee benefits program as it was priority for FY 2010. A general customer satisfaction survey is being administered in FY 2011.

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership & General Management is to administer departmental resources effectively.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$594,897	$563,050	$590,975
FTE's	4.2	4.0	4.0
# of departmental FTEs managed	22.6	21.0	21.0
$ amount of departmental budget managed (in millions)	$2.95	$2.80	$2.95
Leadership & Management Support Services cost as a % of total departmental expenditures	20.2%	20.1%	20.0%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	25.5%	18.1%	15.2%
Total Expenditures	$750,445	$506,216	$450,068
Less Revenues	0	0	0
Net General Fund Expenditures	$750,445	$506,216	$450,068
Program Outcomes			
Average survey score of employees satisfied with the City's training opportunities (1-5, where 5 is very satisfied)	N/A*	3.5	4.25

*The annual HR customer satisfaction survey was not conducted in FY2010. HR instead conducted a survey directly related to the employee benefits program as it was priority for FY 2010. A general customer satisfaction survey is being administered in FY 2011.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$248,522	$211,188	$182,517
FTE's	1.2	2.1	1.6
# of disciplinary actions	86	125	120
# of grievances processed	12	12	14
Cost per disciplinary action	$1,445	$845	$760
Cost per grievance processed	$10,355	$8,800	$6,518
% of grievances resolved before passing from management control (HR Director and CMO)	90.0%	95.0%	95.0%

TRAINING & DEVELOPMENT – The goal of Training and Development is to contract for, market, schedule, and evaluate city-wide classes for City employees in order to assist them in skill development, job satisfaction and career opportunities.			
Expenditures	$501,923	$295,028	$267,551
FTE's	1.7	2.3	1.8
# of employees receiving tuition assistance	130	140	140
% of employees using tuition assistance that complete the course and receive a passing grade.	83.0%	95.0%	95.0%
# of employees attending training classes	1,112	1,200	1,200
Cost per employee per training class	$282	$246	$223
% of Employee Class evaluation scores 3.5 or above on a scale of 1-5 (5 is most satisfied)	96.0%	96.0%	95.0%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	15.9%	17.3%	19.2%
Total Expenditures	$468,057	$485,069	$567,415
Less Revenues	0	0	0
Net General Fund Expenditures	$468,057	$485,069	$567,415
Program Outcomes			
% of requests for single position job audits completed within 60 work days	N/A*	60%	60%
% of surveys completed within the established timeframes	N/A*	90%	90%

*The annual HR customer satisfaction survey was not conducted in FY2010. HR instead conducted a survey directly related to the employee benefits program as it was priority for FY 2010. A general customer satisfaction survey is being administered in FY 2011.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$261,901	$242,537	$283,706
FTE's	2.5	2.0	2.5
# of appeals processed	N/A*	10	10
# of appeals processed per FTE	N/A*	5.0	4.0
# of total positions audits or classification specifications reviewed and completed	N/A*	62	20
# of total positions audits or classification specifications reviewed and completed per FTE	N/A*	31.0	8.0

* The City developed and implemented a new classification system that serves as a foundation for a market-based pay system impacting about 2,642 full time and 363 part-time employees. Therefore all regular classifications work was suspended in FY 2010 during this process. The City contracted with two human resource consulting firms, Towers Watson and HR/PRM, to assist with implementation of the new competency based classification system. Towers Watson reviewed 650 position audits and classifications. HR/PRM processed 229 appeals.

COMPENSATION – The goal of Compensation is to periodically review the competitiveness of salaries & benefits in order to compensate employees fairly & retain qualified employees.			
Expenditures	$206,156	$242,532	$283,709
FTE's	2.3	2.0	2.5
# of external surveys completed (surveys completed by staff for other jurisdictions)	22	50	25
# of internal surveys completed (Surveys requested to be completed by other jurisdiction's staff)	20	40	20
Average # of internal and external surveys completed per FTE	18.3	44.8	50.0
% of positions surveyed meeting City benchmark for market pay comparability (GS Employees)	23%	17%	33%
% of positions surveyed meeting City benchmark for market pay comparability (Public Safety Employees)*	65%	N/A	75%

*This is the first time that Public Safety is reported separately.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	15.7%	17.2%	16.9%
Total Expenditures	$462,634	$481,959	$498,059
Less Revenues	0	0	0
Net General Fund Expenditures	$462,634	$481,959	$498,059
Program Outcomes			
% of General Schedule new hires successfully completing probationary period*	100%	95%	98%

*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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$462,634	$481,959	$498,059
FTE's	4.4	3.8	3.8
# of total regular (benefited part-time and full-time) position requisitions received and processed*	136	140	204
# of total applications received	21,231	25,252	29,000
Average # of total applications reviewed per Human Resources Analyst	4,793	6,593	7,572
# of regular (benefited part-time and full-time) positions filled	112	76	127
Cost per regular (benefited part-time and full-time) requisition received and processed	$3,402	$3,443	$2,441

*Some positions filled are the result of requisitions received and processed in the previous fiscal year.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	22.8%	27.2%	28.6%
Total Expenditures	$672,063	$762,034	$845,092
Less Revenues	9,902	0	0
Net General Fund Expenditures	$662,161	$762,034	$845,092
Program Outcomes			
Avg. survey score of employees satisfied with the City's benefit program (1-5, where 5 is very satisfied)	3.04	4.00	4.25

*Source: HR Benefits Survey (FY 2010)

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$296,416	$328,764	$358,226
FTE's	2.5	1.3	1.5
# of full-time and part-time employees served in the Current Employee Benefit Program	2,580.7	2,540.2	2,542.3
Cost per employee served in the Current Employee Benefit Program	$115	$129	$141
Avg. survey score of employees satisfied with the timeliness of handling requests for information or assistance w/ benefits (1-5, where 5 is very satisfied)	N/A*	4.00	4.25

*The annual HR customer satisfaction survey was not conducted in FY2010. HR instead conducted a survey directly related to the employee benefits program as it was priority for fiscal year 2010.

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	$141,458	$153,116	$159,294
FTE's	1.6	1.5	1.5
# of retiree reimbursement applications processed	1,120	1,000	1,200
# of employees participating in exit interviews	172	250	185
% of claims processed in HRD within 10 business days	100.0%	98.0%	100.0%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$97,336	$110,438	$120,765
FTE's	2.1	1.3	1.3
# of personnel actions processed*	5,270	5,132	5,400
% of errors made when processing personnel action forms (5% being the highest %)	1.0%	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 Enterprise Resource Planning (ERP) system is implemented 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	$136,853	$169,716	$206,807
FTE's	0.05	0.75	0.50
# of wellness participants served	1,078	1,500	1,750
Cost per participant	$127	$113	$118
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*	4	4.5

*The annual HR customer satisfaction survey was not conducted in FY2010. HR instead conducted a survey directly related to the employee benefits program as it was priority for FY 2010. A general customer satisfaction survey is being administered in FY 2011.

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment		FY 2012 Proposed
L&GM	*City-wide Telecommunications*	**0.0**	**$3,020**
The Department's non-personnel budget increased by $3,020 due to the reallocation of telecommunications system costs from the ITS department to user departments in FY 2012.			
L&GM	*Postage and Messenger Services*	**0.0**	**$5,700**
Postage costs previously budgeted in a Non-Departmental account were transferred to appropriate departments. This action results in an increase of $5,700 for the Human Resources Department.			
Recruitment & Selection	*NeoGov Contract*	**0.0**	**($1,288)**
The cost of the maintenance agreement for the Human Resources Department's applicant tracking system NeoGov will decrease by $1,288 as a result of the vendor not requesting a CPI markup in FY 2012.			
Employee Wellness	*New Wellness Program Implementation*	**0.0**	**$57,500**
In FY 2010 the Human Resources Department released a consultant report that outlined health promotion strategies to help the City enhance its employee wellness program. The report called for the implementation of long term strategies that will improve the health of City employees and positively impact health care costs. To reach this goal, the report recommended the City hire an outside expert to serve as a wellness coordinator to oversee the development of the revamped program. The Employee Wellness Program's budget has been increased by $57,500 to continue funding the wellness coordinator position in FY 2012.			

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$541,722	$564,941	587,289	4.0%
Non-Personnel	70,259	81,025	85,546	5.6%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$611,981	$645,966	$672,835	4.2%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	50,701	35,108	37,582	7.0%
Total Designated Funding Sources	$50,701	$35,108	$37,582	7.0%
Net General Fund Expenditures	**$561,280**	**$610,858**	**$635,253**	4.0%
Total Department FTE's	**5.5**	**5.5**	**5.5**	**0.0%**

Highlights

• In FY 2012 the General Fund budget for the Office of Human Rights increases by $24,395, or 4.0%.

• FY 2012 personnel costs increase by $22,348, or 4.0%, due to merit step and benefit cost increases.

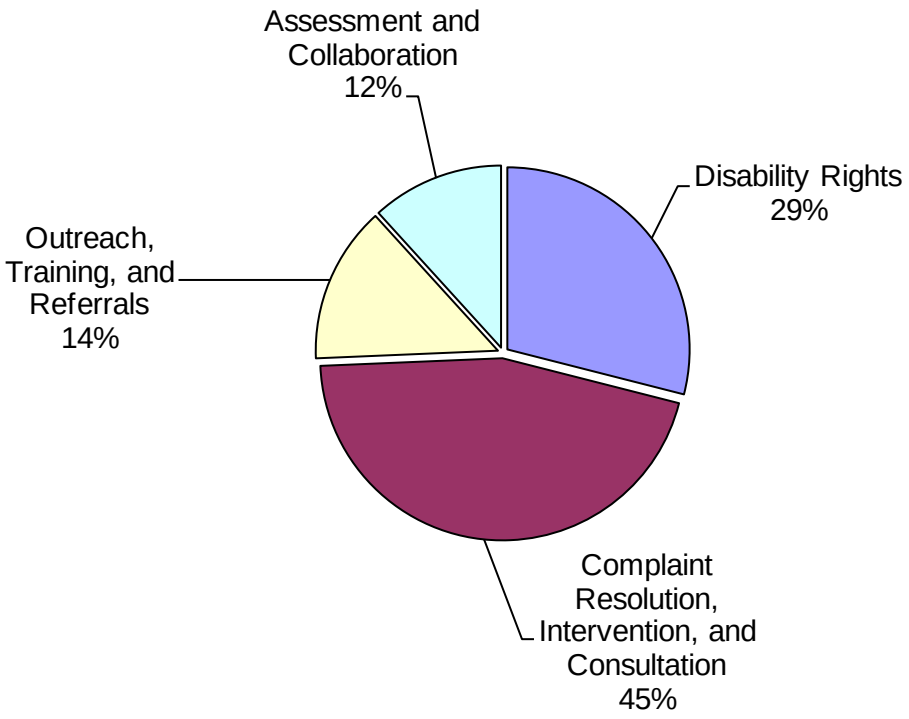
•Non-personnel costs increase by $4,521, or 5.6%, due to increases in office space rental costs ($1,245*)* and the reallocation of telecommunications system costs ($976) from ITS to the user departments in FY 2012. In addition, postage costs ($2,300) have been added in user departments in FY 2012.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of cases worked[1]	280	275	280
cost per case worked	$1,102	$1,061	$1,090
% of cases closed within 180 days	85%	80%	85%

[1]# of cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the Washington Field Office that require some work by this Office.

FY 2012 Proposed Expenditures by Activity



Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Enforcement	$453,183	$482,747	$500,124	3.6%
Community Inclusiveness and Awareness	158,798	163,219	172,711	5.8%
Total Expenditures	**$611,981**	**$645,966**	**$672,835**	**4.2%**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Enforcement	3.9	3.9	3.9	0.0%
Community Inclusiveness and Awareness	1.6	1.6	1.6	0.0%
	5.5	**5.5**	**5.5**	**0.0%**

Office of Human Rights Programs and Activities

Enforcement

Disability Rights
Complaint Resolution,
Intervention and Consultation

Community Inclusiveness & Collaboration

Outreach, Training and Referrals
Assessment And Collaboration

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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	74.1%	74.7%	74.3%
Total Expenditures	$453,183	$482,747	$500,124
Less Revenues	$50,701	$35,108	$37,582
Net General Fund Expenditures	$402,482	$447,639	$462,542
Program Outcomes			
% of complaints resolved within 180 days	85%	80%	85%

Activity Data

DISABILITY RIGHTS – The goal of Disability Rights is to advocate for the rights of persons with disabilities, educate the public on laws protecting persons with disabilities, and act as liaison to the community and government resources.	**FY 2010 Actual**	**FY 2011 Approved**	**FY 2012 Proposed**
Expenditures	$144,687	$190,923	$194,926
FTE's	0.9	0.9	0.9
# of contacts	2,092	2,500	2,500
cost per contact	$69	$76	$78
% of contacts responded to by close of business next day	96%	96%	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	$308,496	$291,824	$305,198
FTE's	3.0	3.0	3.0
# of cases worked[1]	280	275	280
cost per case worked	$1,102	$1,061	$1,090
% of cases resolved through alternative dispute resolution	40%	25%	30%
% of cases closed within 180 days	85%	80%	85%

[1]# of cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	25.9%	25.3%	25.7%
Total Expenditures	$158,798	$163,219	$172,711
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$158,798	$163,219	$172,711
Program Outcomes			
% survey respondents reporting knowledge of City's diversity and inclusiveness efforts[1]	NA	85%	85%

[1] No citizen survey was conducted in FY 2010.

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 2010 Actual**	**FY 2011 Approved**	**FY 2012 Proposed**
Expenditures	$84,479	$87,107	$93,714
FTE's	0.8	0.8	0.8
# of contacts	3,750	2,500	2,800
cost per contact	$23	$35	$33
# of individuals trained[2]	134	125	110
% of contacts responded to by close of business next day	96%	85%	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	$74,319	$76,112	$78,997
FTE's	0.8	0.8	0.8
# of collaborations[3]	105	131	120
cost per collaboration	$708	$581	$658
% increase in new collaborations[2]	-22%	25%	-9%

[2] # of individuals trained depends on what entity the Office trains and the capability of staff to conduct training.

[3] # of collaborations is driven by capability of staff and coordination with Alexandria Human Rights Commission; FY 2011 represents an aspirational goal and FY 2012 is closer to current projections.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$4,326,973	$4,573,620	$4,919,487	7.6%
Non-Personnel	2,087,010	2,371,553	2,472,231	4.2%
Capital Goods Outlay	0	127,700	0	-100.0%
Total Expenditures	$6,413,983	$7,072,873	$7,391,718	4.5%
Less Revenues				
Internal Services	$0	$0	$0	NA
Internal Services - Fund Balance	0	127,700	0	-100.0%
Special Revenue Funds	0	0	0	NA
Total Designated Funding Sources	$0	$127,700	$0	-100.0%
Net General Fund Expenditures	**$6,413,983**	**$6,945,173**	**$7,391,718**	**6.4%**
Total Department FTE's	**43.0**	**40.0**	**42.0**	**5.0%**

Highlights

• In FY 2012, the proposed General Fund budget for ITS increases by $446,525, or 6.4%.

• FY 2012 personnel costs increase by $345,867, or 7.6%. This increase is due to the transfer of two full-time positions (one Management Analyst III and one IT Support Engineer III) from Recreation, Parks and Cultural Activities (RPCA) to Information Technology Services (ITS). The increase is also due to employee merit adjustments and an increase in benefit costs, offset by a reduction in overtime costs ($25,688) to reflect actual expenditure trends.

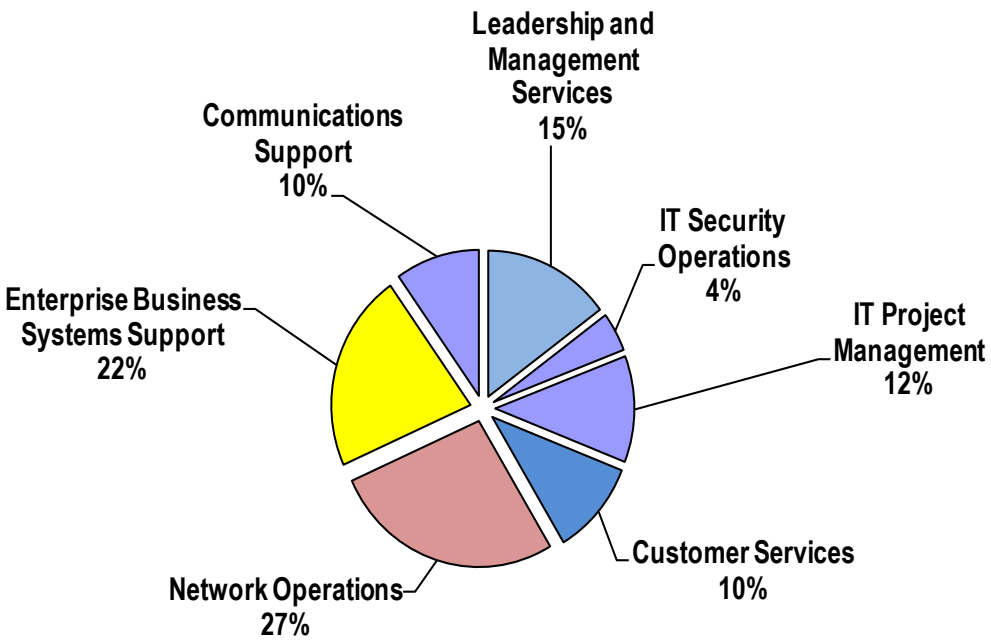
•FY 2012 non-personnel costs increase by $100,678, or 4.2%. This increase is attributable to an increase in rent costs ($20,753); also, adjustments to the base budget ($605,180) for several maintenance contracts described on the following pages including, the Microsoft Enterprise Agreement ($495,980); Blackberry administration services ($36,000); Antivirus Maintenance and Network Back-up ($35,000); Project Management Software Maintenance ($24,000); and, Air Conditioner Maintenance at the Network Operations Center ($14,200). These adjustments were offset by the reduction of several non-personnel costs related to the elimination of the Lotus Notes environment ($244,800) leading to the establishment of Microsoft Outlook email service including, the elimination of Lotus Notes Support ($30,000); Lotus Notes Disaster Recovery ($45,000); Mail Security Solution ($32,000) and Lotus Notes Maintenance costs ($137,800). Costs for the City's Institutional Network Maintenance (I-Net - $35,581) were also reduced to reflect actual contract costs. In addition, telecommunications system costs ($244,874) were reallocated from ITS to the user departments in FY 2012.

•The ITS Capital Outlay budget reduced by $127,700, to reflect a one-time transfer of funds in FY2011, 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Cost per department supported by ITS	$168,789	$186,128	$194,519
% of Help Desk work requests resolved within 24 hours of receipt	9%	9%	15%
Number of applications supported	180	180	160
Number of databases under management	167	150	187

FY 2012 Proposed Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership and Management Services	$1,347,260	$1,011,143	$1,096,578	8.4%
Security	193,294	261,738	320,850	22.6%
IT Project Management	353,478	661,721	870,941	31.6%
Customer Services	413,106	640,752	774,912	20.9%
Network Operations	1,493,486	1,934,151	1,984,183	2.6%
Enterprise Business Systems Support	1,531,957	1,509,762	1,621,828	7.4%
Communications Support	1,081,402	1,053,606	722,426	-31.4%
Total Expenditures	**$6,413,983**	**$7,072,873**	**$7,391,718**	**4.5%**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership and Management Services	7.4	7.6	7.6	0.0%
Security	1.3	1.2	1.2	0.0%
IT Project Management	4.6	4.6	5.6	22.0%
Customer Services	4.3	4.1	5.1	25.9%
Network Operations	9.2	8.3	8.3	0.0%
Enterprise Business Systems Support	11.9	9.8	9.8	0.5%
Communications Support	4.6	4.6	4.6	0.0%
Total full time equivalents	**43.0**	**40.0**	**42.0**	**5.0%**

ITS Programs and Activities

Leadership and General Management
- Leadership and General Management
- Financial Management

Security
- Security Operations

IT Project Management
- Project Management

Customer Service
- Help Desk
- Equipment Replacement
- Training

Network Operations
- Wide Area Network (WAN) Support
- Server Maintenance & Support
- Data Center

Enterprise Business Systems Support
- Programming Support
- Data Management & Support

Communications Support
- Data & Email Communications
- Voice Communications

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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	21.0%	14.3%	14.8%
Total Expenditures [1]	$1,347,260	$1,011,143	$1,096,578
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,347,260	$1,011,143	$1,096,578
Program Outcomes			
% of customers who rate IT Services as good to excellent	96%	95%	96%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,177,670	$764,026	$789,438
FTE's	4.8	5.1	5.1
# of departments supported	38	38	38
$ amount of departmental expenditures	$6,413,983	$7,072,873	$7,391,718
Cost per department supported	$168,789	$186,128	$194,519
Leadership & General Management expenditures as a % of total department	21.0%	14.3%	14.8%
% of customers who rate ITS understanding of business needs as good to excellent	94%	90%	94%

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	$169,590	$247,117	$307,140
FTE's	2.6	2.5	2.5
# of IT purchases processed	1,229	1,200	1,400
Cost per IT purchase processed	$138	$206	$219
% customers rating hardware/software procurement services as good to excellent	98%	95%	98%

[1]The change from FY 2011 to FY 2012, is partially due to the proportional allocation ($70,856) of the costs of the Microsoft Enterprise Agreement ($495,980) to the Leadership and Management Services Program.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	3.0%	3.7%	4.3%
Total Expenditures [1]	$193,294	$261,738	$320,850
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$193,294	$261,738	$320,850
% of network clients updated with City standard Symantec security software	100%	100%	100%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$193,294	$261,738	$320,850
FTE's	1.3	1.2	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	8	3	8
Cost per client protected	$69	$93	$115

[1]The change from FY 2011 to FY 2012, is partially due to the proportional allocation ($35,427) of the costs of the Miscrosoft Enterprise Agreement ($495,980); and, the proportional allocation ($14,186) of Blackberry administration and other equipment maintenance/support services to the Security Operations Program.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	5.5%	9.4%	11.8%
Total Expenditures [1]	$353,478	$661,721	$870,941
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$353,478	$661,721	$870,941
Program Outcomes			
% of customers rating IT Project Management as good to excellent	93%	91%	93%

Activity Data

PROJECT MANAGEMENT – The goal of Project Management is to provide IT project management, project planning, contract management, and quality assurance to clients either within ITS or elsewhere in the City in order to get better value out of Approved City projects and processes.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$353,478	$661,721	$870,941
FTE's [2]	4.6	4.6	5.6
# of projects provided assistance	24	20	20
# of hours of support provided	9,464	9,464	11,544
Cost per staff hour of support	$37	$70	$75
% rating ITS project management as good to excellent	93%	91%	93%

[1] The change from FY 2011 to FY 2012 is partially attributable to the new project management software maintenance costs ($24,000) with 50 licenses anticipated in FY 2012; and, the proportional allocation ($47,113) of costs for the Microsoft Enterprise Agreement ($495,980), Black Berry Administration and Other Equipment Maintenance/Support Services to the IT Project Management Program.

[2] In FY 2012, one full-time Management Analyst III position ($126,477) was transferred from Recreation, Parks and Cultural Activities (RPCA) to Information Technology Services (ITS), as part of a City-wide re-organization of information technology related functions.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	6.4%	9.1%	10.5%
Total Expenditures [1]	$413,106	$640,752	$774,912
Less Revenues	$0	$127,700	$0
Net General Fund Expenditures	$413,106	$513,052	$774,912
Program Outcomes			
% of customers who rate IT Customer Service as good to excellent	96%	97%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$367,018	$392,963	$561,012
FTE's[2]	4.0	3.7	4.5
# of work requests generated	9,456	10,000	12,000
# of work requests responded to per FTE	2,394	2,703	2,667
% of work requests resolved within 24 hours	9%	9%	15%

EQUIPMENT REPLACEMENT – The goal of Equipment Replacement is to ensure that City departments and agencies have reliable and efficient computer workstations.			
Expenditures	$22,478	$175,439	$91,874
FTE's	0.1	0.1	0.3
# of workstations replaced and inventoried	84	84	90
Cost per workstation replaced and inventoried	$268	$2,089	$1,021
% of workstations currently under manufacturer warranty	90%	76%	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	$23,610	$72,350	$122,026
FTE's	0.3	0.3	0.3
# of seats trained	1,200	1400	1,500
Cost per seat trained	$20	$52	$81
% of students who rated computer training as good or excellent	97%	97%	97%

[1] The change from FY 2011 to FY 2012, is partially due to the proportional allocation ($106,281) of the costs of the Microsoft Enterprise Agreement ($495,980); and, the proportional allocation ($35,058) of Blackberry administration and other equipment maintenance/support services to the Customer Service Program.

[2] In FY 2012, one full-time IT Support Engineer III position ($81,767) was transferred from Recreation, Parks and Cultural Activities (RPCA) to Information Technology Services (ITS), as part of a City-wide re-organization of information technology related functions.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	23.3%	27.3%	26.8%
Total Expenditures [1]	$1,493,487	$1,934,151	$1,984,183
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,493,487	$1,934,151	$1,984,183

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$803,422	$1,021,986	$1,042,832
FTE's	3.2	3.0	3.0
# of existing connections supported	98	98	98
Cost per existing connection supported	$8,198	$10,428	$10,641

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	$516,967	$543,766	$507,270
FTE's	3.6	3.0	3.0
# of servers managed	200	210	300
Cost per server managed	$2,585	$2,589	$1,691
% rating server management as good to excellent	96%	90%	96%

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	$173,098	$368,399	$434,081
FTE's	2.4	2.4	2.4
Volume of data backed up and stored (in Terabytes)	12	14	17
Cost perTerabyte of data backed up and stored	$14,425	$26,314	$25,534
% rating City data center services as good to excellent	98%	92%	98%

[1] The changes from FY 2011 to FY 2012 is partiially attributable to increased funding for air conditioner maintenance ($14,200) at the Network Operations Center; also the proportional allocation ($106,281) of the costs of the Microsoft Enterprise Agreement ($495,980), offset by the transfer of Blackberry administration and other equipment maintenance/support services ($122,314) from the Network Operations Program to other areas of the ITS budget.

Enterprise Business Systems Support

The goal of Enterprise Business Systems Support is to maintain, develop, and upgrade application software, as well as maintain the integrity of the data associated with those applications for all City departments and employees.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	23.9%	21.3%	21.9%
Total Expenditures [1]	$1,531,956	$1,509,762	$1,621,828
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,531,956	$1,509,762	$1,621,828
Program Outcomes			
% of customers rating ITS Applications Support as good to excellent	96%	80%	96%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,299,434	$1,257,127	$1,315,148
FTE's	10.4	8.4	8.4
# of applications supported	180	180	160
Cost per application supported	$7,219	$6,984	$8,220
% of customers rating applications programming support as good to excellent	96%	80%	96%

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	$232,522	$252,635	$306,680
FTE's	1.5	1.4	1.5
# of databases under management	167	150	187
Volume of data under management (in Terabytes)	3.3	2.8	3.8
Cost per database under management	$1,392	$1,684	$1,640.00
% rating application data management as good to excellent	90%	89%	90%

[1] The change from FY 2011 to FY 2012 reflects the proportional allocation ($70,854) of costs for the Microsoft Enterprise Agreement ($495,980) and other Equipment maintenance/support services ($4,866) to the Enterprise Business Systems Support Program.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	16.9%	14.9%	9.8%
Total Expenditures [1]	$1,081,402	$1,053,606	$722,426
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,081,402	$1,053,606	$722,426

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$642,249	$506,224	$347,889
FTE's	1.7	1.7	1.7
# of email accounts managed	2,838	3,000	3,000
Cost per email account managed	$226	$169	$116
% rating City management of emails as good to excellent	89%	81%	89%

VOICE COMMUNICATIONS – The goal of Voice Communications is to provide and maintain devices for voice communications for all City employees.			
Expenditures	$439,153	$547,382	$374,537
FTE's	2.9	2.9	2.9
# of desk and cell phones supported	6,275	5,900	6,700
Cost per device supported	$70	$93	$56
% rating City management of voice services as good to excellent	93%	79%	93%

[1] The change from FY 2011 to FY 2012 reflects the reallocation of telecommunications system costs ($244,874) from the IT Communications Support Program to user departments in FY 2012. The change also reflects the elimination of Lotus Notes support/maintenance costs ($244,800) and the proportional allocation ($77,840) of costs related to the Microsoft Enterprise Agreement ($495,980) and other equipment maintenance/support.

Summary of Budget Changes

Mandatory Adjustments to the Base Budget

Activity	Adjustment to Base Budget	FY 2012 Proposed
Various	*Microsoft Enterprise Agreement*	**$495,980**
This adjustment will fund the second year of a six-year Microsoft Enterprise Agreement with the City, including providing email systems upgrades, security, desktop productivity and related applications and services.		
Data & Email Communications	*Blackberry Administration & Suppport*	**$36,000**
This adjustment will fund the transfer of Blackberry administration services to a managed services paradigm, allowing for increased staff productivity in other areas of the department.		
Server Maintenance & Support	*Antivirus Software, Net-Back-up, Enterprise Vault*	**$35,000**
This adjustment will fund bundled maintenance services includling Symantic anti-virus software renewal and Iprism internet filtering service.		
Project Management	*Project Management Maintenance Software*	**$24,000**
This adjustment will fund the first year of the maintenance and support for a new project management software purchased with 50 licenses anticipated in FY 2012.		
Data Center	*Air Conditioner Maintenance*	**$14,200**
This adjustment will fund increased air conditioner maintenance costs at the Network Operations Center.		

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2012 Proposed
Communications Support	*Lotus Notes Elimination*		**($244,800)**
These total reductions ($244,800), including costs for Lotus Notes Support ($30,000), Lotus Notes Disaster Recovery ($45,000), Mail Security Solution ($32,000) and Lotus Notes Maintenance ($137,800) are attainable due to the elimination of the Lotus Notes environment and the transfer of City email service to Microsoft Outlook during FY 2011 and beyond.			
WAN Support	*I-Net Maintenance*		**($35,581)**
This reduction reflects a lower than previously budgeted cost for the maintenance of the City's I-Net System. This aligns with the actual contract amount in FY 2012.			

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$211,423	$216,859	$223,490	3.1%
Non-Personnel	6,022	12,061	26,072	116.2%
Capital Goods Outlay	0	0	0	--
Total Expenditures	$217,445	$228,920	$249,562	9.0%
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	**$217,445**	**$228,920**	**$249,562**	**9.0%**
Total Department FTE's	**2.0**	**2.0**	**2.0**	**0.0%**

Highlights

•In FY 2012 the General Fund budget increases by $20,562, or 9.0%.

•Personnel costs increase by $6,631, or 3.1% due to merit step and benefit cost increases.

•Non-personnel costs increase by $14,011, or 116.2%, as a result of the department's FY 2011 move out of City Hall to already leased space in order to accommodate T&ES space needs.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of City Departments/Agencies assisted annually	36.0%	45.0%	50.0%
# of recommendations and concerns tracked	52	50	50
# of audits completed	30	16	22
Cost per audit	$7,248	$14,308	$11,344

Internal Audit Programs and Activities

Internal Audit
Internal Audit

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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$217,445	$228,920	$249,562
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$217,445	$228,920	$249,562
Program Outcomes			
% of City Departments/Agencies assisted annually	36.0%	45.0%	50.0%

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 2010 Actual**	**FY 2011 Approved**	**FY 2012 Proposed**
Expenditures	$217,444	$228,920	$249,562
FTE's	2.0	2.0	2.0
# of audits completed	30	16	22
# of recommendations and concerns tracked	52	50	50
Cost per audit	$7,248	$14,308	$11,344
% of City Departments/Agencies assisted annually	36.0%	45.0%	50.00%
# of recommendatiions resolved within established deadline	97%	95%	95%
Dollar value of savings from audit assignments	$280,454	$250,000	$250,000

Communications and Public Information

Mission Statement: The mission of the Office of Communications and Public Information is to foster a responsive government by connecting our diverse community to information, services and solutions.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$1,512,649	$1,483,567	$1,548,221	4.4%
Non-Personnel	92,976	233,320	235,974	1.1%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,605,625	$1,716,887	$1,784,195	3.9%
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	**$1,605,625**	**$1,716,887**	**$1,784,195**	**3.9%**
Total Department FTE's	**14.8**	**13.5**	**13.5**	**0.0%**

Highlights

• In FY 2011, the Offices of Citizen Assistance and Communications merged into a new Office of Communications and Public Information in order to improve customer service and strengthen community engagement. As part of that re-organization, one Citizen Assistance position was transferred to the City Manager's Office and the remainder of Citizen Assistance became part of Communications and Public Information. FY 2010 actual and FY 2011 budgeted expenditures and FTEs from the former Office of Citizen Assistance have been reallocated to the Office of Communications and Public Information and the City Manager's Office for comparison to the FY 2012 budget.

• In FY 2012, the General Fund budget increases by $67,308, or 3.9%.

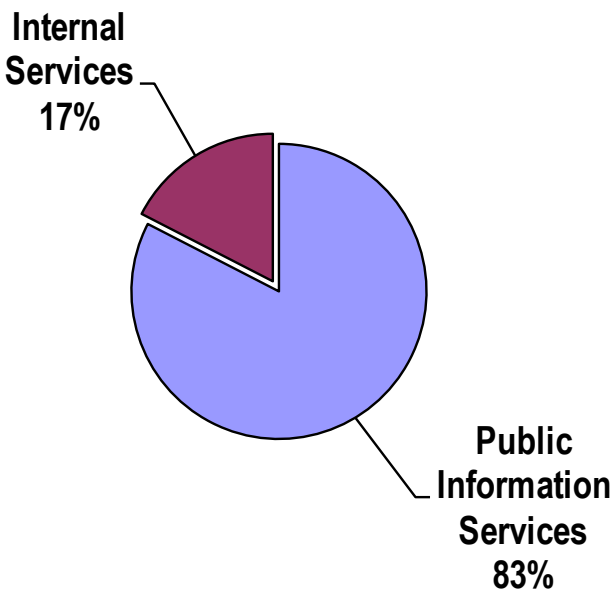
• Personnel costs increase by $64,654, or 4.4%, due to merit step pay increases and benefit cost increases.

• Non-personnel costs increase by $2,654, or 1.1%, due to the reallocation of telecommunications costs from ITS to the user departments.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of community reading FYI Alexandria	0%	10%	10%
% of community visiting the City website	0%	60%	65%

FY 2012 Proposed Expenditures by Activity



Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Public Information Services	$1,247,382	$1,196,640	$1,478,304	**23.5%**
Internal Services	$358,243	$520,247	$305,891	**-41.2%**
Total Expenditures	**$1,605,625**	**$1,716,887**	**$1,784,195**	**3.9%**

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Public Information Services	10.9	9.6	11.5	**19.8%**
Internal Services	3.9	3.9	2.0	**-48.7%**
Total full time equivalents	**14.8**	**13.5**	**13.5**	**0.0%**

FY 2011 FTEs reflect the elimination of one media content coordinator and the reduction of part-time clerk/typist by 0.25 FTEs, from 0.75 to 0.50.

Office of Communications Programs and Activities

Communications & Public Information

Public Information

Internal Services

Department Information

Department Contact Info

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Department Head

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Communications & Public Information

The goal of Communications and Public Information is a community in which everyone is fully connected with City information, services and solutions.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$1,247,382	$1,196,640	$1,784,195
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,247,382	$1,196,640	$1,784,195
Program Outcomes			
% of community reading FYI Alexandria	10%	10%	10%
% of community visiting the City website	50%	60%	65%

Activity Data

PUBLIC INFORMATION SERVICES – The goal of Public Information is to develop effective media relations, provide official responses, and publish information that accurately informs citizens and the press.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,247,382	$1,196,640	$1,478,304
FTE's	10.9	9.6	11.5
# of social media followers*	NA	NA	15,000
# of CRM users*	NA	NA	2,500
# of calendar users*	NA	NA	1,000
# of web site hits	7,500,000	9,000,000	9,500,000
# of e-news issued	3,500	3,900	3,900
% of community reading FYI Alexandria	10%	10%	10%
% of community visiting the City website	50%	60%	65%

* New measure in FY 2012 for which data was not collected in FY 2010 or FY 2011

INTERNAL SERVICES – The goal of Internal Services is to design and maintain an intranet web site and other miscellaneous intranet applications for City employees, in order to improve operational efficiency, provide employees with timely and useful information about City procedures and benefits, and promote employee engagement.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$358,243	$520,247	$305,891
FTE's	3.9	3.9	2.0
# of internal web site hits*	NA	NA	100,000
# of internal electronic news digests issued*	NA	NA	26
# of social media followers*	NA	NA	15,000
# of CRM users*	NA	NA	2,500
# of calendar users*	NA	NA	1,000
# of web site hits	7,500,000	9,000,000	9,000,000
# of e-news issued	3,500	3,900	3,900
% of community reading FYI Alexandria[1]	10%	10%	10%
% of community visiting the City website	50%	60%	60%

* New measure in FY 2012 for which data was not collected in FY 2010 or FY 2011

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$1,054,589	$1,134,844	$1,182,734	4.2%
Non-Personnel	47,646	51,085	52,795	3.3%
Capital Goods Outlay	$0	$0	$0	NA
Total Expenditures	$1,102,235	$1,185,929	$1,235,529	4.2%
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	**$1,102,235**	**$1,185,929**	**$1,235,529**	4.2%
Total Department FTE's	**11.0**	**11.0**	**11.0**	**0.0%**

Highlights

•In FY 2012 the proposed General Fund budget increases by $49,600, or 4.2%.

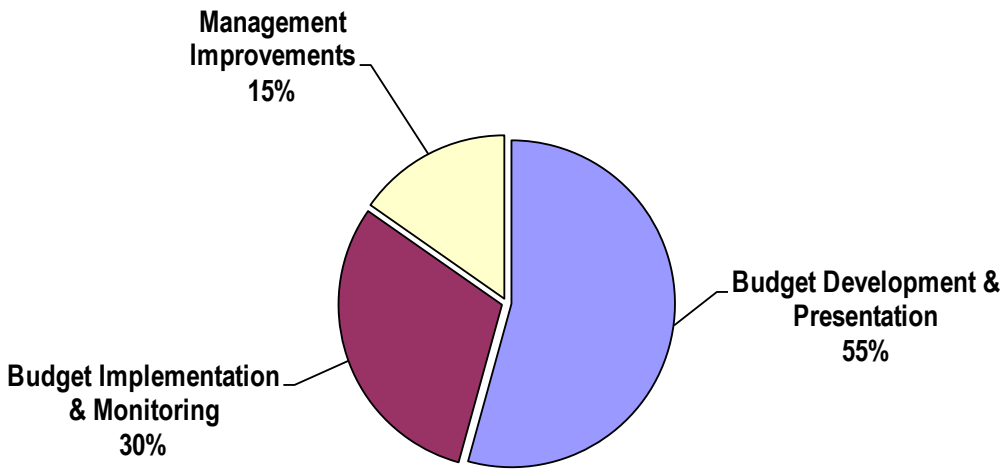
• FY 2012 personnel costs are increasing by $47,890, or 4.2%; the increase is due to employee step adjustments and an increase in benefit costs.

•Total non-personnel costs increased by $1,710, or 3.3%, due to reallocation of telecommunications system costs from ITS to the user departments in FY 2012.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% GFOA budget document standards rated proficient	100%	100%	100%
$ monitored (all funds in millions)	$667.3	$659.8	$684.4
% of departments that do not overspend	100%	100%	100%
% compliance with City adopted debt policies	100%	100%	100%

FY 2012 Proposed Expenditures by Activity



Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Budget Development and Presentation	$648,458	$646,685	$670,636	3.7%
Budget Implementation & Monitoring	$266,010	360,119	376,101	4.4%
Management Improvements & Long Range Financial Analysis	$187,765	179,125	188,792	5.4%
Total Expenditures	**$1,102,233**	**$1,185,929**	**$1,235,529**	**4.2%**

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Budget Development and Presentation	6.5	6.5	6.5	0.0%
Budget Implementation & Monitoring	3.0	3.0	3.0	0.0%
Management Improvements & Long Range Financial Analysis	1.5	1.5	1.5	0.0%
Total Authorized Positions (FTE's) by Activity	**11.0**	**11.0**	**11.0**	**0.0%**

Office of Management and Budget Programs and Activities

Budget and Management Services

- Budget Development & Presentation
- Budget Implementation & Monitoring
- Management Improvements

Dept Info

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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$1,102,233	$1,185,929	$1,235,529
Less Revenues	0	0	0
Net General Fund Expenditures	$1,102,233	$1,185,929	$1,235,529
Program Outcomes			
% of citizens who are satisfied with the overall value of services despite taxes and fees paid	N/A[1]	89.3%	N/A[1]

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$648,458	$646,685	$670,636
FTE's	6.5	6.5	6.5
# of activities for which budgets are developed	467	450	411
# of activities per FTE	42.5	40.9	37.4
Budget Memoranda	125	135	125
% of GFOA budget document standards rated proficient	100%	100%	100%
% of GFOA budget document standards rated outstanding	36%	35%	45%

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	$266,010	$360,119	$376,101
FTE's	3.0	3.0	3.0
$ monitored (all funds in millions)	$667.3	$659.8	$684.4
$ million monitored per FTE	$60.7	$60.0	$62.2
# of Council Docket and City Manager Signature Items	77	73	82
% 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	$187,765	$179,125	$188,792
FTE's	1.5	1.5	1.5
# of Management/Long Range Financial Analysis Reports	9	15	10
% of citizens who are satisfied with the overall value of services despite taxes and fees paid	N/A[1]	89.3%	N/A[1]

[1] No citizen survey was conducted in FY 2010 and none is funded in FY 2012.

Non-Departmental

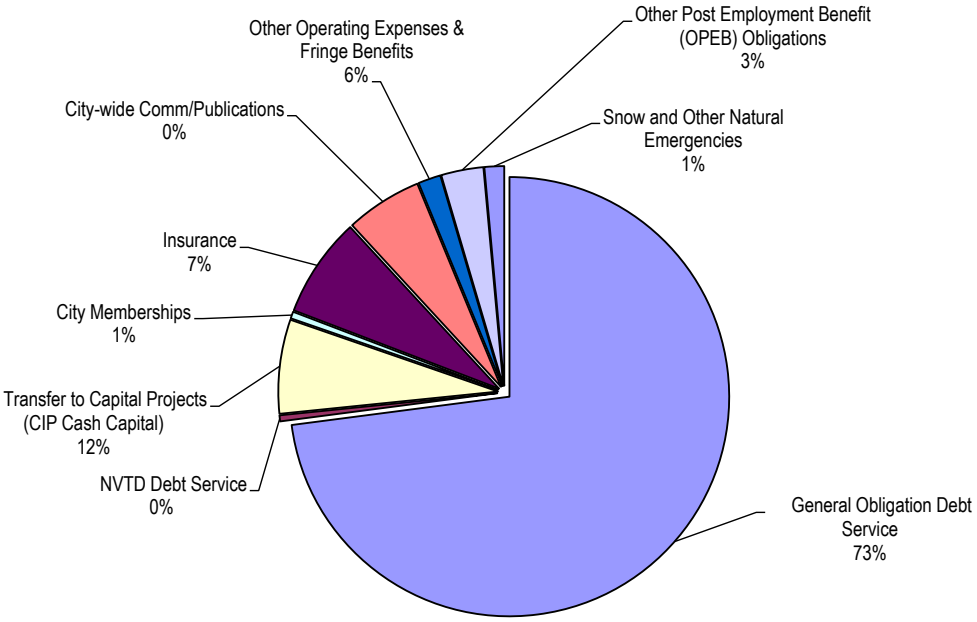
Purpose Statement: The purpose of the Non-Departmental Budget is to put into one central place all of those expenditures that support the City that cannot otherwise easily be categorized by Department. These expenditures include debt service, cash capital (pay-as-you-go capital project funding), contingent reserves, insurance costs including claims paid where the City is self-insured, City memberships, 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

The Non-Departmental Expenditures section summarizes City-wide expenditures that are not department-specific such as for debt service; cash capital (pay-as-you-go capital project funding); contingent reserves; insurance costs; City memberships in regional, national and international associations; publications and communications; employee compensation; and other general City-wide expenses.

Expenditures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
CIP Related Expenses			
WMATA Debt Services	$0	$735,906	$903,335
General Obligation Debt Service	$34,588,463	$36,924,798	$42,170,533
Northern Virginia Transportation District (NVTD) Bond Debt Service	$256,070	$256,070	$256,070
Transfer to Capital Projects (CIP Cash Capital)	$4,626,996	$4,295,000	$4,000,000
City Memberships	$278,073	$280,230	$288,774
Insurance	$3,865,994	$4,209,025	$4,249,525
Other Operating Expenses and Fringe Benefits	$4,072,329	$4,686,877	$3,253,507
Contingent Reserves	$0	$1,900,000	$961,249
Other Post Employment Benefit (OPEB) Obligations	$5,300,000	$1,700,000	$1,800,000
Snow and Other Natural Emergencies	$12,859,772	$0	$836,127
Total All Funds Non-Departmental Expenditures	**$65,847,697**	**$54,987,906**	**$58,719,120**
Revenues			
Special Revenue Fund	$7,731,428	$1,000,000	$1,000,000
Total Revenues	**$7,731,428**	**$1,000,000**	**$1,000,000**
Total General Fund Expenditures	**$58,116,269**	**$53,987,906**	**$57,719,120**

FY 2012 Proposed Non-Departmental Expenditures



Non-Departmental Expenditures

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
WMATA Debt Service	**$0**	**$735,906**	**$903,335**
General Obligation Bond Debt Service[1]	**$34,588,463**	**$36,924,798**	**$42,170,533**
Northern Virginia Transportation District (NVTD) Bond Debt Service	**$256,070**	**$256,070**	**$256,070**
Subtotal Debt Service	**$34,844,533**	**$37,916,774**	**$43,329,938**

Debt Service:

•Total debt service costs are budgeted to increase by $5.4 million, or 14.3 percent. Included in the $43.3 million in total budgeted debt service is $0.9 million for WMATA Debt Service, $42.2 million for General Obligation Debt Service and $0.3 million for Northern Virginia Transportation District Debt Service. Recently, the City has issued bonds to provide significant funding for the Police headquarters project, as well as other capital initiatives at historically low interest rates. The federal Build America Bond programs also help keep the cost of debt low. The increase in FY 2012 is primarily attributable to the manner in which the City structured its bond principal repayment. In June 2009, the City issued $79.7 million in debt, which resulted in $5.7 million in new debt service requirements in FY 2012. In June 2010, the City issued $72.3 million in debt, which resulted in $4.2 million in debt service in FY 2012. Although payments on previously issued debt are declining, the increases due to these relatively large issuances are significantly greater.

•The components of FY 2012 debt service costs shown above include the following besides debt service for the 2009 and 2010 issued bonds issued at an overall fixed rate true interest cost of 3.28% and 2.93%, respectively:

- •$4.8 million in debt service for $58 million in debt issued in July of 2008. This debt issuance provided 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.
- • $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 approximately 0.25 percent of the estimated real estate taxes.
- • $1,873,625 in debt service for $20.0 million in total previously issued taxable bonds for affordable housing.
- •$1,394,903 in debt service for various General Obligation bonds issued 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 2011 budget was amended by City Council through the Supplemental Appropriations Ordinance to reflect the appropriation of $393,652 in additional debt service resulting from the June 2010 issuance 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. Together with the June 2009 issuance of Build America Bonds the total subsidy from the federal government for both bonds will be $1,713,303 in FY 2012.

Non-Departmental Expenditures, continued

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Transfer to Capital Projects (CIP Cash Capital)	**$4,626,996**	**$4,295,000**	**$4,000,000**

Transfer to Capital Projects (CIP Cash Capital):

• The budgeted Cash Capital transfer from the General Fund to the Capital Projects Fund is proposed to decrease $295,000, or 6.9 percent from FY 2011 to FY 2012

•The overall cash allocation to the CIP from all sources for FY 2012 is planned at $29.41 million or 39.6% of the FY 2012 CIP.

•The proposed FY 2012 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. The percent of the proposed CIP in FY 2012 to be financed by General Obligation bonds is 60.4%,

FY 2012 Funding Sources	$ in millions	% of Total
Cash Capital (G.F. Revenue)	$4.00	5.4%
General Fund Balance	$3.44	4.6%
Bond Interest Earning	$0.25	0.3%
Bond Premium	$0.00	0.0%
Reallocated Prior Year CIP Balances	$0.30	0.4%
Sanitary Sewer Fees	$3.54	4.8%
Stormwater Management Dedicated Tax	$1.41	1.9%
Dev. Contributions & Dedicated Taxes (PY)	$1.20	1.6%
Other Sources	$1.00	1.3%
Comcast Revenues for IT Infrastructure	$0.99	1.3%
Non-City Sources	$13.28	17.9%
Subtotal City Cash and Other Resources	**$29.41**	**39.6%**
General Obligation Bonds (Sanitary Sewers)	$3.48	4.7%
General Obligation Bonds (Stormwater Mgmt)	$1.00	1.3%
Other General Obligation Bonds	$40.34	54.3%
Total General Obligation Bonds	**$44.82**	**60.4%**
Total	**$74.23**	**100.0%**

Non-Departmental Expenditures, continued

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
City Memberships	**$278,073**	**$280,230**	**$288,774**

City Memberships:

The approved budget for City memberships is increasing by $8,544, or 3 percent.

Most of the organizations in which the City is a member held their fees flat in FY 2012. The proposed budget of $288,774 for City memberships includes City memberships in the Metropolitan Washington Council of Governments ($121,000), the National League of Cities ($9,302), the U.S. Conference of Mayors ($12,242), the Virginia Municipal League ($36,848), the Northern Virginia Regional Commission ($70,869), the Northern Virginia Transportation Commission (NVTC) ($38,513).

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Insurance	**$3,865,994**	**$4,209,025**	**$4,249,525**

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 $40,500, or a 1.0 percent increase. Increases are based on actual spending in prior years and projected premium cost increases. No increase in the maximum $260 a month ($3,120 per year) retiree health insurance subsidy is planned for FY 2012.

Non-Departmental Expenditures, continued

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Contingent Reserves	**$0**	**$1,900,000**	**$961,249**

Contingent Reserves:

In FY 2012, there is $300,000 proposed for City Council use to meet minor, unexpected situations and/or to fund Council discretionary spending priorities. In addition to this amount is $661,249 proposed to be used to address external pay equity issues and market competitiveness for City positions.

It should be noted that the FY 2011 Contingent Reserve contains $874,170 as of February 2011. Of this amount, the following designations were reappropriated in the FY 2011 Supplemental Appropriations Ordinance approved in December:

- $60,000 – Sheriff Sober Living Unit
- $226,696 – Safety Improvements for Fire
- $4,160 – Sister Cities
- $80,000 – Urban Forestry
- $370,856 – Subtotal current designation not released by City Council

Not including these designations, City Council has a balance of $507,314 in undesignated Contingent Reserves as of February 8, 2011.

Non-Departmental Expenditures, continued

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Other Post Employment Benefit (OPEB) Obligations	**$5,300,000**	**$1,700,000**	**$1,800,000**

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 AAA/Aaa bond ratings during a time in which lenders are looking far more carefully at "risks" before lending money to municipal governments. This budget provides $1.8 million in funding in FY 2012 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 $1.2 million from fund balance to help pay estimated FY 2012 costs. Another $6.6 million in other cash sources provide a total of $9.6 million or 93% of the annual required contribution. This funding represents the fourth 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 were reduced for new employees by eliminating post-retirement life insurance benefits. This portion of the liability should shrink over time.

CASH FLOW PROJECTIONS

Other Post Employment Benefits
Plan for Funding

	2010	2011	2012	2013	2014	2015	2016	2017	2018
Medical Subsidy	$ 1.9	$ 2.4	$ 2.5	$ 2.6	$ 2.8	$ 2.8	$ 2.8	$ 2.8	$ 2.9
Reimbursement	$ 2.8	$ 2.9	$ 3.1	$ 3.2	$ 3.3	$ 3.3	$ 3.3	$ 3.3	$ 3.4
Life Insurance	$ 0.6	$ 0.8	$ 1.0	$ 1.4	$ 1.5	$ 1.5	$ 1.5	$ 1.5	$ 1.5
Total Cash Flow	$ 5.3	$ 6.1	$ 6.6	$ 7.2	$ 7.6	$ 7.6	$ 7.6	$ 7.6	$ 7.8
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 (All Sources)	$ 10.6	$ 9.4	$ 9.6	$ 9.9	$ 10.2	$ 10.3	$ 10.3	$ 10.3	$ 10.3
Required Contributions	**$ 10.3**	**$ 10.3**	**$ 10.3**	**$ 10.3**	**$ 10.3**	**$ 10.3**	**$ 10.3**	**$ 10.3**	**$ 10.3**
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	103%	91%	93%	96%	99%	100%	100%	100%	100%
% of Annual Required Contribution Funded by Current General Fund Sources	76%	76%	82%	89%	97%	100%	100%	100%	100%

Non-Departmental Expenditures, continued

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Snow and Other Natural Emergencies	**$12,859,772**	**$0**	**$836,127**

In FY 2010 and early in FY 2011, the City experienced two cataclysmic snow storms in December 2009 and February 2010 and an extremely severe thunderstorm in August 2010. In FY 2010, the City spent nearly $13 million to prepare for and clean up after the snow storms. City Council appropriated $800,000 for this storm's costs from fund balances assigned for storm emergencies as an FY 2011 Supplemental Appropriation. General Fund expenditures for these events are expected to $5.1 million, although at this time FEMA reimbursement is unknown.

City snow and ice management budgets are being consolidated in the Non-Departmental section of the Operating Budget for FY 2012. Approximately, $38,000 was moved from General Services and $565,000 was moved from Transportation and Environmental Services to form a central budget for snow and other emergencies. A centralized accounting of these activities will allow for quicker monitoring and reporting of costs as well as remove the unpredictable burden of random snow and ice events from Departmental budgets. Ideally, other service levels in departments should not be reduced because of a particularly bad (i.e. expensive) snow season or other event. This method would contain cost overruns (or potentially cost savings) outside Departmental budgets so they can be handled in a macro-City manner. As these costs are verified, staff will request that funds be transferred back from Non-Departmental to the appropriate Department, thus giving City Council an accurate picture of the costs of these operations at the time of the transfer resolution. In addition to budget transfers from Departments, an additional $230,000 has been included in the Non-Departmental account to provide a more realistic annual budget for this service. This centrally appropriated account of $836,127 will be backstopped by $1.0 million assigned for snow and other emergencies in the City's fund balance. This is in recognition that weather patterns have become more volatile with global climate change increasing the level of moisture in the air and thereby creating more severe weather.

Non-Departmental Expenditures, continued

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Other Operating Expenses and Fringe Benefits	**$3,986,554**	**$4,686,877**	**$3,253,507**

Other Operating Expenses and Fringe Benefits:

•Funding for these various operating expenses is decreasing $1.4 million, or 30.6 percent.

•Significant impacts in this category are:

•($1,600,000) is budgeted as a savings from shifting 1% of the contribution rates for retirement to (1) the General Schedule employees who currently do not contribute towards their retirement (those employees hired before FY 2010) and (2) Police and Fire Uniformed employees who now contribute 8% towards their retirement. Their contribution would be raised to 9%. If approved by City Council these savings would be distributed to the departments. These savings will help the City fund its proposed merit pay increase, employer health insurance cost increases, as well as help to provide funds needed to address external pay equity issues and maintain competitiveness for City positions.

•$470,000 is budgeted to cover a mandated shift in responsibility for Line of Duty Benefit costs from the state to localities. This cost also will eventually be distributed to the affected departments for public safety officers.

•($350,000) was budgeted as a savings for city-wide telecommunications in FY 2011. These funds were used to implement the transition to the Voice-over Internet Protocol telecommunications system and are no longer needed in FY 2012.

•($57,063) has been identified as savings related to the public safety radio system based on prior year actual spending.

•Funding for efficiency/best practice studies has been largely eliminated (S275,000 was contained in the Approved FY 2011 budget). However $45,000 has been retained to provide funding for a joint effort with a local university to develop Community Indicators.

•$270,000 remains in the Non-Departmental budget for potential debt service for the Housing Department. 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 ARHA replacement units from the James Bland public housing site. If not needed for ARHA replacement units, these funds would be used for the creation or preservation of other affordable housing in the City.

Non-Departmental Expenditures, continued

Other Operating Expenses and Fringe Benefits (continued):

•($375,000) in unidentified savings for contractual services and travel and training was budgeted in FY 2011 in the Non-Departmental budget. These savings have been identified and applied to the specific departments as reported to City Council in December 2010. The majority of these savings continue in FY 2012. In addition, it should be noted that additional savings was identified in the City Attorney's Office for outside attorney payments. In total, this year's budget contains nearly half a million dollars in reductions in contracts, travel and training based on analysis of prior years' spending. A budget memorandum will be provided that details these savings by department.

Non-Departmental Expenditures, continued

	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Other Operating Expenses			
Public Safety Radio System	$384,986	$457,063	$400,000
1% Shift to Employee share for Retirement Costs	$0	$0	($1,600,000)
Efficiency/Best Practices Studies	$430,887	$275,000	$0
Community Indicators	$0	$0	$45,000
Line of Duty Benefit Costs	$0	$0	$470,000
Waste-To-Energy Plant Property Taxes	$579,698	$550,000	$580,000
Pension (Public Safety - Closed Deferred Benefit system)	$1,680,631	$1,700,000	$1,700,000
Citizen Academy (Including Police Citizen Academy)	$4,142	$6,000	$4,300
City-Wide Telecommunications	$252,979	$350,000	$0
BRAC Coordinator	$118,150	$0	$0
Postage	$0	$42,910	$0
Tuition Assistance	$0	$188,400	$178,400
City Resident Survey	$32,538	$0	$0
Severance Pay and Employee Leave Pay-out	$54,173	$0	$0
Professional Services and Education and Training Savings to be Distributed	$0	($375,833)	$0
Other Expenditures	$448,370	$493,337	$475,807
Total Other General Fund Operating Expenditures	**$3,986,554**	**$3,686,877**	**$2,253,507**
Allowance for Special Revenue Fund Grants and Donations	$0	$1,000,000	$1,000,000
Total Other All Funds Operating Expenditures	**$3,986,554**	**$4,686,877**	**$3,253,507**

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$1,281,760	$1,455,760	$1,459,640	0.3%
Non-Personnel	185,635	209,463	211,507	1.0%
Capital Goods Outlay	$0	$0	$0	-
Total Expenditures	$1,467,395	$1,665,223	$1,671,147	0.4%
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	**$1,467,395**	**$1,665,223**	**$1,671,147**	0.4%
Total Department FTE's	**14.0**	**15.0**	**15.0**	**0.0%**

Highlights

•In FY 2012, the proposed General Fund budget increases by $5,924 (9.8%)

•FY 2012 personnel costs increased by $3,880 (0.3%). There are considerable savings in the budget estimate for the new director position related to changes in the employee retirement contribution rates for new employees. Also, salary costs for current staff are lower before calculating the offsetting increased costs related to merit step increases and benefit cost increases.

•Total non-personnel costs increase by $2,044 (1.0%), due to the reallocation of telecommunications systems costs from the ITS Department to user departments.

Selected Performance Measures

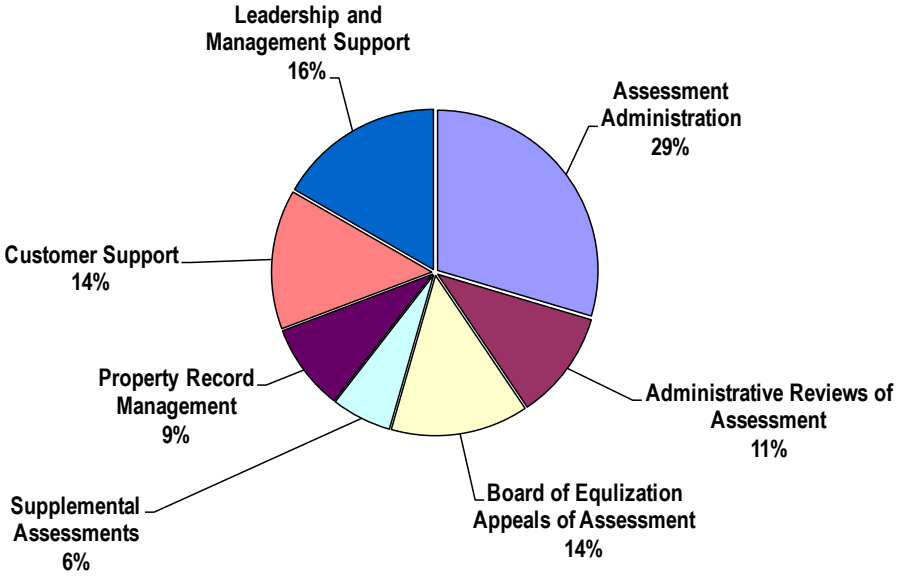
Selected Performance Measures	FY 2010 Actual*	FY 2011 Approved*	FY 2012 Proposed*
% of deeds and transfers entered within 30 days	100%	100%	100%
% change in value due to BOE adjustments compared to tax base	0.2%	0.3%	0.2%
Assessment/Sales Ratio**	99.0%	98.5%	97.0%
Coefficient of Dispersion***	7.8%	7.0%	8.0%

*Data for FY 2010, FY 2011, and FY 2012 are based on calendar year data for 2009, 2010, and 2011 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 2009 and 2010 respectively. FY 2010 actual data reflects calendar year 2009 results.

***A coefficient of dispersion is a ratio used to measure how sales prices vary from assessed values during a period of time.

FY 2012 Proposed Expenditures by Activity



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Real Estate Assessment	$898,995	$1,030,582	$1,011,137	-1.9%
Property Data Services	$568,400	$634,641	$660,010	4.0%
Total	**$1,467,395**	**$1,665,223**	**$1,671,147**	**0.4%**

Authorized Positions (FTE's) by Program	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Real Estate Assessment	8.0	9.0	8.9	-0.9%
Property Data Services	6.0	6.0	6.1	1.8%
Total	**14.0**	**15.0**	**15.0**	**0.0%**

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

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Department Staff
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	61.3%	61.9%	60.5%
Total Expenditures	$898,995	$1,030,582	$1,011,137
Less Revenues	0	0	0
Net General Fund Expenditures	$898,995	$1,030,582	$1,011,137
Program Outcomes			
Assessment/Sales ratio*	99.0%	98.5%	97.0%
Coefficient of Dispersion*	7.8%	7.0%	8.0%

*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 2010 and 2011 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 2010 Actual**	**FY 2011 Approved**	**FY 2012 Proposed**
Expenditures	$440,318	$453,312	$494,513
FTE's	3.8	3.8	4.2
# of parcels assessed	44,974	45,500	46,000
Cost per parcel assessed	$9.79	$9.96	$10.75
Parcels assessed per appraiser (FTE)	5,622	6,500	5,111
Review rate per 1000 parcels	7.4	22.0	19.6
Appeal rate per 1000 parcels	5.1	17.6	14.8

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	$169,350	$214,088	$183,380
FTE's	1.6	2.1	1.8
# of requests for reviews filed with Department	331	1,000	900
Cost per review	$512	$214	$204
% change in value due to administrative adjustments compared to tax base	0.1%	0.4%	0.1%

*Assessment figures for FY 2010, FY 2011, and FY 2012 are based on calendar year data for 2009, 2010, and 2011.

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 2010 Actual**	**FY 2011 Approved**	**FY 2012 Proposed**
Expenditures	$197,535	$270,427	$232,080
FTE's	1.6	2.1	1.8
# of appeals to BOE heard	229	800	680
Cost per appeal	$863	$338	$341
% change in value due to BOE adjustments compared to tax base	0.2%	0.3%	0.2%

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	$91,792	$92,755	$101,164
FTE's	1.0	1.0	1.1
# of parcels receiving supplemental assessments	72	200	200
# of parcels per appraiser receiving supplemental assessments	9	25	25
$ value of supplemental assessments (in millions)	$37.3	$30.0	$75.0

*Assessment figures for FY 2010, FY 2011, and FY 2012 are based on calendar year data for 2009, 2010, and 2011.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	38.7%	38.1%	39.5%
Total Expenditures	$568,400	$634,641	$660,010
Less Revenues	0	0	0
Net General Fund Expenditures	$568,400	$634,641	$660,010
Program Outcomes			
% increase in web site hits annually[1]	N/A	5.0%	5.0%

[1] E-gov is using a new measurement tool to derive web hits and comparisons between fiscal years is irrelevant in FY 2012

Activity Data

LEADERSHIP & MANAGEMENT SUPPORT – The goal of Leadership and Management Support is to lead and manage all activities of the department.	**FY 2010 Actual**	**FY 2011 Approved**	**FY 2012 Proposed**
Expenditures	$238,126	$270,901	$278,649
FTE's	2.1	2.1	2.1
# of departmental FTE's managed (or supported)	14.0	15.0	15.0
$ amount of departmental budget managed (in millions)	$1.5	$1.7	$1.7
Leadership & Management Support Services cost as a % of total departmental expenditures	16.2%	16.3%	16.7%
% of departmental effectiveness targets met in all programs	95%	93%	95%

*Data for FY 2010, FY 2011, and FY 2012 are based on calendar year data for 2009, 2010, and 2011 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	$135,071	$137,388	$146,172
FTE's	1.6	1.6	1.6
# of parcel transfers	3,510	3,648	3,750
$ of change in annual assessments*	-$2,559,897,183	$812,969,000	$891,042,000
% of deeds and transfers entered within 30 days	100%	100%	100%

* Reflects the change from CY 2009 to CY 2010, CY 2010 to CY 2011 and the projected change from CY 2011 to CY 2012

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	$195,203	$226,352	$235,189
FTE's	2.3	2.3	2.4
# web site hits[1]	6,023,283	13,508,656	6,325,000
Customer support cost per 100 parcels	$434	$497	$511
% of tax adjustments submitted to Treasury within 14 days	98%	98%	98%
% of public requests filled within 14 days	95%	95%	95%

[1] E-gov is using a new measurement tool to derive web hits and comparisons between fiscal years is irrelevant in FY 2012

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Operating Agencies

PUBLIC SAFETY

Department of Emergency Communications..... ……. 14-2
Fire……. 14-8
Office of Building and Fire Code Administration..... ……. 14-28
Police……. 14-38

Emergency Communications

Mission Statement: The mission of the Department of Emergency Communications is to enhance the quality of life in the City of Alexandria through the prompt, efficient, and professional handling of calls for service and the dispatching of public safety services, thus making the City of Alexandria a safer community in which to work, live, and visit.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$55,211	$174,173	$5,066,233	2808.7%
Non-Personnel	6,358	12,250	609,445	4875.1%
Capital Goods Outlay	$0	5,850	8,561	46.3%
Total Expenditures	$61,569	$192,273	$5,684,239	2856.3%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Other Special Revenue	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	**$61,569**	**$192,273**	**$5,684,239**	**2856.3%**
Total Department FTEs	**1.0**	**1.0**	**55.0**	**N/A**

Highlights

• The Department of Emergency Communications was established in FY 2010 in anticipation of the FY 2011 consolidation of the emergency communications functions of the Police and Fire Departments into a single department. The new department also includes the City radio manager and associated staff positions. The formation of this department will optimize the performance of the City's emergency communications systems, increase city-wide situational awareness, and manage valuable information technology resources more efficiently. In mid-year FY 2011, through the Supplemental Appropriations Ordinance, one vacant emergency communications technician (ECT) was transferred from the Police Department and one from the Fire Department and were reclassified into a Deputy Director and an Administrative Support position. The comparisons below reflect the difference between the FY 2011 approved budget and the FY 2012 proposed budget.

•In FY 2012, the proposed General Fund budget is $5,684,239. The increase from FY 2011 to FY 2012 reflects a transfer of 53.0 FTEs and other resources from the communications functions of the Police and Fire Departments to the Department of Emergency Communications.

•FY 2012 personnel costs total $5,066,233. Proposed for FY 2012 are staff from the Police Department (36.0 FTEs) and the Fire Department (16.0 FTEs). In FY 2012, a third vacant ECT is being reclassified as an Operations Manager. In addition, the Administrative Support position added in FY 2011 will be reclassified to a Management Analyst position. In total, the DEC has 37 ECT positions.

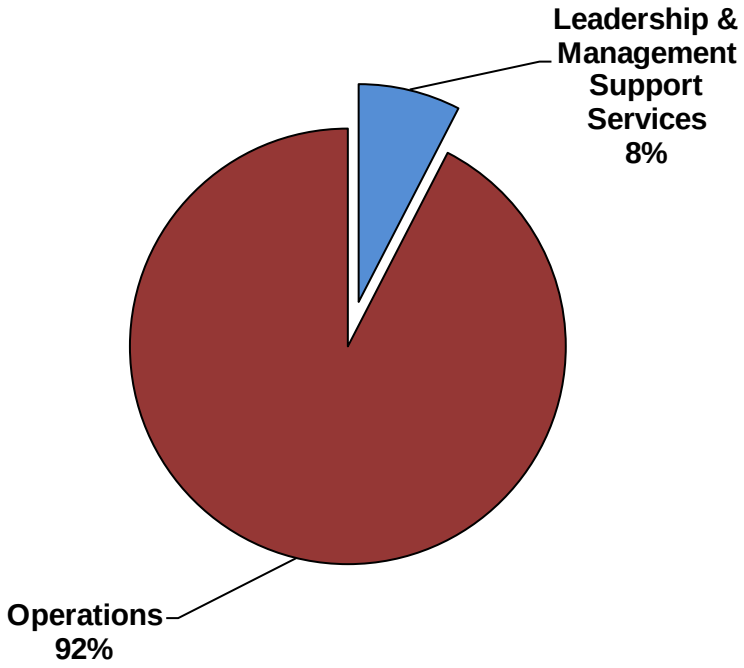
•Total non-personnel costs are $609,445 in FY 2012. This includes funds transferred from the communications functions of the Police and Fire Departments. This also includes a supplemental increase of $100,000 for essential training of Emergency Communications Technicians so that former Police employees can be trained to respond to and dispatch calls for Fire and EMS service. Details on this supplemental funding are provided at the end of the Emergency Communications section.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of total calls answered per year*	N/A	N/A	485,000
# of emergency calls dispatched per year*	N/A	N/A	21,000
Cost per call answered*	N/A	N/A	$10.83

* Performance data for FY 2010 Actual and FY 2011 Approved are found in the Police and Fire Department sections as communication functions remain in those departments through FY 2011.

FY 2012 Proposed Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	$61,569	$192,273	$430,437	N/A
Operations	$0	$0	$5,253,802	N/A
Total Expenditures	**$61,569**	**$192,273**	**$5,684,239**	**N/A**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	1.0	1.0	3.0	**N/A**
Operations	0.0	0.0	52.0	**N/A**
Total Authorized Posistions (FTE's) by Program	**1.0**	**1.0**	**55.0**	**N/A**

Emergency Communications Programs and Activities

Leadership & Management Support Services

Leadership & General Management

Operations

Operations

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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 Emergency Communications Department.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% total of All Funds Budget	100.0%	100.0%	7.6%
Total Expenditures	$61,569	$192,273	$430,437
Less Revenues	0	0	0
Net General Fund Expenditures	$61,569	$192,273	$430,437
Program Outcomes			
% of performance outcome goals met	N/A	N/A	100%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide fiscal and support services in order to facilitate the operations of the Emergency Communications Department.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$61,569	$192,273	$430,437
FTE's	1.0	1.0	3.0
Leadership & Management Expenditures as percentage of departmental total	100.0%	100.0%	7.6%
# of departmental FTE's managed	1	1	54
$ amount of net General Fund departmental budget (millions of dollars)	$0.1	$0.2	$5.7
% of performance outcome goals met	N/A	N/A	100%

Operations

The goal of Operations 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of total All Funds budget	0.0%	0.0%	92.4%
Total Expenditures	$0	$0	$5,253,802
Less Revenues	0	0	0
Net General Fund Expenditures	$0	$0	$5,253,802
Program Outcomes			
% of calls taken and dispatched within 60 seconds*	N/A	N/A	TBD

Activity Data

Operations –The goal of operations is to route calls for service to police, fire, EMS or other city services in a timely manner.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$0	$0	$5,253,802
FTE's	0.0	0.0	52.0
# of total calls answered per year*	N/A	N/A	485,000
Average # of calls answered per day*	N/A	N/A	1,300
# of emergency calls dispatched per year*	N/A	N/A	21,000
# of non-emergency calls dispatched per year*	N/A	N/A	50,000
Average # of calls dispatched per day*	N/A	N/A	195
Cost per call answered*	N/A	N/A	$10.83
% of emergency, Priority 1 calls dispatched within 120 seconds of receipt*	N/A	N/A	80%
% of supervisor audits of employee performance rated satisfactory or above*	N/A	N/A	98%

* Performance data for FY 2010 Actual and FY 2011 Approved are found in the Police and Fire Department sections as communication functions remain in those departments through FY 2011.

Summary of Budget Changes

Discretionary Supplementals

Activity	Adjustment	FY 2012 Proposed
Operations	*Emergency Communications Training*	**$100,000**

Funding is included in the Operations activity for essential training for Emergency Communication Technicians. Because the communications functions were performed by both the Fire and Police Departments in prior years, funding is needed so that former Police employees can be trained to respond to and dispatch calls for Fire and EMS service.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$30,918,315	$30,741,533	$32,300,129	5.1%
Non-Personnel	4,935,018	4,639,255	4,766,384	2.7%
Capital Goods Outlay	38,922	1,163,630	1,530,328	31.5%
Interfund Transfers	86,282	0	0	-
Total Expenditures	$35,978,537	$36,544,418	$38,596,841	5.6%
Less Revenues				
Internal Services	$52,048	$1,164,081	$1,530,224	31.5%
Special Revenue Funds	1,289,465	538,775	1,229,363	128.2%
Total Designated Funding Sources	$1,341,513	$1,702,856	$2,759,587	62.1%
Net General Fund Expenditures	**$34,637,024**	**$34,841,562**	**$35,837,254**	**2.9%**
Total Department FTEs	271.6	275.6	272.0	-1.3%

Highlights

• In FY 2012, the Proposed General Fund budget increases by $995,692, or 2.9%.

•The Fire Department and the Department of Code Administration have divided into separate departments. Four activities that were previously budgeted in Code, including the Retesting Program, Fire Prevention, Investigations, Environmental Industrial Unit are now budgeted in Fire; Fire's Communications Program was transferred to the Department of Emergency Communications.

•FTE's decreased by 3.6. 17 FTE's (Of which 1 is transferred in FY 2011) were transferred to the Department of Emergency Communications. The reduction was offset by the addition of 12 FEMA grant funded firefighters and by an additional 1.4 FTE's resulting from the reallocation of employees previously budgeted in Code Administration activities.

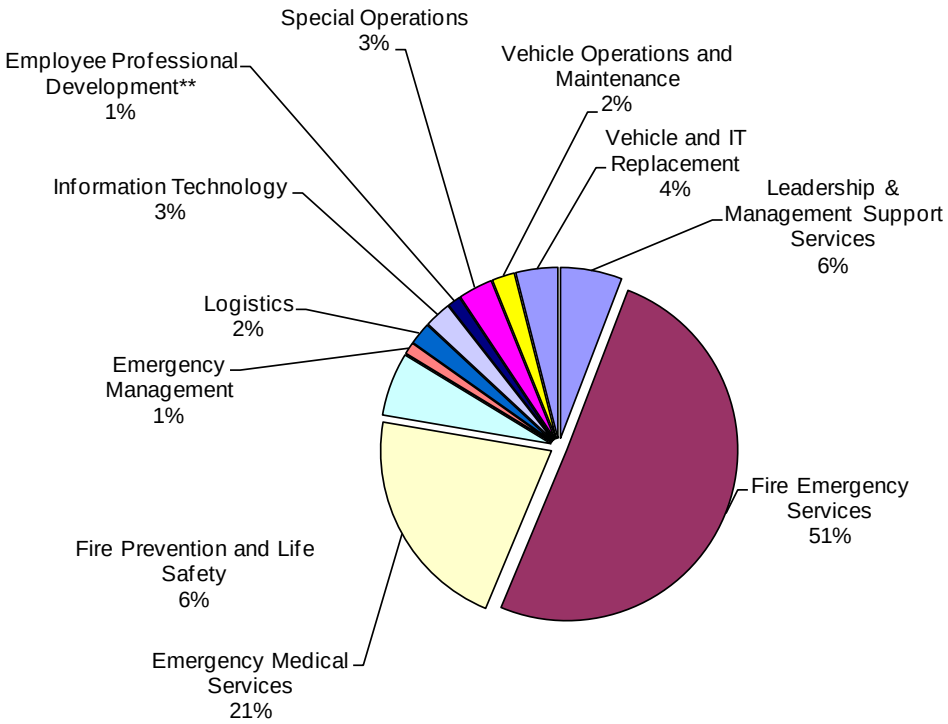
• Personnel costs increase by $1,558,596, or 5.1%, due primarily to the addition of 12 FEMA grant funded firefighters, an increase in overtime costs, an increase in benefit costs, and a step increase. These increases were partially offset by the transfer of employees in the Communications Program to the new Department of Emergency Communications.

• Non-personnel costs increase by a net amount of $127,129, or 2.7%, due to base adjustments to maintain current services and expenditures related to the FEMA grant funded firefighters, discussed at the end of this section. The increases were partially offset by the transfer of the Communications Program to the new Department of Emergency Communications.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
# of incidents responded to by Fire suppression (both Fire and EMS incidents)	13,046	12,480	13,400
# of incidents responded to by EMS (both EMS and fire incidents)	14,124	14,400	15,000
Cost per incident responded to by Fire suppression	$1,243	$1,267	$1,451

FY 2012 Proposed Expenditures by Program



Fire Department Programs and Activities

Leadership & General Management
- Leadership & General Management
- Health & Safety
- Community Services

Fire Emergency Services
- Incident Response
- Site Safety Surveys
- Volunteers

Emergency Medical Services
- Incident Response
- Special Events Support
- Police Special Operations Support
- Ambulance Billing Services

Fire Prevention Services
- Retesting Program
- Fire Prevention
- Investigations
- Environmental Industrial Unit

Emergency Management
- Emergency Planning
- Training & Exercises
- Emergency Response

Logistics
- Facility & Equipment Maintenance
- Supplies

Information Technology
- Mobile Computer Support
- Reporting & Analysis
- Information Technology Support

Employee Professional Development
- Recruit Training
- In-Service Training

Special Operations
- Hazardous Materials
- Technical Rescue
- Marine Operations

Vehicle Operations & Maintenance
- Preventative Maintenance
- Corrective Maintenance
- Fuel Acquisition & Provisioning

Department Info

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Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	$3,374,051	$2,515,960	$2,249,224	-10.6%
Fire Emergency Services	16,700,703	16,476,192	19,479,768	18.2%
Emergency Medical Services	7,104,634	7,703,022	8,257,259	7.2%
Fire Prevention and Life Safety	1,802,867	1,933,391	2,316,554	19.8%
Fire Communications	1,611,635	1,955,019	NA	NA
Emergency Management	898,776	450,715	430,454	-4.5%
Logistics	918,665	814,863	813,401	-0.2%
Information Technology	590,612	698,589	973,198	39.3%
Employee Professional Development**	674,125	708,739	472,139	-33.4%
Special Operations	1,276,852	1,211,689	1,252,873	3.4%
Vehicle Operations and Maintenance	973,569	912,158	821,747	-9.9%
Vehicle and IT Replacement	52,048	1,164,081	1,530,224	31.5%
Total Expenditures	**$35,978,537**	**$36,544,418**	**$38,596,841**	**1.6%**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	13.5	16.5	14.5	-11.9%
Fire Emergency Services	123.0	132.9	151.2	13.8%
Emergency Medical Services	61.0	66.0	66.0	0.0%
Fire Prevention and Life Safety	19.6	17.6	19.0	8.0%
Fire Communications	17.0	17.0	0.0	-100.0%
Emergency Management	4.9	2.9	2.9	-0.7%
Logistics	2.2	2.2	2.0	-8.2%
Information Technology	4.0	4.0	3.9	-2.5%
Employee Professional Development**	14.9	5.0	2.1	-58.6%
Special Operations	7.5	7.5	6.4	-15.3%
Vehicle Operations and Maintenance	4.0	4.0	4.0	-0.5%
Total FTE's	**271.6**	**275.6**	**272.0**	1.5%

*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. FY 2012 includes the addition of 12 SAFER funded firefighters and the transfer of Fire Communications staff to the new Department of Emergency Communications.

Leadership & Management Support Services Program, con't

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.

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	$517,955	$345,741	$398,361
FTE's	2.0	2.0	3.0
Number of juvenile fire-setters counseled	12	12	14
Number of 4th grade classes receiving presentations by firefighters	22	22	22
Numbers of media activities conducted	43	45	50
Numbers of community events attended	72	72	72
Number of pre-school programs conducted	20	25	30
Number of middle/high school programs conducted	21	21	23
Number of business group presentations	44	44	44
Number of presentations to senior citizens	6	10	20

*Activity transferred from Emergency Management Program in FY 2011 to align with department-wide nature of the Community Services Unit.

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of all funds budget	9.4%	6.9%	5.8%
Total Expenditures	$3,374,051	$2,515,960	$2,249,224
Less Revenues	$256,320	$17,500	$17,500
Net General Fund Expenditures	$3,117,731	$2,498,460	$2,231,724
Program Outcomes			
Fire Department operating cost per $1.0 Million valuation	$1,047	$1,149	$1,183
% of customers who rate fire services as good to excellent	NA	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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures*	$1,447,260	$1,468,393	$1,519,821
FTE's	9.5	10.5	10.5
$ amount of departmental expenditures (all-funds)	$35,978,537	$36,544,418	$38,596,841
Leadership & Management Support expenditures as a % of total department	4.0%	4.0%	3.9%
Leadership & Management FTE's as percent of total Departmental FTE's	4.8%	4.2%	3.9%
Ratio of actual expenditures to budget (end of year)	99.0%	100.0%	100.0%
Ratio of Administrative Staff to Program Staff	7.3%	7.3%	7.0%
Number of Federal and Commonwealth Grant Applications and Dollar Value	10/$587,300	12/$630,000	12/$630,000
Number of Federal and Commonwealth Grants Managed and Dollar Value	19/$830,028	20/$850,000	21/$850,000
Number of positions vacated (retirements and other)	12	5	7
Number of positions recruited and filled	32	20	20
Number of discipline actions imposed	6	8	6

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	$1,408,836	$701,826	$331,042
FTE's	4.0	4.0	1.0
Number of on-the-job injuries	63	65	57
Number of occupational exposures to hazards	1	2	3
Number of vehicular accidents	53	55	60

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of all funds budget	46.4%	45.1%	50.5%
Total Expenditures	$16,700,703	$16,476,192	$19,479,768
Less Revenues	$347,079	$323,166	$1,069,697
Net General Fund Expenditures	$16,353,624	$16,153,026	$18,410,071
Program Outcomes			
% of fire and EMS calls responded to within the department's 4 minute response goal	68.0%	82.0%	75.0%

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$16,217,395	$15,812,755	$19,448,960
FTE's	117.7	127.6	151.2
# of fire incidents responded to	5,885	6,080	5,900
# of EMS incidents responded to	7,161	6,400	7,500
Number of units responding to Fire and EMS incidents	23,247	22,500	24,000
Percent of 15 operational personnel assembled on a structure fire within 9 minutes	65.0%	75.0%	70.0%
Number of Fire apparatus with 4 person minimum staffing	0.0	1.0	4.0
Total number of fire fatalities per 100,000 population	0.0	0.0	0.0
Number of Fire Incidents for which assistance was received from other jurisdictions (Manual/Automatic aid rec'd)	1,227	1,200	1,200
Number of Fire Incidents for which assistance was given to other jurisdictions (Manual/Automatic aid given)	1,287	1,300	1,300
Cost per incident response	$1,243	$1,267	$1,451
% of total fire incidents with a response time of four minutes or less from dispatch to arrival on scene	75.0%	82.0%	75.0%

*Effective in FY 2012, the Activity "Site Safety Surveys" is merged into "Incident Response."

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	$480,069	$632,629	$0
FTE's	5.3	5.3	0

*Effective in FY 2012, the Activity "Site Safety Surveys" is merged into "Incident Response."

ALEXANDRIA VOLUNTEER FIRE DEPARTMENT – The goal of Volunteer Firefighters is to supplement the career fire-fighting force with staffing in order to maintain and enhance public safety.			
Expenditures	$3,239	$30,808	$30,808
FTE's	0.0	0.0	0.0
Number of Firefighter and Medic volunteer hours expended	3,204	3,400	3,400
Number of Supprt/Administrative volunteer hours expended	685	700	700
Number of training volunteer hours expended	743	750	750

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of all funds budget	19.7%	21.1%	21.4%
Total Expenditures	$7,104,634	$7,703,022	$8,257,259
Less Revenues	$98,413	$127,166	$127,166
Net General Fund Expenditures	$7,006,221	$7,575,856	$8,130,093
Program Outcomes			
Percent of Fire and EMS calls responded to within the Departments' 4 minute response goal	69.0%	82.0%	75.0%

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$6,861,285	$7,252,349	$8,052,133
FTE's	59.2	64.2	65.6
# of Fire and EMS incidents responded to	14,124	14,400	15,000
Percent of first responders with debrillator on scene within five minutes of dispatch	66%	68%	72%
Percent of ALS transport unites to arrive on scene within five minutes of dispatch	68%	70%	75%
Percent of Patient Care Report resuscitated patents with pulse (ROSC) on arrival at hospital	22%	25%	25%
Percent of cardiac (STEMI) and trauma patients transported to specialty care centers	100%	100%	100%
Number of EMS incidents for which assistance was received from other jurisdictions (mutal/automatic aid rec'd)	1,390	1,316	1,350
Number of EMS incidents for which assistance was given to other jurisdications (mutal/automatic aid given)	1,558	1,600	1,700

*Effective in FY 2012, the activity "Special Events Support" is merged into "Incident Reponse."

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	$90,451	$173,880	NA
FTE's	1.2	1.2	NA
# of special events supported	NA	30	NA
Cost per special event held	NA	$5,796	NA

*Effective in FY 2012, the activity "Special Events Support" is merged into "Incident Reponse."

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$5,100	$72,632	$31,166
FTE's	0.3	0.3	0.0
# of incidents supported	9	12	10
# of training hours provided	280	285	285
Cost per incident supported	$567	$6,053	$3,117

AMBULANCE BILLING SERVICES – The goal of Ambulance Billing Services is to facilitate insurance reimbursement of ambulance transportation conducted by City medic units.			
Expenditures	$147,798	$204,161	$173,960
FTE's	0.3	0.3	0.35
# of ambulance transports	8,349	8,575	8,600
# of patients billed	7,273	8,400	8,400
Collection rate within 12 months	56.0%	56.0%	55.0%
$ recovered per transport	$257	$257	$265

Fire Prevention & Life Safety

The goal of Fire Prevention & Life Safety is to provide comprehensive inspection services for existing structures and fire protection systems in order to uphold the City's fire prevention and life safety standards, identify code violations, respond to citizen and other complaints and to conduct complete and comprehensive investigations of crimes and offenses resulting from fire, environmental violations, and other related offenses that violate City and Commonwealth codes.

Program Totals	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of all funds budget	5.0%	5.3%	6.0%
Total Expenditures	$1,802,867	$1,933,391	$2,316,554
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,802,867	$1,933,391	$2,316,554
Program Outcomes			
Number of Inspections Completed within established guidelines	98%	98%	100%

Activity Data

RETESTING PROGRAM – The goal of the Retesting Program is to conduct comprehensive, quality inspections of existing fire protection systems projects, on a cost recovery basis, within an established time line in order to provide the maximum area of oversight based upon severity of life safety for each occupancy.	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$534,197	$622,086	$736,683
FTE's	6.5	6.5	7.0
# of retesting inspections conducted	3,100	3,000	3,000
Cost per retesting inspection conducted	$172.32	$207.36	$245.56
% of inspections conducted within established compliance dates	99%	99%	99%
% of costs involved	93%	92%	100%

FIRE PREVENTION – The goal of Fire Prevention is to conduct comprehensive, quality inspections of exiting structures for fire prevention, emergency egress, hazardous materials, and required Fire Prevention permits in order to maintain the City's building stock and life safety standards, identify code violations, and repond to complaint inspections Citywide.			
Expenditures	$518,999	$512,271	$647,773
FTE's	6.9	4.9	5.3
# of inspections conducted*	18,304	10,500	15,000
Cost per inspection conducted	$28.35	$48.79	$43.18
# of inspections conducted with established timeframes	98%	98%	99%
# of City Code violations cited	4,723	6,050	3,000

Fire Prevention & Life Safety con't

INVESTIGATIONS - The goal of investigations is to conduct comprehensive investigations of crimes and offenses in order to determine the cause and origin or the event, and to provide timely resolution by case closure or initiation of the judicial process.			
Expenditures	$361,767	$405,640	$488,719
FTE's	2.9	2.9	3.3
# of open case investigations conducted	72	150	140
# of investigations closed	66	90	100
Cost per open case investigation conducted	$5,025	$2,704	$3,491
% of investigations referred to judicial process	0%	20%	1%

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 investigations Citywide.			
Expenditures	$387,904	$393,394	$443,379
FTE's	3.3	3.3	3.3
# of open case investigations conducted	868	1,000	1,000
# of investigations closed	65	50	60
Cost per open case investigation conducted	$447	$393	$443
% of initial inspections completed within 2 working days	98%	100%	100%

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of all funds budget	4.5%	5.3%	NA
Total Expenditures	$1,611,635	$1,955,019	NA
Less Revenues	$0	$0	NA
Net General Fund Expenditures	$1,611,635	$1,955,019	NA
Program Outcomes			
% of Fire/EMS incidents dispatched within 60 seconds of call receipt	NA	28.0%	NA

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 2010 Actuals**	**FY 2011 Approved**	**FY 2012 Proposed**
Expenditures	$734,069	$886,308	NA
FTE's	8.6	8.6	NA
# of calls answered	NA	110,000	NA
Cost per call answered	NA	$8.06	NA
% of emergency line calls answered within the national standard of 30 seconds*	NA	90%	NA
% of non-emergency line calls answered within the national standard of 60 seconds*	NA	90%	NA

*In FY 12, Fire Communications will be merged with Police Communications under the Department of Emergency Communications.

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	$639,679	$764,143	NA
FTE's	7.8	7.8	NA
# of Fire/EMS incidents dispatched	NA	18,420	NA
Cost per dispatch	NA	$41	NA
% of Fire/EMS incidents dispatched within the national standard of 60 seconds of call receipt	NA	29.0%	NA

*In FY 12, Fire Communications will be merged with Police Communications under the Department of Emergency Communications.

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	$237,887	$304,568	NA
FTE's	0.6	0.6	NA
# of communication devices maintained	NA	110	NA
Cost per communication device maintained	NA	$2,769	NA

*This actiivty is shifted to the Information Technology Program in FY 2012.

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of all funds budget	2.5%	1.2%	1.1%
Total Expenditures	$898,776	$450,715	$430,454
Less Revenues	$503,379	$32,943	$0
Net General Fund Expenditures	$395,397	$417,772	$430,454
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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$748,108	$274,643	$264,015
FTE's	1.8	1.8	1.85
# of emergency management plans developed/reviewed/updated	35	50	50
Number of special events plans reviewed/updated*	65	NA	100
Number of incident plans developmed/reviewed/updated	5	0	5
Cost per plan developed/reviewed/updated	$21,375	$5,493	$5,280

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	$36,394	$46,935	$42,972
FTE's	0.4	0.4	0.35
Number of City employees trained in National Incident Management System (NIMS) standards	70	100	500
Cost per City staff trained in NIMS	$520	$469	$86
Percent of targeted City staff trained in compliance with NIMS standards*	100%	100%	65%
Number of citizens trained in Community Mergency Response Teams (CERT) methods*	50	NA	60
Number of CERT exercises or training activities.*	3	NA	6
Number of citizens who attended preparedness activities*	250	NA	1,000

EMERGENCY RESPONSE – The goal of Emergency Response is to respond to emergency events in order to save lives and property and coordinate disaster recovery.			
Expenditures	$114,274	$129,137	$123,467
FTE's	0.7	0.7	0.68
# of incidents supported	15	10	15
Number of City Emergency Operation Center (EOC) activations (Note 6)	3	NA	5
Number of emergency events monitored	25	NA	50

*New measures added in the FY 2012 budget document.

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of all funds budget	2.6%	2.2%	2.1%
Total Expenditures	$918,665	$814,863	$813,401
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$918,665	$814,863	$813,401
Program Outcomes			
% of maintenance requests responded to within one week of receipt	90.0%	85.0%	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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$624,418	$501,363	$508,302
FTE's	1.2	1.2	1.02
Number of facilities maintained	12	12	12
Average age of facilities maintained in years	47.36	48.36	49.36
Number of repair and maintenance request tickets received	353	400	450
Number of repair and maintenance request tickets addressed	353	400	450

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	$294,247	$313,500	$305,099
FTE's	1.0	1.0	1.0
Number of supply requests received	3,892	3,800	3,800
Number of supply requests filled	3,876	4,000	3,900
Percent of orders delivered within one week of receipt	90.0%	85.0%	90.0%

Information Technology

The goal of Information Technology is to provide software solutions, computer hardware support, and information management and analysis to enhance the Fire Department's delivery of essential public safety services to the residents, workers, and guests of the City of Alexandria.

Program Totals	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	1.6%	1.9%	2.5%
Total Expenditures	$590,612	$698,589	$973,198
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$590,612	$698,589	$973,198
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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$187,099	$185,390	$189,098
FTE's	0.7	0.7	0.7
Number of mobile units operated	79	91	102
Number of service calls for mobile units	152	160	200
Cost per mobile unit operated	$2,368	$2,037	$1,854

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	$24,208	$122,423	$125,138
FTE's	0.8	0.8	0.75
Number of information requests completed	166	150	175
Cost per information request completed	$146	$816	$715

SYSTEMS MAINTENANCE – The goal of Systems Maintenance is to ensure Department personnel can safely and expeditiously respond to emergency incidents through the provision of efficient, timely, high quality Department oriented IT products and Communications devices.			
Expenditures	$379,305	$390,776	$658,962
FTE's	2.5	2.5	2.45
Number of multimedia requests filed for training and professional development purposes	91	105	105
Number of hours spent in developing multimedia productions	358	400	425
# of systems maintained	14	16	17
# of workstations maintained	150	160	154
# of system users supported	265	290	285
# of communication devices maintained	103	110	122
Number of requests for Fire Department's specific applications	839	900	1,000
Cost per system user supported	$1,431	$1,348	$2,312

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of all funds budget	1.9%	1.9%	1.2%
Total Expenditures	$674,125	$708,739	$472,139
Less Revenues	$12,182	$0	$0
Net General Fund Expenditures	$661,943	$708,739	$472,139
Program Outcomes			
% of recruits successfully completing training	NA	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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$119,597	$332,244	$186,881
FTEs	1.0	1.0	1.1
Number of recruits trained	45	30	15
Number of class hours expended for recruit training	1360	1300	800
Cost per recruit trained*	$2,658	$11,075	$12,459
% of recruits successfully completing training	100.0%	100.0%	100.0%

IN-SERVICE TRAINING – The goal of In-Service Training is to provide recurring technical and developmental training to all departmental employees.			
Expenditures	$554,528	$376,495	$285,258
FTEs*	13.9	4.0	1.0
Number of individuals trained (many staff trained multiple times and includes citizen academy trainings)	5,225	2,841	5,225
Number of department-oriented leadership classes offered	8	10	12
Number of attendance hours for Department-oriented leadership class	2,711	2,700	3,000
Number of department-oriented managerial classes offered	14	12	12
Number of attendance hours for Department-oriented management classes	1,436	1,600	2,000
Number of attendance hours for technical classes	44	40	48
Average cost per individual trained	1,571	1,630	1,680
Number of courses taught by non-Department instructors for Department employees	5	5	5
Number of courses taught by Department instructors to City agencies or other agencies (e.g. NIMS to other City agencies)	10	10	10

*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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of all funds budget	3.5%	3.3%	3.2%
Total Expenditures	$1,276,852	$1,211,689	$1,252,873
Less Revenues	$72,092	$38,000	$15,000
Net General Fund Expenditures	$1,204,760	$1,173,689	$1,237,873
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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$585,764	$489,356	$362,169
FTE's	2.8	2.8	1.5
# of hazardous incidents responded to	67	60	75
Cost per hazardous materials incident responded to	$8,743	$8,156	$4,829
% 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	$375,571	$364,535	$396,737
FTE's	2.1	2.1	1.95
# of technical rescue incidents responded to	21	25	35
Cost per rescue incident responded to	$17,884	$14,581	$11,335
% 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	$315,517	$357,798	$493,967
FTE's	2.6	2.6	2.9
# of marine incidents responded to	5	30	6
Cost per marine incident responded to	$63,103	$11,927	$82,328
% 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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of all funds budget	2.7%	2.5%	2.1%
Total Expenditures	$973,569	$912,158	$821,747
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$973,569	$912,158	$821,747
Program Outcomes			
% of emergency vehicles available	95%	100%	100%

Activity Data

PREVENTATIVE MAINTENANCE – The goal of Preventative Maintenance is to minimize downtime due to systems or parts failure and to minimize overall maintenance costs while ensuring that the vehicles operate safely and efficiently.	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$274,381	$295,183	$244,913
FTE's	1.9	1.9	1.38
Average Age of Department Engines (active and reserve in years)	11.2	12.2	10.1
Average age of Department Ladder Trucks (active and reserve in years)	7.7	8.7	10.3
Average age of Department Medic Trucks (active and reserve in years)	3.9	3.9	3.9
Average age of Code Administration vehicles (active and reserve in years)	5.4	4.4	4.4
Number of Preventative Maintenance work orders completed on Fire Department vehicles	160	170	171
Number of Preventative Maintenance work orders completed on Code Administration vehicles	73	80	83
Cost per preventative maintenance work order	$1,178	$1,181	$964

CORRECTIVE MAINTENANCE – 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	$457,804	$390,068	$407,205
FTE's	2.0	2.0	2.5
Number of Corrective Maintenance Work Orders completed on engines	145.0	155.0	146.0
Number of Correctie Maintenance Work Orders completed trucks	87.0	90.0	91.0
Number of Corrective Maintenance Work Orders completed on Medic Vehicles	86.0	95.0	97.0
Number of Corrective Maintenance Work Orders completed on all other vehicles	198.0	160.0	154.0
Average Cost per Corrective Maintenance Work Order	$887	$780	$834
Number of Emergency Repairs Requiring call-back repair after normal working hours	18.0	27.0	12.0
Number of call backs completed on the same day	11.0	18.0	10.0
Number of call backs requiring out-of-service/return for repair during normal working hhours	7.0	9.0	2.0
% emergency vehicles available at all times	95%	100%	100%

Vehicle Operations and Maintenance, con't

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	$241,384	$226,907	$169,629
FTE's	0.1	0.1	0.1
# of gallons of fuel purchased	NA	90,000	92,000
Average price per gallon of fuel purchased	0	$ 2.56	$ 2.70
Percnet of fuel island operational 7X24X365	98%	100%	100%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity		FY 2012 Proposed
Fire Emergency Services	*Overtime*	**$700,000**
For the last several years, the Fire Department has underbudgeted overtime expenses. This adjustment to base ensures sufficient budget authority to cover estimated departmental overtime needs.		
Fire Emergency Services	*General Fund Support for SAFER grant*	**$376,923**
The Fire Department has received FEMA grant approval for 12 additional firefighters for FY 2012. The SAFER grant amount covers full salary and basic benefits for 12 firefighters for two years, at the end of which time the City will be required to pay the full costs of the 12 positions, for at least one year, starting in FY 2014. The grant will allow the City to maintain four firefighters on a truck at four single engine fire stations. The FY 2012 General Fund contribution is the cost for training ($72,000), uniforms and equipment ($131,264), overtime and social security on overtime ($118,581), and holiday pay ($55,078).		
Emergency Medical Services	*Lease costs for Lifepak defibrillator units*	**$51,300**
The Lifepak 15 is a heart monitor/defibrillator/pacemaker for front line EMS units. The cost for the equipment is increasing due to technological advances which include the ability to monitor for carbon dioxide poisoning. The number of units is increased by four in order to provide for peak-time medic units and on-duty training while allowing units to remain in service.		
Emergency Medical Services	*Cost increase for medical supplies*	**$32,019**
This includes the cost increases from the vendors of 12% in addition to the addition of two peak time medic units and the supplies associated with keeping those units stocked.		

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$4,496,533	$4,692,823	4,693,968	0.0%
Non-Personnel	750,753	827,725	978,686	18.2%
Capital Goods Outlay	-	25,313	140,685	455.8%
Interfund Transfers	$1,055,172	-	-	
Total Expenditures	$6,302,458	$5,545,861	$5,813,339	4.8%
Less Revenues				
Internal Services	$0	$0	115,372	0.0%
Special Revenue Funds **	1,556,543	4,529,112	4,777,633	5.5%
Total Designated Funding Sources	$1,556,543	$4,529,112	$4,893,005	8.0%
Net General Fund Expenditures	**$4,745,915**	**$1,016,749**	**$920,334**	**-9.5%**
Total Department FTE's	**51.8**	**50.5**	**49.5**	**-1.9%**

** For FY 2011, Code fees related to regulating new construction were shifted from the General Fund to a special revenue fund.

Highlights

•During FY 2011, the Department of Code Administration is formally separated from the Fire Department and is now a standalone agency.

•In FY 2012, the Proposed General Fund budget decreases by $96,415 or 9.5%, while Total Expenditures increased by 4.8%.

•Personnel costs are flat compared to FY 2011 due to an overall decrease in FTE's in the BRAC-133 activity.

•Total non-personnel costs increased by $150,961 or 18.2%. In FY 2012, the Department of Code Administration is splitting from the Fire Department, and some of the non-personnel increases are the reallocation of costs such as fuel and depreciation that were previously budgeted in the Fire Department. There are also increases to contract costs described in the "Adjustments to Maintain Current Service Levels" section.

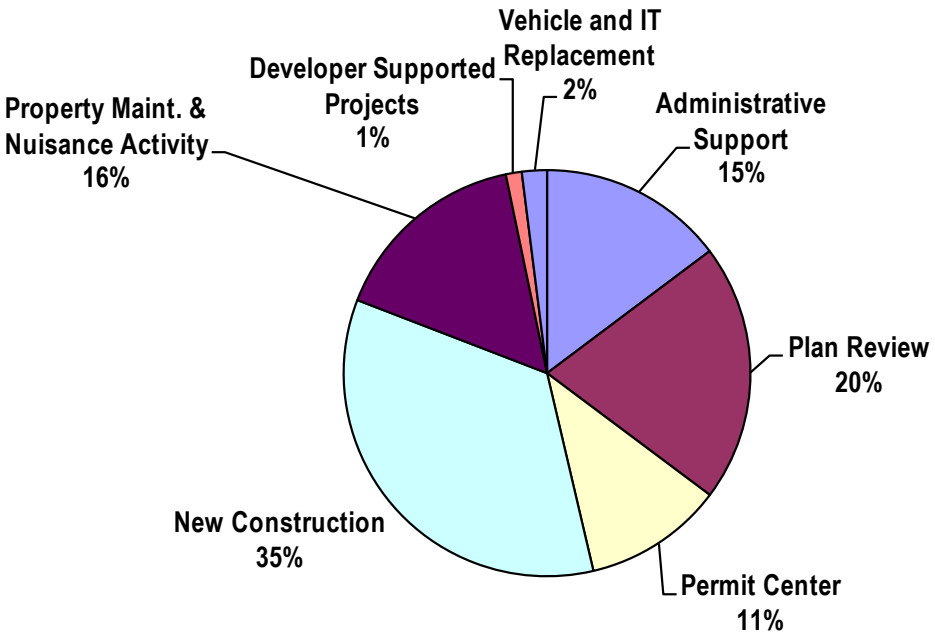
•The increase in capital goods outlay relates to the fact that purchases of replacement vehicles and equipment are now being budgeted in Code Administration rather than in the Fire Department.

• The overall net FTE count decreases by 1.0 FTE. One federal government funded position relating to BRAC-133 fire protection systems review is being discontinued (-1.0 FTE). A second federally funded position will continue to be funded from BRAC-133 for part of FY 2012 before being discontinued later in FY 2012 (-0.5 FTE). The decrease in FTE's is offset by the restoration of a part-time Records Clerk position (+0.5 FTE) to the Permit Center, funded from the Special Revenue Fund.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Number of building and trade plans reviewed	4,897	5,800	5,900
Number of new construction inspections completed	27,978	30,000	30,000
Number of permits processed	11,348	10,700	11,000

FY 2012 Proposed Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Administrative Support	$800,989	$809,382	$854,022	5.5%
Plan Review	946,197	1,119,464	1,206,732	7.8%
Permit Center	444,268	577,611	643,320	11.4%
New Construction	1,609,395	1,918,305	2,000,216	4.3%
Prop Maint & Nuisance Activities	945,067	908,859	920,334	1.3%
Developer Supported Projects	1,556,543	212,240	73,343	-65.4%
Vehicle and IT Replacement*			115,372	
Total Expenditures	**$6,302,458**	**$5,545,861**	**$5,813,339**	**4.8%**

*Code Administration has split from the Fire Department, and, as such, now includes Vehicle and Equipment replacement in its own budget. In previous years, Code's vehicle and IT replacement were budgeted in the Fire Department.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Administrative Support	5.0	5.0	5.0	0.0%
Plan Review	8.3	9.3	10.2	9.2%
Permit Center	10.3	8.0	8.5	6.3%
New Construction	18.3	18.3	18.2	-0.7%
Prop Maint & Nuisance Activities	7.9	7.9	7.0	-10.9%
Developer Supported Projects	2.0	2.0	0.7	-66.5%
Total full time employees	**51.8**	**50.5**	**49.5**	**-1.9%**

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

Property Maintenance & Nuisance Activities
- Inspections of Existing Structures

Developer Supported Activities
- BRAC Project

Dept Info

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Department Staff
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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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	13.6%	14.6%	14.7%
Total Expenditures	$800,989	$809,382	$854,022
Less Revenues	$0	$809,382	$854,022
Net General Fund Expenditures	$800,989	$0	$0
Program Outcomes			
% of effectiveness targets met	100%	99%	100%

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$800,989	$809,382	$854,022
FTE's	5.0	5.0	5.0
# of FTEs supported	54.0	50.4	49.5
$ amount of Code Administration expenditures managed (All Funds)	$5,869,765	$5,545,861	$5,794,239
# of FOIA requests processed	213	240	225
% of Code Administration effectiveness targets met	99%	100%	99%

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	17.1%	20.2%	20.8%
Total Expenditures	$946,196	$1,119,464	$1,206,732
Less Revenues	$0	$1,011,574	$1,206,732
Net General Fund Expenditures	$946,196	$107,890	$0
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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$565,383	$696,081	$724,138
FTE's	4.3	5.3	5.5
# of building and trade plans reviewed	4,897	5,800	5,900
Cost per building and trade plan reviewed	$115.45	$120.01	$122.74
% of plans reviewed within published plan review time frames	99%	99%	99%

ONE STOP SHOP – The goal of One Stop Shop is to provide expedited plan review within one hour for specific scope of projects.			
Expenditures	$55,747	$57,078	$60,271
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)	504	428	480
Cost per building and trade plan reviewed	$110.61	$133.36	$125.56
% of qualified plans approved within one hour	99%	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	$213,916	$233,390	$265,675
FTE's	2.4	2.3	2.5
# of plans reviewed	1,908	2,000	2,100
Cost per plan reviewed	$112.12	$116.70	$126.51
% of qualified plans approved within one working day	99%	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	$64,961	$83,993	$78,376
FTE's	0.5	0.8	0.8
# of site plans reviewed	148	125	130
Cost per site plan reviewed	$438.93	$671.94	$602.89
% of plans reviewed within assigned due dates	99%	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	$46,189	$48,922	$78,272
FTE's	0.6	0.5	0.8
# of other plans reviewed	374	415	395
Cost per other plan reviewed	$123.50	$117.88	$198.16
% 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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	7.0%	10.4%	11.1%
Total Expenditures	$444,268	$577,611	$643,320
Less Revenues	$125	$577,611	$643,320
Net General Fund Expenditures	$444,143	$0	$0
Program Outcomes			
% of customers served by Service Representative within 30 minutes	99%	100%	99%

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$248,132	$337,715	$407,401
FTE's	4.1	4.5	5.0
# of permits processed	11,348	10,700	11,000
Cost per permit processed	$21.87	$31.56	$37.04

*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	$116,328	$136,107	$123,523
FTE's	2.4	1.8	1.8
# of complaints received	7,298	2,000	5,500
Cost per complaint received	$15.94	$68.05	$22.46
% of complaints processed within same day of receipt	92%	100%	95%

**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	$79,808	$103,789	$112,396
FTE's	3.8	1.8	1.8
# of phone calls answered by Permit Center Staff*	16,289	17,000	16,500
Cost per phone call answered*	$4.90	$6.11	$6.81
% of dropped calls*	9	25%	8%

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	25.5%	34.6%	34.4%
Total Expenditures	$1,609,395	$1,918,305	$2,000,216
Less Revenues	$0	$1,918,305	$2,000,216
Net General Fund Expenditures	$1,609,395	$0	$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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,609,395	$1,918,305	$2,000,216
FTE's	14.5	18.3	18.2
# of inspections completed	27,978	30,000	30,000
Cost per inspection completed	$57.52	$63.94	$66.67
% of inspections completed within one working day of receipt	100%	100%	100%

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	15.0%	16.4%	15.8%
Total Expenditures	$945,067	$908,859	$920,334
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$945,067	$908,859	$920,334
Program Outcomes			
% of inspections completed within specified timeframes	98%	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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$945,067	$908,859	$920,334
FTE's	7.9	7.9	7.0
# of inspections conducted	19,237	15,000	18,165
Cost per inspection conducted	$49.13	$60.59	$50.67
% of inspections conducted within established timeframes	98%	100%	100%
# City Code violations cited	5,619	5,400	5,600

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	24.7%	3.8%	1.3%
Total Expenditures	$1,556,543	$212,240	$73,343
Less Revenues	$1,556,543	$212,240	$73,343
Net General Fund Expenditures	$0	$0	$0
Program Outcomes			
$ amount of costs recovered	$1,556,543	$212,240	$73,343

Activity Data

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.*	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,415,486	$0	$0
FTE's	0.0	0.0	0.0
# plans reviewed	NA	NA	NA
# inspections completed	NA	NA	NA
# permits issued	NA	NA	NA

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$141,057	$212,240	$73,343
FTE's	2.0	2.0	0.7

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2012 Proposed
Administrative Support	*Contract adjustments*	**$67,283**
This adjustment will provide for increases to contract costs for software maintenance, elevator inspection, copier leasing, and rodent baiting.		

Supplemental Requests

Activity	Adjustment		FY 2012 Proposed
Permit Center	*Part-time Records Clerk*	**+0.5 FTE**	**$21,309**
A full-time Records Clerk position was eliminated in FY 2011. In order to keep up with increasing activity in the Permit Center, a part-time Records Clerk is added. The Clerk will be funded entirely out of Code fees, and will not increase General Fund expenditures.			

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$45,766,481	45,038,599	43,291,591	-3.9%
Non-Personnel	7,080,150	7,111,391	7,480,885	5.2%
Capital Goods Outlay	233,204	1,549,415	1,574,809	1.6%
Interfund Transfers	0	0	0	0.0%
Total Expenditures	$53,079,835	$53,699,405	$52,347,285	-2.5%
Less Revenues				
Internal Service	$527,215	$1,409,414	$1,437,519	2.0%
Special Revenue Fund	633,988	30,000	30,000	0.0%
Total Designated Funding Sources	$1,161,203	$1,439,414	$1,467,519	2.0%
Net General Fund Expenditures	**$51,918,632**	**$52,259,991**	**$50,879,766**	**-2.6%**
Total Department FTE's	462.0	450.0	415.0	-7.8%

Highlights

•In FY 2012, the proposed General Fund budget decreases by $1,352,120 or 2.6%.

•FY 2012 personnel costs decrease by $1,747,008 or 3.9% primarily due to a transfer of 37.0 positions[1] in FY 2011 and FY 2012 from the Police Department to the Department of Emergency Communications. These reductions are partially offset by a Merit Step increase, increased benefit costs, and the addition of two Special Police Officer (SPO) positions to provide security at to the new Police Facility.

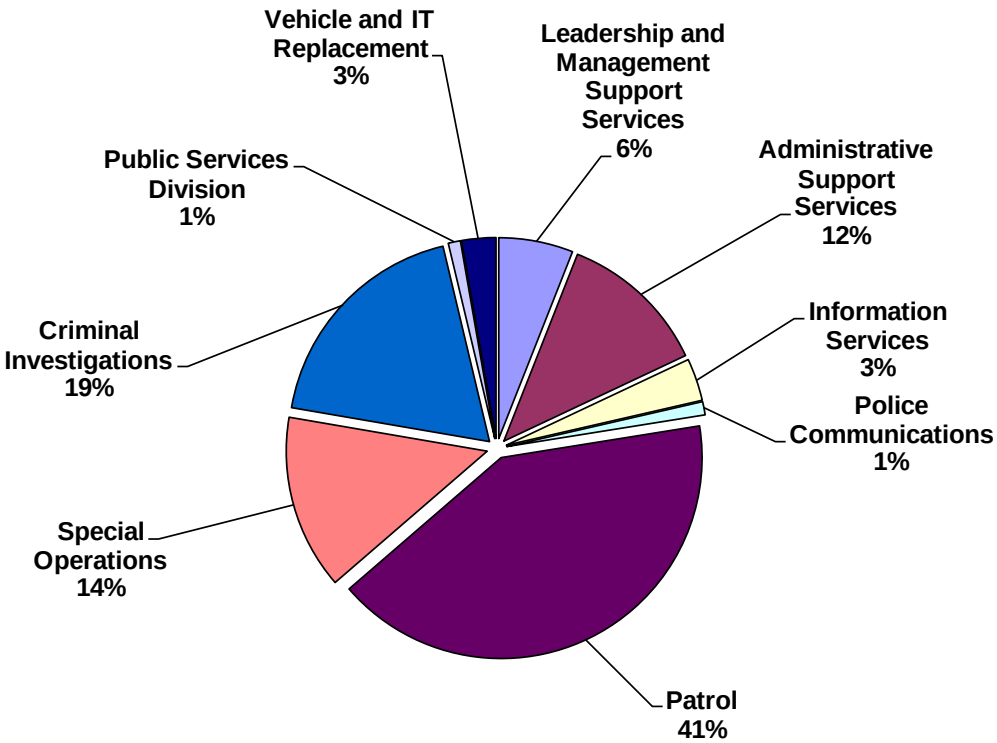
•Total non-personnel costs increase by $369,494 or 5.2%. This increase is primarily due to costs associated with the new Police Facility including moving expenses ($350,000), costs for contracted security personnel ($247,265), and utilities costs ($358,000) due to the move from leased space to City owned space. The increases in non-personnel costs are partially offset by lease savings from office space rentals of $951,130. In future years, non-personnel costs should be lower due the one time nature of much of the costs associated with the move to the new Police Facility.

[1] Transfer of 37.0 positions includes 33.0 positions from the Call Handling and Dispatching Calls for Service activity and 4.0 positions from the Information Technology Management activity.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Police reports processed electronically	86%	85%	86%
Patrol's average response time from dispatch to arrival for emergency calls	3.4 minutes	3.3 minutes	3.4 minutes
Patrol's cost per call for service	$411	$379	$385
% of criminal investigations cases closed	76%	80%	76%
Number of applicants processed	5,466	7,000	7,000
Average cost to intake one item of evidence	$43	$49	$60
For information regarding crime statistics, please see Miscellaneous Departmental Information			
****It should be noted that all performance and crime data for FY 2012 are preliminary.			

FY 2012 Proposed Expenditures by Program



Police Department

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership and Management Support Services	$3,250,747	$2,936,724	$3,131,111	6.6%
Administrative Support Services	4,679,418	5,125,182	6,288,009	22.7%
Information Services	1,573,922	1,702,284	1,786,742	5.0%
Police Communications	3,077,249	3,533,023	559,014	-84.2%
Patrol	22,011,584	21,673,926	21,559,843	-0.5%
Operations Support Services	7,525,790	7,379,727	7,352,564	-0.4%
Criminal Investigations	9,942,400	9,426,248	9,719,659	3.1%
Public Services	491,510	512,877	512,824	0.0%
Vehicle and IT Replacement	527,215	1,409,414	1,437,519	2.0%
Total Expenditures	**$53,079,835**	**$53,699,405**	**$52,347,285**	**-2.5%**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership and Management Support Services	16.75	17.75	18.75	5.6%
Administrative Support Services*	42.75	41.75	40.75	-2.4%
Information Services	23.5	23.5	23.5	0.0%
Police Communications*	34.0	35.0	2.0	-94.3%
Patrol	197.0	195.0	189.75	-2.7%
Operations Support Services	67.0	61.0	61.75	1.2%
Criminal Investigations	77.0	72.0	74.5	3.5%
Public Services	4.0	4.0	4.0	0.0%
Total full time employees*	**462.00**	**450.00**	**415.00**	**-7.8%**
Sworn Personnel	311.0	306.0	306.0	0.0%
Non-Sworn Personnel	151.0	144.0	109.0	-24.3%
Total full time employees*	**462.0**	**450.0**	**415.0**	**-7.8%**

* Staffing decreases by 35.0 FTEs. 36.0 FTEs tranfer to the new Department of Emergency Communications in FY 2012, 1.0 FTE transferred during FY 2011, and 2.0 FTEs (Special Police Officers) are added in FY 2012.

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

* Communications functions transfer to the new Department of Emergency Communications. 2.0 sworn FTEs remain in FY 2012 in Call Handling and Dispatching Calls for Service to support the transition of this function to the new department.

Dept Info

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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% total of All Funds Budget	6.1%	5.5%	6.0%
Total Expenditures	$3,250,747	$2,936,724	$3,131,111
Less Revenues	1,195	0	0
Net General Fund Expenditures	$3,249,552	$2,936,724	$3,131,111
Program Outcomes			
% of authorized positions filled	95%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$2,411,544	$1,971,446	$2,015,766
FTE's	8.0	9.0	9.0
Leadership & Management Expenditures as percentage of departmental total	4.5%	3.7%	3.9%
# of activities managed	25	25	24
# of departmental FTE's managed	462	450	415
FTE's per 10,000 population	32.8	31.0	27.7
Sworn FTE's per 10,000 population	22.1	21.1	20.4
$ amount of net General Fund departmental budget (millions of dollars)	$51.9	$52.3	$50.9
% of Departmental effectiveness targets met	77%	90%	95%

FINANCE MANAGEMENT - The goal of Finance Management is to provide responsible stewardship of the Police Department's budget to support law enforcement operations.			
Expenditures	$377,108	$408,883	$347,901
FTE's	3.0	3.0	3.0
# of fiscal transactions processed per year	4,329	4,300	4,310
Departmental expenditures as % of City's budget	10%	10%	9.4%
Cost per fiscal transaction	$87.11	$95.09	$80.72
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	$462,095	$556,395	$767,444
FTE's	5.75	5.75	6.75
# of civilian applicants processed	2,471	3,500	3,500
# of sworn applicants processed	2,995	3,500	3,500
Cost per applicant processed	$42	$40	$55

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	8.8%	9.5%	12.0%
Total Expenditures	$4,679,418	$5,125,182	$6,288,009
Less Revenues	160,468	0	0
Net General Fund Expenditures	$4,518,950	$5,125,182	$6,288,009
Program Outcomes			
% of authorized positions filled	96%	97%	96%

Activity Data

PROPERTY & EVIDENCE MANAGEMENT – The goal of Property and Evidence Management is to manage all incoming property and evidence, from receipt to disposal.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$465,692	$514,341	$656,105
FTE's	4.0	4.0	5.0
# of items of property and evidence processed each year	5,441	5,200	5,500
Cost to intake one item of evidence	$43	$49	$60
% of inventory disposed of annually	13%	10%	12%

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	$233,757	$195,424	$199,694
FTE's	2.0	2.0	2.0
# of directives and addenda issued per year	46	45	45
Cost per directive	$1,270	$1,086	$1,109
% 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	$248,388	$340,232	$331,625
FTE's	3.0	3.0	3.0
# of vehicles managed	315	315	311
Cost per year to manage each vehicle	$789	$1,080	$1,066
% of maintenance actions completed within 14 days of schedule date	83%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures*	$2,093,867	$2,037,800	$1,612,769
FTE's*	14.0	13.0	9.0
# of pc's in department	414	375	414
# of portable and mobile radio units supported (all City units managed by Police Department)	1,610	1,610	1,610
# of mobile computers	367	350	367
# of users supported	454	454	454
Cost per system user	$4,612	$4,489	$3,552
% of reports processed electronically rather than by manual methods	86%	85%	86%

* 4.0 FTEs transfer to the new Department of Emergency Communications in FY 2012.

FACILITIES & SECURITY MANAGEMENT – The goal of Facilities and Security Management is to provide a secure, aesthetically pleasing, clean, and properly functioning facility environment that is conducive to staff fulfilling the department's mission to the public.			
Expenditures	$892,452	$1,046,711	$2,521,897
FTE's	12.75	12.75	14.75
# of security requests completed	820	828	790
# of maintenance requests completed	278	280	260
# of internal inspections completed	12	20	12
Cost per request/task completed	$201	$232	$250
% of customers satisfied with the physical facility environment	95%	84%	95%

CERTIFICATION AND TRAINING - The goal of Certification and Training is to coordinate training to ensure employees meet the Department of Criminal Justice certification and maintain skills to protect the public.			
Expenditures	$745,262	$990,674	$965,919
FTE's	7.0	7.0	7.0
# of mandatory training hours per sworn	51	51	51
# of mandatory training hours per civilian	28	28	28
Average cost of mandatory training per sworn officer	$2,499	$2,499	$2,499
Average cost of mandatory civilian training per employee	$896	$924	$924
% of sworn officers meeting certification	100%	100%	100%
% of average sworn work year (2080 hours) spent in training	2.5%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds budget	3.0%	3.2%	3.4%
Total Expenditures	$1,573,922	$1,702,284	$1,786,742
Less Revenues	0	0	0
Net General Fund Expenditures	$1,573,922	$1,702,284	$1,786,742
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,573,922	$1,702,284	$1,786,742
FTE's	23.5	23.5	23.5
# of incident reports processed	13,102	13,800	13,500
# of criminal reports	3,421	10,000	10,000
# of auto accident reports	1,590	1,600	1,600
# of non-criminal reports	3,681	2,200	3,100
Average cost to process a report	$60	$62	$66

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of total All Funds budget	5.8%	6.6%	1.1%
Total Expenditures	$3,077,249	$3,533,023	$559,014
Less Revenues	0	0	0
Net General Fund Expenditures	$3,077,249	$3,533,023	$559,014
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.[1]	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$3,077,249	$3,533,023	$559,014
FTE's	34.0	35.0	2.0
# of total calls answered per year	374,781	385,000	N/A
Average # of calls answered per day	1,027	1,041	N/A
# of emergency calls dispatched per year	2,632	2,500	N/A
# of non-emergency calls dispatched per year	49,622	51,951	N/A
Average # of calls dispatched per day	143	152	N/A
% of emergency, Priority 1 calls dispatched within 120 seconds of receipt	84%	80%	N/A
% of supervisor audits of employee performance rated satisfactory or above	98%	98%	N/A

[1] 32.0 FTEs transfer to the new Department of Emergency Communications in FY 2012. 1.0 FTE tranferred during FY 2011. 2.0 sworn FTEs remain in FY 2012 in Call Handling and Dispatching Calls for Service to support the transition of this function to the new department.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of total All Funds budget	41.5%	40.4%	41.2%
Total Expenditures	$22,011,584	$21,673,926	$21,559,843
Less Revenues	128,667	0	0
Net General Fund Expenditures	$21,882,917	$21,673,926	$21,559,843
Program Outcomes			
Calendar Year % Change in Part 1 Crimes	-0.8%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$20,276,179	$20,094,742	$20,126,756
FTE's	180.0	180.0	175.5
# of calls for service answered or initiated	49,298	53,000	52,230
# of incident reports completed	13,102	14,000	13,200
Patrol cost per call for service	$411	$379	$385
Average response time to emergency calls for service from dispatch to arrival, excluding accidents	3.4 minutes	3.3 minutes	3.4 minutes
# of arrests	6,025	6,300	6,032

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	$1,465,088	$1,268,620	$1,136,043
FTE's	14.0	12.0	11.25
# of arrests	508	550	500
Cost per arrest	$2,884	$2,307	$2,272
Change in arrests compared to prior year	13%	0%	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	$270,317	$310,564	$297,044
FTE's	3.0	3.0	3.0
# of major crime maps per year	291	330	340
# of special requests and projects	210	220	225
Cost per staff hour	$43	$50	$48
% 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	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of total All Funds budget	14.0%	13.7%	14.0%
Total Expenditures	$7,525,790	$7,379,727	$7,352,564
Less Revenues	0	0	0
Net General Fund Expenditures	$7,525,790	$7,379,727	$7,352,564
Program Outcomes			
Net change in accident rate in city	-6%	-2%	-2%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$4,638,722	$4,309,934	$4,309,295
FTE's	46.0	40.0	40.5
# of uniform citations issued by the Motor Unit	5,777	4,000	5,000
Net change in accident rate in city	-6%	-2%	-2%
# of parking tickets issued by all APD employees	74,910	81,000	81,035
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	$2,129,553	$2,283,611	$2,347,971
FTE's	15.0	15.0	15.25
Number of planned, organized, and staffed special events	N/A	40	40
# of hostage/barricade, hazmat, natural disaster, unique emergency incidents	15	15	17
Total # of K9 searches done per year	508	530	560
Total # of K9 Detector Searches (bomb, narcotics)	67	130	75

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$757,515	$786,182	$695,298
FTE's	6.0	6.0	6.0
# of student contacts	20,300	5,100	20,300
# of incidents involving physical altercation	74	50	75
Cost per public school student	$82	$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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds budget	18.7%	17.6%	18.6%
Total Expenditures	$9,942,400	$9,426,248	$9,719,659
Less Revenues	343,658	30,000	30,000
Net General Fund Expenditures	$9,598,742	$9,396,248	$9,689,659
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$5,073,121	$5,037,640	$5,281,619
FTE's	39.0	39.0	40.25
# of cases assigned	1,610	1,400	1,545
Cost per case	$3,151	$3,598	$3,419
% of cases closed	76%	80%	76%
% of multiple case closures	8%	10%	8%

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	$734,804	$619,569	$520,002
FTE's	6.0	5.0	4.0
# of cases assigned	920	889	894
Cost per case	$799	$697	$582
% of cases involving arrest	54%	55%	56%
% of cases involving services to victims and no arrest	46%	45%	44%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,903,984	$1,601,075	$1,679,720
FTE's	13.0	10.0	11.0
# of cases assigned	248	175	210
# of arrests	114	75	95
Cost per case assigned	$7,677	$9,149	$7,999
% of case closures by arrest	50%	45%	50%

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	$460,242	$392,480	$565,485
FTE's	4.0	3.0	4.25
# of cases assigned	88	83	85

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	$1,770,249	$1,775,484	$1,672,833
FTE's	15.0	15.0	15.0
# of Evidence Processing Reports	1,270	1,140	1,270
% of latent fingerprints identified at crime scenes (target is 50%)	46%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of total All Funds budget	0.9%	1.0%	1.0%
Total Expenditures	$491,510	$512,877	$512,824
Less Revenues	0	0	0
Net General Fund Expenditures	$491,510	$512,877	$512,824
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$190,835	$214,889	$217,141
FTE's	2.0	2.0	2.0
# of media contacts per year	7,304	6,500	8,134
# of press releases produced per year	63	70	75
% of press releases posted on the Internet within 1 business day	100%	100%	100%
Cost per resident population	$1.30	$1.44	$1.45

INTERNAL INVESTIGATIONS – The goal of Internal Investigations is to investigate allegations of misconduct involving department personnel.			
Expenditures	$300,675	$297,988	$295,683
FTE's	2.0	2.0	2.0
# of formal complaints managed (received, investigated, resolved)	179	160	172
Cost per investigation	$1,680	$1,862	$1,719

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTE Impact	FY 2012 Proposed
Facilities & Security Management	*Security Personnel*	**2.0**	**$407,265**
This increase will provide 2 Special Police Officers (SPOs) and contracted security personnel to provide 24 hour security at the new Police Facility.			
Facilities & Security Management	*Utilities Costs for new Police Facility*		**$358,000**
This adjustment will fund utilities expenses (electric, water, and gas) at the new Police facility. Utilities were included in leace agreement at the Police Department's rented space.			
Facilities & Security Management	*Annual Facility Maintenance Costs*		**$327,500**
This adjustment will fund annual facility maintenance costs including maintenance of mechanical systems, elevators, security systems, fire alarms, and sprinkler systems.			
Facilities & Security Management	*Move Costs to New Facility*		**$350,000**
This increase will provide for one-time moving costs to the new Police Facility as well as the cost to remove furniture and clean the leased space.			

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
General Fund Expenditures	51,918,632	52,259,991	50,879,766
Police Related General Fund Revenues			
HB599 Revenue	5,642,553	5,010,568	4,993,525
Parking Revenue	3,042,330	3,300,000	3,400,000
Total	**8,684,883**	**8,310,568**	**8,393,525**
Net City Share (General Fund Expenditures Less Related Revenues)	**43,233,749**	**43,949,423**	**42,486,241**

Table 2 includes Alexandria crime statistics for 2008-2010.

Table 2 Part I Crimes in Alexandria

	CY 2008	CY 2009	CY 2010*
Homicide	4	5	2
Rape	35	15	20
Robbery	157	143	124
Aggravated Assault	154	115	126
Burglary	314	325	311
Larceny	2,813	2,755	2,807
Auto Theft	376	344	282
Total	**3,853**	**3,702**	**3,672**

*CY 2010 figures contain preliminary data. Official data will be available in March 2011.

Operating Agencies

HEALTH AND WELFARE

Department of Community and Human Services..... 15-2
Alexandria Health Department..... 15-34
Other Health Activities 15-49

Department of Community & Human Services

Mission Statement: The Department of Community and Human Services provides effective and essential safety net services that measurably improve or maintain the quality of life for Alexandrians.

FY 2012 Proposed Budget Summary Table and Highlights

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$46,106,472	$48,716,314	$49,681,557	2.0%
Non-Personnel	38,397,974	41,795,982	41,011,071	-1.9%
Capital Goods Outlay	57,030	175,041	88,116	-49.7%
Total Expenditures	$84,561,476	$90,687,337	$90,780,744	0.1%
Sources of Funds				
Internal Services	$0	$172,011	$85,086	-50.5%
Special Revenue Funds	40,938,873	42,412,994	41,320,286	-2.6%
ARRA - Stimulus Fund	1,036,898	0	0	0.0%
Total Designated Funding Sources	$41,975,771	$42,585,005	$41,405,372	-2.8%
Net General Fund Expenditures	**$42,585,705**	**$48,102,332**	**49,375,372**	**2.6%**
Total Department FTE's	**594.6**	**583.5**	**582.1**	**-0.2%**

Highlights

- In FY 2012, total expenditures are increasing by $93,407, or 0.1%. The General Fund budget is increasing by $1,273,040, or 2.6% while Special Revenue decreases in the amount of $1,092,708 or 2.6%.
- Personnel costs are increasing by $965,243 (2.0%) due to costs associated with the merit/step increase provided to employees and other benefit cost increases, offset by a slight reduction in total FTEs of 1.5 due to grant funding reductions.
- Non-Personnel costs are decreasing by $784,911, or 1.9% due to decreases in fees for professional and temporary service contracts, utility costs, client payments and purchased services, and the Comprehensive Services Act. (CSA).
- Total CSA program costs (including the state share) are expected to decrease by $437,167. The General Fund costs associated with the CSA are decreasing by $201,139 from the budgeted amount in FY 2010. The decreases in FY 2012 continue several years of cost reductions as a result of fewer caseloads and placing our children in community-based treatment programs which are less expensive as well as better for most children, compared to residential programs outside the City.

Department of Community & Human Services

Mission Statement: The Department of Community and Human Services provides effective and essential safety net services that measurably improve or maintain the quality of life for Alexandrians.

The Organization of the DCHS

The Department of Mental Health, Mental Retardation, and Substance Abuse (DMHMRSA), the Department of Human Services (DHS), and the Office on Women (OOW) have merged into one agency: the Department of Community and Human Services (DCHS). The goal of the reorganization is to bring together the City's social safety net programs under one organization to facilitate better coordination of services, improve access to services, and enhance the experiences and outcomes of persons served. As a result of the consolidation the DCHS is now the City's largest single department with a total All Funds budget of $90.7 million and 582.1 full-time equivalents (FTEs) in FY 2012. In order to manage a department of this size and ensure DCHS meets its goals of improving the City's social safety net programs, the department has been organized into the following four centers: 1) Administration; 2) Adult Services; 3) Children & Families; and 4) Economic Support; along with the Office of Strategic Initiatives and Communication, which manages human resources, planning, women's issues, Alexandria's Fund for Human Services and communication and outreach to the Alexandria community.

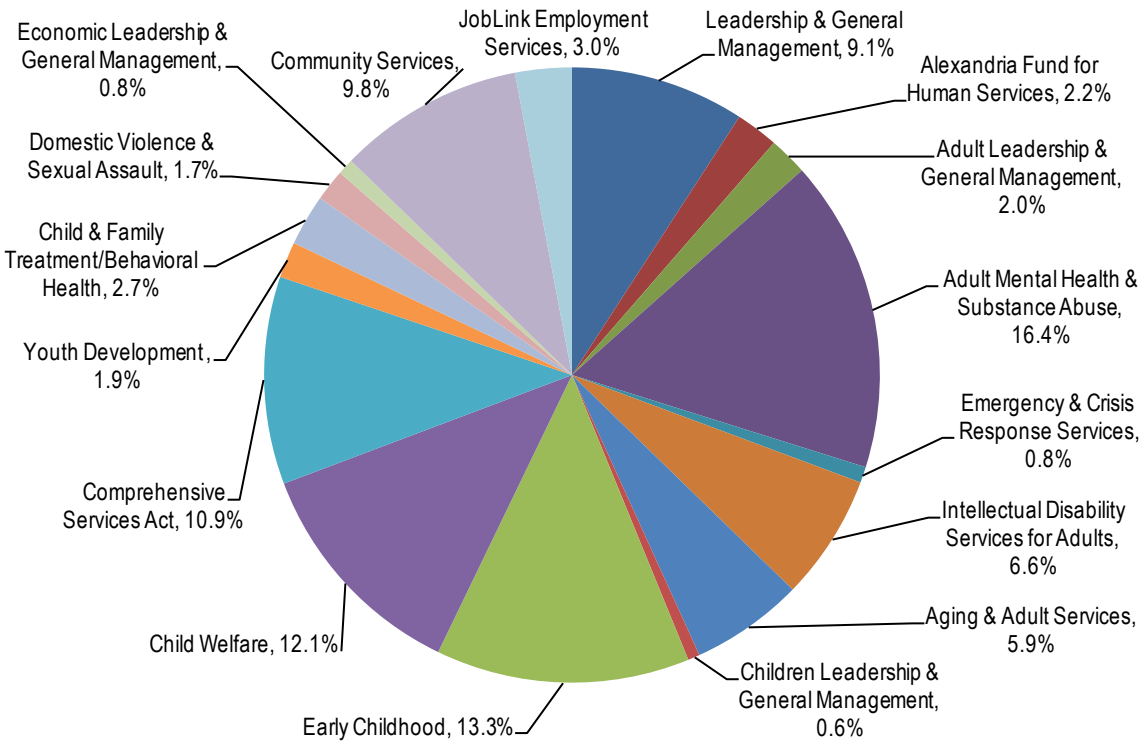
The three programmatic centers (Adult Services, Children & Families, and Economic Support) are responsible for providing vital social safety net services to Alexandria's residents. By merging programs from three different departments the City will serve clients who would have previously received services from providers in different departments under one organization. This change will eliminate inefficiencies and decrease any duplication of efforts. In addition, bringing together human services professionals with expertise in similar areas (e.g., children or adults) will create more opportunities for the City to better align the services it provides to residents. The Center for Adult Services encompasses mental health, substance abuse and intellectual disabilities services for adults, jail services, and emergency and crisis response services from the former DMHMRSA along with aging and adult services from the former DHS. The Center for Children and Family Services encompasses treatment and prevention services from the former DMHMRSA, domestic and sexual violence services from the former OOW and child welfare, Comprehensive Services Act (CSA), early childhood development, and youth services from the former DHS. The Center for Economic Support merged JobLink, community services, and public assistance programs from the former DHS.

Other medium-to-large City departments have administrative functions organized under Leadership & General Management programs. The DCHS has a central administrative unit entitled the Center for Administration. It is tasked with providing leadership and management support to the three programmatic centers. Examples of department-wide support functions provided by the Center for Administration include fiscal oversight of the Department's $90.7 million budget (which includes $41.1 million in grant and special revenue), management of numerous facilities, and IT services. Smaller leadership and general support programs have been established within each programmatic center in order to provide strategic direction, oversight and accountability of the programs and services each center provides to the community. All together, the four leadership and management programs within the DCHS account for 14.5% of the Department's total budget and 16% of total FTEs.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of objectives met as reported by Fund for Human Services grantees	87.0%	90.0%	90.0%
$ Value of Benefit Programs and Energy Assistance	$67,616,130	$63,704,000	$67,600,000
% of Benefit Program intake cases processed within State required time frames	95.5%	90.0%	92.0%
Average hourly wage full time per placement	$15.00	$13.83	$15.00
% of CSA services in congregate care	13.0%	N/A	13%
% of consumers served who will be maintained in the community without hospitalization	92.0%	90.0%	90.0%
% of discharged who are maintained in the community for 90+ days without subsequent Detox Services	87.0%	80.0%	80.0%
% of adults with intellectual disabilities who were able to reach some or all of their goals over the past year	88.0%	85.0%	85.0%
# of calls received on Sexual Assault and Domestic Violence Hotlines	2,141	2,200	2,200
At least 75% of survivors are provided with services/referrals which increases their capacity to live a violence-free life.	97.0%	95.0%	95.0%
% of children attending accredited or STAR rated child care centers	67.0%	75.0%	75.0%

FY 2012 Proposed Expenditure by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Administration & Center for Outreach and Communication				
Leadership & General Management	$6,636,797	$8,159,220	$8,304,624	1.8%
Alexandria Fund for Human Services	2,081,514	2,033,259	2,033,259	0.0%
Center for Adult Services				
Adult Leadership & General Management	437,083	1,837,073	1,842,516	0.3%
Adult Mental Health & Substance Abuse	14,555,206	14,609,966	14,912,133	2.1%
Emergency & Crisis Response Services	836,466	726,754	758,806	4.4%
Intellectual Disability Services for Adults	6,135,830	5,890,943	5,994,076	1.8%
Aging & Adult Services	4,394,733	5,309,151	5,379,203	1.3%
Center for Children and Families				
Children Leadership & General Management	250,118	543,020	565,917	4.2%
Early Childhood	12,101,129	11,988,757	12,095,804	0.9%
Child Welfare	10,499,717	11,431,039	10,988,565	-3.9%
Comprehensive Services Act	9,414,630	10,327,100	9,900,888	-4.1%
Youth Development	1,607,531	1,590,629	1,715,973	7.9%
Child & Family Treatment/Behavioral Health	2,343,490	2,394,711	2,444,736	2.1%
Domestic Violence & Sexual Assault	1,404,152	1,488,196	1,512,954	1.7%
Center for Economic Support				
Economic Leadership & General Management	812,745	759,909	764,974	0.7%
Community Services	8,000,957	8,711,910	8,867,474	1.8%
JobLink Employment Services	3,049,378	2,885,700	2,698,843	-6.5%
Total Expenditures	**$84,561,476**	**$90,687,337**	**$90,780,744**	**0.1%**

Program Level Summary Information

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Administration & Center for Outreach and Communication				
Leadership & General Management	N/A	64.4	64.4	0.0%
Alexandria Fund for Human Services	N/A	0.0	0.0	0.0%
Center for Adult Services				
Adult Leadership & General Management	N/A	16.9	16.9	0.0%
Adult Mental Health & Substance Abuse	N/A	154.1	154.1	0.0%
Emergency & Crisis Response Services	N/A	6.5	6.5	0.0%
Intellectual Disability Services for Adults	N/A	66.1	66.0	-0.2%
Aging & Adult Services	N/A	27.1	27.1	0.0%
Center for Children and Families				
Children Leadership & General Management	N/A	5.7	5.7	0.0%
Early Childhood	N/A	25.9	25.9	0.0%
Child Welfare	N/A	56.3	56.3	0.0%
Comprehensive Services Act	N/A	3.0	3.0	0.0%
Youth Development	N/A	14.9	14.4	-3.4%
Child & Family Treatment/Behavioral Health	N/A	24.8	24.5	-1.0%
Domestic Violence & Sexual Assault	N/A	15.4	14.8	-3.9%
Center for Economic Support				
Economic Leadership & General Management	N/A	6.2	6.2	0.0%
Community Services	N/A	74.9	74.9	0.0%
JobLink Employment Services	N/A	21.4	21.4	0.0%
Total Full-Time Employees*	**594.6**	**583.5**	**582.1**	**-0.2%**

*In FY 2010, the department's of MH/MR/SA, DHS, and the Office on Women had not yet been merged into the DCHS. The total FTE count for FY 2010 represents the combined total FTEs for the three individual departments.

Department of Community & Human Services

DHS Programs and Activities

Leadership & Management Support Services
- Leadership & General Management
- Facilities Management
- Technology Services
- Reimbursement, Quality Assurance & Program Evaluation
- Human Resources
- Strategic Initiatives & Communication

Alexandria Fund for Human Services
- Children's Fund
- Youth Fund
- Community Partnership Fund

Adult Leadership & General Management
- Leadership & Management

Adult Mental Health & Substance Abuse
- Case Management
- Psychosocial Rehabilitation & Mental Health Vocational Services
- Psychiatric Services
- Outpatient Services
- Jail Services
- Detoxification Services
- Residential Services

Emergency & Crisis Response Services
- Crisis Response and Assessment

Intellectual Disabilities Services for Adults
- Support Coordination Services
- Residential Services
- Day Support and Vocational Services

Aging & Adult Services
- Adult Protective Services
- Aging-In-Place Services
- Residential Placement & Assistance
- Older Adult Clinical Services

Children Leadership & General Management
- Leadership & Management

Early Childhood
- Child Care Services
- Head Start
- Out of School Time Services
- Early Intervention

Child Welfare
- Child Protective Services
- Foster Care & Case Management
- Adoption Services

Comprehensive Services Act
- CSA Coordination & Financial Management
- Foster Care Services
- Special Education Tuition Assistance
- CSU/MH Placement Youth

Youth Development
- Youth Development

Child & Family Treatment/Behavioral Health
- Youth and Family Outpatient Services
- Homebased Services

Domestic Violence & Sexual Assault
- Domestic Violence & Sexual Assault Services

Economic Leadership & Management
- Leadership & Management

Community Services
- Community and Emergency Services
- Homeless Prevention
- Homeless Services

JobLink Employment Services
- Adult Employment
- Youth Employment

Dept Info

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Administration and Center for Outreach and Communication

Leadership and Management Support Services Program

The goal of Leadership & General Management (or Leadership & Management Support Services as in the FY 2011 budget) is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	7.8%	9.0%	9.1%
Total Expenditures	$6,636,797	$8,159,220	$8,304,624
Less Revenues	$669,028	$910,246	$721,435
Net General Fund Expenditures	$5,967,769	$7,248,974	$7,583,189
Program Outcomes			
% of effectiveness measures met	N/A	95.0%	95.0%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide overall administration and guidance, including financial management, information technology support, human resources and operational oversight, to the Department to support the City's community and human services system.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$2,067,797	$2,465,338	$2,488,530
FTE's	N/A	19.0	19.0
$ of expenditures managed	$84,561,476	$90,687,337	$90,780,744
% of total Department funding derived from special revenues (grants and fees)	49.6%	47.0%	45.6%
# of FTEs managed	594.6	583.5	582.1
Leadership & General Management as a % of total expenditures	2.4%	2.7%	2.7%

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	$516,100	$1,606,221	$1,582,846
FTE's	N/A	7.3	7.3
# of work orders	1,184	1,200	1,200
# of work orders per FTE	N/A	163	163
% of emergency work orders completed within 24 hours	81.0%	76.0%	75.0%

Leadership and Management Support Services Program, continued

Activity Data

TECHNOLOGY SERVICES – The goal of Technology Services is to meet the information system technology needs of the Department and its employees by ensuring a reliable network infrastructure, advancing the Department's secure electronic health record system (as mandated by HIPAA), supporting use of State data and information systems, and providing operational support.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,362,144	$1,346,836	$1,426,589
FTE's	N/A	10.2	10.2
# of hours of unplanned database unavailability	N/A	N/A	3
% of users responding to annual customer satisfaction survey rating Technology Services as "helpful"	N/A	99.8%	99.8%

REIMBURSEMENT, QUALITY ASSURANCE & PROGRAM EVALUATION – The goal of Reimbursement and Quality Assurance & Program Evaluation is to collect, maintain and evaluate Community Services Board data required for regulatory authorities in order to improve the quality of consumer services, maximize revenue and maintain accreditation and licensing.			
Expenditures	$1,240,254	$1,178,718	$1,176,372
FTE's	N/A	14.6	14.6
Reimbursement unit cost as a % of self pay and third party revenues received	6.7%	6.7%	6.7%
# of records reviewed	377	200	300
# of licensing citations	17	0	0

HUMAN RESOURCES - The goal of Human Resources is to assist department managers in recruiting, hiring, promoting and retaining a highly qualified and diverse workforce to meet the needs of the Department.			
Expenditures	$427,482	$499,363	$506,394
FTE's	N/A	5.5	5.5
# of hires	102	148	148
# of hires per FTE	N/A	27	27
% of users responding to annual customer satisfaction survey rating DCHS Human Resources as "helpful"	N/A	N/A	TBD

STRATEGIC INITIATIVES & COMMUNICATION– The goal of Strategic Initiatives & Communication is to raise visibility about the programs and services offered by the department and provide leadership in implementing department-wide changes.			
Expenditures	$1,023,020	$1,062,745	$1,123,893
FTE's	N/A	7.7	7.7
Number of clients assisted by special events funds	N/A	N/A	TBD
In-kind value of volunteer hours	N/A	N/A	TBD

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 organizations, to meet human services priorities in the community.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	2.5%	2.2%	2.2%
Total Expenditures	$2,081,514	$2,033,259	$2,033,259
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,081,514	$2,033,259	$2,033,259
Program Outcomes			
% of objectives met as reported by Fund for Human Services grantees	87.0%	90.0%	90.0%

Activity Data

CHILDREN'S FUND – The goal of the Children's Fund is to provide increased access to high quality early childhood programs with comprehensive services to ensure safety and quality programs for at-risk children.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$922,939	$907,202	$907,202
FTE's	N/A	0.0	0.0
# of children served in classrooms with comprehensive services	369	462	348
# of children receiving home-based early intervention services	285	200	200
Cost per child served	$1,411	$1,370	$1,655
% of objectives met as reported by grantees	90.0%	90.0%	90.0%

YOUTH FUND – The goal of the Youth Fund is to promote and enhance youth development by mobilizing community organizations to take action to promote positive development among Youth.			
Expenditures	$300,553	$277,147	$277,147
FTE's	N/A	0.0	0.0
# of grants awarded	19	20	20
# of youth served (direct services)	3,515	3,000	3,000
Cost per youth served	$86	$92	$92
% of objectives met as reported by grantees	91.0%	90.0%	90.0%

Alexandria Fund for Human Services, continued

Activity Data

COMMUNITY PARTNERSHIP FUND – The goal of the Community Partnership Fund is to provide human services to eligible Alexandrians to meet broad human service priorities in the community.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$858,022	$848,910	$848,910
FTE's	N/A	0.0	0.0
# of residents served through grant-funded programs	25,503	22,000	22,000
# of grants awarded	28	33	33
Cost per resident served	$33.64	$38.59	$38.59
% of objectives met as reported by grantees	80.0%	90.0%	90.0%

Adult Services Leadership and Management Support Services Program

The goal of Leadership & General Management (or Leadership & Management Support Services as in the FY 2011 budget) is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	0.5%	2.0%	2.0%
Total Expenditures	$437,083	$1,837,073	$1,842,516
Less Revenues	$32,268	$32,755	$35,491
Net General Fund Expenditures	$404,815	$1,804,318	$1,807,025
Program Outcomes			
% of effectiveness measures met	80.0%	95.0%	95.0%

Activity Data

LEADERSHIP & MANAGEMENT – The goal of Leadership & Management is to lead, manage, and support all activities of the Center for Adult Services and collaborate with other government institutions in order to effectively and efficiently achieve the Center's Goals.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$437,083	$1,837,073	$1,842,516
FTEs	N/A	16.9	16.9
# of FTEs managed in Center	N/A	270.7	270.6
$ of Center expenditures managed	$26,359,318	$28,373,887	$28,886,734
% of effectiveness measures met	80.0%	95.0%	95.0%

Adult Mental Health and Substance Abuse Program

The goal of Adult Mental Health and Substance Abuse Services is to provide accurate and effective assessment, treatment and support to adults with a mental health, substance abuse, or co-occurring disorder to help them eliminate and/or manage their symptoms, and improve their ability to function independently in the community.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	17.2%	16.1%	16.4%
Total Expenditures	$14,555,206	$14,609,966	$14,912,133
Less Revenues	$7,578,460	$8,127,005	$8,267,965
Net General Fund Expenditures	$6,976,746	$6,482,961	$6,644,168
Program Outcomes			
% of consumers who maintained or improved functioning levels	82.0%	70.0%	70.0%

Activity Data

CASE MANAGEMENT – The goal of Case Management, Recovery Coaching and Homeless Outreach services is to provide outreach, engagement and case management services to individuals who are homeless and have a severe and persistent mental illness or co-occurring MH/SA disorders; and provide individualized assessment, planning, treatment, linkage and monitoring services to increase consumers' ability to live independently, minimize the frequency of psychiatric hospitalizations and increase periods of abstinence from substances.	**FY 2010 Actual**	**FY 2011 Approved**	**FY 2012 Proposed**
Expenditures	$1,732,455	$1,781,885	$1,838,917
FTE's	N/A	22.1	22.1
# of consumers served	792	875	875
# of service hours provided	17,050	18,979	18,979
Cost per service hour	$102	$94	$97
% of homeless consumers with mental illness who are successfully linked to MH services	64.0%	45.0%	50.0%
% consumers who will maintain/improve functioning as measured by changes in scores on a standardized instrument	82.0%	70.0%	70.0%

Adult Mental Health and Substance Abuse Program, continued

Activity Data

PSYCHOSOCIAL REHABILITATION & MENTAL HEALTH VOCATIONAL SERVICES - The goal of the West End Clubhouse and Vocational program is to promote recovery, vocational readiness, and to assist individuals obtain and maintain satisfying employment and achieve and maintain the highest level of independence possible.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$689,528	$741,161	$773,183
FTE's	N/A	8.6	8.6
# of consumers served	202	212	212
# of consumer hours of services provided (Psychosocial Rehabilitation)	47,694	51,200	51,200
# of service days (Sheltered Employment)	110	150	150
# of service hours provided (Individual Employment)	1,476	1,464	1,464
Cost per consumer served	$3,414	$3,496	$3,647
% of consumers served who will be maintained in the community without hospitalization	92.0%	90.0%	90.0%

PSYCHIATRIC SERVICES – The goal of Psychiatric Services is to provide psychiatric evaluation, medications and medication management, nursing services and health education to persons experiencing psychiatric symptoms.			
Expenditures	$1,185,921	$1,518,429	$1,636,035
FTE's	N/A	7.5	7.5
# of consumers served	1,467	1,400	1,400
# of service hours provided	6,077	5,136	5,136
Cost per service hour	$195	$296	$319

OUTPATIENT SERVICES - The goal of Outpatient Treatment is to provide individuals with a serious mental illness, substance use, or co-occurring (MH/SA) disorder individualized assessment, planning, treatment (individual, group and family), linkage and monitoring services in order to increase their ability to live independently, minimize the frequency of psychiatric hospitalizations and increase periods of abstinence from substances.			
Expenditures	$3,721,717	$3,234,986	$3,261,208
FTE's	N/A	31.5	31.5
# of consumers served	1,986	1,925	1,925
# of service hours provided	24,674	21,255	21,255
Cost per service hour	$151	$152	$153
% of consumers discharged from outpatient programs who meet or partially meet treatment goals	82.0%	75.0%	75.0%

Adult Mental Health and Substance Abuse Program, continued

Activity Data

JAIL SERVICES - The goal of Jail Services is to provide mental health and substance abuse services to City of Alexandria Detention Center (ADC) inmates to help them adjust to incarceration, promote safety and stabilization, and to improve their functioning.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,137,104	$1,107,154	$1,123,731
FTE's	N/A	12.0	12.0
# of consumers served	979	975	975
% of inmates receiving substance abuse treatment who report progress toward meeting goals as collected three times during program	100.0%	95.0%	95.0%
% of inmates receiving Jail Services who report a "more hopeful" mental status as a result of service	N/A	75.0%	75.0%
Cost per consumer served	$1,161	$1,136	$1,153

DETOXIFICATION SERVICES – The goal of the Detox Unit is to safely and effectively detoxify adults addicted to drugs and/or alcohol in a non-medical setting, assist consumers in learning about addiction, and help consumers transition from the Detox Unit to ongoing substance abuse treatment so they may continue their progress toward a drug-free life.			
Expenditures	$2,045,689	$1,847,443	$1,943,166
FTE's	N/A	21.3	21.3
# of consumers	278	300	300
# of bed days provided	5,698	6,465	6,465
Cost per bed day	$359	$286	$301
% of discharged who are maintained in the community for 90+ days without subsequent Detox Services	87.0%	80.0%	80.0%

RESIDENTIAL SERVICES – The goal of Residential and Supported Living services is to provide individuals with a serious mental illness or co-occurring (MH/SA) disorders, individual assessment, planning, treatment linkages and monitoring services in order to increase their ability to live independently, minimize the frequency of psychiatric hospitalizations and increase periods of abstinence from substances.			
Expenditures	$4,042,791	$4,378,908	$4,335,893
FTE's	N/A	51.2	51.2
# of consumers	216	236	236
# of bed days provided	41,625	44,811	44,811
Cost per bed day	$92	$94	$93
# of service hours provided in supported living program	2,651	2,561	2,561
Cost per service hour in the supported living program	$79	$65	$67
% of consumers who are discharged from residential programs who will transition to a similar or less-intensive housing situation	84.6%	70.0%	70.0%

Emergency & Crisis Response Services Program

The goal of Emergency and Crisis Response Services is to provide state mandated crisis intervention and assessment services to persons in Alexandria to help promote safety and stabilization, and to help individuals improve their functioning.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	1.0%	0.8%	0.8%
Total Expenditures	$836,466	$726,754	$758,806
Less Revenues	$392,261	$315,223	$315,223
Net General Fund Expenditures	$444,205	$411,531	$443,583
Program Outcomes			
% of consumers who report feeling "more hopeful" after intervention	84.0%	75.0%	75.0%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$836,466	$726,754	$758,806
FTE's	N/A	6.5	6.5
# of consumers served	621	600	600
# of critical incidents responded to	13	10	10
Cost per coverage hour (8,750 coverage hours per year; 24 hours/day x 365 days)	$96	$83	$87
% of consumers who report feeling "more hopeful" after intervention	84.0%	75.0%	75.0%

Intellectual Disability Services for Adults Program

The goal of Intellectual Services for Adults is to provide accurate and effective assessment and support to adults with an intellectual disability to help them improve or maintain their ability to function independently in the community.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	7.3%	6.5%	6.6%
Total Expenditures	$6,135,830	$5,890,943	$5,994,076
Less Revenues	$3,054,631	$2,922,792	$2,811,723
Net General Fund Expenditures	$3,081,199	$2,968,151	$3,182,353
Program Outcomes			
% of consumers who were able to reach some or all of their goals over the past year	88.0%	85.0%	85.0%

Activity Data

SUPPORT COORDINATION SERVICES – The goal of support coordination services is to provide adults with an intellectual disability an assessment of their strengths and needs, links with services, and monitoring of progress towards their goals in order to maximize the individual's level of functioning, increase social interaction and use of natural supports within the community.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$679,617	$715,226	$755,093
FTE's	N/A	7.6	7.6
# of consumers served	156	175	175
# of staff hours of service provided	5,216	6,014	6,014
Cost per staff hours of service provided	$130	$119	$126
% of adults with intellectual disabilities who were able to reach some or all of their goals over the past year	88.0%	85.0%	85.0%

RESIDENTIAL SERVICES – The goal of Residential Services (group homes and apartments) is to provide comprehensive, supervised residential services to Alexandrians who have an intellectual disability and need support within the home to live in the community in order to maximize their level of functioning, increase social interaction and use of natural supports within the community.			
Expenditures	$4,041,023	$3,823,890	$3,850,513
FTE's	N/A	45.6	45.5
# of residents served	55	52	52
# of bed days provided	16,673	17,176	17,176
Cost per bed day	$242	$223	$224
% of consumers or authorized representatives who report achieving some or all residential treatment goals	83.0%	85.0%	85.0%

Intellectual Disability Services for Adults Program, continued

Activity Data

DAY SUPPORT AND VOCATIONAL SERVICES – The goal of Day Support and Vocational Services is to provide a respectful and supportive environment where adults with an intellectual disability can structure their days with meaningful activities and help them achieve the highest level of independence possible through the provision of consumer-driven group and sheltered employment services.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,415,189	$1,351,827	$1,388,470
FTE's	N/A	13.0	13.0
# of consumers served	75	75	75
# of client service hours provided (Day Support)	62,533	62,610	62,610
# of service hours provided (Individual Employment)	173	179	179
# of service days provided (Group Employment)	3,256	3,134	3,134
Cost per consumer	$18,869	$18,024	$18,513
Average daily hours Day Support consumers participate in meaningful activities	5	5	5

Aging and Adult Services Program

The goal of Aging and Adult Services is to provide resources and services to seniors and adults with disabilities in order to help them maintain their highest level of independence and remain safely in the community.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	5.2%	5.9%	5.9%
Total Expenditures	$4,394,733	$5,309,151	$5,379,203
Less Revenues	$1,692,349	$1,781,337	$1,791,735
Net General Fund Expenditures	$2,702,384	$3,527,814	$3,587,468
Program Outcomes			
% effectiveness of Aging Programs as measured by effectiveness goals	99.0%	97.0%	100.0%

Aging and Adult Services Program, continued

Activity Data

ADULT PROTECTIVE SERVICES – The goal of Adult Protective Services is to investigate reports and then provide services and resources necessary to protect seniors and adults with disabilities from abuse, neglect and/or exploitation pursuant to the Code of Virginia.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$398,889	$546,109	$535,610
FTE's	N/A	5.6	5.6
# of reports investigated	215	220	225
Monthly average # of cases managed	118	160	140
% of investigations initiated within 24 hours of report	96.0%	98.0%	98.0%
% of cases without further incidence of abuse, exploitation, or neglect within 12 months	98.0%	97.0%	97.0%

AGING-IN-PLACE SERVICES – The goal is to provide assessment for non-medical in home services, basic resources such as food, and transportation, to enable seniors and adults with disabilities to remain safely in their homes. This area also includes the Adult Day Care Center.			
Total Expenditures	$3,032,948	$3,811,684	$3,856,477
FTE's	N/A	17.9	17.9
Monthly average # of companion cases managed	210	289	280
Medicaid Home and Community Based Screenings	116	N/A	120
% of clients stay safely in home	100.0%	100.0%	100.0%
% of home meals delivered on schedule	98.0%	100.0%	100.0%
# of one-way senior taxi trips	12,520	13,000	13,200
Cost per one-way senior taxi trip	$17	$18	$18

RESIDENTIAL PLACEMENT AND ASSISTANCE – The goal of Residential Placement and Assistance is to provide assessment and placement of indigent seniors and disabled adults in a City governed facility for nursing home and assisted living services.*			
Expenditures	$572,626	$629,664	$657,954
FTE's	N/A	0.2	0.2
# of beds budgeted	20	33	25
Total Annual Cost per budgeted bed	$28,631	$19,081	$26,638

OLDER ADULT CLINICAL SERVICES – The goal of Older Adult Clinical Services is to provide accurate and effective assessment and treatment to adults age 60+.			
Expenditures	$390,271	$321,693	$329,162
FTE's	N/A	3.5	3.5
# of consumers served	127	130	130
# of service hours provided	3,904	3,404	3,404
Cost per service hour	$100	$95	$97
% of consumers who partially or fully meet treatment goals as assessed by clinician & consumer	N/A	75.0%	75.0%

Children and Families Leadership and Management Support Services Program

The goal of Leadership & General Management (or Leadership & Management Support Services as in the FY 2011 budget) is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	0.3%	0.6%	0.6%
Total Expenditures	$250,118	$543,020	$565,917
Less Revenues	$105,734	$133,290	$108,194
Net General Fund Expenditures	$144,385	$409,729	$457,724
Program Outcomes			
% of effectiveness measures met	77.0%	95.0%	95.0%

Activity Data

LEADERSHIP & MANAGEMENT – The goal of Leadership & Management is to lead, manage, and support all activities of the Center for Adult Services and collaborate with other government institutions in order to effectively and efficiently achieve the Center's Goals.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$250,118	$543,020	$565,917
FTE's	N/A	5.7	5.7
# of FTEs managed in Center	N/A	130.5	129.7
$ of Center expenditures Managed	$36,216,615	$38,275,256	$37,711,883
% of effectiveness measures met	77.0%	95.0%	95.0%

Early Childhood Program

The goal of Early Childhood is to provide high quality childhood education resources for children to ensure school readiness and to reduce the incidence of mental illness, Intellectual Disability and substance abuse through effective prevention and early intervention.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	14.3%	13.2%	13.3%
Total Expenditures	$12,101,129	$11,988,757	$12,095,804
Less Revenues	$8,254,761	$7,624,445	$7,627,545
Net General Fund Expenditures	$3,846,368	$4,364,312	$4,468,259
Program Outcomes			
% of children attending accredited or STAR rated child care centers	67.0%	75.0%	75.0%

Activity Data

CHILD CARE SERVICES – The goal of Child Care Services is to provide financial assistance with child care services to income eligible families to allow parents to work or to attend a school or education program leading to employment.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$6,437,069	$6,369,343	$6,398,992
FTE's	N/A	17.0	17.0
# of families that received child care services	572	397	600
# of children that received child care services	861	675	900
Cost per child served	$7,476	$9,436	$7,110
# of children served (VPI)	246	250	275

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*	$2,283,899	$2,024,707	$2,061,235
FTE's	N/A	0.0	0.0
# of children served	309	252	252
Cost per child served	$7,391	$8,035	$8,180
% of children passing Phonological Awareness Literacy Screenings (PALS)	83.0%	85.0%	85.0%

*ARRA funding while not part of the base budget is reflected in actuals for FY 2010

Early Childhood Program, continued

Activity Data

OUT OF SCHOOL TIME SERVICES – The goal of Out-of-School Time Services is to support, promote and provide quality before and after school programs for children of the City's working families so that they are engaged in structured and supervised activities during non-school hours.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,825,523	$1,805,706	$1,805,706
FTE's	N/A	0.0	0.0
# of students enrolled	1,416	1,461	1,388
Service Days provided	234	233	238
% of parents rating vendor provided programs as good or excellent	95.0%	95.0%	95.0%
Cost per student per day of service	$11	$10	$11

EARLY INTERVENTION – The goals of Early Intervention Services are to help children 0 to 3 with developmental disabilities reach their full potential and to provide on-site mental health assessment, early intervention, and prevention for at-risk children ages 3 to 6 and to reduce their aggressive behavior and increase their social skills.			
Expenditures	$1,554,637	$1,789,001	$1,829,871
FTE's	N/A	8.9	8.9
# of service hours provided (Parent Infant Education/MH Prevention)	7,490	7,529	7,529
# of consumers served (Parent Infant Education/MH Prevention)	346	350	350
% of children who improve in at least one area of development	75.0%	75.0%	75.0%

Child Welfare Program

The goal of Child Welfare Services is to ensure the safety and well-being of children at risk of neglect or abuse and foster a permanent connection to family.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	12.4%	12.6%	12.1%
Total Expenditures	$10,499,717	$11,431,039	$10,988,565
Less Revenues	$7,347,343	$7,618,769	$6,991,838
Net General Fund Expenditures	$3,152,374	$3,812,270	$3,996,727
Program Outcomes			
% of children without recurrence of maltreatment	100.0%	100.0%	100.0%

Activity Data

CHILD PROTECTIVE SERVICES – The goal of Child Protective and Family Services is to investigate allegations of child abuse/neglect and to identify service needs to reduce risk and secure safety for children and to provide services to at-risk families to prevent/reduce child abuse/neglect and promote safety.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$2,799,849	$2,907,155	$2,985,929
FTE's	N/A	25.5	25.5
Monthly average # of families receiving prevention and child protection services	195	175	252
Cost per family served	$14,358	$16,612	$11,849
% of children without recurrence of maltreatment	100.0%	100.0%	100.0%

FOSTER CARE & CASE MANAGEMENT – The goal of Foster Care and Case Management is to provide care and treatment to ensure the well being of children in foster care while working toward permanency within 12 months.			
Total Expenditures*	$4,497,642	$5,980,715	$5,185,010
FTE's	N/A	25.4	25.4
$ of non CSA foster care payments	$1,622,948	$2,300,000	$2,016,091
Monthly average # of children served in foster care	164	165	146
Service delivery cost per child	$17,529	$22,307	$21,705
# of approved foster homes	73	60	60
% of children in foster care that have no more than 2 placements in less than 12 months	93.9%	87.0%	87.0%
% of children re-entering foster care	7.0%	3.0%	7.0%

*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.

Child Welfare Program, continued

Activity Data

ADOPTION SERVICES – The goal of Adoption Services is to secure permanent families for children in the department's custody.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$3,202,226	$2,543,169	$2,817,627
FTE's	N/A	5.3	5.3
Total $ of adoption subsidies	$2,644,403	$1,700,000	$2,228,861
Monthly average # of subsidies	183	177	177
Service delivery cost per child	$3,048	$4,764	$3,326
% of children exiting to adoption whose adoption is completed within 24 months	29%	32%	28%

Comprehensive Services Act Program

The goal of the Comprehensive Services Act is to provide funding for services to at risk children and to ensure that State and local agencies, parents and private service providers work together to plan and provide services.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	11.1%	11.4%	10.9%
Total Expenditures	$9,414,630	$10,327,100	$9,900,888
Less Revenues	$4,589,809	$5,031,084	$4,806,011
Net General Fund Expenditures	$4,824,821	$5,296,016	$5,094,877
Program Outcomes			
% of services in congregate care	13.0%	N/A	13.0%

Activity Data

CSA COORDINATION & FINANCIAL MANAGEMENT – The goal of CSA Coordination and Financial Management is to provide overall coordination and financial control for Comprehensive Services Act purchase of services.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$248,226	$261,159	$272,114
FTE's	N/A	3.0	3.0
$ of funds administered	$9,166,404	$10,065,941	$9,628,774
Cost per $100,000 administered	$2,708	$2,594	$2,826
% of CSA services in congregate care	13.0%	N/A	13.0%

Comprehensive Services Act Program, continued

Activity Data

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	$5,503,093	$6,039,565	$5,779,508
FTE's	N/A	0.0	0.0
# of children served	410	362	400
Cost per child served	$13,422	$16,684	$14,449
% of funded services in congregate care	11%	N/A	11%

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.			
Expenditures	$2,747,483	$3,019,782	$2,886,949
FTE's	N/A	0.0	0.0
# of children served	149	111	130
Cost per child served	$18,439	$32,996	$22,207
% of funded services in congregate care	15.0%	N/A	15.0%

CSU/MH PLACEMENT YOUTH – The goal of this activity is to purchase comprehensive services, based on level of need, in the least restrictive environment, for at risk youth and families.			
Expenditures	$915,828	$1,006,594	$962,316
FTE's	N/A	0.0	0.0
# of children served	16	16	16
$ of nonmandated services purchased	$873,846	$94,680	$94,680
$ of parental placements	$41,982	$38,447	$867,636
Cost per child served	$57,239	$8,320	$60,145
% of funded services in congregate care	73.0%	N/A	73.0%

Youth Development Program

The goal of the Youth Development is to promote positive youth development through effective collaborative initiatives and best practice direct service to youth and their families.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	1.9%	1.8%	1.9%
Total Expenditures	$1,607,531	$1,590,629	$1,715,973
Less Revenues	$632,619	$658,605	$655,220
Net General Fund Expenditures	$974,912	$932,024	$1,060,753
Program Outcomes			
% of participants reporting a positive change as a result of the program	N/A	75.0%	75.0%
% of community members reporting that progress is being made on mutually agreed upon goals	N/A	90.0%	90.0%

Activity Data

YOUTH DEVELOPMENT – The goal of Youth Development is to support and motivate youth to avoid risky behaviors and achieve success at school and at home through best practice programming and coordination and collaboration with youth, parents, professionals and others.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,607,531	$1,590,629	$1,715,973
FTE's	N/A	14.9	14.4
# of youth served	249	150	150
# of Project Discovery students served	130	131	120
% of Project Discovery students who are accepted in post-secondary educational programs	95.0%	92.0%	92.0%
% of participants reporting a positive change as a result of the program	N/A	75.0%	75.0%
% decrease in teen pregnancy rate (most recent year)	1.1%	1.0%	1.0%
% decrease in alcohol use by teens	N/A	1.0%	1.0%

Child and Family Treatment/Behavioral Program

The goal of the Child and Family Behavioral Health program is to provide effective treatment for at risk children, youth and their families to measurably improve their functioning in key areas of their lives.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	2.8%	2.6%	2.7%
Total Expenditures	$2,343,490	$2,394,711	$2,444,736
Less Revenues	$1,535,021	$1,641,257	$1,644,777
Net General Fund Expenditures	$808,469	$753,454	$799,959
Program Outcomes			
% youth served by the Homebased Program maintained in the community	97.7%	90.0%	90.0%

Activity Data

YOUTH AND FAMILY OUTPATIENT SERVICES – The goal of Youth and Family Outpatient Services is to evaluate and treat children and youth with severe emotional disturbance and/or substance abuse challenges and their families to improve their functioning in key areas of their lives.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,543,937	$1,657,673	$1,689,821
FTE's	N/A	17.8	17.5
# of service hours provided	11,972	13,346	13,346
# of consumers	621	700	700
Cost per service hour	$129	$124	$127
% of children receiving services who maintain or improve functioning	60.0%	60.0%	60.0%

HOMEBASED SERVICES – The goal of Homebased Services is to provide timely, intensive, supportive, and community based interventions for children through 21 years of age and their families in order to maintain youth with their families in the community.			
Expenditures	$799,553	$737,038	$754,915
FTE's	N/A	7.0	7.0
# of service hours provided	7,579	6,165	6,165
# of consumers	103	110	110
Cost per service hour	$105	$120	$122
% youth served by the Homebased Program maintained in the community	97.7%	90.0%	90.0%

Domestic Violence and Sexual Assault Services Program

The goal of Domestic Violence and Sexual Assault Services is to advocate for and provide support to women, men, and children affected by sexual and domestic violence in order to reduce the effects of crisis in a person's life, restore balance and increase safety.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	1.7%	1.6%	1.7%
Total Expenditures	$1,404,152	$1,488,196	$1,512,954
Less Revenues	$490,329	$490,848	$458,888
Net General Fund Expenditures	$913,823	$997,348	$1,054,066
Program Outcomes			
At least 70% of survivors are able to identify their safety options	95.0%	70.0%	70.0%

Activity Data

DOMESTIC VIOLENCE AND SEXUAL ASSUALT SERVICES – Advocate for and provide support to women, men, and children affected by sexual and domestic violence in order to reduce the effects of crisis in a person's life, restore balance and increase safety.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,404,152	$1,488,196	$1,512,954
FTE's	N/A	15.4	14.8
# of calls received on Sexual Assault and Domestic Violence Hotlines	2,141	2,200	2,200
# of youth clients served through supportive counseling	333	225	300
# of services received by adult clients	8,798	6,750	7,000
# of adult clients served through supportive counseling	1,345	840	900
At least 70% of individuals calling the hotline are more informed about services available.	100.0%	70.0%	70.0%
At least 75% of survivors are provided with services/referrals which increases their capacity to live a violence-free life.	97.0%	95.0%	95.0%

Economic Support Leadership and Management Support Services Program

The goal of Leadership & General Management (or Leadership & Management Support Services as in the FY 2011 budget) is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	1.0%	0.8%	0.8%
Total Expenditures	$812,745	$759,909	$764,974
Less Revenues	$129,010	$62,576	$48,096
Net General Fund Expenditures	$683,735	$697,332	$716,877
Program Outcomes			
% effectiveness measures met	90.0%	N/A	90.0%

Activity Data

LEADERSHIP & MANAGEMENT – responsible for ensuring the coordinated and expeditious delivery of services to clients in need of immediate and ongoing services to support their self-sufficiency.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$812,745	$759,909	$764,974
FTE's	N/A	6.2	6.2
# of FTEs managed in Center	N/A	102.5	102.5
$ of Center expenditures Managed	$11,863,080	$12,357,519	$12,331,291
% of effectiveness measures met	90.0%	N/A	90.0%

Community Services Program

The goal of Community Services is to provide financial assistance, medical assistance, counseling and support services, that allow households and eligible individuals to re-establish or maintain self-sufficiency and affordable housing.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	9.5%	9.6%	9.8%
Total Expenditures	$8,000,957	$8,711,910	$8,867,474
Less Revenues	$4,457,500	$4,387,688	$4,474,641
Net General Fund Expenditures	$3,543,457	$4,324,222	$4,392,833
Program Outcomes			
Clients served within state mandated time frames	96.0%	90.0%	92.0%

Activity Data

COMMUNITY AND EMERGENCY SERVICES – Provide financial assistance, access to State benefit programs, comprehensive case management, and community referral services to promote the stability, self-sufficiency, health and well-being of income-eligible households.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$4,792,279	$6,008,709	$6,062,085
FTE's	N/A	65.6	65.6
% of Benefit Program intake cases processed within State required time frames	95.5%	90.0%	92.0%
Average monthly number of Medicaid cases, SNAP, and TANF	12,187	13,379	13,000
Number of Households receiving State Energy Assistance Program (duplicated)	1,108	1,048	1,020
$ Value of Benefit Programs and Energy Assistance	$67,616,130	$63,704,000	$67,600,000
# of clients served with short-term safety net services	3,363	4,000	3,500
$ of short-term safety net assistance provided	$315,425	$509,789	$297,000
$ value of community donations disseminated	$131,789	$145,000	$115,000

Community Services Program, continued

HOMELESS PREVENTION – Provision of financial assistance, comprehensive case management, and referral services to stabilize households at risk of experiencing homelessness.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$2,423,686	$1,208,499	$1,134,611
FTE's	N/A	5.5	5.5
# of clients served	273	225	283
# of households served	155	105	164
$ of direct financial assistance	$547,610	$520,000	$577,177
Cost per client served	$8,878	$5,371	$4,009
% of households who are still in their homes 6 months later	70.0%	70.0%	70.0%

HOMELESS SERVICES – Provision of a coordinated Continuum of Care consisting of homeless services and resources, in collaboration with community partners, to individuals currently experiencing homelessness.			
Expenditures	$784,992	$1,494,702	$1,670,778
FTE's	N/A	3.8	3.8
Alexandria Community (Emergency) Shelter - contract $	$730,002	$730,002	$793,728
Winter Shelter - contract $	$45,000	$99,000	$99,000
Transitional Housing $	$63,000	$63,000	$63,000
# of clients served in shelters or transitional housing	489	539	538
# of bed nights	36,498	38,971	38,971
% of households developing a self-sufficiency assessment within 72 hours of entering shelter	94.0%	95.0%	95.0%
Cost per bed nights in shelters or transitional housing	23	23	25

JobLink Employment Services Program

The goal of the JobLink Employment Services Program is to bring together job seekers who desire permanent employment and businesses that need reliable employees in order to increase self-sufficiency and promote economic development.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total Budget	3.6%	3.2%	3.0%
Total Expenditures	$3,049,378	$2,885,700	$2,698,843
Less Revenues	$1,014,646	$847,085	$646,590
Net General Fund Expenditures	$2,034,732	$2,038,616	$2,052,253
Program Outcomes			
% of Clients Rating Service as Good or Excellent	90.0%	81.0%	80.0%

Activity Data

ADULT EMPLOYMENT – The goal of Adult Employment is to provide employment services to adults to increase self-sufficiency. Clients served include those affected by layoffs, those who are low income and unemployed or underemployed, those who have disabilities, those who were previously incarcerated, as well as refugees, food stamp recipients, and other City residents not eligible for special programs.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$2,488,888	$2,245,714	$2,057,940
FTE's	N/A	17.7	17.7
# of adult clients served	2,477	2,456	2,477
Cost per adult client served	$1,005	$914	$831
Average hourly wage full time per placement	$15.00	$13.83	$15.00
# of VIEW clients served	466	408	475
% of VIEW clients in a work activity	92.0%	70.0%	85.0%

YOUTH EMPLOYMENT – The goal of Youth Employment is to provide employment services to low-income clients, ages 14 to 21, to increase employability and self-sufficiency.			
Expenditures	$560,490	$639,986	$640,903
FTE's	N/A	3.7	3.7
# of all youth served	621	597	625
Cost per youth served	$903	$1,072	$1,025
Hourly average wage per placement	$7.27	$6.41	$7.25

Summary of Budget Changes

Adjustments to Maintain Current Services

Activity			FY 2012 Proposed
General Fund Adjustments			
Department-wide	*Leases*	**0.0**	**$109,828**
Lease costs at various DCHS sites throughout the City are increasing by $109,828. The City is assuming the full cost of rent at the Center for Alexandria's Children ($58,278). Since the initial lease agreement in 2007, the City has occupied the majority of the space over time and CAC staff occupy little. Another increase is $32,046 for the property at 2525 Mt. Vernon Avenue (formerly referred to as DHS Headquarters), as a result of a renegotiated lease in FY 2010.			
Homeless Services	*New Hope Homeless Shelter*	**0.0**	**$73,226**
In FY 2011 the City put an RFP out for homeless shelter services and the resulting contract increased the City's cost by $73,226. The City's other homeless shelter contracts with Community Lodgings ($63,250) and the Carpenter's Shelter ($40,639) did not change in FY 2012.			
Residential Placement & Assistance	*Birmingham Green*	**0.0**	**$31,251**
The City's share of the interjurisdictional agreement to provide elderly residential care through Birmingham Green is increasing by $31,251.			
Various ID/SA Activities	*Client Services*	**0.0**	**$12,181**
DCHS contracts with non-profit providers for residential, day support and vocational services to assist clients with intellectual disabilities or who struggle with substance abuse.			
Aging-in-Place Services	*Senior Services of Alexandria*	**0.0**	**$12,000**
Funding for Senior Services of Alexandria increases by $12,000 because the cost of coordinating meal delivery is being incurred at an amount greater than what is being funded through special revenue. This adjustment allows DCHS to continue current levels of service.			
Comprehensive Services Act	*Program Cost*	**0.0**	**($201,139)**
The costs (including the state share) for mandated services associated with the Comprehensive Services Act (CSA) are projected to decrease by $437,167 resulting in a corresponding General Fund decrease of $201,139. Total program costs are expected to be $9,628,774 compared to $10,065,941 in FY 2011. Decreased program costs continue to be the result of decreasing caseload levels and the result of bringing our children home to community-based treatment programs which are less expensive than residential programs, and which provide better services for most children.			
Special Revenue Adjustments			
Child Welfare	*Foster Care IVE*	**0.0**	**($871,126)**
As child welfare staff have been moving children to community-based services out of residential settings, the total cost to serve qualifying Foster Care IVE children has dropped. There are no general funds in this program.			
Homeless Prevention	*TANF-HIP*	**0.0**	**($36,731)**
The state grant for Temporary Assistance for Needy Family for homeless intervention services (TANF-HIP) was eliminated in FY 2012.			

Summary of Budget Changes

Discretionary Supplementals

Activity	Supplemental Request		FY 2012 Proposed
Youth Development	*Youth Master Plan*	**0.0**	**$100,000**

Staff working on Strategic Plan Goal #4 identified the development and implementation of a Youth Master Plan as the top priority for Goal #4. This supplemental request will allow staff to develop and begin implementation of a comprehensive 0-21 year old youth master plan that is aligned with the Alexandria City Public Schools strategic plan. The youth master plan will focus on efforts to prepare children to succeed in school, graduate and become self-sufficient. Implementation of the plan will result in diminished risks to children and youth.

Unfunded Priorities Requested Above the City Manager's Base Budget

The following budget items are not funded in the FY 2012 Proposed Budget, but have been identified by the City Manager as high priority items for possible consideration by City Council for inclusion in the budget during the City Council add-delete process.

Activity			FY 2012 Proposed
Early Childhood	*Quality & Affordable Pre-Kindergarten*	**1.0**	**$450,000**

Currently there are approximately 453 children (the equivalent of 302 families) on waitlists for pre-K classes within Alexandria. This request would increase the number of quality and affordable pre-kindergarten opportunities for approximately 64 families. Staff working on Strategic Plan Goal #4 identified this initiative as one of the top ten priorities for that goal group.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$1,691,825	$1,919,329	$1,952,237	1.7%
Non-Personnel	4,871,616	5,122,542	4,967,671	-3.0%
Capital Goods Outlay	0	34,117	20,637	-39.5%
Total Expenditures	$6,563,441	$7,075,988	$6,940,545	-1.9%
Less Revenues				
Internal Services	$0	$34,117	$20,637	-39.5%
Special Revenue Funds	3,843	0	0	n/a
Total Designated Funding Sources	$3,843	$34,117	$20,637	-39.5%
Net General Fund Expenditures	**$6,559,598**	**$7,041,871**	**$6,919,908**	**-1.7%**
Total Department City FTE's	**17.6**	**18.6**	**18.6**	**0.0%**

Highlights

• In FY 2012, the General Fund budget for the Alexandria Health Department decreases by $121,963, or 1.7%.

• FY 2012 personnel costs (for City add-on employees) increase by $32,908, or 1.7%, due to an increase in merit step and benefit costs, offset by a decrease in the City retirement contribution for State employees.

• FY 2012 non-personnel costs decrease by $154,871, or 3.0%, partially due to decreases in professional health services ($55,617) and utilities (electric - $35,892); partially offset by increases in other equipment/support ($36,043) and facility maintenance ($26,515) costs to reflect actual contract costs. In addition, telecommunication system costs ($15,889) were reallocated from ITS to user departments during FY 2012.

• Also included in the personnel and non-personnel costs above is the decrease in the City supplement to the State by $145,897, or 3.3%, due to the elimination of four State employees in the pharmacy division.

• Capital Outlay decreases by $13,480, or 39.5%, to reflect FY 2012 vehicle replacement costs.

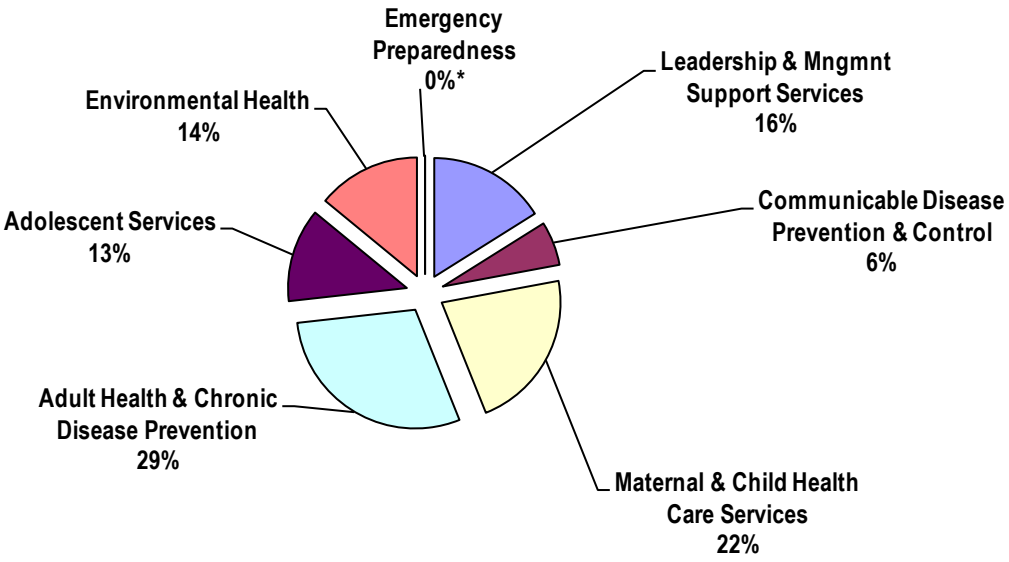
• In FY 2011, ANSHI began to take over providing primary medical care for patients of the Casey Clinic. City support for the increased number of patients is to be provided from FY 2011 Health Department year-end savings. The Health Department and ANSHI are currently working together to develop a proposal for the reallocation of funds within the Health Department budget. The FY 2012 proposed budget is based on FY 2011 allocations. Once the FY 2011 proposal is developed, the FY 2012 budget will be reallocated to provide additional funding to ANSHI for the Casey Clinic patients from existing Health Department resources.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Number of refugee health assessments	17	40	20
Number of immunization visits*	23,770	4,800	5,000
Number of pre-natal care visits	5,773	6,100	6,000
Number of pediatric visits	5,374	6,000	5,500
Number of medical exams provided by Adolescent Health Clinic	636	900	1,200
Number of food safety evaluations conducted	2,253	2,000	2,000

*FY 2010 increase due to H1N1 vaccinations.

FY 2012 Proposed City General Fund Expenditures (with $4.2 M Supplement Spread by Program)



*The Emergency Preparedness Program is supported by federal funds.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	$374,953	$398,249	$439,261	10.3%
Communicable Disease Prevention & Control	146,837	163,625	166,362	1.7%
Maternal & Child Health Care Services	498,449	597,340	572,997	-4.1%
Adult Health & Chronic Disease Prevention	693,443	800,138	817,840	2.2%
Adolescent Services	329,600	347,639	357,912	3.0%
Environmental	228,173	383,639	346,712	-9.6%
Emergency Preparedness*	0	0	0	NA
City Supplement to State budget	4,291,987	4,385,358	4,239,461	-3.3%
Total City Expenditures	**$6,563,441**	**$7,075,988**	**$6,940,545**	**-1.9%**

**The Emergency Preparedness Program is supported by federal funds.

Staffing Summary

Authorized Positions (FTE's) by Program*	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	2.0	2.0	2.0	0.0%
Communicable Disease Prevention & Control	1.8	1.8	1.8	0.0%
Maternal & Child Health Care Services	3.5	3.5	3.5	0.0%
Adult Health & Chronic Disease Prevention	6.0	6.0	6.0	0.0%
Adolescent Services	3.4	3.4	3.4	0.0%
Environmental	2.0	2.0	1.9	-5.1%
Emergency Preparedness (no City-funded staff)	0.0	0.0	0.0	NA
City Supplement to State budget (no staff)	0.0	0.0	0.0	NA
Total FTE's	**18.6**	**18.6**	**18.6**	**0.0%**

*FTEs reported here are for City staff and do not include approximately 100 FTEs funded by the State cooperative budget (79 FTEs) or by other State and federal funds (21 FTEs).

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
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http://www.alexhealth.org/

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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds budget	5.7%	5.6%	6.3%
City Add-On Funding	$374,953	$398,249	$439,261
City Cooperative/Supplemental Funding	$1,279,753	$1,350,659	$1,391,236
State Funding	$995,889	$968,529	$1,077,363
Grants	$2,434	$12,289	$12,009
Fee Revenue	$137,852	$197,879	$197,879
TOTAL	$2,790,880	$2,927,605	$3,117,748
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures (City add-on funding only)	$281,995	$307,384	$342,674
FTE's	1.0	1.0	1.0
$ amount of departmental expenditures (City All Funds budget only)	$6,563,441	$7,075,988	$6,940,545
Leadership & General Management expenditures as % of department total	4.3%	4.3%	4.9%
# of Department FTEs managed	117.7	122.35	118.60
% 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.			
Expenditures (City add-on funding only)	$92,958	$90,865	$96,587
FTE's	1.0	1.0	1.0
# of community partnerships/linkages created	300	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds budget	2.2%	2.3%	2.4%
City Add-On Funding	$146,837	$163,625	$166,362
City Cooperative/Supplemental Funding	$314,490	$519,993	$523,331
State Funding	$244,733	$298,933	$412,050
Grants	$617,032	$873,991	$959,709
Fee revenue	$28,407	$55,500	$55,500
TOTAL	$1,351,499	$1,912,042	$2,116,952
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures (City add-on Funding only)	$102,679	$106,580	$107,621
FTE's	1.0	1.0	1.0
# of Latent TB Infection (LTBI) cases initiating treatment	240	300	300
# of active TB cases receiving direct observed therapy	16	30	18
# of Refugee Health Assessments*	17	40	20

*Significant decline in the refugee population immigrating to Alexandria due to housing costs.

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)	$6,478	$19,404	$20,561
FTE's	0.3	0.3	0.3
# of STD Clinic visits*	1,478	1,200	1,500
% of persons attending STD Clinic diagnosed and treated for an STD	15%	15%	15%

*Staffing and vacancies affect clinic availability and it is difficult to project walk-in clinics.

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*	23,770	4,800	5,000
% of kindergarteners entering school with up-to-date immunization status	99%	100%	100%

*FY 2010 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	282	350	300
% of reported cases with investigation begun within five (5) days	95%	95%	95%

Communicable Disease - Continued

Activity Data

EARLY DETECTION AND PREVENTION OF HIV – The goal is early diagnosis of HIV to notify partners of exposure to infection and reduce infectivity of persons living with HIV connection to medical care.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures (City add-on funding only)	$37,679	$37,641	$38,180
FTE's	0.5	0.5	0.5
# of HIV tests conducted in Alexandria by Health and Community partners	1,289	2,000	1,500
% of newly diagnosed HIV cases interviewed for partner notification and connection to medical care.	76%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds budget	7.6%	8.4%	8.3%
City Add-On Funding	$498,449	$597,340	$572,997
City cooperative/supplemental Funding	$1,204,105	$1,307,363	$1,336,141
State Funding	$937,021	$757,575	$930,026
Grants	$621,489	$803,336	$866,837
Fee Revenue	$47,182	$22,660	$37,360
TOTAL	$3,308,246	$3,488,274	$3,743,361
Program Outcomes			
Low birth-weight rate for patients (Target: maintain below the State rate of 7.0 per 1,000 live births)	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures (City add-on funding only)	$448,741	$537,832	$514,913
FTE's	2.6	2.6	2.6
# of visits	5,773	6,100	6,000
% of pregnant women enrolled in prenatal care in their first trimester	38%	40%	40%
% of patients who receive adequate prenatal care (7 visits if enter in first trimester, 5 in second, 3 in third)	86%	80%	85%

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)	$49,708	$59,508	$58,084
FTE's	0.9	0.9	0.9
# of pediatric (Child Health Clinic) visits	5,374	6,000	5,500
# of Community Access To Child Health program (CATCH) visits.*	125	100	100
% of children (0-5) designated as founded CPS cases receiving coordinated services (CATCH)	100%	100%	100%

*Reduction in Child Protective Services (CPS) cases.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
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	3,500	3,500

*Health Department initiative to increase family planning services.

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	$2,176,728	$2,000,000	$2,100,000
# of active participants	3,479	3,500	3,500
% of pregnant women given appointment in first trimester	26%	40%	30%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds budget	10.6%	11.3%	11.8%
City Add-On Funding	$693,441	$800,138	$817,840
City Cooperative/Supplemental Funding	$888,084	$891,037	$526,076
State Funding*	$691,098	$900,126	$502,369
Grants	$0	$0	$0
Fee Revenue	$322,750	$244,329	$250,500
TOTAL	$2,595,373	$2,835,630	$2,096,785
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures (City add-on funding only)*	$324,680	$321,822	$324,406
FTE's	2.8	2.8	2.8
# of patients evaluated and treated**	3,546	4,200	2,500
% of chronic disease adult patients immunized for influenza	*27%	50%	50%

*Expenditures include laboratory services beginnning in FY 2011.

**FY 2010 patients received H1N1 and reduced General Medical services in April 2010 in conjunction with the State pharmacy closure. In FY 2012, further reductions in General Medical Services were transferred to ANHSI.

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)	$62,013	$62,052	$63,212
FTE's	0.7	0.7	0.7
# of adults served*	226	200	235
% of patients remaining connected to care	97%	98%	98%
# of HIV/AIDS dental visits	161	130	150

*increase in HIV patients.

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)	$175,532	$184,692	$193,331
FTE's	1.5	1.5	1.5
# of adult dental visits	1,159	1,400	1,200
Cost per adult dental visit	$151	$133	$161
% of dental emergencies resolved (target = 98%)	98%	95%	98%

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 2010 Actual**	FY 2011 Approved	FY 2012 Proposed
Expenditures (City add-on funding only)*	$29,278	$129,809	$131,787
FTE's	0.0	1.0	1.0
# of prescriptions filled (total)**	17,473	6,500	6,500

*State funding for pharmacy staff was eliminated in mid-FY 2010 and the City added one full-time position in FY 2011. The State continues to fund the purchase of pharmaceuticals and NOVA Scripts Central provides for eligible patients with medicine and a $5 co-pay.

**FY 2010 actual # of prescriptions filled include 982 free drugs dispensed through the indigent program. FY 2011 #of prescriptions filled includes 1,000 free drugs dispensed through the indigent program.

LABORATORY TESTING – The goal of laboratory testing is to provide accurate and timely lab testing and reporting for healthcare providers that will assist them in the diagnosis and treatment of disease.			
Expenditures (City add-on funding only)	$101,939	$101,763	$105,104
FTE's	1.0	1.0	1.0
# of specimens processed to DCLS (State lab contract)	9,365	9,500	9,500

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds budget	5.0%	4.9%	5.2%
City Add-On Funding	$329,600	$347,639	$357,912
City Cooperative/Supplemental Funding	$0	$0	$0
State	$0	$0	$0
Grants	$124,726	$130,000	$65,000
Fee Revenue	$0	$0	$0
TOTAL	$124,726	$350,052	$422,912
Program Outcomes			
Pregnancy rate (per 1,000 female residents) among youths 12-19 years old*	NA	4.50	4.50

*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. CY2010 data is not available at this time.

Activity Data

TEEN PREGNANCY PREVENTION – The goal of Teen Pregnancy Prevention is to provide outreach and education to youth families in the schools and community and provide support to collaborative programs of ACPS, DCHS and ACAP to reduce the incidence of teen pregnancy in school age youth.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0	0	0
# of youth attending Teen Pregnancy Prevention Program	180	200	200

TEEN WELLNESS CENTER – (ADOLESCENT) The goal of the Teen Wellness Center is to provide comprehensive medical and psychosocial services to the Alexandria adolescent population 12-19 years of age, to ensue that each and every Alexandria teen succeeds-physically, emotionally, socially and academically collaboratively providing and easily accessible wellness center at T.C. Williams High School.			
Expenditures (City add-on funding only)	$329,600	$347,639	$357,912
FTE's	3.4	3.4	3.4
# of sports/routine physical exams	636	900	1,200
# of unduplicated family planning patients	507	450	1,000
# of psych/soc visits	291	1,000	400
% of adolescent residents receiving health services at the Adolescent Health Clinic/TWC	25%	20%	40%

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 2010 Approved	FY 2011 Approved	FY 2012 Proposed
% of All Funds budget	3.5%	5.4%	5.0%
City Add-On Funding	$228,173	$383,639	$346,712
City Cooperative/Supplemental Funding	$468,751	$615,443	$523,743
State Funding	$364,776	$385,592	$404,549
Grants	$0	$0	$0
Fee Revenue*	$115,175	$62,074	$192,749
TOTAL	$1,176,875	$1,446,748	$1,467,753
Program Outcomes			
% of complaint investigations initiated within 2 business days.	99.3%	95%	95%
% of EH complaints by residents that are resolved within 30 days	99.7%	97%	97%

* Projected increase in State and local fees is due to total 100% City fees collected ($28,102) and the remaining balance is shared revenue.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures (City add-on funding only)	$72,305	$44,711	$14,000
FTE's*	0.4	0.4	0.0
# of food safety evaluations conducted.	2,253	2,000	2,000
# of the 9 FDA National Retail Regulatory Program Standards met	5	8	8
# of complaints about food establishments investigated	147	210	150
% of Food Safety related resident complaints resolved within 30 days	100.0%	98%	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)	$67,888	$225,327	$237,511
FTE's*	1.3	1.3	1.7
# of animals tested for rabies	49	50	50
# of mosquitoes trapped	28,000	30,000	28,000
% of Vector Control related resident complaints resolved within 30 days	100.0%	97%	97%

*The change from FY 2011 to FY 2012 is the result of transferring staff time (0.4FTE) from Food Safety to be properly reflected in Vector Control.

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)	$42,057	$63,139	$63,159
FTE's	0.1	0.1	0.1
# of pool and spa evaluations conducted	1149	1140	1140
# of pools cited resulting in pool closures	34	50	30
Cost per seasonal pool evaluation (City funded)	$36	$55	$63

Environmental Health – Continued

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures (City add-on funding only)	$45,923	$50,462	$28,860
FTE's	0.3	0.3	0.3
# of respiratory health complaints investigated	81	100	100
# of other environmental health complaints investigated	16	10	15
% of Respiratory Health related resident complaints resolved within 30 days	100.0%	95%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% 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	$262,037	$292,072	$207,586
Fee Revenue	$0	$0	$0
TOTAL	$262,037	$292,072	$207,586
Program Outcomes			
% of State-identified Critical Tasks met	100%	100%	100%
% of CDC and UASI Critical Tasks completed	100%	100%	100%
# of community volunteers trained and ready	400	600	600

Activity Data

PLANNING – The goal of Planning is to assure the City of Alexandria is ready for all potential public health emergencies.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
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)	28	28	28
# of CDC, Urban Area Security Initiative, and Cities Readiness objectives met (out of 9 total)	9	9	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
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	80%	100%	100%
# of volunteers trained	200	600	600
% of all listed volunteers who are current in their training	40%	80%	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	2,000	2,500	2,500

City Supplement to State Budget (spread into program totals above)

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds budget	65.4%	62.0%	61.1%
City Cooperative/Supplemental Funding	$4,291,987	$4,385,358	$4,239,461
Less Revenues	0	0	0
Net General Fund Expenditures	$4,291,987	$4,385,358	$4,239,461
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures (City Cooperative/Supplemental Funding) Plus supplemental retirement to state employees*	$4,291,987	$4,385,358	$4,239,461
FTE's (no staff)	0.0	0.0	0.0

*The change from FY 2011 to FY 2012 ($145,897, or 3.3% decrease) is due to the elimination of four State employees in the pharmacy division. This results in a reduction to the City match to the State budget.

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 2012 Budget Summary Table

Expenditure By Organization	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	$ Change 2012-2011
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	2009 Actual	2010 Actual
INOVA Total $ Amount of Indigent Care Provided to Alexandria Residents (CY)	$10,900,000	$12,100,000
Arlandria Clinic # of Alexandria Patient Visits (FY)	17,460	20,427
Arlandria Clinic City Contribution Per Visit (FY)	$18.6	$15.9

Other Health Background

INOVA Alexandria Hospital

INOVA Alexandria Hospital and the City of Alexandria have a long history of cooperation in attempting to meet the health care needs of our low-income residents. Since the 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 2012, the same $700,000 funding level is provided as in the FY 2011 approved budget.

Arlandria Health Center*

The total FY 2011 approved budget from all sources for the Arlandria Health Center is $6.2 million; the proposed budget for FY 2012, including all sources of funds, is $5.9 million, a decrease of $0.3 million. In FY 2010 ANHSI received 32% ($1.8 million) of its funding from federal sources, such as the federal Community Health Center Program, under the Health Resources and Service Administration's Bureau of Primary Health Care.

* 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.

ANHSI reports serving 11,353 individuals during FY 2010 and providing 36,476 health care visits. Recent data provided by ANHSI indicates that 56% or 6,358, are from the City of Alexandria with 20,427 patient visits; 12%, or 1,362, from Arlington County; 30%, or 3,405, from Fairfax County, Fairfax City and Falls Church; and 2%, or 227, from Prince William and Loudoun Counties. ANHSI also reports that 82% of patients are uninsured, 94% of adults and 35% of children are uninsured. In addition, ANHSI reports that Arlington County contributes approximately $45,846 of in-kind support for dental and primary care services.

In FY 2011, ANSHI began to take over providing primary medical care for patients of the Casey Clinic. City support for the increased number of patients is to be provided from FY 2011 Health Department year-end savings. The Health Department and ANSHI are currently working together to develop a proposal for the reallocation of funds within the Health Department budget. The FY 2012 proposed budget is based on FY 2011 allocations. Once the FY 2011 proposal is developed, the FY 2012 budget will be reallocated to provide additional funding to ANSHI for the Casey Clinic patients from existing Health Department resources.

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 2012. Alexandria's share is $13,600.

Operating Agencies

COMMUNITY DEVELOPMENT

Office of Housing 16-2
Planning and Zoning 16-13
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$1,563,927	$1,709,734	$1,785,491	4.4%
Non-Personnel	3,263,379	6,601,672	3,844,045	-41.8%
Capital Goods Outlay	445,118	2,200	0	-100.0%
Total Expenditures	$5,272,424	$8,313,606	$5,629,536	-32.3%
Less Revenues				
CDBG and Home New Revenue	$1,409,110	$2,055,468	$2,164,110	5.3%
CDBG and Home Carryover Revenue	872,735	254,000	318,000	25.2%
CDBG and Home Program Income	409,375	450,000	255,000	-43.3%
ARRA New Revenue	4,500	0	0	N/A
ARRA Carryover Revenue	0	0	208,000	N/A
Housing Trust Fund New Revenue	143,761	196,500	511,500	160.3%
Housing Trust Fund Carryover Revenue	697,170	2,335,399	461,960	-80.2%
Other Non-Federal New Revenue	5,502	3,450	6,540	89.6%
Other Non-Federal Carryover Revenue	0	31,600	56,038	77.3%
Affordable Housing Bonds & Dedicated Revenue Carryover*	67,691	1,385,801	0	-100.0%
Total Designated Funding Sources	$3,609,843	$6,712,218	$3,981,148	-40.7%
Net General Fund Expenditures	**$1,662,581**	**$1,601,388**	**$1,648,388**	**2.9%**

Note: Carryover monies are shown in the FY 2010 Actual and FY 2011 & 2012 Budgets to provide more accurate information on expenditures from year to year. Carryover monies are included for non-General Fund sources (CDBG and HOME Grants, ARRA, Housing Trust Fund, Other Non-Federal Revenue 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 2012, the approved General Fund budget for Housing increases by $47,000, or 2.9%.

• FY 2012 total personnel costs increase by $75,757, or 4.4%, due to merit step increases and benefit cost increases.

• FY 2012 total non-personnel costs decrease by $2,757,627, or 41.8% primarily due to the reduction of one-time FY 2011 costs related to the replacement of 16 units at ARHA's James Bland property.

• The CDBG and HOME federal grant revenues reflect a slight projected increase in those revenues.

• Housing Trust Fund Carryover and Affordable Housing Bonds & Dedicated Revenue Carryover decrease $3,231,780 due to the reduction of one-time FY 2011 carryover revenues related to the projected replacement of 16 units ARHA's James Bland property. The actual cost acquiring those 16 units is not yet known.

Highlights, continued

• The Homeownership Program increases $359,225 or 22.1% and is primarily due to an increase in projected available Housing Trust Fund revenues that will support the Moderate Income Homeownership Program (MIHP); the Employee Homeownership Incentive Program (EHIP). Those increases are offset by a reduction in HOME and CDBG revenue ($68,929) allocated to the Homeownership Assistance Program (HAP). An increase in General Fund revenues of $25,823 allocated to the program partially offset the reduction in Federal funding.

• The Housing Rehabilitation Program increases $290,732 or 28.0% primarily due to the FY 2012 planned carryover of $208,000 for the ARRA grant funds, and increase of $66,000 in planned CDBG carryover funding which was not included in the FY 2011 Approved Operating Budget.

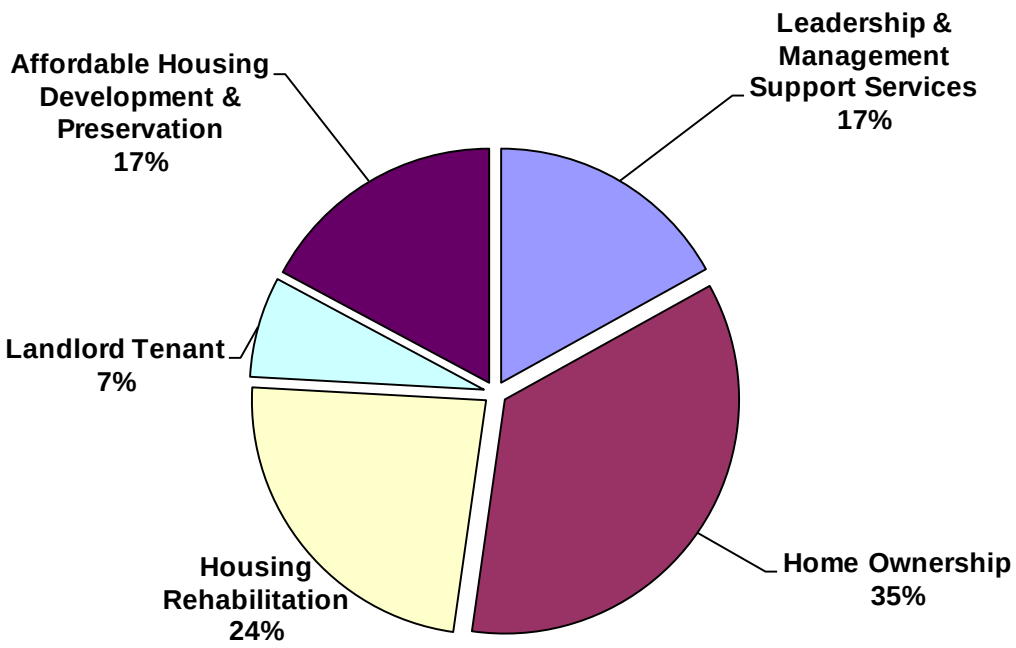
• The dedicated 0.6 cents of the City's real estate tax rate which supports affordable housing is projected to be continued into FY 2012. The dedicated funds are allocated to existing and projected debt service on City issued bonds whose proceeds have been or will be used for affordable housing (possibly including some of the 16 ARHA replacement units.)

• $270,000 is still available from the dedicated 0.6 cents of the City's real estate tax rate in the Non-Departmental budget 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 with the actual cost to be determined based on the site/units selected) for costs associated with the 16 replacement units from the James Bland public housing site.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of participants served in home buyer training and education opportunities	212	350	200
Total # of households receiving homeownership loans	39	32	41
Total # of rehabilitation loan or grants obligated	8	13	14
# landlord tenant disputes mediated	1,281	1,000	1,000
% of tenant issues successfully resolved	98%	95%	95%
# of affordable units pledged by developers	62	10	10
# of Lending projects financed (counted at City loan approval)	2	2	1

FY 2012 Proposed Expenditures by Program



Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services*	$829,584	$1,167,801	$953,598	-18.3%
Home Ownership	$2,376,921	$1,628,377	$1,987,602	22.1%
Housing Rehabilitation	$1,008,365	$1,039,613	$1,330,345	28.0%
Landlord Tenant	$369,879	$377,320	$391,574	3.8%
Affordable Housing Development & Preservation	$687,676	$4,100,495	$966,417	-76.4%
Total Expenditures	**$5,272,424**	**$8,313,606**	**$5,629,536**	**-32.3%**

*FY 2010 & 2011 figures includes Housing Master Plan.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	5.3	5.4	5.4	0.0%
Home Ownership	4.2	4.2	4.2	0.0%
Housing Rehabilitation	2.2	2.3	2.3	0.0%
Landlord Tenant Relations	3.3	3.4	3.4	0.0%
Affordable Housing Development & Preservation	2.0	1.9	1.9	0.0%
Total full time equivalents (FTE's)	**17.0**	**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

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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	15.7%	14.0%	16.9%
Total Expenditures	$829,584	$1,167,801	$953,598
CDBG and Home New Revenue	177,483	341,667	334,678
CDBG and Home Carryover Revenue	89,188	10,000	5,000
Affordable Housing Bonds and Dedicated Revenue Carryover	67,691	213,000	0
Net General Fund Expenditures	$495,222	$603,134	$613,920
Program Outcomes			
% of activities achieving target service levels	70%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures[1]	$458,068	$690,921	$483,698
FTE's	1.6	1.6	1.6
# of departmental FTEs supported	17.0	17.0	17.0
# of activities managed	10	10	10
# educational presentations made	24	18	20

[1] FY 2010 & 2011 figures 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	$371,515	$476,880	$469,900
FTE's	3.8	3.8	3.8
$ amount of federal funds awarded	$2,177,468	$2,164,110	$2,164,110
# of federal applications and reports produced	17	12	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	45.1%	19.6%	35.3%
Total Expenditures	$2,376,921	$1,628,377	$1,987,602
CDBG and Home New Revenue	1,081,439	752,304	885,475
CDBG and Home Carryover Revenue	134,543	0	0
CDBG and Home Program Income	158,444	250,000	55,000
Housing Trust Fund New Revenue	136,859	161,500	276,500
Housing Trust Fund Carryover Revenue	312,278	97,740	377,460
Other Non-Federal New Revenue	5,502	3,450	4,500
Net General Fund Expenditures	$547,857	$363,383	$388,667
Program Outcomes			
% of lender-ready applicants receiving City loan assistance	62%	25%	30%

Activity Data

LENDING & LOAN MANAGEMENT – The goal of the Lending and Loan Management Activity is to provide home purchase loans to low and moderate income Alexandria workers and residents in order to improve their economic stability.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$2,157,087	$1,410,885	$1,754,834
FTE's	3.3	3.3	3.3
Total # of households receiving homeownership loans	39	32	41
Cost per household receiving homeownership loan	$55,310	$44,090	$42,801
% 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	$108,856	$112,820	$116,022
FTE's	0.4	0.4	0.4
# of participants served in home buyer training and education opportunities	212	350	200
Cost per participant served	$513	$322	$580
% of prescreened applicants completing home buyer training curriculum	51%	40%	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	$110,977	$104,673	$116,746
FTE's	0.5	0.5	0.5
# of sales units placed under contract (including resale)	9	2	2
Cost per unit under contract	$12,331	$52,336	$58,373
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	19.1%	12.5%	23.6%
Total Expenditures	$1,008,365	$1,039,613	$1,330,345
CDBG and Home New Revenue	113,978	597,613	577,845
CDBG and Home Carryover Revenue	606,955	200,000	200,000
CDBG and Home Program Income	250,931	239,000	305,000
ARRA Carryover Revenue	0	0	208,000
Housing Trust Fund New Revenue	0	0	35,000
Housing Trust Fund Carryover Revenue	36,500	3,000	4,500
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures[1]	$1,008,365	$1,039,613	$1,330,345
FTE's	2.3	2.3	2.3
Total # of rehabilitation loan or grants obligated	8	13	14
Total # of home rehabilitation loan subordinated	4	4	4
Cost per loan transaction	$84,030	$61,154	$73,908
% 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	71%	100%	90%

Landlord Tenant Relations Program

The goal of Landlord Tenant Relations is to mediate disputes, provide counseling, referrals, and information regarding the rights and responsibilities of both landlords and tenants in order to foster positive relations and prevent evictions where appropriate.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	7.0%	4.5%	7.0%
Total Expenditures	$369,879	$377,320	$391,574
CDBG and Home New Revenue	36,210	43,884	46,112
CDBG and Home Carryover Revenue	14,439	5,000	8,000
Net General Fund Expenditures	$319,230	$328,436	$337,462
Program Outcomes			
% of tenant issues successfully resolved	98%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$287,307	$295,592	$303,716
FTE's	2.6	2.6	2.6
# landlord tenant disputes mediated	1,281	1,000	1,000
# of clients served for information and referral	4,652	4,000	4,000
Program cost per 1,000 Alexandria rental units	$9,073	$9,334	$9,591

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	$82,572	$81,728	$87,858
FTE's	0.8	0.8	0.8
# testing reports completed	1	1	1
Cost per housing unit in the City	$526	$521	$560
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	13.0%	49.3%	17.2%
Total Expenditures	$687,676	$4,100,495	$966,417
CDBG and Home New Revenue	0	320,000	320,000
CDBG and Home Carryover Revenue	27,610	0	0
ARRA New Revenue	4,500	0	0
Housing Trust Fund New Revenue	6,902	62,460	200,000
Housing Trust Fund Carryover Revenue	348,391	2,207,199	80,000
Affordable Housing Bonds and Dedicated Revenue Carryover	0	1,172,801	0
Other Non-Federal Carryover Revenue	0	31,600	58,078
Net General Fund Expenditures	$300,272	$306,435	$308,339
Program Outcomes			
% of all residential/mixed-use development activity resulting in committed affordable units	100%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$471,777	$270,957	$272,226
FTE's	1.3	1.3	1.3
# of affordable units pledged by developers	62	10	10
# of units resulting from technical assistance provided by the City	0	44	30
Total # of affordable units (rental & sales) pledged or receiving city technical assistance	62	54	40
$ contributed to Housing Trust Fund by developers	$391,500	$200,000	$400,000
% of affordable units of total units developed	100%	100%	100%

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	$215,899	$3,829,538	$694,191
FTE's	0.7	0.7	0.7
# of projects financed	2	2	1
[1]# of units committed	204	36	10
Average loan amount committed per unit financed	$2,683	$188,888	$69,419
% of loans approved or denied within 60 days of application	100%	100%	100%

[1] Counted at City loan approval

FY 2012 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	365,002	3,550	0	577,845	0	46,112	0	0	67,825	175,614	1,235,948
Program Income	50,000	0	0	200,000	0		0	0	0	0	250,000
Carryover	0	0	0	305,000	0	8,000	0	0	0	5,000	318,000
	415,002	3,550		1,082,845		54,112			67,825	180,614	**1,803,948**
	12 HAP Loans			**10 HRLP Loans 1 RAMP Loan**		**1 Testing Round**					
HOME											
New Grant	516,923	0	0	0	0	0	0	320,000	54,743	36,496	928,162
Program Income	5,000	0	0	0	0	0	0	0	0	0	5,000
	521,923							320,000	54,743	36,496	**933,162**
	6 HAP Loans (w/ General Fund below)							**1 Project Financed**			
ARRA											
Carryover	0	0	0	208,000	0	0	0	0	0	0	**208,000**
				3 loans/ grants							
GENERAL FUND											
New	129,718	12,972	116,746	0	303,716	33,746	272,226	36,113	361,130	252,791	1,519,157
New HOME Match	129,231	0	0	0	0	0	0	0	0	0	129,231
	258,949	12,972	116,746		303,716	33,746	272,226	36,113	361,130	252,791	**1,648,388**
	Admin Support for HAP, MIHP, and EHIP	**Admin Support for Counseling & Fair**	**2 units placed under contract**		**1,000 disputes mediated & 4,000 clients served**		**10 Pledged Units**				
Housing Trust Fund											
New	276,500	0	0	35,000	0	0	0	200,000	0	0	511,500
Carryover	282,460	95,000	0	4,500	0	0	0	0	0	0	381,960
HOME Match (Carryover)	0	0	0	0	0	0	0	80,000	0	0	80,000
	558,960	95,000		39,500				280,000			**973,460**
	19 MIHP Loans 8 EHIP Loans	**200 Clients Served**		**3 Mini-RAMP Grants**				**Same Project (1) as above**			
OTHER NON-FED											
New	0	4,500	0	0	0	0	0	2,040	0	0	6,540
Carryover	0	0	0	0	0	0	0	56,038	0	0	56,038
		4,500						58,078			**62,578**
		Homeowner-ship Fair						**Same Project (1) as above**			
ALL FUNDS	**1,754,834**	**116,022**	**116,746**	**1,330,345**		**87,858**	**272,226**	**694,191**	**483,698**	**469,900**	**5,629,536**

Miscellaneous Information

Proposed Housing Trust Fund (HTF) expenditures include a new allocation of up to $300,000 in estimated carryover Housing Trust Fund monies for the following ongoing programs:

- $85,000 for Homeownership Counseling Services
- $52,540 for HOME Match for the Housing Opportunities Fund
- $162,460 for the Moderate Income Homeownership Program

In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2012 will be used to supplement the following ongoing programs:

- $60,000 for the Employee Homeownership Incentive Program
- $200,000 for the Housing Opportunities Fund
- $216,500 for the Moderate Income Homeownership Program

Housing Opportunities Fund (HOF) allocation to the Alexandria Housing & Development Corporation (AHDC): The FY 2012 HOF includes up to $200,000 for AHDC, with the understanding that any monies in excess of $50,000 remaining in AHDC's current budget at the end of FY 2011 will be used to offset the $200,000.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$4,968,579	$4,949,081	$5,148,810	4.0%
Non-Personnel	848,300	406,163	474,769	16.9%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$5,816,879	$5,355,244	$5,623,579	5.0%
Less Revenues				
Internal Service	$0	$0	$0	NA
Special Revenue Fund	362,922	0	0	0.0%
Total Designated Funding Sources	$362,922	$0	$0	0.0%
Net General Fund Expenditures	**$5,453,957**	**$5,355,244**	**$5,623,579**	5.0%
Total Department FTE's	**49.5**	**47.5**	**47.5**	**0%**

Highlights

•In FY 2012, the Proposed General Fund budget increased by $268,335 or 5.0%.

• FY 2011 personnel costs increased by $199,729 or 4.0%; this was due to step increases, benefit increases, and the relocation of budget authority for temporary employees from Non-personnel to Personnel where the funds are expended.

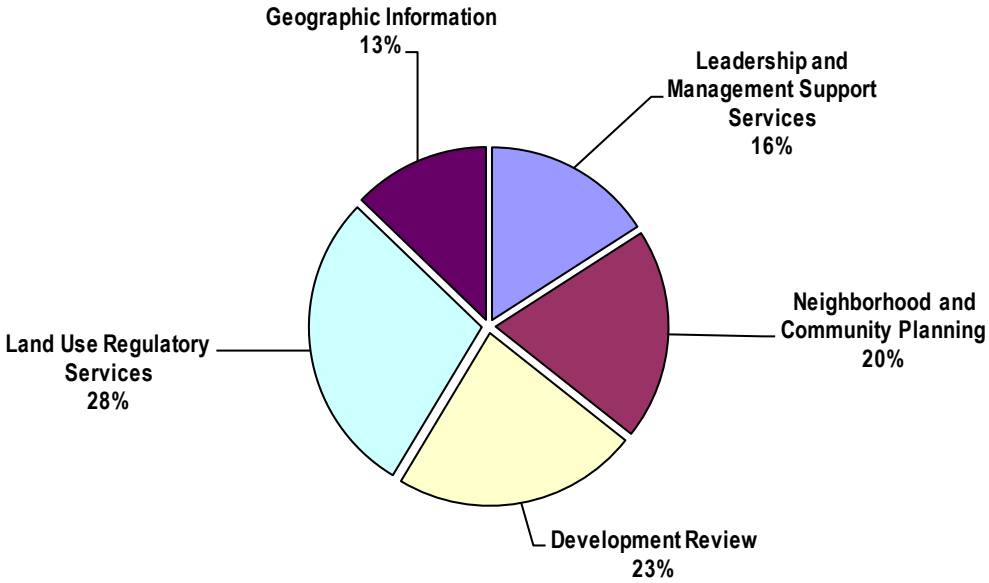
•Total non-personnel costs increased by $68,606 or 16.9%. This was primarily due to a $120,000 restoration of funding for the Planning work program. In FY the 2011 work program, City funds were reduced due to the receipt of a large federal Office of Economic Adjustment planning grant for Beauregard Corridor area planning. This was partially offset by the relocation of budget authority for temporary employees from Non-personnel to Personnel where the funds are expended.

Selected Performance Measures

	FY 2010 Actual	FY 2011 Proposed	FY 2012 Proposed
# of items docketed	31	20	25
# of development reviews	224	300	250
# of zoning complaints and Special Use Permits (SUP) monitored for compliance*	703	600	650
% Zoning complaints and of SUP violations resolved within 30 days	81%	80%	80%
# of permits/licenses/BZA applications/plot plans processed	4,634	5,200	4,750
# of Historic Preservation applications/permits processed*	1,111	850	1,100
% of GIS commitments completed within prescribed guidelines	75%	75%	75%

*Beginning in FY 2011, this measure has been changed to reflect FY 2010 Actual measures.

FY 2012 Proposed Expenditures by Program



Expenditure and Staffing Summary

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership and Management Support Services	$863,954	$830,412	$894,368	7.7%
Neighborhood and Community Planning	1,573,754	1,072,933	1,111,366	3.6%
Development Review	1,226,072	1,234,398	1,289,985	4.5%
Land Use Regulatory Services	1,503,712	1,528,966	1,608,328	5.2%
Geographic Information	649,387	688,535	719,532	4.5%
Total Expenditures	**$5,816,879**	**$5,355,244**	**$5,623,579**	**5.0%**

Staffing Summary*

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership and Management Support Services	6.7	6.6	6.2	-5.3%
Neighborhood and Community Planning	9.9	7.9	7.7	-3.4%
Development Review	11.3	11.2	11.5	2.7%
Land Use Regulatory Services	15.6	15.8	16.1	2.2%
Geographic Information	6.0	6.1	6.1	0.0%
Total FTE's	**49.5**	**47.5**	**47.5**	**0.1%**

*Columns may not total due to rounding.

Planning & Zoning Programs and Activities

Leadership & Mgmt Support Services
- Leadership & General Management

Neighborhood and Community Planning
- Small Area Plans, Special Studies & Citywide Projects
- Plan Implementation

Development Review
- Plan & Development Review

Land Use Regulatory Services
- Zoning Administration and Enforcement
- Permit and License Review
- Historic Preservation

Geographic Information Systems
- Data Development
- Application and User Support

Dept Info

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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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	14.9%	15.5%	15.9%
Total Expenditures	$863,954	$830,412	$894,368
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$863,954	$830,412	$894,368
Program Outcomes			
% of effectiveness targets met	90%	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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$863,954	$830,412	$894,368
FTE's	6.7	6.6	6.2
# of FTE's supported	49.5	49.5	47.5
% of effectiveness targets met	90%	90%	90%
Council and Freedom Of Information Act (FOIA) requests processed*	377	200	350
Leadership and General Management expenditures as % of departmental total	14.9%	15.5%	15.9%

*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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	27.1%	20.0%	19.8%
Total Expenditures	$1,573,753	$1,072,933	$1,111,366
Less Revenues	$362,922	$0	$0
Net General Fund Expenditures	$1,210,831	$1,072,933	$1,111,366
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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,097,463	$608,365	$672,408
FTE's	5.0	4.0	3.8
# of Neighborhood Planning initiatives in progress	6	2	3
Cost per plan or study	$182,911	$304,183	$224,136
% of docketed Neighborhood Planning Initiatives approved by decision making body	100%	100%	100%

*The decrease in the number of Neighborhood Planning Initiatives in the activity is due to the completion of initiatives in early FY 2010 that begin in FY 2009.

PLAN IMPLEMENTATION – The goal of Plan Implementation is to improve the quality of the community by implementing the approved small area plans.*			
Expenditures	$476,290	$464,568	$438,958
FTE's	4.9	3.9	3.8
# of Plan Implementations in progress	4	3	5
Cost per plan implementation	$119,073	$154,856	$87,792
% of implementation completed within projected time frame	90%	90%	90%

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	21.1%	23.1%	22.9%
Total Expenditures	$1,226,072	$1,234,398	$1,289,985
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,226,072	$1,234,398	$1,289,985
Program Outcomes			
% of scheduled targets met	95%	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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,226,072	$1,234,398	$1,289,985
FTE's	11.3	11.2	11.5
# of items docketed	31	20	25
Docketed cases per FTE	2.7	1.8	2.2
# of permits reviewed	592	700	650
Permit reviews per FTE	52.4	62.8	56.8
% of permits reviewed by scheduled date	95.25%	95%	95%
% of preliminary plans docketed within 90 days	95%	90%	95%
# of development reviews	224	300	250
Cost per development review	$5,474	$4,115	$5,160
Development reviews per FTE	20	27	22

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	25.9%	28.6%	28.6%
Total Expenditures	$1,503,712	$1,528,966	$1,608,328
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,503,712	$1,528,966	$1,608,328
Program Outcomes			
% of scheduled targets met	82%	90%	95%

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$726,426	$699,818	$562,204
FTE's	7.7	7.2	5.4
# of customers served	20,560	21,000	21,000
Cost per customer served	$35.33	$33.32	$26.77
Customers served per FTE	2,670	2,937	3,925
# of zoning complaints and Special Use Permits (SUP) monitored for compliance*	703	600	650
% Zoning complaints and of SUP violations resolved within 30 days	81%	80%	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	$340,055	$405,810	$589,606
FTE's	3.6	4.3	6.4
# of permits/licenses/BZA applications/plot plans processed	4,634	5,200	4,750
Cost per permit/license/BZA application/plot plan processed	$73.38	$78.04	$124.13
Permit/license/BZA applications/plot plans per FTE*	1,287	1,209	748
% of permits processed within established schedule	93%	85%	90%

*Changes in FTE's among the divisions are due to internal shifts of staffing to allign staffing levels with actiivities. In this case, two Urban Planners who work at the Zoning Counter are relocated to Permit & License Review.

Land Use Regulatory Services Program, con't

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	$437,231	$423,338	$456,518
FTE's	4.3	4.3	4.4
# of Historic Preservation applications/permits processed*	1,111	850	1,100
Historic Preservation application/permits processed per FTE*	258.4	197.7	250.0
# of Historic Preservation special projects in process	7	2	3
% of Historic Preservation applications processed within established schedule	100%	95%	100%

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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	11.2%	12.9%	12.8%
Total Expenditures	$649,387	$688,535	$719,532
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$649,387	$688,535	$719,532
Program Outcomes			
% of GIS commitments completed within prescribed guidelines	75%	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 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	$231,223	$239,091	$242,188
FTE's	2.0	2.0	2.0
# of data layers maintained	90	75	95
# of data initiatives in process	12	0	10
Cost per data layer maintained	$2,569	$3,188	$2,549
% of layer updates made within prescribed deadlines	75%	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	$418,164	$449,444	$477,344
FTE's	4.0	4.0	4.0
# of GIS application activities undertaken	14.0	11.0	10.0
# of City staff users accessing the GIS	230	250	500
# of GIS applications supported	17	17	19
Cost per user supported	$1,818	$1,798	$955
User supported per FTE	57.5	62.2	124.4
# hits on GIS internet map server application	65,251	60,000	65,000
% of application customizations delivered on time	75%	80%	80%
# of map requests completed	53	80	40
# of GIS projects in process	19	15	15
Cost per GIS projects processed	$7,890	$5,618	$11,934
GIS projects processed per FTE	4.8	3.7	3.7
% of requests completed within agreed timeline	75%	75%	75%

Supplemental Requests

Activity	Supplemental Request	FY 2012 Proposed
Small Area Plans	*Continued Funding of the Planning Work Program*	**$120,000**
This funding partially restores the Planning Work Program budget in which City funding was reduced in FY 2011 and earlier years as part of the City's overall budget reductions. The FY 2011 reduction was possible because of the one-time federal OEA planning grant which was allocated for Beauregard corridor planning efforts.		

Economic Development Activities

Mission Statement: Economic Activities encompasses City contributions to organizations that provide economic development activities that benefit Alexandria residents.

FY 2012 Proposed Organization Summary Information (reflects City and non-City funding)

Expenditure By Program*	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change '11 to '12
Alexandria Convention and Visitors Association (ACVA)	$2,355,958	$2,526,029	$2,944,470	16.6%
Alexandria Economic Development Partnership (AEDP)	$1,108,589	$1,368,985	$1,425,020	4.1%
Eisenhower Partnership**	$116,126	N/A	N/A	N/A
Small Business Development Center (SBDC)	$269,296	$300,100	$372,119	24.0%
Marketing Fund	$121,185	$185,000	$185,000	0.0%
First Night	$47,500	$45,000	$45,000	0.0%
Total Expenditures	$4,018,654	$4,425,114	$4,971,609	12.3%
Less: Revenues and Retained Earnings	$579,544	$856,503	$291,390	-66.0%
Total General Fund Expenditures	$3,439,110	$3,568,611	$4,680,219	31.1%

*The funding above reflects the total investment in Economic Development activities, including City General Fund contributions, federal grants, membership fees, retained earnings, Industrial Development Authority fees and other income. Program expenditures shown are those submitted to the City in organizational financial statements. The City General Fund expenditures includes all General Fund support to each agency.

**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 put the partnership on the same footing as other neighborhood business organizations.

Highlights

•In FY 2012, the General Fund budget increases the City's overall contribution to economic development activities by $1,111,608 or 31.1% as a result of funding increases for ACVA, AEDP and SBDC.

•The General Fund contribution to AVCA increases by $448,037 of which $51,837 is for current services adjustments related to salary and benefit cost increases and higher lease expenses. The remaining $396,200 funds three supplemental requests; with $375,000 of that amount representing part of the commercial add-on transportation tax offset.

- $300,000 to double the Destination Advertising campaign (offset by a $300,000 revenue increase)
- $75,000 for a group sales position
- $21,200 for a three year supply of updated and redesigned rack brochures.

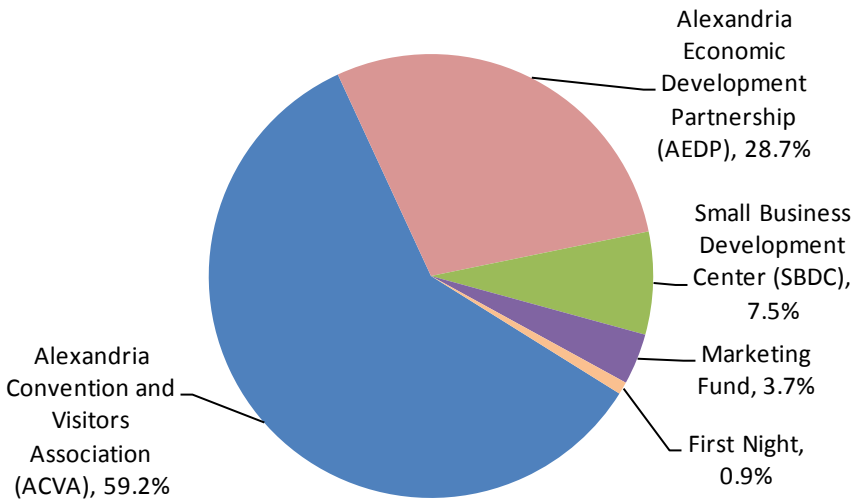
•The City's contribution to AEDP increases by $587,342 primarily due to the expected planned full drawdown of Industrial Development Authority (IDA) funds and substantial drawdown of reserve funds. Total AEDP expenditures are increasing by $56,035 as a result of increased salary and benefit costs and costs related to entering into a new lease for office space.

•The Proposed budget increases SBDC's General Fund contribution by $76,229 to reflect SBDC's share of the actual occupancy cost resulting from the organization's co-location with AEDP. Previously, SBDC received free space from the Chamber of Commerce which in 2010 indicated that it could no longer financially support SBDC.

•First Night Alexandria ($45,000) and the Marketing Fund ($185,000) are funded at FY 2011 Approved levels in the FY 2012 Proposed budget.

•As a result of a FY 2010 budget decision, the City is not funding the Eisenhower Partnership in FY 2011 and FY 2012. The FY 2010 Actuals reflect the final year of City funding.

FY 2012 Expenditures by Organization



Economic Development Activities

Economic Development Activities

- Alexandria Convention & Visitors Association
- Alexandria Economic Development Partnership, Inc.
- Small Business Development Center
- First Night Alexandria
- Marketing Fund

Contact Information

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Alexandria Economic Development Partnership, Inc.
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Alexandria Small Business Development Center
Bill Reagan, Executive Director
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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$2,355,958	$2,526,029	$2,944,470
Less Revenues	$170,459	$187,500	$195,500
Use of/Contributions to Retained Earnings*	-$59,247	$37,596	$0
Net General Fund Expenditures	$2,244,746	$2,300,933	$2,748,970
Program Outcomes			
Change in hotel transient lodging tax (6.5%)	1.6%	N/A	3.0%
Change in lodging fee ($1 per room per night)	9.2%	N/A	4.5%

*Subject to change by ACVA in FY 2012

Activity Data

CONVENTION SALES AND MEETING SUPPORT – The goal of Convention Sales and Meeting Support is to attract conventions, meetings and other groups to the City to generate revenue, thereby reducing the tax burden on residents.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$471,192	$505,206	$588,894
$ of actualized revenue for businesses including hotels	$3,272,416	$2,750,000	$3,900,000
Qualified group tourism leads	743	825	950

ADVERTISING/MARKETING – The goal of the paid advertising campaign is to generate visitor spending through leisure visitors, with an emphasis on overnight guests.			
Total Expenditures	$1,413,575	$1,515,617	$1,766,682
Total Lodging Tax Generated	$10,894,713	$11,300,000	$12,000,000
Total Visitor Spending	$645,000,000	$616,000,000	$630,000,000
Website Visits	591,211	700,000	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	$235,596	$252,603	$294,447
Number of visitors	76,616	82,000	77,000

PUBLIC RELATIONS – The goal of Public Relations is to generate earned media, and provide tourism industry professional and marketing support.			
Total Expenditures	$188,477	$202,082	$235,558
Total number of stories placed (print, online and broadcast)	370	380	400

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	$47,119	$50,521	$58,889
Total jobs supported by visitor spending (calendar year)	6,020	TBD	6,025
Number of members	314	332	350

Alexandria Economic Development Partnership, Inc.

The goal of the AEDP Program is to increase economic development activity that will result in a more equitable distribution of the real estate tax burden between commercial and residential properties and will ensure a sustainable economic future for Alexandria.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$1,108,589	$1,368,985	$1,425,020
Retained Earnings	-$51,233	$284,058	$0
IDA Funds	$316,077	$240,749	$0
Other Funding	$42,566	$18,000	$11,500
Net General Fund Expenditures	$801,179	$826,178	$1,413,520
Program Outcomes			
% of real property tax base representing commercial property	44.0%	42.8%	43.5%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$462,282	$570,867	$594,233
FTE's	1.5	1.5	1.5
% increase in commercial tax base	-10.6%	-7.6%	3.8%
% increase in level of employment	N/A	5.0%	2.0%
Visits to Alexecon.org website	25,346	40,000	50,000
Alexecon.org page views	97,080	120,000	190,000
Value of earned media	N/A	TBD	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	$253,867	$313,498	$326,330
FTE's	1.5	1.5	1.5
# of jobs retained	600	500	600
Square feet of commercial space leased - retention or expansion	104,048	200,000	120,000

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	$196,220	$242,310	$252,229
FTE's	1.5	1.5	1.5
# of applications for Façade Improvement grants	3	5	5
Mayor's Local Business Outreach Program (MLBOP) visits	11	20	20
# of businesses assisted	138	150	175

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$196,220	$242,310	$252,229
FTE's	1.5	1.5	1.5
# of jobs attracted	211	3,000	4,500
Square feet of commercial space leased - new	109,843	700,000	675,000
Commercial (office) vacancy rate	11.6%	10.0%	10.5%
Commercial (office) average rental rate	$31.96	$32.50	$34.00

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$269,296	$300,100	$372,119
Use of Retained Earnings*	-$39,844	$0	$1,390
Less Revenues	$97,640	$88,600	$83,000
Net General Fund Expenditures	$211,500	$211,500	$287,729
Program Outcomes			
# of clients assisted	279	320	400

*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 potential for success and growth.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$219,476	$244,582	$303,277
FTE's	3.1	3.1	3.1
# of clients assisted	279	320	400
# of clients assisted with economic downturn issues	70	70	25
Increased sales	$7,710,528	$6,000,000	$6,000,000
Increased jobs (created and retained)	338	150	250
New capital investment	$ 9,173,985	$ 1,800,000	$ 2,000,000

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	$49,604	$55,519	$68,842
FTE's	0.7	0.7	0.7
# of information mailings/e-mails	600	370	600
# of training events/attendees	15/302	450	30/600

Other Economic Development Activities

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$284,811	$230,000	$230,000
Less Revenues	$103,126	$0	$0
Net General Fund Expenditures	$181,685	$230,000	$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 2010 Actual	FY 2011 Approved*	FY 2012 Proposed*
Total Expenditures	$116,126	NA	NA
Non-City funding	$103,126	NA	NA
City funding	$13,000	$0	$0

*Funding for the Eisenhower Partnership is not included in the operating budget for FY 2011 or FY 2012. 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 and beyond.

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	$121,185	$185,000	$185,000
Non-City funding	$0	$0	$0
City funding	$121,185	$185,000	$185,000

First Night Alexandria			
Expenditures*	$47,500	$45,000	$45,000

*In addition to the $47,500 allocated directly to First Night Alexandria, the organziation receives $8,000 from the Marketing Fund and $11,150 in Commission for the Arts/Local Challenge grant funding for a total FY 2010 City support of $66,650.

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Agency	Adjustment	FY 2012 Proposed
ACVA		**$51,837**
Personnel costs increase as a result of a 3% merit for ACVA staff, the enrollment of three employees into ACVA's retirement program, and anticipated increases in the cost of healthcare. Additional funding for a rent rate increase is also included in this adjustment.		
AEDP		**$587,342**
In FY 2012 AEDP revenues are decreasing by $627,427 due to the loss of IDA funds ($240,749) and the drawdown of reserve funds ($380,178). After accounting for expenditure increases in the amount of $56,035 for personnel costs associated with a merit for employees and non-personnel costs related to a new lease for office space, the net impact to the City's General Fund contribution to AEDP is $587,342.		
SBDC		**$76,229**
This increase reflects projected SBDC actual occupancy costs in FY 2012 as part of the organization's co-location with AEDP. Previously, SBDC was hosted by the Chamer of Commerce which could no longer financially support SBDC.		

Discretionary Supplementals

Agency	Supplemental Request	FY 2012 Proposed
ACVA	*Destination Advertising Additional Investment*	**$300,000**
The purpose of the Destination Advertising Campaign is to generate overnight stays by targeting a key demographic within a 5-hour drive radius through advertising placements in culinary and lifestyle publications, direct mailings and online advertising. A recent third-party study funded by the City found the current destination advertising campaign investment of $301,306 had an economic impact of approximately $40 million. The study concluded that $1 spent on advertising resulted in $133 of visitor spending or $4 in tax revenue for the City. This supplemental request doubles the current investment in destination advertising by $300,000 to $601,306 in FY 2012. This should also double the economic impact of AVCA's destination advertising from $40 million to $80 million per year. For hotels, resturants, and retailers for whom tourism and business travel is part of their customer base this will raise revenues and help offset to some degree the impact of the proposed transportation add-on tax. The City anticipates this investment will be fully offset by at least $300,000 in revenue as a result of increased visitor spending.		
ACVA	*Group Sales Position*	**$75,000**
The ACVA sales department currently consists of three persons dedicated to generating meetings and group visits through a variety of sales techniques focusing mainly on corporate, association and government meetings. ACVA feels other visitor segments (e.g., reunion trips) remain mostly undeveloped and this additional staff member would allow ACVA to expand the focus of the sales department to these untapped groups. The City anticipates this investment will be offset by at least $75,000 in revenue as a result of increased visitor spending. As is the case with destination advertising this initiative will directly benefit hotels (primarily) and resturants and retailers (secondarily) and serve as a second initiative that will help offset to some degree the impact of the proposed transportation add-on tax.		
ACVA	*National Harbor Initiative: Rack Brochure Update*	**$21,200**
The National Harbor Collaborative Task Force identified funding for a 4"x9" brochure for distribution in hotel lobbies and welcome centers. At a cost of about 28 cents per piece, a "rack brochure" is considered a cost effective means of reaching a targeted audience. The current supply of brochures, funded by National Harbor Task Force funds, is scheduled to run out in FY 2011. This supplemental request provides funding for a three-year supply of updated and redesigned brochures. It is more cost effective to create and order a three-year supply than it is to order on a year-to-year basis.		

Summary of Budget Changes

Unfunded Priorities Requested Above the City Manager's Base Budget

The following budget items are not funded in the FY 2012 Proposed Budget, but have been identified by the City Manager as high priority items for possible consideration by City Council for inclusion in the budget during the City Council add-delete process.

Agency		FY 2012 Proposed
ACVA	*Website Redesign*	**$76,700**
This request would provide for a complete redesign and upgrade to the current three-year-old ACVA website. The majority of the cost relates to a site mapping evaluation and new design ($55,000). The remaining funds would integrate a TripAdvisor function into the website, enhance the site's experience for smartphone users and incorporate social media. Having an updated and user-friendly website is a priority for ACVA given that current advertising and sales strategies direct traffic to ACVA's website.		
AEDP	*Contract Staff for Federal Office Space Opportunities*	**$75,000**
Funds one part-time contract staff position to focus on the facilitation of federal office space opportunities within the City of Alexandria. Pending Department of Defense and General Services Administration (federal) office space needs solicitations represent the largest single market opportunity for the City. This is a highly complex process in which AEDP has no internal expertise, and where outside assistance could be valuable.		

Additional Requests for City Funding

The City also received the following requests for General Fund support to non-City agencies which have not been funded in this budget

Agency		FY 2012 Proposed
Alexandria in Bloom	*City Matching Funds*	**$150,000**
Alexandria in Bloom plants and maintains flower beds in tree wells and hanging baskets along King Street with plans to expand to Del Ray. The organization's estimated budget for FY 2011 is $300,000. For FY 2012, they requested City matching funds to establish a public/private partnership. While City budget does not nclude funding for this request, it does include funding in Recreation, Parks and Cultural Activities for the addition of two new tree and flower bed watering crews that could water beds planted by Alexandria in Bloom, as well as City-planted beds and tree wells.		
Alexandria Retail Merchant's Association	*City Subsidy*	**$141,750**
Funding from the City along with $42,000 from membership dues and Marketing Fund matching funds was requested to fund a full-time association president, website design and maintenance and promotional materials to establish the Alexandria Retail Merchant's Association.		
iMAGINE Alexandria	*City Contribution and Subsidized Office Space*	**$50,000**
iMAGINE Alexandria requested promotional and administrative funding and the use of vacant City property at reduced rent as an incubator for creative businesses.		

Operating Agencies

PARKS, RECREATION AND CULTURAL

Historic Alexandria 17-2
Library 17-10
Recreation, Parks and Cultural Activities 17-18
Other Recreation Activities 17-30

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$2,399,199	$2,311,179	$2,343,974	1.4%
Non-Personnel	$582,399	$694,909	$701,937	1.0%
Capital Goods Outlay	$0	$4,500	$4,500	0.0%
Total Expenditures	$2,981,598	$3,010,588	$3,050,411	1.3%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	$383,631	$509,013	$510,901	0.4%
Total Designated Funding Sources	$383,631	$509,013	$510,901	0.4%
Net General Fund Expenditures	**$2,597,967**	**$2,501,575**	**$2,539,510**	**1.5%**
Total Department FTE's	**26.9**	**26.0**	**26.0**	**0.0%**

Highlights

• In FY 2012 the General Fund budget for the Office of Historic Alexandria (OHA) increases by $37,935, or 1.5%.

• FY 2012 personnel costs increase by $32,795 or 1.4%. Personnel increases associated with merit step increases and benefit costs increases were offset by new employees hired at salaries less than their predecessors (which also decreases benefits costs).

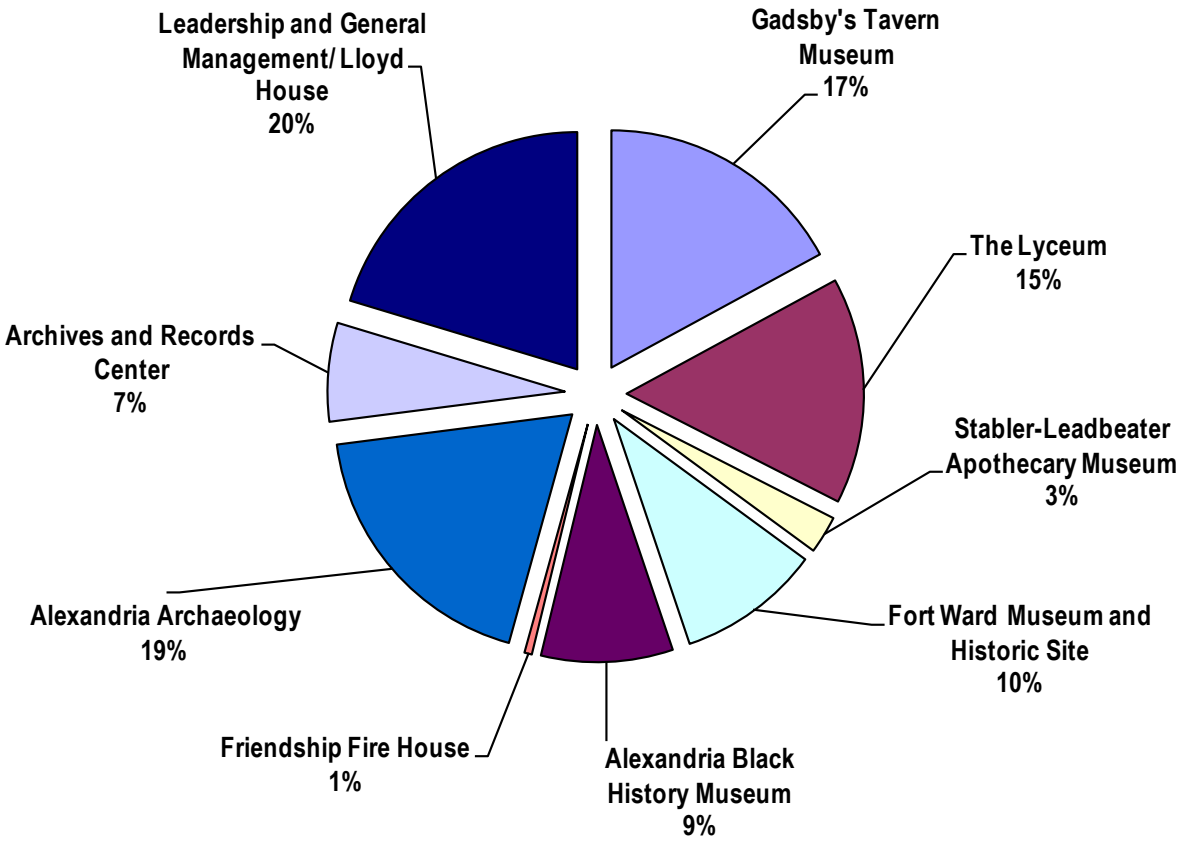
• Total non-personnel costs increase by $7,028 or 1.0%. Non-personnel increases reflect a number of initiatives to allocate costs to user departments: telecommunications system costs from ITS ($5,155); postage costs from Non-Departmental ($10,800); and bank fee charges associated with visitor credit card payments from Non-Departmental ($4,900). Those increases were offset by a budgeted reduction ($37,720) in electricity costs based on historical data and estimated FY 2012 costs.

• Additionally in non-personnel, $25,000 was included to initiate Civil War Sesquicentennial heritage tourism publications, marketing, public programs and interpretive materials.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% 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	162,700	120,000	155,000

FY 2012 Proposed Expenditures by Activity



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Historic Resources	$2,981,598	$3,010,588	$3,050,411	1.3%
Total Expenditures	**$2,981,598**	**$3,010,588**	**$3,050,411**	**1.3%**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Historic Resources	26.9	26.0	26.0	0.0%
Total Full Time Equivalents	**26.9**	**26.0**	**26.0**	**0.0%**

Historic Alexandria Programs and Activities

Historic Resources
- Gadsby's Tavern Museum
- The Lyceum
- Stabler-Leadbeater Apothecary Museum
- Fort Ward Museum & Historic Site
- Alexandria Black History Museum
- Friendship Fire House
- Alexandria Archaeology
- Archives & Records Center
- Leadership & General Management/ Lloyd House

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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$2,981,598	$3,010,588	$3,050,411
Less Revenues	$383,631	$509,013	$510,901
Net General Fund Expenditures	$2,597,967	$2,501,575	$2,539,510
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$493,396	$592,167	$619,826
FTE's	2.9	2.9	2.9
*Total number of visitors/program participants served	162,700	120,000	155,000
OHA operating costs per resident	$18.33	$25.09	$19.68
% of department outcomes achieved	97%	75%	95%

* FY 2010 attendance includes 33,122 visitors/participants not reflected in a specific activity (Historic Alexandria History Center and Waterfront Shop).
FY 2012 does not include projected attendance at that facility, as there is uncertainty regarding occupancy of the space in FY 2012. Additionally in FY 2012, the increase of 35,000 visitors/participants is attributed to the Civil War Sesquicentennial. Of that total, 11,500 is not captured in a specific activity (major public event at Market Square, programs at NVCC, and programs at City parks other than Fort Ward.)

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	$513,938	$533,502	$520,880
FTE's	4.1	4.1	4.1
# of visitors/program participants	22,434	18,000	23,000
Cost per visitor/program participant	$22.91	$29.64	$22.65
% of visitors who rated their experience as good to excellent	99%	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			
Expenditures	$448,430	$454,550	$470,733
FTE's	4.8	4.8	4.8
# of visitors/program participants	23,986	32,000	35,000
Cost per visitor/program participant	$18.70	$14.20	$13.45
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$97,123	$78,060	$78,282
FTE's	1.0	1.0	1.0
# of visitors/program participants	8,179	7,000	8,500
Cost per visitor/program participant	$11.87	$11.15	$9.21
% of visitors who rated their experience and good to excellent	99%	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	$307,371	$298,903	$297,531
FTE's	3.1	3.1	3.1
# of visitors/program participants*	34,178	30,000	40,000
Cost per visitor/program participant	$8.99	$9.96	$7.44
% of visitors who rated their experience as good to excellent	95%	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	$319,801	$267,866	$273,550
FTE's	3.1	2.6	2.6
# of visitors/program participants	6,692	6,500	7,000
Cost per visitor/program participant	$47.79	$41.21	$39.08
% of visitors who rate their experience as good to excellent	100%	90%	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	$25,081	$17,377	$15,521
FTE's	0.5	0.2	0.2
# of visitors/program participants	4,104	2,500	3,000
Cost per visitor/program participant	$6.11	$6.95	$5.17
% of visitors who rated their experience as good to excellent	90%	95%	90%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$571,190	$567,854	$569,217
FTE's	5.0	5.0	5.0
# of cubic feet of archaeological collections	3,236	3,300	3,200
# of visitor/program participants	30,005	24,000	27,000
Cost per resident	$4.02	$4.00	$4.01
% 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	$205,268	$200,309	$204,871
FTE's	2.4	2.4	2.4
# of boxes received and destroyed	4,906	2,500	2,500
# of research/records requests processed	1,158	1,200	1,200
Cost per box received and destroyed	$41.84	$80.12	$81.95
% of boxes processed that met governmental standards	99%	98%	98%
% of requests fulfilled within five days	99%	95%	95%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTE	FY 2012 Proposed
Utilities	*Electricity Costs*		**($37,720)**
The Utilities/Electricity budget for the Office of Historic Alexandria (OHA) is reduced by $37,720. The reduction is based on historical expenditures and estimated costs for FY 2012.			

Supplemental Request

Activity	Adjustment	FTE	FY 2012 Proposed
Civil War Sesquicentennial Funding	*Advertising*		**$25,000**
Funding is provided for heritage tourism activities associated with the Civil War 150th commemoration. Funds are requested to develop and implement a Civil War marketing plan targeted specifically for national audiences, as well as interpretive programs and publications to enhance understanding of war and Alexandria's significant role within the conflict, for both visitors to and residents of Alexandria. Initiatives include lectures, Civil War re-enactments, and Civil War living history interpreters at City museums, Market Square, and the waterfront ($20,000), and designing and producing rack cards/maps/brochures associated with Civil War places and events throughout Alexandria to be distributed within the City at various locations ($5,000).			

Unfunded Priorities Requested Above the Manager's Base Budget

The following budget items are not funded in the FY 2012 Proposed Budget, but have been identified by the City Manager as high priority items for possible consideration by City Council for inclusion in the budget if sufficient revenue can be identified for inclusion in the budget during the City Council add-delete process.

Activity	FTE	FY 2012 Unfunded
Fort Ward Archaeological Study		**$75,000**
This funding requested by the Office of Historic Alexandria would continue the multi-year Fort Ward Archaeological Survey, first authorized in FY 2010 and projected to continue over three to four years. Phase 1 of the Survey began in 2009 with Ground Penetrating Radar (GPR) analysis of select locations within Fort Ward Park covering an area of approximately two acres. In October 2010, an archaeological consultant contract was signed to survey and confirm 38 potential burial sites identified in the earlier GPR analysis. This new phase of the project would extend GPR surveying, and subsequent archaeological “ground truthing” to additional areas of the 45 acre park, seeking to locate additional burial areas, as well as subterranean Native American, African American, and Civil War cultural resources that must be incorporated into park management planning initiatives and protected from future park development projects.		

Activity	FTE	FY 2012 Unfunded
Additional Civil War Sesquicentennial Funding		**$75,000**
In addition to the $25,000 included as Supplemental Request in the FY 2012 Operating Budget, $75,000 of the original Office of Historic Alexandria (OHA) request was unfunded. Should additional resources become available, OHA recommends utilizing those resources for several possible initiatives: marketing a special "Civil War" edition of ACVA's successful "Key to the City" to enhance tourist access to new Civil War exhibits and programming ($10,000); promoting a Civil War microsite linked between ACVA and OHA ($10,000); funding for a balloon ascension re-enactment, and Civil War living history interpreters at a Ben Brenman Park special event ($5,000); creating professionally scripted and narrated cell phone and revised trolley tours, geocaches, and downloading applications to access Civil War information and sites ($22,000); producing additional rack cards/maps/brochures associated with Civil War places and events throughout the region ($15,000); and revising, reprinting, and distributing *Occupied City - Portrait of Civil War Alexandria* ($13,000).		

Library

Mission Statement: The mission of the Alexandria Library is to provide print and non-print materials, on-site and remote access to electronic information, and in person information services that foster and support an informed and educated community.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change
Personnel	$5,436,616	$5,657,689	$5,796,239	2.4%
Non-Personnel	$1,092,675	$1,236,815	$1,246,664	0.8%
Capital Goods Outlay	$0	$50,131	$11,642	-76.8%
Total Expenditures	$6,529,291	$6,944,635	$7,054,545	1.6%
Funding Sources				
Internal Service	$0	$50,131	$11,642	-76.8%
Special Revenue Fund	$454,320	$646,155	$462,450	-28.4%
Total Designated Funding Sources	$454,320	$696,286	$474,092	-31.9%
Net General Fund Expenditures	**$6,074,971**	**$6,248,349**	**$6,580,453**	**5.3%**
Total Department FTE's	**80.3**	**76.4**	**75.4**	**-1.2%**

Highlights

• In FY 2012 the General Fund budget for the Library increases by $332,104, or 5.3%. Included in FY 2012 funding is a supplemental request to increase the General Fund Transfer by $100,000 offsetting a budgeted reduction in estimated fees and fines revenue (the original estimates proved too high), and $19,375 to fund security guards at Burke Library.

• FY 2012 personnel costs increase by $138,550, or 2.4%. Increases due to merit step increases and benefits costs increases were offset by the reduction of a Library Associate position ($54,020) and a seasonal Library Page position ($11,252). These positions were eliminated to help address the revenue shortfall.

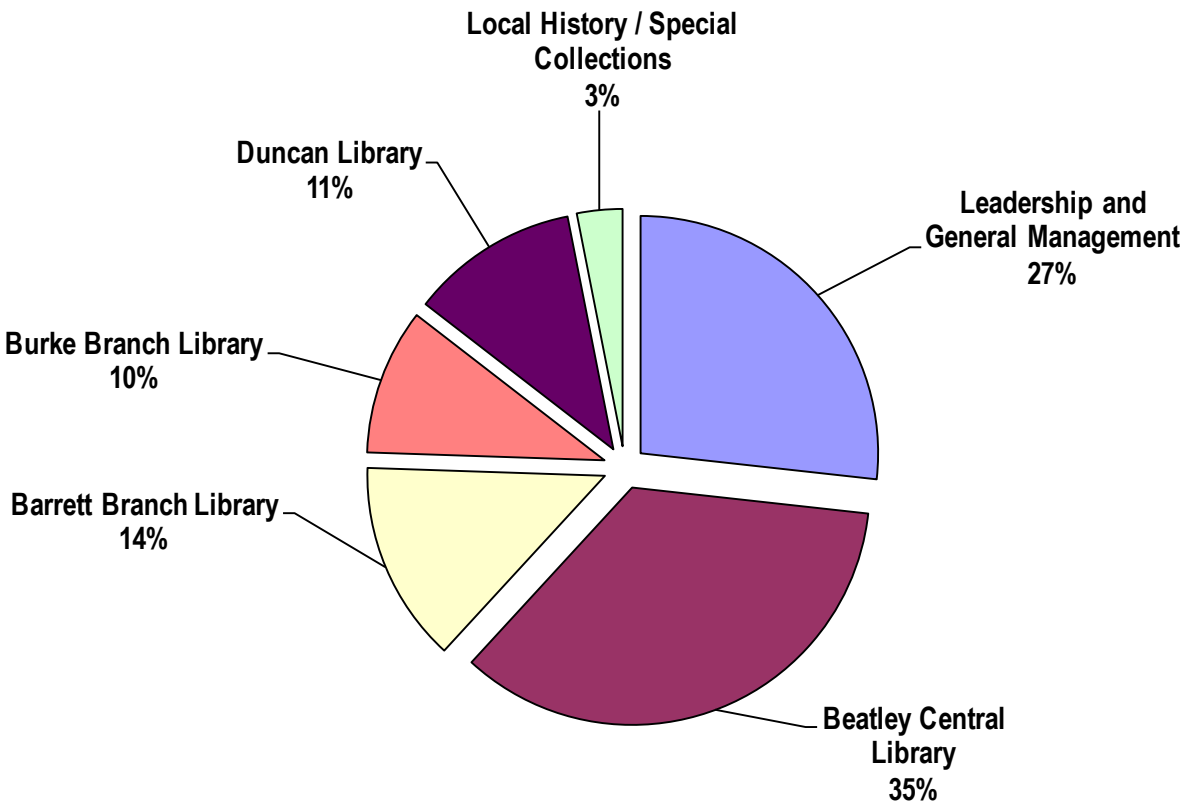
• Total non-personnel costs increase by $9,849 or 0.8%. A decrease in electricity and gas utility costs ($63,712) based on historical data is offset by an increase in water utility costs ($7,678). Costs associated with upgrades and support of e-mail, internet service, and filtering software ($34,809) were offset by reductions in memberships and books and supplies which were necessary due to a $21,961 reduction in State revenue.

• Revenues decrease by $222,194 or 31.9%. Internal Service funding decreases $38,489 based on actual vehicle replacement costs. Special Revenue funds decrease a total $183,705 due to reductions of $21,961 in State revenue, and $161,744 in budgeted fees and fines revenues based on historical data and FY 2012 projections. The reduction in estimated in fees and fines revenues is offset by an additional $100,000 transfer from the General Fund and position reductions. It is noted that $9,600 is included in the Proposed FY 2012 – 2021 Capital Improvement Plan for debt collection software that should allow the Library to increase collections of outstanding debts.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total number of reference questions answered in all Library branches	344,044	567,500	332,050
Total number of materials circulated/used in all Library branches	1,165,622	1,215,000	1,105,000
Total number of internet sessions in all Library branches	152,385	171,000	151,010
Total number of people attending children's programs in all Library branches	31,760	31,700	27,701
Average cost per action (reference question answered, material circulated, Internet session, children's program attendees) in all Library branches	$2.87	$2.63	$3.33

FY 2012 Proposed Expenditures by Activity



Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change
Library Resources	$6,529,291	$6,944,635	$7,054,545	1.6%
Total Expenditures	**$6,529,291**	**$6,944,635**	**$7,054,545**	**1.6%**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change
Library Resources	80.3	76.4	75.4	-1.2%
Total Full-time Equivalents (FTE's)	**80.3**	**76.4**	**75.4**	**-1.2%**

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

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Linda Wesson, Division Chief/Administrative Services
Jean Gregorio, Fiscal Analyst

Branch Managers
Vacant, Beatley Central Library
Luis Labra, Barrett Branch Library
Vacant, 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$6,542,257	$6,944,635	$7,054,545
Less Revenues	$454,320	$696,286	$474,092
Net General Fund Expenditures	$6,087,937	$6,248,349	$6,580,453
Program Outcomes			
Citizens' Ratings of Overall Library Services (0% -100% satisfied)	93.6%	90.0%	90.0%

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT - The goal of Leadership and General Management is to implement the Library Board's policies; to provide leadership and to support library staff to facilitate public library services for city residents and the general public; and to provide access to library materials, electronic information, and automated library services to Alexandria residents and the general public in order to meet information, education and recreation needs.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,685,509	$1,807,368	$1,887,085
FTE's	20.0	19.5	19.5
# of departmental FTEs managed (or supported)	80.4	76.4	76.4
Leadership & Management Support Services expenditures as a % of department total	25.8%	26.0%	26.7%
# of facilities maintained	4	4	4
% satisfaction with facility cleanliness	90%	75%	75%
% of effectiveness targets met	100%	66%	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	$2,294,034	$2,487,354	$2,474,429
FTE's	27.2	27.1	26.1
# of reference questions answered	152,164	368,000	152,000
# of materials circulated	559,123	550,000	540,000
# of Internet sessions	73,730	85,000	74,000
# of people attending children's programs	13,621	16,300	10,500
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	$2.87	$2.44	$3.19
Beatley Library turnover rate (# of times each book circulates per year)	2.73	3.10	2.70

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$919,284	$981,319	$966,711
FTE's	12.6	10.1	10.1
# of reference questions answered	25,376	40,000	25,000
# of materials circulated	171,754	250,000	150,000
# of Internet sessions	22,846	24,000	23,000
# of people attending children's programs	5,788	5,000	5,800
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	$4.07	$3.08	$4.74
Barrett Library turnover rate (# of times each book circulates per year)	2.29	2.99	2.20

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	$792,535	$813,878	$806,000
FTE's	9.9	8.9	8.9
# of reference questions answered	108,472	112,000	109,000
# of materials circulated	279,756	265,000	270,000
# of Internet sessions	20,470	22,000	19,500
# of people attending children's programs	10,899	8,800	10,000
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	$1.89	$2.00	$1.97
Duncan Library turnover rate (# of times each book circulates per year)	3.12	3.10	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	$600,580	$646,341	$701,992
FTE's	8.0	8.0	8.0
# of reference questions answered	51,012	39,000	39,000
# of materials circulated	139,253	135,000	130,000
# of Internet sessions	35,339	40,000	34,500
# of people attending children's programs	1,452	1,600	1,400
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	$2.65	$3.00	$3.43
Burke Library turnover rate (# of times each book circulates per year)	2.26	2.12	2.10

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 2010 Actual	FY 2011 Appproved	FY 2012 Proposed
Expenditures	$250,315	$208,375	$218,328
FTE's	2.8	2.8	2.8
# of reference questions answered	7,020	8,500	7,050
# of materials used	15,736	15,000	15,000
Cost per reference question answered or material used	$11.00	$8.87	$9.90
Local History turnover rate	0.89%	0.59%	0.85
% satisfaction with Local History's services	90.2%	85.0%	85.0%

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2012 Proposed
Beatley Central Library	*Elimination of Two Positions*		**($65,272)**
Due to a budgeted reduction of $161,744 in anticipated fees and fines revenues for FY 2012 (offset by an additional $100,000 transfer from the General Fund), the Library chose to eliminate two funded (but currently vacant) positions from the FY 2012 budget to account for the revenue shortfall. These position were both based at the Beatley Central Library. The two positions are a Library Associate ($54,020) and a seasonal Library Page ($11,252).			

Revenue Reductions

Activity	Reduction Option	FY 2012 Proposed
Special Revenue Fund	*State Revenue*	**($21,961)**
State Revenue for the Library continues to decline, from $183,611 in FY 2011 to $161,950 in FY 2012.		
Special Revenue Fund	*Fees and Fines Revenues*	**($161,744)**
An analysis done during the FY 2012 budget process revealed that projected revenue increases budgeted in FY 2010 associated with increased fees and charges will not reach the targeted level of $462,244 in FY 2011. The FY 2012 budget reduces anticipated fees and fines revenue to $300,500, a decrease of $161,744 from FY 2011. To partially offset this decrease, an additional $100,000 in General Fund revenues support is included and is discussed in the Supplemental Request section.		

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2012 Proposed
Utilities	*Electricity/Gas/Water*	**($56,034)**
Utility costs (electricity, water, and gas) for all Library facilities decrease by $56,034 based on historical expenditures and projected FY 2012 costs. Electricity decrease $38,150; gas decreases $25,562; and water increases $7,678.		
Leadership & Management	*E-Mail / ISP / Filtering Software*	**$34,089**
Costs for software, support & maintenance of e-mail, internet service, and filtering software increase $34,089. Filtering software is near the end of its useful life and must be replaced, a $4,922 increase over FY 2011. The Library changed internet service providers and e-mail providers in FY 2010 and FY 2011 to provide more efficient internal and external services, with an increased cost of $29,167 in FY 2012.		

Summary of Budget Changes

Supplemental Requests

Activity	Adjustment	FY 2012 Proposed
Interfund Transfer	*General Fund Transfer Increase*	**$100,000**

An analysis of Library fees and fines revenue revealed that there is likely to be significant revenue shortfall in FY 2011 and FY 2012 based on current budgeted revenues. Adjustments to fees and fines approved in FY 2010 have not yielded anticipated revenue, and budgeted revenue is being reduced from $462,244 to $300,500, a $161,744 decrease. To partially offset this shortfall, an additional $100,000 in the General Fund transfer is proposed. The remaining shortfall of $61,744 was addressed by eliminating two (currently vacant) positions.

Burke Branch Library	*Professional Services - Security Guards*	**$19,375**

Due to its location across the street from the Hammond Middle School, the Burke Branch Library experiences a large influx and gathering of students from the time school is dismissed (3:20pm) until closing time, Monday through Friday. Due to the large number of students and the disruption it brings, Burke Branch staff have tried numerous strategies, from roving inside and outside, to banning the more disruptive students. Without formal security guards, staff is unable to effectively deal with this issue on their own. Last spring, because of the large number of weekly incidents requiring police assistance, the Alexandria Police were stationing themselves in the Burke parking lot when school was dismissed and periodically walk through the Library. The situation remains the same in calendar year 2011, with staff phoning the police for assistance a minimum of twice a week. In addition, patrons occasionally call the police and are complaining to Library staff with more frequency about the issue. To ensure quality public service and to provide a welcoming environment for all, $19,375 in included in the budget for security guards to be placed at the Burke Branch Library from 3:00pm – 7:00pm Monday through Thursday and 2:00pm – 6:00pm on Fridays.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$13,961,690	$14,240,603	$14,683,105	3.1%
Non-Personnel	4,528,948	5,156,224	5,322,903	3.2%
Capital Goods Outlay	8,603	490,882	438,366	-10.7%
Interfund Transfers	300,000	0	0	NA
Total Expenditures	$18,799,241	$19,887,709	$20,444,374	2.8%
Less Revenues				
Internal Services	$19,900	$445,859	$412,593	-7.5%
Special Revenue Funds	443,334	534,853	535,253	0.1%
Total Designated Funding Sources	$463,234	$980,712	$947,846	-3.4%
Net General Fund Expenditures	**$18,336,007**	**$18,906,997**	**$19,496,528**	3.1%
Total Department FTE's	**179.0**	**170.3**	**168.3**	**-1.2%**

Highlights

• The FY 2012 proposed RPCA General Fund budget increases by $589,531, or 3.1%.

•FY 2012 personnel costs increase by $442,502, or 3.1%. This increase is partially due to a reduction in turnover savings ($82,700) and increases in seasonal employee expenditures ($238,568) to reflect anticipated actual spending in FY 2012. This increase is also due to merit step and benefit cost increases for employees. Two RPCA IT positions were transferred to the City's central ITS operations.

•Additional funding has been provided to fund the costs of seasonal employees to water and maintain tree and tree wells as well as beautification plantings in the City ($67,174); also, added funds for the cost of seasonal employees ($27,726) to provide staff support at the new youth and adult sports programs mentioned below.

•Total non-personnel costs increase by $166,679, or 3.2%, partially due to base budget adjustments to maintain current services described on the following pages including, Carlyle Park Maintenance ($34,400), Potomac Avenue median maintenance ($10,000), new open space maintenance ($10,500), and Potomac Greens Park and Route 1 Median maintenance ($65,000). The increase is also due to the non-personnel costs associated with the recommended supplemental requests described on the following pages, including a new youth sports program ($19,093), a nature buddies program ($24,425); a new adult sports program ($10,000); and, to fund replacements for aquatic equipment and amenities ($22,210). These increases are offset by decreases in computer equipment and software costs ($14,000), office furniture replacement ($8,000) and minor decreases in various other areas of the non-personnel budget.

Highlights, continued

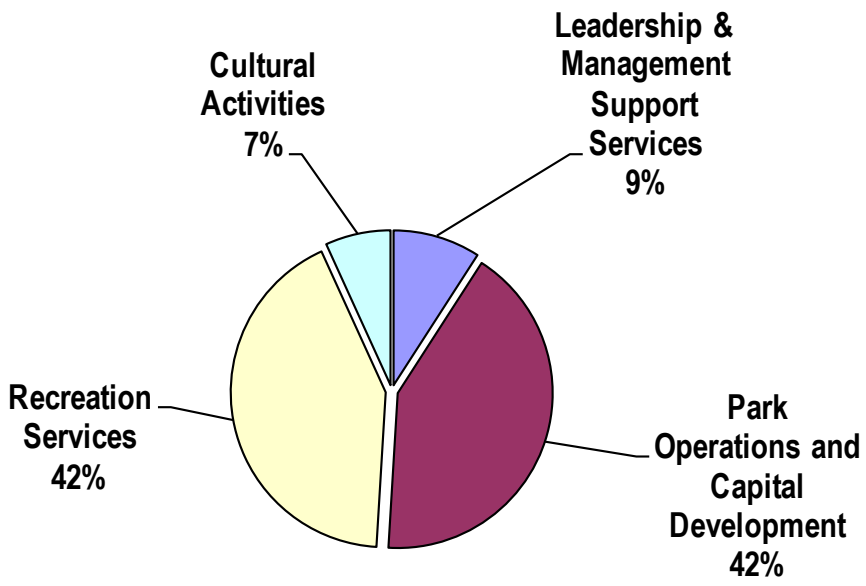
•Capital Outlay decreases by $52,516, or 10.7%, due to changes in scheduled vehicle replacements in FY 2012. The City 's mobile stage equipment purchased in 1995, is scheduled to be also replaced in FY2012. The costs for this ($150,000), is funded from the department's existing equipment replacement fund balance and the related annual depreciation expense ($10,000) is funded in the non-personnel budget.

•FY 2010 actual expenditures reflect $300,000 transferred from RCPA to the Non-Departmental budget to fund the City share of costs related to the winter 2010 snowfall.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of community residents rating the department services/facilities as good to excellent	NA	95%	95%
# of open space acres protected in accordance with Open Space Master Plan	0.5	0.5	0.5
Average cost per park facility maintained	$20,336	$22,671	$23,436
Cost per youth involved in Recreation Activities	$137	$197	$127
% cost recovery for direct special events support	35%	55%	55%

FY 2012 Proposed Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	$2,058,149	$1,985,878	$1,862,510	-6.2%
Park Operations and Capital Development	$7,275,833	$8,182,479	$8,554,797	4.6%
Recreation Services	$7,968,028	$8,343,590	$8,635,681	3.5%
Cultural Activities	$1,497,231	$1,375,762	$1,391,386	1.1%
Total Expenditures	**$18,799,241**	**$19,887,709**	**$20,444,374**	**-2.8%**

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services[1]	19.3	18.6	16.6	-3.4%
Park Operations and Capital Development	67.4	64.4	64.4	-4.5%
Recreation Services	75.3	79.4	79.4	5.4%
Cultural Activities	17.0	7.8	7.8	-54.1%
Total full time equivalents[2]	**179.0**	**170.3**	**168.3**	**-4.9%**

[1] In FY 2012 Two full-time employees were transferred from RCPA to ITS as part of a City-wide reorganization of IT related functions.

[2] FTE counts may vary slightly due to rounding.

RPCA Programs and Activities

Leadership and General Management
- Leadership and General Management

Park Operations and Capital Development
- Park Planning & Dev. Of Open Space
- Park Ops & Facility Maintenance
- Marina Operations
- Natural Resource Management

Recreation Services
- Youth Activities
- Adult Activities
- Neighborhood Recreation Centers
- Aquatics
- Environmental Education

Cultural Activities
- Office of the Arts
- Durant Center
- Special Events

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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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	10.9%	10.0%	9.1%
Total Expenditures	$2,058,148	$1,985,878	$1,862,510
Less Revenues	$8,071	$3,000	$3,000
Net General Fund Expenditures	$2,050,077	$1,982,878	$1,859,510
Program Outcomes			
% of community residents rating the department services/facilities as good to excellent[2]	NA	95%	NA

[2] No City-wide survey was done in 2010. No survey is planned in 2012.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,812,040	$1,683,413	$1,862,510
FTE's	16.6	16.1	16.6
# of department FTE's managed	179.0	170.3	168.3
$ amount of departmental expenditures	$18,799,241	$19,887,709	$20,444,374
Leadership & General Management expenditures as a % of total department	11%	10%	9%
FTE per 1,000 population for park operations[1]	0.37	0.36	0.36
FTE per 1,000 population for recreation services	0.44	0.47	0.47
% of community residents rating the department services/facilities as good to excellent[2]	NA	95%	NA

[1] Does not include 6.1 FTEs for Park Planning & Open Space Development.

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[3]	$246,108	$302,465	NA
FTE's[3]	2.7	2.5	NA
# of total requests processed	2,935	3,100	NA
Cost per request processed	$84	$98	NA
% of recreation Help Desk requests responded to within 5 days	87%	90%	NA

[3] In FY 2012, two full-time positions were transfered from RPCA to ITS, as part of a City-wide reorganization of IT related functions. The remaining expenditures ($106,643) and one part-time (0.5FTE) position were transferred from Information Technology Management to the Leadership and General Management activity.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	38.7%	41.1%	41.8%
Total Expenditures [1]	$7,275,833	$8,182,479	$8,554,797
Less Revenues	$79,442	$480,459	$442,593
Net General Fund Expenditures	$7,196,391	$7,702,020	$8,112,204
Program Outcomes			
% of mowing operations occuring during 7-10 day scheduled period[1]	10%	10%	12%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$295,378	$449,461	$492,065
FTE's	7.1	6.1	6.1
# of Open Space acres protected in accordance with the Open Space Master Plan	0.5	0.5	0.5
Cost per acre for Open Space purchases	$1.6 million	$1.6 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	$4,778,861	$5,372,954	$5,554,416
FTE's	44.8	42.7	42.7
# of athletic fields available for games each year	43	43	43
# of facilities maintained by Park Operations	235	237	237
Average cost per park facility maintained	$20,336	$22,671	$23,436
% of mowing operations occuring during 7-10 day scheduled period[2]	10%	10%	12%

[2] 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%) are receiving this service.

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	$360,839	$407,339	$423,491
FTE's	3.9	3.4	3.4
# of annual visitors	657,861	600,000	600,000
Cost per visitor	$0.55	$0.68	$0.71
% 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	$1,840,755	$1,952,725	$2,084,825
FTE's	11.6	12.2	12.2
# of urban forestry work orders completed	1,830	2,500	2,500
Cost per work order completed	$1,006	$781	$834
% of contractual forestry maintenance which is planned and preventative	20%	20%	20%

[1] The change from FY 2011 to FY 2012 reflects adjustments to maintain the Carlyle Park ($34,400), New Open Space ($10,500), the Potomac Avenue median ($10,000), and the Potomac Greens Park and Route 1 median ($65,000). The change also reflects a recommended supplemental request to fund the watering of trees and tree wells as well as the maintenance of small trees in the City ($67,174); and the replacement of the mobile stage ($150,000).

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	42.4%	42.0%	42.2%
Total Expenditures [1]	$7,968,028	$8,343,590	$8,635,681
Less Revenues	$227,255	$254,447	$254,447
Net General Fund Expenditures	$7,740,773	$8,089,143	$8,381,234
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,588,519	$1,626,890	$1,655,930
FTE's	15.4	15.1	15.1
# of youth (18 and under) registrations in youth activities	11,584	8,250	13,050
Cost per youth involved in Recreation Activities	$137	$197	$127
% of participants reporting satisfaction with youth classes	91%	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	$1,054,340	$1,222,927	$1,116,872
FTE's[2]	5.6	10.3	10.3
# of registrations in adult recreation activities	6,980	8,000	8,000
Cost per registration	$151	$153	$140
% of participants reporting satisfaction with adult classes	98%	99%	99%

[2] 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	$3,440,513	$3,588,601	$3,827,679
FTE's	40.9	39.9	39.9
# of registered users of Recreation Centers	6,145	4,000	6,000
Cost per registration	$560	$897	$638
% of participants reporting satisfaction with Centers	97%	99%	99%

Recreation Services Continued

Activity Data

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,641,502	$1,565,778	$1,669,351
FTE's	9.2	9.9	9.9
# of visits to aquatic facilitities	175,903	84,000	175,000
Cost per user	$9	$19	$10
% of participants reporting satisfaction with aquatic facilties	97%	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	$243,154	$339,394	$365,849
FTE's	4.2	4.2	4.2
# of visits to the Nature Center	14,785	15,500	15,500
Cost per visitor	$16	$22	$24
% of participants reporting satisfaction with Nature Center Programs	100%	99%	99%

[1] The change from FY 2011 to FY 2012 reflects recommended supplementals to fund a new youth sports program ($19,093), a nature buddies program ($24,425), a new adult sports program ($10,000) and replacements for aquatic equipment and amenities ($22,210).

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	8.0%	6.9%	6.8%
Total Expenditures	$1,497,231	$1,375,762	$1,391,386
Less Revenues	$148,466	$242,806	$247,806
Net General Fund Expenditures	$1,348,765	$1,132,956	$1,143,580
Program Outcomes			
% cost recovery for direct special events support	35%	55%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$181,719		
FTE's	4.0		
# of promotional activities	165		
Cost per promotional activity	$1,101		
Participation rate per 1,000 residents (in RPCA programs)	n/a		

[1] The Community Outreach and Education Activity was eliminated in FY 2011. The budget authority and FTE's were allocated to 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	$141,230		
FTE's	1.9		
# of volunteer hours provided	39,028		
$ value of in-kind volunteer time	$813,734		
Value of in-kind volunteer time as a % of RPCA budget	4.0%		

[2] The Volunteer Resources Activity was eliminated in FY 2011. While RPCA staff continues to seek volunteer assistance whenever possible to support Department programs and activites, these costs and FTE's are now displayed within the specific activity of the RPCA 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.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures [3]	$323,946	$442,929	$455,890
FTE's	5.4	1.9	1.9
Dollars ($'s) granted (including $5,000 from Virginia Commission for the Arts)	$184,937	$184,937	$184,937
# of funded acitivities by grant recipients	712	859	712
# of people reached through acitivities by grant recepients	251,002	192,287	286,142

[3] The FY 2012 budget $184,937 for Arts Grants. The FY 2010 Arts Grant details are shown at the end of this section.

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.			
Expenditures	$352,579	$272,577	$278,260
FTE's	3.6	3.6	3.6
# of paid facility rentals	68	188	88
# of free facility rentals [4]	n/a	n/a	1,089
Facility revenue generated	$34,112	$55,000	$44,346
# of participants in activities held at the Durant Center [4]	50,387	55,426	55,426
% of participants satisfied with facility rental at Durant Center	99%	99%	99%

[4] New measure in FY 2012.

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.			
Expenditures	$497,757	$660,256	$657,236
FTE's	2.1	2.3	2.3
# of special events supported	150	160	175
Number of hours of special events held in the City [5]	443	640	700
Cost per special event supported	$3,318	$4,127	$3,756
% cost recovery for direct special events support	35%	55%	55%
% cost recovery for non-City funded special events [5]	100%	100%	100%
% of participants reporting satisfaction with events	99%	100%	100%

[5] New measure in FY 2012.

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2012 Proposed
Park Operations	*Carlyle Park Maintenance*	**$34,400**
This adjustment will fund the required maintenance of a City developer provided park (0.92 acre) located in the new Carlyle Development. Annual maintenance cost for the park including a dog park ($27,600) and a tennis court ($6,800) is $34,400.		
Park Operations	*Potomac Avenue Median Maintenance*	**$10,000**
This adjustment will fund the maintenance of developer completed improvements to the Potomac Avenue median. The City has responsibility for the maintenance of the median once accepted from the developer. The median will be on the same 14 day cycle as other medians throughout the City.		
Park Operations	*New Open Space Maintenance*	**$10,500**
4109 Mt. Vernon Avenue (former Duron Paint buildiing) is a RPCA property purchased through the Open Space Fund. Maintenance costs ($10,500) for this acquired property include, custodial ($1,500), utilities ($2,500), grounds maintenance ($1,500) and operating supplies and materials ($5,000).		
Park Operations	*Potomac Greens Park & Route 1 Median Maintenance*	**$65,000**
This adjustment will fund the costs of the maintainance of new City properties which were built and donated to the City by the developer of Potomac Yard (PYD). The costs for this, a 16 acre public park located in the Potomac Yard development, is estimated to be $62,500. The remaining $2,500 (of the requested $65,000) will be used to fund the maintenance of the median created due to the realignment of the Route 1 bridge.		
TOTAL		**$119,900**

Summary of Budget Changes

Supplemental Adjustments

Activity	Adjustment	FTE's	FY 2012 Proposed
Youth Activities	*New Youth Sports Program*		**$19,093**
This added funding will increase the number of 100% cost recovery youth sports programs and offer new youth sports activities as needed for general education youth and youth with special needs.			
Youth Activities	*Nature Buddies Program*		**$24,425**
This supplemental request will fund the cost of two seasonal (36 weeks) Recreation Leader II positions to run a nature-based program for children grades K through 5, operating from 2:30 to 6:00 PM. A fee of $75 per child, per week, is processed to to recover costs for staff and supplies. Total program revenue is estimated to be up to $39,375.			
Adult Activities	*New Adult Sports Program*		**$10,000**
This supplemental request will fund a new Adult Sports Program Initiative, a 100% cost recovery co-educational program that will include indoor soccer leagues, marathon softball tournaments and volleyball tournaments.			
Aquatics	*Aquatic Equipment Replacement*		**$22,210**
This supplemental request will fund the replacement of worn, torn, and broken equipment to address the public concerns, maintain and expand class offerings, and exceed the City's Health Department standards for the safe operation of a public swimming pool.			
Special Events, Marketing	*Mobile Stage Replacement*		**$160,000**
This supplemental request would fund the replacement of the current mobile stage that was purchased in 1995. The stage provides mobile program support to the community and City sponsored programs. On the average, the stage is used over twenty times a year to support parades, concerts, and City-wide festivals. The costs for this replacement ($150,000) will be funded from RPCA's equipment replacement fund. Therefore, the only impact to the General Fund in FY 2012 will be $10,000 for depreciation expenses.			
Natural Resource Management	*Small Tree and Beautification Plantings Watering*		**$67,174**
This supplemental request will fund the watering of small new trees during their establishment period as well as the watering of beautification plantings such as those donated plantings in the King Street wells. It will also fund the watering of tree wells in the City. This maintenance will improve the health and vigor of the trees as they mature and reduce the demand for larger trees in the long term.			
TOTAL			**$302,902**

Summary of Budget Changes

Unfunded Priorities Requested Above the Manager's Base Budget

The following budget item is not funded in the FY 2012 Proposed Budget, but has been identified by the City Manager as a high priority item for possible consideration by City Council for inclusion in the budget if sufficient revenue can be identified for inclusion in the budget during the City Council add-delete process.

Activity		FTE	FY 2012 Unfunded
Office of the Arts	*Public Art Manager*	**1.0**	**$87,500**
This request would fund a full-time Public Art Manager to implement strategies for public art that provide for the integration of the arts into public and private development and redevelopment projects throughout the City. This will assist with the management and development of new art programs. The current 1.9 FTE's allocated to arts administration are not sufficient to meet the increased desire by the community for more public art and expanded arts programs. The Office of the Arts has been working with an interagency staff work group to draft private and public funding mechanisms for public art. Once implemented, this policy will increase the number of public art projects. Current staffing levels cannot support the public art projects currently in progress, and will not be able to support the proposed increase. A full-time position is proposed. However, a part-time 20-hours per week position would enable some of the increased needs to be met.			

Miscellaneous RPCA Data

FY 2012
RPCA General Fund Expenditures and Revenues

	FY 2010 Actual	FY 2011 Proposed	FY 2012 Proposed
General Fund Expenditures	$18,336,007	$18,906,997	$19,496,528
General Fund Revenues			
General Parks & Recreation	$1,011,924	$1,165,870	$1,215,002
Chinquapin Recreation Center	$1,052,366	$839,998	$839,998
Total Revenues	$2,064,290	$2,005,868	$2,055,000
NET GENERAL FUND IMPACT	**$16,271,717**	**$16,901,129**	**$17,441,528**

FY 2012 Public Recreation Statistics	
Total Acreage	964.62
Facilities:	#
Playgrounds	45
Gymnasiums	16
Swimming Pools	7
Basketball Courts	25
Tennis Courts	34
Athletic Fields	48
Dog Parks	18
Total Facilities	193

Alexandria Commission for the Arts

Alexandria Commission for the Arts FY 2010 Grant Awards			
Organization	Type	Discipline	Award
Alexandria Choral Society	Operating	Music	$10,560.00
Alexandria Harmonizers	Operating	Music	$11,365.90
Alexandria Performing Arts Association	Operating	Interdisciplinary	$9,817.50
Alexandria Singers	Operating	Music	$10,325.93
Alexandria Symphony Orchestra	Operating	Music	$11,521.90
Alexandria Performing Arts Association (Supporters of Theatre and Music Productions)	Special Opportunity	Music	$4,080.00
Art League	Operating	Visual Arts	$11,934.00
Choregraphers Collaboration Project	Project	Dance	$2,035.38
Convergence	Operating	Interdisciplinary	$7,600.00
Del Ray Artisans	Operating	VA	$10,933.00
Eclipse Chamber Orchestra	Project	Music	$10,387.00
Empowered Women International	Operating	Interdisciplinary	$10,692.50
First Night Alexandria	Operating	Interdisciplinary	$11,732.50
Friends of the Torpedo Factory Art Center	Operating	Visual Arts	$1,901.37
Goodwin House Foundation	Project	Visual Arts	$2,298.00
Kathy Harty Gray Dance Theatre	Operating	Dance	$6,856.00
MetroStage	Operating	Theatre	$9,500.00
Northern Virginia Fine Arts Association	Operating	Interdisciplinary	$11,180.00
Port City Playhouse	Operating	Theatre	$5,547.38
Quintango	Project	Dance	$1,666.34
Virginia Opera	Project	Music	$8,015.00
Washington Balalaika Society	Project	Music	$5,008.50
Washington Metro Philharmonic	Operating	Music	$9,978.80
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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2012-2011
Personnel	$0	$0	$0	0.0%
Non-Personnel	288,814	288,814	288,814	0.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$288,814	$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	**$288,814**	**$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 2012 from the FY 2011 Approved Budget. NVRPA has kept the per capita rate for appropriations flat for the fifth consecutive year.

• Additionally, in order to ensure that jurisdictional appropriations remain unchanged from FY 2011, NVRPA did not update population figures for FY 2012.

• In order to keep jurisdictional subsidies flat, NVRPA has reduced full-time staffing by 5.0 FTE, or 3.6%, from FY 2011 to FY 2012. The organization has also continued to diversify enterprise operations in order to enhance other revenue sources.

Selected Performance Measures

Selected Performance Measures [1]	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of Carlyle House Lesson Plans Meeting Virginia Standards of Learning (SOL) [2]	5	NA	NA
# of Carlyle House Community Partnerships Developed	5	6	6
Carlyle House Daily Tour Attendance [2]	8,731	8,700	8,700
# of Cameron Run Picnic Shelter Rentals	62	76	68
% Increase in Cameron Pool Season Pass Sales	95%	5%	5%
Average $ Amount Guests Spent on Food & Beverages [2]	$4.12	$4.22	$4.06

[1] Reported by the NVRPA.

[2] The approved FY 2011 performance measures reflect changes from the NVRPA adopted FY 2011 target.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	$16,315,090	17,318,236	17,757,186	2.5%
Non-Personnel	12,406,972	13,107,235	12,954,338	-1.2%
Capital Goods Outlay	8,760	2,191,161	1,199,438	-45.3%
Interfund Transfers	6,693,980	7,634,426	6,401,228	-16.2%
Total Expenditures	$35,424,802	$40,251,058	$38,312,190	-4.8%
Less Revenues				
Internal Services	193	2,181,661	1,193,438	0.0%
ARRA - Stimulus Funds	140	0	0	0.0%
Sanitary Sewer Fund	7,102,221	7,742,500	7,500,000	-3.1%
Stormwater Management Fund	0	2,315,715	1,621,459	-30.0%
Special Revenue Funds	973,054	434,942	413,983	-4.8%
Total Designated Funding Sources	$8,075,608	$12,674,818	$10,728,880	-15.4%
Net General Fund Expenditures	**$27,349,194**	**$27,576,240**	**$27,583,310**	**0.0%**
Total Department FTE's	206.0	207.0	209.0	1.0%

The sanitary sewer fund includes cash capital and debt service transfers from the sanitary sewer fund to the General Fund and Capital Improvements Program (CIP) beginning in FY 2010.

The stormwater management fund was established in the FY 2011 budget process to be funded by a dedicated real estate property tax of 0.5 cents per $100 assessed value.

Highlights

•The General Fund budget increases by $7,070, or 0.0%, in FY 2012 due to the following adjustments:

• Personnel expenditures increase by $438,950, or 2.5%, due to the addition of a civil engineer (1.0 FTE) and inspector (1.0 FTE) needed respond to increased development and capital project implementation. Funding for merit/step increases for employees also adds into this budget increase. The inspector position will be fully funded by the sanitary sewer and stormwater maintenance funds, and the civil engineer will receive 75% of its funding from the stormwater maintenance fund.

• Non-personnel expenditures decrease by $152,897, or 1.2%. The decrease is the result of offsetting increases and decreases. The increases include current service budget adjustments for Fire Hydrant Maintenance ($30,676), Street and Sidewalk Maintenance ($20,200), Multi-space parking meter maintenance ($100,000), and impound lot towing services ($75,000). Additional increases include the transfer of $300,000 (sanitary sewer fees) from the CIP for sanitary sewer capacity monitoring and $125,000 from the Stormwater Fund for filtration and cleaning services at Oronoco Bay. Both these costs are transfers from the CIP and do not result in a net increase in City expenditures. Both activities are more operating than capital in nature. These increases are all described in more detail in the “Summary of Budget Changes” at the end of the T&ES section.

(continued on the next page)

• Non-personnel budget decreases include a $24,000 reduction in utility costs for traffic signals due to the start of a conversion project to LED bulbs, a $128,000 reduction in electricity costs for street lights and traffic signals a result of lower costs, a reduction in the residential recycling contract costs ($63,000), a reduction in the rental costs for leaf grinding services ($14,000), and a transfer of $509,000 in snow removal funds to the new Non-Departmental centralized snow removal account.

• Capital Goods Outlays decrease by $991,723, or 45.3%. These expenditures are almost exclusively for non-General Fund vehicle replacement costs in the equipment replacement fund and are highly cyclical in nature. $6,000 is one-time computer equipment and office supply funding for the two new positions.

• Interfund Transfers decrease by $1,233,228, or 16.2%, due to a decrease ($569,000) in the sanitary sewer fund cash capital transfer to capital projects and a reduction in the transfer of dedicated tax revenue for the stormwater management fund (capital projects) of approximately $664,000.

• The sanitary sewer fee of $1.25 per thousand gallons of use and the residential solid waste collection fee of $336 per household per year are not proposed to change in FY 2012.

• A new transportation Add-On Tax on commercial properties of 12.5¢ per $100 of valuation is proposed to be initiated in FY 2012, but is not included in the base budget totals. See the FY 2012 Proposed CIP document for details.

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

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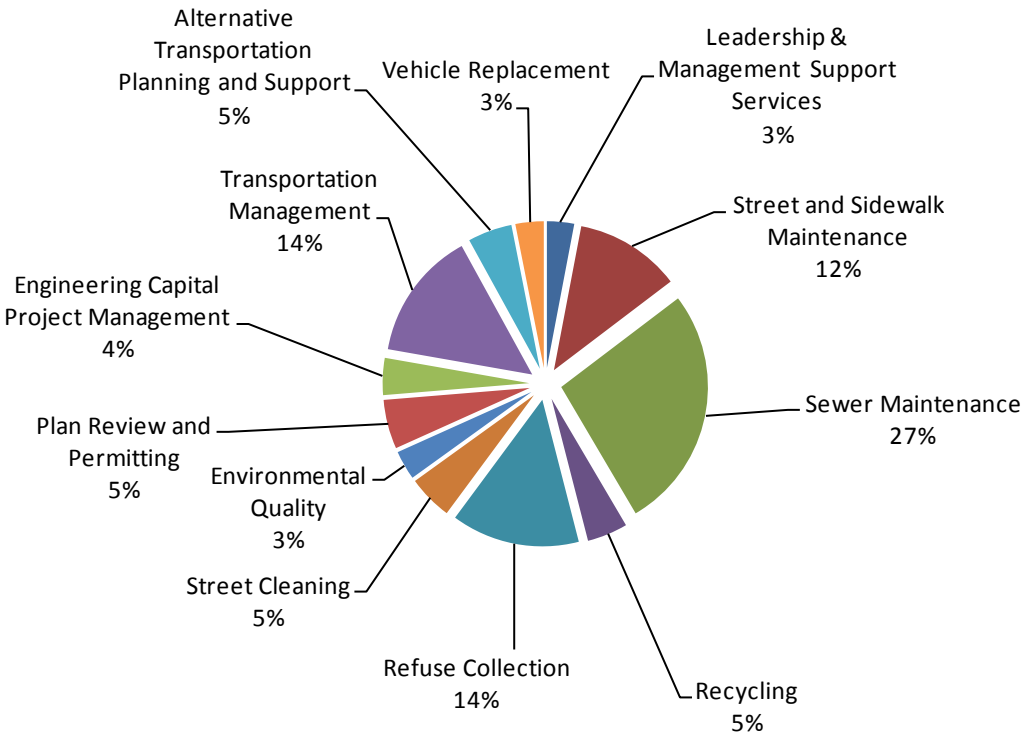
Bill Skrabak, Director, Office of Environmental Quality
Antonio Baxter, Administrative Services Division Chief

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of department-wide performance outcomes and goals achieved	56%	70%	60%
% of streets and sidewalks in good to excellent condition	90%	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	N/A	34%	34%
% of the waste stream diverted by recycling	26%	32%	32%
% of customers who rate refuse collection as good to excellent	N/A	98%	98%

FY 2012 Proposed Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	$1,334,707	$1,052,051	$1,147,211	9.0%
Street and Sidewalk Maintenance	6,056,147	4,980,760	4,470,582	-10.2%
Sewer Maintenance	8,304,562	11,186,784	10,291,914	-8.0%
Recycling	1,233,201	1,749,676	1,712,078	-2.1%
Refuse Collection	5,193,833	5,382,235	5,417,019	0.6%
Street Cleaning	1,629,727	1,967,976	1,886,583	-4.1%
Environmental Quality	1,049,244	1,219,035	1,230,750	1.0%
Plan Review and Permitting	2,244,001	2,027,612	2,078,911	2.5%
Engineering Capital Project Management	1,378,759	1,586,021	1,560,606	-1.6%
Transportation Management	4,835,224	5,262,683	5,453,335	3.6%
Alternative Transportation Planning and Support	2,165,204	1,654,564	1,869,763	13.0%
Vehicle Replacement	193	2,181,661	1,193,438	-45.3%
Total Expenditures	**$35,424,802**	**$40,251,058**	**$38,312,190**	**-4.8%**

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	8.3	7.8	8.3	6.4%
Street and Sidewalk Maintenance	20.6	20.6	20.5	-0.4%
Sewer Maintenance	23.7	27.3	28.9	5.9%
Recycling	5.1	5.1	5.0	-2.5%
Refuse Collection	34.6	35.5	35.5	0.0%
Street Cleaning	20.3	21.5	20.9	-2.8%
Environmental Quality	8.3	8.9	8.9	0.0%
Plan Review and Permitting	27.8	21.1	21.1	0.2%
Engineering Capital Project Management	15.4	15.6	15.3	-1.9%
Transportation Management	31.5	31.4	31.6	0.6%
Alternative Transportation Planning and Support	10.4	12.3	13.1	6.5%
Total FTE's	**206.0**	**207.0**	**209.0**	**1.0%**

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	3.8%	2.6%	3.8%
Total Expenditures	$1,334,707	$1,052,051	$1,147,211
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,334,707	$1,052,051	$1,147,211
Program Outcomes			
% of department-wide performance outcomes and goals achieved	56%	70%	60%
T&ES operating expenditures per capita	$228	$262	$245

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,334,707	$1,052,051	$1,147,211
FTE's	8.3	7.8	8.3
# of department FTEs managed	206.0	207.0	203.0
$ amount of departmental expenditures	$34,451,415	$40,251,058	$38,312,190
Leadership & Management Support Services expenditures as % of department total	3.9%	2.6%	3.0%
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	17.1%	12.4%	11.7%
Total Expenditures	$6,056,147	$4,980,760	$4,470,582
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$6,056,147	$4,980,760	$4,470,582
Program Outcomes			
% of streets and sidewalks in good to excellent condition	90%	90%	90%
Average pavement condition rating	70%	70%	70%

The FY 2012 budget is reduced by $0.6 million due to the transfer of snow plowing and de-icing (non-personnel and materials costs) to the new Non-Departmental centralized snow removal account. Approximately $0.1 million in regular personnel costs previously associated with snow operations have been reallocated to the Street Maintenance activity.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$3,981,855	$3,918,799	$4,109,004
FTE's	18.9	19.0	20.5
# of lane miles resurfaced	15	25	23
Cost per lane mile resurfaced	$59,360	$64,680	$68,920
% of residents rating the condition of local roads as good	N/A	90%	90%
Average pavement condition rating	70%	70%	70%

The FY 2012 budget reflects the transfer in of $0.1 million in personnel costs previously allocated to snow plowing and de-icing.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures[1]	$272,996	$360,815	$361,578
FTE's	0.1	0.1	0.1
# of sidewalks replaced (square yards)	3,400	3,459	5,635
Cost per square yard of sidewalk replaced	$40.00	$60.00	$40.00
# of curb and gutter replaced (linear feet)	2,900	2,900	2,700
Cost per linear foot of curb and gutter replaced	$21.50	$28.00	$28.00
% of residents who rate the conditions of sidewalk, curb and gutter as good[2]	N/A	75%	75%

[1] Sidewalk, curb and gutter maintenance was reduced by $539,509 in FY 2010 and was 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 2010.

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	$1,801,296	701,146	N/A
FTE's	1.6	1.5	N/A
# of lane miles plowed	9,800	6,000	N/A
# of snow events responded to	9	5	N/A
# of inches of snow fall annually	56	12	N/A
Cost per lane mile plowed	$184	$117	N/A
% of residents rating City snow removal operations as good	N/A	80%	N/A

Beginning in FY 2012, the City snow operations budget will be maintained centrally in the Non-Departmental section of the Operating Budget. This will better enable the tracking of the true costs of storm cleanup activities across all City Departments, including snow and ice removal. As these costs are verified, staff will request that funds be transferred from Non-D to the appropriate Department, thus giving City Council an accurate picture of the cost of these operations at the time of the transfer resolution.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	23.4%	27.8%	26.9%
Total Expenditures	$8,304,562	$11,186,784	$10,291,914
Less Revenues	$7,102,221	$10,058,215	$9,121,459
Net General Fund Expenditures	$1,202,341	$1,128,569	$1,170,455
Program Outcomes			
% of sanitary sewers operational	100%	100%	100%

Beginning in FY 2011, the budget included the addition of a new stormwater management fund to be funded by a dedicated real estate property tax rate of 0.5 cents per $100 assessed value. The stormwater management fund maintains the current level of service in the operating budget and adds approximately $1.6 million annually for additional stormwater capital improvements and operating costs.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$7,102,221	$7,742,500	$7,500,000
FTE's	14.9	18.7	19.2
# of linear feet of sanitary sewers cleaned and inspected	662,139	975,750	675,000
Cost per linear foot of sewer cleaned and inspected	$0.37	$0.62	$0.40
% of linear feet of sewers cleaned and inspected on schedule	98%	98%	98%

The FY 2012 budget includes the addition of half (0.5 FTE) of an Inspector I position funded from sanitary sewer fees to help inspect sanitary sewer construction related to new development and capital project implementation. Overall expenditures decrease by $242,500 due to a reduced revenue estimate from the sanitary sewer connection fee.

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	$985,614	$3,253,496	$2,570,614
FTE's	8.6	8.4	9.5
# of repair work orders completed for storm sewers	260	120	200
Cost per repair completed	$790	$975	$1,050
% of storm water repairs completed within three working days	80%	85%	85%

Expenditures decrease by $0.7 million in FY 2012 because the stormwater fund will only receive 0.5 cents per $100 assessed value on 2 tax payments, as opposed to 3 payments in the first year of implementation. FY 2012 includes the addition of 0.5 FTE's of an Inspector I and 0.75 FTE's of a Civil Engineer I to help complete plan review and construction inspection related to new stormwater management projects. The need for additional staff is driven by new development and increased capital project implementation associated with the increased funding levels in the fund.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$216,727	$190,788	$221,300
FTE's	0.2	0.2	0.2
# of fire hydrants repaired overhauled	650	700	700
Cost per fire hydrant repaired overhauled	$402	$575	$390
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	3.5%	4.3%	4.5%
Total Expenditures	$1,233,201	$1,749,676	$1,712,078
Less Revenues	$21,940	$0	$0
Net General Fund Expenditures	$1,211,261	$1,749,676	$1,712,078
Program Outcomes			
% of the waste stream diverted	26.0%	32.0%	32.0%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,093,502	$1,282,464	$1,221,957
FTE's	3.7	3.7	3.7
Tons of residential recycling collected	6,044	6,800	7,500
Cost per residential ton recycled	$181	$189	$163
% of waste stream diverted	20%	28%	24%
% of recycling complaints resolved within one business day	99%	100%	100%

The FY 2012 budget assumes a reduced cost for the residential recycling contract.

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	$99,734	$116,341	$143,671
FTE's	1.3	1.3	1.3
Tons of commercial and multi-family recycling reported	38,830	45,000	42,000
Cost per commercial and multi-family recycling plan monitored	$2.57	$2.59	$3.42
% of waste stream diverted	25%	28%	28%

The FY 2012 budget includes the addition of costs associated with recycling service at City Hall and other City facilities, which are ineligible for cost recovery through the residential refuse fee.

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	$39,965	$350,871	$346,450
FTE's	0.1	0.2	0.1
Tons of other items collected	1,173	1,501	1,800
Cost per ton of other items collected	$34.07	$233.76	$192.47
% of services requests completed on schedule	99%	100%	100%

Refuse Collection Program

The goal of Refuse Collection is to provide business, church, school, and residential collections and spring clean up in order to maintain a clean environment.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	14.7%	13.4%	14.1%
Total Expenditures	$5,193,833	$5,382,235	$5,417,019
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$5,193,833	$5,382,235	$5,417,019
Program Outcomes			
% of customers who rate refuse collection as good to excellent	N/A	98.0%	98.0%

Overall tonnage collected through the residential, commercial and spring clean-up programs is projected to be down by about 5% in FY 2012. This is in part due to the new larger recycling can program which has increased recycling rates.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$990,896	$754,326	$730,594
FTE's	6.4	6.4	6.3
Tons of commercial trash collected	2,930	4,500	3,000
Cost per ton of commercial trash collected	$338	$168	$244
% of routes completed on schedule	98%	98%	98%

RESIDENTIAL CURBSIDE COLLECTION – The goal of Residential Curbside Collection is to provide weekly refuse collection for residents in order to maintain a clean environment.			
Expenditures	$4,138,386	$4,446,745	$4,506,542
FTE's	27.4	28.3	28.5
Tons of residential curbside trash collected	21,146	21,000	19,600
Cost per ton of residential curbside trash collected	$196	$212	$230
Refuse/recycling fee (100% cost recovery rate)	$331	$336	$336
% of routes completed on schedule	98%	98%	98%

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	$64,551	$181,164	$179,883
FTE's	0.8	0.8	0.7
Tons of trash collected	318	600	400
Cost per ton of trash collected	$203	$302	$450
% of neighborhoods completed on schedule	100%	98%	100%

Street Cleaning Program

The goal of Street Cleaning is to provide litter and leaf collection, street cleaning and special event support in order to divert litter from the waste stream, provide clean and sanitary streets, and reduce the amount of debris collected in storm drains.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	4.6%	4.9%	4.9%
Total Expenditures	$1,629,727	$1,967,976	$1,886,583
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,629,727	$1,967,976	$1,886,583
Program Outcomes			
% of complaints resolved within 24 hours	98%	98%	98%

Activity Data

STREET SWEEPING – The goal of Street Sweeping is to sweep and flush City streets in order to ensure that streets are clean and sanitary.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,190,023	$1,324,179	$1,266,775
FTE's	13.0	14.5	14.2
# of lane miles swept and flushed	49,875	42,001	49,000
Cost per lane mile swept and flushed	$24	$32	$26
% of complaints resolved within one business day	98%	98%	98%

The budget increase in FY 2011 was 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	$12,815	$44,684	$37,501
FTE's	0.3	0.2	0.1
Tons of material collected	23	23	22
Cost per ton of material collected	$557	$1,943	$1,705
% of customers satisfied with special event clean up	85%	80%	85%

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	$293,593	$455,549	$434,490
FTE's	4.6	4.3	4.2
Cubic yards of leaves collected	33,500	32,001	33,500
Cost per cubic yard of leaves collected	$8.76	$14.24	$12.97
% of streets cleaned on schedule	96%	96%	96%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$133,296	$143,564	$147,817
FTE's	2.4	2.4	2.3
# of blocks cleaned per day	18	19	18
Cost per block cleaned per day	$28	$29	$32
% of litter problems resolved in the same business day	98%	98%	98%

Environmental Quality Program

The goal of Environmental Quality is to provide air, water, noise and land quality services in order to protect and enhance the public's health and welfare and the City's environment.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	3.0%	3.0%	3.2%
Total Expenditures	$1,049,244	$1,219,035	$1,230,750
Less Revenues	$54,315	$50,890	$50,903
Net General Fund Expenditures	$994,929	$1,168,145	$1,179,847
Program Outcomes			
% of complaints closed in 30 days	93%	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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$443,822	$444,010	$456,445
FTE's	3.3	3.2	3.2
# of inspections conducted	26	28	28
# of complaints responded to	29	20	20
Cost per capita of air quality activity	$2.94	$2.89	$2.92
% complaints closed within 30 days	100%	100%	80%

WATER QUALITY – The goal of Water Quality is to conduct reviews and inspections of City site plans and ensure regulatory requirements are met for City permits in order to protect and manage the watershed.			
Expenditures	$333,998	$468,764	$459,572
FTE's	2.8	3.5	3.5
# of site plans reviewed	256	315	300
# of complaints resolved	13	20	20
Cost per capita of water quality activity	$2.21	$3.05	$2.94
% 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	$132,307	$133,114	$137,144
FTE's	1.0	1.1	1.1
# of complaints responded to	119	46	45
Cost per capita of noise quality activity	$0.88	$0.87	$0.88
% of noise complaints resolved satisfactorily within 30 days	91%	90%	100%

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.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$139,117	$173,147	$177,589
FTE's	1.2	1.1	1.1
# of contaminated sites reviewed	13	19	15
Cost per capita of contaminated land activity	$0.92	$1.13	$1.14
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	6.3%	5.0%	5.4%
Total Expenditures	$2,244,001	$2,027,612	$2,078,911
Less Revenues	$38,274	$0	$0
Net General Fund Expenditures	$2,205,727	$2,027,612	$2,078,911
Program Outcomes			
% of plans reviewed on schedule	95%	82%	95%

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 or FY 2012.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$793,317	$697,003	$681,395
FTE's	7.6	6.7	6.5
# of plan submittals reviewed	450	440	450
Cost per plan submittal reviewed	$1,763	$1,584	$1,514
% of submittals reviewed by two-week deadline	95%	95%	95%

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	$933,830	$867,780	$890,890
FTE's	13.1	8.8	8.8
# of erosion and sediment control inspections conducted	898	1,200	1,200
Cost per site monitored	$1,040	$723	$742
% 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	$485,350	$413,743	$456,735
FTE's	6.8	5.3	5.5
# of T&ES permits issued	2,631	3,371	2,800
# of Code Enforcement permits reviewed	3,100	3,800	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%

FY 2012 includes the addition of 0.25 FTE's of a Civil Engineer I to help complete plan review related to new development and capital project implementation.

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.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$31,504	$49,086	$49,891
FTE's	0.3	0.4	0.4
# of acres of floodplain managed	614	614	614
Cost per acre of floodplain managed	$51.31	$79.94	$81.26
$ saved in flood insurance programs	148,882	151,000	150,000

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	3.9%	3.9%	4.1%
Total Expenditures	$1,378,759	$1,586,021	$1,560,606
Less Revenues	$24,906	$0	$0
Net General Fund Expenditures	$1,353,853	$1,586,021	$1,560,606
Program Outcomes			
% of projects constructed on time and within budget	100%	90%	90%

Activity Data

DESIGN MANAGEMENT – The goal of Design Management is to provide a design solution to an infrastructure problem to maintain the integrity of the City's public infrastructure.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$1,259,917	$1,389,143	$1,366,701
FTE's	14.2	14.2	13.9
# of design projects in process	56	44	60
Average cost per design	$22,499	$31,571	$22,778
% of design task orders completed on time	90%	90%	95%
% of design task orders completed within budget	100%	100%	100%

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	$112,319	$162,489	$158,507
FTE's	1.1	1.2	1.2
# of construction projects managed	6.0	9.0	9.0
$ value of construction projects managed	$8,060,104	$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%

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	$6,523	$34,389	$35,398
FTE's	0.1	0.3	0.3
# of bridges inspected	11	11	14
Cost per bridge inspected	$593	$3,126	$2,528
% 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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	13.6%	13.1%	14.2%
Total Expenditures	$4,835,224	$5,262,683	$5,453,335
Less Revenues	$140	$0	$0
Net General Fund Expenditures	$4,835,084	$5,262,683	$5,453,335
Program Outcomes			
Citizen satisfaction with the ease of traveling through the City	N/A	70%	70%

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$2,022,435	$2,152,563	$2,163,247
FTE's	18.1	18.9	18.9
# of signals maintained	288	289	289
Cost per signal maintained	$7,022	$7,448	$7,485
% of signal outages responded to within one hour	90%	95%	95%

METERS – The goal of Metering is to provide parking management to assure that there is adequate turnover of parking spaces to give motorists the opportunity of finding a place to park.			
Expenditures	$613,375	$598,360	$730,734
FTE's	4.9	4.6	4.6
# of meters maintained	1,040	1,080	1,080
Cost per meter collected from and maintained	$590	$554	$677
% of meters collected from on schedule	97%	100%	100%

FY 2012 includes $100,000 in additional operating and maintenance costs associated with the installation of multispace parking meters along King Street.

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	$269,753	$347,408	$380,058
FTE's	3.0	2.9	3.1
# of development submittals reviewed	90	110	110
Cost per submittal reviewed	$2,997	$3,158	$3,455
% of site plan submittal reviews completed on schedule	95%	95%	95%

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.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$6,037	$60,764	$59,026
FTE's	0.5	0.3	0.3
# of special events	7	20	20
Cost per event	$862	$3,038	$2,951
% of temporary traffic flow structures removed within two hours of special event	100%	100%	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	$136,965	$92,042	$94,748
FTE's	1.5	0.8	0.8
# of traffic calming projects coordinated	2	3	5
$ value of projects coordinated	$201,363	$373,000	TBD
Average cost per traffic calming project managed & constructed	$100,682	$124,000	TBD
Average speed reduction (in mph)	5	5	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	$1,403,256	$1,585,786	$1,484,878
FTE's	0.5	0.5	0.5
# of street light outages reported to Dominion Virginia Power by the City	685	700	700
Utility cost per street light	$140	$167	$156
% 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	$383,403	$425,760	$540,644
FTE's	3.0	3.5	3.5
# of vehicles processed	1,769	2,500	1,769
Cost per car impounded	$217	$170	$217
% of vehicles that are sold at auction	95%	100%	95%

FY 2012 includes $75,000 in additional budget related to the reduced size of the impound lot as a component of the Eisenhower Avenue Fire Station project. Towing services must be procured to transport unclaimed vehicles to the secondary impound storage lot at Business Center Drive where they will be sold at auction.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	6.1%	4.1%	4.9%
Total Expenditures	$2,165,204	$1,654,564	$1,869,763
Less Revenues[1]	$833,619	$384,052	$363,080
Net General Fund Expenditures	$1,331,585	$1,270,512	$1,506,683
Program Outcomes			
% of citizens who use alternative transportation modes as indicated through a bi-annual survey[2]	N/A	34%	N/A

[1] FY 2010 revenues included grants for the Old Town Transit Store, Rideshare Enhancements, and Employer Transit Incentives that are not available in FY 2011 and FY 2012.

[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 2010 and is not planned for FY 2012.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$313,044	$282,151	$483,624
FTE's	2.1	4.1	4.7
# of grants secured by Transit Services	4	3	3
$ of grant revenues secured by Transit Services	$14,000,000	$3,000,000	$1,720,000
% of Transit Services expenditures funded by grants	50%	76%	75%

FY 2011 reflects the addition of 1.0 FTE associated with the BRAC-133 project management position. The funds for this position in FY 2011 were allocated from contingent reserves in June 2010 and were not included in the FY 2011 Approved Budget totals for T&ES. The FY 2012 budget reflects both the fte as well as the appropriate budget authority for this position.

FY 2011 and FY 2012 reflect the addition of 1.0 FTE associated with the Potomac Yard projects management position. The funding for this position is special revenue and is embedded in the Potomac Yard Transitway and Potomac Yard Metrorail Station project budgets in the City's CIP.

Additionally, 0.6 FTE's of existing T&ES staff time and budget authority has been allocated to this activity from elsewhere in the T&ES budget.

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	$1,468,584	$960,126	$973,737
FTE's	4.9	4.9	5.0
# of City employees receiving transit benefit	199	215	225
Cost per transit benefit provided	$58.37	$68.56	$68.00
% of City workforce that participates in transit benefit program	8.2%	8.30%	9.3%

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.

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	$94,780	$105,182	$114,182
FTE's	1.1	1.1	1.1
# of trips	60,454	60,184	59,849
Average cost per trip	$22.79	$25.60	$22.56
Complaints received as a percentage of total trips	0.08%	0.11%	0.08%

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	$288,796	$307,105	$298,220
FTE's	2.3	2.3	2.3
# of pedestrian and bicycle projects coordinated	50	85	70
Cost per linear foot added to the bikeway network	$0.73	$0.73	$0.75
% of streets that have appropriate bicycle facilities	35%	35%	35%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Current Services Adjustment	FY 2012 Proposed
Fire Hydrant Maintenance	*Fire Hydrant Maintenance Contract*	**$30,676**
The cost to maintain fire hydrants has gradually increased over several years without a corresponding budget adjustment. This adjustment funds the fire hydrant maintenance contract at a level equal to the average of the last three fiscal years. Both personnel and materials costs have factored into the rising costs.		
Street & Sidewalk Maintenance	*CPI-U Contract Adjustments*	**$20,200**
The contract costs related to sidewalk repair, street paving and repair, as well as asphalt delivery are all anticipated to experience a 1% increase (tied to the CPI-U) in FY 2012 per contractual pricing.		
Parking Meters	*Multi-space Meter Maintenance*	**$100,000**
The maintenance costs for parking meters will increase by $100,000 in FY 2012 as a result of the conversion from single head to multi-space meters. The annual cost to connect the new meters to the City's network is $60,000. The cost of replacement parts (e.g. receipt printers, screens, etc.) is estimated at $40,000 annually. These costs are based on the City's experience with similar equipment in the Carlyle neighborhood.		
Impound Lot	*Impound Lot Towing Services*	**$75,000**
The construction of Fire Station 210 (Eisenhower Avenue) will impact the current impound lot and reduce its storage capacity by 66%. To help offset this reduction in capacity a secondary storage lot is being constructed at a Business Center Drive location. Impounded vehicles which are not claimed will be transported by a towing contractor to the new storage lot where they will await auction. The annual cost for the towing service is estimated at $75,000.		
Snow Plowing & De-Icing	*Snow & Ice Removal Budget*	**($564,780)**
City snow and ice management budgets are being consolidated in a centralized account in the Non-Departmental section of the Operating Budget for FY 2012. A centralized accounting of these activities will allow for quicker monitoring and reporting of costs as well as remove the unpredictable burden of random snow and ice events from Departmental budgets. Ideally, other service levels in T&ES should not be reduced because of a particularly bad (i.e. expensive) snow season. This method would contain cost overruns (or potentially cost savings) outside Departmental budgets where they can be handled in a macro-City manner. As these costs are verified, staff will request that funds be transferred from Non-D to the appropriate Department, thus giving City Council an accurate picture of the cost of these operations at the time of the transfer resolution. In addition to budget transfers from Departments, an additional $230,000 has been included in the Non-Departmental account to provide a more realistic annual budget for this service.		
Sanitary Sewer Maintenance	*Sewer System Capacity Monitoring*	**$300,000**
The City performs ongoing monitoring of the sanitary sewer conveyance system to track remaining capacity. This allows the City to project the amount of additional development the system can support and determine where expansions may be necessary. This project was formerly tracked in the CIP, but the regular nature of this work makes it better suited for the Operating Budget. The funding source continues to be sanitary sewer fees and this action does not increase overall City expenditures.		

Summary of Budget Changes, continued

Adjustments to Maintain Current Service Levels, continued

Storm Sewer Maintenance	*Filtration & Catch Basin Cleaning*	**$125,000**

The City is preparing to construct a biosparging remedial system for the storm sewer outfall pipe at the Oronoco Street outfall. This system will prevent migration of contaminants from the former Alexandria Gas Works outside the storm pipe. This item adds $125,000 (from dedicated stormwater maintenance funds) to provide for the operation and maintenance of the biosparging system, including filtration and catch basin cleaning efforts. This work is required by the Virginia Department of Environmental Quality per the City's agreement to participate in the remediation program for this site.

Supplemental Adjustments to the Budget

Activity	Supplemental Request	FTEs	FY 2012 Proposed
Sewer Maintenance	*Inspector I*	**1.0**	**$62,129**

An Inspector I position to be funded by the Sanitary Sewer Fund (0.5 FTE) and the Stormwater Maintenance Fund (0.5 FTE). This position will provide on-site inspection services for new stormwater and sanitary sewer projects resulting from both increased development activity as well as an expanded City capital project implementation program.

Stormwater Maint. & Permitting	*Civil Engineer I*	**1.0**	**$85,328**

A Civil Engineer position to be split between the Stormwater Maintenance Fund (0.75 FTE) and the Permitting Activity (0.25 FTE). This position will provide plan review services in the City's permit center for new stormwater projects resulting from both increased development activity as well as an expanded City capital project implementation program.

Regional Transport. Planning	*Potomac Yard Project Manager*	**1.0**	**$0**

A principal planner will be added mid-year FY 2011 to serve as the City's project manager for the Crystal City / Potomac Yard transitway project. This position will also manage the implementation of the Potomac Yard Metrorail Station in the future. The projects are both complex, multi-phase, multi-year projects that require close oversight and coordination. The estimated annual cost of this position is approximately $150,000. The City has received authorization from FTA to use already secured grant funds for the transitway project to fund half of the position costs. The remaining costs of the project manager will be funded by Potomac Yard Metrorail Station Fund revenues. It is estimated that using consultant services as an alternative would cost the City about $250,000 to $300,000 annually and would provide less overall accountability. While the additional FTE appears in the T&ES operating budget, the $150,000 budget for this position remains embedded in the capital project budget in the City's CIP.

Summary of Budget Changes, continued

Expenditure Reductions

Reduction Item	FTEs	FY 2012 Proposed
Traffic Signal Electricity Usage		**($24,000)**

The conversion of all City traffic signal bulbs to LED technology is funded in the Capital Improvement Program in FY 2012 and FY 2013 and will result in some operating cost reductions starting in FY 2012. By FY 2014, this conversion is estimated to save the City approximately $120,000 annually (60%) in electricity costs. Additionally, LED bulbs have a useful life approximately 5 times longer than traditional incandescent bulbs.

Unfunded Priorities Requested Above the City Manager's Base Budget

The following budget items are not funded in the FY 2012 Proposed Budget, but have been identified by the City Manager as high priority items for possible consideration by City Council for inclusion in the budget during the add-delete process.

Activity	Above the Base Item	FY 2012 Proposed
Street Maintenance	*Pavement Assessment & Additional Street Paving*	**$1,000,000**

The City last conducted a comprehensive assessment of pavement conditions in September 2008 at a cost of $208,000. Since then, the City has used the resulting data to better inform the paving program priorities and make optimal use of the available funds. Paving activity has since been focused on streets labeled "serious," "very poor," and "poor."

It is recommended that an updated assessment occur every 3-5 years in order to continue to optimize the use of limited maintenance funds. This item, which is not funded in the FY 2012 Proposed Budget, would fund the $200,000 needed for a new assessment, as well as $800,000 in additional paving funds. The current City budget for street resurfacing is $1 million, with another $600,000 for pothole patching. Each resurfaced lane mile costs approximately $70,000. Any potential increase in the repaving budget is scalable, depending on how much additional paving is desired.

Sidewalk, Curb & Gutter Maintenance	*Additional Sidewalk, Curb & Gutter Maintenance*	**$300,000**

The current budget for sidewalk, curb and gutter maintenance is $300,000, with about 75% ($225,000) used for sidewalks and 25% ($75,000) for curbs and gutters. An additional $300,000 for this maintenance program (not included in the FY 2012 Proposed Budget) would restore funding to pre-FY 2010 levels and provide for an additional 5,600 square yards of sidewalk replacements and 2,700 linear feet of curb and gutter replacement. About 70% of the projects would stem from high priority areas identified in the 2008 Pedestrian and Bike Mobility Plan, while the other 30% would be identified through inspections as well as civic association and citizen requests. The funding amount is scalable, depending on the amount of additional sidewalk, curb and gutter maintenance desired.

Refuse Collection and Sanitary Sewer Cost Recovery Tables

Residential Refuse Collection Fee	FY 2011 Approved	FY 2012 Proposed
Residential Refuse Collection	$4,009,847	$4,055,795
Residential Curbside Recycling	$888,935	$829,742
Spring Clean-up	$163,364	$161,891
Leaf Collection	$410,791	$391,032
Indirect Costs (City Administrative Support)	$322,339	$461,315
Total Expenditures	$5,795,276	$5,899,775
Residences Served	17,273	17,555
Residential Refuse Fee	$336	$336

Sanitary Sewer Fund Sources & Uses	FY 2011 Approved	FY 2012 Proposed
Operating Costs - Inspections, Cleaning & Maintenance	$2,233,262	$2,557,229
Cash Capital Funding for CIP Sanitary Sewer Projects at the Current Sewer Usage Fee Rate ($1.25)	$4,308,877	$3,547,868
Debt Service - Bond Financing Costs for CIP Projects	$1,200,361	$1,394,903
Total Expenditures	$7,742,500	$7,500,000
Sewer Usage Fee Generated by the Current Rate of $1.00 per 1,000 Gallons	$6,562,500	$6,700,000
Sewer Connection Fee	$1,180,000	$800,000
Use of Sewer Fund Balance	$0	$0
Total Revenues	$7,742,500	$7,500,000

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Transit Operations	$16,338,571	$20,303,991	$20,428,422	0.6%
Total Expenditures	$16,338,571	$20,303,991	$20,428,422	0.6%
Less Revenues				
DASH cash balance	$0	$162,569	$0	-100.0%
DASH operating revenues	$3,262,413	$4,102,000	$4,539,000	10.7%
Total Designated Funding Sources	$3,262,413	$4,264,569	$4,539,000	6.4%
Net General Fund Expenditures	**$13,076,158**	**$16,039,422**	**$15,889,422**	**-0.9%**
Total City FTEs	**0.0**	**0.0**	**0.0**	**0.0%**

Highlights

• In FY 2012, the General Fund budget decreases by $150,000, or 0.9%.

• The City's DASH operating subsidy increases by $220,211, or 2.8%, due to a $657,211 increase in operating expenditures, a $287,000 increase in operating revenues, and a $150,000 federal reimbursement for bus rehabilitation initially funded by the City for buses to operate expanded DASH service to Mark Center. A table of DASH operating revenues, expenditures and subsidy is included at the end of this section.

• The City's WMATA budget operating subsidy increases by a proposed $1,916,141, or 9.4%, due to a Metrobus operating subsidy increase of $281,599, or 1.9%, a Metrorail operating subsidy increase of $1,077,642, or 22.5%, a Metro Access paratransit operating subsidy increase of $137,027, or 15.8%, and a $419,873 audit adjustment for prior year WMATA expenditures in excess of amounts bill to the City.

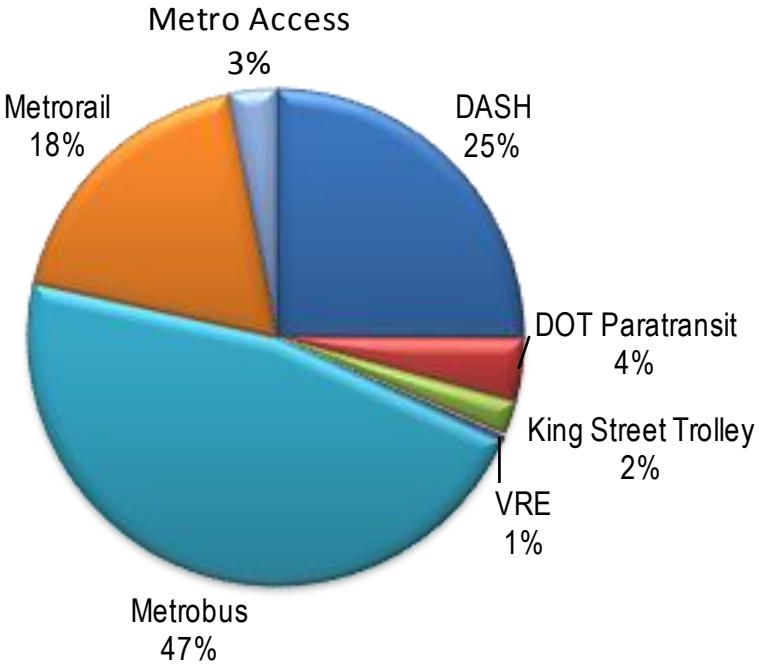
• The City's VRE contribution decreases by $1,030, or 0.8%, in FY 2012, which is the same rate of change as the overall VRE subsidy. Beginning in FY 2012, the VRE Master Agreement is contemplated to be amended so that the Alexandria and Arlington contributions change at the same rate as the overall subsidy instead of automatically increasing by 5% annually under the previous agreement.

• The City's General Fund share of transit operating subsidies decreases by $150,000, or 0.9%, due to a $2,631,814 increase in the use of State and regional gas tax City transit funding available through the Northern Virginia Transportation Commission (NVTC). The amount of revenues received by NVTC on behalf of the City exceeded the City's use of those funds by $2.1 million in FY 2010 and $1.1 million in FY 2009. For FY 2012, the City's use of NVTC revenues has been increased to reflect historical receipts. As a result, the City's subsidy increases for FY 2012 are fully funded by its revenue available through NVTC with no impact on the General Fund.

Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
DASH trips	3,805,551	3,880,000	3,988,000
Metrobus trips	2,818,914	2,800,000	2,900,000
Metrorail trips	12,435,216	12,500,000	12,600,000

FY 2011 Proposed Transit Subsidies



Transit Subsidies

Activity Level Subsidy Information

Transit Operating Subsidies	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Chg FY12/11
DASH Operating	7,907,789	7,807,789	8,028,000	2.8%
DOT Paratransit Operating	1,378,387	1,330,328	1,330,328	0.0%
King Street Trolley	646,736	700,000	700,000	0.0%
VRE Operating	124,737	130,974	129,944	-0.8%
WMATA Operating	19,928,989	20,323,983	22,240,124	9.4%
Total Operating Subsidies	**29,986,638**	**30,293,074**	**32,428,396**	**7.0%**
Use of NVTC Revenues	16,910,480	13,907,160	16,538,974	18.9%
Contingent Reserves	0	346,492	0	-
Transit Subsidies Budget	**13,076,158**	**16,039,422**	**15,889,422**	**-3.0%**

Transit Subsidies Agencies

Transit Subsidies

- DASH
- DOT Paratransit
- King Street Trolley
- Virginia Railway Express (VRE)
- WMATA

Department Information

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Department Staff
Abi Lerner, Deputy Director
Jim Maslanka, Special Projects Mgr

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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	$13,076,158	$16,039,422	$15,889,422
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$13,076,158	$16,039,422	$15,889,422
Program Outcomes			
DASH trips	3,805,551	3,880,000	3,988,000
Metrobus trips	2,818,914	2,800,000	2,900,000
Metrorail trips	12,435,216	12,500,000	12,600,000

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 2010 Actual**	**FY 2011 Approved**	**FY 2012 Proposed**
General Fund Subsidy	$7,907,789	$7,807,789	$8,028,000
FTE's	N/A	N/A	N/A
Miles of service	1,562,437	1,560,000	1,608,000
DASH trips	3,805,551	3,880,000	3,988,000
Operating ratio (% of costs recovered through fares and other revenue)	32.0%	35.3%	35.5%

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.			
General Fund Subsidy	$1,378,387	$1,330,328	$1,330,328
FTE's	N/A	N/A	N/A
Total trips	60,454	60,184	58,980
Average cost per trip	$22.80	$22.10	$22.56

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	$646,736	$700,000	$700,000
FTE's	N/A	N/A	N/A
# of riders	494,306	500,000	500,000
Cost per rider	$1.31	$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 2010 Actual	FY 2011 Approved	FY 2012 Proposed
General Fund Subsidy	$124,737	$130,974	$129,944
FTE's	N/A	N/A	N/A

WMATA - The goal of WMATA is to be an integral part of the Washington metropolitan area by ensuring the best in safe, reliable, cost-effective and responsive transit services, by promoting regional mobility and by contributing toward the social, economic and environmental well-being of the community.			
General Fund Subsidy	$3,018,509	$6,070,331	$5,701,150
FTE's	N/A	N/A	N/A
Metrobus trips	2,818,914	2,800,000	2,900,000
Metrobus operating ratio	32%	28%	26%
Metrorail trips	12,435,216	12,500,000	12,600,000
Metrorail operating ratio	75%	82%	81%

Additional Information

DASH Operating Budget

DASH Operating Budget	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Chg FY12/11
Operating Revenues	3,445,824	4,102,000	4,539,000	10.7%
Operating Expenses	11,093,247	11,699,789	12,357,000	5.6%
Net Operating Subsidy	**7,647,423**	**7,597,789**	**7,818,000**	**2.9%**
Capital Outlay Items	0	210,000	210,000	0.0%
Total City Subsidy	**7,647,423**	**7,807,789**	**8,028,000**	**2.8%**

WMATA Operating Subsidy

WMATA Operating Subsidy	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Chg FY12/11
Bus Operating	12,204,220	14,657,396	14,938,995	1.9%
Rail Operating	7,025,440	4,798,054	5,875,696	22.5%
Paratransit	699,329	868,533	1,005,560	15.8%
Prior Year Audit Adjustment	0	0	419,873	-
Total Operating Subsidy	**19,928,989**	**20,323,983**	**22,240,124**	**9.4%**

Education

Alexandria City Public Schools 19-2
Northern Virginia Community College 19-11

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 2010 Actual	FY 2011 Final**	FY 2012 Proposed	% Change 2011-2012
Expenditures - Operating Budget only *				
Total	$191,044,116	$196,225,447	$211,135,661	7.6%
Less Revenues				
State Aid	$26,511,975	$25,383,882	$26,458,709	4.2%
Beginning Balance	4,355,938	6,647,199	8,317,167	25.1%
Other	1,243,529	1,231,342	1,600,357	30.0%
Total Designated Funding Sources	$32,111,442	$33,262,423	$36,376,233	9.4%
Net General Fund Transfer	**$164,594,674**	**$167,886,567**	**$174,759,428**	4.1%
Ending Balance***	$5,662,000	$4,923,453	$0	

* The School's Operating Budget excludes expenditures associated with the FY 2012 School Lunch Fund ($6.4 million) and the Grants and Special Projects Fund ($15.0 million).

**Subsequent to City Council adopting the FY 2011 Approved Operating budget, the School Board adopted a Final Budget on May 13, 2010. FY 2011 expenditures and revenues reflect the adjustments made by the School Board.

***Ending Balance is the result of actual revenues in excess of expenditures. In FY 2010, $2.0 million is the result of a waiver of fourth-quarter Virginia Retirement System (VRS) payments. These funds have been designated by the School Board to support the secondary transformation in FY 2011 and FY 2012. The remaining $3.6 million is the result of lapse salary savings ($1.7 million) resulting from closer management of vacant positions and $1.9 million in encumbrances being carried over into FY 2011. The balance in FY 2011 is due to lower than budgeted VRS retirement expenditures which have been set-aside to pay for anticipated VRS rate increases in future years. See the Highlights section below for additional details.

Highlights

•The approved FY 2012 City General Fund transfer to the Schools for operating expenditures is $174,759,428. This is an increase of $6,872,861 or 4.1% from FY 2011.

•In November 2010, City Council adopted a resolution to establish the annual budget process and to set specific guidance for the FY 2012 budget. The resolution directed the City Manager to include in the base budget a General Fund transfer to the Schools for operating expenses equal to the transfer approved in FY 2011 increased by the same percentage as the percentage increase in General Fund revenues for FY 2012. Based on this guidance the transfer to the Schools will increase by 4.1% in FY 2012.

•On January 13, 2011 the Superintendent presented a Proposed FY 2012 Operating Budget to the School Board. The Superintendent's proposed budget totals $210,306,717, a 7.2% increase over the School Board's FY 2011 Final Budget. The Superintendent's proposed budget requests a transfer from the City of $173,930,483, a 3.6% increase.

•The Superintendent's request from the City is aligned with City Council's guidance but is based on revenue estimates available as of January 2011. The transfer of 4.1% shown in the City Manager's Proposed Operating Budget is based on more recent revenue estimates not available when the Superintendent proposed the School's FY 2012 Operating Budget to the School Board.

Highlights Continued,

•Other revenue sources in the Superintendent's Proposed Budget increase by $3.1 million from the School Board's FY 2011 Final Budget. The increases include:

•State Aid increases by $1.07 million (4.2%) to $26,458,709 due to anticipated increases in direct aid from the Virginia Department of Education and increasing sales tax revenue.

•Beginning Balance increases by $1.67 million (25.1%) due to a greater ending balance in FY 2010.

•Other revenues composed of local fees and federal funds increases by $0.37 million. This increase is driven in part by the transfer of Medicaid fund balance to the operating fund, offset slightly by a decrease in local fee revenue.

•The School's Grants and Special Projects Fund provides supplemental funding to ACPS instructional programs through entitlement and competitive grant awards from Federal, State and local agencies. The Grants and Special Projects Fund totals $15.0 million in FY 2012, a $0.5 million (3.5%) increase over the FY 2011 Final Budget. Federal funding provided through the American Recovery & Reinvestment Act ($2.0 million), the No Child Left Behind Act ($4.1 million) and the Education Jobs Fund legislation ($1.2 million) are accounted for in this fund.

•A major consideration for the School Board and City Council during the FY 2011 budget process was responding to changes to the Virginia Retirement System (VRS). At the end of FY 2010 the State waived the 4th Quarter payment to VRS which resulted in a $2.0 million expenditure savings for the Schools. In addition, the Virginia General Assembly lowered contribution rates to the Virginia Retirement System (VRS) to artificially low levels as part of a budget savings measure. As a result, the Schools needed $4.9 million less in FY 2011 than requested from the City due to lower than budgeted VRS retirement costs.

•In a motion adopting the FY 2011 Final Budget the School Board designated the $2.0 million in savings from the 4th Quarter VRS waiver to help fund the secondary transformation in FY 2011 and FY 2012. The School Board, with the endorsement of City Council, set-aside the $4.9 million in savings resulting from lower VRS rates as designated fund balance to help pay for future VRS rate increases. The savings resulting from the changes in VRS appear as Ending Balance in the table on the previous page. While technically expenditure savings, it is important to note that the use of these funds have been designated by the Schools in an deliberate effort to plan for future cost increases.

•ACPS is projecting enrollment totals to be 12,381 in FY 2012, which is an increase of 382 students (3.2%) over FY 2011 actual enrollment. To address the increase in enrollment the Superintendent's proposed budget reconfigured $6.5 million in FY 2012 to respond to the growing number of students.

•The Superintendent proposed a FY 2012 – 2021 Capital Improvement Plan (CIP) to the School Board on December 9, 2011. Similar to last year, the Superintendent's proposed CIP contains two plan options: a Needs-Based Request totaling $384.3 million over ten years; and a Resource Constrained Request of $372.6 million. The primary difference between the two options was a slightly less aggressive facilities maintenance program and a smaller investment in EcoCity initiatives. The City Manager's Proposed FY 2012 – 2021 CIP recommends funding for the ACPS capital program at the same level as the Approved FY 2011 – 2020 CIP, totaling $158.1 million over ten years. CIP requests are discussed separately in the City Manager's Proposed FY 2012 – 2021 CIP 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 2010 Actual	FY 2011 Final*	FY 2012 Proposed	% Change 2011-2012
Instruction	$115,110,315	$122,047,555	TBD	
Instructional Support	$31,946,551	$32,039,321	TBD	
Administration	$16,800,861	$16,510,714	TBD	
Attendance and Health	4,768,627	4,755,332	TBD	
Transportation	7,909,539	7,127,830	TBD	
Operations and Maintenance	14,110,999	15,240,069	TBD	
School Food Services	388,788	292,352	TBD	
Division-wide Programs	8,437	(1,787,696)	TBD	
Total Operating Expenditures	**$191,044,117**	**$196,225,477**	**TBD**	

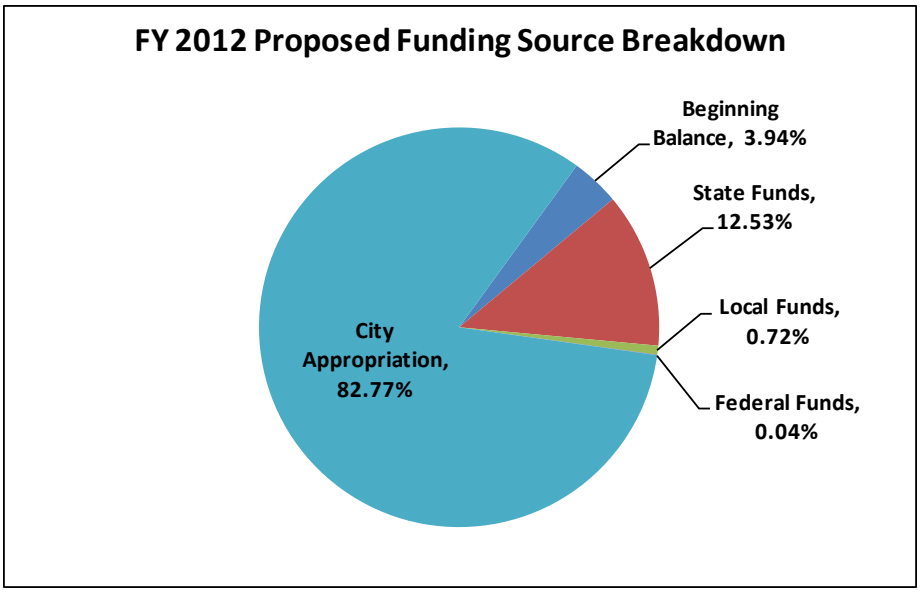
*Expenditure totals reflect the School Board's Final FY 2011 Combined Funds Budget as discussed in the footnote on the previous page.

Staffing Summary by Major Program

Authorized Positions (FTE's) by Major Program	FY 2010 Actual	FY 2011 Final**	FY 2012 Proposed	% Change 2011-2012
Instruction	1,248.03	1,298.36	TBD	
Instructional Support	259.80	258.50	TBD	
Administration	80.00	82.00	TBD	
Attendance and Health	55.64	51.64	TBD	
Transportation	135.00	134.00	TBD	
Operations and Maintenance	111.22	101.86	TBD	
School Food Services	13.99	12.99	TBD	
Division-wide Programs	9.00	11.00	TBD	
Total FTE's *	**1,912.68**	**1,950.35**	**TBD**	

* 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 2011**
Alexandria City	$16,983
Arlington County	$17,322
Fairfax County	$12,597
Loudoun County	$10,833
Prince William County	$9,577

*Source: Washington Area Boads of Education (WABE) 2011 Guide

ACPS Program Areas

Instruction
- Kindergarten and Pre-Kindergarten
- Instructional Core
- Summer School
- Enrichment & Electives
- Career & Technical Education
- Alternative & At-Promise Education
- ELL
- Special Education
- Adult Education
- State Hospitals, Clinics, & Detention

Instructional Support
- Family & Community
- Financial Aid
- Guidance
- Homebound Instruction
- Improvement of Instruction: Regular
- Media Services
- Minority Student Achievement
- School Administration
- Social Work
- Teacher Mentor Program
- Technology Services

Administration, Health & Attendance
- Board Services
- Evaluation & Planning
- Executive Administration
- Financial Services
- Human Resources
- Information Services
- Information Technology Services

Attendance & Health

Transportation

Operations & Maintenance

School Food Service

Division-wide Programs

Dept Info

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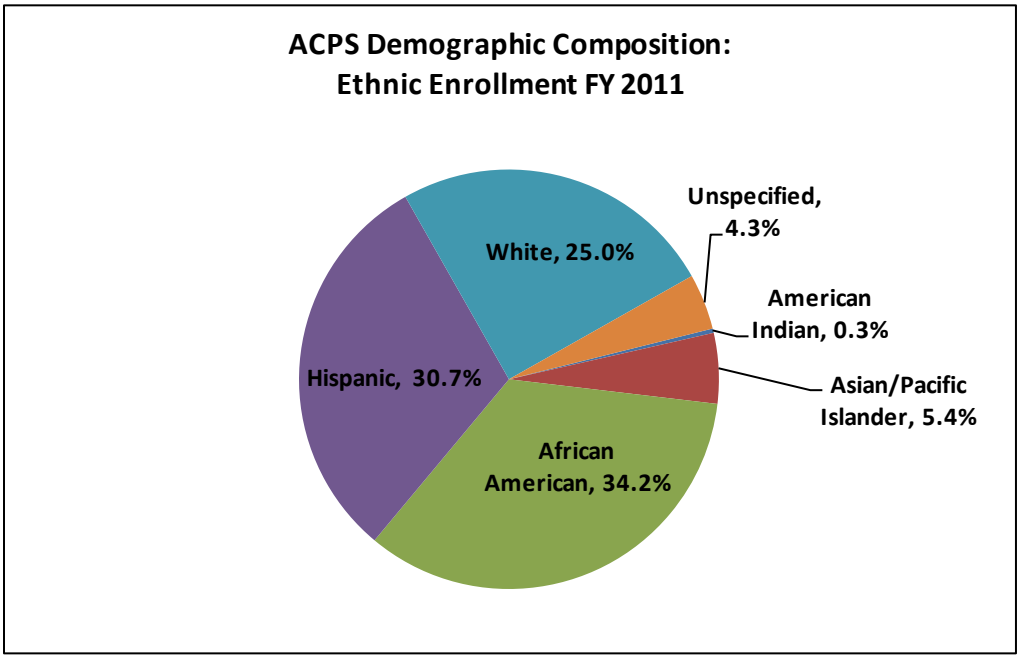
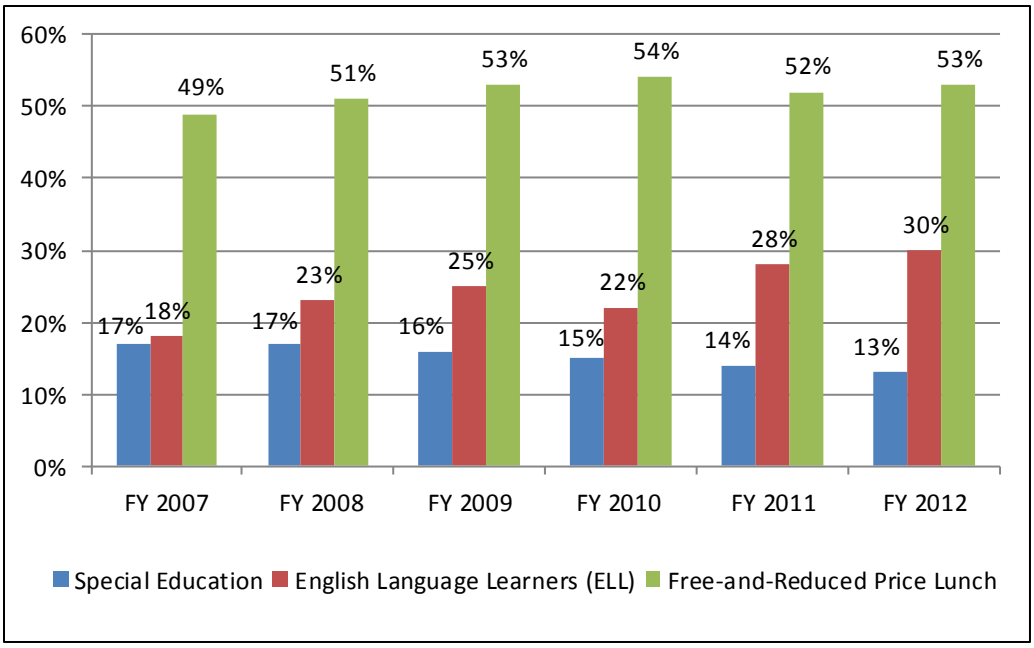
Staff
Cathy David, Deputy Superintendent
Margaret Byess, Deputy Superintendent
Jean Sina, Chief Financial Officer
Monte Dawson, Executive Director, Accountability

ACPS Statistics



Note: Demographic data for FY 2012 is not yet available



Source: Alexandria City Public Schools

ACPS Statistics

Students per Teacher Scale Position WABE Guide Data FY 2011*			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	10.4	15.2	15.5
Arlington County	10.1	16.3	16.3
Fairfax County	14.6	20.3	21.6
Loudoun County	15.6	18.9	21.7
Prince William County	14.9	21.0	22.1

*Students per Teacher Scale Position include classroom teachers and other teachers such as ESOL/ESL, librarians, reading, coaches, metors, music, art, PE, etc.

Students per Classroom Teacher WABE Guide Data FY 2011*			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	18.5	17.9	23.0
Arlington County	19.3	20.6	19.2
Fairfax County	21.7	24.3	25.3
Loudoun County	23.9	23.2	24.7
Prince William County	23.2	30.7	29.7

*Classroom teachers are positions used to determine class size.

ACPS Historical and Projected Enrollment By Grade

Historical Enrollment by Grade

All Students, Including Under 5 and Over 20

All actual data based on ACPS September Reports

Fiscal Year		PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Special Place-ments	Deten-tion Center	Total
FY 2002	**Actual**	**76**	**1,056**	**1,107**	**985**	**1,006**	**923**	**914**	**803**	**776**	**707**	**720**	**903**	**655**	**562**	**81**		**11,274**
FY 2003	Actual	92	1,035	1,017	1,008	915	936	870	847	750	730	756	817	736	585	105	40	11,239
FY 2004	**Actual**	**90**	**1,057**	**973**	**945**	**915**	**855**	**894**	**804**	**805**	**721**	**724**	**838**	**674**	**587**	**113**		**10,995**
FY 2005	Actual	110	1,025	1,014	933	925	850	809	832	760	740	754	763	708	590	108		10,921
FY 2006	**Actual**	**152**	**1,018**	**929**	**927**	**829**	**827**	**770**	**748**	**760**	**699**	**763**	**730**	**697**	**600**	**72**		**10,521**
FY 2007	Actual	188	1,038	945	861	873	776	730	705	709	719	698	720	691	588	91		10,332
FY 2008	**Actual**	**155**	**1,057**	**1,036**	**886**	**826**	**836**	**780**	**706**	**686**	**683**	**731**	**720**	**742**	**601**	**112**		**10,557**
FY 2009	Actual	124	1,179	1,111	1,023	889	820	834	766	709	706	751	786	756	656	115		11,225
FY 2010	**Actual**	**116**	**1,236**	**1,184**	**1,093**	**999**	**879**	**809**	**767**	**753**	**725**	**741**	**813**	**766**	**616**	**126**		**11,623**
FY 2011	Actual	183	1,301	1,175	1,120	1,047	983	842	781	751	733	758	769	776	715	65		11,999
FY 2012	**Projected**	**236**	**1,303**	**1,276**	**1,129**	**1,089**	**1,019**	**950**	**785**	**761**	**736**	**747**	**794**	**770**	**721**	**65**		**12,381**
FY 2013	Projected	246	1,348	1,278	1,228	1,095	1,058	983	887	767	734	750	782	795	715	62		12,728
FY 2014	**Projected**	**257**	**1,384**	**1,324**	**1,230**	**1,191**	**1,067**	**1,026**	**914**	**863**	**740**	**748**	**786**	**783**	**738**	**59**		**13,110**
FY 2015	Projected	310	1,391	1,359	1,274	1,193	1,159	1,032	955	890	830	754	784	787	727	56		13,501
FY 2016	**Projected**	**314**	**1,409**	**1,366**	**1,306**	**1,235**	**1,161**	**1,121**	**958**	**934**	**859**	**846**	**790**	**785**	**731**	**53**		**13,868**
FY 2017	Projected	318	1,428	1,384	1,312	1,268	1,201	1,121	1,041	940	908	875	886	791	729	50		14,252

Source: Alexandria City Public Schools

ACPS Annual Report on the Division Education Plan

The division education plan developed in SY 2010 continues to govern the detailed planning and prioritization for all ACPS organizational units. Its 28 division-level objectives are mapped to the five broad goals of the ACPS Strategic Plan 2010-2015 and are uniformly focused on improving student learning.

A division-wide strategic planning training initiative was implemented to build a system of aligned planning on three levels: school, department, and division. This initiative is based on the principles of continuous improvement as exemplified by the plan-do-study-act process. Schools continue to set goals and structure their work through school education plans, with a built-in continuous improvement loop in four cycles of 9-12 weeks.

The Annual Report to School Board (below) provides an end of year snapshot of progress along four key types of measures: (1) direct measures of student achievement; (2) partnerships to support student achievement; (3) operations initiatives to support student achievement; and (4) ACPS learning model (curriculum, instruction, relationships) to support student achievement.

For additional information on strategic planning, please visit the ACPS website, http://www.acps.k12.va.us/board/strategic-plan/.

Goal of the ACPS Strategic Plan 2010-2015

Goal 1. Ensure all students demonstrate significant academic growth, and dramatically improve achievement outcomes for students below grade level.

Goal 2. Provide a rigorous, relevant, and internationally benchmarked education to enable all students to succeed as citizens in the global community.

Goal 3. Create an exceptional learning environment

Goal 4. Implement a focused, transparent governance model which incorporates effective communication and evidence-based decision making.

Goal 5. Provide clean, safe and conducive learning environments that utilize best practices for energy efficiency and environmental sustainability.

Strategic Plan: Reporting Out on Objectives Grouped by Metrics

Direct measures of student achievement	SY 09-10 Results on Key Metrics		
1 a. Eliminate academic achievement differences among race, income, disability and language subgroups.	**IAP:**	80% of identified at-promise students have IAPs; Elem: 577 IAPs; Sec: 508 IAPs.	Did not meet target but improved over SY 08-09
1 b. Demonstrate every student achieves at least one year of academic progress annually in reading, writing and math and greater than one year for any student below grade level.	**SOL Math:**	78% pass and 28% pass advanced	Did not meet target but improved over SY 08-10
		Additional data: pass rates for 6 of 7 subgroups increased; 6 of 7 increased by 1 percentage point or more	Baseline Data
1 d. Ensure every secondary student has a comprehensive plan for success and is equipped with the tools necessary to achieve their goals upon high school graduation.	**SOL Writing:**	88% pass and 14% pass advanced	Did not meet target but improved over SY 08-10
		Additional data: pass rates for 7 of 7 subgroups increased; 6 of 7 increased by 1 percentage point or more	Baseline Data
1 f. Ensure 100% compliance with the implementation of Individualized Education Programs as written and maintain compliance with federal, state and local laws and regulations.	**SOL Reading:**	75% pass (3rd Grade)	Did not meet target
1 g. Create or expand alternative education strategies and programs that will minimize out of school suspensions and improve the graduation rate.		Additional data: pass rates for 3 of 7 subgroups increased on division results on English SOL tests. 1 of 7 increased by 1 percentage point or more.	Baseline Data
2 c. Ensure every child is challenged and engaged with school experiences responsive to each student's talent and interests.	**SOL Science:**	Additional data: pass rates for 6 of 7 subgroups increased; 6 of 7 increased by 1 percentage point or more	Baseline Data
2 d. Increase participation and successful completion of Advanced Placement, honors, world language, advanced math, and science courses.	**SOL History:**	Additional data: pass rates for 6 of 7 subgroups increased; 6 of 7 increased by 1 percentage point or more	Baseline Data
2 f. Promote excellence and increase participation in the fine arts and career and technical education (CTE) courses.	**PALS:**	49% of students not meeting Fall PALS benchmark met the Spring benchmark.	Did not meet target but improved over SY 08-10
2 h. Institute a consistent, division-wide approach to help students develop positive relationships, show response and responsibility, and become self-reliant advocates for their learning.	**AP:**	30% participation in one or more AP courses 57% successful completion (by qualifying scores) of AP courses	Met target
	Honors:	48% participation in one or more Middle School honors courses; 97% successful completion (Grade C or higher) of Middle School honors	Met target
		31% participation in one or more High School honors courses; 88% successful completion (Grade C or higher) of High School honors courses	Did not meet target

ACPS Division Education Plan

Direct measures of student achievement	SY 09-10 Results on Key Metrics		
	Graduation Rate	79% on-time graduation rate across all students	Did not meet target but improved over SY 08-10
	AVID:	FCH: 48% of AVID students showed increase in cumulative GPA compared to 23% of non-AVID students; GW: 44% of AVID students showed increase in cumulative GPA compared to 33% of non-AVID students; TCW: 33% of AVID students showed increase in cumulative GPA compared to 29% of non-AVID students.	Did not meet target but improved over SY 08-11
		30% of AVID students successfully completing Algebra I or higher by the end of 8th Grade (baseline)	Baseline Data
	Internships:	27% participation of graduating class in Senior Experience; 34% increase in science internship participation.	Met target
	Algebra:	37% of all students successfully complete Algebra I by the end of Grade 8	Met target
	Inclusion (Spec	4.4% of students with disabilities are being served in self-contained city-wide programs within ACPS; 3.5% of students with disabilities are being served in programs outside of ACPS.	Met target
		69% Reading pass rate for students with disabilities; 64% Mathematics pass rate for students with disabilities.	Did not meet target but improved over SY 08-11
		81% on-time graduation rate for students with disabilities	Did not meet target
	Inclusion (ELL):	Grades 6-8 ELL Students included in general education classrooms: Language Arts = 66.02%; Math = 87.95%; Science = 80.72%; Social Studies = 53.98%. Grades 9-12 ELL Students included in general education classrooms: English = 86.04%; Math = 82.34%; Science = 93.84%; Social Studies = 72.48%.	Met target
		54.8% of age-appropriate ELL students in Grade 5; 50.4% of age-appropriate ELL students in Grade 8.	Did not meet target
		79% English pass rate; 74% Math pass rate	Did not meet target but improved over SY 08-11
		68% on-time graduation rate for ELL students	Did not meet target but improved over SY 08-11
Partnerships to support student achievement	**SY 09-10 Results on Key Metrics**		
1 c. Lead the development and implementation of a comprehensive and coordinated model that provides quality pre-K experiences for all 4 year olds in the City of Alexandria.	**Parent Academy**	Total of 399 registrations; 26 course topics (Session 1); 18 course topics (Session 2).	Met target
	Pre-K measures	69% of entering K students participated in a pre-K experience	Did not meet target
		76% of entering K students passed the Fall PALS benchmark	Did not meet target
1 e. Establish a division wide program to empower parents to be supportive and informed advocates for their children.		82.2% of entering Kg students met the Fall KDA benchmarks	Met target
		100% of Alexandria VPI pre-K programs are participating in QRIS.	Met target
1 h. Create effective partnerships to encourage a sense of community ownership of our schools and to support the development of the academic, social, physical and emotional needs of students.	**LEED Cert:**	Three projects are under construction and are being built according to LEED guidelines and requirements.	Met target
2 e. Provide opportunities to develop civic responsibility through community service projects; encourage participation in team sports, internships, and after school enrichment activities.	**Recycling:**	Average monthly composting tonnage for SY09-10 = 20,317 exceeds last year by 58% year-to-date.	Met target
		Building Carbon footprint is under development and is expected to be complete in Dec 2010.	Did not meet target but improved over SY 08-11
3 c. Foster collaboration and shared responsibility for student development	**Shared services:**	ACPS is continuing to work on consolidation of vehicle operations with the City of Alexandria.	Did not meet target but improved over SY 08-11

ACPS Division Education Plan

Operations initiatives to support student achievement	SY 09-10 Results on Key Metrics		
3 a. Recruit, retain, and develop superior staff. 3 b. Achieve cultural competence for all staff with diversity training that incorporates awareness, understanding, high expectations, and appropriate instruction for all students. 4 a. Develop and revise policies to ensure effective governance, continuous improvement, and accountability. 4 b. Ensure prudent financial stewardship and resources necessary to achieve the strategic plan. 4 c. Implement an internationally recognized assessment to measure performance management and leadership excellence. 5 a. Integrate environmental stewardship throughout the curriculum, as well as facility design, construction, and operations.	**Prof. Development:**	50 teachers participating in Teacher Leadership project	Met target
		39 participants completed the first cohort of Skillful Teacher 1.	Did not meet target but improved over SY 08-11
		13 school-based administrators completed a foundational course in instructional leadership.	Met target
		6 school-based administrators completing Special Education Leadership Certificate	Did not meet target but improved over SY 08-11
		14 teachers with NETS-T across seven schools	Met target
	% HQ:	96% of class sections taught by highly qualified teachers	Did not meet target but improved over SY 08-11
		100% of hired para-professionals are highly qualified	Met target
	Contract Service	$979,970 total expenditures spent on professional temps for speech-language, physical therapy, and occupational therapy	Did not meet target
	Fiscal Forecast:	New grants obtained during FY 2010: - QRIS (enhancement of quality preschool services): $100,500 - REMS (emergency planning and management): $542,862 - EETT technology grant: $565,844 All ARRA funds and other entitlement grant funds were wrapped into the budget development process for FY 2011, to ensure that fund uses were congruent with the strategic plan goals and objectives.	Met target
	Baldrige:	Eight cross-functional process improvement projects underway. Governing structure for cross-functional evaluation of all data-related projects established. Systems approach to strategic planning based on seven Baldrige criteria for performance excellence is being supported by training efforts in August 2010 (school leadership teams) and September 2010 (division leadership teams), with cont'd 15-month support.	Did not meet target but improved over SY 08-11

ACPS learning model (curriculum, instruction, relationships) to support student achievement	SY 09-10 Results on Key Metrics		
2 a. Develop an adaptable curriculum appropriate for the changing needs of society that addresses 21st century skills, including creativity, higher order thinking skills, and project based learning. 2 b. Create a vertically aligned Pre-K-12 ACPS curriculum which exceeds state standards and identifies appropriate international benchmarks and assessments. 2 g. Implement at each school, an exemplary educational program that enhances the curriculum and meets the needs of the students.	**Curriculum Desi**	Over 150 curriculum maps completed in all curriculum content areas. Implementation starts in SY 10-11.	Met target
	Assessment Des	Formative and summative assessment tasks developed for all elementary content areas plus Algebra I, to be used as prototypes for professional development in unit design and related assessment evidence in SY 10-11.	Met target
	Exemplary Progr	All schools in consideration, candidate, or authorization phase of exemplary program (CETA, STEM, HOM, Core, IB).	Met target

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 2012 Budget Highlights

• The total Local Maintenance and Operating Budget remained constant from FY 2011 to FY 2012. However, population changes result in varying requests to jurisdictions from FY 2011 to FY 2012.

• The requested contribution from Alexandria has increased by $59, or 0.5%.

• The City of Alexandria also contributes a proportionate share of NVCC's locally-funded capital costs. Please refer to the City's Proposed FY 2012-2021 Capital Improvement Program document for more information.

Expenditure Summary

Expenditure Summary

Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Northern Virginia Community College	$12,304	$12,229	$12,288	0.5%

Participating Jurisdictions – Percent Shares

Summary Table FY 2012 Proposed

Jurisdiction	Population*	Percent	Operating Budget Request
City of Alexandria	141,738	6.6%	$12,288
Arlington County	212,038	9.8%	$18,383
City of Fairfax	24,702	1.1%	$2,142
Fairfax County	1,036,473	47.9%	$89,856
City of Falls Church	11,711	0.5%	$1,015
Loudoun County	298,113	13.8%	$25,845
Manassas City	36,213	1.7%	$3,139
Manassas Park City	14,027	0.6%	$1,216
Prince William County	386,934	17.9%	$33,545
Total	**2,161,949**	**100.0%**	**$187,429**

*Population figures provided by NVCC come from the Weldon Cooper Center for Public Service (revised January 27, 2010).

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FY 2012 – FY 2021

CAPITAL IMPROVEMENT

PROGRAM OVERVIEW

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The City Manager's Proposed FY 2012 – FY 2021 Capital Improvement Program totals $935.0 million in local funding and $956.9 million in total funding.

FY 2012 – FY 2021 Capital Improvement Program

On November 23, 2010, City Council provided staff with guidance for the preparation of the FY 2012 – FY 2021 Capital Improvement Program. The guidance directed that cash capital from current revenues and general obligation debt be equal to the levels included in the FY 2011 – FY 2020 Approved CIP. Allowances were made for increases to the plan where special revenue sources (e.g. state or federal grants, sewer funds, etc.) or one-time City funding sources (e.g. prior year operating budget surpluses, sale of assets, etc.) could be identified. City Council also indicated that the City Manager should submit a proposal for a Transportation Add-on Tax on commercial properties with a multi-year project plan as an option above the base Operating Budget and CIP. In following this guidance, the FY 2012 – FY 2021 Capital Improvement Program is reduced by approximately $25.2 million from the FY 2011 Approved CIP. This overall reduction is primarily attributable to the fact that FY 2011 was a larger than usual expenditure year (due to the APD Facility project), and that FY 2021 was therefore smaller than FY 2011.

The FY 2012 – FY 2021 Proposed CIP includes $956.9 million in total funding, of which $935.0 million comes from local sources. For comparison purposes, the Approved FY 2011 – FY 2020 CIP totaled $966.8 million in local funding and $982.1 million in total sources. The FY 2011 Approved numbers below and throughout this section include $275.0 million in planned expenditures for the proposed Potomac Yard Metrorail Station, due to the approval of the Potomac Yard Metrorail Station financing plan in June 2010.

The FY 2012 Proposed CIP divides funding sources into three different categories: unrestricted City funds; restricted City funds; and non-City funds.

FY 2011 Approved to FY 2012 Proposed			Change FY'11 to FY'12	
	FY 2011 Approved	FY 2012 Proposed	$	%
Unrestricted City Funds	$600.6	$583.6	-$17.0	-2.8%
Restricted City Funds	$366.2	$351.4	-$14.8	-4.0%
subtotal City Share	**$966.8**	**$935.0**	**-$31.8**	**-3.3%**
Non-City Funds	$15.3	$21.8	$6.5	42.8%
TOTAL 10-year CIP	**$982.1**	**$956.9**	**-$25.2**	**-2.6%**

Unrestricted City funds include general cash sources and General Obligation Bond revenues for the base CIP program. Restricted City funds include both cash and G.O. Bond revenues associated with the Sanitary Sewer Fund, Stormwater Management Fund, Potomac Yard Metrorail Station, and the Comcast franchise agreement. Because these revenues all have legal restrictions on their available uses, it is easier to discuss financing issues with them separately delineated. Non-City funds generally include State and Federal grants and earmarks.

FY 2012 – FY 2021 Capital Improvement Program Overview

This CIP continues to place a strong emphasis on funding to maintain the City's core facilities and infrastructure.

The CIP also includes new items focusing on strategic growth and economic development such as the Potomac Yard Metrorail Station.

The Superintendent's Proposed FY 2012 – FY 2021 Resource Constrained CIP totals $372.6 million, which represents a $214.5 million increase over last year's levels.

The City Manager's Proposed FY 2012 – FY 2021 CIP holds ACPS funding level at $158.1 million.

The FY 2012 CIP is consistent with plans from recent years in that it places a strong emphasis on maintaining the existing core facilities and infrastructure of the City. This focus was supported by the continued use of the same three Category system used in the development of the FY 2011 CIP.

Beyond the basic capital maintenance issues, the FY 2012 CIP also represents an initial step towards making the CIP reflect a true vision for the City's future. The decision making process included an initial effort to integrate the capital plan with City Council's new Strategic Plan. The FY 2012 CIP also includes elements focusing on growth and economic development such as the Potomac Yard Metrorail Station, Waterfront and Braddock plan implementation projects, public art acquisition program, and a Transportation Add-on Tax proposal including funding for the Beauregard and Duke Street corridors high capacity transitways.

The FY 2012 – FY 2021 Proposed CIP also continues to struggle with important issues as the City looks at the future capital needs of Alexandria. The transportation needs of the City certainly present one major issue. Another major issue is the growing capital needs of the Alexandria City Public School System. In December the Superintendent proposed a ten-year (Needs-Based) CIP totaling $384.3 million in projects. A slightly more conservative version of the plan (Resource Constrained) totaled $372.6 million over the ten year period. The Resource Constrained plan offered by the Superintendent would result in a $214.5 million increase (136%) over the funded amounts in the City Manager's Proposed CIP for FY 2012 – FY 2021. It simply was not possible to fit a capital program of this magnitude into the plan while staying consistent with City Council guidance on funding sources and amounts. The FY 2012 Proposed CIP includes level funding for ACPS capital needs, with a total of $158.1 million over ten years.

FY 2012 City Manager Proposed to FY 2012 Superintendent Proposed			**Difference**	
	FY 2012 City Proposed	FY 2012 ACPS Proposed	$	%
School Capacity	$51.6	$199.3	$147.7	286.3%
Facilities Maintenance	$65.2	$75.1	$9.9	15.3%
Shared Programs	$0.0	$33.9	$33.9	N/A
All Other Categories	$41.3	$64.2	$22.9	55.5%
TOTALS	**$158.1**	**$372.6**	**$214.5**	**135.7%**

The biggest driver in this increase is the ACPS need to react to projected future growth in enrollment and reduced capacity in their facilities. While the FY 2011 Approved CIP already included a healthy $51.6 million for capacity related projects, the Superintendent's Proposed CIP would require an additional $147.7 million ($199.3 million total) to deal with projected enrollment growth. City Council, the School Board, and City and ACPS staff will need to further analyze and discuss this issue during the coming months.

CIP Overview Contents

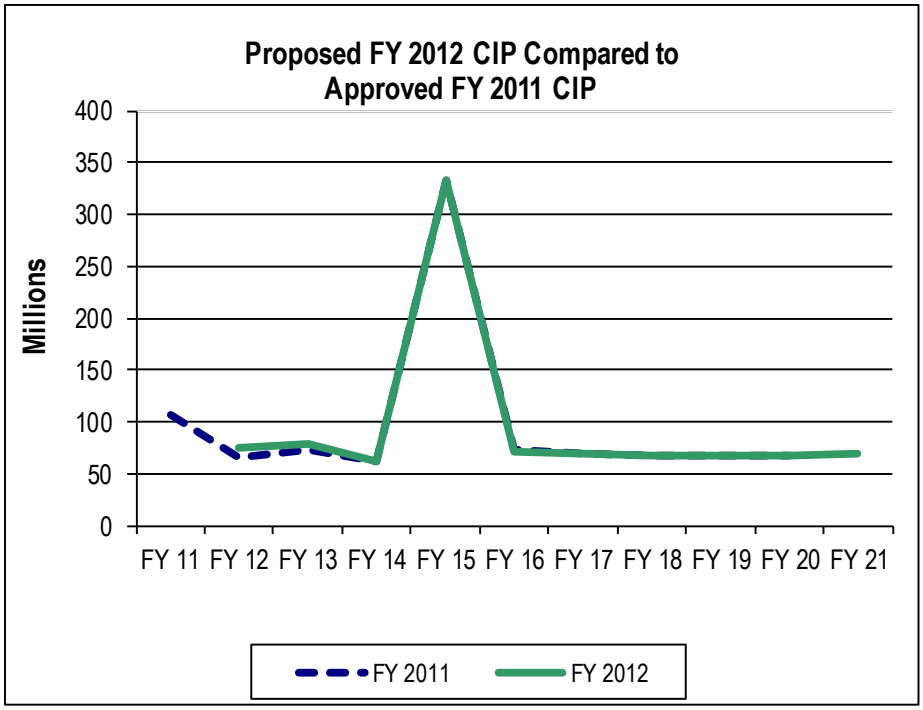
In the CIP Overview pages that follow, please find the following descriptions and discussions of the FY 2012 – FY 2021 Proposed Capital Improvement Program:

• Comparison Between FY 2011 and FY 2012 CIP's – p. 2-5
• ACPS Share of the CIP – p. 2-6
• Capital Project Definitions – p. 2-7
• Proposed CIP Development Process – p. 2-8
• FY 2012 – FY 2020 Proposed CIP Project Highlights – p. 2-13
• Project Requests Not Included in the FY 2012 CIP – p. 2-20
• FY 2012 – FY 2021 CIP Funding Sources – p. 2-22
• City Debt Policy Guidelines – p. 2-25
• EcoCity Initiative Efforts – p. 2-28
•Transportation Add-on Tax Proposal – p. 2-29

Prior Year Capital Improvement Program Comparison

The results of the efforts of the CIP Steering Committee and City Manager review and decision making is a proposed, ten-year $956.9 million all funds CIP. This plan represents a decrease from the FY 2011 CIP of $25.2 million, or 2.6%. The chart below illustrates the difference in funding for the FY 2012 Proposed CIP compared to the FY 2011 Approved CIP. The overall size changes very little, which is exemplified by the fact that the two lines run almost perfectly parallel from FY 2012 – FY 2020.

The $25.2 decrease in overall planned spending in the FY 2012 Proposed CIP is primarily a result of the larger than usual funding level in FY 2011, which does not repeat in the next ten years.



**** Peak in FY 2015 is due to $263.5 million for Potomac Yard Metrorail Station***

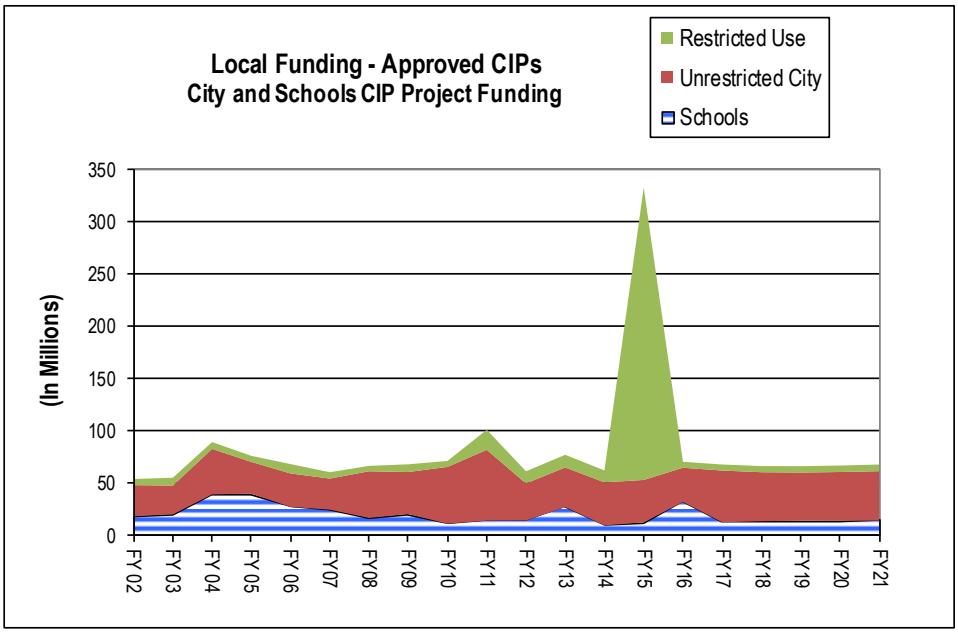
The City Manager's Proposed FY 2012 – FY 2021 CIP contains $158.1 million for ACPS capital projects, which represents 27% of the unrestricted City funding total.

Several major projects have shaped the CIP over the 20-year period from FY 2002 – FY 2021, including T.C. Williams High School, the APD Facility, and now the self-funded Potomac Yard Metrorail Station.

School Share of CIP Funding

The graph below shows the portion of local CIP funding dedicated to ACPS capital projects versus City capital projects from FY 2002 – FY 2021. The City funding is broken out into unrestricted local funds and restricted use funds. Restricted use funds are not be eligible for use for school projects.

The peak in FY 2004 - FY 2006 represents funding for T.C. Williams High School. The peak in FY 2011 represents the majority of the funding for the New APD Headquarters. The two peaks in ACPS funding in FY 2013 and FY 2016 represent the planned construction of two new replacement schools. The large green peak in FY 2015 that overshadows the rest of the table represents the construction costs for the Potomac Yard Metrorail Station, which will be funded by developer contributions and special tax district revenues.



**** Peak in FY 2015 is due to $263.5 million for Potomac Yard Metrorail Station***

In the period from FY 2002 – FY 2011 (first ten years of the graph), the average School share of total unrestricted capital funds is about 36%. In the next ten years of the Proposed 2012 CIP, that same average decreases to about 27%.

Over this 20-year period, two projects (T.C. Williams High School, $100 million; APD Facility, $81 million) dominate the unrestricted City funding levels and result in several fiscal years that could be considered atypically high. If these two projects (one City, one ACPS) are removed from the picture as once-in-a lifetime type opportunities and statistical outliers, the ACPS percentage share in both the first and second decade of this period is consistent at about 27% over the long run. Any individual year may vary from the average. It should be noted that the Potomac Yard Metrorail Station does not factor into these percentages as it is proposed to be funded by special, restricted revenues.

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.

Capital Improvement Program Purpose & Definitions

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 2012) 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, and typically much longer than three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, minor (less than $10,000) carpentry, minor electrical and plumbing repairs, or repair or routine replacement of fixtures or furniture.

Developing the Proposed CIP for FY 2012 – FY 2021

The City Manager's Proposed Capital Improvement Program (CIP) focuses 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 resources within the allowable funding levels are also planned for new facilities and expanded or improved infrastructure over the next 10 years. These projects primarily support public safety or economic development, or provide a good return on investment over time.

FY 2012 City Manager Proposed			Difference	
	FY 2011 City Approved	FY 2012 City Proposed	$	%
Category 1	$224.8	$231.0	$6.2	2.7%
Category 2	$109.2	$97.6	-$11.6	-10.6%
Category 3	$394.6	$383.9	-$10.7	-2.7%
*Uncategorized	$253.5	$244.4	-$9.1	-3.6%
TOTALS	**$982.1**	**$956.9**	**-$25.3**	**-2.6%**

*Includes Schools, IT Plan, Other Regional Contributions and Inflation/ Additonal projects which were not developed using the same categories.

The appetite for capital investment in the Alexandria community continues to exceed the City's funding limitations. Over the past several CIP cycles, the level of capital requests that could not be funded within the approved plans exceeded $100 million, and in some years has even exceeded $200 million. This year, the combined requests of ACPS and the City that were not funded approaches $230 million. If the projects funded through the Transportation Tax option are thought of as currently unfunded, that total quickly exceeds $350 million over the next ten years. This is figure is presented to show that Alexandria is a community facing a great number of challenges as it attempts to keep up aging facilities and infrastructure, adapt to new regulatory mandates, and expand and modernize its existing capabilities to serve the public.

The City over the last few years has actively addressed some areas of growing capital needs through actions like the Stormwater Maintenance Fund, planned borrowing against the Sanitary Sewer Fund revenues, the Tier 1 Potomac Yard special tax district, and potentially in FY 2012 through a transportation Add-On tax on commercial properties. It would be very difficult to expand the level of borrowing or cash capital in the CIP if the City had to rely exclusively on the General Fund Operating Budget for support. However, by utilizing targeted special revenue sources, the City has been able to strategically grow the capital program in a responsible manner.

In order to assemble a true, balanced ten-year plan, City staff must differentiate between the most needed projects and other less important projects, and then determine realistic time constraints and logistical considerations for the higher priority projects. Some funded projects in the FY 2012 Proposed CIP certainly qualify as desirable rather than necessary, but their overall benefit to the community is important enough to merit inclusion in the Proposed CIP.

CIP Steering Committee and Priority Setting Process

The CIP Steering Committee is comprised of four department heads, OMB staff, ACPS staff, the CFO, 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 2012 - FY 2021 Proposed CIP were initially developed by the City's internal staff CIP Steering Committee and then finalized by the City Manager.

The development process for FY 2012 began with the assumption that the FY 2011 – FY 2020 Approved CIP was the baseline from which adjustments would be made. While the CIP processes in previous years have also used the previous plan as a rough starting point, those plans had been mostly been rebuilt in previous years from top to bottom. This was necessary in prior plans given that those CIP's were starting with functional funding deficits or future year project expenditure reductions to-be-determined to address. Because the FY 2011 – FY 2020 Approved CIP was prioritized and funded in each of the ten plan years, it provided a much more solid starting point from which to build the FY 2012 CIP.

All Department project requests were initially prioritized into three projects categories: ongoing maintenance programs; major one-time renovations or repair activities; and new or expanded capital initiatives.

Member Departments of the CIP Steering Committee began generating revisions to existing projects and new project requests for the FY 2012 CIP in summer 2010. Just like in FY 2011, as new projects were identified, Departments were asked to categorize them into one of three potential Categories.

- Category 1: Ongoing Maintenance – annualized funding streams that cover an ongoing maintenance need for an existing City asset;
- Category 2: Major, One-time Renovation or Repair 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
- Category 3: New, Improvement Projects – projects that result in a new or expanded level of service and can be scheduled.

The CIP Steering Committee considered over 180 existing, revised, or new projects for potential funding.

Parallel to the regular capital project development process, City Departments also participated in a "Linking the Strategic Plan to the Budget" process. In this process, staff dissected the goals and objectives of the City Council Strategic Plan in order to identify the specific projects and actions needed to enact the Strategic Plan. The resulting programs and projects included both operating budget items and new capital projects. The capital projects were then organized into the three project Categories described above.

The CIP Steering Committee was charged with looking at both new and revised project requests, as well as Strategic Plan driven capital projects, and then comparing and prioritizing all requests against the existing ten-year capital plan.

The Steering Committee heard explanations of all requests for new funding (both Strategic Plan and others) and discussed the project merits as well as relative priority to projects included in the FY 2011 – FY 2020 CIP. Because guidance limited the overall funding size of the ten-year capital program to an amount close to that available in the previous plan, any new funding necessitated a corresponding reduction in existing funding to make room.

The Steering Committee started with a rough initial prioritization, with Category 1 projects considered the highest priority. Category 2 projects were considered next while weighing appropriate timing, logistical, and funding constraints. Category 3 projects were considered the lowest initial priority, and generally needed to show a direct economic development or public safety benefit, a very strong linkage to a strategic goal or objective, or show a strong return on investment in order to be competitive for funding.

A component of the FY 2012 CIP development pertained specifically to Category 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 two to three years into the future. The point of this exercise was to both defend the merits of the proposed funding allocation as well as to communicate to City Council and the public what a reasonable expectation for service delivery can be moving into the future. This process ultimately provided further validation that the City has been steadily falling behind in many aspects of regular facility maintenance. However, the continued emphasis on Category 1 funding is already paying dividends in other maintenance areas (e.g. bridge repairs, OHA CFMP, ball court renovations, etc.), and existing conditions are markedly improved. It is anticipated that after several years of appropriately scheduled maintenance and significant catch-up on deferred maintenance, the overall level of annual investment in Category 1 projects will begin to decline.

Once the Steering Committee completed discussion of the new FY 2012 – FY 2021 funding requests, OMB staff and the City Manager's Senior Staff team met to determine the prioritization of funding requests. The same initial prioritization philosophy (i.e. maintenance first) was followed with emphasis on economic development, public safety, strategic goals and objectives, and return on investment also playing into the equation heavily. Just like in the FY 2011 – FY 2020 plan, significant attention was paid to fully developing and balancing all ten years of the plan.

It is important to note that the ACPS request for additional CIP funding was not analyzed or compared against City requests as part of the CIP Steering Committee process. Because Council guidance restricted CIP growth, the ACPS request was substantially different (and larger) than the FY 2011 Approved CIP, and the School Board has yet to act on the Superintendent's Proposal, in-depth

Analysis of the request was not attempted. Rather, such analysis will occur during the time of the City Council's consideration of the CIP and operating budget.

Following these discussions, the Office of Management and Budget took the input from the CIP Steering Committee and the City Manager's Senior Staff group and produced a "Rough Draft" CIP that sought to fund essential Category 1 projects, fit Category 2 projects within acceptable windows whenever possible, and provide funding for Group 3 projects when available and prudent. This OMB Rough Draft CIP was then presented back to the Steering Committee for comments and concerns. Based on these comments, some final adjustments were incorporated into the project plan.

Future Process Improvements

Operating Impact Statements will be available for all projects in future CIP's. The process will also be designed to formally consider these impacts in determining project priority.

Two other process improvements have been partially implemented in the FY 2012 – FY 2021 CIP development process. The first improvement involved better describing how the CIP relates to and impacts the City's Operating Budget. The other improvement involved developing a more quantitative project scoring system to support project prioritization. Implementation of both improvements remain goals of the City, but further refinement is required before they are fully integrated into the process

Future CIP's will include better cost estimates of operational impacts as well as language describing the impact on service levels to the public. Many projects in the FY 2012 Proposed CIP incorporate this information, but it is not yet universally available for all projects. Furthermore, future CIP development processes should include operating budget impacts more heavily when determining relative project priorities. Again, these are considerations that are informally built into the process today, but the goal is to formalize and refine them in the future.

A more sophisticated project scoring system is planned for future CIP's, which can provide a better initial prioritization from which the Proposed CIP can be developed.

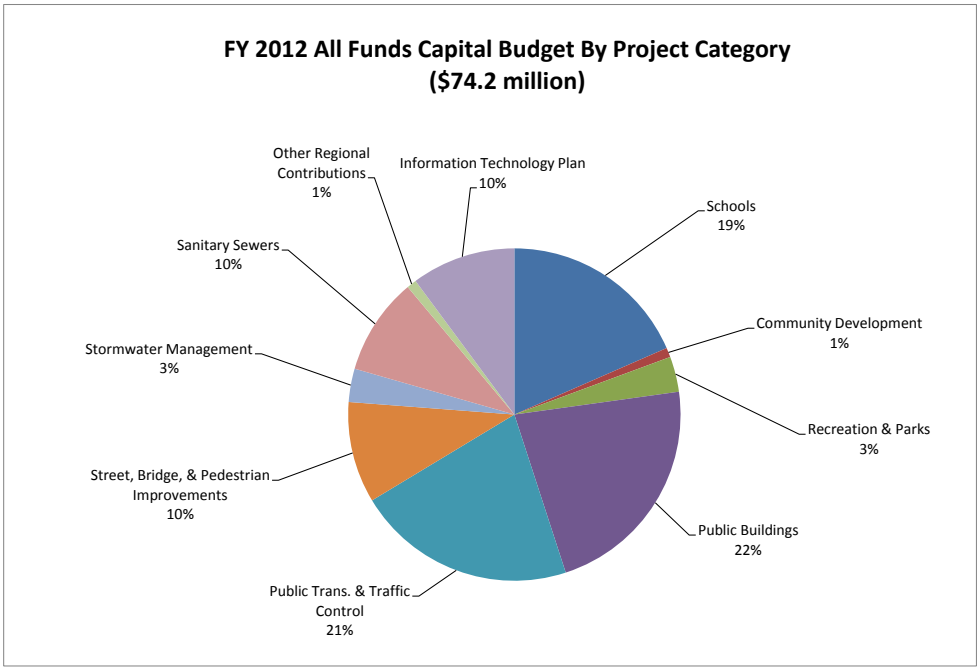
The City has not utilized a system of scoring for capital project requests in the past. And while scoring systems tend to be incapable of instantly providing a ranked list of projects, a good scoring system could be beneficial in providing a better starting point from which the Steering Committee, OMB, and the City Manager could work. Ultimately, issues such as political considerations, legal mandates, and availability of outside revenues can supercede a scoring system, but having a more quantitative starting point with discrete project rankings is a good goal.

Staff experimented with a scoring system for the FY 2012 – FY 2021 CIP. Data were collected from Departments and each project was scored accordingly. Additional refinement to the criteria used and the relative weight of each criteria is necessary before relying on this system too heavily. The work done this year in this area has been very informative and was not wasted.

The Proposed FY 2012 capital budget includes $74.2 million in total funding. This includes $49.3 million in unrestricted City sources, $11.6 million in restricted City sources, and $13.3 million in non-local funding.

FY 2012 Proposed CIP Expenditures

The total Proposed CIP for FY 2011 is for $74.2 million, which includes $13.3 million in non-local revenues. The locally-funded CIP is $61.0 million, which equals what was previously planned for FY 2012 in last year's Approved CIP. The FY 2012 Proposed local share does represent a decrease of 39.4%, or $39.7 million from the FY 2011 funding level, primarily due to the FY 2011 funding for the APD Facility .



Highlights of the FY 2012 Capital Budget

A summary of the FY 2012 major capital budget highlights follows:

Public Buildings:

- $9.2 million for construction of Fire Station 210 (Eisenhower Ave.)
- $2.0 million to complete the new APD Facility
- $1.1 million for the City's Capital Facility Maintenance Program
- $0.8 million for replacement of Fleet Services vehicle lifts
- $1.2 million for roof replacements at 2900 Business Center Drive & the Lee Center

Schools:

- $13.7 million is planned for Alexandria City Public Schools. The specific uses of these funds will be determined prior to issuance of the FY 2012 – FY 2021 Approved CIP document.

Highlights of the FY 2012 Capital Budget

Public Transportation and Traffic Control:

- $7.0 million for the City's contribution to the WMATA capital program
- $2.0 million to improve bus traffic efficiency at King St. Metro Station
- $0.9 million for Traffic Signals and Signs Equipment
- $2.0 million for DASH replacement buses
- $1.2 million to start Potomac Yard Metro Station design

Street, Bridge, and Pedestrian Improvements:

- $1.9 million for improvements to City shared-use paths, primarily the Holmes Run Greenway / Eisenhower Avenue Trail
- $0.6 million to maintain the City's bridges
- $2.1 million for traffic flow improvements at King and Beauregard

Community Development:

- $75,000 for the Gadsby light replacement program
- $0.5 million for Four Mile Run stream restoration work

Recreation and Parks:

- $0.5 million for park improvements around the Eisenhower Valley funded by a Restaurant Depot development contribution
- $1.9 million is budgeted for the various maintenance programs supporting recreation and park facilities, including $0.5 million for maintenance in neighborhood recreation facilities and $0.3 million to continue the playground renovation program
- $0.2 million for design of Chinquapin Aquatics Center renovations

Other Regional Contributions:

- $0.4 million for the City's capital contribution to the Northern Virginia Regional Park Authority
- $0.1 million for the City's annual capital contribution to Peumansend Creek Regional Jail
- $0.2 million for the City's capital contribution to the Northern Virginia Community College

Information Technology:

- $7.5 million for Information Technology Plan projects, including $3.6 million for the replacement of the Computer Aided Dispatch System

Highlights of the FY 2012 Capital Budget

Sanitary Sewers:

- $7.0 million for sanitary sewer projects funded entirely with sanitary sewer system revenues and sewer fee revenue financed bonds, including $5.0 million for infiltration and inflow remediation in the Holmes Run sewershed and $0.9 million for the reconstruction and extension of key sanitary sewer lines

Stormwater Management:

- $2.4 million for stormwater management projects through dedicated real estate tax revenue

FY 2012 – FY 2021 Capital Improvement Program Overview

The Proposed FY 2012 – FY 2021 CIP includes $956.9 million in all sources of funding, including $583.6 million of unrestricted City funds, $351.4 million of restricted City funds, and $21.8 million of non-local funds.

The Proposed FY 2012 – FY 2021 All Funds Capital Improvement Program totals $956.9 million, which represents a $25.2 million, or 2.6%, decrease from the FY 2011 Approved CIP.

The FY 2012 - FY 2021 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 and provide stimulus for new economic development. The chart on page 2-19 illustrates CIP spending (both City and non-City sources) according to project category for each year in the ten-year plan.

Schools:

- A total of $158.1 million over ten years (FY 2012 – FY 2021) has been included in this CIP for the capital needs of the Alexandria City Public School System (ACPS) for Schools projects.
- The specific uses of these funds will be determined prior to issuance of the FY 2012 – FY 2021 Approved CIP document.

Public Buildings:

- $11.2 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.
- $4.9 million to implement Energy Management projects at City facilities.
- $2.6 million for various roof replacements
- $29.1 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 2012 –FY 2021 Capital Improvement Program

Public Transportation and Traffic Control:

- $74.0 million has been planned over ten years to meet the City's capital obligations for Metrobus and Metrorail as part of the Washington Metropolitan Area Transit Authority's (WMATA) new capital funding agreement and assumed subsequent agreements.
- $28.3 million has been planned for the replacement of buses in the DASH fleet over this period. Funding sources include state urban funds, as well as CMAQ and City funding.

Street, Bridge, and Pedestrian Improvements:

- $5.5 million in City funding is planned for City participation in the State Revenue Sharing Program for street reconstructions in future years.
- $6.8 million is planned for the reconstruction of Madison and Montgomery Streets.
- $3.7 million is planned for street and alleyway reconstruction and extension projects.
- $3.6 million is planned for bridge repairs City-wide.
- $8.8 million in planned for investments in the non-motorized transportation systems, serving cyclists and pedestrians.

Community Development:

- $0.8 million is planned for initial design of Waterfront Plan elements.
- $2.9 million over ten years for Public Art investments.
- $2.3 million to implement the Transportation Sign & Wayfinding program.
- $16.6 million is planned for various stream and channel maintenance and dredging activities.
- Implementation projects stemming from the Braddock and King Street plans have $1.3 million in funding planned.

Highlights of the FY 2012 –FY 2021 Capital Improvement Program

Recreation and Parks:

- $16.0 million for the acquisition and development of new open space is planned.
- A total of $6.6 million is planned over the ten-year period to do necessary maintenance at the Chinquapin Aquatics Center in order to keep the facility safe and operational.
- $22.2 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.
- $4.0 million 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 $54.5 million over ten years.
- The IT Plan includes including $18.0 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 2012 CIP leaves a gradually increasing amount of unprogrammed revenues each year starting in FY 2015, 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 impact on the operating budget in each year. The ten-year total of these unprogrammed revenues is $24.0 million.

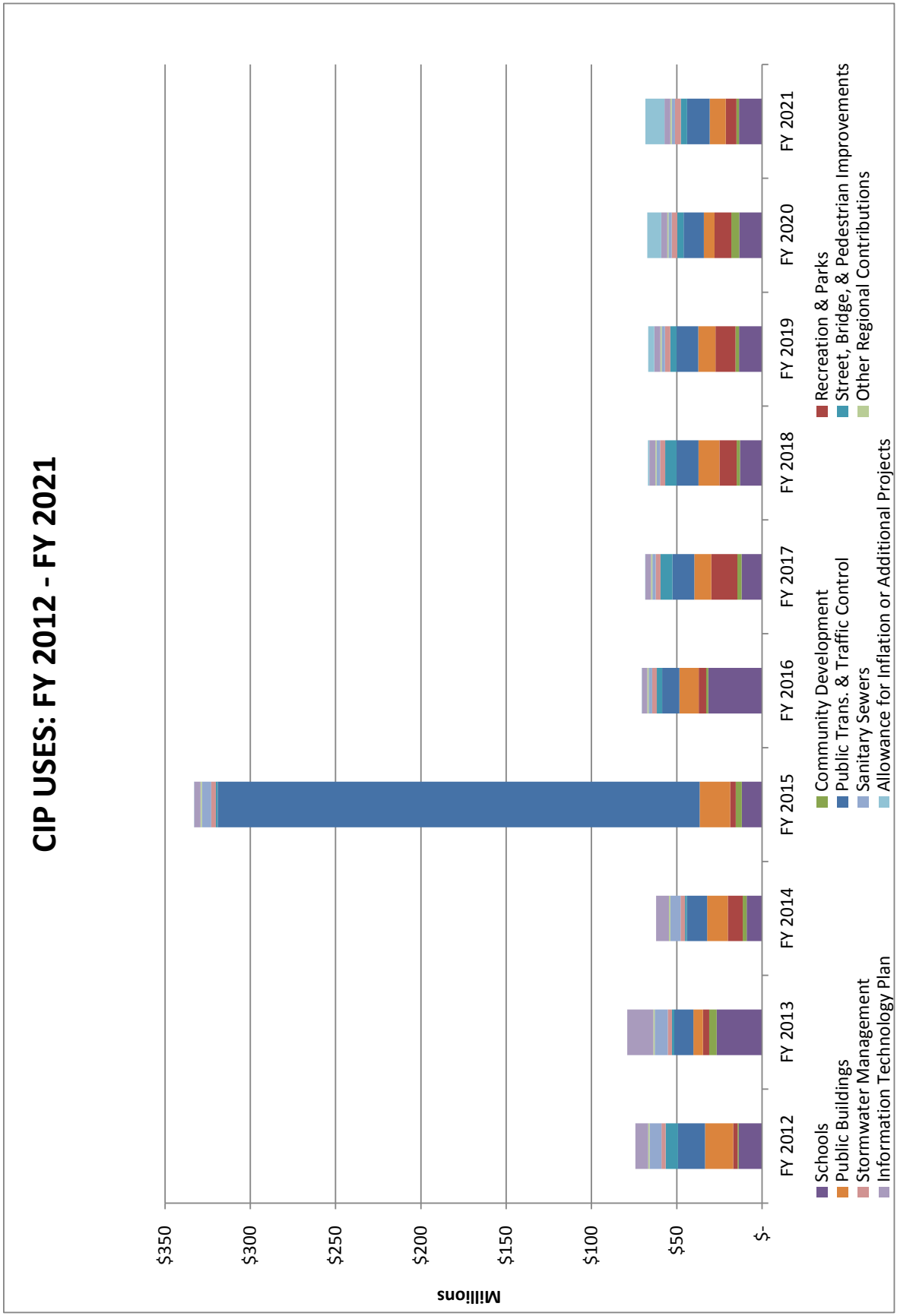
Highlights of the FY 2012 –FY 2021 Capital Improvement Program

Sanitary Sewers:

- A total of $38.1 million over ten years is planned for City-wide sanitary sewer projects, including $17.1 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 $28.5 million over ten years is planned for the stormwater management fund, including $9.1 million to fund miscellaneous 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 2012 - FY 2021
Millions
$350
$300
$250
$200
$150
$100
$50
$-
FY 2012
FY 2013
FY 2014
FY 2015
FY 2016
FY 2017
FY 2018
FY 2019
FY 2020
FY 2021
Schools
Public Buildings
Stormwater Management
Information Technology Plan
Community Development
Public Trans. & Traffic Control
Sanitary Sewers
Allowance for Inflation or Additional Projects
Recreation & Parks
Street, Bridge, & Pedestrian Improvements
Other Regional Contributions

Over $350 million in requested CIP projects have not been included in the Proposed CIP.

Project Requests Not Included in the CIP

There were close to $230 million in project requests that are not funded in the FY 2012 – FY 2021 Proposed CIP. If the projects in the transportation Add-On Tax on commercial properties proposal are included, the total of unfunded requests exceeds $350 million.

The following are some of the major projects that are not included in this CIP.

- Transportation Add-On Tax – $127.5 million
  - The transportation Add-On tax on commercial properties includes $133.5 million in key transportation projects over the next ten years that are not included in the base budget. Without approval of this 12.5 cent Add-On tax, most of these projects will be unaffordable for the City. See Appendix B at the end of this document for additional project and tax details.

- ACPS Superintendent's Proposed CIP – $214.5 million
  - The ACPS Superintendent issued his FY 2012 – FY 2021 Proposed CIP in December 2010. The Resource Constrained CIP included a $214.5 million, or 135.7%, increase over FY 2011 Approved funding levels. Given that City Council guidance called for level CIP funding, this increment is not funded in the FY 2012 – FY 2021 Proposed CIP. This funding issue will be a key topic of discussion leading up to the Approved CIP adoption.

- Edsall Road Reconstruction - $1.1 million
  - The City is currently reconstructing Edsall Road between Whiting Street and the western City limits. Local funding and participation in the State revenue sharing program have produced $3.4 million towards the total $4.5 million project. The final $1.1 million is currently unfunded and the project will be scaled back accordingly to match available funds.

- Energy Management Program - $1.1 million
  - An additional $1.1 million to complete energy conservation, efficiency, and management projects is not funded in the FY 2012 CIP. Funding was increased by $2.8 million from the FY 2011 Approved CIP, but an additional increase of $1.1 million is not affordable at this time.

- Fire Station CFMP - $0.4 million
  - An additional $0.4 million to complete capital maintenance projects at the City's fire stations is not funded in the FY 2012 CIP. Funding was increased by $0.2 million from the FY 2011 Approved CIP, but this additional increase is not affordable at this time.

- Non-Motorized Transportation (Mobility) - $0.6 million
  - $624,000 in additional funding for sidewalk and curb improvements in the City could not be fit within available funding levels. This project is allocated $2.4 million over ten years in the FY 2012 Proposed CIP.

Over $350 million in requested CIP projects have not been included in the Proposed CIP .

Project Requests Not Included in the CIP, continued

• Non-Motorized Transportation (Safety) - $0.7 million

– $650,000 in funding for additional for traffic calming projects and on-street bike lanes could not be fit within available funding levels. This project is allocated $3.4 million over ten years in the FY 2012 Proposed CIP.

• Open Space Acquisition and Development - $3.0 million

– $3.0 million in funding to reinstate the open space acquisition and development program immediately would not fit in the FY 2012 Proposed CIP. The CIP does plan for $16.0 million starting in FY 2014 for this program, but the plan does not recommend the restoration of a dedicated portion of the real estate tax rate.

•Public Art Acquisition - $2.6 million

– $2.6 million in funding to begin the public art acquisition program immediately would not fit in the FY 2012 Proposed CIP. The CIP does plan for $2.6 million starting in FY 2014 for this program, which should coincide with the completion of any new development falling under the purview of the proposed public art funding policy.

• Street Reconstruction Revenue Sharing Program - $4.0 million

– Participation in the state 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.

• Parking Meters and Technologies – $1.3 million

– $1.3 million was requested to implement recommendations of the Old Town Parking Study, including installing multi-space meters on some blocks currently unmetered, real-time parking management systems, additional parking studies, and other new parking technologies. This Category 3 funding request would not fit within available funding levels.

• Other Projects – $0.3 million

– Several other smaller CIP project requests totaling less than $300,000 are not included in the FY 2012 – FY 2021 Capital Improvement Program. These projects include a Shared-Use Paths, Braddock Plan Implementation, and a Fort Ward Park and Museum Master Plan.

The FY 2012 – FY 2021 CIP will be primarily financed with General Obligation Bonds, Cash Capital, Surplus Fund Balance, Grants and Other Special Revenue, and Bond Interest Earnings.

FY 2012 – FY 2021 Approved CIP Funding Sources

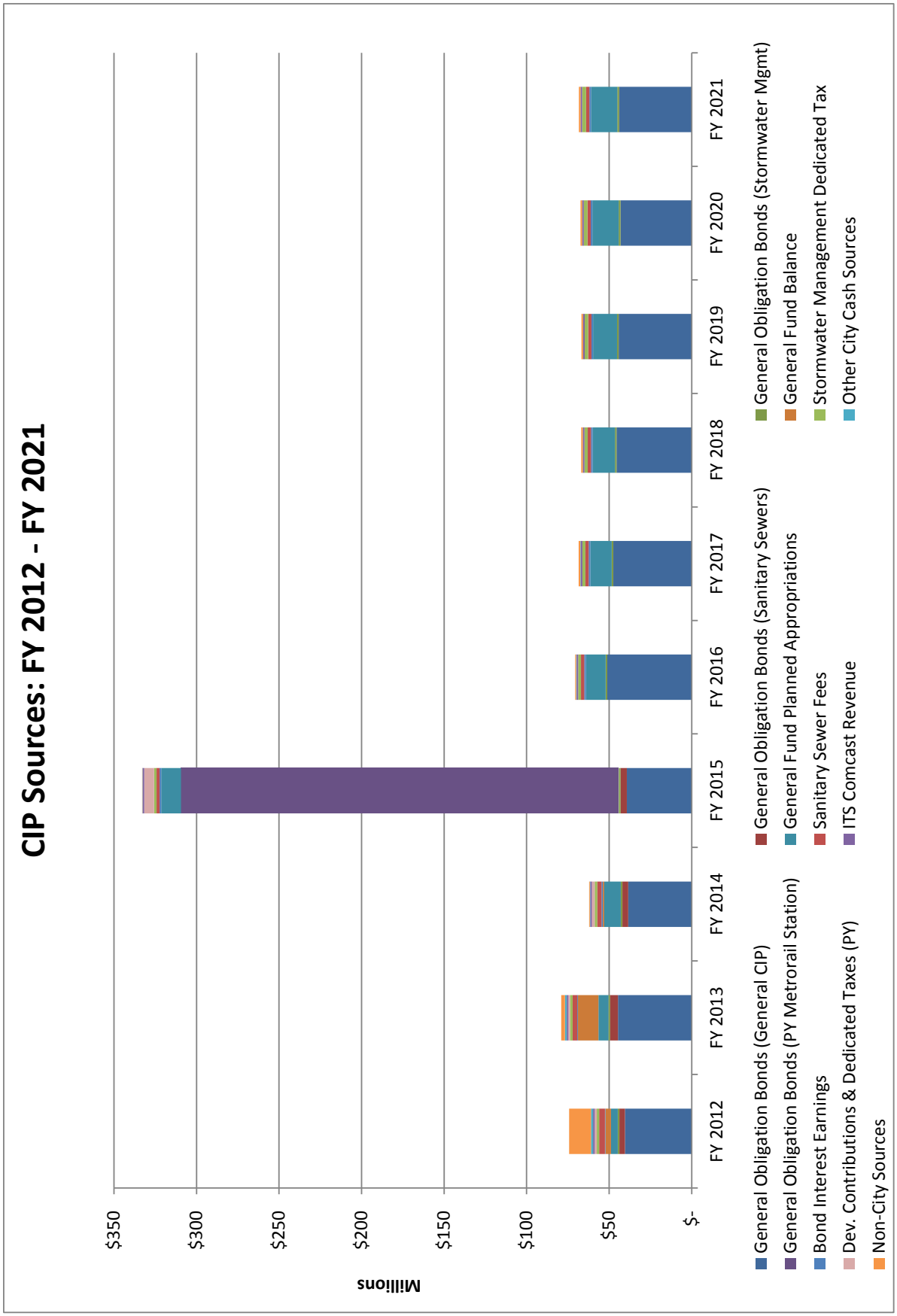
The City will continue to use both pay-as-you-go cash capital financing and debt issuances over the next ten years in a manner that maintains compliance with its debt-related financial policies and as dictated by the economy and resulting pressure on the operating budget. The chart on the following page shows the breakdown of funding sources (unrestricted City sources, restricted City sources, and non-City sources) for each year of the ten-year plan.

Funding the total ten-year capital program of $956.9 million for the City and the Schools will be provided through a mix of sources including:

- $448.0 million in general obligation (G.O.) bond borrowing for the CIP;
- $15.6 million in G.O. bonds supported by sanitary sewer revenues;
- $265.3 million in G.O. bonds supported by the Potomac Yard Metrorail Station Fund;
- $21.8 million in grants and other special revenue; and
- $206.1 million in cash from various sources, including:
    - $117.0 million in cash capital appropriations;
    - $22.5 million in cash capital from sanitary sewer fees;
    - $18.5 million in dedicated stormwater management tax;
    - $8.5 million in bond interest earnings,
    - $16.8 million in general fund balance for capital projects;
    - $9.7 million in Potomac Yard Station Fund cash sources;
    - $9.9 million in Comcast revenues; and
    - $3.3 million in other cash sources.

The FY 2012 - FY 2021 capital funding plan reflects the planned issuance of $728.9 million in general obligation bonds through FY 2021. Of these, $28.3 million would be supported by Sanitary Sewer Fund fees. These bonds would fund 76% of the total CIP over ten years as follows:

- $41.3 million for the general CIP and $3.5 million for sanitary sewer projects in FY 2012;
- $45.6 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, $3.8 million for sanitary sewer projects, and $265.3 million for the Potomac Yard Metrorail Station in FY 2015;
- $52.1 million for the general CIP 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;
- $44.2 million for the general CIP in FY 2020; and
- $45.0 million for the general CIP in FY 2021


CIP Sources: FY 2012 - FY 2021
Millions
$350
$300
$250
$200
$150
$100
$50
$-
FY 2012
FY 2013
FY 2014
FY 2015
FY 2016
FY 2017
FY 2018
FY 2019
FY 2020
FY 2021
General Obligation Bonds (General CIP)
General Obligation Bonds (PY Metrorail Station)
Bond Interest Earnings
Dev. Contributions & Dedicated Taxes (PY)
Non-City Sources
General Obligation Bonds (Sanitary Sewers)
General Fund Planned Appropriations
Sanitary Sewer Fees
ITS Comcast Revenue
General Obligation Bonds (Stormwater Mgmt)
General Fund Balance
Stormwater Management Dedicated Tax
Other City Cash Sources

Annual impact on the operating budget significantly impacts amount of debt the City can issue.

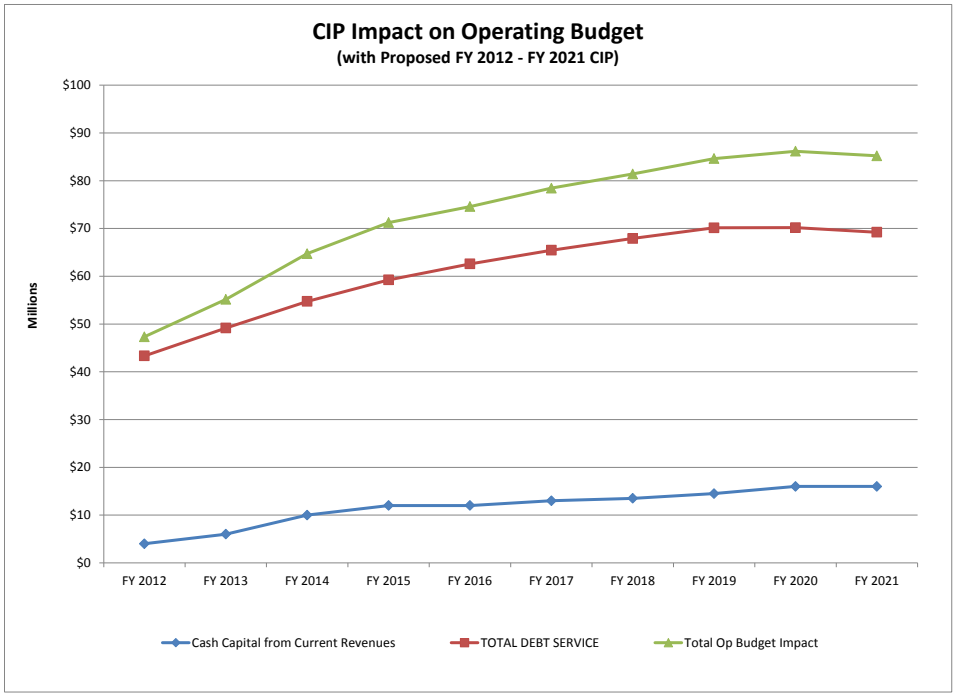
The approved capital program, while accommodating many needs, does not address all of the requests from City agencies and the community. As referenced earlier, over $230 million in project requests are not included in the ten-year capital plan or the transportation Add-On tax proposal. The impact on the operating budget of proposing additional cash capital or bond issuance to fund this $230 million is more than existing or projected revenues at proposed tax rates could finance.

The increasing amount of debt outstanding should 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 $70.2 million in FY 2020.

The FY 2012 Proposed 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 $43.3 million in FY 2012 to $49.1 million in FY 2013, and increase each year until peaking at $70.2 million in FY 2020. While the annual debt service increases each year until FY 2020, the planned growth of the annual cash capital contribution to the CIP from $4 million in FY 2012 to $16 million in FY 2020 drives much of the increase in the operating budget as well. This planned financing structure would keep the average pay-as-you-go portion of the CIP at just over 31% for the ten-year period, excluding borrowing for the Potomac Yard Metrorail Station Fund.



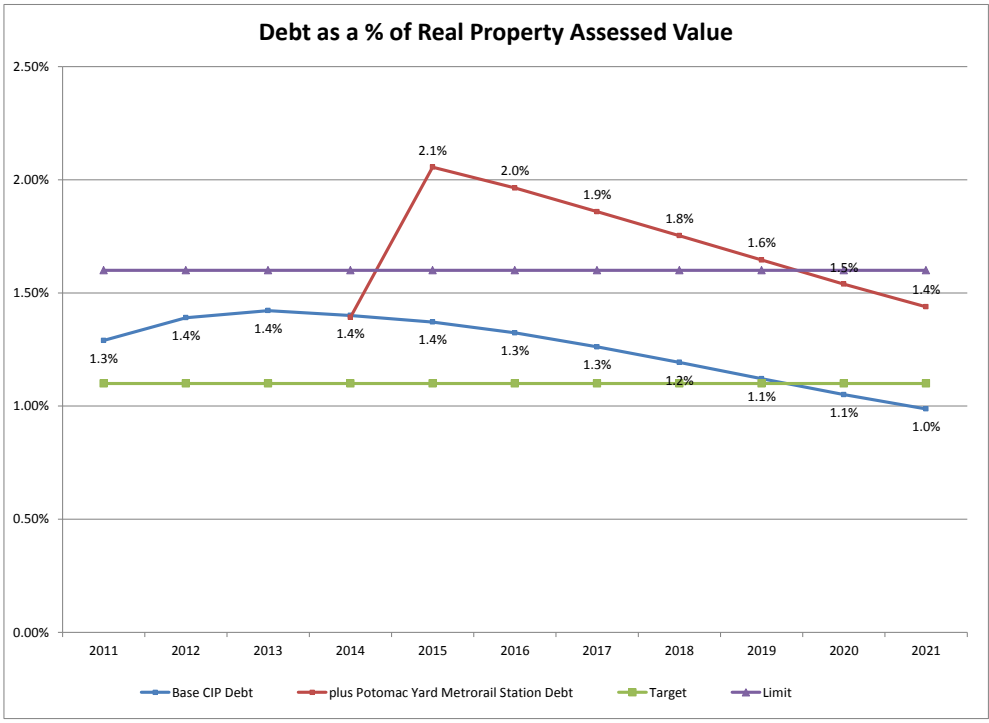
The chart above <u>excludes</u> the planned FY 2015 issuance of $265.3 million in General Obligation Bonds for the Potomac Yard Metrorail Station, as the repayment of this debt will be funded through dedicated special tax revenues and developer funds.

The City will remain in compliance with adopted debt ratio limits if debt related to the Potomac Yard Metrorail Station is considered separately.

If debt related to the Potomac Yard Metrorail Station is considered separately 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 peaks at 1.4 percent in FY 2013. Factoring in Potomac Yard Metrorail Station debt, this ratio peaks at 2.1% in FY 2015, which exceeds the City's current limit. This is the most important debt ratio considered by the bond rating agencies. The issuance of Potomac Yard Metrorail Station debt should not endanger the City's rating because it is to be supported by dedicated revenue sources and still keeps this ratio in the moderate range.

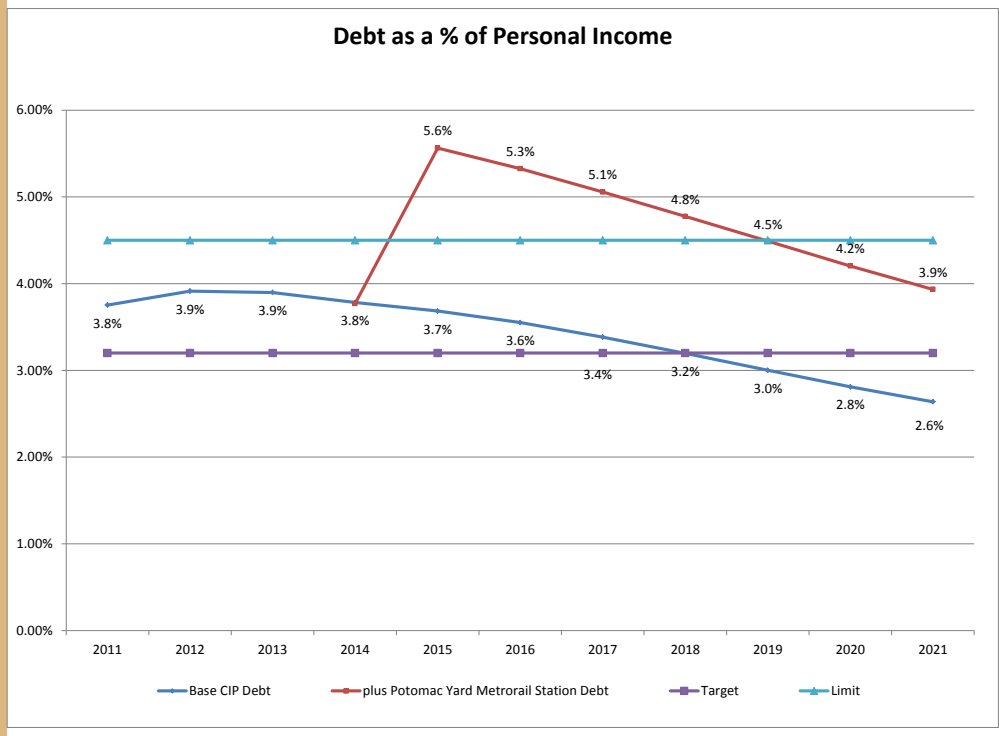
Backing out the Potomac Yard Metrorail Station planned debt, debt as a percent of fair market value remains under the City's target, and is slightly healthier overall than in FY 2011.



The City will need to consider amending this guideline at some point in the future in response to the Potomac Yard Metrorail Station assumed debt issuance. Such an adjustment would likely be for the short term, as the ratio should start to decline and move back within the current 1.6% limit by FY 2019. While the Metrorail Station borrowing is significant, the resulting economic development and increase to total City assessed property values provide a return on investment in a relatively expedient manner. The City would fall back within the current limit by FY 2020. This debt ratio continues to be below that of many 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).

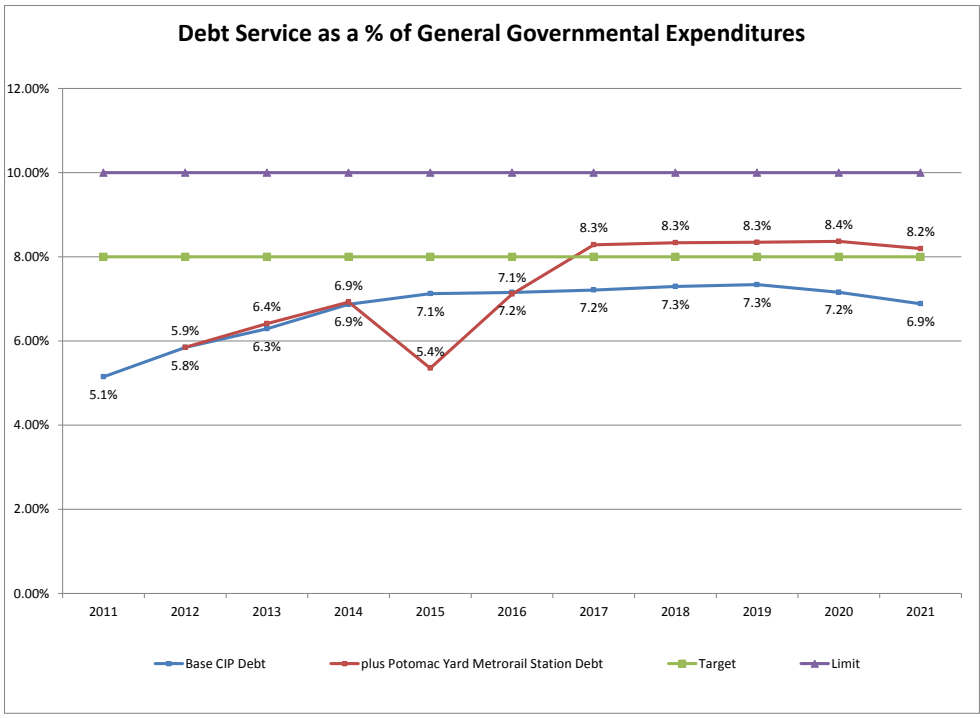
Based on comparison with other AAA/Aaa rated jurisdictions and recommendations by the Budget and Fiscal Affairs Advisory Committee (BFAAC), the City Manager recommended and Council adopted on June 24, 2008, a revision to one guideline: the debt per capita as a percent of per capita income guidelines 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 resynchronized this guideline with that for debt as a percent of the fair market value of real property. These two indicators had diverged since they were last reviewed and adopted by City Council in December 1997. Further revisions to this guideline will likely need to be considered for the near future as a result of the project debt issuance for the Potomac Yard Metrorail Station.



The City's FY 2012 ratio of debt as a percent of personal income at the end of Fiscal Year 2012 will be 3.9 percent, which will exceed the 3.2 percent target, but stay below the limit of 4.5 percent. This is up slightly from the FY 2011 ratio of 3.8 percent. While this plan takes the City close to the debt ratio limit, the ratio steadily improves as we move into the later years of the plan. Factoring in the Metrorail Station borrowing, this ratio exceeds the current limit with FY 2015 peak of 5.6 percent. In a similar result as that seen in the debt as a percentage of assessed value ratio, this debt ratio quickly improves towards the end of this decade as growth, including development of Potomac Yards, boosts projected personal income levels. The City would fall back within the current limit by FY 2019.

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 Potomac Yard Metrorail Station borrowing would push the City slightly over the target in FY 2017 – FY 2021.

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 2018 and FY 2019. Although the City's ratio is increasing, the City would remain well below our limit of 10% and the levels of many AAA/Aaa rated jurisdictions.



Potomac Yard Metrorail Station planned debt will necessitate a new look at the City's conservative debt guidelines in the near future, but should not jeopardize the AAA/Aaa bond rating.

Future Revisions to Debt Policy Guidelines to be Considered:

The new Metrorail station could cost as much as $275 million, and will be fully funded by a package that would include significant developer contributions, a special tax district assessment, and by some of the net new tax revenues generated by this development. There should not be a General Fund impact. In fact, within ten years the General Fund will start to earn new tax revenues from Potomac Yards.

These General Obligation Bonds are projected to be issued in FY 2015 and will have significant impact on the City's debt ratios. The City's conservative debt policy guidelines described in this CIP chapter will need to be amended to account for this major one-time event. These changes in the guidelines would likely occur later in FY 2011 or FY 2012. This debt issuance and resulting adjustments to the debt policy guidelines should not jeopardize the City's hard-earned AAA/Aaa rating.

Eco-City Initiative and the Capital Improvement Program

The Proposed FY 2012 – FY 2021 CIP is well aligned and consistent with the goals of the City's sustainability initiative "Eco-City Alexandria" as well as those of City Council's Strategic Plan. The guiding principles of the Eco-City Charter relate to the areas of Land Use and Open Space, Water Resources, Air Quality, Transportation, Energy, Building Green, Solid Waste, Environment and Health, Emerging Threats, and Implementation. Goals and specific actions were developed for each of these principles which became the City's Environmental Action Plan 2030. The City's CIP is not only congruous and compatible with the City's Eco-City Charter and Environmental Action Plan, it furthers the implementation of the actions specified in the Action Plan.

Public Transportation and Traffic Control Projects of the CIP such as DASH Bus fleet replacement, Hybrid Bus/Trolley Battery Packs, Bus Shelters, Bike Trails and WMATA Capital contributions are in harmony with the principles related to Transportation, Air Quality, Environment and Health and Energy as articulated in the Eco-City Charter and Goal No. 3 of the Strategic Plan.

Projects such as the Open Space Acquisition and Development (funding stream re-established), and Tree and Shrub Capital Maintenance are consistent with Goal No. 2 of the Strategic Plan.

Storm and Sanitary Sewer projects, although primarily grey infrastructure projects, protect environmental resources and match the principles of Water Resources, Environment and Health. These projects include Four Mile Run Sanitary Sewer Repairs, Holmes Run Sewershed Infiltration and Inflow, and Holmes Run Trunk Sewer. Projects related to the Combined Sewer system, including Sewer Separation projects, not only improve existing infrastructure, but also the environment. These projects help City stay in compliance with regulatory requirements.

Projects involving energy management and retrofitting of existing street lights and traffic lights with LED technology support the goals of Energy, Emerging Threat (Climate Change) and Air Quality principles, in addition to those of the Environment and Health principle.

The FY 2012 – FY 2021 CIP supports the Eco-City Charter and Environmental Action Plan with continued funding both now and well into the future.

Appendix B (page 9-4) of the FY 2012 – FY 2021 Capital Improvement Program includes a detailed description of the proposed transportation Add-On tax on commercial properties.

Transportation Add-On Tax on Commercial Property

Continued population and economic growth in the D.C. metropolitan area places increased stress on the City's transportation network each year. The City of Alexandria is largely horizontally built out and while significant commercial and residential redevelopment growth is projected for the City, expansion of the existing roadway network is not feasible. Also, traffic originating outside of Alexandria that either passes through our community or comes into our community from outside to work, shop or visit is increasing.

Currently, the City's transportation investments rely on limited local funding over a number of years (highly competitive with other important City uses) and unpredictable and probably decreasing state and federal funding. Furthermore, much of whatever federal funding for transportation may be available requires sizable local matches. These funds would be essentially unavailable to the City because the City cannot afford the local match without a dedicated local source of funds. Approving the transportation Add-On tax at the full 12.5 cents allowable under the law not only provides a key influx of local money into our transportation network, it also gives Alexandria the ability to leverage substantial state and federal dollars for key projects.

The proposed project plan targets 5 areas of transportation priority: high capacity transit corridors; peak period bus service; transit service improvements; non-motorized transportation; and roadway enhancements.

Areas of Capital Investment	Total FY 2012 - FY 2021
High Capacity Transit Corridors	$57,800,000
Peak Period Bus Service	12,050,000
Transit Station Improvements	31,350,000
Non-Motorized Transportation Initiatives	15,950,000
Street Enhancements and Extensions	10,310,000
Total CIP Transportation Tax Expenditures	**$127,460,000**

The transportation Add-On tax of 12.5 cents would generate over $12 million annually for much needed transportation projects. More projects can be leveraged if some of this funding is used to support additional bonding as is proposed.

A $2.0 million partial offset to the transportation Add-On tax targeted at providing relief to small businesses is also being proposed. The current thresholds and rates for the Business, Professional, and Occupational License (BPOL) tax are recommended for adjustment, which would lower taxes by $1.625 million. Another part of this package would allocate $0.375 million to economic development tourism promotion activities in support of business.

Please see Appendix B at the back of this document for additional details on the transportation Add-On tax and Table 7 in the Summary Expenditure Tables section for the detailed multi-year project plan

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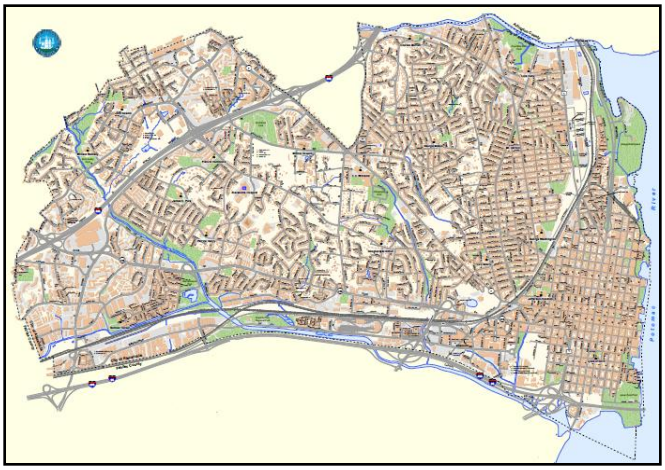
OVERVIEW

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

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

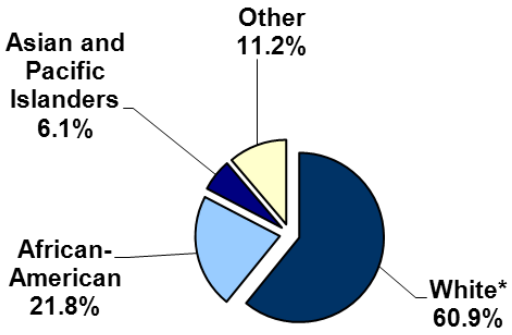


OVERVIEW

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

The Bureau of Economic Analysis estimated Alexandria's per capita income in 2008 at $72,220. There are a total of 72,147 households, with an average size of 2.04 persons per unit.

Race and Ethnicity
Source: U.S. Census Bureau, 2010 U.S. Census



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

GOVERNANCE

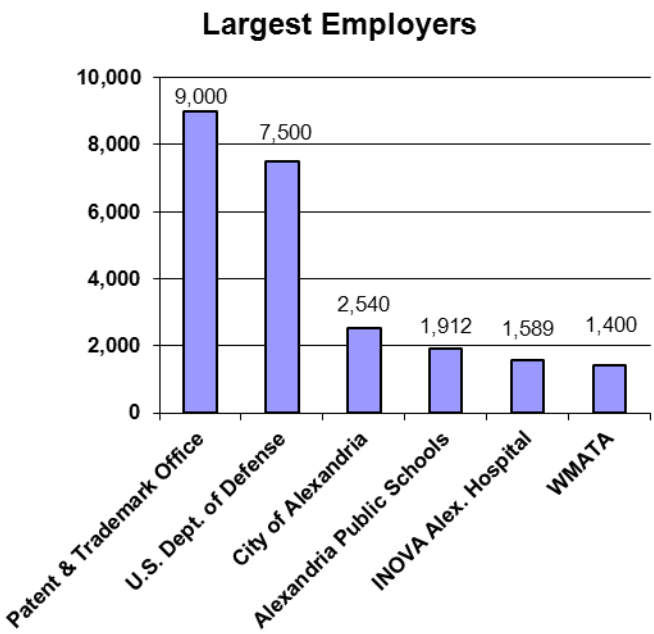
In 1921, the overwhelming majority of Alexandrians voted, by referendum, to implement the Council-Manager form of city government. As a result, legislative authority and responsibility are centralized in the elected City Council, while administrative authority resides with the City Manager.

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.

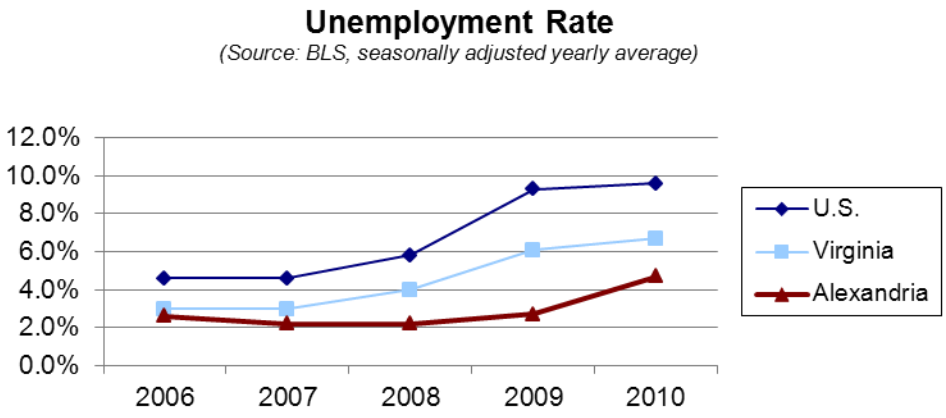
The City of Alexandria also has a strong commitment to citizen participation, which is evidenced by the 73 citizen boards and commissions established by City Council. These bodies compose a formal system through which citizens can advise City Council on major issues. Boards and commissions are responsible 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.

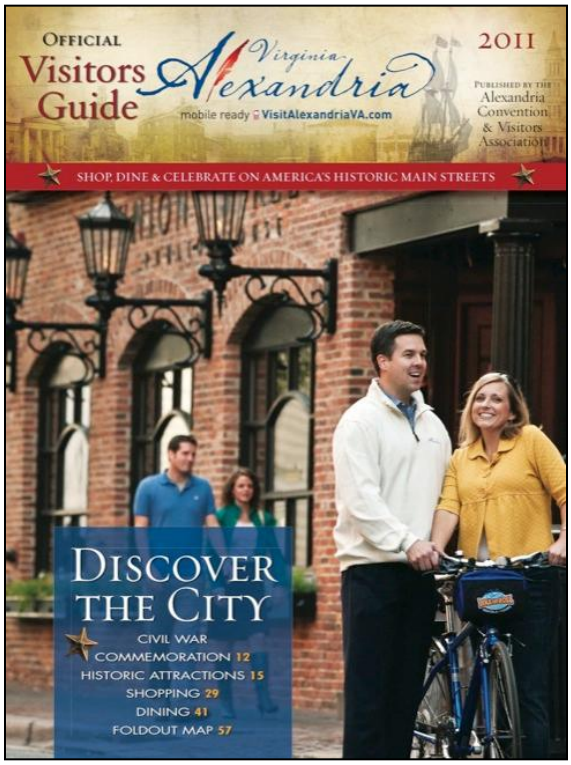


In 2010 Alexandria's unemployment rate increased to 4.8 percent but remained low when compared to Virginia's rate of 6.7 percent and the national rate of 9.6 percent as of December 2010 (displayed in the graph below).



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 2010, the office space vacancy rate was 10.9 percent, while Northern Virginia's rate was 12.4 percent and the Washington, D.C. Metro Area's rate was 11.3 percent. For 2010, total retail sales in the City equaled $2.27 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 26 hotels with 4,688 rooms within the City of Alexandria. For FY 2010, the average occupancy rate was 54 percent. For the same time period, the average daily rate for hotel rooms in the City was $144.

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 2010 162,700 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.

In addition, 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 72,376 (2010 U.S. Decennial Census), which includes 21,870 single-family units, 18,274 condominium units, 31,082 rental apartments, and 1,150 public housing and public housing replacement units. According to the U.S. Census Bureau (2009 American Community Survey Estimate), approximately 46 percent of housing units are owned and 54 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.

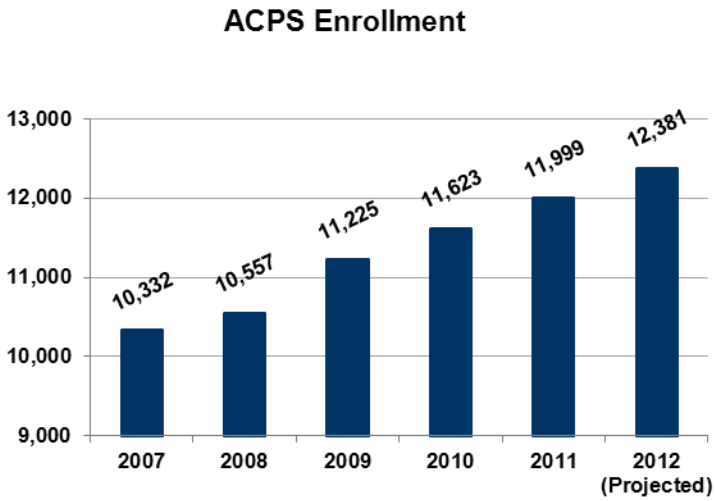
In recent years the City has adopted an Open Space Plan and has been actively acquiring property for new or expanded parks, as well as regaining open space as an element of new development projects.

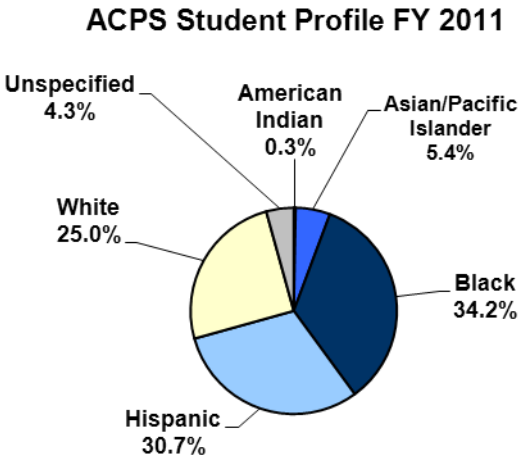
There are 35 playground areas, 7 swimming pools, 16 gymnasiums, 24 outdoor basketball courts, 34 tennis courts, 45 athletic fields, 8 neighborhood recreation centers, 1 nature center, and 1 adult/arts activity center.

EDUCATION

The Alexandria City Public School System provides elementary and secondary education for the City's youth. It currently has one high school (T.C. Williams High School pictured) with a separate campus for ninth grade, one Alternative high school, two middle schools, and 13 elementary schools.

The number of students expected for the 2011-2012 school year is 12,381, which represents a 20% increase in public school enrollment since 2007.





Alexandria City Public Schools is one of the most economically and racially diverse school systems in the country. Students come from more than 80 different countries, and speak more than 60 languages. The high value placed on education in the community is shown by the involvement of citizens in Alexandria schools.

TRANSPORTATION

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

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

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

(Other than Schools) 2,540

Number of Full-Time Equivalent School Positions 1,913

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

2010 Resident Population
(2010 U.S. Decennial Census).....139,966
Number of Housing Units
(2010 U.S. Decennial Census).....72,376
Household Size (2000 U.S. Census)....2.04 persons/unit

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

2008 Population by Age (2009 U.S. Census Bureau Estimate):
(1-17) 19.5%
(18-24) 5.9%
(25-64) 64.0%
(65 +) 10.6%

Registered Voters June 2010..... 95,029
Temporary Assistance to Needy Families
(Cases) - Monthly Average, 2010..... 540
Food Stamps (Cases) - Monthly Average, 2010 4,098
Medicaid (Cases) - Monthly Average, 2010..... 7,549

Economy
(2009 Annual Averages:
Bureau of Labor & Statistics)

Employed Residents 91,486
Unemployed Residents..... 4,620
Unemployment Rate.....4.8%
Washington PMSA Inflation Rate, based
on Consumer Price Index, for FY 2009.....1.6%

Housing

Type of Single-Family Housing
(2010 U.S. Decennial Census)

Detached…	9,122
Semi-Detached	5,465
Rowhouse	6,342
Condo Townhouse	941
Total Single-Family	21,870
Condominium Units	18,274
Rental Apartments	31,082
Public Housing and Public Housing Replacement Units	1,150
Average Assessed Value of Single Family Homes	$617,826
Average Assessed Value of Condominiums	$266,451
Average Market Rents	
Efficiency	$962
1 Bedroom Apartment	$1,245
2 Bedroom Apartment	$1,624
3 Bedroom Apartment	$2,012

Communications

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

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	9

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.

TRANSPORTATION ADD-ON TAX: Optional differentiated real estate property tax rate on non-residential commercial properties authorized by the Virginia General Assembly in 2007 for municipalities in the Northern Virginia and Hampton Roads regions to raise funds for transportation improvements. The maximum increment over the residential real estate tax rate is 12.5 cents per $100 of assessed value. Revenues generated by the tax may only be used for new transportation construction projects or the operating costs associated with projects funded by the tax.

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.

UNFUNDED PRIORITIES ABOVE THE CITY MANAGER'S BASE BUDGET: Items not funded in the Proposed Budget that were identified by the City Manager as high priority items for possible consideration by City Council for inclusion in the budget during the add/delete process.

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)..... 23-14

Reduction in Force (RIF) Administrative Regulation 6-22..... 23-19

Financial Policies..... 23-28

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 2426

Budget Resolution Setting Guidance for FY 2012 General Fund Operating Budget and Capital Improvement Program for FY 2012-FY 2021

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 2012 budget;

WHEREAS, the City Council held a public hearing on the FY 2010 budget on October 16, 2010; and

WHEREAS, the City Manager and the Alexandria City Public Schools presented to City Council at its October 18, October 19, November 8 and November 16 , budget work sessions their preliminary forecasts of revenues, expenditures and capital needs in lieu of a one-day retreat; 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 is slowly and very gradually recovering from the "great" recession experienced in the last few years and there still remains considerable uncertainty about the economic future; and

WHEREAS, real estate assessments in the City are finally expected to increase slightly in CY 2011 and 2012; and

WHEREAS, there are still potential losses in State and Federal revenues for both the City General Fund budget and the Schools operating budget; and

WHEREAS, considering all these factors, the best current estimate is for an increase of 3.6% in the General Fund revenues of the City at current tax rates;

WHEREAS, this amount of increase is expected to be only sufficient approximately to maintain current services in City and School operations and fund the previously approved multi-year Capital Improvement Program; and

WHEREAS, the budget must contain sufficient funds for all contractual commitments, including debt service; and

WHEREAS, the City Council will not make any material changes that may threaten the City's AAA/Aaa bond rating; and

WHEREAS, the City Council has adopted a multi-year strategic plan in June 2010 and understands that City staff have described some 372 action items in support of the 7 goals 22 objectives and 110 initiatives outlined in that strategic plan; and

WHEREAS, the City Council expects the City Manager and City staff to begin or continue implementation of the action items that do not require additional funding to be implemented to accomplish those strategic initiatives, objectives and goals; and

WHEREAS, the City Council understands that it will be a challenge to achieve all the strategic goals, objectives and initiatives in the constrained fiscal environment facing the City; and

WHEREAS, the City Council recognizes the need to prioritize action items in support of the strategic plan, to deemphasize lower priority, low yield programs and activities, to identify efficiencies, and emphasize a multi-year plan to link future budgets to the achievement of strategic goals and objectives;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF ALEXANDRIA THE FOLLOWING:

1. **No Increase in the Base Real Estate Tax Rate:** The City Manager shall propose in the Base Budget a base real estate tax rate in CY 2011 no greater than that levied in CY 2010 *($97.8* cents per $100 assessed value).

2. **Total Base Budget Limitations:** Total General Fund expenditures in the Base Budget shall be no more than General Fund revenues provided under the various sections of this resolution. These sections provide that the City Manager shall submit a proposed FY 2011 General Fund Operating Base Budget that does not increase any tax rates, provided that a transportation add-on tax may be proposed as described in section 3 below in addition to the Base Budget. (See sections 1, 4, 5, 6 and 7 for additional guidance on sources of revenue.)

3. **Schools Transfer:** The City Manager shall include in the Base Budget a General Fund transfer to the Schools for operating expenses of an amount equal to the transfer provided in the Approved FY 2011 General Fund Operating Budget increased by the same percentage as the percentage increase in General Fund revenues available under the provisions of this resolution and proposed in the City Manager's FY 2012 General Fund Base Operating Budget. (Note that such an increase shall not include any amounts proposed as a Transportation Add-On tax as described in section 4 below.)

4. **Transportation Add-On Tax:** In addition to the Base Budget described in section 1 above, the City Manager shall submit a proposal for Council to consider an add-on tax for transportation purposes on commercial real estate as allowed by the Code of the Commonwealth of Virginia, and the expenditures funded by that tax shall be structured as an option in addition to the Base Budget. As part of this proposal the City Manager shall submit proposed reductions in the Business, Professional and Occupation License (BPOL) tax rates and/or structure as a partial offset to any transportation add-on tax proposed under this section.

5. **Other Dedicated Portions of the Real Estate Tax Rate:** The City Manager shall propose continuation in CY 2011 of the dedication of 0.5 cents per $100 to Storm Water infrastructure improvements, and sufficient amounts from Real Estate Tax revenues to provide funding for existing debt service payments for the Open Space Trust Fund and for Affordable Housing purposes.

6. **Other Taxes:** The City Manager shall not propose an increase in any other tax rates except as provided in section 4 above.

7. **Fees, Fines and Service Charges**: The City Manager may propose changes to whatever combination of fees, fines and service charges that are equitable, fair and administratively feasible provided that these proposals are within the constraints imposed by the Code of Virginia.

8. **City Staffing Levels:** Except as provided below, 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 2011 base operating budget. The City Manager may propose reallocations of staff between departments as well as programs and activities within departments, and the City Manager may propose a net increase in the base budget staffing levels above those funded last year:

   a. If those increases result in efficiency savings in specific programs and activities (i.e., lower total costs),
   b. If those increases result in an equivalent or greater increase in General Fund or Special Revenue Fund revenues, or
   c. If those staffing positions are substantially funded by special revenue fund sources (e.g., State or Federal grants and other dedicated taxes and fees).

9. **City Merit/Step Pay**: The City Manager shall include in the base budget funding for merit/step increases for eligible employees including one additional step.

10. **Market Rate Adjustment**: The City Manager shall not include a market rate adjustment for either City or Schools staff.

11. **City Benchmark Pay Adjustments:** The City Manager shall propose initial funding in FY 2012 as part of a 3 year phase-in of the implementation of benchmark pay adjustments called for by the City's compensation philosophy. The City Manager may propose necessary and appropriate changes in the City's pay schedules as part of a phase-in of benchmark pay adjustments, including additional steps on the pay schedule.

12. **City Employee Health Benefits:** The City Manager shall continue to implement the multi-year plan to phase in a 20% minimum employee contribution for health care premiums.

13. **City Employee Retirement Contributions:** The City Manager may propose changes in employee contributions to various retirement programs to the extent allowed by law.

14. **Retirement Benefit Advisory Group:** The City Council shall, by subsequent resolution, form a Retirement Benefit Advisory Group:

    a. To look at the need for any future changes to defined benefit pension plans created under the authority of the City Council,
    b. To examine the current financial status of the City's pension funds,
    c. To advise the City Manager and City Council Pension and Compensation Subcommittee on any options that should be considered to meet the following objectives:

        i. To protect benefits already earned (accrued) by retirees and current employees,
        ii. To ensure the City remains competitive in competing with neighboring jurisdictions for capable and effective public service employees,
        iii. To provide an opportunity for City employees to save for and have a secure retirement,
        iv. To consider the advantages and disadvantages of defined benefit vs. defined contribution pension plans and make recommendations on the structure of future plans, and
        v. To create a fiscally sustainable plan for funding future benefits whether earned or to be earned in the future.

15. **Cost Saving Measures:** The City Manager shall continue to identify and implement cost saving measures and efficiencies in <u>all</u> City operations.

16. **Capital Improvement Program (CIP):** The City Manager's proposed CIP shall include:
    a. Specific estimates for FY 2012 through FY 2017 and preliminary estimates for FY 2018 through FY 2021,
    b. No more General Fund cash capital from current year revenues than that planned for FY 2013 through FY 2020 in the Approved FY 2011 – FY 2020 CIP. Such a limitation does not apply to:
        i. The cash capital provided by a Transportation Add-On tax as described in section 4 above,
        ii. Any adjustments for amounts determined by the dedication of 0.5 cents to the Storm Water Special Revenue Fund and the Open Space Trust Fund, the Sanitary Sewer Fund, and available for Affordable Housing purposes, and
        iii. Cash capital available from the sale of assets as described in section 17 below, or
        iv. Any increase in cash capital in the FY 2012 General Fund Operating Budget that may be otherwise allowable under the provisions of this resolution.
    c. No more debt issuance than that planned for FY 2012 through FY 2020 in the Approved FY 2011 – FY 2020 CIP; other than debt, if any, to be serviced by revenue provided by a Transportation Add-On tax as described in section 3 above, by revenue provided by the Storm Water Special Revenue Fund, the Sanitary Sewer Fund, the Potomac Yard Metrorail Station fund, and for Affordable Housing Purposes,
    d. The use of additional General Fund operating budget surplus from FY 2010 in the amount of $11.0 million as a commitment for capital projects in FY 2012 and beyond,
    e. The use of expected additional General Fund operating budget surplus from FY 2011 as commitment for capital projects in FY 2012 and beyond, provided that (1) the first $2.75 million of any such surplus will be designated for the FY 2012 General Fund operating budget, (2) the next $0.8 million will be committed for storm emergencies, and other funds will be committed or assigned as necessary for incomplete projects,

f. Specific descriptions of projects that can be funded within recommended levels of funding and their costs estimated for all years (FY 2012 – FY 2021), and
g. 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.

17. **Sale/Lease of Capital Assets:** 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 additional cash capital.

18. **Employee Efficiency Incentive Savings Program:** The City Manager shall propose an incentive program which will encourage City employees to develop and implement efficiency savings. A portion of those savings will be made available for employee one-time bonuses or employee training and development opportunities. Such a program will be proposed in detail as part of the FY 2012 budget submitted to City Council. Such details shall include procedures to ensure that such savings are not the result of service level reductions and that such savings are distributed equitably among the workforce. City Council shall review and establish such a program as soon as practicable for possible use in the remainder of FY 2011 and FY 2012.

19. **Options for Additional Operating and CIP Expenditures**: The City Manager may propose whatever additional staffing levels, operating costs and capital projects 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 staffing levels, operating costs and capital projects can be demonstrated as necessary to meet strategic goals and objectives, and/or can be demonstrated to diminish risks to community. These additional items, if any, shall be clearly designated as above the base budget and prioritized by the City Manager on an individual operating activity and project basis.

20. **Fiscal Year 2013 Special Analysis:** The City Manager shall prepare a special analysis that shows the projected expenditures and revenues for FY 2013. 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, and
    d. A detailed estimate of the impact in FY 2013 of any recommended expenditures in the FY 2012 base budget, including:
        i. The impact on FY 2013 revenues and expenditures of any of the options for additional operating and CIP expenditures proposed under the authority of sections above,
        ii. A general discussion of the types of actions that might be necessary to balance the FY 2013 budget if there is a projected deficit for that year, and
        iii. Estimates of the revenue and expenditure impact in FY 2013 of any budget amendment proposed by a Council member for consideration during the FY 2012 budget development process.

21. **Multi-year plan linking the Strategic Plan and Future Budgets and Capital Improvement Programs:** The City Manager shall submit to City Council, in time for consideration before June 30, 2011, a proposed multi-year plan for linking the Strategic Plan to Operating Budgets and Capital Improvement Programs through FY 2021. Such a plan shall be consistent with the long range financial outlook under current tax rates and policies (including any changes under consideration for FY 2012 as allowed or specified above) and any operational considerations that may require a particular scheduling or sequencing of action items in support of strategic initiatives, objectives and goals.

Adopted: November 23, 2010

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.

REDUCTION IN FORCE PROCEDURE

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, 2010

Assessed Value of Real property, January 1, 2010		$31,819,266,000
Debt Limit: 10 Percent of Assessed Value		3,181,926,600
Amount of Debt Applicable to Debt Limit:		
General Obligation Bonds	$364,485,000	
Less Total General Obligation Debt		(364,485,000)
LEGAL DEBT MARGIN REMAINING		$ 2,817,441,600

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.

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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

City of Alexandria Pay Scale

GENERAL SALARY SCALE -- FY 2012

Year	<1	1	2	3	4	5	6	7	8	9
Step Increase		5.00%				3.50%				
Step	A	B	C	D	E	F	G	H	I	J
Grade										
GS1	******	******	******	******	******	******	27,613.29	28,579.76	29,580.05	30,615.35
GS2	******	******	******	******	******	27,874.53	28,850.14	29,859.89	30,904.99	31,986.66
GS3	******	******	******	******	28,181.96	29,168.33	30,189.22	31,245.84	32,339.44	33,471.32
GS4	******	******	******	28,079.86	29,483.85	30,515.78	31,583.83	32,689.26	33,833.38	35,017.55
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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

Effective Pay Period Beginning: 7/1/2011

GENERAL SALARY SCALE -- FY 2012 (continued)

Year	10	11	12	13	14	15	16	17
Step Increase	2.30%							
Step	K	L	M	N	O	P	Q	R
Grade								
GS1	31,319.50	32,039.85	32,776.77	33,530.64	34,301.84	35,090.78	35,897.87	36,723.52
GS2	32,722.35	33,474.96	34,244.88	35,032.51	35,838.26	36,662.54	37,505.78	38,368.42
GS3	34,241.16	35,028.71	35,834.37	36,658.56	37,501.71	38,364.25	39,246.63	40,149.30
GS4	35,822.95	36,646.88	37,489.76	38,352.02	39,234.12	40,136.50	41,059.64	42,004.01
GS5	37,472.54	38,334.41	39,216.10	40,118.07	41,040.79	41,984.73	42,950.38	43,938.24
GS6	39,188.86	40,090.20	41,012.27	41,955.55	42,920.53	43,907.70	44,917.58	45,950.69
GS7	41,013.24	41,956.54	42,921.54	43,908.74	44,918.64	45,951.77	47,008.66	48,089.86
GS8	42,926.74	43,914.06	44,924.08	45,957.33	47,014.35	48,095.68	49,201.88	50,333.53
GS9	45,079.30	46,116.12	47,176.79	48,261.86	49,371.88	50,507.43	51,669.10	52,857.49
GS10	47,052.62	48,134.83	49,241.93	50,374.49	51,533.10	52,718.36	53,930.88	55,171.29
GS11	49,274.23	50,407.54	51,566.91	52,752.95	53,966.27	55,207.49	56,477.26	57,776.24
GS12	51,596.54	52,783.26	53,997.27	55,239.21	56,509.71	57,809.43	59,139.05	60,499.25
GS13	54,035.99	55,278.82	56,550.23	57,850.89	59,181.46	60,542.63	61,935.11	63,359.61
GS14	56,764.44	58,070.02	59,405.63	60,771.96	62,169.72	63,599.62	65,062.41	66,558.85
GS15	59,594.48	60,965.15	62,367.35	63,801.80	65,269.24	66,770.43	68,306.15	69,877.19
GS16	62,579.73	64,019.06	65,491.50	66,997.80	68,538.75	70,115.14	71,727.79	73,377.53
GS17	65,704.70	67,215.91	68,761.88	70,343.40	71,961.30	73,616.41	75,309.59	77,041.71
GS18	68,995.25	70,582.14	72,205.53	73,866.26	75,565.18	77,303.18	79,081.15	80,900.02
GS19	72,438.46	74,104.54	75,808.94	77,552.55	79,336.26	81,160.99	83,027.69	84,937.33
GS20	76,056.27	77,805.57	79,595.10	81,425.79	83,298.58	85,214.45	87,174.38	89,179.39
GS21	79,859.86	81,696.64	83,575.66	85,497.90	87,464.35	89,476.03	91,533.98	93,639.26
GS22	83,846.72	85,775.19	87,748.02	89,766.22	91,830.84	93,942.95	96,103.64	98,314.02
GS23	88,040.97	90,065.91	92,137.43	94,256.59	96,424.49	98,642.25	100,911.02	103,231.98
GS24	92,438.62	94,564.71	96,739.70	98,964.71	101,240.90	103,569.44	105,951.54	108,388.43
GS25	97,050.61	99,282.77	101,566.27	103,902.29	106,292.04	108,736.76	111,237.71	113,796.18
GS26	101,906.68	104,250.53	106,648.29	109,101.20	111,610.53	114,177.57	116,803.65	119,490.14
GS27	106,707.66	109,161.94	111,672.66	114,241.13	116,868.68	119,556.66	122,306.46	125,119.51
GS28	112,042.99	114,619.98	117,256.24	119,953.13	122,712.05	125,534.43	128,421.72	131,375.42
GS29	117,649.50	120,355.44	123,123.62	125,955.46	128,852.44	131,816.05	134,847.82	137,949.32
GS30	123,525.66	126,366.75	129,273.19	132,246.47	135,288.14	138,399.77	141,582.96	144,839.36
GS31	129,693.04	132,675.98	135,727.53	138,849.26	142,042.79	145,309.77	148,651.89	152,070.88
GS32	136,178.00	139,310.09	142,514.22	145,792.05	149,145.27	152,575.61	156,084.85	159,674.80
GS33	142,986.90	146,275.60	149,639.94	153,081.66	156,602.54	160,204.40	163,889.10	167,658.55
GS34	150,136.24	153,589.37	157,121.93	160,735.73	164,432.65	168,214.60	172,083.54	176,041.46
GS35	157,643.06	161,268.85	164,978.03	168,772.52	172,654.29	176,625.34	180,687.72	184,843.54
GS36	165,525.21	169,332.29	173,226.93	177,211.15	181,287.00	185,456.61	189,722.11	194,085.72
GS37	173,801.47	177,798.91	181,888.28	186,071.70	190,351.35	194,729.44	199,208.21	203,789.99

Effective Pay Period Beginning: 7/1/2011

POLICE SALARY SCALE - FY 2012

Year	<1	1	2	3	4	5	6	7	8	9
Step Increase		5.00%				3.50%				
Step	A	B	C	D	E	F	G	H	I	J
Grade										
PS1	29,925.57	31,421.85	32,992.94	34,642.59	36,374.72	37,647.84	38,965.51	40,329.30	41,740.83	43,201.76
PS2	31,235.55	32,797.33	34,437.20	36,159.06	37,967.01	39,295.86	40,671.22	42,094.71	43,568.02	45,092.90
PS3	32,710.33	34,345.85	36,063.14	37,866.30	39,759.62	41,151.21	42,591.50	44,082.20	45,625.08	47,221.96
PS4	34,251.99	35,964.59	37,762.82	39,650.96	41,633.51	43,090.68	44,598.85	46,159.81	47,775.40	49,447.54
PS5	35,871.39	37,664.96	39,548.21	41,525.62	43,601.90	45,127.97	46,707.45	48,342.21	50,034.19	51,785.39
PS6	37,682.66	39,566.79	41,545.13	43,622.39	45,803.51	47,406.63	49,065.86	50,783.17	52,560.58	54,400.20
PS7	39,561.37	41,539.44	43,616.41	45,797.23	48,087.09	49,770.14	51,512.09	53,315.01	55,181.04	57,112.38
PS8	41,543.11	43,620.27	45,801.28	48,091.34	50,495.91	52,263.27	54,092.48	55,985.72	57,945.22	59,973.30
PS9	43,617.60	45,798.48	48,088.40	50,492.82	53,017.46	54,873.07	56,793.63	58,781.41	60,838.76	62,968.12
PS10	45,802.01	48,092.11	50,496.72	53,021.56	55,672.64	57,621.18	59,637.92	61,725.25	63,885.63	66,121.63
PS11	48,087.75	50,492.14	53,016.75	55,667.59	58,450.97	60,496.75	62,614.13	64,805.63	67,073.83	69,421.41
PS12	50,489.40	53,013.87	55,664.56	58,447.79	61,370.18	63,518.14	65,741.27	68,042.21	70,423.69	72,888.52
PS13	53,014.39	55,665.11	58,448.37	61,370.79	64,439.33	66,694.71	69,029.02	71,445.04	73,945.62	76,533.72
PS14	55,661.04	58,444.09	61,366.29	64,434.60	67,656.33	70,024.30	72,475.15	75,011.78	77,637.19	80,354.49
PS15	58,445.36	61,367.63	64,436.01	67,657.81	71,040.70	73,527.12	76,100.57	78,764.09	81,520.83	84,374.06
PS16	61,364.72	64,432.96	67,654.61	71,037.34	74,589.21	77,199.83	79,901.82	82,698.38	85,592.82	88,588.57
PS17	64,426.35	67,647.67	71,030.05	74,581.55	78,310.63	81,051.50	83,888.30	86,824.39	89,863.24	93,008.45
PS18	67,650.00	71,032.50	74,584.14	78,313.34	82,229.01	85,107.03	88,085.78	91,168.78	94,359.69	97,662.28
PS19	70,837.11	74,378.97	78,097.92	82,002.82	86,102.96	89,116.56	92,235.64	95,463.89	98,805.13	102,263.31
PS20	74,378.94	78,097.89	82,002.78	86,102.92	90,408.07	93,572.35	96,847.38	100,237.04	103,745.34	107,376.43
PS21	78,100.78	82,005.82	86,106.11	90,411.42	94,931.99	98,254.61	101,693.52	105,252.79	108,936.64	112,749.42
PS22	82,001.62	86,101.70	90,406.79	94,927.13	99,673.49	103,162.06	106,772.73	110,509.78	114,377.62	118,380.84
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
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
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
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
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

Effectiv e Pay Period Beginning: 7/1/2011

POLICE SALARY SCALE - FY 2012 (continued)

Year	10	11	12	13	14	15	16	17
Step Increase	2.30%							
Step	K	L	M	N	O	P	Q	R
Grade								
PS1	44,195.40	45,211.89	46,251.76	47,315.55	48,403.81	49,517.10	50,655.99	51,821.08
PS2	46,130.04	47,191.03	48,276.42	49,386.78	50,522.68	51,684.70	52,873.45	54,089.54
PS3	48,308.07	49,419.16	50,555.80	51,718.58	52,908.11	54,125.00	55,369.88	56,643.39
PS4	50,584.83	51,748.28	52,938.49	54,156.08	55,401.67	56,675.91	57,979.46	59,312.99
PS5	52,976.45	54,194.91	55,441.39	56,716.54	58,021.02	59,355.50	60,720.68	62,117.25
PS6	55,651.40	56,931.38	58,240.80	59,580.34	60,950.69	62,352.56	63,786.67	65,253.76
PS7	58,425.96	59,769.76	61,144.46	62,550.78	63,989.45	65,461.21	66,966.82	68,507.06
PS8	61,352.69	62,763.80	64,207.37	65,684.14	67,194.88	68,740.36	70,321.39	71,938.78
PS9	64,416.39	65,897.97	67,413.62	68,964.13	70,550.30	72,172.96	73,832.94	75,531.09
PS10	67,642.43	69,198.21	70,789.77	72,417.93	74,083.54	75,787.46	77,530.57	79,313.78
PS11	71,018.10	72,651.52	74,322.50	76,031.92	77,780.65	79,569.60	81,399.70	83,271.89
PS12	74,564.96	76,279.95	78,034.39	79,829.18	81,665.25	83,543.55	85,465.05	87,430.74
PS13	78,294.00	80,094.76	81,936.94	83,821.49	85,749.38	87,721.62	89,739.22	91,803.22
PS14	82,202.64	84,093.30	86,027.45	88,006.08	90,030.22	92,100.92	94,219.24	96,386.29
PS15	86,314.66	88,299.90	90,330.80	92,408.41	94,533.80	96,708.08	98,932.37	101,207.81
PS16	90,626.11	92,710.51	94,842.85	97,024.24	99,255.80	101,538.68	103,874.07	106,263.17
PS17	95,147.64	97,336.04	99,574.77	101,864.99	104,207.88	106,604.66	109,056.57	111,564.88
PS18	99,908.51	102,206.41	104,557.16	106,961.97	109,422.10	111,938.81	114,513.40	117,147.20
PS19	104,615.37	107,021.52	109,483.01	112,001.12	114,577.15	117,212.42	119,908.31	122,666.20
PS20	109,846.09	112,372.55	114,957.12	117,601.13	120,305.96	123,073.00	125,903.68	128,799.47
PS21	115,342.66	117,995.54	120,709.44	123,485.76	126,325.93	129,231.43	132,203.75	135,244.44
PS22	121,103.60	123,888.98	126,738.43	129,653.41	132,635.44	135,686.06	138,806.84	141,999.39
PS23	127,158.78	130,083.43	133,075.35	136,136.08	139,267.21	142,470.36	145,747.18	149,099.36
PS24	133,516.72	136,587.60	139,729.12	142,942.88	146,230.57	149,593.88	153,034.54	156,554.33
PS25	140,192.55	143,416.98	146,715.58	150,090.03	153,542.10	157,073.58	160,686.27	164,382.05
PS26	147,202.18	150,587.83	154,051.35	157,594.53	161,219.21	164,927.25	168,720.58	172,601.16
PS27	154,562.29	158,117.22	161,753.92	165,474.26	169,280.17	173,173.62	177,156.61	181,231.21

Effective Pay Period Beginning: 7/1/2011

SHERIFF SALARY SCALE - FY 2012

Year	<1	1	2	3	4	5	6	7	8	9
Step Increase		5.00%				3.50%				
Step	A	B	C	D	E	F	G	H	I	J
Grade										
PS1	29,925.57	31,421.85	32,992.94	34,642.59	36,374.72	37,647.84	38,965.51	40,329.30	41,740.83	43,201.76
PS2	31,235.55	32,797.33	34,437.20	36,159.06	37,967.01	39,295.86	40,671.22	42,094.71	43,568.02	45,092.90
PS3	32,710.33	34,345.85	36,063.14	37,866.30	39,759.62	41,151.21	42,591.50	44,082.20	45,625.08	47,221.96
PS4	34,251.99	35,964.59	37,762.82	39,650.96	41,633.51	43,090.68	44,598.85	46,159.81	47,775.40	49,447.54
PS5	35,871.39	37,664.96	39,548.21	41,525.62	43,601.90	45,127.97	46,707.45	48,342.21	50,034.19	51,785.39
PS6	37,682.66	39,566.79	41,545.13	43,622.39	45,803.51	47,406.63	49,065.86	50,783.17	52,560.58	54,400.20
PS7	39,561.37	41,539.44	43,616.41	45,797.23	48,087.09	49,770.14	51,512.09	53,315.01	55,181.04	57,112.38
PS8	41,543.11	43,620.27	45,801.28	48,091.34	50,495.91	52,263.27	54,092.48	55,985.72	57,945.22	59,973.30
PS9	43,617.60	45,798.48	48,088.40	50,492.82	53,017.46	54,873.07	56,793.63	58,781.41	60,838.76	62,968.12
PS10	45,802.01	48,092.11	50,496.72	53,021.56	55,672.64	57,621.18	59,637.92	61,725.25	63,885.63	66,121.63
PS11	48,087.75	50,492.14	53,016.75	55,667.59	58,450.97	60,496.75	62,614.13	64,805.63	67,073.83	69,421.41
PS12	50,489.40	53,013.87	55,664.56	58,447.79	61,370.18	63,518.14	65,741.27	68,042.21	70,423.69	72,888.52
PS13	53,014.39	55,665.11	58,448.37	61,370.79	64,439.33	66,694.71	69,029.02	71,445.04	73,945.62	76,533.72
PS14	55,661.04	58,444.09	61,366.29	64,434.60	67,656.33	70,024.30	72,475.15	75,011.78	77,637.19	80,354.49
PS15	58,445.36	61,367.63	64,436.01	67,657.81	71,040.70	73,527.12	76,100.57	78,764.09	81,520.83	84,374.06
PS16	61,364.72	64,432.96	67,654.61	71,037.34	74,589.21	77,199.83	79,901.82	82,698.38	85,592.82	88,588.57
PS17	64,426.35	67,647.67	71,030.05	74,581.55	78,310.63	81,051.50	83,888.30	86,824.39	89,863.24	93,008.45
PS18	67,650.00	71,032.50	74,584.14	78,313.34	82,229.01	85,107.03	88,085.78	91,168.78	94,359.69	97,662.28
PS19	70,837.11	74,378.97	78,097.92	82,002.82	86,102.96	89,116.56	92,235.64	95,463.89	98,805.13	102,263.31
PS20	74,378.94	78,097.89	82,002.78	86,102.92	90,408.07	93,572.35	96,847.38	100,237.04	103,745.34	107,376.43
PS21	78,100.78	82,005.82	86,106.11	90,411.42	94,931.99	98,254.61	101,693.52	105,252.79	108,936.64	112,749.42
PS22	82,001.62	86,101.70	90,406.79	94,927.13	99,673.49	103,162.06	106,772.73	110,509.78	114,377.62	118,380.84
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
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
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
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
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

Effectiv e Pay Period Beginning: 7/1/2011

SHERIFF SALARY SCALE - FY 2012 (continued)

Year	10	11	12	13	14	15	16	17
Step Increase	2.30%							
Step	K	L	M	N	O	P	Q	R
Grade								
PS1	44,195.40	45,211.89	46,251.76	47,315.55	48,403.81	49,517.10	50,655.99	51,821.08
PS2	46,130.04	47,191.03	48,276.42	49,386.78	50,522.68	51,684.70	52,873.45	54,089.54
PS3	48,308.07	49,419.16	50,555.80	51,718.58	52,908.11	54,125.00	55,369.88	56,643.39
PS4	50,584.83	51,748.28	52,938.49	54,156.08	55,401.67	56,675.91	57,979.46	59,312.99
PS5	52,976.45	54,194.91	55,441.39	56,716.54	58,021.02	59,355.50	60,720.68	62,117.25
PS6	55,651.40	56,931.38	58,240.80	59,580.34	60,950.69	62,352.56	63,786.67	65,253.76
PS7	58,425.96	59,769.76	61,144.46	62,550.78	63,989.45	65,461.21	66,966.82	68,507.06
PS8	61,352.69	62,763.80	64,207.37	65,684.14	67,194.88	68,740.36	70,321.39	71,938.78
PS9	64,416.39	65,897.97	67,413.62	68,964.13	70,550.30	72,172.96	73,832.94	75,531.09
PS10	67,642.43	69,198.21	70,789.77	72,417.93	74,083.54	75,787.46	77,530.57	79,313.78
PS11	71,018.10	72,651.52	74,322.50	76,031.92	77,780.65	79,569.60	81,399.70	83,271.89
PS12	74,564.96	76,279.95	78,034.39	79,829.18	81,665.25	83,543.55	85,465.05	87,430.74
PS13	78,294.00	80,094.76	81,936.94	83,821.49	85,749.38	87,721.62	89,739.22	91,803.22
PS14	82,202.64	84,093.30	86,027.45	88,006.08	90,030.22	92,100.92	94,219.24	96,386.29
PS15	86,314.66	88,299.90	90,330.80	92,408.41	94,533.80	96,708.08	98,932.37	101,207.81
PS16	90,626.11	92,710.51	94,842.85	97,024.24	99,255.80	101,538.68	103,874.07	106,263.17
PS17	95,147.64	97,336.04	99,574.77	101,864.99	104,207.88	106,604.66	109,056.57	111,564.88
PS18	99,908.51	102,206.41	104,557.16	106,961.97	109,422.10	111,938.81	114,513.40	117,147.20
PS19	104,615.37	107,021.52	109,483.01	112,001.12	114,577.15	117,212.42	119,908.31	122,666.20
PS20	109,846.09	112,372.55	114,957.12	117,601.13	120,305.96	123,073.00	125,903.68	128,799.47
PS21	115,342.66	117,995.54	120,709.44	123,485.76	126,325.93	129,231.43	132,203.75	135,244.44
PS22	121,103.60	123,888.98	126,738.43	129,653.41	132,635.44	135,686.06	138,806.84	141,999.39
PS23	127,158.78	130,083.43	133,075.35	136,136.08	139,267.21	142,470.36	145,747.18	149,099.36
PS24	133,516.72	136,587.60	139,729.12	142,942.88	146,230.57	149,593.88	153,034.54	156,554.33
PS25	140,192.55	143,416.98	146,715.58	150,090.03	153,542.10	157,073.58	160,686.27	164,382.05
PS26	147,202.18	150,587.83	154,051.35	157,594.53	161,219.21	164,927.25	168,720.58	172,601.16
PS27	154,562.29	158,117.22	161,753.92	165,474.26	169,280.17	173,173.62	177,156.61	181,231.21

Effective Pay Period Beginning: 7/1/2011

FIRE SALARY SCALE - FY 2012

Year	<1	1	2	3	4	5	6	7	8	9
Step Increase		5.00%				3.50%				
Step	A	B	C	D	E	F	G	H	I	J
Grade										
PS1	29,925.57	31,421.85	32,992.94	34,642.59	36,374.72	37,647.84	38,965.51	40,329.30	41,740.83	43,201.76
PS2	31,235.55	32,797.33	34,437.20	36,159.06	37,967.01	39,295.86	40,671.22	42,094.71	43,568.02	45,092.90
PS3	32,710.33	34,345.85	36,063.14	37,866.30	39,759.62	41,151.21	42,591.50	44,082.20	45,625.08	47,221.96
PS4	34,251.99	35,964.59	37,762.82	39,650.96	41,633.51	43,090.68	44,598.85	46,159.81	47,775.40	49,447.54
PS5	35,871.39	37,664.96	39,548.21	41,525.62	43,601.90	45,127.97	46,707.45	48,342.21	50,034.19	51,785.39
PS6	37,682.66	39,566.79	41,545.13	43,622.39	45,803.51	47,406.63	49,065.86	50,783.17	52,560.58	54,400.20
PS7	39,561.37	41,539.44	43,616.41	45,797.23	48,087.09	49,770.14	51,512.09	53,315.01	55,181.04	57,112.38
PS8	41,543.11	43,620.27	45,801.28	48,091.34	50,495.91	52,263.27	54,092.48	55,985.72	57,945.22	59,973.30
PS9	43,617.60	45,798.48	48,088.40	50,492.82	53,017.46	54,873.07	56,793.63	58,781.41	60,838.76	62,968.12
PS10	45,802.01	48,092.11	50,496.72	53,021.56	55,672.64	57,621.18	59,637.92	61,725.25	63,885.63	66,121.63
PS11	48,087.75	50,492.14	53,016.75	55,667.59	58,450.97	60,496.75	62,614.13	64,805.63	67,073.83	69,421.41
PS12	50,489.40	53,013.87	55,664.56	58,447.79	61,370.18	63,518.14	65,741.27	68,042.21	70,423.69	72,888.52
PS13	53,014.39	55,665.11	58,448.37	61,370.79	64,439.33	66,694.71	69,029.02	71,445.04	73,945.62	76,533.72
PS14	55,661.04	58,444.09	61,366.29	64,434.60	67,656.33	70,024.30	72,475.15	75,011.78	77,637.19	80,354.49
PS15	58,445.36	61,367.63	64,436.01	67,657.81	71,040.70	73,527.12	76,100.57	78,764.09	81,520.83	84,374.06
PS16	61,364.72	64,432.96	67,654.61	71,037.34	74,589.21	77,199.83	79,901.82	82,698.38	85,592.82	88,588.57
PS17	64,426.35	67,647.67	71,030.05	74,581.55	78,310.63	81,051.50	83,888.30	86,824.39	89,863.24	93,008.45
PS18	67,650.00	71,032.50	74,584.14	78,313.34	82,229.01	85,107.03	88,085.78	91,168.78	94,359.69	97,662.28
PS19	70,837.11	74,378.97	78,097.92	82,002.82	86,102.96	89,116.56	92,235.64	95,463.89	98,805.13	102,263.31
PS20	74,378.94	78,097.89	82,002.78	86,102.92	90,408.07	93,572.35	96,847.38	100,237.04	103,745.34	107,376.43
PS21	78,100.78	82,005.82	86,106.11	90,411.42	94,931.99	98,254.61	101,693.52	105,252.79	108,936.64	112,749.42
PS22	82,001.62	86,101.70	90,406.79	94,927.13	99,673.49	103,162.06	106,772.73	110,509.78	114,377.62	118,380.84
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
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
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
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
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

Effective Pay Period Beginning: 7/1/2011

FIRE SALARY SCALE - FY 2012 (continued)

Year	10	11	12	13	14	15	16	17
Step Increase	2.30%							
Step	K	L	M	N	O	P	Q	R
Grade								
PS1	44,195.40	45,211.89	46,251.76	47,315.55	48,403.81	49,517.10	50,655.99	51,821.08
PS2	46,130.04	47,191.03	48,276.42	49,386.78	50,522.68	51,684.70	52,873.45	54,089.54
PS3	48,308.07	49,419.16	50,555.80	51,718.58	52,908.11	54,125.00	55,369.88	56,643.39
PS4	50,584.83	51,748.28	52,938.49	54,156.08	55,401.67	56,675.91	57,979.46	59,312.99
PS5	52,976.45	54,194.91	55,441.39	56,716.54	58,021.02	59,355.50	60,720.68	62,117.25
PS6	55,651.40	56,931.38	58,240.80	59,580.34	60,950.69	62,352.56	63,786.67	65,253.76
PS7	58,425.96	59,769.76	61,144.46	62,550.78	63,989.45	65,461.21	66,966.82	68,507.06
PS8	61,352.69	62,763.80	64,207.37	65,684.14	67,194.88	68,740.36	70,321.39	71,938.78
PS9	64,416.39	65,897.97	67,413.62	68,964.13	70,550.30	72,172.96	73,832.94	75,531.09
PS10	67,642.43	69,198.21	70,789.77	72,417.93	74,083.54	75,787.46	77,530.57	79,313.78
PS11	71,018.10	72,651.52	74,322.50	76,031.92	77,780.65	79,569.60	81,399.70	83,271.89
PS12	74,564.96	76,279.95	78,034.39	79,829.18	81,665.25	83,543.55	85,465.05	87,430.74
PS13	78,294.00	80,094.76	81,936.94	83,821.49	85,749.38	87,721.62	89,739.22	91,803.22
PS14	82,202.64	84,093.30	86,027.45	88,006.08	90,030.22	92,100.92	94,219.24	96,386.29
PS15	86,314.66	88,299.90	90,330.80	92,408.41	94,533.80	96,708.08	98,932.37	101,207.81
PS16	90,626.11	92,710.51	94,842.85	97,024.24	99,255.80	101,538.68	103,874.07	106,263.17
PS17	95,147.64	97,336.04	99,574.77	101,864.99	104,207.88	106,604.66	109,056.57	111,564.88
PS18	99,908.51	102,206.41	104,557.16	106,961.97	109,422.10	111,938.81	114,513.40	117,147.20
PS19	104,615.37	107,021.52	109,483.01	112,001.12	114,577.15	117,212.42	119,908.31	122,666.20
PS20	109,846.09	112,372.55	114,957.12	117,601.13	120,305.96	123,073.00	125,903.68	128,799.47
PS21	115,342.66	117,995.54	120,709.44	123,485.76	126,325.93	129,231.43	132,203.75	135,244.44
PS22	121,103.60	123,888.98	126,738.43	129,653.41	132,635.44	135,686.06	138,806.84	141,999.39
PS23	127,158.78	130,083.43	133,075.35	136,136.08	139,267.21	142,470.36	145,747.18	149,099.36
PS24	133,516.72	136,587.60	139,729.12	142,942.88	146,230.57	149,593.88	153,034.54	156,554.33
PS25	140,192.55	143,416.98	146,715.58	150,090.03	153,542.10	157,073.58	160,686.27	164,382.05
PS26	147,202.18	150,587.83	154,051.35	157,594.53	161,219.21	164,927.25	168,720.58	172,601.16
PS27	154,562.29	158,117.22	161,753.92	165,474.26	169,280.17	173,173.62	177,156.61	181,231.21

Effective Pay Period Beginning: 7/1/2011

FY 2012 City Compensated Holidays

July 1, 2011 through June 30, 2012

Independence Day	Monday	July 4, 2011
Labor Day	Monday	September 5, 2011
Columbus Day (observed)	Monday	October 10, 2011
Thanksgiving Day	Thursday	November 24, 2011
Thanksgiving Day (in lieu of Veteran's Day)	Friday	November 25, 2011
Christmas Eve (observed)	Friday	December 23, 2011
Christmas Day (observed)	Monday	December 26, 2011
New Year's Holiday	Friday	December 30, 2011
Martin Luther King, Jr., Day (observed)	Monday	January 16, 2012
Presidents' Day (observed)	Monday	February 13, 2012
Memorial Day (observed)	Monday	May 28, 2012

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