City of Alexandria

FY 2013 Approved Operating Budget

ALEXANDRIA CITY COUNCIL

William D. Euille, Mayor

Kerry J. Donley, Vice Mayor

Frank H. Fannon IV

Alicia Hughes

K. Rob Krupicka

Redella S. Pepper

Paul C. Smedberg

CITY MANAGER
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Michele Evans, Deputy City Manager
Mark B. Jinks, Deputy City Manager
Bruce Johnson, Chief of Staff
Debra R. Collins, Deputy City Manager
Tom Gates, Deputy City Manager
Laura Triggs, Chief Financial Officer
Thaddeus J. Jankowski, Director of Real Estate Assessments
Kendel Taylor, Acting Budget Director

Prepared by the Office of Management and Budget

Laura Triggs, Chief Financial Officer

Kendel Taylor, Acting Budget Director

Morgan E. Routt, Assistant Budget Director

Christopher R. Bever, Budget/Management Analyst

Paul R. Doku, Budget/Management Analyst

Matthew Behrens, Budget/Management Analyst

Alex Braden, Budget/Management Analyst

Jackie Arbour, Management Analyst

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GFOA

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Alexandria

Virginia

For the Fiscal Year Beginning

July 1, 2011

President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alexandria, Virginia for its annual budget for the fiscal year beginning July 1, 2011.

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 2013 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

DATE: JULY 1, 2012

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: RASHAD M. YOUNG, CITY MANAGER

SUBJECT: FY 2013 APPROVED BUDGET TRANSMITTAL

It is my pleasure to present the Approved Fiscal Year 2013 Operating Budget and the Approved FY 2013-2022 Capital Improvement Program (CIP). The $587.9 million operating budget passed unanimously by City Council on May 7, 2012, maintained the City's real property tax rate, restored some previous service cuts and offset some reductions in state and federal funding. City Council's approved changes to the proposed budget are listed in the attachment to this updated message entitled "Budget Memo #69: FY 2013 Budget Adoption – Actions Taken Monday, May 7, 2012.
The budget approved by City Council increases total General Fund spending by $21.0 million, or 3.7% over the FY 2012 approved budget. The FY 2013 budget maintains the City's core services and reflects an increase of $4.5 million, or 2.6% in the transfer of funds to the Alexandria City Public Schools. The Approved FY 2013 – 2022 Capital Improvement Program totals $1.138 billion and represents a 3.8% increase over the previous 10-year CIP. The first year of the ten year plan includes $134.5 million in total projects, including $58.9 million for Schools, $28.8 million for Transit and Transportation, $11.5 million for Public Buildings and $15.4 million for Information Technology. The continuation of the reserved 2.2 cents on the base real estate tax rate for the Transportation Improvement Program, which was established by City Council in FY 2012, provides $13.1 million in FY 2013 funding and $65.0 million over the ten-year plan, including cash capital and bonds.

City Council used the City's Strategic Plan as the foundation for its decisions and maintained core services, including public safety, transportation, public schools and human services. Some service cuts that were made in the proposed budget and in previous years either in response to state and federal funding losses or limited general fund resources have been restored in the Approved Budget. Some of these restorations include:

- Support for Complete Streets, a new program that reactivates the City's efforts to implement pedestrian, vehicular, and bicycle-friendly transit and safety measures throughout the City ($532,000).
- Restoration of senior citizen taxi reservation services provided by Senior Services of Alexandria ($70,000), and contingent reserve funding dedicated to expansion of the City's Meals on Wheels service for senior citizens ($39,983).

- Funding for maintaining a position, previously funded by the federal government, to help prevent gang crime ($85,000).
- Restoration of funding for programs impacted by state budget cuts including, Healthy Families ($56,607) and the Teen Wellness Center, operated by the Alexandria Health Department ($65,000).
- Funding for marketing and advertising used by the Alexandria Economic Development Partnership to attract businesses to Alexandria ($83,365).
- Support for increasing the operating hours of the Alexandria Library Special Collections Branch at the Barrett Library ($50,000), which were reduced by the City in FY 2011.

City Council was faced with limited options in the budget deliberation process due to the actions of the Virginia General Assembly, which passed legislation in April 2012, requiring local governments participating in the Virginia Retirement System (VRS) to ensure that employees contribute 5% of their salary to VRS. Local governments must provide employees with a 5% salary increase. The City will gradually implement the 5% contribution and salary requirement at 1% per year, beginning July 1, 2012. The cost of this legislation in FY 2013 will be nearly $0.6 million and will continue to increase each year throughout the 5 year phase in.

The Alexandria City Public Schools were faced with the same mandate from the State. During the Governor's final budget approval process, an additional $1.2 million was approved for ACPS to provide resources for inflationary increases, the cost of competing in Northern Virginia and the increased salary costs to offset the retirement contribution changes. ACPS has opted to implement the full 5% contribution rate shift in FY 2013 and will utilize the funds provided by the City in FY 2011 for future VRS costs. ACPS will also use their own existing fund balance to fully cover the costs in FY 2013. The additional state funding of $1.2 million enabled the City to reduce the General Fund Appropriation to the Schools by the same amount, without impacting services.

The Approved FY 2013 Budget continues to reflect the difficult decisions and tradeoffs that are required to maintain financial sustainability in difficult economic times. Eligible employees will receive a merit increase in FY 2013, but there is no funding for across-the-board market rate adjustments. In addition, employees will be paying a greater share of the health insurance costs, which are rising in FY 2013. However, almost $1 million is included in the FY 2013 budget to address public safety compression issues ($0.4 million) and to improve opportunities for career ladders ($0.5 million). In addition, funding has been included for an Innovation Fund and other professional development opportunities.

Thanks to careful financial planning that considers the long-term implications of current funding decisions, the City continues to weather the recession better than most and will be well-positioned to address the community's long term strategic needs as economic conditions strengthen in the years to come.

City of Alexandria, Virginia

MEMORANDUM

DATE: MAY 10, 2012

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: RASHAD M. YOUNG, CITY MANAGER

SUBJECT: BUDGET MEMO #69: FY 2013 BUDGET ADOPTION - ACTIONS TAKEN MONDAY, MAY 7, 2012

The following represents the budget actions taken during budget adoption Monday, May 7, 2013. City Council adopted the FY 2013 General Fund Revenue and Expenditure Operating Budget in the amount of $587,861,196, including the FY 2013 Cash Capital share of the Capital Improvement Program of $6,955,483. This budget is based on the City Manager's FY 2013 Proposed Budget of $585,605,758 with the following amendments identified in the Final Add-Delete spreadsheet, which is attached.

(Note: The actions taken by City Council and the impacts on Departmental budgets will be presented in detail in the FY 2013 Approved Operating Budget and FY 2013 to FY 2022 Capital Improvement Program documents which will be published in early July.)

This memorandum is organized into eight sections as follows:

I. Expenditure Budget Changes
   a. Technical Adjustments
   b. Changes to Proposed General Fund Operating Budget
II. Revenue Budget Changes
   a. Technical Adjustments
III. Fund Balance Designations
IV. Contingent Reserves
V. Capital Improvement Program (CIP)
   a. Changes in the Cash Capital Transfer to the CIP
   b. Changes in the Use of Fund Balance Funding of the CIP
   c. Changes in Borrowing for the CIP
   d. Changes in Non-City Funding for the CIP
VI. Summary of FY 2013 General Fund Budget
VII. Comparisons to FY 2012 Approved and FY 2013 Proposed Budgets

I. ***Expenditure Budget Changes:***

a.

		Technical Expenditure Adjustments to Proposed Budget (Budget Memo #53)
$	492,000	One perecent shift in contribution rate for VRS - All Departments
$	54,400	City Supplement increase for State Employees in the Health Department - Health Department
$	34,000	City Supplement increase for State employees in the Court Service Unit, Adult Probation and Parole and the Public Defender's Office - Other Public Safety
$	(1,233,000)	Decrease in the City Appropriation to the Alexandria City Public Schools
$	(28,977)	Decrease in anticipated Kaiser Permanente rate increase - All Departments
$	441,624	Increase in anticipated United Health Care rate increase - All Departments
$	100,000	Increase in the estimate for Line of Duty premium costs - Multiple Departments
$	90,723	Transfer of lease costs for 421 King Street - TES
$	13,150	Transfer of lease costs for 421 King Street - Internal Audit
$	137,919	Increase in costs for Community Services Act cases - DCHS
$	22,036	Correction to the FY 2013 Proposed budget for seasonal staff - RCPA
$	(8,162)	Decrease in membership costs for COG and VML - Non-Departmental
$	**115,713**	**Total Technical Expenditure Adjustments**

b.

		City Council Changes to Proposed City General Fund Operating Budget Expenditures
$	532,000	Complete Streets (Traffic Calming) - TES and Non-Departmental
$	56,607	Healthy Families - DCHS
$	61,500	Adult Clinical Services Unit position - DCHS
$	70,000	Restore reservation services provided by Senior Services of Alexandria - DCHS
$	125,067	One additional pre-school class - DCHS
$	83,368	Restore marketing and advertising funds - AEDP
$	400,000	Public Safety pay compression - Non-Departmental
$	500,000	Career ladders and promotions - Non-Departmental
$	25,000	Banner design, fabrication and initial installation - ACVA
$	6,200	Banner maintenance - TES
$	50,000	Library hours - Libraries
$	20,000	Concerned Citizen Network of Alexandria - DCHS
$	39,983	Contingent Reserves - Meals on Wheels Sunday service - DCHS
$	20,000	Contingent Reserves - Community outreach and public process technology upgrades - Planning and Zoning
$	65,000	Teen clinic funds to offset lost state aid - $65,000
$	85,000	Gang IPE position ($9,339 in new funding, remainder from existing Contingent Reserves) - CSU
$	**2,139,725**	**Net City Expenditure Increases and Reductions (Total)**
$	***2,255,438***	***Total Expenditure Budget Adjustments (a +b)***

II. *Revenue Budget Changes:*

a.

Technical Revenue Re-estimates to Proposed Budget (Budget Memo #48)	
FY 2013	
$ (1,000,000)	Decrease in Delinquent Real Estate Tax Collections
$ 700,000	Increase in Recordation Tax revenue
$ 304,352	Increase in Personal Property Tax revenue
$ 505,000	Increase in Penalties and Interest payments
$ (300,000)	Decrease in Consumer Utility Tax collections
$ 40,000	Increase in Business License Tax (BPOL) collections
$ 500,000	Restaurant Food Tax collections
$ 256,000	Increase in Local Sales and Use Tax collections
$ 40,000	Increase in Telecommunications Tax (Right of Way) collections
$ (200,000)	Decrease in Tobacco Tax revenue
$ 210,000	Increase in Intergovernmental revenue
$ (124,464)	Decrease in Licenses, Permits and Fees
$ (100,000)	Decrease in Fines and Forfeitures
$ 400,000	Increase in Charges for Services
$ 20,000	Increase in Miscellaneous Revenue
$ 12,509	Increase in Use of Fund Balance based on revenue re-estimates
$ 1,263,397	**Total FY 2013 Technical Revenue Re-estimates**
$ 1,263,397	**Total Increase in Revenue and Other Sources Approved by City Council**

III. *Fund Balance Designations*

City Council Fund Balance Commitments (requires Super majority)	
Designations	
$ 75,661	Commitment for Gang IPE position (Source is FY 2012 remaining Contingent Reserve for gang prevention activities)
$ 1,700,000	Commitment for existing encumbrances
$ 535,000	Commitment for one-time land use and planning studies
$ 1,100,421	Commitment for current financial policy compliance
$ 1,755,000	Commitment to fund the FY 2013 (and beyond) CIP
$ 255,762	Commitment for equipment replacement
$ 200,000	Commitment for professional development
$ 200,000	Commitment for an innovation fund
$ 50,000	Commitment to implement Alex Stat
$ 928,879	Increase in the commitment to fund the FY 2013 General Fund Operating Budget
$ (125,051)	Decrease in the commitment for the FY 2013 Capital Improvement Program
$ 6,675,672	**Changes in Fund Balance (as of the end of FY 2012)**

IV. *Contingent Reserves*

City Council Changes and Reservations of City Council Contingent Reserves	
$ 39,983	Meals on Wheels service expansion
$ 20,000	Community outreach and public process
$ 59,983	**Increase in Contingent Reserves**

V. *Capital Improvement Program Budget Changes*

a.

City Council Changes in the Cash Capital Transfer to the CIP	
$ 350,000	Traffic Calming
$ 350,000	**Total FY 2013 Cash Capital Transfer Increases to the CIP**

b.

City Council Changes in the Use of Fund Balance Funding of the CIP	
$ (125,000)	Fire Station 210 - Adjust project budget for actual FY 2013 cash flow needs
$ (51)	Adjustment required for rounding of General Obligation Bond borrowing
$ (125,051)	**Total FY 2013 Use of Fund Balance for the CIP**

c.

City Council Changes in Borrowing for the CIP	
$34,871,000	Full budget authority for new Jefferson-Houston K-8 facility to align with signing of primary construction documents. Includes funding for synthetic turf field.
$ 34,871,000	**Total FY 2013 Borrowing Increase to the CIP**

d.

City Council Changes in Non-City Funding for the CIP	
$ 394,000	DASH Bus Replacement - Fully appropriate the balance of Urban Funds planned for FY 2014 in FY 2013 to provide funding flexibility in future bus purchases.
$ 394,000	**Total FY 2013 Non-City Funding Increase to the CIP**

VI. *Summary of the FY 2013 General Fund Budget*

Summary of Growth in FY 2013 Budget	
$585,605,758	FY 2013 Proposed General Fund Operating Revenues and Expenditures
$ 2,255,438	Total Change in City General Fund Operating Budget Expenditures over Proposed
$587,861,196	Resulting FY 2012 General Fund Operating Budget
$ 6,675,672	Change in Fund Balance Designations (at the end of FY 2012)
$ 350,000	Change in Cash Capital Funding of the FY 2013-FY 2022 CIP

VII. *Comparisons to the FY 2013 Proposed and FY 2012 Approved General Fund Budgets*

	City	Schools	Total
FY 2012 Approved General Fund Budget	$391.9	$175.0	$566.9
FY 2013 Proposed General Fund Budget	$404.9	$180.7	$585.6
FY 2013 Tentative General Fund Budget	$408.4	$179.5	$587.9
Amount Over FY 2012 Approved	$16.5	$4.5	$21.0
Percent Over FY 2012 Approved	4.2%	2.6%	3.7%

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City of Alexandria, Virginia

MEMORANDUM

DATE: FEBRUARY 14, 2012

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: RASHAD M. YOUNG, CITY MANAGER

SUBJECT: FY 2013 PROPOSED BUDGET TRANSMITTAL

The proposed Fiscal Year (FY) 2013 General Fund operating budget for the City of Alexandria of $585.6 million addresses the guidance presented by City Council in the fall, provides for the core service needs of residents, business owners, and visitors and meets the requested needs of the Alexandria City Public Schools (ACPS). The City is very fortunate that we are continuing to see an economic recovery that enables us to be cautiously optimistic. The willingness to make difficult choices and continue strong fiscal policies over the past five years helped build the foundation for the City's comparably strong fiscal condition and provides the ability for Alexandria to maintain core services, fund new operations and initiatives approved by City Council, and provide a modest pay increase for City employees, without the necessity of a real estate tax increase. In the fall, City Council held a series of work sessions during which staff presented a projected shortfall of City operations alone of $14.4 million. Not included in this amount were similar increases in funding for current service needs for the school system and transit operations of approximately $7.8 million. In order to provide the same level of service at the same real estate tax rate as 2011, we began the budget decision process with the need to identify additional resources of $22.2 million.

Each year when the City begins the budget process, we calculate what our estimates for revenues are based on current policies and identify the expenditure needs to fund our current programs and services with our existing workforce. Unfortunately, rising personnel costs , maintenance agreement obligations and equipment replacement needs result in increased expenditures for providing the same level of service. In addition, each year, new policy decisions and the desire to enhance and expand service cause the need for additional resources in the budget.

Although revenues are increasing by $18.7 million, or 3.3%, they are not increasing at the same level as our costs.s. The difference between our expenditure needs to maintain current service and fund new policy initiatives and the new revenue growth compared to the prior year represents a budget shortfall that has to be addressed through increases in revenue, or reductions in spending.

A portion of the resources needed to address that gap was provided by $9.0 million more than anticipated growth in revenues, primarly real estate property taxes, as compared to our initial estimate. The modest growth in real estate assessments of 3.4% results in an increase in the average residential tax bill in FY 2013 of $52, or 1.2%. In addition, the growth in real property will provide a revenue surplus of $7.5 million in FY 2012. I am proposing to use some of this surplus for one-time initiatives in FY 2013, as well as a capital reserve to fund future anticipated cash capital requirements. The one-time initiatives include a Landmark/Van Dorn land use study ($100,000), an Eisenhower West transportation study ($100,000), a Waterfront Union Street traffic congestion study ($300,000) and a $100,000 contingency for additional Waterfront study needs, a public arts master plan ($60,000), a data quality study of the City's real estate assessment information ($75,000), and start-up money for an Old Town valet parking program.

In order to address the remaining shortfall, City Departments worked together throughout the fall as Strategic Plan Goal Groups to consider reduction options that would help to make up the shortfall and considered potential service reduction options totaling $17.8 million. Of that amount, we are recommending $6.8 million in expenditure reductions. Included in this reduction is the elimination of 27 City positions for a savings of $1.7 million. Our Human Resources staff will begin working with these employees to explore their opportunities both inside and outside the organization.Tradeoffs and reallocations were implemented throughout City operations, the School system and the Alexandria Transit Company (DASH) to meet the expenditure demands of new and existing services while minimizing the tax burden on residents and business owners in the City.

New Initiatives

The FY 2013 budget includes $1.4 million is new funding initiatives. These initiatives include new staffing for implementation of priority capital projects such as the Waterfront and Beauregard corridor ($309,000); additional staffing to enhance operational performance and increase accountability ($236,000); destination advertising to increase tourism; an emergency planner in the Health Department ($105,000); a new home-based youth therapist in the Department of Community and Human Services ($46,000), and a City-wide ethics initiative ($25,000). This budget also includes expanded DASH bus service planned for FY 2013 in the FY 2012 budget and funded by 2.2 cents of the real estate tax reserved for transportation improvements ($1.0 million).

FY 2013 Operating Budget

The FY 2013 Proposed General Fund Operating Budget is $585.6 million, a 3.3% increase compared to FY 2012. The real estate tax rate for calendar year 2012 is proposed to remain at $99.8 per $100 of assessed value. **No tax rate increases of any kind are proposed in this budget.** Fees and charges for services have been reviewed and adjusted when necessary to continue City Council's policy of full cost recovery.

The proposed appropriation for ACPS is $180.7, an increase of $5.8 million or 3.3%, and reflects the City Council guidance in which the transfer to the Schools for operating expenses increases at the same percentage rate as total General Fund revenues. My proposed budget for the ACPS fully funds the General Fund transferrequest included in the Superintendent's proposed budget.

General Fund Revenues

Real estate tax revenue continues to the primary source of funding for the City's General Fund Operating budget, providing 58% of total revenues. The total growth in real property tax revenue is projected to be 4.1%, from the FY 2012 budgeted amount of $ 321.7 million to $334.9 million estimated for FY 2013. Other sources of general fund revenue are growing at a very low rate or are flat compared to FY 2012. Two areas of modest growth are $2.6 million in increased personal property tax revenue, $1.1 million in increased business license tax revenue.

FY 2013 – 2022 Capital Improvement Program

The Capital Improvement Plan (CIP) proposes $1.1 billion in expenditures for the next 10 years and $99.0 million in FY 2013. It is funded by $61.7 million in the operating budget for cash capital and debt service. This represents a $2.6 million increase over the FY 2012 approved budget. The CIP prioritizes maintenance of existing facilities and infrastructure and funding for the new Fire Station. Some other examples of major projects included in the CIP are:

- A computer-aided dispatch system ($15.0 million)
- Bus rapid transit and a new Metrorail station in Potomac Yard ($279.0 million)
- Holmes Run greenway improvements ($5.6 million)
- Waterfront open space acquisition and flood mitigation ($1.8 million)
- Jefferson-Houston and Patrick Henry school replacements ($84.1 million)
- Patrick Henry recreation center replacement ($6.1 million)
- Fire station renovations ($35.3 million)
- Sewer capacity expansion ($73.0 million)

City Council Guidance and the Strategic Plan

Each year City Council provides guidance in the fall to help the City Manager propose a budget that reflects City Council's expectations for the coming fiscal year. City Council has also directed that City staff consider the Strategic Plan when developing, implementing or reviewing the delivery of public services, and in presenting request for fiscal resources. The FY 2013 budget reflects the guidance set by the public and City Council in the Strategic Plan revised and adopted in June 2010. The seven goals of City Council, as well as many objectives, are reflected in the funding decisions presented in the FY 2013 budget.

Objective – Expand fire and injury prevention activities, in concert with City and other partners, to help reduce the community's risk of emergency incidents arising from all hazards.

City Council's guidance provided a clear message that the provision of public safety services is a core function of the city and that services should be preserved. In 2014, the City will be expanding fire protection services with a new Fire Station in the Eisenhower Valley. The FY 2013 budget includes funding to hire and train the individuals who will provide this core service. The rate of growth of the City's budget for all public safety activities is 4.7%.

Objective – Increase the vitality and economic success of the City Waterfront and King Street Corridor while maintaining and strengthening the City's commitment to historic preservation and neighborhood quality of life.

In January 2012, City Council approved the implementation of a new Waterfront Plan. The proposed budget includes several new initiatives to begin work on this historic transformation. Recognizing the limitations of resources available for new initiatives, I am proposing an assignment of fund balance for several one-time costs. The vibrancy of King Street remains a high priority and resources have been included in the proposed budget to maintain and enhance this vital corridor, including Waterfront plan implementation funds and staffing, a request for proposals to sell or lease City owned parking lots on King and Patrick Streets, development of a parking smartphone application, creating a on Old Town valet parking program, accepting credit cards at City owned parking garages, and extending holiday lighting through March. Despite the slow economic recovery, neighborhoods throughout the City are in various stages in the planning and redevelopment process. I am proposing funding to address land use and transportation planning in both the Landmark/Van Dorn and Eisenhower Valley areas of the City.

As we see commercial construction projects taking place throughout the City, it is important to keep in mind the revenue generated by the permitting process. In FY 2011, we established a Code Administration Enterprise Fund to more closely align the revenue and services associated with building permits. By dedicating the revenue generated from permits, we were able to dedicate staff to streamlining the permitting process. Initially, the revenues were only sufficient to cover the direct costs, but as the economy continues to improve, we are projecting sufficient revenues to cover the costs of more of the indirect support associated with permitting, including payment processing and database administration.

Objective – Maintain a competitive compensation program that attracts, retains and motivates a work force that can deliver quality services and programs to the community, reflects the diversity of that community, and provides for the fair and equitable treatment of all those employees.

My proposed FY 2013 operating budget recognizes the value of our employees and the competitive market that exists in this region for a talented workforce. Based on City Council guidance, this budget includes funding for a merit/step increase for all eligible employees, including those at the top of their grade. It also continues the final year of a multi-year plan to phase in a 20% minimum employee contribution for healthcare premiums and maintains the current policies guiding the employee retirement contribution rates. Based on recent study of the City's job classifications, it was determined that the salary scales for both General Government and Sworn Public Safety employees had fallen behind the market when compared to our neighboring jurisdictions, making it difficult for us to attract and retain our workforce. The FY 2012 Approved budget included the addition of one step and subsequently brought the Public Safety scale in line with the market. In FY 2013, I am proposing to bring the general pay scale more in line with the market by eliminating the two lowest steps and adding an additional step to the top of the schedule (and also providing compensation for public safety employees at the top of grade). This is the first of several planned initiatives to change the City's pay practices, including pay banding and a shift to a pay for performance system.

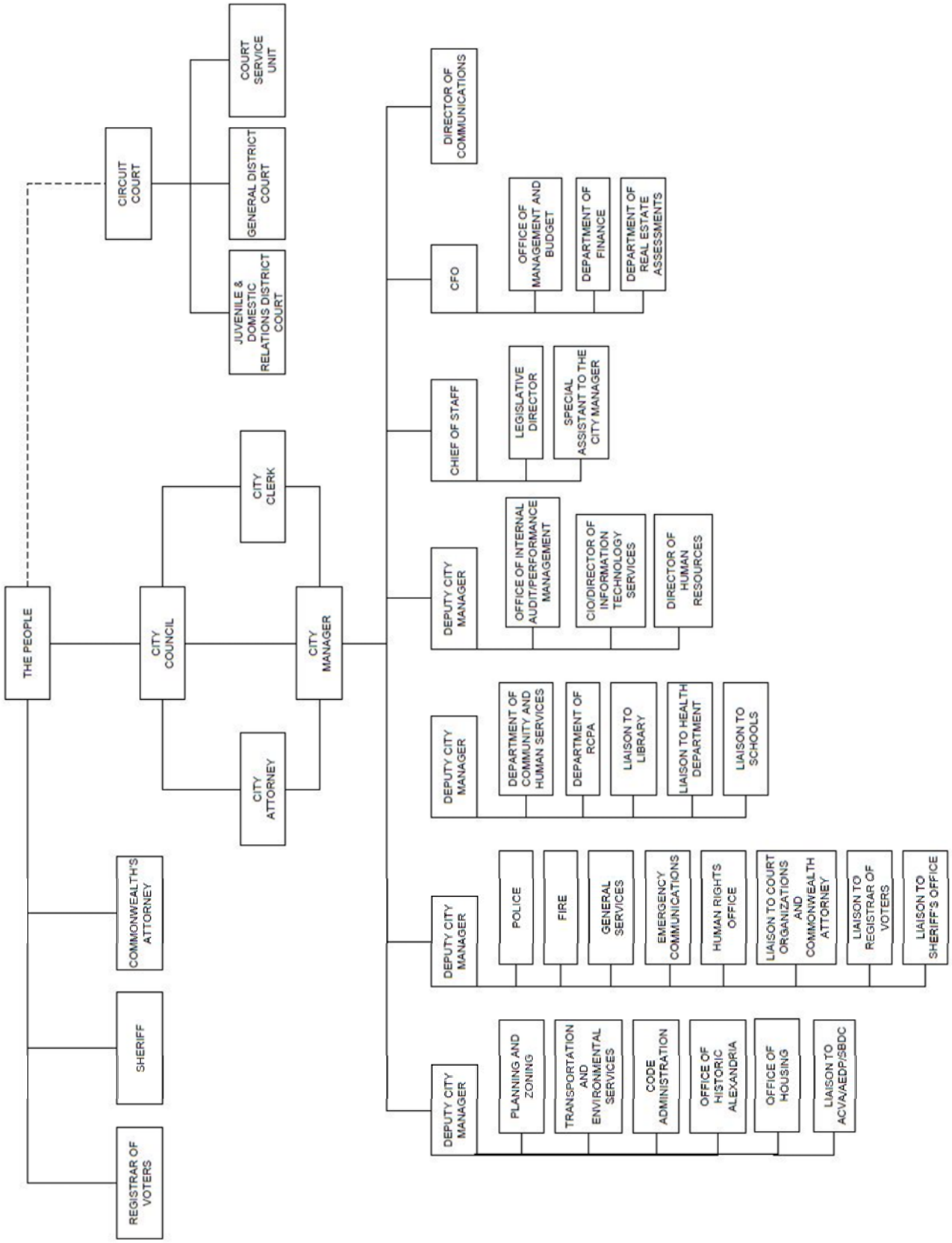
Intergovernmental Revenues

The same economic difficulties that are facing the City of Alexandria are also evident in other levels of government. The most significant impact for the City is lost federal revenue for housing programs. Although the appreciation in the City's real estate tax base provides additional resources in FY 2013 through the dedication of real estate taxes for affordable housing, the Office of Housing is estimating a reduction of $1.2 million in CDBG and HOME revenues from the federal government. It is not possible at this time for these resources to be made up with general funds and there will be a reduction in loans for lower and moderate income residents and public employees to become home owners.

Although the lost revenue to the Office of Housing represents the largest service reduction, throughout City and Schools operations there are reallocations of resources to better serve the community and to provide funding to maintain core services throughout the City. The specific details of these decisions are described in detail in the departmental section of this document. The focus of the FY 2013 Operating Budget and Capital Improvement Program is to maintain current services, including public safety, transportation, education and public infrastructure.

Next Steps My proposed budget represents the beginning of the FY 2013 budget development process to be conducted over the next several months. Through work sessions, public hearings and countless tradeoffs and difficult decisions, City Council and the community will work together to identify an FY 2013 budget that will reflect the priorities of the City of Alexandria, balancing both core service needs with the need to continue the City's history of strong economic sustainability.

Understanding the City's Operating Budget


THE PEOPLE
CIRCUIT COURT
COURT SERVICE UNIT
GENERAL DISTRICT COURT
JUVENILE & DOMESTIC RELATIONS DISTRICT COURT
CITY COUNCIL
CITY CLERK
CITY ATTORNEY
CITY MANAGER
COMMONWEALTH'S ATTORNEY
SHERIFF
REGISTRAR OF VOTERS
DIRECTOR OF COMMUNICATIONS
CFO
OFFICE OF MANAGEMENT AND BUDGET
DEPARTMENT OF FINANCE
DEPARTMENT OF REAL ESTATE ASSESSMENTS
CHIEF OF STAFF
LEGISLATIVE DIRECTOR
SPECIAL ASSISTANT TO THE CITY MANAGER
DEPUTY CITY MANAGER
OFFICE OF INTERNAL AUDIT/PERFORMANCE MANAGEMENT
CIO/DIRECTOR OF INFORMATION TECHNOLOGY SERVICES
DIRECTOR OF HUMAN RESOURCES
DEPUTY CITY MANAGER
DEPARTMENT OF COMMUNITY AND HUMAN SERVICES
DEPARTMENT OF RCPA
LIAISON TO LIBRARY
LIAISON TO HEALTH DEPARTMENT
LIAISON TO SCHOOLS
DEPUTY CITY MANAGER
POLICE
FIRE
GENERAL SERVICES
EMERGENCY COMMUNICATIONS
HUMAN RIGHTS OFFICE
LIAISON TO COURT ORGANIZATIONS AND COMMONWEALTH ATTORNEY
LIAISON TO REGISTRAR OF VOTERS
LIAISON TO SHERIFF'S OFFICE
DEPUTY CITY MANAGER
PLANNING AND ZONING
TRANSPORTATION AND ENVIRONMENTAL SERVICES
CODE ADMINISTRATION
OFFICE OF HISTORIC ALEXANDRIA
OFFICE OF HOUSING
LIAISON TO ACVA/AEDP/SBDC

Understanding the Budget

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

FISCAL PLAN

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

POLICY DOCUMENT

Second, the budget is a policy and management tool. The budget process provides an opportunity for the City Manager, department directors and agency heads to evaluate the City's services and recommend the best means of allocating resources to prioritize and provide effective and efficient services. As a management tool, the budget serves to establish accountability for the effective and efficient operation of programs and activities and to locate responsibility for the delivery of City services. Beginning with City Council's establishment of a long-term vision and a set of major goals for the City of Alexandria, combined with the economic outlook of the City presented by staff and a public hearing to gather citizen input in October, and continues through the adoption of the FY 2013 budget on May 7, 2012, 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 2013 Budget Planning

On November 22, 2011, 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 2011 real estate tax rate. The budget was also to incorporate a transfer to the Schools budget that was increased from the transfer in FY 2012 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 work session on October 17, 2011. 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

Strategic Planning Process: The City Council Strategic Planning Process has provided the most significant impact on the City's budget process in FY 2013. In June 2010, City Council adopted its Strategic Plan, following nearly a year of collaboration and partnership with the Alexandria community. The City Council has directed that City staff consider the Strategic Plan when developing, implementing and reviewing the delivery of public services, and in presenting requests for fiscal resources. The approved Strategic Plan is available on the City's website at http://alexandriava.gov/uploaded/Files/council/info/ApprovedStrategicPlan.pdf.

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

Compensation Philosophy: On June 22, 2010, City Council adopted the City of Alexandria's Compensation Philosophy, which is intended to provide a broad framework to help City Council, management, employees and the citizens understand and guide decisions that affect City employee pay. The Compensation Philosophy is printed in the Appendices section of this document. Approved FY 2013 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 2013 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 Guidance** 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. Section III is a budget overview which 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 IV provides the reader with a guide to understanding the budget. Sections V through X include 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 XI through XIX present budget information for each department. The major elements in these sections are described at the end of this section.

Section XX provides an overview of the Capital Improvement Program (CIP), it's impact upon the operating budget, and an explanation of the City's debt ratio policies. Section XXI is the "Community Profile," which provides a description and basic statistical information on the City.

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

- The Capital Improvement Program document describes each capital project that the City plans to undertake over the next ten years. This description includes a justification for each project, the priority assigned to the project and the estimated impact of each capital project on the City's budget throughout the six-year period. (Detailed information on individual school capital projects is presented in the Alexandria City Public Schools 2013-2022 Capital Budget, available from the Office of the Assistant Superintendent for Administrative Services, 2000 North Beauregard Street, Alexandria, Virginia.)

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

Budget Amendments

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

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

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

Budgetary Accounting

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

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

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

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

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

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

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

Department of Code

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.

Mission Statement: The mission of the Department of C[illegible]de 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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$4,429,195	$4,696,998	$4,966,020	5.7%
Non-Personnel	770,111	978,686	991,386	1.3%
Capital Goods Outlay	-	140,685	53,703	-61.8%
Total Expenditures	$5,199,306	$5,816,369	$6,011,109	3.3%
Less Revenues				
Internal Services	0	115,372	28,390	-75.4%
Special Revenue Funds	[illegible]	[illegible]	[illegible]	[illegible]4%
Total Designated Funding Sources	[illegible]	[illegible]	[illegible]	[illegible]5%
Net General Fund Expenditures	[illegible]	[illegible]	[illegible]	[illegible]6%
Total Department FTE's[1]	[illegible]	[illegible]	[illegible]	[illegible]1%

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.

[1]Two full-time positions (one Plan Examiner and one Code In[illegible]nd Fire department in FY 2012, was corrected in FY 2013.

Highlights

- In FY 2013, the approved General Fund budget for Code Administration decreases by 3.0%, or, $28,020, while the all funds budget increases by 2.7%, or $159,878.
- Personnel costs increased by 5.0%, or $234,160, due to increased benefit costs [illegible] as well as the addition of a part-time (0.50 FTE) Permit Technician position ($27,280) described on the followi[illegible]
- Non-personnel costs increased 1.3%, or $12,700, partially attributable to [illegible]); increased costs for vehicle maintenance ($5,365); and, a contractual adju[illegible]ntain current service level. These increases are partially offset by reductions in vehicle depreciation expense ($15,330).
- As part of a City-wide reduction option, the rodent abatement contract was reduced by $50,000 and the purchase of computer equipment was deferred ($6,000), resulting in total savings of $56,000 to the City.
- Capital outlay expenditures decreased 61.8%, or $86,982, attributable to a lower than previously budgeted scheduled replacements for vehicles and other equipment. This decrease is reflected in the internal service fund which decreased 75.4%.
- The special revenue fund increased 5.8%, or $274,880, attributable to the above mentioned personnel and non-personnel increases.
- Beginning in FY 2013, Permit Center fees will be used to fund a new Database Administrator I position located in Information Technology Services to help maintain existing Permit Center databases and to assist with the implementation of a new permitting and plan review system. In addition, Permit Center fees will be used to fund existing Finance, Planning and Zoning, and Transportation and Environmental Services positions attached to the Permit Center. Thus, budgeted Permit Center expenditures will total $5,335,307 in FY 2013.

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

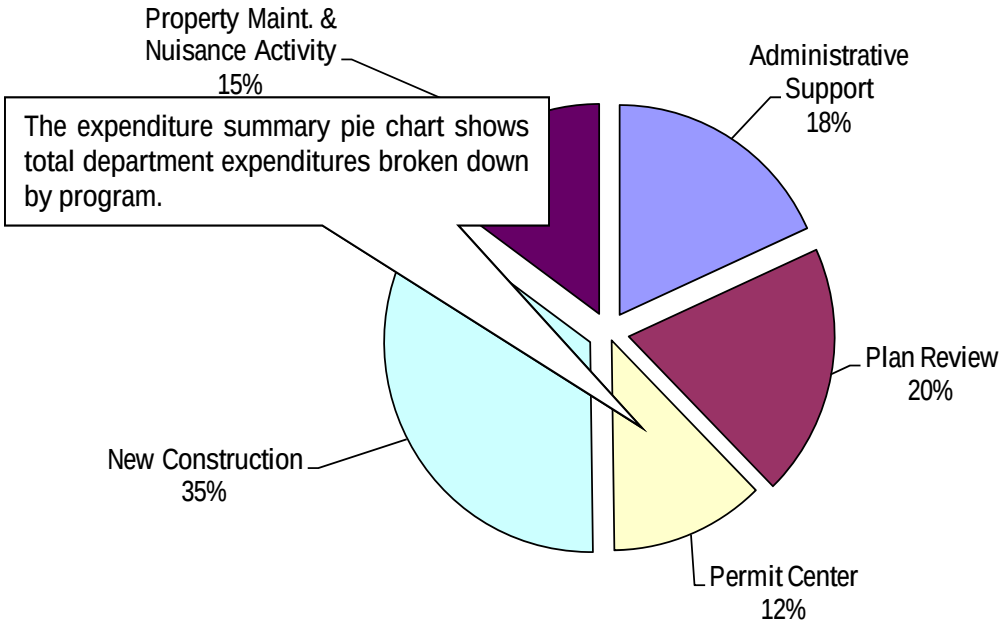
Department of Code Administration

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Number of building and trade plans reviewed per week on average	130	113	121
# of inspections completed per week (Average output)	623	577	600
# of permits processed per week on average	245	212	210

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

FY 2013 Approved



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

Department of Code Administration

Program Level Summary Information

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

Ex	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Administrative Support	$773,639	$969,394	$1,095,519	13.0%
Plan Review	785,408	1,206,732	1,167,898	-3.2%
Permit Center	575,726	643,320	729,735	13.4%
New Construction	1,951,705	2,000,216	2,118,737	5.9%
Prop Maint & Nuisance Activities	843,814			-2.6%
Developer Supported Projects	269,014			N/A
Total Expenditures[1]	$5,199,306			3.3%

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

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2013-2012
Administrative Support	5.0	5.0	6.0	20.0%
Plan Review	9.3	10.2	9.0	-11.4%
Permit Center	8.1	8.5	9.0	5.9%
New Construction	18.3	18.2	17.0	-6.4%
Prop Maint & Nuisance Activities	7.9	7.0	7.0	0.0%
Developer Supported Projects	2.0	0.7	0.0	-100.0%
Total full time employees[1]	50.5	49.5	48.0	-3.1%

[1] With the completion of the Washington Headquarters Services building (BRAC 133 at Mark Center) in FY 2012, the two staff dedicated to the project have been reallocated elsewhere within Code Administration. A departmental reorganization which took place in FY 2012 after the budget was approved is now fully reflected in the FY 2013 approved budget. Also in FY 2013, one part-time Permit Technician ($27,280 & 0.50 FTE) was added to the Permit Center to help customers with the permitting process.

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

Code Adm stration Programs and Activities		Dept Info
Administrative Support Administrative Support Plan Review Building & Trade Plan Review One Stop Shop Walk Thru Plan Review Permit Center Permit Processing Complaint Processing Phone Call Processing New Construction Inspections of New Stru	Property Maintenance & Nuisance Activities Inspections of Existing Structures	Department Contact Info 703.746.4200 alexandriava.gov/code/default.aspx Department Head John Catlett, Director 703.746.4200 john.catlett@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

Department of Code Administrati

Each individual Program section starts with the goal statement.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	14.9%	16.7%	18.2%
Total Expenditures	$773,639	$969,394	$1,095,519
Less Revenues	$773,639	$969,394	$1,095,519
Net General Fund Expenditures	$0	$0	$0
Pr			
% of Permit Center payments made online [1]	NA	NA	10%

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

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$773,639	$969,394	$1,095,519
FTE's	5.0	5.0	6.0
# of FTEs supported	50.5	49.5	48.0
$ amount of Code Administration expenditures managed (All Funds)	$5,199,306	$5,816,369	$6,011,109
% of Permit Center payments made online[1]	NA	NA	10%

[1]New Indicator

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.

Department of Code Administration

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

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

	Adjustment	FY 2013 Approved
	Telecommunication Charges	**$24,614**
	ommunication charges were underestimated. This adjustment brings ding level of $50,610 in FY 2013.	
Inspection of New Structures	*Vehicle Maintenance*	**$5,365**
This adjustment brings the costs of vehicle maintenance to the anticipated spending level of $23,800 in FY 2013.		
Inspection of New Structures	*Contractual Adjustment*	**$54,051**
This adjustment will fund a contractual adjustment for the inspection of elevators in the City. This brings the total contract costs to $248,121 in FY 2013.		

Supplemental Requests

Activity	Adjustment	FTE	FY 2013 Approved
Permit Center	*Part-time Permit Technician*	**0.50**	**$27,280**
In order to keep up with increasing activity in the Permit Center, a part- customers with the permitting process and to issue permits as expedie with revenue generated from Permit Center fees.			

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.

Reductions

Activity	Expenditure Reduction	FTE	FY 2013 Approved
Inspection of Existing Structures	*Rodent Abatement Contract & Control Data Processing*		**($56,000)**
The Rodent Abatement contract was re-engineered resulting in a $50,000 budget savings. Under a new contract, proactive baiting will be limited to Old Town Alexandria and areas near the Potomac River which contain the highest concentration of rodents. The remainder of the City will be baited on an as needed basis.			
The purchase of computer equipment will also be deferred as part of a City-wide reduction option, resulting in an additional savings of $6,000 to the City.			

Budget Schedule

Members of the public were invited to participate in a public hearing on the budget scheduled on Monday, March 5, 2012 at 4:00 pm.

City Council also held a series of public work sessions denoted to the right, followed by adoption on May 7, 2012.

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

FY 2013 Budget Schedule

2/14	Proposed Budget Presentation
2/22	Work Session: Capital Improvement Program Overview and Transportation
2/28	Work Session: DASH Issues
2/29	Joint City/ACPS Work Session #1
3/5	Budget Public Hearing
3/7	Work Session: Public Safety Staffing
3/13	Introduce Tax Rate Ordinances
3/28	Total Compensation and VRS Contributions
3/28	Joint City/ACPS Work Session #2
4/11	Work Session: BFAAC Report
4/14	Public Hearing on Tax Rate Ordinance and Effective Tax Rate
4/30	Work Session – Preliminary Add/Delete
5/7	Work Session – Final Add/Delete
5/7	Budget and Tax Rate Adoption

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FY 2013

Summary Tables

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

Revenue and Expenditure Summary Tables

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

Description	FY 2011 Actuals	FY 2012 Approved	FY 2013 Approved	% Change
Source of Revenue				
General Property Tax	$351,664,656	$360,276,614	$376,413,711	4.5%
Other Local Taxes	118,259,357	121,330,000	124,850,275	2.9%
Permits, Fees and Licenses	7,071,788	6,754,265	7,531,974	11.5%
Fines and Forfeitures	4,477,520	4,764,000	4,664,000	-2.1%
Intergovernmental Revenue	101,900,685	153,156,232	144,288,214	-5.8%
Charges for Services	29,914,378	39,305,076	43,714,467	11.2%
Revenue from Use of Money and Property	4,055,029	3,820,000	3,670,000	-3.9%
Miscellaneous Revenue	7,567,925	5,055,948	5,571,177	10.2%
Bond Proceeds/Bond Premium (Discount).	74,177,864	50,120,000	94,086,000	87.7%
Unreserved General Fund Balance		7,161,136	6,839,538	-4.5%
Unreserved Fund Balance - Capital Projects Fund		4,423,880	13,120,665	196.6%
Unreserved Fund Balance - Sewer Fund		0	246,388	
Unreserved Fund Balance - Special Revenue		0	89,620	
Unreserved Fund Balance - Schools		8,317,167	3,984,150	-52.1%
Retained Earnings - Internal Services		3,554,590	904,768	-74.5%
Total Estimated Revenue	$699,089,202	$768,038,908	$829,974,947	8.1%
Object of Expenditures				
Personnel Services	$233,493,924	$242,116,927	$256,856,627	6.1%
Non-Personnel Services	180,956,910	175,807,220	173,947,283	-1.1%
Capital Outlay	1,636,396	231,748	406,392	75.4%
Component Unit - Library	5,288,796	7,067,403	7,338,570	3.8%
Component Unit - Schools	215,240,914	232,832,953	236,686,271	1.7%
Component Unit - Alexandria Transit Company	12,183,628	12,567,000	16,046,000	27.7%
Equipment Replacement	1,472,943	5,245,088	4,189,469	-20.1%
Capital Projects	93,794,908	92,170,569	134,504,335	45.9%
Total Appropriations	$744,068,419	$768,038,908	$829,974,947	8.1%

Total Appropriations in FY 2011 include $48,072,550 in interfund transfers.

Revenue and Expenditure Summary Tables

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

Description	FY 2011 Actuals	FY 2012 Approved	FY 2013 Approved	% Change
Revenues				
General Property Tax	$351,644,656	$360,276,614	$376,413,711	4.5%
Other Local Taxes	118,259,357	121,330,000	124,850,275	2.9%
Permits, Fees and Licenses	7,071,788	6,754,265	7,531,974	11.5%
Fines and Forfeitures	4,477,520	4,764,000	4,664,000	-2.1%
Intergovernmental Revenue	101,900,685	153,156,232	144,288,214	-5.8%
Charges for Services	29,914,378	39,305,076	43,714,467	11.2%
Revenue from Use of Money and Property	4,055,029	3,820,000	3,670,000	-3.9%
Miscellaneous Revenue	7,567,925	5,055,948	5,571,177	10.2%
Bond Proceeds	74,177,864	50,120,000	94,086,000	87.7%
Unreserved General Fund Balance		19,902,183	24,280,361	22.0%
Retained Earnings - Internal Services		3,554,590	904,768	-74.5%
Total Estimated Revenue	$699,069,202	$768,038,908	$829,974,947	8.1%
Expenditures				
Current Operating				
Legislative and Executive	4,792,572	5,397,020	5,986,070	10.9%
Courts and Constitutional	41,805,740	42,332,421	44,411,133	4.9%
General Government	36,950,623	39,985,722	40,910,219	2.3%
Non-Departmental	14,734,926	12,656,074	11,841,310	-6.4%
Public Safety	96,157,776	101,763,124	107,140,673	5.3%
Health and Welfare	94,322,238	98,950,006	97,760,342	-1.2%
Community Development	16,765,683	13,982,147	13,718,274	-1.9%
Transportation, Public Works and Transit	61,413,907	53,600,111	56,538,838	5.5%
Recreation, Historic and Cultural	29,353,713	31,026,535	31,833,759	2.6%
Education	215,240,914	232,845,241	236,697,992	1.7%
Debt Service				
Principal	21,321,070	23,989,070	27,541,070	14.8%
Interest and Other Charges	17,414,349	19,340,868	21,090,932	9.0%
Capital Outlay	93,794,908	92,170,569	134,504,335	45.9%
Total Expenditures	$744,068,419	$768,038,908	$829,974,947	8.1%

Total Expenditures in FY 2011 include $48,072,550 in interfund transfers.

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Expenditure Summaries

(includes Expenditures by Department, Expense Category

and Strategic Plan Goal Area)

Expenditure Summary by Department

Classification Department/Agency	General Fund				All Funds	
	Actual FY 2011	Approved FY 2012	Approved FY 2013	Share FY 2013	Approved FY 2013	Share FY 2013
LEGISLATIVE & EXECUTIVE						
City Council	499,347	524,884	533,685	0.1%	533,685	0.1%
City Manager	1,555,715	1,789,977	2,396,761	0.4%	2,396,761	0.3%
City Attorney	2,325,673	2,652,088	2,601,400	0.4%	2,601,400	0.4%
City Clerk	411,838	430,071	454,224	0.1%	454,224	0.1%
TOTAL - LEGISLATIVE & EXECITIVE	4,792,573	5,397,020	5,986,070	1.0%	5,986,070	0.8%
COURTS AND CONSTITUTIONAL OFFICERS						
18th Circuit Court	1,391,612	1,459,005	1,517,597	0.3%	1,517,597	0.2%
Court Service Unit	1,382,695	1,506,635	1,683,795	0.3%	1,872,695	0.3%
Juvenile & Domestic Relations Court	18,813	36,129	36,129	0.0%	36,129	0.0%
18th General District Court	52,879	62,452	62,452	0.0%	62,452	0.0%
Clerk of the Courts	1,490,068	1,573,322	1,673,653	0.3%	1,673,653	0.2%
Commonwealth's Attorney	2,405,045	2,585,888	2,762,765	0.5%	3,020,335	0.4%
Law Library	115,935	115,935	120,855	0.0%	175,016	0.0%
Registrar of Voters	1,007,108	1,135,860	1,336,170	0.2%	1,336,170	0.2%
Other Public Safety/Judicial Activities	5,070,104	5,207,501	5,436,145	0.9%	5,620,322	0.8%
Office of Sheriff	26,679,511	27,312,368	28,443,290	4.8%	29,195,363	4.1%
TOTAL - COURTS AND CONSTITUTIONAL OFFICERS	39,613,770	40,995,095	43,072,851	7.3%	44,509,732	6.2%
GENERAL GOVERNMENT						
Finance	9,872,635	10,680,266	10,762,119	1.8%	11,363,873	1.6%
Internal Audit	235,591	249,853	514,533	0.1%	514,533	0.1%
General Services	11,681,435	12,486,884	12,197,863	2.1%	12,565,424	1.8%
Human Rights Office	590,632	635,253	645,804	0.1%	688,866	0.1%
Management and Budget	1,063,492	1,236,389	1,053,192	0.2%	1,053,192	0.1%
Information Technology Services	7,181,221	7,519,965	8,028,291	1.4%	8,125,972	1.1%
Human Resources	2,820,168	2,947,920	3,064,623	0.5%	3,070,623	0.4%
Real Estate Assessments	1,470,112	1,674,469	1,693,888	0.3%	1,693,888	0.2%
Office of Communications and Public Information	1,783,216	1,785,355	1,833,848	0.3%	1,833,848	0.3%
TOTAL - GENERAL GOVERNMENT	36,698,502	39,216,354	39,794,161	6.8%	40,910,219	5.7%

Expenditure Summary by Department

Classification Department/Agency	General Fund				All Funds	
	Actual FY 2011	Approved FY 2012	Approved FY 2013	Share FY 2013	Approved FY 2013	Share FY 2013
NON-DEPARTMENTAL						
General Debt Service	38,735,419	43,329,938	48,632,002	8.3%	48,632,002	6.8%
Insurance, City Memberships, Etc.	14,229,823	10,896,074	10,356,327	1.8%	11,356,327	1.6%
Contingent Reserves	0	760,000	484,983	0.1%	484,983	0.1%
Cash Capital	4,295,000	4,915,986	13,456,713	2.3%	13,456,713	1.9%
TOTAL NON-DEPARTMENTAL	57,260,242	59,901,998	72,930,025	12.4%	73,930,025	10.3%
OPERATING AGENCIES						
Fire	35,773,131	35,141,700	38,719,113	6.6%	41,557,841	5.8%
Code Administration	963,860	923,364	899,220	0.2%	6,011,109	0.8%
Emergency Communications	1,842,908	5,687,007	6,267,240	1.1%	6,267,240	0.9%
Police	51,013,589	50,890,942	51,939,755	8.8%	53,304,483	7.5%
Health	6,815,870	6,919,908	7,032,965	1.2%	7,065,422	1.0%
Other Health	1,038,600	1,138,600	1,324,000	0.2%	1,324,000	0.2%
Community and Human Services	44,897,090	49,291,360	50,725,608	8.6%	89,370,920	12.5%
Housing	2,051,861	1,651,705	2,167,845	0.4%	3,147,877	0.4%
Planning and Zoning	5,335,557	5,505,665	5,633,022	1.0%	5,729,446	0.8%
Economic Development Activities	3,719,232	4,656,167	4,840,951	0.8%	4,840,951	0.7%
Historic Alexandria	2,560,922	2,795,870	2,769,909	0.5%	3,231,527	0.5%
Rec, Parks & Cultural Activities	18,921,936	19,404,059	20,339,392	3.5%	20,974,848	2.9%
Other Recreation Activities	288,814	288,814	288,814	0.1%	288,814	0.0%
Library	5,879,455	6,604,953	6,878,164	1.2%	7,338,570	1.0%
Transit Subsidies	16,273,035	16,589,422	18,434,378	3.1%	23,396,378	3.3%
Trans. & Environmental Services	28,372,871	38,894,037	28,319,587	4.8%	39,417,014	5.5%
TOTAL - OPERATING AGENCIES	225,748,731	246,383,573	246,579,963	41.9%	313,266,440	43.8%
EDUCATION						
Schools	167,886,567	174,956,420	179,486,405	30.5%	236,686,271	33.1%
Other Educational Activities	12,229	12,288	11,721	0.0%	11,721	0.0%
TOTAL - EDUCATION	167,898,796	174,968,708	179,498,126	30.5%	236,697,992	33.1%
GRAND TOTAL	532,012,614	566,862,748	587,861,196	100%	715,300,478	100%

Budget and Fiscal Affairs Advisory Committee
FY 2013 Approved All Funds Expenditures by Category

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

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

Expenditure Summary

FY 2012 Approved BFAAC Table – All Departments (All Funds)

Expense Category	Legislative & Executive	Courts and Constitutional Offiicers	General Government	Non-Departmantal	Operating Agencies	Education	Total
Salaries	3,332,998	22,607,384	19,374,970	448,152	141,297,987	146,137,966	333,199,457
Fringe Benefits	1,132,064	9,025,874	7,439,283	545,000	52,077,392	49,358,286	119,577,899
Contrctual Services	724,739	4,069,981	7,159,914	976,089	32,471,505	13,511,167	58,913,395
Internal Services	32,096	249,095	351,343	0	5,876,932	0	6,509,466
Commodities	27,539	466,577	2,470,022	169,955	9,047,411	11,833,980	24,015,484
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	4,127,352	0	5,761,441
Travel and Education	37,961	98,163	91,884	190,400	1,112,247	0	1,530,655
Leases & Rental	28,522	635,846	1,409,072	75,738	5,021,042	0	7,170,220
Subsidies & Contributions	0	4,173,014	35,000	230,382	34,323,132	12,288	38,773,816
EDP Software Development	0	0	0	0	7,778	0	7,778
Other Charges	81,101	867,097	-279,018	9,152,217	8,739,841	11,534,958	30,096,196
Contingent Reserves	0	0	0	760,000	0	0	760,000
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	19,449,009	0	0	19,449,009
Bond Principal General	0	0	0	23,989,070	0	0	23,989,070
Capital Projects	0	0	0	4,915,986	11,260,380	0	16,176,366
Total	**5,397,020**	**42,431,920**	**39,985,722**	**60,901,998**	**316,983,531**	**232,845,241**	**698,545,432**

Expenditure Summary

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

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

Expenditure Summary

FY 2012 Approved BFAAC Table – Operating Agencies (All Funds)

Expense Category	Fire	Police	Health	Community & Human Services	Housing	Planning & Zoning	Economic Development Activities	Historic Alexandria	Recreation, Park, & Cultural Activities	Library	T & E S	Emergency Communications	Code Administration	Total
Salaries	22,429,220	29,812,727	1,327,690	36,137,103	1,285,229	3,805,896	0	1,788,691	11,186,058	4,332,515	22,080,998	3,706,859	3,405,001	141,297,987
Fringe Benefits	9,175,355	13,490,040	624,547	13,536,434	503,579	1,345,000	0	555,283	3,499,438	1,485,724	5,207,853	1,362,142	1,291,997	52,077,392
Contrctual Services	980,018	1,966,354	4,697,925	3,506,055	149,121	197,054	0	534,012	2,199,406	229,411	17,335,614	108,130	568,405	32,471,505
Internal Services	1,307,344	1,940,666	36,998	261,410	8,652	25,935	0	13,534	390,071	11,437	1,633,927	6,007	240,951	5,876,932
Commodities	1,537,758	814,146	64,811	1,345,118	7,310	39,340	0	183,912	1,155,934	54,908	3,742,593	29,001	72,580	9,047,411
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	439,690	0	0	0	273,854	792,870	243,816	1,717,511	0	0	4,127,352
Utilities	310,601	76,555	19,317	449,121	5,721	7,664	0	5,615	30,279	1,000	44,655	124,320	37,399	1,112,247
Travel and Education	124,381	1,539,196	2,620	2,825,834	250,176	47,541	0	16,616	65,408	0	101,137	37,000	11,133	5,021,042
Leases & Rental	0	0	1,138,600	26,467,576	1,582,513	0	4,656,167	0	475,001	0	3,275	0	0	34,323,132
Subsidies & Contributions	0	4,455	0	0	0	0	0	0	3,323	0	0	0	0	7,778
EDP Software Development	291,792	793,202	51,645	5,814,404	28,014	37,235	0	-69,246	407,888	708,592	323,110	304,987	48,218	8,739,841
Other Charges	0	0	0	0	0	0	0	0	0	0	57,060	0	0	57,060
Grant Match	0	0	0	0	0	0	0	0	0	0	6,344,168	0	0	6,344,168
Other Special Revenue Funds	0	0	0	0	0	0	0	0	0	0	11,260,380	0	0	11,260,380
Total	**37,901,287**	**52,358,461**	**8,079,145**	**90,870,861**	**3,820,315**	**5,505,665**	**4,656,167**	**3,306,771**	**20,640,719**	**7,079,045**	**71,261,719**	**5,687,007**	**5,816,369**	**316,983,531**

Expenditure Summary

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

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

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

Expenditure Summary by Strategic Plan Goal Area

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

Department	Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
Planning and Zoning	Leadership & Mgmt Support Services	858,275	896,454	859,683	-4.1%
Planning and Zoning	Neighborhood and Community Planning	979,599	991,366	1,003,788	1.3%
Planning and Zoning	Development Review Program	1,242,582	1,289,985	1,323,970	2.6%
Planning and Zoning	Land Use Regulatory Services	1,561,516	1,608,328	1,667,135	3.7%
Planning and Zoning	Geographic Information	693,585	719,532	778,446	8.2%
Economic Development Activities	Economic Development	3,719,232	4,656,167	4,840,951	4.0%
Transportation and Environmental Services	Plan Review and Permitting	2,071,576	2,078,911	2,017,664	-2.9%
Transportation and Environmental Services	Transportation Management Plan Review	273,416	380,058	285,622	-24.8%
Code Administration	Property Maintenance	963,859	923,364	899,220	-2.6%
Total Land Use and Economic Development		**12,363,640**	**13,544,165**	**13,676,479**	**1.0%**

Expenditure Summary by Strategic Plan Goal Area

Health and Environment - General Fund Budget and Expenditures by Program

Department	Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
Transportation and Environmental Services	Sewer Maintenance	1,883,070	1,170,455	1,190,077	1.7%
Transportation and Environmental Services	Recycling	1,621,014	1,712,078	1,735,622	1.4%
Transportation and Environmental Services	Refuse Collection	5,215,692	5,417,019	5,407,772	-0.2%
Transportation and Environmental Services	Street Clearning	2,022,718	1,886,583	1,849,775	-2.0%
Transportation and Environmental Services	Environmental Quality	1,043,618	1,179,847	1,168,813	-0.9%
Other Health Services	Other Health Services	1,038,600	1,138,600	1,324,000	16.3%
Alexandria Health	Leadership & General Mgt Support Service	434,322	418,624	441,541	5.5%
Alexandria Health	Communicable Disease Prev. and Control	119,697	166,362	175,832	5.7%
Alexandria Health	Maternal/Child Health Care	577,135	572,997	375,295	-34.5%
Alexandria Health	Adult Health	772,417	817,840	673,334	-17.7%
Alexandria Health	Environmental Health	270,206	346,712	236,201	-31.9%
Alexandria Health	City Supplemental to State	4,301,218	4,239,461	4,455,289	5.1%
Non-Departmental	Waste Energy Program	586,168	580,000	290,000	-50.0%
Community and Human Services	Admin Leadership and General Mgt.	7,088,551	7,543,586	6,875,589	-8.9%
Community and Human Services	Community Partnership Fund	836,244	848,910	848,910	0.0%

Expenditure Summary by Strategic Plan Goal Area

Health and Environment continued

Department	Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
Community and Human Services	Adult Leadership and General Mgt.	1,849,128	1,378,890	1,384,301	0.4%
Community and Human Services	Adult Mental Health and Substance Abuse	6,368,896	6,875,324	7,699,113	12.0%
Community and Human Services	Emergency & Crisis Response	446,508	444,219	476,978	7.4%
Community and Human Services	Intellectual Disability Services for Adults	2,707,950	2,913,913	3,463,937	18.9%
Community and Human Services	Aging and Adult Services	2,599,457	3,310,035	4,061,119	22.7%
Total Health and Environment		**41,782,609**	**42,961,455**	**44,133,498**	**2.7%**

Expenditure Summary by Strategic Plan Goal Area

Transportation - General Fund Budget and Expenditures by Program

Department	Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
Transportation and Environmental Services	Leadership & Management Support Services	1,494,647	1,147,211	1,395,651	21.7%
Transportation and Environmental Services	Capital Projects	1,398,872	1,567,606	1,239,252	-20.9%
Transportation and Environmental Services	Streets and Sidewalks	4,659,321	4,852,582	4,710,025	-2.9%
Transportation and Environmental Services	Transportation Management	4,943,517	5,080,995	5,253,920	3.4%
Transportation and Environmental Services	Regional Transportation Systems	547,114	597,806	648,536	8.5%
Transportation and Environmental Services[1]	Transportation Improvement	0	164,009	69,728	-57.5%
Transportation and Environmental Services	Transportation Planning and Support	1,198,285	908,877	1,347,130	0.0%
Transportation and Environmental Services	Transit Subsidies	16,273,035	16,589,422	18,434,378	11.1%

[1] The numbers reflect here do not include the amounts that are budgeted for cash capital and debt service. Cash capital budgeted in TES is $10,750,000 in FY 2012 and $6,501,230 in FY 2013. Debt service budgeted in TES in FY 2013 is $117,688. These amounts are reflected in the CIP-related table for comparison purposes. Elsew here in the document they are reflected in the TES budgeted amounts. They represents transportation improvement program funding from the reserved 2.2 cents on the real estate tax rate.

Total Transportation	**30,514,791**	**30,908,508**	**33,098,620**	**7.1%**

Expenditure Summary by Strategic Plan Goal Area

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

Department	Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
Police	School Resource Officers	704,839	695,298	725,474	4.3%
Alexandria Health	Adolescent Services	340,874	357,912	569,465	59.1%
Recreation, Parks and Cultural Activities	Youth Activities	2,035,873	1,655,930	2,242,459	35.4%
Recreation, Parks and Cultural Activities	Neighborhood Recreation Centers	3,406,743	3,573,232	3,891,995	8.9%
Alexandria City Public Schools	Schools	167,886,567	174,956,420	179,486,405	2.6%
Other Educational Activities/NVCC	Other Educational Activities	12,229	12,288	11,721	-4.6%
Community and Human Services	Children's Fund	900,545	907,202	907,202	0.0%
Community and Human Services	Youth Fund	275,835	277,147	277,147	0.0%
Community and Human Services	Children Leadership and General Mgt.	414,429	321,944	615,522	91.2%
Community and Human Services	Early Childhood	3,986,606	4,444,764	4,181,431	-5.9%
Community and Human Services	Child Welfare	3,584,912	3,818,921	3,774,966	-1.2%
Community and Human Services	Comprehensive Services Act	5,001,304	5,043,525	4,889,462	-3.1%
Community and Human Services	Youth Development	841,404	1,199,128	1,114,265	-7.1%
Community and Human Services	Child and Family Treatment	461,649	790,234	909,109	15.0%
Total Children, Youth, Families		**189,853,809**	**198,053,945**	**203,596,623**	**2.8%**

Expenditure Summary by Strategic Plan Goal Area

Financial Sustainability - General Fund Budget and Expenditures

Department	Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
City Council	City Council Program	499,346	524,884	533,685	1.7%
City Manager's Office	City Council Policy Support Program	252,840	285,545	379,276	32.8%
City Manager's Office	Organizational Management	513,037	611,437	769,768	25.9%
City Manager's Office	Econ. and Community Development	291,864	293,836	312,331	6.3%
City Manager's Office	Responsive Government	111,833	213,362	541,141	153.6%
City Manager's Office	Intergovernmental Relations	386,139	385,797	394,245	2.2%
Management and Budget	Budget and Management Services	1,063,491	1,236,389	1,053,192	-14.8%
Human Rights	Enforcement	419,646	462,542	463,943	0.3%
Human Rights	Community Inclusiveness and Awareness	170,983	172,711	181,861	5.3%
Internal Audit	Internal Audit Program	235,591	249,853	514,533	105.9%
Information Technology Services	Leadership and Mgmt Support Services	1,383,264	1,117,683	1,128,314	1.0%
Information Technology Services	Security	175,086	329,773	326,406	-1.0%
Information Technology Services	IT Project Management	865,819	879,870	748,278	-15.0%
Information Technology Services	Customer Services	423,952	801,699	974,549	21.6%
Information Technology Services	Network Operations	1,740,674	2,010,970	2,182,871	8.5%
Information Technology Services	Enterprise Business Systems Support	1,234,886	1,639,686	1,834,000	11.9%
Information Technology Services	Communications Support	1,357,539	740,284	833,873	12.6%
Information Technology Services	Public Information and Internal Support	1,783,215	1,785,355	1,833,848	2.7%
City Clerk	City Clerk and Clerk of Council	411,837	430,071	454,224	5.6%
Finance	Leadership and Mgmt Support Services	450,859	434,547	426,390	-1.9%
Finance	Accounting	2,554,862	2,634,335	2,923,136	11.0%
Finance	Treasury	2,447,936	2,397,717	2,588,472	8.0%
Finance	Revenue	3,102,091	3,634,678	3,545,605	-2.5%
Finance	Purchasing	861,763	979,607	971,674	-0.8%
Finance	Pension Administration	122,324	276,088	168,877	-38.8%
Finance	Risk Management	332,799	323,294	137,965	-57.3%
Real Estate Assessments	Real Estate Assessment	1,470,112	1,674,469	1,693,888	1.2%
Human Resources	Leadership and Mgt Support Services	592,252	587,286	693,112	18.0%
Human Resources	Employee Relations/Talent Management	1,084,267	948,127	981,375	3.5%

Expenditure Summary by Strategic Plan Goal Area

Financial Sustainability (continued)

Department	Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
Human Resources	Total Compensation	417,482	567,415	551,451	-2.8%
Human Resources	Benefits and Records	726,167	845,092	838,685	-0.8%
City Attorney	Office of the City Attorney	2,325,670	2,652,088	2,601,400	-1.9%
Registrar of Voters	Registrar of Voters	1,007,110	1,135,860	1,336,170	17.6%
General Services	Leadership and Mgt Support Services	1,666,317	1,667,434	1,702,714	2.1%
General Services	Energy Management	1,624,444	1,775,987	1,831,857	3.1%
General Services	Facilities Management	5,719,092	6,024,477	5,885,411	0.0%
General Services	Fleet Management	2,368,669	2,608,872	2,447,541	-6.2%
General Services	Communications Services	302,909	410,114	330,340	-19.5%
Non-Departmental	Insurance Charges	3,955,559	4,249,525	4,469,155	5.2%
Non-Departmental	Other Expenditures	5,599,016	3,469,634	4,896,821	41.1%
Non-Departmental	OPEB	3,400,149	1,800,000	0	-100.0%
Non-Departmental	City Memberships	273,632	288,774	280,774	-2.8%
Non-Departmental	Contingent Reserves	0	760,000	484,983	-36.2%
Total Financial Sustainability		**55,726,524**	**56,317,167**	**57,248,134**	**1.7%**

Expenditure Summary by Strategic Plan Goal Area

Public Safety - General Fund Budget and Expenditures by Program

Department	Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
18th Circuit Court	Justice	1,391,612	1,459,005	1,517,597	4.0%
18th General District Court	18th Gen Dist Court	52,880	62,452	62,452	0.0%
18th Juvenile & Domestic Relations Court	Juvenile & Domestic Relations	18,814	36,129	36,129	0.0%
Commonwealth's Attorney	Prosecution of Cases	2,405,039	2,585,888	2,762,765	6.8%
Sheriff	Leadership & Management Support Services	3,641,412	3,729,637	3,865,387	3.6%
Sheriff	Detention Center Security	11,695,206	11,679,643	12,151,683	4.0%
Sheriff	Detention Center Support Services	2,933,042	3,110,779	3,418,612	9.9%
Sheriff	Field Operations	1,197,484	1,241,669	1,279,690	3.1%
Sheriff	Judicial Services	2,480,603	2,502,603	2,745,928	9.7%
Sheriff	Inmate Services	4,731,768	5,048,037	4,981,990	-1.3%
Clerk of the Courts	Court Support	693,426	726,941	777,563	7.0%
Clerk of the Courts	Land Records	390,247	413,312	443,411	7.3%
Clerk of the Courts	Public Services	406,394	433,069	452,679	4.5%
Law Library	Law Library	115,935	115,935	120,855	4.2%
Other Criminal & Justice Activities	Other Criminal & Justice Activ	5,070,105	5,207,501	5,436,145	4.4%
Court Service Unit	Leadership and Management Support	326,630	424,601	540,990	27.4%
Court Service Unit	Probation	849,939	919,394	984,666	7.1%
Court Service Unit	Intake	206,119	162,640	158,139	-2.8%

Expenditure Summary by Strategic Plan Goal Area

Public Safety (continued)

Department	Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
Fire	Fire Protection Systems	545,865	736,683	779,575	5.8%
Fire	Property Maintenance and Fire Prevention	529,990	586,673	506,592	-13.7%
Fire	Investigations	815,496	993,198	935,193	-5.8%
Fire	Leadership and Mgmt	2,615,131	2,065,989	2,642,357	27.9%
Fire	Fire Emergency Services	17,152,752	18,070,801	19,910,280	10.2%
Fire	Emergency Medical Services	7,669,745	8,331,586	9,253,333	11.1%
Fire	Fire Communications	1,037,865	0	0	0.0%
Fire	Emergency Mgmt	413,380	502,781	534,865	6.4%
Fire	Logistics	1,096,486	809,830	851,334	5.1%
Fire	Information Technology	596,210	870,138	892,348	2.6%
Fire	Fire and EMS Training	968,529	736,914	917,242	24.5%
Fire	Special Ops	1,263,924	615,356	633,929	3.0%
Fire	Vehicle Ops and Maintenance	1,067,754	821,751	862,065	4.9%
Health	Public Health Emergency Planning	0	0	106,008	0.0%
Non-Departmental	City Wide Radio Maintenance	415,305	400,000	419,577	4.9%
Police	Leadership and Mgt Support Services	3,631,079	3,131,111	3,238,019	3.4%
Police	Central Support Services	5,164,340	6,288,009	6,290,769	0.0%
Police	Information Services	1,610,567	1,786,742	1,871,996	4.8%
Police	Police Communications	2,242,264	559,014	0	-100.0%
Police	Patrol	21,034,789	21,461,715	22,310,781	4.0%
Police	Public Services	504,272	512,824	522,942	2.0%
Police	Criminal Investigations	9,438,711	9,798,963	10,261,990	4.7%
Police	Traffic and Parking	4,498,509	4,309,295	4,415,125	2.5%
Police	Special Events	2,184,220	2,347,971	2,302,659	-1.9%
Emergency Communications	Leadership and Management Services	176,648	430,437	480,486	11.6%
Emergency Communications	Operations	1,666,263	5,256,570	5,786,754	10.1%
Total Public Safety		**126,946,747**	**131,283,586**	**138,462,900**	**5.5%**

Expenditure Summary by Strategic Plan Goal Area

Caring Community General Fund Budget and Expenditures by Program

Department	Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
Historic Alexandria	Historic Resources	2,560,922	2,795,870	2,769,909	-0.9%
Recreation, Parks and Cultural Activities	Leadership and Mgmt Support Services	1,729,628	1,861,901	1,894,552	1.8%
Recreation, Parks and Cultural Activities	Park Ops and Capital Development	8,220,167	8,393,193	8,732,399	4.0%
Recreation, Parks and Cultural Activities	Adult Activities	672,038	1,116,872	760,474	-31.9%
Recreation, Parks and Cultural Activities	Aquatics	1,701,714	1,669,351	1,575,017	-5.7%
Recreation, Parks and Cultural Activities	Cultural Activities	1,155,774	1,133,580	1,242,496	9.6%
Recreation, Parks and Cultural Activities	Other Recreation	288,814	288,814	288,814	0.0%
Libraries	Libraries	5,879,455	6,604,953	6,878,164	4.1%
Community and Human Services	Domestic Violence and SA Services	970,786	928,673	1,084,656	16.8%
Community and Human Services	Economic Leadership and General Mgt.	798,219	507,848	563,955	11.0%
Community and Human Services	Community Services	3,835,062	5,164,546	4,774,875	-7.5%
Community and Human Services	JobLInk Employment Services	1,929,605	2,572,551	2,823,071	9.7%
Housing	Leadership and Mgmt Support Services	521,839	617,237	787,074	27.5%
Housing	Affordable Housing Development	776,089	308,339	813,955	164.0%
Housing	Housing Rehabilitation	0	0	114,101	0.0%
Housing	Landlord Tenant	476,460	337,462	415,631	23.2%
Housing	Home Ownership	277,473	388,667	37,084	-90.5%
Total Caring Community		**31,794,045**	**34,689,857**	**35,556,227**	**2.5%**

Expenditure Summary by Strategic Plan Goal Area

CIP Related General Fund Budget and Expenditures by Program

Department	Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
Non-Departmental[1]	Capital Improvement	4,295,000	15,665,986	13,456,713	-14.1%
Non-Departmental[1]	General Debt Service	38,735,419	43,438,079	48,632,002	12.0%

[1] The numbers reflect here include not only the amounts that are budgeted in Non-D for cash capital and debt service, but also the amounts in TES budgeted in the Transportation Improvement Progam. Cash capital budgeted in TES is $10,750,000 in FY 2012 and $6,501,230 in FY 2013. Debt service budgeted in TES in FY 2013 is $117,688. These amounts are reflected elsew here in the budget document in TES, but for comparison purposes of CIP related expenditures they are reflected here.

Total CIP-Related		**43,030,419**	**59,104,065**	**62,088,715**	**5.0%**
City-wide Total	**All Programs**	**532,012,584**	**566,862,748**	**587,861,196**	**3.7%**

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Revenues overview

Revenues

Total FY 2013 General Fund revenues are expected to increase by 3.7% compared to the FY 2012 Approved Budget.

	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	12 Approved/ 13 Approved
Real Property Taxes	$321.7	$325.0	$333.9	3.8%
Other taxes	157.8	160.0	162.4	2.9%
Taxes	479.5	485.0	496.3	3.5%
Non-tax revenue	25.9	28.9	29.3	13.3%
Federal & State Revenue	53.0	53.8	53.6	1.2%
Prior Year Surplus & Transfers	8.6	1.4	8.7	1.6%
Total	$566.9	$569.0	$587.9	3.7%

Real property taxes are taxes on residential and commercial real estate. The total overall assessed value of real property increased 3.53% from last year's original assessments and by 4.05% from last year's equalized assessments (considering adjustments due to administrative appeals and appeals to the Board of Equalization).

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

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

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

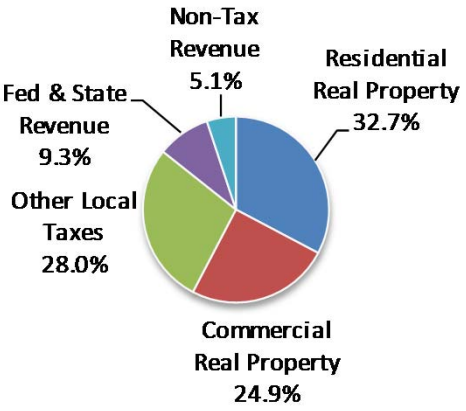
Prior Year Surplus & Transfers finances the difference between the General Fund revenue projection and the General Fund expenditure budget. This category includes accumulated surpluses from prior years and Sewer Fund debt service.

FY 2013 Revenues Overview

In Fiscal Year 2013, 57.6% of total General Fund revenues are expected to come from real estate taxes. Almost one-third of total revenues come from residential real estate taxes.

FY 2013 Approved General Fund Revenue

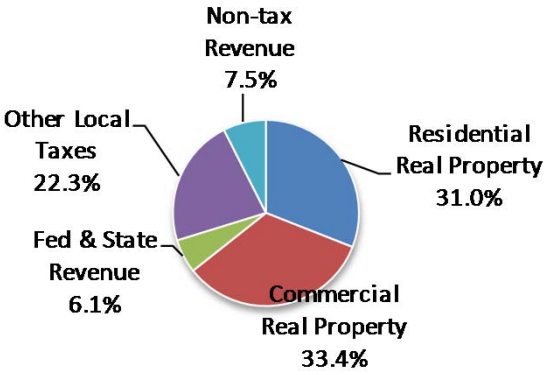
$579.2 million*



In Fiscal Year 1993, approximately 64.4% of General Fund revenue came from real estate taxes, but the amount of total revenues from residential real estate taxes was 31%. Commercial property provided proportionally more in real estate tax revenues at that time.

FY 1993 General Fund Revenue

$227.3 million*



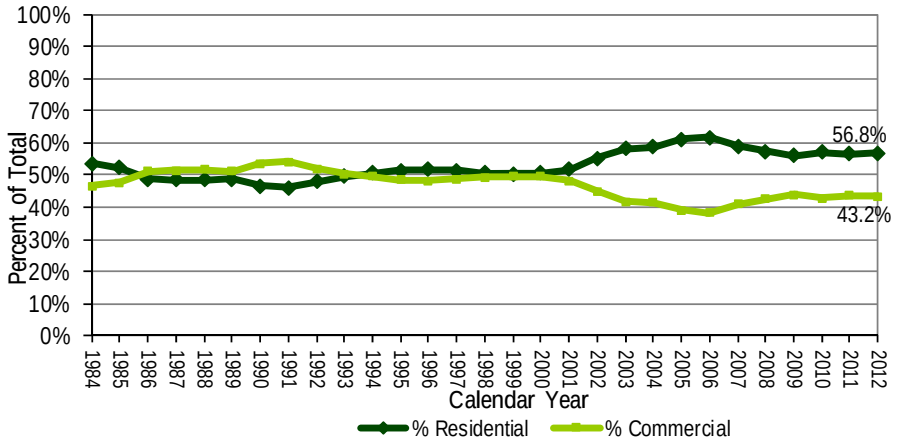
*Does not include prior-year surplus & transfers.

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

A comparison of the sources of General Fund Revenue in FY 1993 and FY 2013 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 1993) in part because the Commonwealth of Virginia now picks up a large portion of the Car Tax.

FY 2013 Revenues Overview

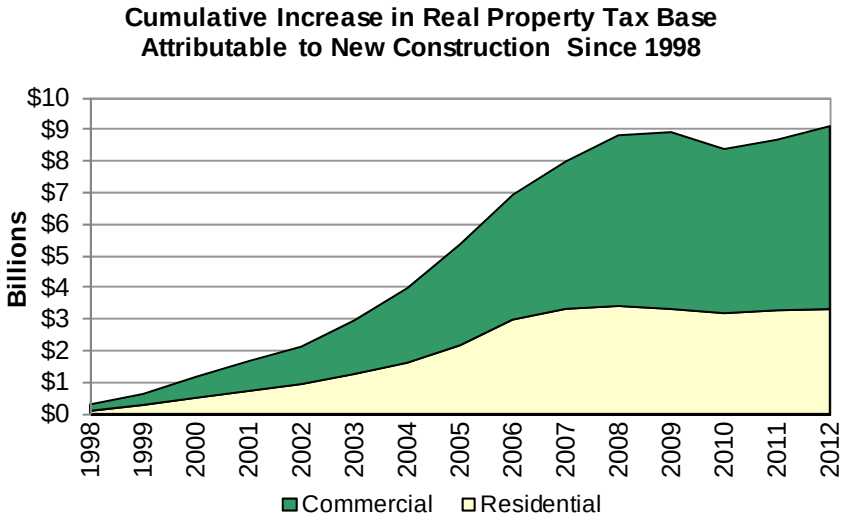
In recent years, residential real estate as a share of the City's tax base appears to have stabilized above the long-term average before the beginning of the housing bubble in 2000.



Currently the Commercial share of property tax base includes Commercial Multi-Family (rental units). If Commercial Multi-family were included with Residential the share of residential would increase to 71.0% and Commercial would decrease to 29.0%.

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 (includes detached, semi-detached, row house, and condominiums) as a percentage of the City's total assessed tax base and the lighter line represents the share of commercial property (includes commercial office and multi-family rentals). 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 fallen 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. New construction in CY 2012 saw a 27% increase from the previous year; however CY 2011 was new construction's smallest contribution to the tax base since the middle of the 1990's. Even with this increase in CY 2012, the value in new construction remains at subdued levels compared to the growth between CY 2000 and CY 2007.

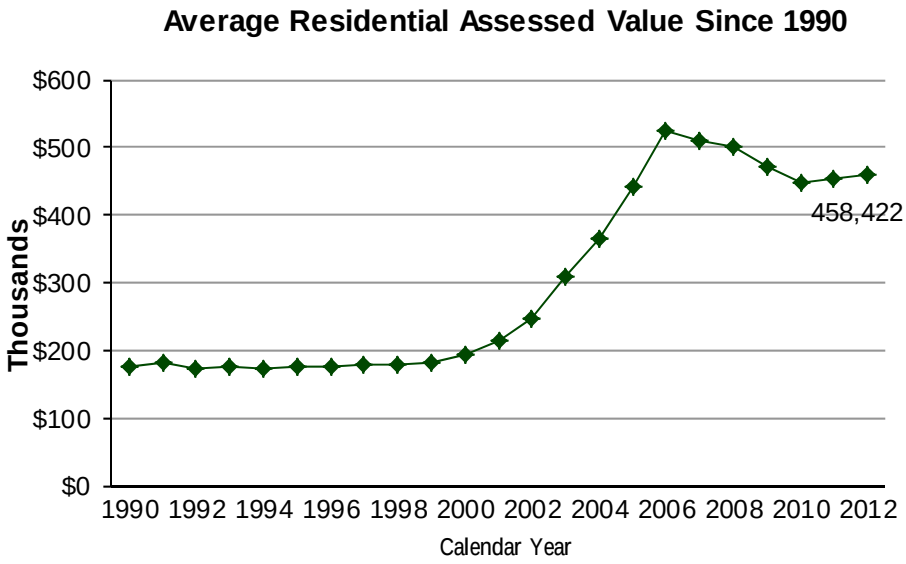


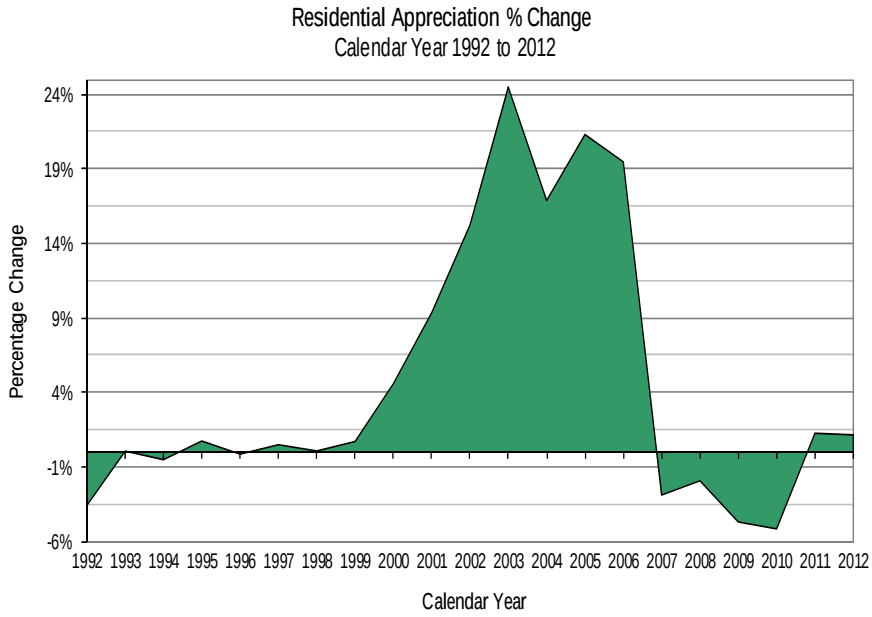
As of 2012, the value of the tax base contributed by new construction each year since 1998 totals $9.1 billion or 27.7% out of a real property tax base of $33.8 billion.

After remaining mostly flat during the 1990's, between 2000 and 2006 the average assessed value of a home in Alexandria increased by over two and one half times. After declining for four straight years, the average home value stabilized in 2011 and is expected to remain relatively flat in 2013.

The average assessment is now just slightly above its 2005 level, but 13.6% lower than the 2006 peak.

Appreciation of the residential assessment base increased by 1.14% in CY 2012. This is the second year in row with an increase in base assessments.

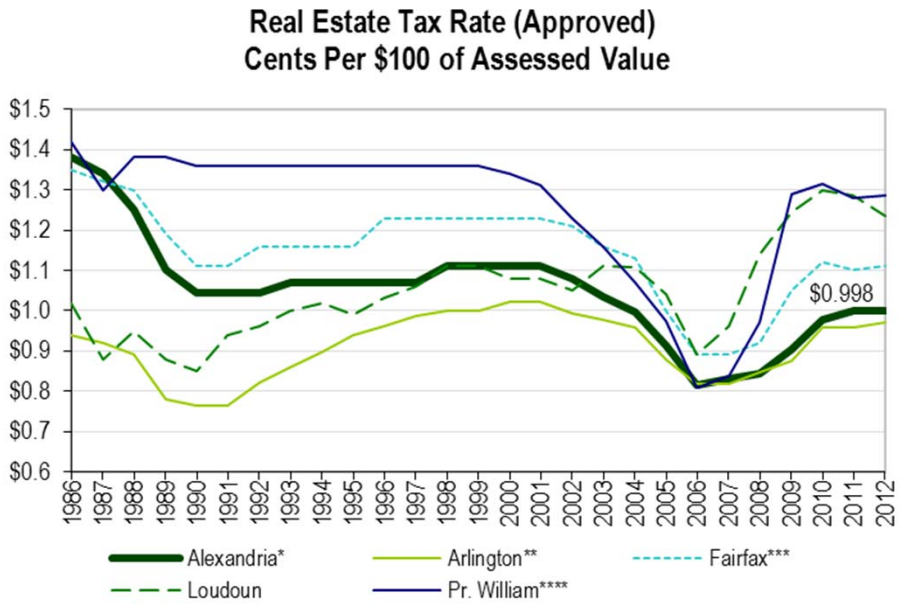




The chart above reflects the percentage change in appreciation of existing residential properties. Driven by strong regional job growth, low mortgage interest rates and the housing bubble, from 2001 until 2006, appreciation exceeded the historic norm. In 2006, the residential real estate market slowed dramatically, and residential assessments decreased by 2.9% in 2007, 1.9% in 2008, 4.7% in 2009, and 5.2% 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.

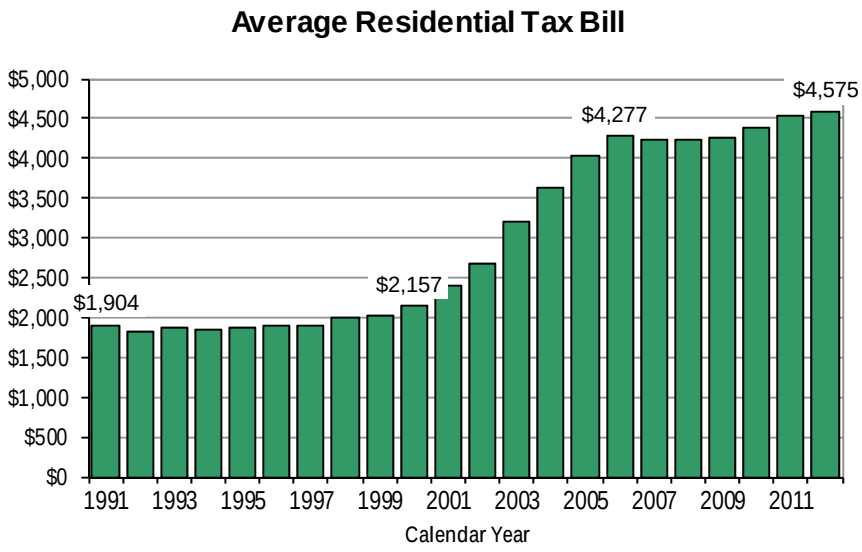
FY 2013 Revenues Overview

The FY 2013 budget includes a real estate tax rate of $0.998 per $100 of assessed value, of which $0.022 is reserved for transportation improvements, 0.3% for open space dedication, $0.6 for affordable housing, and $.005 is dedicated for storm water sewer improvements. This rate remains 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.

The FY 2013 average residential tax bill equals $4,575, an increase of $52 or 1.2% compared to the previous year.



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.

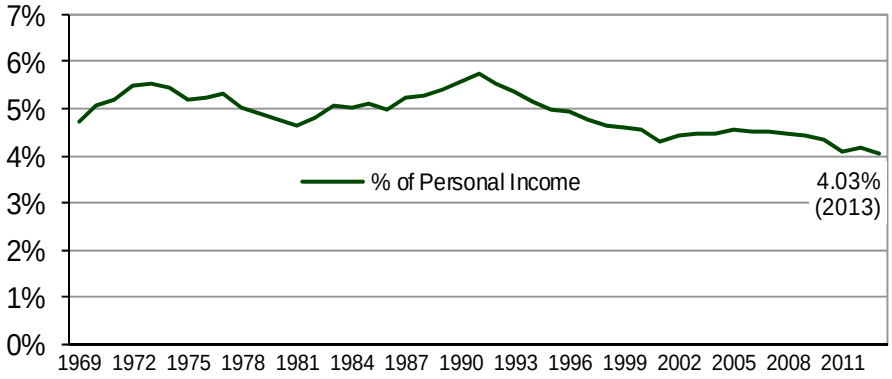
Real Estate Tax Relief Program for the Elderly or Disabled. To counter the cost of real estate taxes for people with fixed incomes, the City has established a program to fully or partly exempt elderly or disabled homeowners in Alexandria, based on an income limit and age. In FY 2013, an estimated $3.6 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. The original dedicated 1 dedication is currently 0.6 of a cent to pay the debt service on bonds issued for affordable housing purposes. In 2012, the State also established a program to provide tax relief for veterans who are totally disabled. In FY 2013 the City set aside $0.2 million for this program.

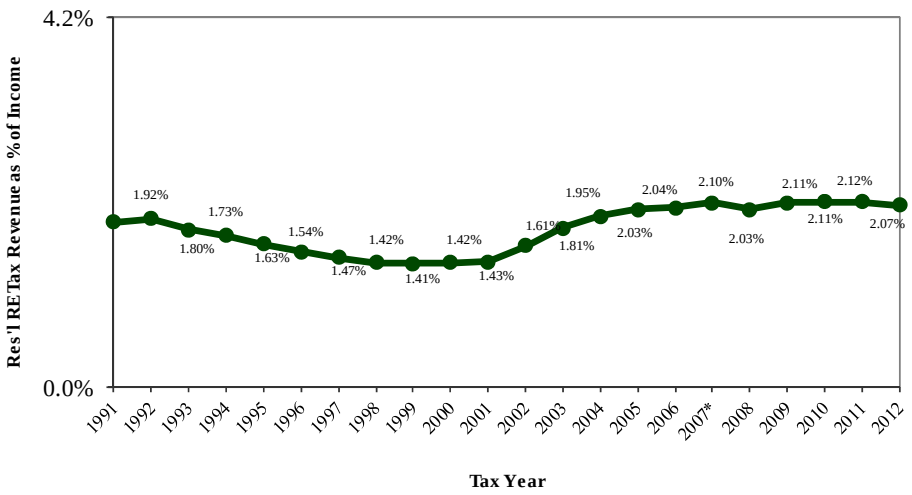
One way to measure the relative local tax capacity and tax burden of a community is to measure the ratio of local personal income to local taxes and other locally paid revenue sources.

At 4.03%, FY 2013 revenues are estimated to be well below the long-term historical average of 4.9% of local personal income. The FY 2013 levels are the lowest points since 1969 (the earliest data available).

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



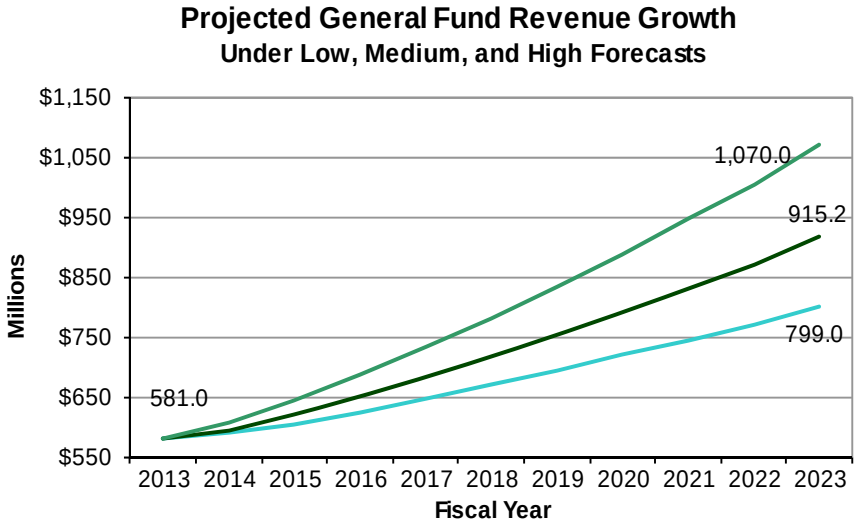
Another way to measure tax burden is to compare the proportion of City residential personal income that goes to pay the real property tax for residential and multi-unit apartments. This ratio is expected to remain near 2.1%, where it has been since 2007.



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 2011 and 2012 and remain mostly flat in 2013, 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 3.2% and 6.3% per year, with 4.6% per year in the mid range scenario.

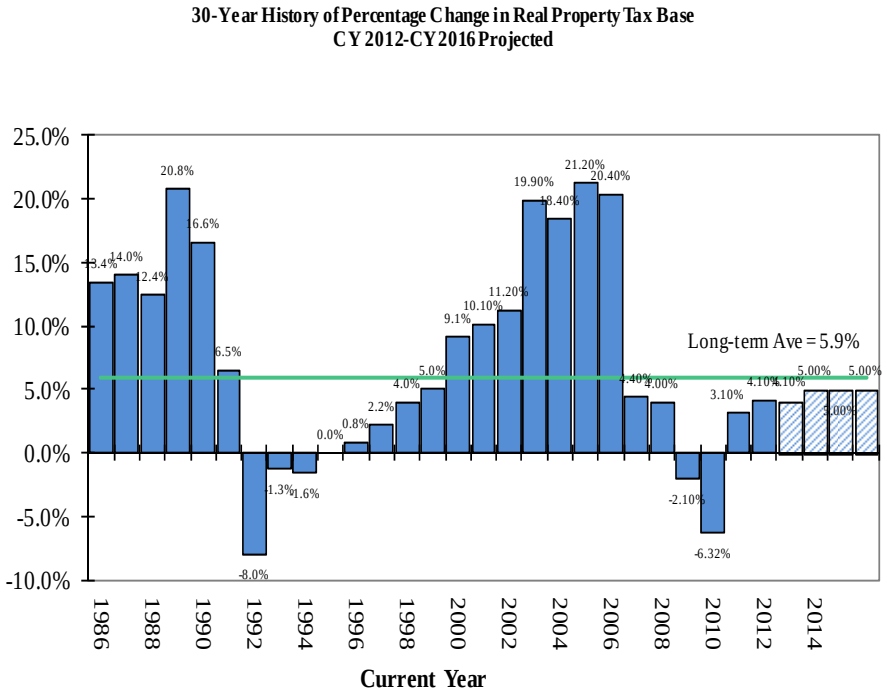


Due to Virginia laws which limit the City's ability to expand its revenue base, for the foreseeable future the City will need to continue to rely on real property tax revenues for the majority of General Fund revenue. Details on these projections can be found in the Multi-year Revenues and Expenditure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

Real Estate Assessments

The City's real estate assessments tax base increased by 4.1% in CY 2012. Along with the CY 2011 increase of 3.1% we have realized two years of small positive growth, reversing the trend of the previous five years.

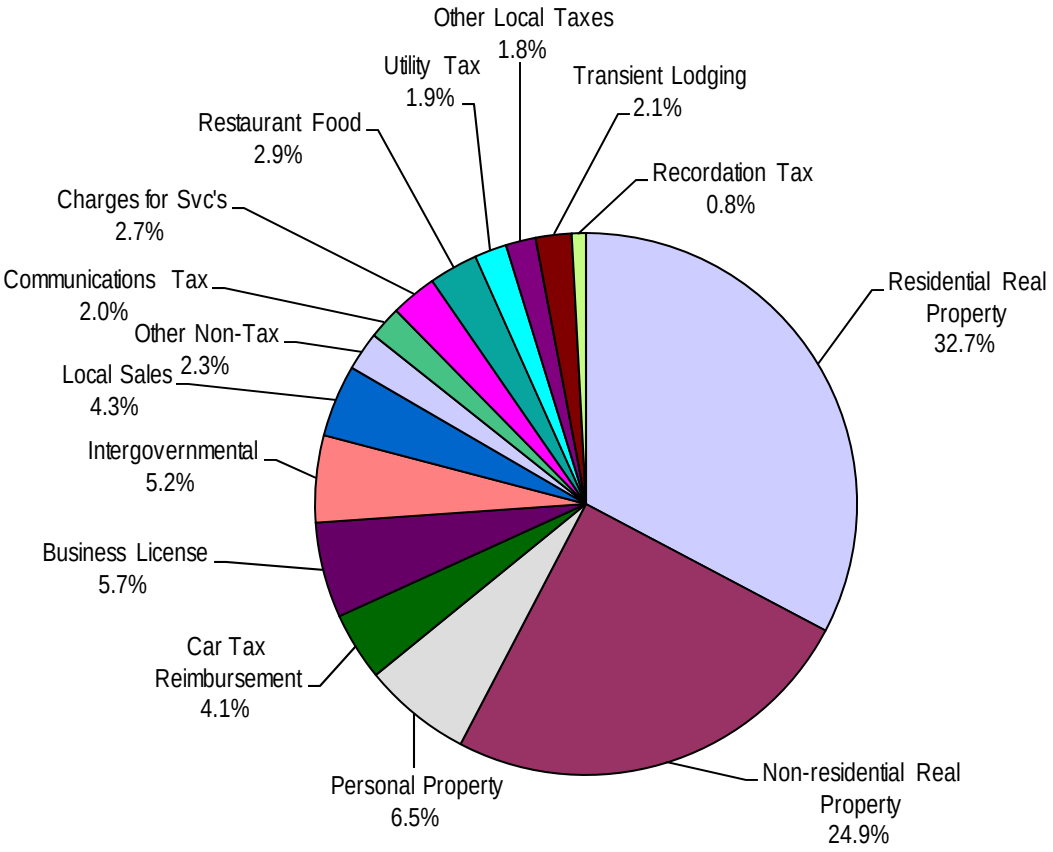
Compared to the CY 2011 equalized assessments for CY 2012 Residential Real Property increased by 1.65% while Commercial Real Property increased by 7.78%. The increase in Commercial Real Property is largely attributed to a 16.83% increase in Multi-Family Rental.



General Fund Revenue Distribution

FY 2013 Approved Budget

The pie chart below shows the distribution of estimated General Fund revenues for FY 2013 ($579.2 million), excluding the $8,694,040 appropriation from fund balances.



Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved
General Fund				
General Property Tax Revenue				
Real property tax	312,641,694	321,674,774	324,999,992	333,929,291
Personal property tax	34,891,944	34,600,000	37,250,000	37,500,000
Penalties and Interest	2,246,186	1,870,000	2,125,000	2,375,000
Total general property tax revenue	*349,779,823*	*358,144,774*	*364,374,992*	*373,804,291*
Other local tax revenue				
Local sales tax	23,880,909	24,200,000	24,600,000	*24,900,000*
Utility tax	10,812,989	11,200,000	10,800,000	*11,100,000*
Business licenses	30,444,798	31,825,000	32,600,000	*33,000,000*
Motor vehicle licenses	3,324,937	3,200,000	3,400,000	*3,400,000*
Recordation	3,668,663	3,800,000	4,800,000	*4,900,000*
Cigarette	2,777,052	2,900,000	2,700,000	*2,600,000*
Transient Lodging	11,245,201	12,500,000	11,800,000	*12,400,000*
Restaurant food	16,214,900	16,300,000	16,500,000	*16,900,000*
Admissions	1,082,685	1,100,000	1,100,000	*1,000,000*
Communications service	11,259,534	11,600,000	11,100,000	*11,300,000*
Other miscellaneous	3,547,689	2,705,000	3,335,275	*3,350,275*
Total other local tax revenues	*118,259,357*	*121,330,000*	*122,735,275*	*124,850,275*
Non-tax revenue				
Licenses, permits, and fees	2,543,789	2,049,975	2,313,650	*2,157,975*
Fines forfeitures	4,472,520	4,764,000	4,594,000	*4,664,000*
Use of money and property	3,591,323	3,570,000	3,535,000	*3,420,000*
Charges for services	14,939,669	14,709,303	15,554,303	*15,891,959*
Intergovernmental revenues (PPTRA)	23,578,531	23,578,531	23,578,531	23,578,531
Intergovernmental revenues	30,150,078	29,398,125	30,172,691	30,018,125
Miscellaneous	987,727	762,000	782,000	782,000
Total non-tax revenue	*80,263,637*	*78,831,934*	*80,530,175*	*80,512,590*
Total General Fund Revenues	548,302,816	558,306,708	567,640,442	579,167,156
Other financing sources (uses)				
Appropriations from Fund Balances				
City Fund Balance prior year surplus	-	5,161,137	-	6,839,538
City Fund Balance FY 2011 surplus	-	2,000,000	-	
City Fund Balance reducing cont reserv	-	-	-	
Transfer from special revenue acct.	1,446,713	1,394,903	1,394,903	1,854,502
Total Fund Balance Appropriations	*1,446,713*	*8,556,040*	*1,394,903*	*8,694,040*
Total General Fund Revenues and Other Sources	549,749,529	566,862,748	569,035,345	587,861,196

Significant Changes in Fees, Fine, and Service Charges

FY 2012 – FY 2013

The following departments reviewed all their fees for possible changes during the FY 2013 budget cycle: Clerk of Courts, Code Administration, Finance, General District Court, General Services, DHS, Mental Health, Police, Recreation, Sheriff, Planning and Zoning, and T&ES. The residential refuse fee collection was also reviewed.

The approved budget includes two fee increases this year. Planning and Zoning will be increase total revenues from the Land Use & Development fee by $150,000. This increase will be partially offset by a decrease in historic preservation fees of -$25,000. Recreation will increase total revenues from the Out of School Care fee by $260,000. 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.

Real Property Tax Revenues

FY 2013 Approved $333.9 million
57.7% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$312,641,694	$321,674,774	$324,999,992	$333,929,291	2.7%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	4.1%	7.4%	6.9%
Inflation Adjusted Increase	1.9%	4.9%	4.3%

Background

The General Fund budget reflects a Real Property Tax Rate of 99.8 cents per $100. As required by State law, all real estate parcels in the City are annually assessed at 100 percent of estimated fair market value.

The chart below shows the tax rate and other real property tax revenues dedications and reservations since 2009.

Calendar Year	Tax Rate Per $100	Changes
2009	.903	Affordable housing dedication reduced to 0.9 cents. Open space dedication reduced to 0.3 percent.
2010	.978	Affordable housing dedication reduced to 0.6 cents. Open space dedication of 0.3 percent continues. 0.5 cents dedicated for storm water infrastructure improvements.
2011	.998	Affordable housing dedication of 0.6 cents continues. 0.3 percent open space dedication continues. 0.5 cent storm water dedication continues. 2.2 cents reserved for transportation improvements.
2012	.998	Affordable housing dedication of 0.6 cents continues. 0.3 percent open space dedication continues. 0.5 cent storm water dedication continues. 2.2 cents reserved for transportation improvements continues.

Revenues

As detailed in the Calendar Year 2012 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2012 (calendar year) locally assessed tax base is approximately $32.9 billion, an increase of $1.3 billion, or 4.21%, as compared to the CY 2011 equalized tax base. Including Public Service Corporations and railroad real property which are assessed by the State, the total real property tax base has increased to approximately $33.8 billion, an increase of $1.3 billion, or 4.05% compared CY 2011 equalized base. The total increase of $1.3 billion included $160.7 million in new growth, including $94.3 million in new residential growth and $66.4 million in new commercial growth. The reassessments of existing properties increased $1.2 billion. Existing commercial real property increased $0.9 billion; the value of existing residential real property increased by $0.2 billion. The CY 2012 assessments for Public Service Corporations reflect the closure of the GenOn facility. The closure will reduce the assessment base $49.5 million in CY 2012.

General Fund Real Property tax revenues for the first half of FY 2013 (the second half of calendar year 2012) are based on the 2012 real property assessment, a tax rate of $0.993 and a 49.75 percent collection rate for the second half of the 2012 tax levy. Real property tax revenues for the second half of FY 2013 (the first half of calendar year 2013) assume an increase of 2.48% in real property assessments in 2013 and no change in the tax rate. The collection rate has increased by .25%. 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 $239.5 million.

The real property tax estimate for FY 2012 has been reduced by approximately $3.6 million to reflect the costs of the senior citizen, disabled persons and veterans tax relief program. The table below reflects tax relief extended to qualified taxpayers for the last six calendar years. CY/FY 2012 Senior and Disabled Tax Relief is expected to remain constant in FY 2013.

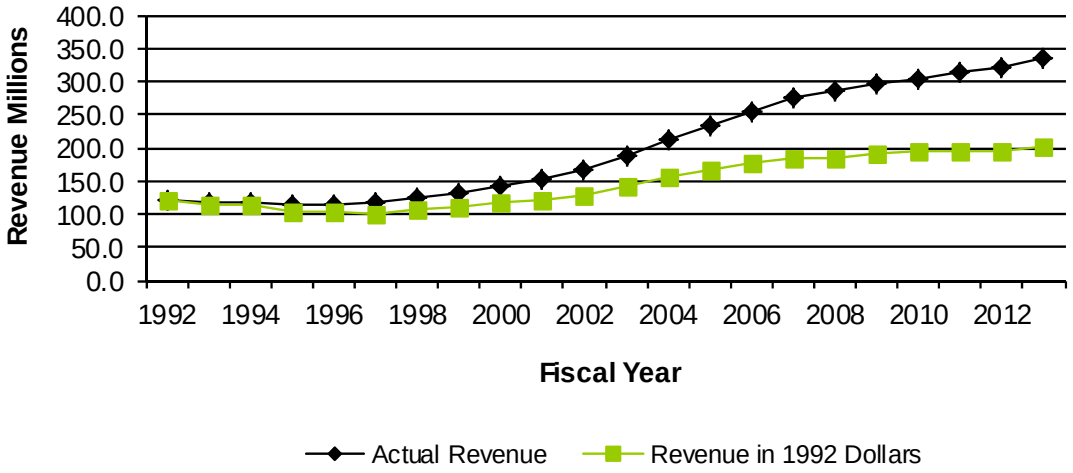
Senior Citizens, Disabled, and Disabled Veterans Tax Relief, CY 2007 – CY 2013 (estimated)

2007	2008	2009	2010	2011	2012(est)	2013(est)
$3,375,000	$3,444,095	$3,424,262	$3,381,213	$3,550,205	$3,600,000	$3,600,000

Legislative Authority

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

Real Property Tax Revenue FY 1992 - Approved FY 2013



City of Alexandria, Virginia

STATEMENT OF ESTIMATED REAL PROPERTY TAX REVENUES

For the fiscal years ending June 30, 2012 and June 30, 2013

	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 2012							
Second half tax year 2011							
Locally assessed real property	11/15/2011	31,787,205	0.993	315,646,948	49.75%	157,034,357	1,581,413
Non-locally assessed property	11/15/2011	844,746	0.993	8,388,332	49.75%	4,173,195	42,026
Total second half tax year 2011		*32,631,952*		*324,035,280*		*161,207,552*	*1,623,440*
First half tax year 2012							
Locally assessed real property	6/15/2012	32,954,289	0.993	327,236,092	49.75%	162,799,956	1,639,476
Non-locally assessed property	6/15/2012	828,409	0.993	8,226,099	49.75%	4,092,484	41,213
Total first half tax year 2012		*33,782,698*		*335,462,191*		*166,892,440*	*1,680,689*
Total fiscal year 2012 revenue						328,099,992	3,304,129
Less projected senior citizen and disability tax relief						-3,600,000	
Plus delinquent FY 2011 and prior year real estate tax revenues collected in FY 2012						500,000	
Total FY 2012 revenue after adjustments						324,999,992	
Fiscal Year 2013							
Second half tax year 2012							
Locally assessed real property	11/15/2012	32,954,289	0.993	327,236,092	49.75%	162,799,956	1,639,476
Non-locally assessed property	11/15/2012	778,875	0.993	7,734,225	49.75%	3,847,777	38,749
Total second half tax year 2012		*33,733,164*		*334,970,317*		*166,647,733*	*1,678,225*
First half tax year 2013							
Locally assessed real property	6/15/2013	33,931,385	0.993	336,938,652	49.75%	167,626,979	1,688,086
Non-locally assessed property	6/15/2013	638,556	0.993	6,340,863	49.75%	3,154,580	31,768
Total first half tax year 2013		*34,569,941*		*343,279,515*		*170,781,559*	*1,719,855*
Total fiscal year 2013 revenue						337,429,292	3,398,079
Less projected senior citizen and disability tax relief						-3,600,000	
Plus delinquent FY 2012 and prior year real estate tax revenues collected in FY 2013						500,000	
Total FY 2013 revenue after adjustments						334,329,291	

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

** Represents revenues before transfer of $400,000 in Fiscal Year 2013 ($200,000 from first half collections and $200,000 second half collections) to the Potomac Yard Special Revenue Fund. These funds were generated by the Potomac Yard Special Tax District to fund the construction of the Potomac Yard Metro Rail station.

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

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

Sources: Assessment Values are from the 2001-2012 Real Property Assessment Reports.

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

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

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

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

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

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

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

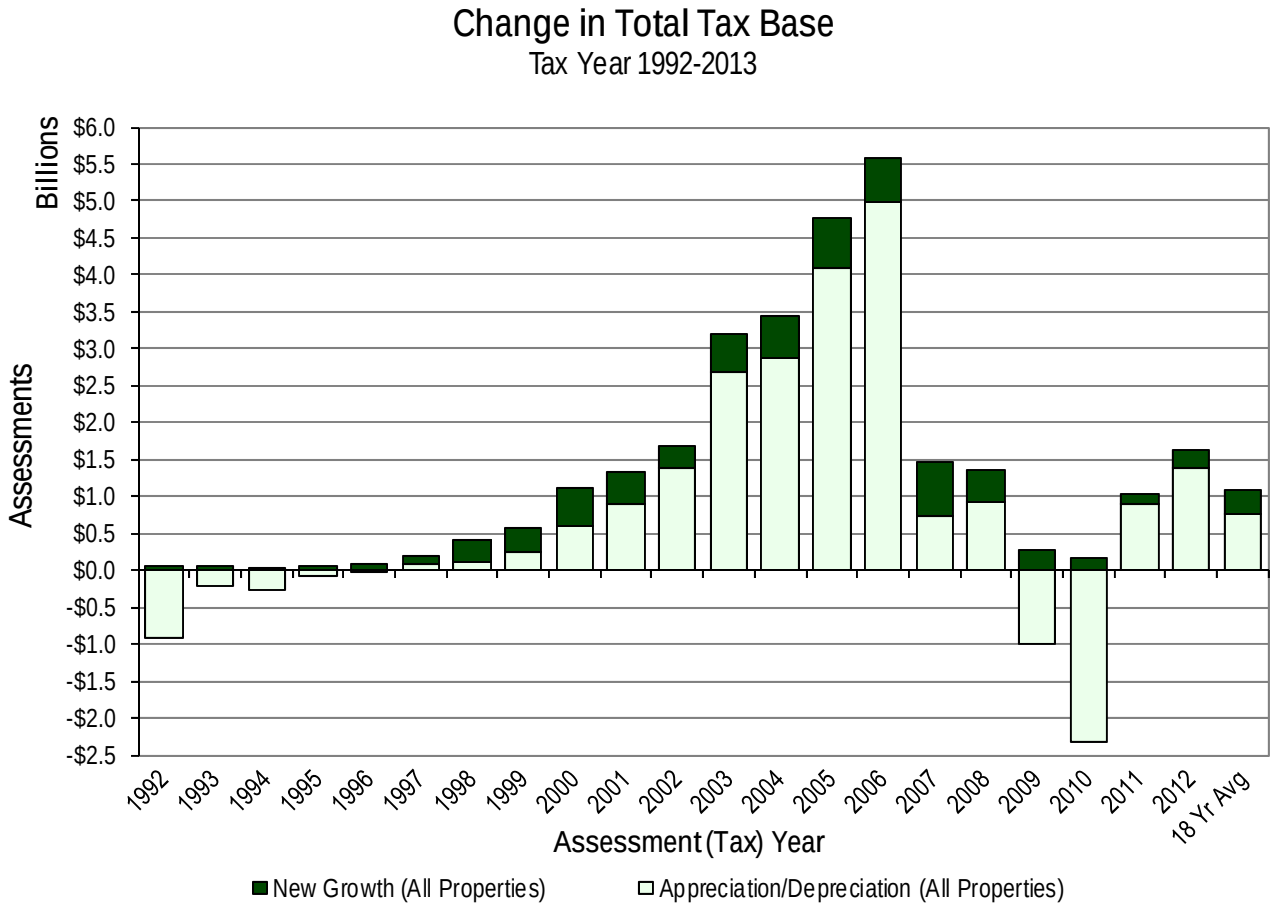
Sources: Assessment Values are from the 2001-2012 Real Property Assessment Reports.

2011 data has been revised from the FY 2012 document and reflects equalized data as of 12/31/2010.
2012 figures are estimated.

Real Property Tax Base

Change in Total Tax Base Years 1992-2013

The following chart compares the total appreciation of existing properties with total new construction. As shown in the graph, increases to the tax base have been primarily the result of appreciation. From tax years 2001 to 2006, appreciation significantly exceeded the value of new construction. The residential real estate market slowed in 2007, and the commercial real estate market followed in 2008. After four years of decline of appreciation the market began to pick up again in 2011 and continues to do so in 2012, with new growth having a greater share of the total increase.



Real Estate Tax Rates

Regional Tax Rates Tax Years 1986-2012 (Approved)

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

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

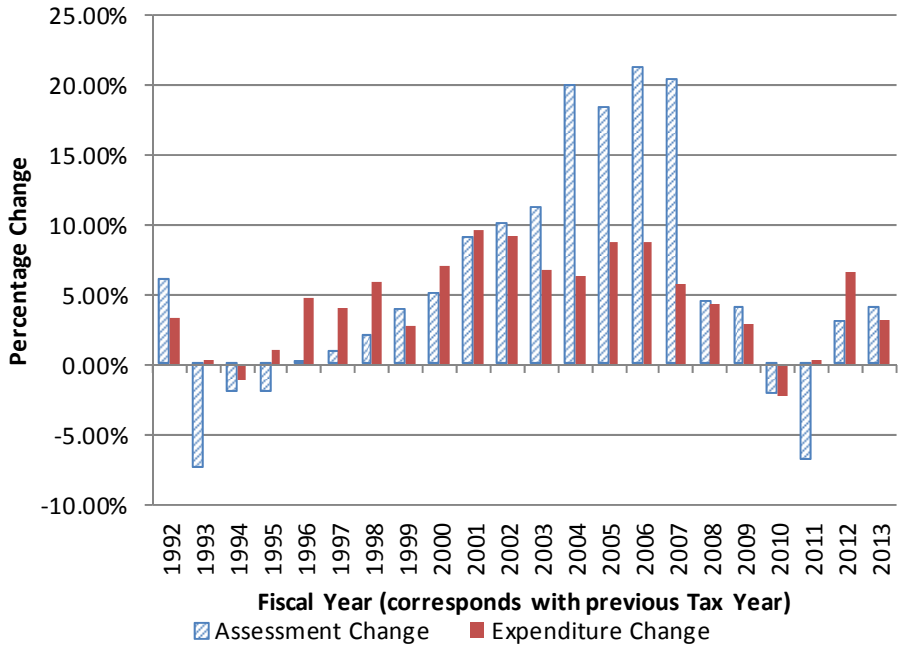
-In CY 2011, Alexandria added an add-on rate of 0.5 cents for stormwater management initiatives.
-Arlington County's rate includes a stormwater add on tax of 1.3 cents, and a transportation add-on tax on commercial property of 12.5 cents.
-Fairfax County includes a countywide rate of 1.5 cents for leaf collection, 0.2 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 7.44 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 1992-2013

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 remained flat in FY 2011. Since CY 1990, the average annual assessment change is 8.86% while the average expenditure change over that same period is 4.85%. The large increase in expenditures in 2012 is primarily attributable to the 2.2 cent set aside for transportation expansion.



Personal Property Tax

FY 2013 Approved $60.8 million ($37.5 million local/$23.6 million Virginia car tax reimbursement)

10.6% of General Fund Revenues (6.5% local/4.1% Virginia reimbursement)

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$58,470,475	$58,178,531	$60,528,531	$61,078,531	0.9%

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

Vehicular Personal Property Tax

	FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
Personal Property Tax	$16,568,829	$16,700,000	$19,900,000	$20,000,000	0.5%
State Reimbursement	*$23,578,531*	*$23,578,531*	*$23,578,531*	*$23,578,531*	*0.0%*
Total	$38,028,850	$37,778,531	$43,478,531	$43,578,531	0.2%

Average Annual Increases through FY 2011

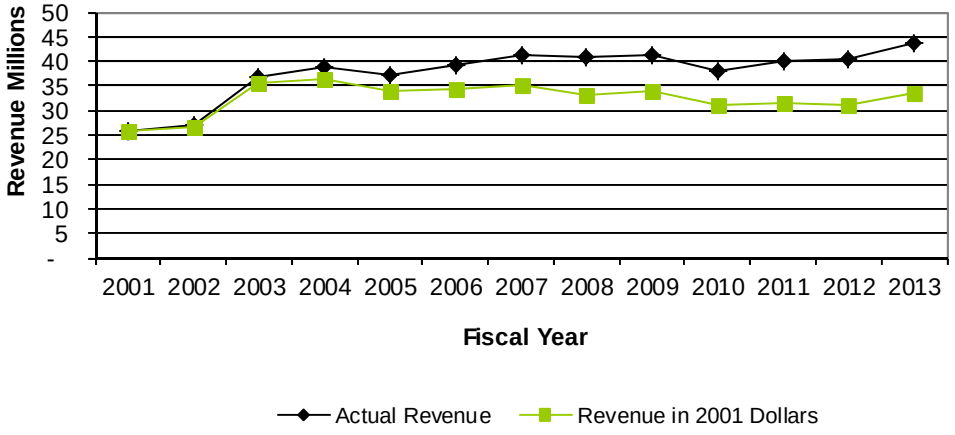
	5 years	10 years	15 years
Nominal Increase	0.2%	-1.4%	NA
Inflation Adjusted Increase	-1.9%	-3.7%	NA

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 part of the vehicle portion of the personal property tax as part of the Personal Property Tax Relief Act (PPTRA). (See italicized line above. Beginning in CY 2006, the State began to reimburse localities a fixed amount based on the CY 2004 level of State reimbursement. For Alexandria, this totals $23,578,531.) 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 reimbursement rate was 73% in 2009, 69% in CY 2010, and 63% in CY 2011.

Revenues projected for FY 2012 are based on actual revenues through April 2012. For FY 2013, revenues from vehicular personal property are expected to increase by 0.5%. This is attributed to an increase in the number of vehicles registered in the City.

Vehicular Personal Property Tax Revenue including PPTRA

FY 2001 – FY 2013 Approved



Business Personal Property Tax

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$16,909,260	$16,900,000	$16,300,000	$16,300,000	+0.0%

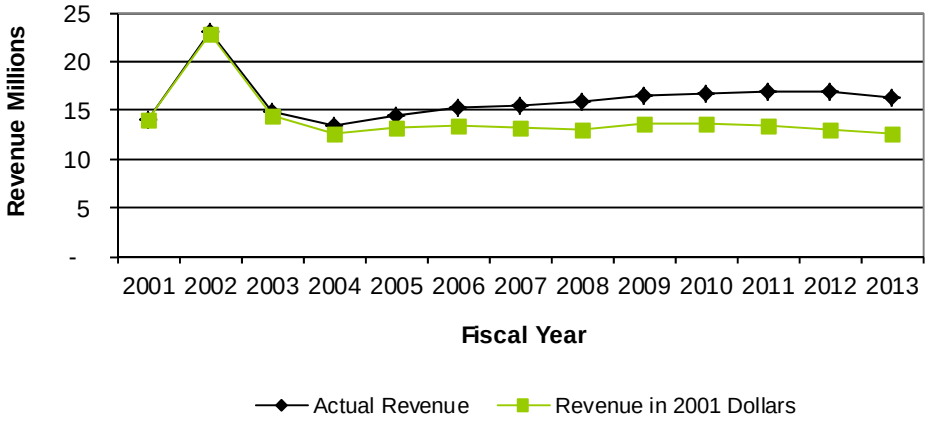
Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	2.0%	1.9%	NA
Inflation Adjusted Increase	-0.2%	-0.5	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 2012 are based on collections through the April, 2012. Business personal property tax collections are expected to be flat in FY 2013 due to continuing weakness in the economy.

Business Personal Property Tax FY 2001 – FY 2013 Approved



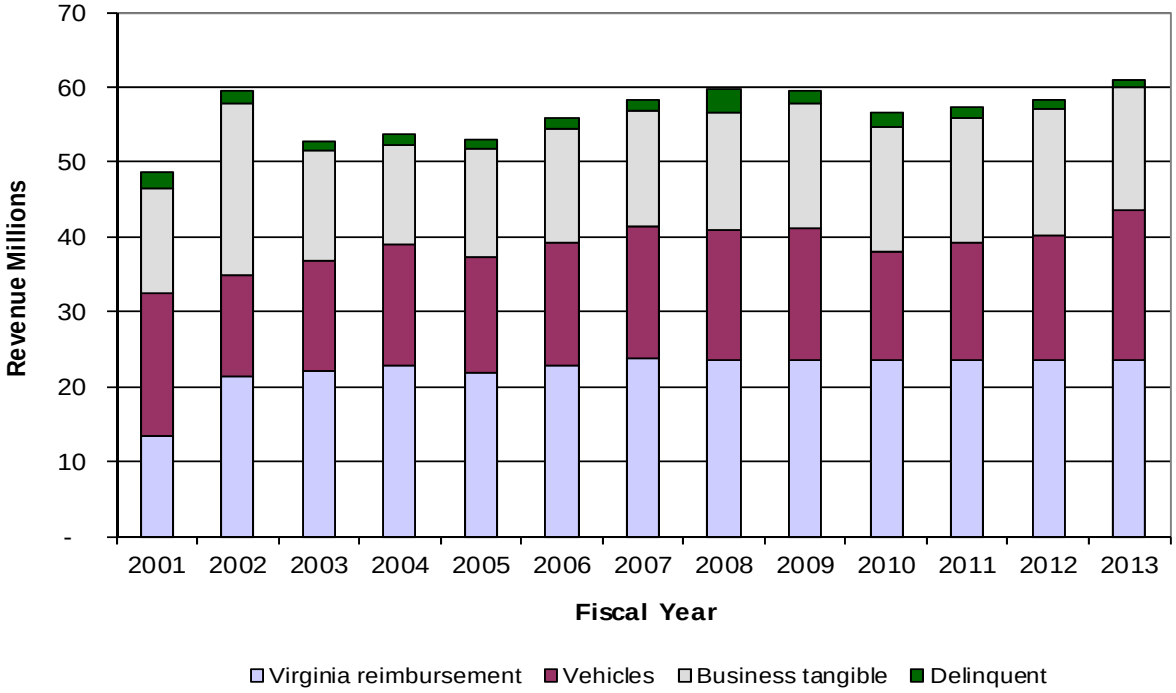
Legislative Authority

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

The chart below shows the share of Personal Property Tax from each source. Projected revenues in FY 2013 of $60,878,531 include the PPTRA reimbursement from the State (38.7%), vehicular personal property (32.9%), business personal property (26.8%), and delinquencies (1.6%). For budgeting purposes, the PPTRA reimbursement is considered an intergovernmental revenue.

Personal Property Tax Revenue

By Source, Fiscal Year 2001 – 2013 Approved



Intergovernmental Revenues

FY 2013 Approved $53.0 million

9.3% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$53,728,609	$52,976,656	$53,751,222	$53,596,656	-0.3%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	1.9%	3.6%	9.5%
Inflation Adjusted Increase	-0.2%	1.9%	6.9%

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 2012 and FY 2013 are based on Virginia's 2012-2014 biennium budget and Virginia's 2012 revised budget respectively. The largest sources of intergovernmental revenue are the Personal Property Tax (Car Tax) reimbursement discussed in the previous section (44.0%), Compensation Board Revenue (13%), State Aid for Road Maintenance (12.4%), and the Federal Per Diem reimbursement for federal prisoners (12.6%).

The decrease from FY 2012 Projected to FY 2013 Approved is attributed to a $292,565 loss in Federal Prisoner per-diem reimbursements offset with a $200,000 increase in Local Aid to the State.

Intergovernmental Revenues

	FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved
STATE AID				
HB 599 (law enforcement aid)	$ 5,576,264	$ 5,380,536	$ 5,380,536	$ 5,380,536
Personal Property Tax Reimbursement	23,578,531	23,578,531	23,578,531	23,578,531
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	7,490,804	6,949,748	6,949,748	6,949,748
Compensation Board Reimbursements for Treasury & Revenue Administration	31,541	492,674	492,674	492,674
State Prisoner Per Diem	423,121	462,272	462,272	462,272
State Aid for Road Maintenance	6,625,768	6,625,769	6,625,769	6,625,769
Other State Aid	1,616,944	1,320,000	1,592,000	1,530,000
Local Aid to the State	-1,311,872	-1,280,514	-1,280,514	-1,080,514
TOTAL STATE AID	$ 44,031,101	$ 43,529,016	$ 43,801,016	$ 43,939,016

	FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved
FEDERAL AID				
Federal Prisoner Per Diem	$ 7,027,903	$ 6,735,337	$ 7,027,903	$ 6,735,338
State Criminal Alien Assistance Program	155,604	175,000	175,000	175,000
Build America Bonds Subsidy	1,226,739	1,713,303	1,713,303	1,713,303
Other Federal Aid (Including indirect costs recovered from federal grants)	1,287,263	824,000	1,034,000	1,034,000
TOTAL FEDERAL AID	$ 9,697,509	$ 9,447,640	$ 9,950,206	$ 9,657,641
TOTAL INTERGOVERNMENTAL AID	$ 53,728,610	$ 52,976,656	$ 53,751,222	$ 53,596,657

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 2013. The City of Alexandria's share of the reduction is expected to be approximately $1.1 million in its FY 2013 budget. The City is allowed to choose the revenue categories in which the reductions are applied. In FY 2012, the City chose to allocate its reduction across all categories of State aid except HB599 Aid.

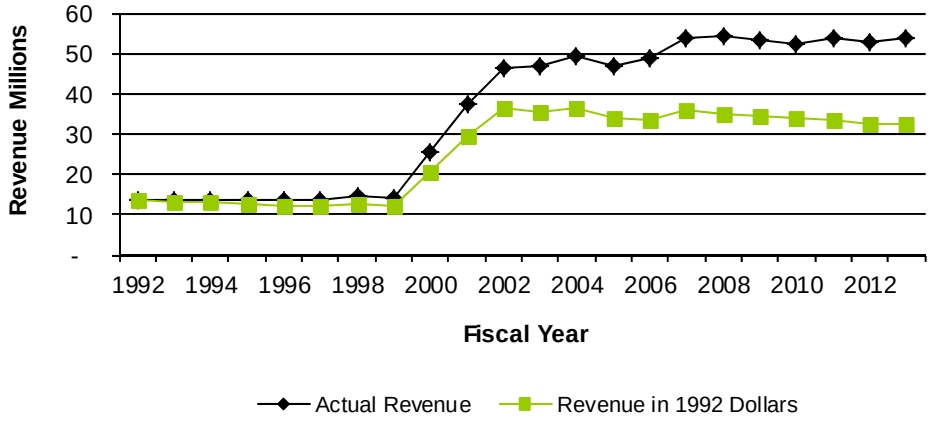
Federal Prisoner Per Diem. The City receives per diem compensation from the Federal Government for federal prisoners held in custody in the Alexandria Detention Center.

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 – Approved 2013



Business License Taxes

FY 2013 Approved $32.9 million

5.7% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$30,444,798	$31,825,000	$32,600,000	$33,000,000	+1.2%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	1.4%	3.9%	5.2%
Inflation Adjusted Increase	-0.7%	1.5%	2.8%

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). Businesses will pay tax on $100,000 in minimum gross receipts collected by a licensable business. Businesses earning less then $100,000 pay an administrative fee of $50.

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

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

Revenues projected for FY 2012 are based on collections through April 2012. For FY 2013, it is expected that this revenue will increase as the economy grew modestly in CY 2012.

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 – Approved 2013

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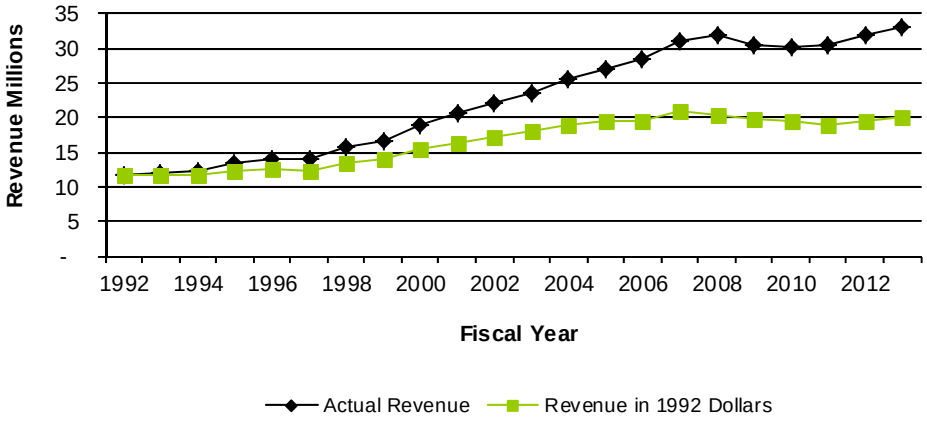


Sales Tax Revenues

FY 2013 Approved $24.9 million

4.3% of General Fund Revenues

FY 2011 Actuals	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$23,880,909	$24,200,000	$24,460,000	$24,900,000	1.2%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	-1.1%	1.4%	3.3%
Inflation Adjusted Increase	-3.2%	-1.0%	0.8%

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 levy portion of sales tax of 1.0% and the State sales tax of 4.0%. The sales tax is collected by retail merchants when goods and services are purchased. Of the total 4.0% State sales tax remitted by businesses which collect tax for the State, 1.0% is allocated to education statewide, 0.5% is allocated to transportation projects statewide, and the balance finances other State funded programs and services.

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.

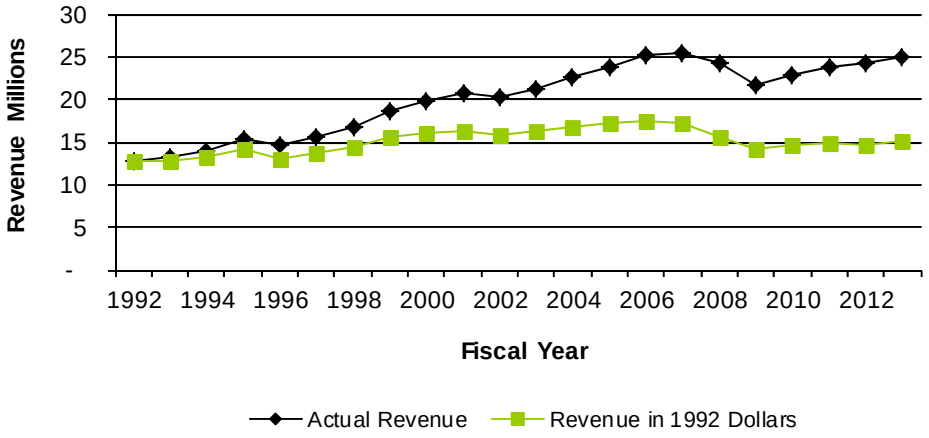
Revenues projected for FY 2012 are based on actual revenues through April 2012. It is expected that sales tax revenues will increase moderately at about the long-term average in FY 2013 due to some economic growth.

Legislative Authority

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

Sales Tax Revenue

Actual FY 1992 – Approved 2013



Restaurant Meals Tax Revenues

FY 2013 Approved $16.9 million

2.9% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$16,214,900	$16,300,000	$16,500,000	$16,900,000	2.4%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	9.9%	6.7%	7.1%
Inflation Adjusted Increase	7.6%	4.2%	4.5%

Background

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

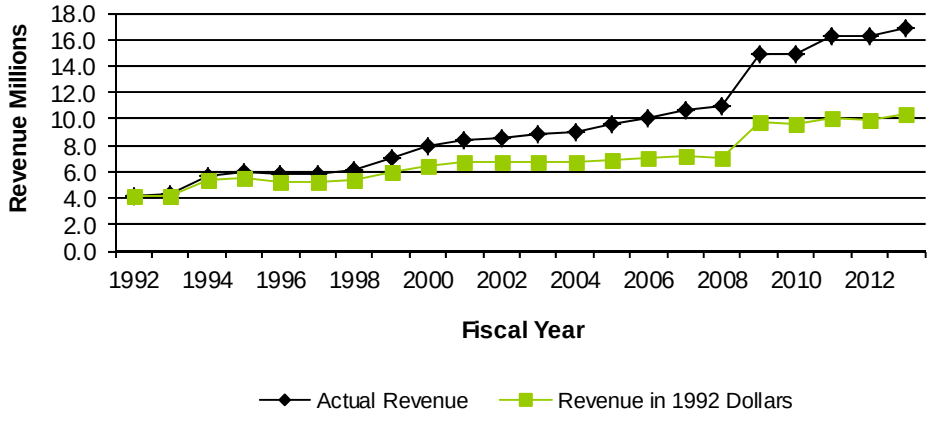
Revenues projected for FY 2012 are based on actual revenues through April of 2012. For FY 2013, it is expected that collections will increase modestly.

Legislative Authority

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

Restaurant Meals Tax Revenue

Actual FY 1992 – Approved 2013



Transient Lodging Tax Revenues

FY 2013 Approved $12.4 million

2.0% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj.'12 to '13
$11,245,201	$12,500,000	$11,800,000	$12,400,000	5.1%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	7.5%	6.7%	9.2%
Inflation Adjusted Increase	5.3%	4.3%	6.6%

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.

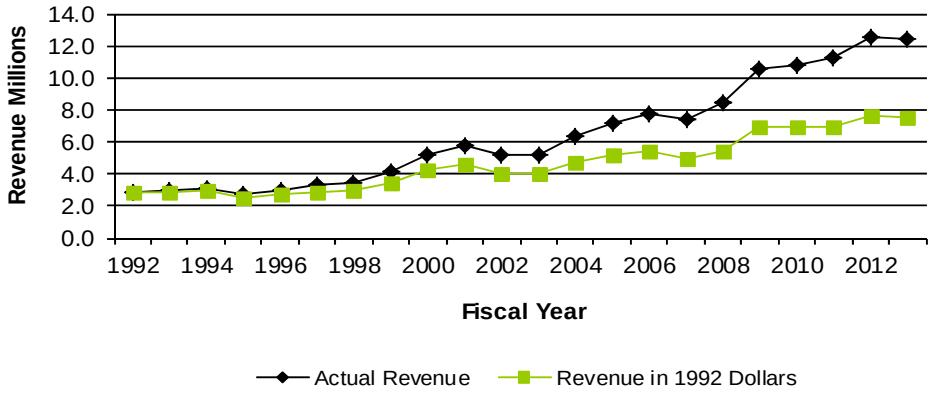
Revenues projected for FY 2012 are partially based on actual revenues through April FY 2012. The City's hotel occupancy rates have increased somewhat compared to last year and room rates are flat or up slightly. For FY 2013, it is expected that demand and revenue per room will increase somewhat as the economy and tourism industry continue to recover and one new hotel opens. The FY 2013 Approved budget includes an addition of $200,000 to be raised as a result of $100,000 in additional advertising spending added to the ACVA budget.

Legislative Authority

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

Transient Lodging Tax Revenue

Actual FY 1992 – Approved FY 2013



Communications Sales and Use Tax

FY 2013 Approved $11.3 million

2.0% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$11,259,534	$11,600,000	$11,100,000	$11,300,000	1.8%

Average Annual Increases through FY 2011

	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 receives approximately 2.6% of the State's total Communication Sales and Use tax revenues. If total Communications Taxes increase statewide, the City would receive 2.6% of any new tax revenues. The same is true if taxes decline. Revenues projected in FY 2012 are based on revenues collected through April FY 2012. There has been no growth in this revenue source since its inception in FY 2007, and revenues are expected to increase modestly in FY 2013.

Utility Tax Revenues

FY 2013 Approved $11.1 million

2.8% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$10,812,989	$11,200,000	$10,800,000	$11,100,000	2.8%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	-8.7%	-3.8%	-1.6%
Inflation Adjusted Increase	-10.6%	-6.1%	-3.9%

Background

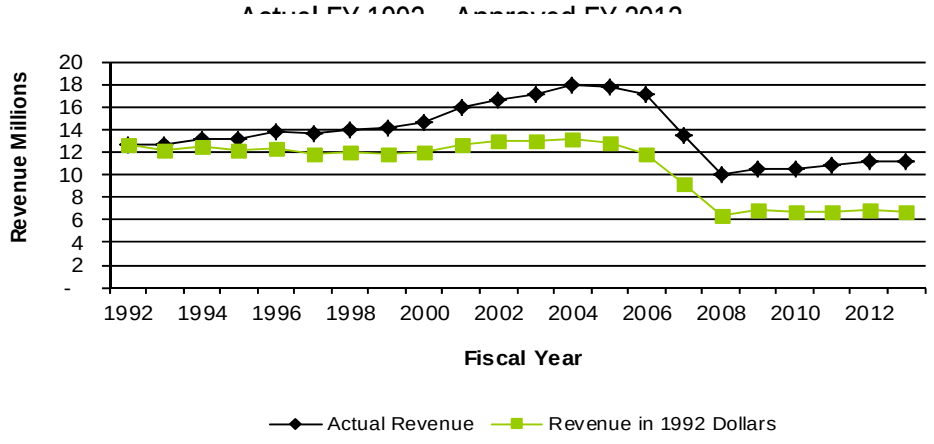
The consumer utility tax is levied on all residential and commercial users of water, natural gas, and electricity. The utility tax rates are detailed in the table titled "FY 2013 Approved Tax Rates for Major Revenue Sources" at the end of this section. Until the end of calendar year 2006, the tax on 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 2012 are based on actual revenues from water, natural gas, and electricity through April of FY 2012. The decrease in utility revenues reflected in the "Average Annual Increases through FY 2011" table is due to the exclusion of landline telephone service in FY 2008, now included in the Communications Sales and Use tax. The decrease in revenue from FY 12 Approved to FY 12 Projected is likely due to the warmer than average winter. This revenue category is expected to increase above its long-term average of about 1.7% annually.

Legislative Authority

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

Consumer Utility Tax Revenue



Motor Vehicle License Revenues

FY 2013 Approved $3.4 million

0.6% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$3,324,937	$3,200,000	$3,400,000	$3,400,000	0.0%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	6.2%	4.0%	3.5%
Inflation Adjusted Increase	4.0%	1.6%	1.0%

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.

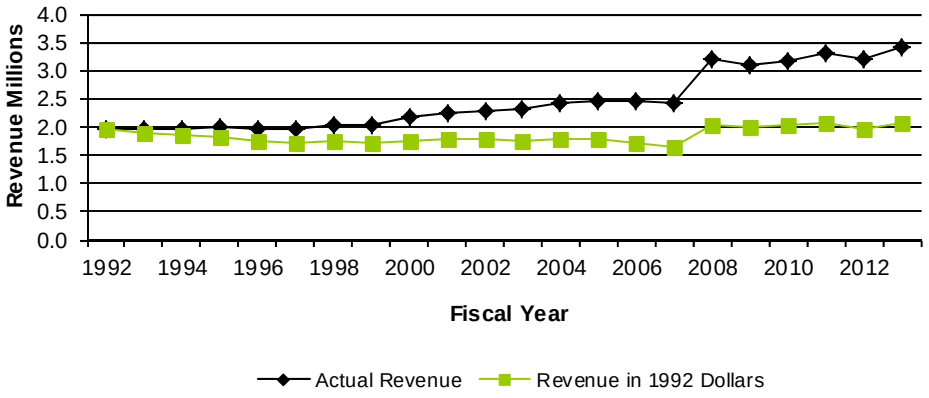
Revenues projected for FY 2012 are based on actual billings and collections through April of 2012. For FY 2013, it is expected that this revenue will remain flat as the number of vehicles in the City is not expected to increase from FY 2012.

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 – Approved FY 2013



Recordation Tax Revenues

FY 2013 Approved $4.9 million

0.8% of General Fund Revenues

FY 2011 Actuals	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$3,668,663	$3,800,000	$4,800,000	$4,900,000	2.1%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	-14.0%	6.1%	10.2%
Inflation Adjusted Increase	-15.9%	3.6%	7.6%

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.

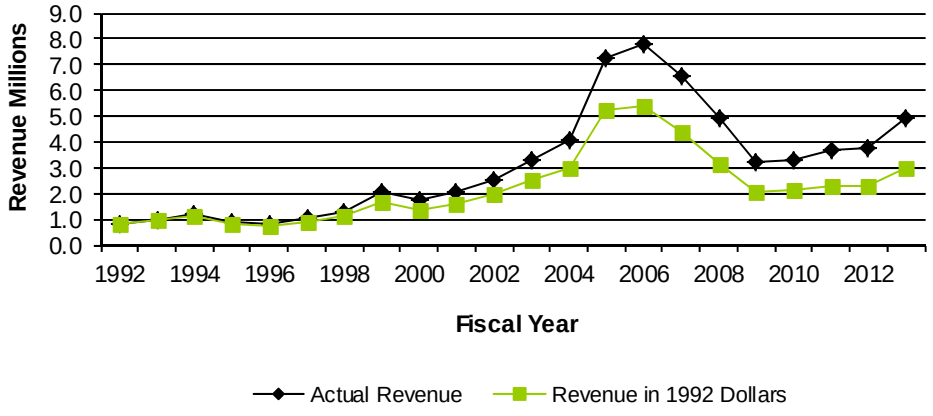
Revenues projected for FY 2012 are based on actual revenues through April of FY 2012. For FY 2013, it is expected that this revenue will increase modestly as mortgage activity shows some signs of recovery.

Legislative Authority

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

Recordation Tax Revenue

Actual FY 1992 – Approved FY 2013



Cigarette Tax Revenues

FY 2013 Approved $2.6 million

0.4% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$2,777,052	$2,900,000	$2,700,000	$2,600,000	-3.7%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	-0.5%	5.6%	3.6%
Inflation Adjusted Increase	-2.5%	3.1%	1.0%

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.

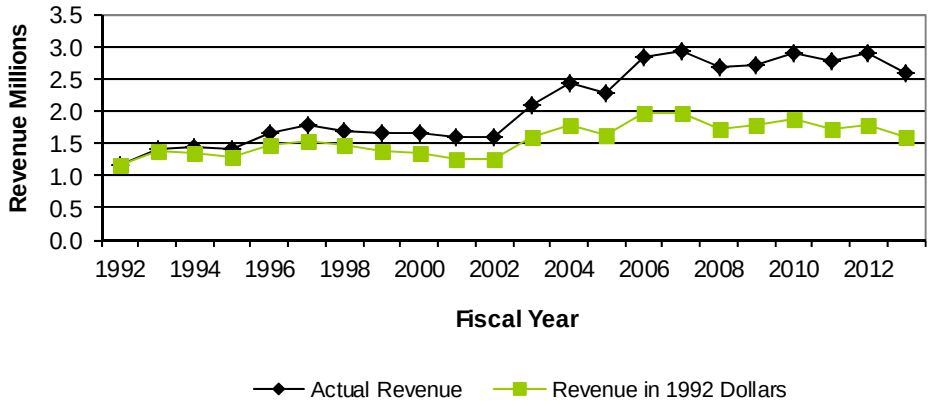
Revenues projected for FY 2012 are based on actual revenues through April of FY 2011. For FY 2013, it is expected that this revenue will continue to decline.

Legislative Authority

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

Cigarette Tax Revenue

Actual FY 1991 – Approved 2013



Charges for Services

FY 2013 Approved $15 million
2.7% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$14,939,669	$14,709,303	$15,554,303	$15,891,959	2.2%

This category includes the refuse user charge ($5.9 million in FY 2013) and parking meter receipts ($3.0 million in FY 2013). 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. FY 2013 Approved budget includes approved increases in Recreation and Planning and Zoning rates used to charge for services.

Licenses, Permits, and Fees

FY 2013 Approved $2.2 million
0.4% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$2,543,789	$2,049,975	$2,313,650	$2,157,975	-6.7%

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 Approved in any type of licenses, permits, and fees. Revenues for FY 13 are expected to decrease mostly due to decreases in Temporary No-Parking Sign Permits.

Revenues from the Use of Money and Property

FY 2013 Approved $3.4 million
0.6% of General Fund Revenues

FY 2011 Actuals	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$3,591,323	$3,570,000	$3,535,000	$3,420,000	-3.3%

This category includes interest on General Fund investments (budgeted at $0.6 million in FY 2013), and Parking Garage revenues (budgeted at $1.9 million in FY 2013). Revenue is expected to decrease as interest rates on General Fund investments are expected to remain at historic lows in FY 2013.

Fines and Forfeitures

FY 2013 Approved $4.7 million
0.8% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$4,472,520	$4,764,000	$4,594,000	$4,664,000	1.5%

This category includes parking fines (budgeted in FY 2013 at $3.4 million), and court fines (budgeted in FY 2013 at $0.9 million). This category is expected to remain relatively flat in FY 2013. No increases in the amounts of fines and forfeitures are approved.

Other Miscellaneous Tax Revenues

FY 2012 Approved $3.4 million
0.6% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$3,547,600	$2,705,000	$3,335,275	$3,350,275	0.4%

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 increase modestly in the State's telecommunications tax.

Admissions Tax

FY 2013 Approved $1.0 million
0.2% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$1,082,685	$1,100,000	$1,100,00	$1,000,000	-9.1%

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 in FY 2012 have been decreased to reflect lower movie attendance. Collections are anticipated to decrease slightly in 2013.

Miscellaneous Non-Tax Revenues

FY 2013 Approved $0.8 million
0.1% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$987,727	$762,000	$782,000	$782,000	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 2013 Approved $8.7 million

	FY 2011 Actuals	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved
City Fund Balance Prior Year Surplus	NA	$3,624,999	NA	$6,839,538
Transfer-in from special revenue account	$1,446,713	$1,394,903	$1,394,903	$1,854,502
Total	$1,446,713	$5,019,902	$1,394,903	$8,694,040

This category reflects other non-revenue financing sources used to help finance the $587.9 million projected General Fund Expenditure budget. The elements of these financing sources include:

(a) $6.8 million in prior year General Fund surplus funds designated for use in FY 2013, represent one percent of General Fund revenues.

(b) $1.9 million in FY 2013 special revenue account for debt service payments related to sanitary sewers.

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FY 2013 Approved Tax Rates for Major Revenue Sources

	City Approved Rate	Virginia Code Reference	Maximum Rate Allowable by State
Real Estate Tax	$0.998 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.

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Summary of Major Revenue Sources

Total All Funds Revenues

	FY 2012 Approved	FY 2013 Approved	% Change FY 12 - FY 13
General Fund	$566,862,748	$587,861,196	3.7%
Non-general fund			
State	$51,514,293	$55,195,409	7.1%
Federal	$35,390,283	$29,479,399	-16.7%
Charges, Donations and Other Sources	$31,215,853	$34,590,855	10.8%
Total Special Revenue Funds	$118,120,429	$119,265,663	1.0%
Schools Fund Balance	$8,317,167	$3,984,150	-52.1%
Equipment Replacement Fund	$5,245,088	$4,189,469	-20.1%
Total All Funds	$698,545,432	$715,300,478	2.4%
	$86,904,576	$84,674,808	-2.6%

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

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

Types of Funding (examples of City programs)

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

Grant Funding and Special Revenue Funds

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

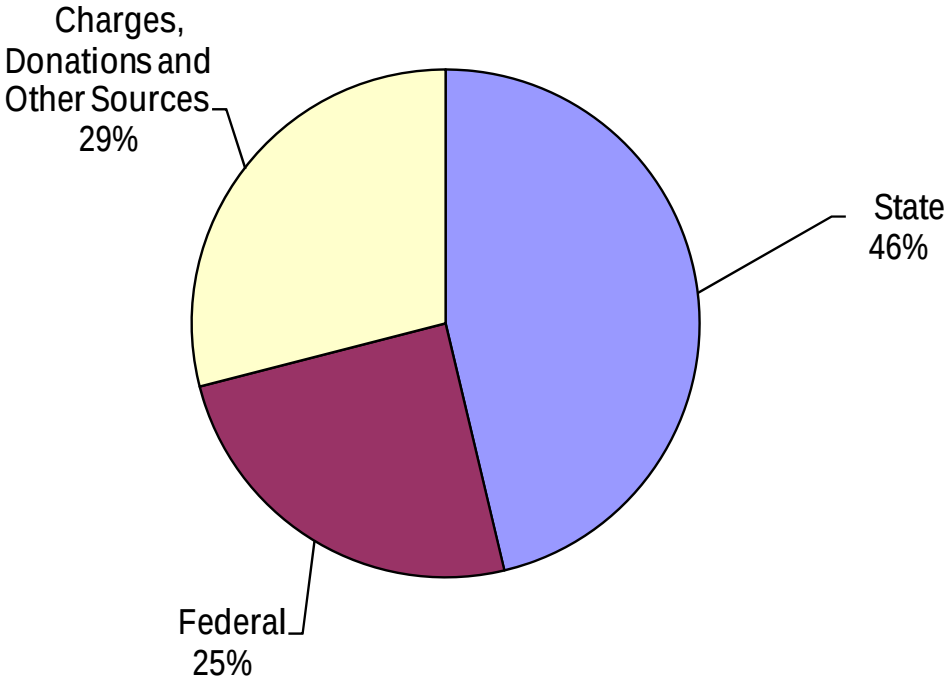
•Fully-funded or partially funded – There is no expectation of City funding.
•Level effort/minimum level spending – The City is expected to continue to provide the same level of funding as it did prior to receiving special revenue.
•Mandatory city match – There is a percentage share of program costs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

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

As shown in the pie chart on the following page the City's Special Revenue Fund budget of $119.3 million consists primarily of State Aid, Federal Aid and discretionary State and federal grants ($84.7 million) and charges for fees, donations and other sources ($34.6 million). This compares to the FY 2012 approved Special Revenue Fund budget of $118.1 million. As shown in the table on the following page the 1.0%, or $1.1 million, increase is primarily attributable to a decrease of $2.2 million in state and federal revenue. Approximately $4.4 million of this is reduction is in DCHS and Housing . The Schools are also experiencing declines in federal revenue of approximately $2.8 million as American Recovery and Reinvestment Act (ARRA) grant funds expire. The losses are offset by increases in state sales tax revenues for the Schools. In addition, the Schools received approximately $1.2 million in additional state aid in FY 2013 to fund the Northern Virginia "cost of competing" needs, inflation increases and the changes to the employer contribution rates for the Virginia Retirement System. CDBG and HOME federal revenue losses are more fully described in the text for the Office of Housing and the program and revenue impacts for DCHS are more fully described within the individual department sections.

Additional permitting fees, identified as Special Revenue ,are anticipated in Code Administration and will be used to fund positions in TES, Planning and Zoning, Finance and ITS that support the Permit Center that were previously supported by General Fund revenue. In addition, three positions will be added to the Finance Department for Pension Administration. These positions will be funded by savings in the Pension Plan, which are appropriated in FY 2013 as Special Revenue. Additional increases in Charges, Donations and Other Sources reflect an increase in Local Funds supporting the Schools Lunch Fund. In total Charges, Donations and Other Sources are increasing $3.4 million, or 10.8 percent.

FY 2013 Estimated Special Revenue Funds
$119.3 million



Summary of Major Special Revenue Sources by Department

Total Special Revenues

	FY 2012 Approved	FY 2013 Approved	% Change FY 12 - FY 13
Schools	$49,559,366	$53,215,716	7.4%
DCHS	$41,494,415	$38,495,665	-7.2%
Housing	$2,168,610	$980,032	-54.8%
TES	$10,045,822	$10,545,484	5.0%
Code Administration	$4,777,633	$5,083,499	6.4%
Transit Subsidies/DASH	$4,539,000	$4,962,000	9.3%
Fire	$1,229,363	$1,308,504	6.4%
Other City Agencies	$4,306,220	$4,674,763	8.6%
Total Special Revenue Funds	$118,120,429	$119,265,663	1.0%

Total Charges, Donations and Other Sources

	FY 2012 Approved	FY 2013 Approved	% Change FY 12 - FY 13
Schools	$4,290,602	$5,954,305	38.8%
DCHS	$6,096,013	$6,219,965	2.0%
Code Administration	$4,777,633	$5,083,499	6.4%
TES	$9,739,802	$10,239,464	5.1%
Transit Subsidies/DASH	$4,539,000	$4,962,000	9.3%
Other City Agencies	$1,772,803	$2,131,622	20.2%
Total Donations, Fees and Charges for Services	$31,215,853	$34,590,855	10.8%

Total State and Federal Funds

	FY 2012 Approved	FY 2013 Approved	% Change FY 12 - FY 13
Schools	$45,268,764	$47,261,411	4.4%
DCHS	$35,398,402	$32,275,700	-8.8%
Housing	$2,164,110	$980,032	-54.7%
Fire	$1,226,863	$1,306,004	6.5%
Other City Agencies	$2,846,437	$2,851,661	0.2%
Total State and Federal Funds	$86,904,576	$84,674,808	-2.6%

Grant Funding and Special Revenue Funds

Summary of Major Special Revenue Sources by Department

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

Table VIII provides a list of grant programs currently proposed FY 2013. City Council approval of the FY 2013 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 2012 Approved Budget Estimate	FY 2013 Approved Budget Estimate	% Change FY12 - FY 13
Mental Health Programs	Block Grant for Community Mental Health Services - Serious Emotionally Disturbed Children	$229,007	$224,427	-2.0%
	Block Grant for Community Mental Health Services - Serious Mental Illness (Adults)	$287,913	$227,201	-21.1%
	Projects for Assistance in Transition from Homelessness	$104,020	$104,020	0.0%
	Welfare TANF Foster Care (Title IV-E)	$0	$0	0.0%
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	$159,924	$159,924	0.0%
Intellectual Disability Programs	Grants for Infants and Toddlers with Disabilities	$131,415	$155,304	18.2%
	Total Federal Funds	$2,247,559	$2,206,156	-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 2012 Approved Budget Estimate**	**FY 2013 Approved Budget Estimate**	**% Change FY12 - FY 13**
Mental Health Programs	Crisis Stabilization	$136,018	$160,128	17.7%
	MH Law Reform	$285,194	$210,194	-26.3%
	DAP - Discharge Assistance	$183,085	$183,085	0.0%
	MH Initiative - SED Children State	$77,033	$77,033	0.0%
	MH DAD/Wintex	$113,229	$113,229	0.0%
	Transformation	$70,000	$70,000	0.0%
	System of Care	$369,930	$369,930	0.0%
	Juvenile Detention	$110,000	$111,730	1.6%
	Other State Aid	$3,101,577	$3,056,704	-1.4%
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	$1,376,215	$1,337,881	-2.8%
Intellectual Disability Programs	Other State Aid	$92,336	$158,860	72.0%
	Total State Funds	$5,999,262	$5,933,419	-1.1%

Grant Funding and Special Revenue

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

Federal Funds	FY 2012 Approved Budget Estimate	FY 2013 Approved Budget Estimate	% Change FY12 to FY13
VDSS (Virginia Dept. of Social Services (Operating Funds)	$479,407	$597,944	24.7%
VDSS Eligibility Determination	$2,062,395	$1,925,560	-6.6%
VDSS Child Welfare Administration	$1,554,893	$1,899,147	22.1%
VDSS Adult Services Administration	$358,355	$172,197	-51.9%
VDSS Early Childhood Administration	$462,875	$322,832	-30.3%
VDSS CSA Administration	$74,000	$65,756	-11.1%
Foster Care IV - E	$1,133,043	$858,043	-24.3%
Adoption Subsidy	$929,706	$879,706	-5.4%
TANF/View Child Care and Wrap Around	$969,986	$765,288	-21.1%
Child Care Fee System	$1,785,402	$0	-100.0%
Virginia Department of Aging	$387,231	$356,780	-7.9%
VDSS In-Home Services to Companion	$303,713	$303,713	0.0%
Head Start	$1,864,694	$1,996,828	7.1%
Transitional Apartment Planning & Eviction Storage (CDBG)	$102,000	$93,526	-8.3%
Shelter Grants	$117,505	$53,463	-54.5%
Community Services Block Grant (CSBG\BASIC)	$176,954	$53,701	-69.7%
Virginia Refugee Resettlement Program (VRRP)	$109,779	$118,905	8.3%
VDSS Refugee Resettlement Program (VRRP)	$85,000	$85,000	0.0%
WIA (Workforce Investment Board)	$258,903	$388,558	50.1%
VIEW	$313,357	$196,514	-37.3%
TANF Employment Advancement Grant (VDSS)	$30,109	$0	-100.0%
All other Federal grants (includes individual program grants under $100,000)	$174,633	$285,537	63.5%
Total Federal Funds	$13,733,940	$11,418,998	-16.9%

Grant Funding and Special Revenue

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

State Funds	FY 2012 Approved Budget Estimate	FY 2013 Approved Budget Estimate	% Change FY12 to FY13
Auxiliary Grants	$236,454	$236,454	0.0%
Americorps at Brent Place	$0	$66,500	N/A
Foster Care IV - E	$883,048	$833,048	-92.5%
Adoption Subsidy	$724,576	$674,576	15.0%
Special Needs Adoption	$574,579	$1,560,076	17.4%
TANF/VIEW Child Care	$619,520	$619,520	151.8%
VDSS (Virginia Department of Social Services) Operating Funds	$276,748	$381,851	123.9%
VDSS Eligibility Determination	$1,117,761	$1,231,126	-65.8%
VDSS Child Welfare Administration	$909,668	$1,102,340	35.3%
VDSS Early Childhood Administration	$255,992	$166,399	330.6%
Comprehensive Services Act	$4,726,401	$4,264,539	-96.5%
Childcare Fee System	$521,728	$0	717.4%
Shelter Support Grant	$102,993	$90,689	-100.0%
Homeless Intervention	$246,000	$246,000	-63.1%
Other VDSS Client Services	$274,067	$292,937	-10.2%
Virginia Preschool Initiative	$906,000	$96,000	-67.7%
VDSS Companion Program	$44,860	$44,860	114.0%
VDSS Aging Administration	$148,661	$101,132	-69.8%
Virginia Department of Aging (VDA)	$175,462	$191,683	-42.4%
WIA Disability Initiative	$0	$40,000	N/A
All other State grants (includes individual program grants under $100,000)	$261,603	$216,373	-17.3%
Total State Funds	$13,006,121	$12,456,103	-4.2%

Grant Funding and Special Revenue

Addendum Table VI
Office of Housing Federally Funded Programs

State Funds	FY 2012 Approved Budget Estimate	FY 2013 Approved Budget Estimate	% Change FY12 to FY13
CDBG Program Administration	$226,084	$125,232	-44.6%
HOME HAP Loans	$516,923	$0	-100.0%
CDBG Hap Loans	$198,159	$0	-100.0%
CDBG Rehabilitation Loans	$250,000	$203,553	-18.6%
CDBG HAP Administration	$170,393	$0	-100.0%
CDBG Rehabilitation Administration	$295,345	$264,185	-10.6%
HOME Housing Opportunities Fund/Housing Development Assistance	$320,000	$333,979	4.4%
All other Federal grants (includes individual program grants under $100,000)	$187,206	$53,083	-71.6%
Total Federal Funds	$2,164,110	$980,032	-54.7%

Addendum Table VII
Office of Housing Total Sources and Uses

FY 2013 Housing Program Sources and Uses

Program	Home Ownership			Housing Rehab.	Landlord Tenant		Affordable Housing Development & Preservation		Leadership & Mgmt Support Services		
Activity (Uses) / Funding (Sources)	Lending & Loan Management	Counseling & Training	Sales & Marketing	Financing & Loan/Grant Management	Landlord Tenant Mediation & Education	Fair Housing Enforcement & Education	Securing & Fostering Affordable Development	Lending	Leadership & General Management	Grant & Financial Management	Totals
CDBG											
New Grant	0	0	0	464,867	0	11,383	0	0	37,543	92,443	606,236
Program Income	25,000	0	0	125,000	0	0	0	0	0	0	150,000
Carryover	0	0	0	440,817	0	10,000	0	0	0		450,817
	25,000 **1 Loan**			1,030,684 **9 HPRLP Loans 1 RAMP**		21,383 **1 Testing Round**			37,543	92,443	**1,207,053**
HOME											
New Grant		0	0	0	0	0	0	336,639	0	37,157	373,796
Program Income	36,000	0	0	0	0	0	0	0	0	0	36,000
Carryover											0
Carryover HOME Match								1,231,967			1,231,967
	36,000 **1 Loan**							1,568,606 **1 Project Financed**	0	37,157	**1,641,763**
GENERAL FUND											
New	11,411		25,673	114,101	376,067	39,564	248,375	544,501	558,943	228,131	2,146,766
New HOME Match	0	0	0	0	0	0	0	21,079	0	0	21,079
	11,411 **Admin Support for Homeownership Program**		25,673 **8 units placed under contract**	114,101	376,067 **1,000 disputes mediated & 4,000 clients served**	39,564	248,375 **10 Pledged Units Completed**	565,580	558,943	228,131	**2,167,845**
Housing Trust Fund											
New	61,500	0	0	0	0	0	0	932,466	0	0	993,966
Carryover	150,000		0	3,000	0	0	71,404	200,000	0	0	424,404
HOME Match (Carryover)	0	0	0	0	0	0	0	71,073	0	0	71,073
Reserved for FY 2014 HOME Match	0	0	0	0	0	0	0	100,000	0	0	100,000
	211,500 **6 Loans**			**2 Mini-RAMP Grants**				1,303,539 **1 Project Financed**			**1,589,443**
ALL FUNDS	**283,911**	**0**	**25,673**	**1,147,785**	**376,067**	**60,947**	**319,779**	**3,437,725**	**596,486**	**357,731**	**6,606,104**

City Agency FY 2013 Estimated Special Revenue Funds

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

Addendum Table VI – Department Grant-funded Programs

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Commonwealth's Attorney						
Victim Witness Assistance Program	**VA Department of Criminal Justice Services**	3.0	$186,767	$69,842	$0	$256,609
Funds are provided by the VA Department of Criminal Justice Services to achieve three goals: to ensure the rights of Alexandria's crime victims; to provide community education and establish coordinated services; and to assist prosecutors in gaining cooperation of victims and witness to better ensure their cooperation throughout the criminal justice process..						
Violence Against Women Act Funds (V-Stop)	**VA Department of Criminal Justice Services**	1.0	$70,803	$0	$0	$70,803
Funds are provided by the Department of Criminal Justice Services to provide services to victims of domestice violence cases, including court advocacy, follow-up services and data collection and to encourage victims to participate in the prosecution.						
Sheriff						
CCCA (Pre-trial and Local Services)	**State Department of Criminal Justice**	6.0	$459,209	$261,040	$0	$720,249
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 2013 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	$63,081	$182,865	$95,575	$341,521
The State Department of Juvenile Justice provides funds for caseworkers as well as daily meals, supplies and expenses for youths in the Juvenile Justice program for the Youth Shelter.						
Juvenile Accountability Block Grant	**Federal Department of Criminal Justice**	1.0	$27,220	$10,389	$3,024	$40,633
JABG is a high level accountability program that provides after hours supervision to youth released on Court ordered conditions and are awaiting final disposition.						
Human Rights						
Fair Employment Practices Agency Program - EEOC	**Federal Equal Employment Opportunity Commission**	0.5	$43,062	$0	$0	$43,062
Funds are provided for investigating and closing EEOC cases. The City receives $600 per closed case approved by the Equal Employment Opportunity Commission.						

City Agency FY 2013 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 2013 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 2013 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**		$122,000	$0	$0	$122,000
The USDA provides reimbursement to the City for after school snacks to the seven full time recreation centers, six part-time after school centers and the two therapeutic recreation after school programs during the school year.						
USDA Summer Food	**United States Department of Agriculture**		$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 2013 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Community and Human Services						
Transitional and Supportive Housing Programs+A74	**U.S. Department of Housing and Urban Development**		$322,359	$231,021	$96,708	$650,088
Funds are provided for supportive services, operations and administration in mental health and substance abuse residential programs. In addition the funds shown above, $474,377 of state revenue, client fees and other revenues are used to provide total program funds of $1,124,465.						
High Intensity Drug Trafficking Area Treatment (HIDTA)	**U.S. Office of National Drug Control Policy**		$27,361	$0	$0	$27,361
Funds are provided for substance abuse treatment services for individual involved in the justice system.						
Grants for Infants and Toddlers with Disabilities (Part C)	**U.S. Department of Education and Virginia Department of Behavioral Health and Disability Services**		$314,170	$356,176	$0	$670,346
Funds are provided for early intervention services to young children deemed to have an established condition or at-risk of a developmental delay. Though there is no cash match required, there is a maintenance of effort requirement for these funds at a state-wide level. In addition to the general funds contributed to this program, $37,200 of state revenue is used for a total program budget of $705,815.						
Jail Diversion	**Virginia Department of Behavioral Health and Disability Services**	1.0	$228,879	$5,735	$0	$234,614
Funds are provided for treatment services to decrease crime and recidivism among persons with mental illness.						
Tobacco Prevention Programming	**Virginia Foundation for Healthy Youth (Formerly known as Virginia Tobacco Settlement Foundation)**	1.0	$58,282	$0	$0	$58,282
Funds are provided for tobacco prevention programming in Alexandria preschools by developing personal, social and emotional skills in children.						

City Agency FY 2013 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Sexual Assault Response and Awareness (SARA) - Violence Against Women Act Funds	**Virginia Department of Criminal Justice Services**	1.0	$42,376	$48,762	$0	$91,138
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	$183,487	$87,945	$0	$271,432
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	$146,945	$89,337	$0	$236,282
Funds are provided through the Federal Family Violence Prevention Act and Victims of Crime Act for services to victims of domestic violence, including a 24-hour hotline, emergency shelter, emergency transportation and other services.						
Sexual 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**		$9,039	$0	$0	$9,039
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.						

City Agency FY 2013 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Project Discovery	**State of Virginia**	1.0	$62,700	$15,702	$0	$78,402
Funds are provided to motivate and encourage students to pursue post-secondary educational and/or training opportunities by conduction outreach activities and providing support for students who may be at risk of not pursuing or enrolling in post secondary education/training.						
Headstart	**Department of Health and Human Services**		$1,996,828	$0	$196,541	$2,193,369
Funds are provided to promote school readiness by enhancing the social and cognitive development of children through the provision of education, health, nutritional, social and other services to enrolled children and families. Alexandria contracts with The Campagna Center to administer this program and achieve goals as required by Headstart.						
Emergency Solutions Preventing Homelessness	**VA Department of Housing and Community Development and Community Services Block Grant**	4.0	$319,526	$165,766	$0	$485,292
Funds to prevent immediate homelessness through case management and financial assistance to avoid the need for sheltering activities.						
Homeless Shelter Programs	**VA Department of Housing and Community Development**		$164,152	$0	$0	$164,152
Funds are provided to support homeless sheltering and case management efforts to rapidly rehouse shelter residents.						
Community Services Block Grant	**Virginia Department of Social Services, Office of Community Services**	2.0	$53,701	$129,092	$0	$182,793
Funds are provided to support efforts in preventing homelessness through counseling, education and financial assistance.						
Virginia Cares	**Virginia Cares**	1.0	$27,453	$43,295	$0	$70,748
Funds are provided to community agencies to assist ex-offenders in re-entry into the community without returning to a life of crime.						

Personnel & Compensation Summary

Personnel & Compensation Highlights

Compensation up 5.6% overall

Funding provided for merit-based pay increase

$0.9 million to fund career ladders and address public safety compression issues

$0.3 million included to align General Schedule pay scales to the market

1% added to the General Schedule pay scale to offset changes in VRS contributions

2.3% added to the top of the General Schedule pay scale

Sworn Public Safety employees at the top of their grade will be eligible for a one-time 2.3% pay supplement

27 positions are eliminated and 35 new positions are added

- All Funds total compensation for City staff increases by $14.3 million or 5.6%. The two primary drivers of this are increased costs associated with employee compensation and retirement. The budget includes $3.3 million for the merit-based pay increases for eligible employees in FY 2013 and the continued cost of the salary increases approved in the FY 2012 budget.
- Employees eligible on a merit basis for a pay increase will receive salary increases ranging from 2.3% – 5.0% of salary. The City is in the process of implementing a revamped employee performance evaluation system that is based on the system currently used to evaluate Senior Management Group employees which was implemented in FY 2011.
- There will be no across-the-board pay increase for City employees for the fifth straight year.
- The budget includes $376,000 to bring the General Schedule pay scale more in line with the market by eliminating the two lowest steps and adding 2.3% to the top of the scale. These changes, coupled with adding 2.3% to the scale in both FY 2011 and FY 2012, shift the midpoint of the pay scale approximately 7%.
- The budget also funds a 2.3% one-time pay supplement (the equivalent of one step) for Sworn Public Safety employees at the top of their grade if warranted by performance.
- The budget reflects the elimination of 27 funded full and part-time positions, of which 8 are currently filled. The remaining 19 positions are vacant. The reduction of 27 positions is offset by the addition of 35 new positions.
- On a net basis, the City workforce increases by 11.4 full-time equivalents (FTEs), or 0.4%. The budget eliminates 29.5 FTEs but these reductions are offset by the addition of 40.9 FTEs, of which 20 FTEs are added to the Fire Department to staff the new Eisenhower Valley Fire Station (#210).
- The FY 2013 budget also reflects the reallocation of 9.0 FTEs between several of City departments.
- The total number of FTEs in FY 2013 remains well below (-4.1%) peak FY 2009 levels.

Personnel & Compensation Summary

Personnel & Compensation Highlights

Increase to Virginia Retirement System rates has significant cost impact

State law requires changes to employee retirement contribution rates

All employees now contributing a minimum of 1% to toward their retirement plans.

Health insurance premiums are expected to increase by 10.0% and 7.1% in FY 2013

Employee contributions to health care premium costs increase by 4% to 20% minimum contribution.

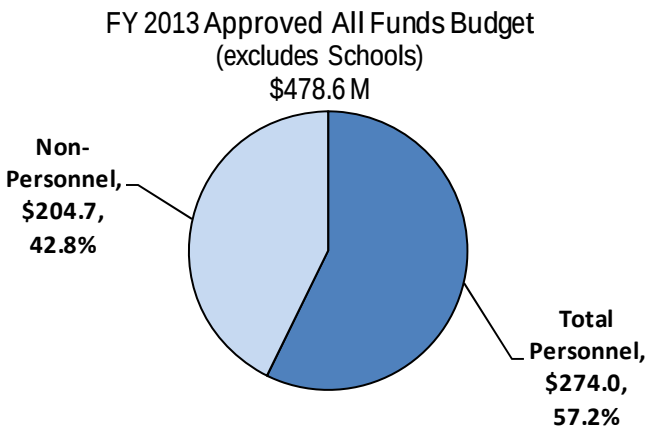
Adjustments to premium costs sharing ratios continued in FY 2013 saving $0.4 million

$2.8 million budgeted for retiree healthcare and life insurance liabilities (OPEB)

- The City's cost for retirement increases by $5.7 million (16.2%) and is driven by increases to the rates for the Virginia Retirement System (VRS). VRS rates are increasing by 2.52 percentage points which is an increase of 19.7% over FY 2012 rates.
- In April 2012 the Virginia General Assembly passed legislation impacting contribution rates for the Virginia Retirement System. Beginning in FY 2013 all members will contribute at least 1%. The City will be phasing in the shift of the contribution rates for the next 5 years until all members of VRS are contributing the 5% employee share. To offset the increase in employee contribution, the pay scales for members of VRS (General Government and Deputy Sheriff/Emergency Medics are increasing by 1%.
- As a result of this new legislation General Government employees, Sheriff Deputies/Fire Marshals/EMTs hired prior to FY 2010 (July 1, 2009) are now contributing 1% toward their retirement. General Government employees and Sheriff Deputies/Fire Marshals/EMTs hired after July 1, 2009 already contributing 2-6% of salary towards retirement will pay 1% more than they did in FY 2012.
- Public Safety employees (sworn Fire & Police) will continue to contribute 8% of salary towards their pensions.
- Healthcare insurance premiums are expected to increase by 10.0% for plans under United Healthcare and 7.1% for Kaiser Permanente.
- For employees hired before July 1, 2010 the employee share of health insurance premium costs will increase by 4% to a minimum of 20%. New employees and those hired after July 1, 2010 will continue to pay a minimum 20% share.
- By shifting 4% of premium cost to employees in FY 2013 the City will save approximately $0.4 million.
- The retiree health insurance subsidy annual maximum of $3,120 will remained unchanged in FY 2013.
- The budget continues to fund the multi-year plan to address unfunded liabilities for future benefits to City employees after retirement. The budget provides $2.1 million in new funding in FY 2013 and $0.7 million from fund balance to the Other Post Employment Benefit Trust Fund (OPEB) towards the City's future OPEB obligations.
- The living wage will continue to be frozen at the FY 2009 level of $13.13/hour.

Personnel Budget

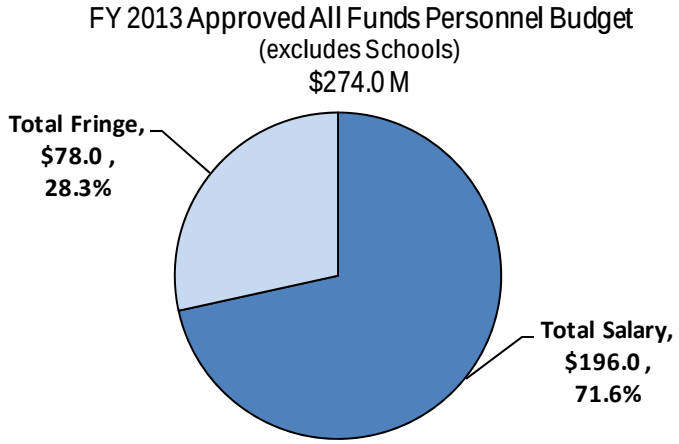
Personnel expenditures account for 57% of the All Funds budget



Of the $274 million personnel budget, $196.0 million, or 71.6%, is for salaries, and about $78 million, or 28%, is for fringe benefits.

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

Retirement accounts for over half the fringe benefit costs, and healthcare 26%.



Personnel & Compensation Summary

Personnel Budget

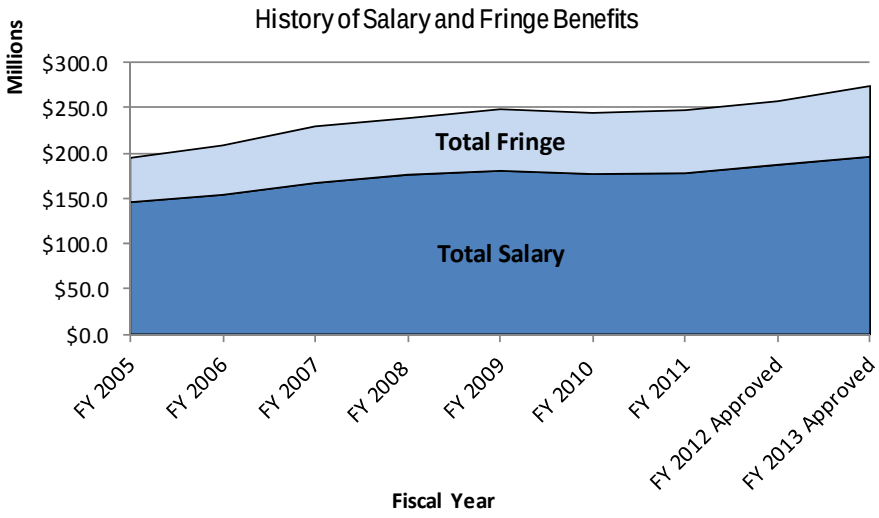
Total All Funds compensation increases by $16.7 million, or 6.5%. The budget for salaries increases by $9.0 million (4.8%) and total fringe benefits increases by $7.7 million (10.9%).

All Funds Budget in millions (Excludes Schools)

Title	FY 2012 Approved	FY 2013 Approved	$Change FY12/13	%Change FY12/13
Total Salary	$187.1	$196.0	$9.0	4.8%
Fringe				
FICA	13.2	13.7	$0.5	3.9%
Retirement	35.5	41.2	$5.7	16.2%
Health	19.6	21.0	$1.4	6.9%
Other*	1.9	2.0	$0.1	4.2%
Total Fringe	70.2	77.9	$7.7	10.9%
Total Personnel	$257.3	$274.0	$16.7	6.5%

Increases to the cost of fringe benefits are mainly driven by the rising cost of retirement, which has increased by over $10 million since FY 2011.

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



Personnel Budget

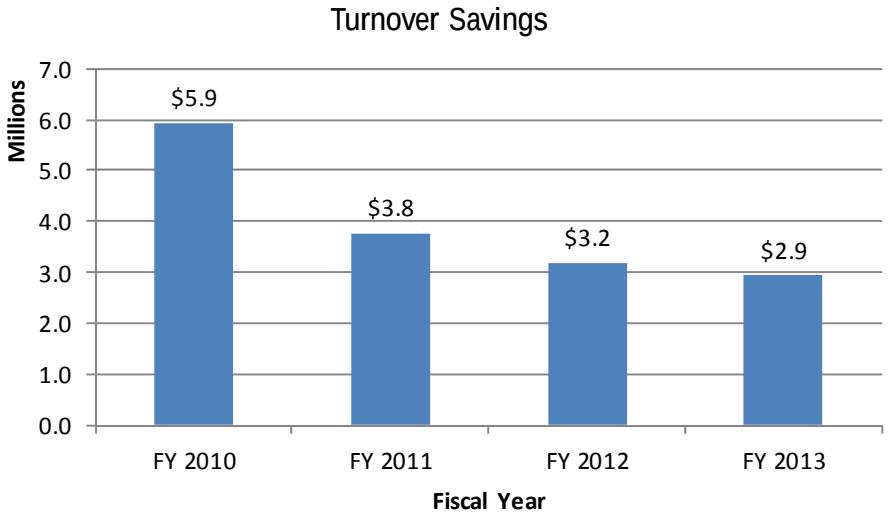
$2.9 million is budgeted for turnover savings, a decrease of $0.3 million from the FY 2012 turnover savings amount

Turnover Savings

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

Since FY 2010 the City has been reducing the amount budgeted for turnover savings in order to better align the budget with the turnover being experienced within departments. In FY 2011 the overall turnover rate city-wide was 2%, however exact rates applied to departments varied on a department's size. In FY 2012 and again in FY 2013 turnover savings is being applied to departments based on turnover experience.

The table below shows the budget for turnover savings from FY 2010 – FY 2012.



Personnel & Compensation Summary

City Workforce by Full-time Equivalent (FTE)

During FY 2012 the City has added 4.3 full-time equivalents (FTEs). Of these additions, 1.0 FTE was added to Human Resources (funded within the existing budget), 0.5 FTE was added to TES through a grant and 2.8 FTEs were added to the Department of Community & Human Services.

FTE Summary *FY 2012 Mid-Year FTE Changes*

	FY 2012 Approved	Positions Added	Positions Deleted	FY 2012 Amended	Change #	Change %
Full-time	2,378.0	3.0	-	2,381.0	3.0	0.1%
Part-time	164.0	1.3	-	165.2	1.3	0.8%
Total FTE	2,542.0	4.3	0.0	2,546.2	4.3	0.2%

The FY 2013 Approved budget eliminates 29.5 FTEs and adds 40.9 FTEs for a net change of 11.4 FTEs (0.4%).

FTE Summary *FTE Changes from FY 2012 - FY 2013 Approved*

	FY 2012 Amended	Positions Added	Positions Deleted	FY 2013 Approved	Change #	Change %
Full-time	2,381.0	39.0	(22.0)	2,398.0	17.0	0.7%
Part-time	165.2	1.9	(7.5)	159.6	(5.6)	-3.4%
Total FTE	2,546.2	40.9	(29.5)	2,557.6	11.4	0.4%

As shown in the table to the right, a total of 9.0 FTEs were reallocated between departments which are shown as both additions and deletions but have no net impact on the total FTE count.

(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.)

FY 2013 Approved Position Reallocations
(No net impact to the City FTE count)

Current Departent (Transfer Out)	FTE	New Department (Transfer In)	FTE	Net Change
DCHS	(2.00)	CMO	2.0	0.00
OMB	(1.00)	CMO	1.0	0.00
DCHS	(1.00)	Finance	1.0	0.00
T&ES	(1.00)	Internal Audit	1.0	0.00
Real Estate	(1.00)	Internal Audit	1.0	0.00
Finance	(1.00)	Internal Audit	1.0	0.00
T&ES	(1.00)	Office of Project Implementation	1.0	0.00
CMO	(1.00)	Office of Project Implementation	1.0	0.00
Total Reallocations	(9.00)		9.0	0.00

City Workforce by Full-time Equivalent (FTE)

The table to the right shows the positions reductions and additions in the FY 2013 budget

The FY 2013 budget eliminates 20.5 FTEs and adds 31.9 FTEs for a net increase of 11.4 FTEs

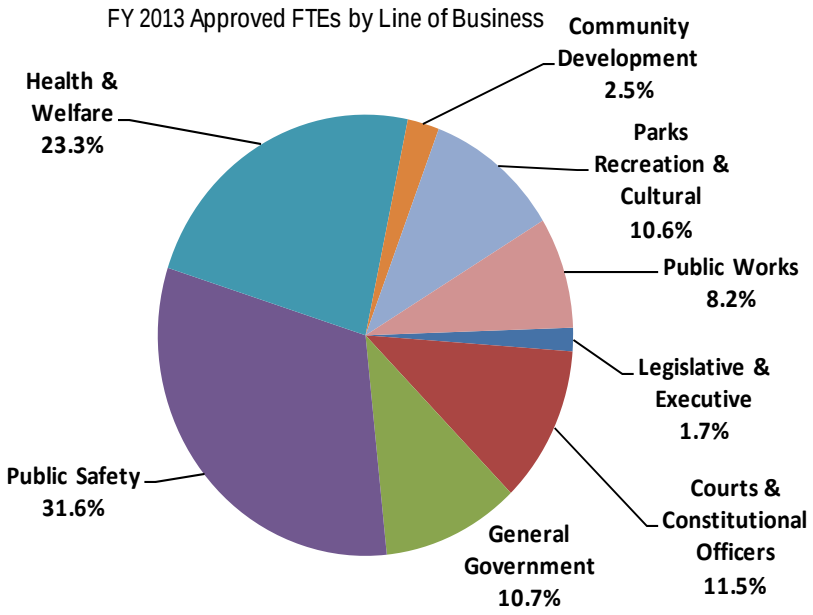
Additional details on each position can be found in individual department's budget text.

FY 2013 Approved Position Reductions and Additions

Department	Position	FTE (Increase/Dec
DCHS	Direct Support Technician	-0.5
DCHS	Social Worker I	-0.5
DCHS	Supervisory Administrative Analyst	-1.0
DCHS	Assistant Director	-1.0
DCHS	IT Technology Support Position	-1.0
Finance	Risk Manager	-1.0
Finance	Safety Officer	-1.0
Fire	Non-Fire Suppression Position	-1.0
Fire	Non-Fire Suppression Position	-1.0
General Services	Fleet Services Specialist	-1.0
General Services	Capital Projects Manager	-1.0
General Services	Parts Driver	-1.0
Health	Administrative Support II	-0.8
Health	Administrative Support II	-0.5
Health	Public Health Nurse II	-0.8
Health	Environmental Health Supervisor	-0.8
Health	Public Health Nurse-Aide II	-0.8
Housing	Housing Program Specialist	-1.0
Housing	Housing Program Specialist	-1.0
Library	Librarian I	-0.3
Library	Librarian I	-0.3
Library	Librarian I	-0.3
Library	Librarian I	-0.5
Library	Library Assistant I	-0.5
Library	Library Assistant II	-0.5
Library	Library Assistant II	-0.8
T&ES	Equipment Operator I	-1.0
Total Reductions		-20.5
Fire	Fire Fighters & Medics (New Eisenhower Valley #210)	20.0
Finance	Accountant II	3.0
DCHS	Senior Therapist	1.0
DCHS	Senior Therapist	1.0
Health	Community Education Specialist	1.0
Health	Emergency Planner	1.0
Library	Library Assistant I	0.3
Library	Librarian I	0.5
RPCA	Equipment Operator I	1.0
OHA	Museum Aide I	0.2
Code	Permit Technician	0.5
Planning & Zoning	Urban Planner III	0.5
ITS	Database Administrator	1.0
T&ES	Traffic Calming Coordinator	1.0
Total Additions		31.9
Net Change		11.4

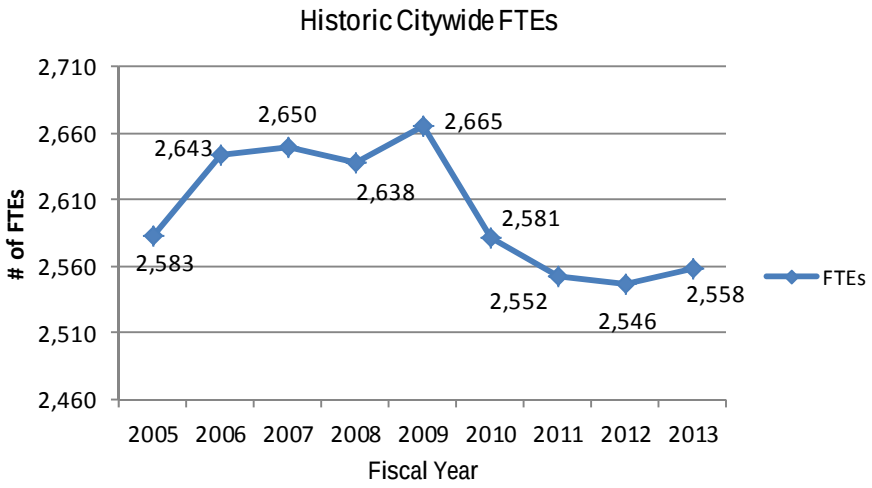
City Workforce by Line of Business

In the FY 2013 Approved Budget 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 4.2% decrease in FTEs over the next two years (FY 2010 and FY 2011) as a result of the economic downturn.

In FY 2013 total FTEs increase by 0.4% but remain below levels experienced in prior years.



City Workforce Totals from FY 2011 – FY 2013 Approved

In the FY 2013 Approved budget total FTEs increase by 11.4 (0.4%) over FY 2012.

	Total FTEs Amended FY 2011	Amended FY 2012	Approved FY 2013
Legislative & Executive			
City Council	14.0	14.0	14.0
City Manager	10.0	10.0	12.0
City Attorney	14.0	14.0	14.0
City Clk & Clk of Council	4.0	4.0	4.0
Subtotal	42.0	42.0	44.0
Courts & Constitutional Officers			
18th Circuit Court	13.0	13.0	13.0
Clerk of Court	22.0	22.0	22.0
Commonwealth's Attorney	27.0	27.0	27.0
Court Services Unit	9.5	9.5	9.5
Law Library	1.0	1.0	1.0
Registrar of Voters	6.6	6.6	6.6
Sheriff	219.0	215.0	215.0
Subtotal	298.1	294.1	294.1
General Government			
Office of Communications	13.5	13.5	13.5
Finance	90.5	90.5	91.5
General Services	67.0	70.0	67.0
Human Rights	5.5	5.5	5.5
Human Resources	21.0	22.0	22.0
ITS	42.0	42.0	43.0
Internal Audit	2.0	2.0	5.0
OMB	11.0	11.0	10.0
Non-Departmental	12.0	-	2.0
Real Estate	15.0	15.0	14.0
Subtotal	279.5	271.5	273.5
Public Safety			
Police	413.0	415.0	415.0
Fire	272.0	272.0	290.0
Code	49.0	47.5	48.0
Emergency Communications	55.0	55.0	55.0
Subtotal	789.0	789.5	808.0
Health & Welfare			
DCHS	582.9	584.8	579.8
Health	18.3	18.3	16.8
Subtotal	601.2	603.1	596.6
Community Development			
Housing	17.0	17.0	15.0
Planning & Zoning	47.5	47.5	48.0
Subtotal	64.5	64.5	63.0
Parks, Recreation & Cultural			
Historic Alexandria	26.0	26.0	26.2
Library	76.4	75.4	73.2
Rec Parks & Cltrl Actvt's	168.3	169.6	170.6
Subtotal	270.7	271.0	269.9
Public Works			
Transp & Envir Svc's	207.0	210.5	208.5
Subtotal	207.0	210.5	208.5
Grand Total	2,552.0	2,546.2	2,557.6

Personnel & Compensation Summary

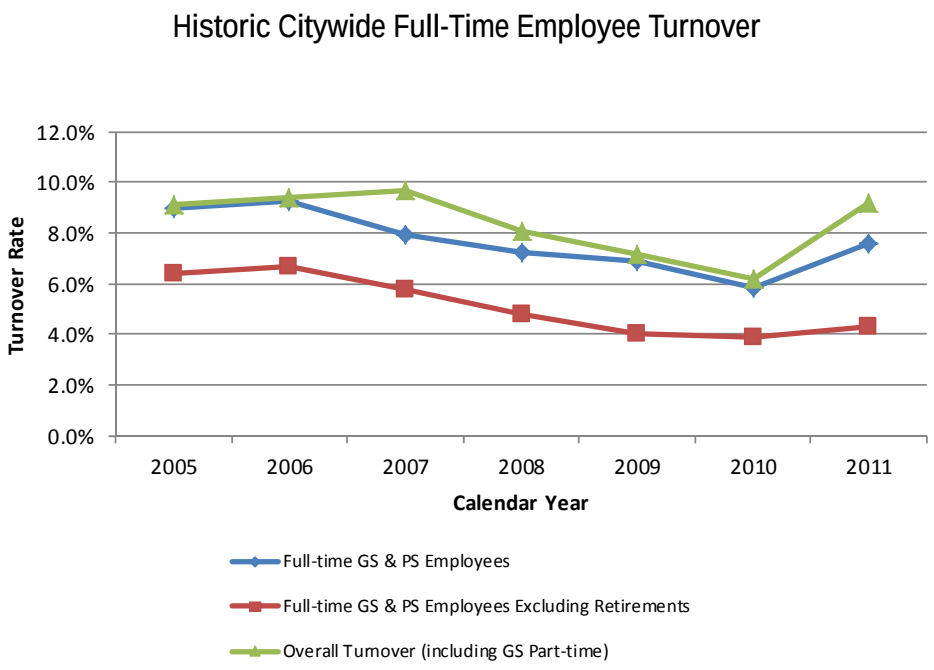
City Workforce Changes for FY 2013 Approved

The FY 2013 Approved Budget includes an increase of 11.4 FTEs (0.4%)

`	FY 2012 Amended FTE's	FY 2013 Approved Full-Time	Part-Time	Total (FTE)	Change in FTE's FY 12 to FY 13 #	%
Legislative & Executive						
City Council	14.0	1.0	13.0	14.0	-	-
City Manager	10.0	12.0	-	12.0	2.0	20.0%
City Attorney	14.0	14.0	-	14.0	-	-
City Clk & Clk of Council	4.0	4.0	-	4.0	-	-
Subtotal	42.0	31	13.0	44.0	2.0	4.8%
Courts & Constitutional Officers						
18th Circuit Court	13.0	13.0	-	13.0	-	-
Clerk of Court	22.0	22.0	-	22.0	-	-
Commonwealth's Attorney	27.0	26.0	1.0	27.0	-	-
Court Services Unit	9.5	9.0	0.5	9.5	-	-
Law Library	1.0	1.0	-	1.0	-	-
Registrar of Voters	6.6	6.0	0.6	6.6	-	-
Sheriff	215.0	215.0	-	215.0	-	-
Subtotal	294.1	292	2.1	294.1	-	-
General Government						
Office of Communications	13.5	13.0	0.5	13.5	-	-
Finance	90.5	88.0	3.5	91.5	1.0	1.1%
General Services	70.0	67.0	-	67.0	(3.0)	(4.3%)
Human Rights	5.5	5.0	0.5	5.5	-	-
Human Resources	22.0	22.0	-	22.0	-	-
ITS	42.0	43.0	-	43.0	1.0	2.4%
Internal Audit	2.0	5.0	-	5.0	3.0	150.0%
OMB	11.0	10.0	-	10.0	(1.0)	(9.1%)
Non-Departmental	-	2.0	-	2.0	2.0	-
Real Estate	15.0	14.0	-	14.0	(1.0)	(6.7%)
Subtotal	271.5	269.0	4.5	273.5	2.0	0.7%
Public Safety						
Police	415.0	412.0	3.0	415.0	-	-
Fire	272.0	290.0	-	290.0	18.0	6.6%
Code	47.5	47.0	1.0	48.0	0.5	1.1%
Emergency Communications	55.0	55.0	-	55.0	-	100.0%
Subtotal	789.5	804.0	4.0	808.0	18.5	2.3%
Health & Welfare						
DCHS	584.8	519.0	60.8	579.8	(5.0)	(0.9%)
Health	18.3	13.0	3.8	16.8	(1.5)	(8.2%)
Subtotal	603.1	532.0	64.6	596.6	(6.5)	(1.1%)
Community Development						
Housing	17.0	15.0	-	15.0	(2.0)	(11.8%)
Planning & Zoning	47.5	47.0	1.0	48.0	0.5	1.1%
Subtotal	64.5	62.0	1.0	63.0	(1.5)	(2.3%)
Parks, Recreation & Cultural						
Historic Alexandria	26.0	16.0	10.2	26.2	0.2	0.7%
Library	75.4	55.0	18.2	73.2	(2.3)	(3.0%)
Rec Parks & Cltrl Actvt's	169.6	129.0	41.6	170.6	1.0	0.6%
Subtotal	271.0	200.0	69.9	269.9	(1.1)	(0.4%)
Public Works						
Transp & Envir Svc's	210.5	208.0	0.5	208.5	(2.0)	(1.0%)
Subtotal	210.5	208.0	0.5	208.5	(2.0)	(1.0%)
Grand Total	2,546.2	2,398	155	2,557.6	11.4	0.4%

City Workforce Turnover and Retirements

Employee turnover increased by 3.0% from Calendar Year 2010 to 2011. Contributing to this was a large increase in employee retirements.



A total of 80 employees retired from city service in CY 2011, an increase of almost 74% from the prior year.

Personnel & Compensation Summary

Attracting and Retaining a Quality Workforce

Implementation of Towers Watson classification and compensation recommendations are ongoing

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. 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

Notable accomplishments:

- **Compensation Philosophy updated**
- **New classification system implemented**
- **Revised performance management system**

In response to Towers Watson's findings the City's compensation philosophy has been updated and a new competency based "whole job" classification system has been implemented. A new performance management system has also been implemented for Senior Management Group (SMG) employees and a similar system will be adopted for non-SMG employees.

At the City's request Towers Watson also evaluated the City's pay scales to determine market comparability and found that the midpoints of the City's General Schedule and Sworn Public safety pay scales were 7% and 1% below the market, respectively. In order to attract and retain quality employees Towers Watson, working with the Human Resources Department, developed recommendations to adjust the City's pay scales to better align them with the market.

Adjusting the Sworn Public Safety pay scales was accomplished in FY 2012 by adding one additional step (the 'R' step) to the end of the pay scale. By adding a new step, the Public Safety scales were adjusted 2.3% and were moved in line with the current market.

The budget includes $376,000 to align the General Schedule pay scales with the market.

Recommendations to adjust the midpoint of the General Schedule scale were presented to City Council in the fall 2011. The recommendation included eliminating the lowest two steps of the scale (A and B) and adding 2.3% to the end of the scale. This change moves the midpoint of the pay scale by approximately 7%, and brings the General Schedule scale almost in alignment with the market.

The budget includes $376,000 to fund the changes to the General Schedule pay scale described above. Additional details about this proposal and its costs are described on the following page.

$900,000 was added to the budget for career ladders and to address Public Safety Pay Compression issues.

The budget also includes $500,000 to improve and develop career ladders and promotional opportunities and $400,000 to address Public Safety pay compression issues.

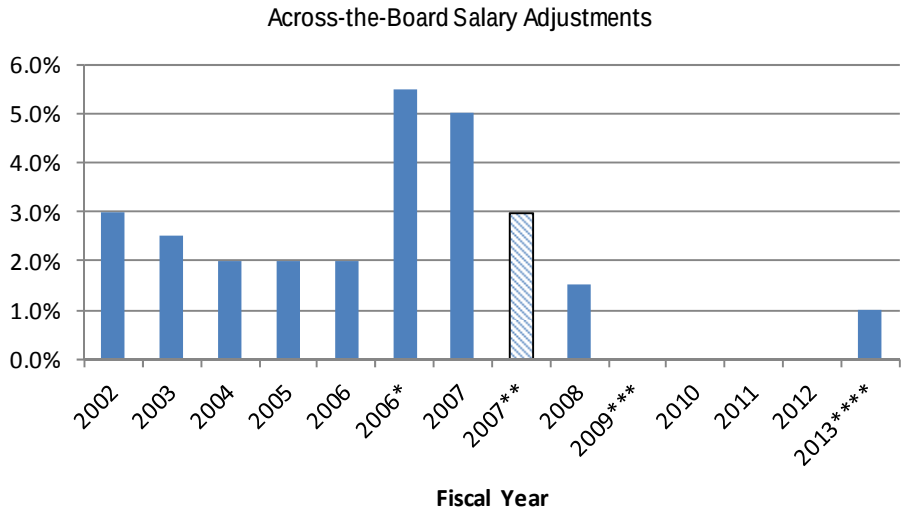
Aligning Pay Scales to the Market

The budget recommends and funds adjustments to the General Schedule pay scale

The table below outlines the three changes that are included in the budget to adjust the General Schedule pay scale. The approved budget includes $376,000 to fund these changes in FY 2013. By eliminating steps at the bottom of the scale and adding one step at the end, the midpoint of the scale is moved forward by approximately 7%.

Employees who are currently on steps A and B will move to step C on July 1, 2012 – the first day of FY 2013. The annual review date for these employees will also be reset to July 1. Employees currently on step C will receive a 2.5% pay increase on July 1 and then an additional 3% on their current annual review date. This change is designed to avoid issues with pay compression among employees on the A, B and C steps. Finally, a new step ('S' step) will be added to the pay scale. This adjusts the scale by 2.3% and provides employees at the top of the scale an opportunity to receive a pay increase if warranted by performance.

The FY 2013 Approved budget does include funding for a merit-based step increase for qualified employees.



Sworn Public Safety employees at the top of their grade will be eligible for a one-time 2.3% pay supplement

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

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

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

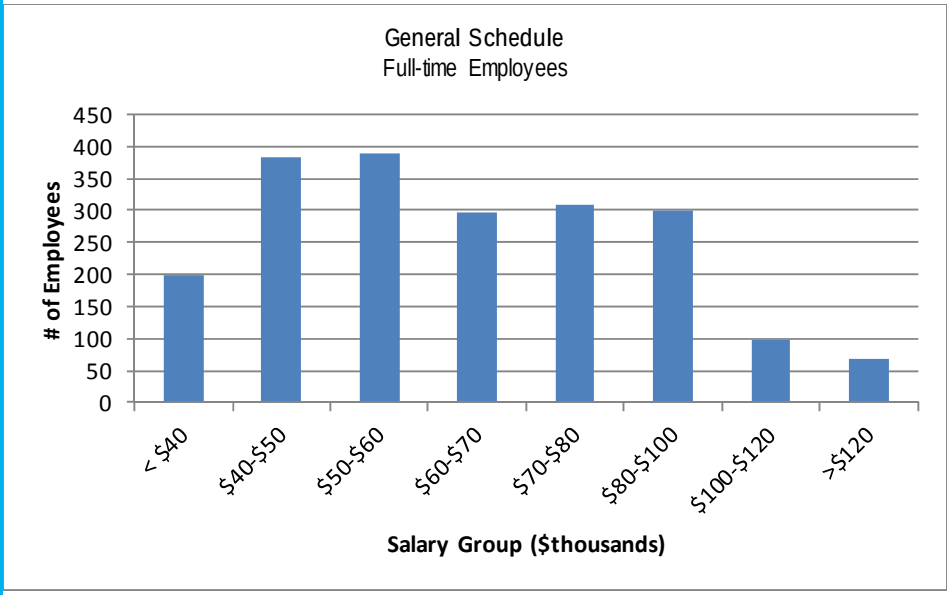
****In FY 2013 a 1% salary increase was applied to the General Schedule pay scale and the Sheriff pay scale, which includes Deputy Sheriffs, Fire Marshals and Medics to partially offset the 1% increase in the employee contribution to the Virginia Retirement System.

Personnel & Compensation Summary

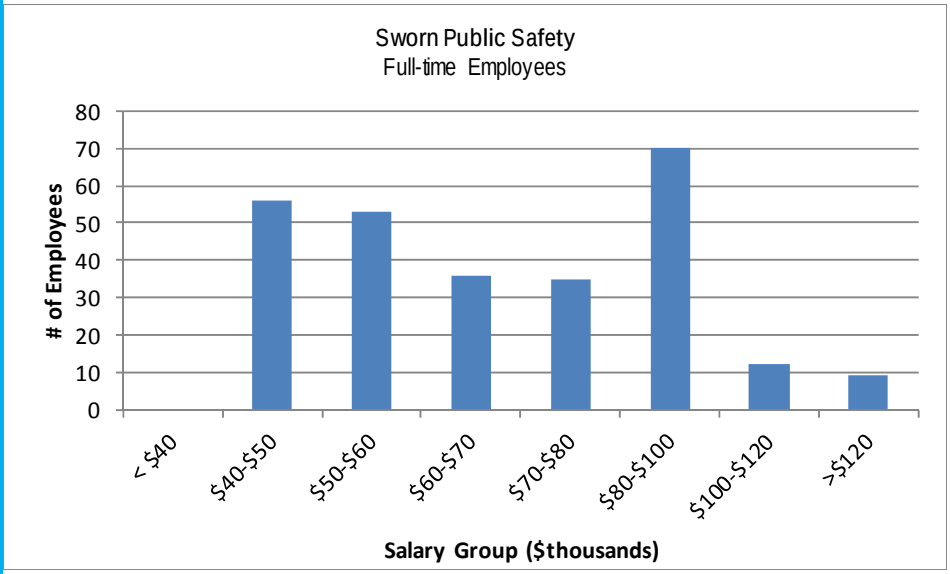
The table to the right shows the average salary (as of January 1, 2012) of City employees.

	Average Salary as of 1/1/2012
General Schedule (FT)	$66,303
Public Safety (FT)	$71,285
General Schedule (PT)	$29,828

The majority of current General Schedule full-time employees earn between $40,000 to $100,000 annually. About half earn less than the average salary for GS full-time employees ($66,303). About 8.2% 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 ($71,285). About 7.7% earn more than $100,000.



Employee Compensation – Retirement

FICA payments by the City increase by $0.5 million (2.9%) in FY 2013 due to funding for the merit-based step and the 1% increase in the pay scales for VRS employees.

Retirement costs for the City are $41.2 million in the FY 2013 Budget, a $5.7 million (16.2%) increase from the prior year.

The large increase in retirement costs is attributable to a 1.52 percentage point increase in the rates for the Virginia Retirement System (VRS).

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

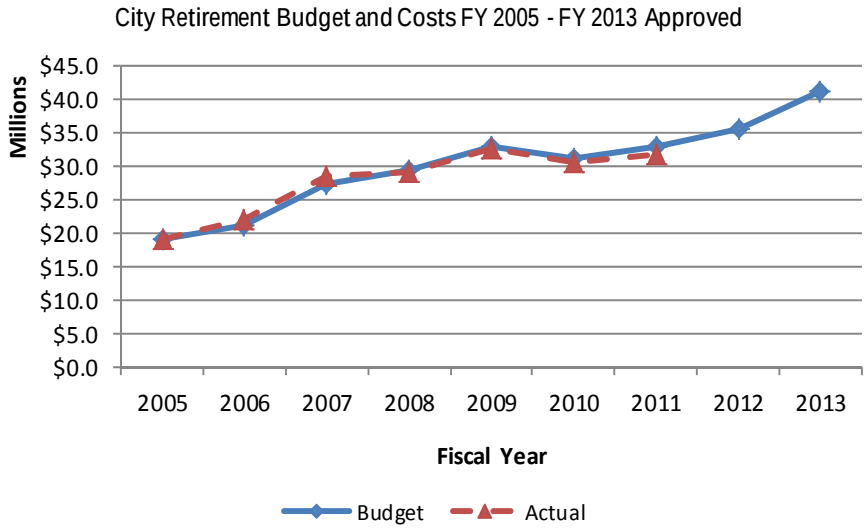
Details on the City's and employees' retirement contribution rates can be found on the following page.

Federal Insurance Contributions Act (FICA)

This represents the City share of Social Security and Medicare tax which is budgeted at $13.1 million budgeted in FY 2013. The CY 2012 maximum earnings cap increases by $3,300 to $110,100 from the CY 2011 level of $106,800. Earnings above this amount will not be taxed for Social Security, but are still subject to Medicare.

Retirement

The FY 2013 retirement budget represents the contribution that the City pays towards employee retirement plans. The chart below shows actual retirement costs from FY 2005 – 2011 and the budgeted costs for retirement from FY 2005 – 2013. The chart on the following page details the planned contribution rates the City and employees pay.



FY 2013 City Paid Retirement Rate Increases (employees hired before July 2009)

	Rate as % of Salary			
	FY 2012	FY 2013	Percentage Point Change	% Change
Virginia Retirement System (VRS)	12.78	14.3	1.52	11.9%
City Supplemental Plan	7.26	6.94	-0.32	-4.4%
Deputy Sheriff's/EMTs (VRS and Supplemental)	23.67	25.14	1.47	6.2%
Police/Fire Pension Plan* (Pension and Disability)	28.63	30.41	1.78	6.2%

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

Employee Compensation – Retirement

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

The table to the right shows the FY 2012 and FY 2013 retirement contribution rates.

Depending on their date of hire, General Schedule employees' contribute 1% to 7% towards retirement.

Sheriff Deputies, Fire Marshals and EMTs contribute 1% to 5% towards retirement, depending on an employee's hiring date.

Sworn Public Safety Employees contribute 8% of salary towards their pensions.

	FY 2012			FY 2013		
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%	14.30%	1.00%	15.30%
City Supplemental[1]	7.26%	0.00%	7.26%	6.94%	0.00%	6.94%
Total	20.04%	0.00%	20.04%	21.24%	1.00%	22.24%
Full-Time General Government Hired FY 2010						
VRS	12.78%	0.00%	12.78%	14.30%	1.00%	15.30%
City Supplemental[2]	5.26%	2.00%	7.26%	4.94%	2.00%	6.94%
Total	18.04%	2.00%	20.04%	19.24%	3.00%	22.24%
Full-Time General Government Hired FY 2011						
VRS[3]	8.78%	4.00%	12.78%	10.30%	5.00%	15.30%
City Supplemental	5.26%	2.00%	7.26%	4.94%	2.00%	6.94%
Total	14.04%	6.00%	20.04%	15.24%	7.00%	22.24%
Part-Time General Government Hired Pre FY 2010						
VRS	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
City Supplemental	7.26%	0.00%	7.26%	6.94%	0.00%	6.94%
Total	7.26%	0.00%	7.26%	6.94%	0.00%	6.94%
Part-Time General Government Hired Post FY 2010						
VRS	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
City Supplemental	5.26%	2.00%	7.26%	4.94%	2.00%	6.94%
Total	5.26%	2.00%	7.26%	4.94%	2.00%	6.94%
Deputy Sheriff's/ERTs/Fire Marshals Hired Pre FY 2011						
VRS	12.78%	0.00%	12.78%	14.30%	1.00%	15.30%
Supplemental	10.89%	0.00%	10.89%	10.84%	0.00%	10.84%
Total	23.67%	0.00%	23.67%	25.14%	1.00%	26.14%
Deputy Sheriff's/ERTs/Fire Marshals Hired FY 2011						
VRS	8.78%	4.00%	12.78%	10.30%	5.00%	15.30%
Supplemental	10.89%	0.00%	10.89%	10.84%	0.00%	10.84%
Total	19.67%	4.00%	23.67%	21.14%	5.00%	26.14%
Public Safety (Fire/Police)						
Pension[4]	24.28%	7.20%	31.48%	25.35%	7.20%	32.55%
Disability	4.35%	0.80%	5.15%	5.06%	0.80%	5.86%
Total	28.63%	8.00%	36.63%	30.41%	8.00%	38.41%

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

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

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

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

Employee Compensation – Health

Health care budgeted costs increase in by $1.4 million, or 6.9% in FY 2013.

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

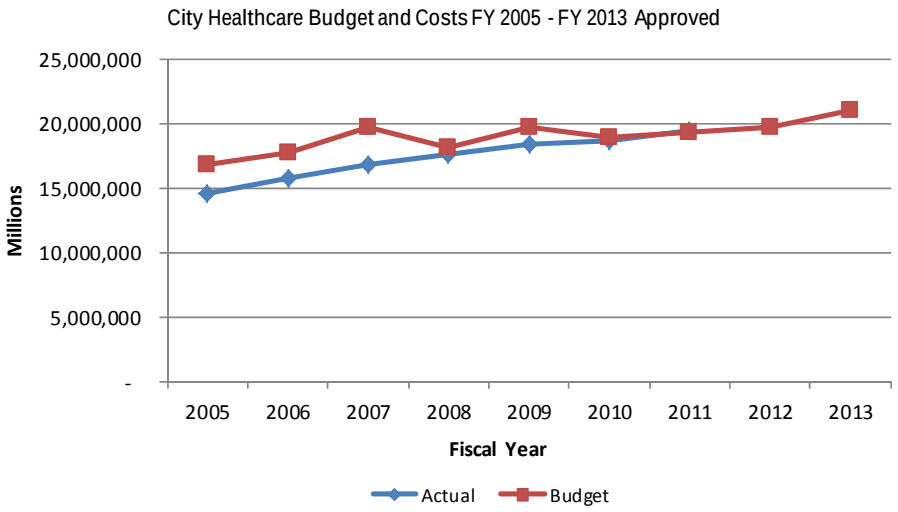
In FY 2013, City employees hired before July 1, 2010 will contribute a minimum of 20% of the cost of healthcare premiums, compared to 16% in the prior year.

The 4% cost shift results in a savings of approximately $0.4 million in FY 2013.

Continuing the cost shift in FY 2013 means all employees – regardless of their hire date – 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 2011, and the budgeted amount for healthcare from FY 2005 – FY 2013.



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 Approved budget continued the gradual increase by shifting another 3% of premium costs to employees who were not already paying 20%. The FY 2013 budget recommends continuing the previously announced policy by increasing employees' share of health insurance premium costs from 16% to 20%. This will result in all employees – regardless of their date of hire – contributing a minimum of 20% towards their health care premium costs.

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 employee cost sharing ratios are not adjusted.

Employee Compensation – Health

Premiums are expected to rise 10.0% for plans under United Healthcare and 7.1% for Kaiser Permanente plans.

Full-time Employee Healthcare Costs

The chart below shows the FY 2013 monthly healthcare premium rates paid by the City and full-time employees. The chart shows all employees contributing a minimum of 20% of health care premium costs as a result of the approval to shift 4% of premium costs to employees.

FY 2013 Health Insurance Premiums
Regular Full-Time Employees

	HMO (In Plan Coverage Only)					POS Coverage (In Plan or out of Plan Coverage)				
CITY PLANS	TOTAL COST	CITY COST	CITY SHARE	EMPLOYEE COST	EMPLOYEE SHARE	TOTAL COST	CITY COST	CITY SHARE	EMPLOYEE COST 16% + POS	EMPLOYEE SHARE
Kaiser Permanente										
Individual										
Monthly	$508	$406	80.0%	$102	20.0%	$662	$406	61.3%	$256	38.7%
Bi-Weekly				$51					$128	
Employee + One										
Monthly	$1,016	$813	80.0%	$203	20.0%	$1,548	$813	52.5%	$735	47.5%
Bi-Weekly										
Family										
Monthly	$1,295	$1,036	80.0%	$259	20.0%	$1,919	$1,036	54.0%	$884	46.0%
Bi-Weekly				$129					$442	
United Health Care	Choice (In Plan Coverage Only)					Choice Plus Coverage (In Plan or out of Plan Coverage)				
Employee + One										
Monthly	$585	$468	80.0%	$117	20.0%	$699	$468	67.0%	$231	33.0%
Bi-Weekly				$59					$115	
Individual										
Monthly	$1,171	$937	80.0%	$234	20.0%	$1,478	$937	63.4%	$542	36.6%
Bi-Weekly				$117					$271	
Family										
Monthly	$1,505	$1,204	80.0%	$301	20.0%	$1,900	$1,204	63.3%	$696	36.7%
Bi-Weekly				$150					$348	

Employee Compensation – Health

Part-time Employee Healthcare Costs

The chart below shows the FY 2013 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.

FY 2013 Health Insurance Premiums
For Regular Part-Time Employees

	HMO (In Plan Coverage Only)					POS Coverage (In Plan or out of Plan Coverage)				
CITY PLANS	TOTAL COST	CITY COST	CITY SHARE	EMPLOYEE COST 50%	EMPLOYEE SHARE	TOTAL COST	CITY COST	CITY SHARE	EMPLOYEE COST 50% + POS	EMPLOYEE SHARE
Kaiser Permanente										
Individual										
Monthly	$508	$254	50.0%	$254	50.0%	$662	$254	38.4%	$408	61.6%
Bi-Weekly				$127					$204	
Employee + One										
Monthly	$1,016	$508	50.0%	$508	50.0%	$1,548	$508	32.8%	$1,040	67.2%
Bi-Weekly				$254					$520	
Family										
Monthly	$1,295	$647	50.0%	$647	50.0%	$1,919	$647	33.7%	$1,272	66.3%
Bi-Weekly				$324					$636	
United Health Care	Choice (In Plan Coverage Only)					Choice Plus Coverage (In Plan or out of Plan Coverage)				
Individual										
Monthly	$585	$293	50.0%	$293	50.0%	$699	$293	41.9%	$407	58.1%
Bi-Weekly				$146					$203	
Employee + One										
Monthly	$1,171	$585	50.0%	$585	50.0%	$1,478	$585	39.6%	$893	60.4%
Bi-Weekly				$293					$447	
Family										
Monthly	$1,505	$752	50.0%	$752	50.0%	$1,561	$752	48.2%	$809	51.8%
Bi-Weekly				$376					$405	

Employee Compensation – Security

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

The FY 2013 Approved Budget provides $2.1 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]	$68.9	$7.4
Schools[4]	$11.3	$1.4

1 As of December 31, 2010.

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

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

4 Source: ACPS FY 2011 Comprehensive Annual Financial Report (CAFR)

CASH FLOW PROJECTIONS

Other Post Employment Benefits
Plan for Funding

	2011	2012	2013	2014	2015	2016	2017	2018
Medical Subsidy	$ 2.4	$ 2.5	$ -	$ -	$ -	$ -	$ -	$ -
Reimbursement	$ 2.9	$ 3.1	$ 3.2	$ 3.3	$ 3.3	$ 3.3	$ 3.3	$ 3.3
Life Insurance	$ 0.9	$ 1.0	$ 0.8	$ 0.9	$ 0.9	$ 0.9	$ 0.9	$ 0.9
Total Cash Flow	$ 6.2	$ 6.6	$ 4.0	$ 4.2	$ 4.2	$ 4.2	$ 4.2	$ 4.2
Current General Fund	$ 1.7	$ 1.8	$ 2.1	$ 2.4	$ 2.7	$ 2.7	$ 2.7	$ 2.7
Fund Balance Draw Down	$ 1.6	$ 1.2	$ 0.7	$ 0.2	$ -	$ -	$ -	$ -
Total Annual Contributions (All Sources)	$ 9.5	$ 9.6	$ 6.8	$ 6.8	$ 6.9	$ 6.9	$ 6.9	$ 6.9
Required Contributions	$ 10.3	$ 10.3	$ 6.9	$ 6.9	$ 6.9	$ 6.9	$ 6.9	$ 6.9
Investible Funds	$ 3.3	$ 3.0	$ 2.8	$ 2.6	$ 2.7	$ 2.7	$ 2.7	$ 2.7
Ending Fund Balance	$ 15.5	$ 20.0	$ 24.3	$ 28.7	$ 33.6	$ 38.8	$ 44.4	$ 50.4
% of Annual Required Contribution Funded	92%	93%	99%	99%	100%	100%	100%	100%
% of Annual Required Contribution Funded by Current General Fund Sources	77%	82%	88%	96%	100%	100%	100%	100%

* The change for FY 2013 represents a change in actuarial methodology. The City's general fund contribution requirement does not change.

Employee Compensation – Security

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

Group Life Insurance Benefit & Long Term Disability Coverage

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

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

*Rates are effective as of 03/1/2012

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

Employee Compensation – Paid Time Off

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

*Prorated for part-time employees

Creative Forms of Compensation

The City Manager continues to explore to identify creative forms of compensation to reward employees. The benefits below represent a portion of the forms of compensation that meet this criteria which will be available to staff in FY 2013.

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 2013. 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 2013

The City's telecommuting policy will continue unchanged in FY 2013. The policy permits interested employees to establish a telecommuting agreement with their supervisor and department head.

Tuition assistance for education and training provided to employees

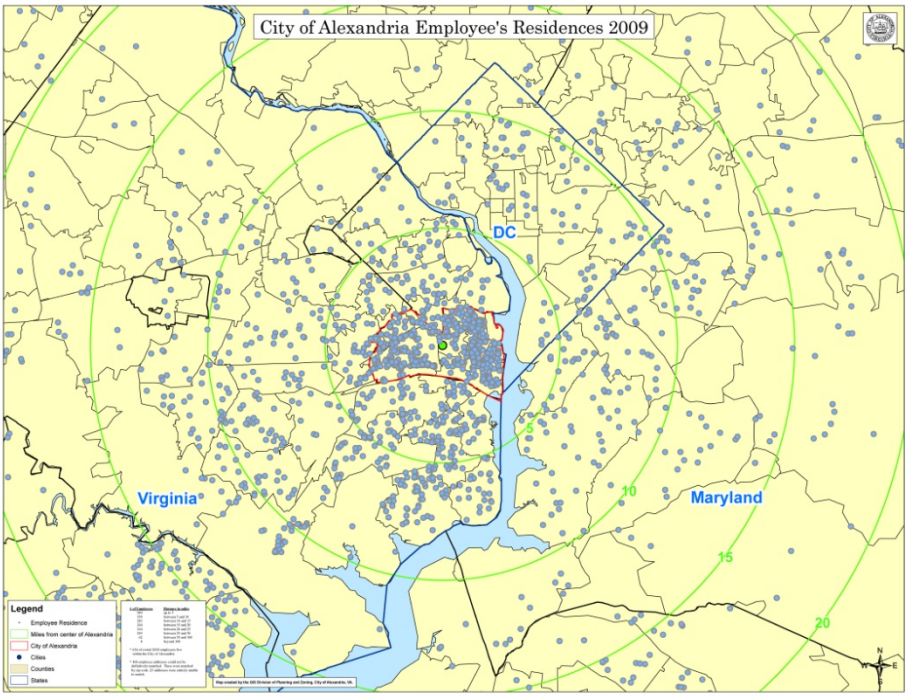
To help further the professional development of City employees, tuition assistance is provided for education and training classes. Regular full-time employees can receive up to $1,500 per fiscal year, with regular part-time employees receiving $750 per fiscal year. Assistance is provided based on the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

Wellness Program

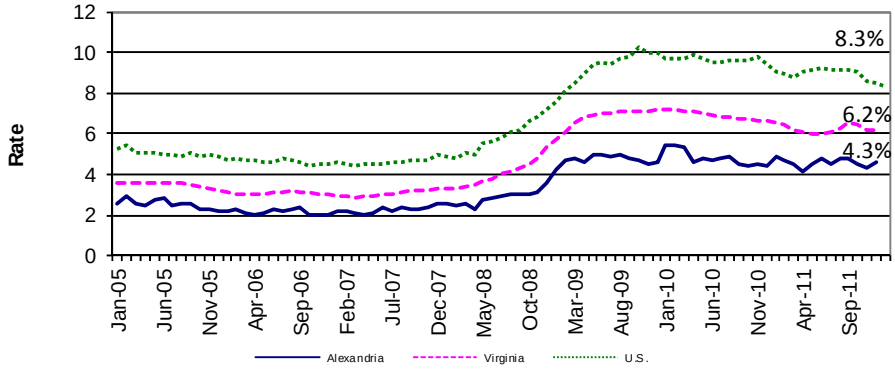
The goal of the City's Wellness Program is to provide wellness opportunities to employees in an effort to enhance their overall health and well being and to promote a long term health promotion strategy to reduce health care costs. The Wellness Program is administered by the Human Resources Department (HRD). Since FY 2011, the City has been partnering INOVA Healthworks to develop and implement wellness activities specific to the City of Alexandria workforce. The FY 2013 budget continues funding for a contracted Wellness Coordinator position to assist with these efforts.

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 2011; Alexandria through November 2011
**Alexandria unemployment is not seasonally-adjusted, while U.S. and Virginia are seasonally-adjusted.*

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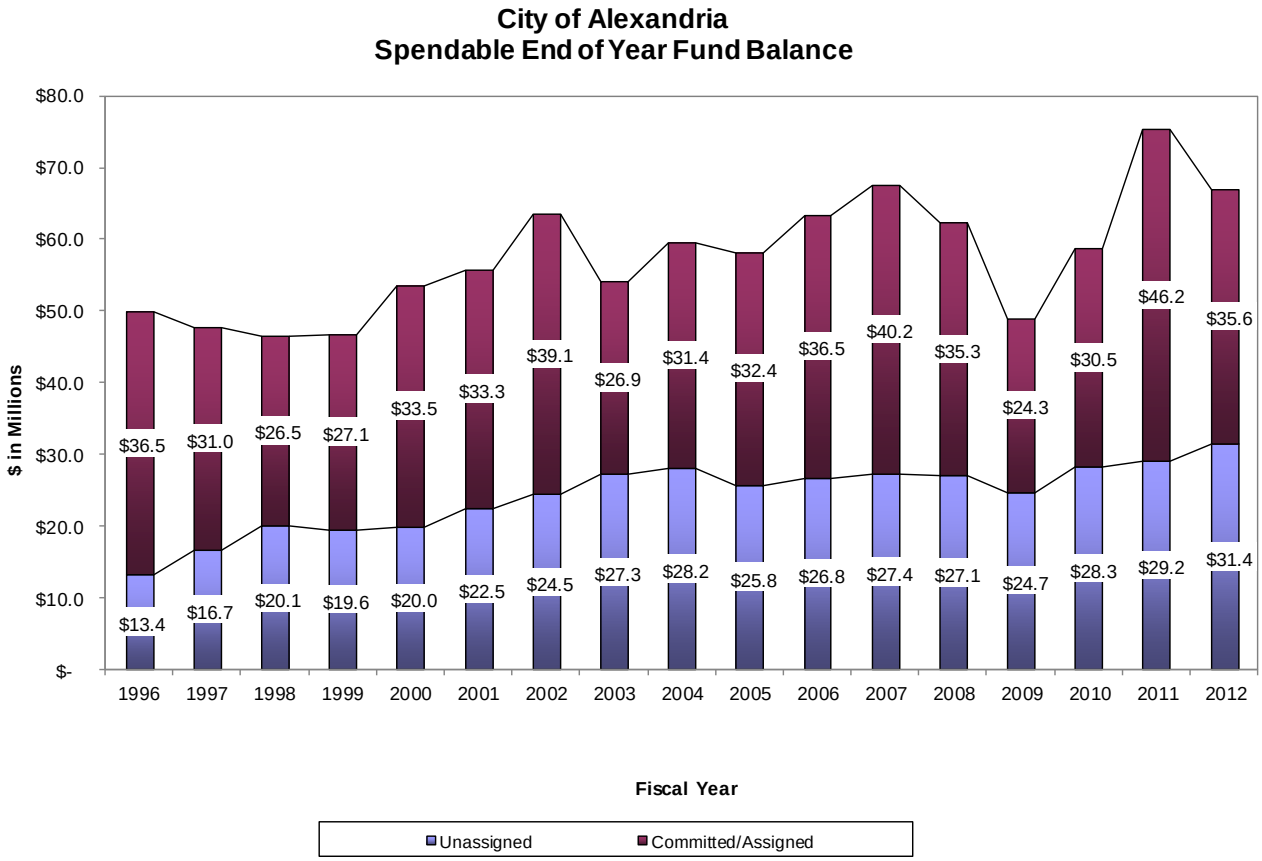
Statement of Estimated General Fund Balance

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.

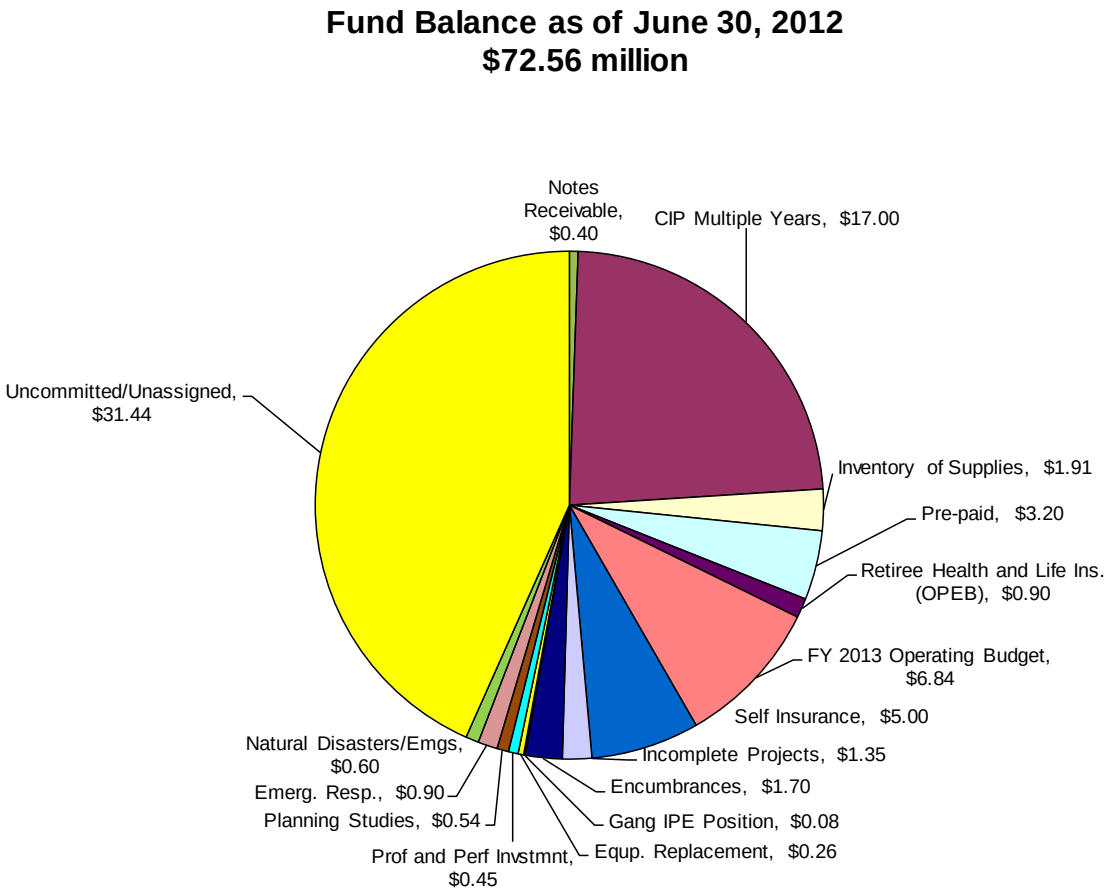
Committed and Assigned (designated) fund balances are funds "earmarked" to help the City offset the cost of a specific type of obligation. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager 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 2011, and projected fund balance at the close of FY 2012. The FY 2013 budget includes the commitment of a certain portion of estimated General Fund balances for capital projects, in addition to pay-as-you-go capital funding from current revenues. Spendable fund balance (the total amount available for appropriation, regardless of assignments and commitments) is projected to be $67.0 million as of June 30, 2012, which represents 11.73 percent of FY 2012 projected General Fund revenues. Uncommitted and unassigned fund balance provides $31.4 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
2012
$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
$24.3
$30.5
$46.2
$35.6
$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
$24.7
$28.3
$29.2
$31.4
Fiscal Year
Unassigned
Committed/Assigned

Statement of Estimated General Fund Balance

The following pie chart shows all of the components of General Fund balance estimated as of June 30, 2012.



Commitments and Assignments in the Fiscal Year 2013 Budget

The fiscal year 2013 Operating Budget contains the following commitments and assignments of fund balances estimated to be available as of June 30, 2012:

•$6,839,538 to fund the FY 2013 Operating Budget;

•$900,000 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 $2.1 million included in the FY 2013 budget from general fund revenues;

•$16,995,503 to fund capital projects contained in multiple years of the FY 2013 – FY 2022 Capital Improvement Program budget;

•$535,000 for the Planning Studies;

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

•$1,909,288 for inventories

•$3,200,000 for pre-paid items (expenditures)

•$600,000 for FY 2013 Natural Disasters or Emergencies; and

•$1,350,000 for incomplete projects (estimated based on prior years' experience)

•$1,700,000 for encumbrances obligated at the end of the year (estimated)

•$900,000 for emergency response projects

•$75,661 to fund the Gang IPE position added to the FY 2013 Operating Budget

•$400,000 to fund professional development and an innovation fund

•$50,000 to create AlexStat

•$255,762 for equipment replacement

Based on projected revenues and expenditures and designations in fiscal year 2012, the uncommitted/unassigned General Fund balance at June 30, 2012 is currently estimated to be $31.4 million or 5.5 percent of projected FY 2012 General Fund revenues. The spendable General Fund balance is estimated to be $67.0 million or 11.73 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 2007 through FY 2012 (estimated).

Statement of Estimated General Fund Balance

HISTORY OF END OF YEAR FUND BALANCE

ACTUAL 2007 THROUGH 2011 ESTIMATED AS OF JUNE 30, 2012

	2007	2008	2009	2010	2011	2012
Spendable Fund Balance End of Year	**$ 67,560,766**	**$ 62,320,401**	**$ 49,048,509**	**$ 58,806,355**	**75,350,879**	**67,049,114**
Commitments						
FY 2008 Operating Budget	$ 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	
FY 2013 Operating Budget one percent						6,839,538
Subsequent CIP (FY 2008)	$ 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 through FY 2013)			$ -	$ 10,971,240	19,109,737	15,240,503
Subsequent CIP (FY 2014 and beyond)						1,755,000
Self Insurance	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000	5,000,000	5,000,000
Incomplete Projects	$ 2,345,870	$ 2,902,820	$ 1,694,734	$ 2,255,523	2,300,000	1,350,000
Retiree Health and Life (OPEB)	$ 10,700,000	$ 10,700,000	$ 6,500,000	$ 3,700,000	2,100,000	900,000
King St. Garden	$ 25,000	$ 25,000	$ 25,000	$ 25,000		
Fuel and Social Services Contingencies	$ 1,030,000	$ 780,000	$ 650,000			
Fire Station/Affordable Housing Project		$ 1,600,000				
National Harbor Initiatives	$ 700,000					
Projects Under Discussion	$ 3,368,000					
Equipment Replacement						255,762
BRAC Contingency Funds					1,000,000	
Revenue Shortfall					4,000,000	
Gang IPE Position						75,661
Professional and Performance Investment						450,000
Planning Studies and One Time Studies						535,000
Encumbrances					1,788,689	1,700,000
Transportation Improvement/Stormwater Utility Fund				$ 7,836,602	3,636,139	-
Natural Disasters/Emergencies				$ 1,000,000	2,000,000	600,000
Emergency Response			$ 4,309,397		1,600,000	900,000
Assignments						
Incomplete Projects	$ 2,345,870	$ 2,902,820	$ 1,694,734	$ 2,255,523	2,300,000	1,350,000
Total Commitments & Assignments	$ 40,161,631	$ 35,270,125	$ 24,721,436	$ 37,532,656	$ 46,159,565	35,601,464
Uncommitted/Unassigned Fund Balance	**$ 27,399,135**	**$ 27,050,276**	**$ 24,327,073**	**$ 21,273,699**	**$ 29,191,314**	**$ 31,447,650**
Unassigned Fund Balance and **Revenue Shortfall Reserve** EOY	$ 27,399,135	$ 27,050,276	$ 28,636,470	$ 21,273,699	$ 33,191,314	$ 31,447,650
Reservations/nonspendable	$ 4,692,962	$ 3,167,640	$ 4,258,482	$ 4,235,016	5,509,288	5,509,288
Total Fund Balance EOY	**$ 72,253,728**	**$ 65,488,041**	**$ 53,306,991**	**$ 63,041,371**	**$ 80,860,167**	**$ 72,558,402**
General Fund Revenues	$ 505,572,861	$ 520,459,051	$ 527,918,656	$ 530,436,316	$ 548,970,859	571,615,475
Estimated Uncommitted/Unassigned Fund Balance as % of General Fund Revenues	**5.4%**	**5.2%**	**4.61%**	**4.01%**	**5.32%**	**5.50%**
Estimated Uncommitted/Unassigned Fund Balance and Revenue Shortfall Reserve as % of General Fund Revenues	**5.4%**	**5.2%**	**5.42%**	**4.01%**	**6.05%**	**5.50%**
Target = 5.5%; Limit = 4.0%						
Estimated Spendable Fund Balance as % of General Fund Revenues Limit = 10%	**13.4%**	**12.0%**	**9.29%**	**11.09%**	**13.73%**	**11.73%**

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 7/1/11/1	$18,471,327	$64,184,449	Beginning Net Assets 7/1/11	$21,884,131	$7,398,185
Plus FY 2012 Budgeted Revenues	$110,620,429	$92,170,569	Plus FY 2012 Budgeted Revenues/4	$4,718,426	$7,500,000
Less FY 2012 Budgeted Expenditures	$110,620,429	$92,170,569	Less FY 2012 Budgeted Expenses	$5,245,088	$7,500,000
Projected Fund Balance 6/30/12	$18,471,327	$64,184,449	Projected Net Assets 6/30/2012	$21,357,469	$7,398,185
Plus FY 2013 Budgeted Revenues/2	$111,765,663	$134,504,335	Plus FY 2013 Budgeted Revenues	$5,056,607	$7,500,000
Less FY 2013/3 Budgeted Expenditures	$111,765,663	$134,504,335	Less FY 2013 Budgeted Expenses	$4,189,469	$7,500,000
Projected Fund Balance3	$18,471,327	$66,328,337	Projected Net Assets 6/30/13	$22,224,607	$7,398,185

/1 City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2011.

/2 City of Alexandria, Virginia, Operating Budget and Capital Improvement Program, Fiscal Year 2013.

/3 In all likelihood a large portion of Capital Projects, including Sanitary Sewers, will not be expended in FY 2012 and FY 2013, as many capital projects are multi-year in execution.

/4 FY 2013 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, 2011, the Special Revenue Fund total fund balance was $18,471,327. 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, 2012 is $18,471,327.

•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, 2011, the Capital Projects Fund had a total fund balance of $64,184,449. 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, 2012, 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, 2012.

•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, 2011, the Equipment Replacement Internal Services Fund had Total Net Assets of $21,884,131. 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, 201 is $22,224,607.

•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 $7,398,185. 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, 2012, would be $7,398,185 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

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 Approved FY 2013 budget.

Resolution 2480

Resolution 2480, approved by Council in November, 2011, requires a special analysis from the City Manager to show expected revenues and expenditures. 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 2013 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 2014 of any recommended expenditures in the FY 2013 base budget.

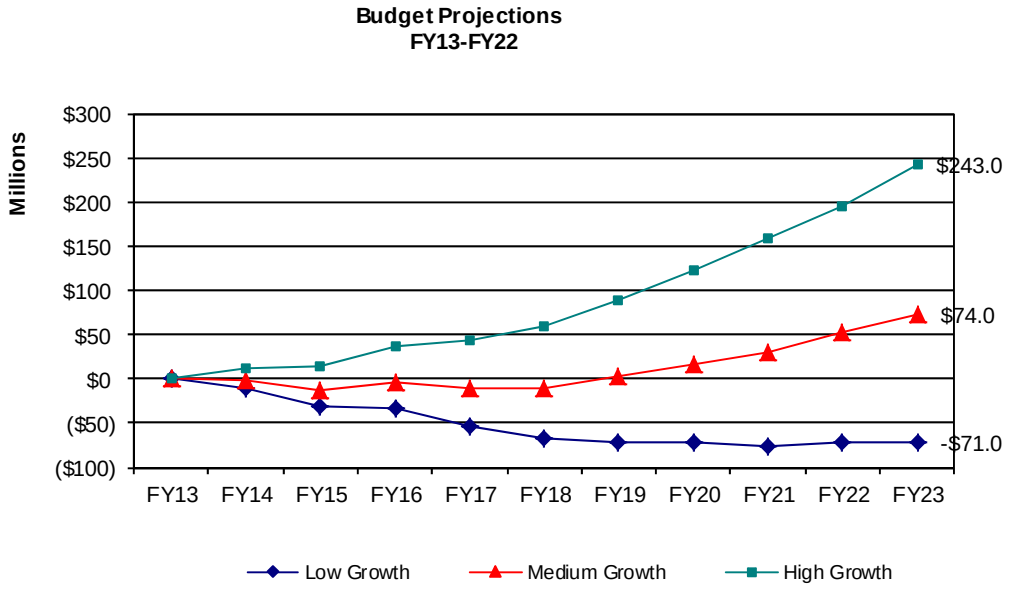
e. The impact on FY 2013 revenues and expenditures of any of the options for additional operating and CIP expenditures approved under the authority of section 11 of the resolution which allows options for additional operating and budget expenditures above the base budget.

f. A general discussion of the types of actions that might be necessary to balance the FY 2014 budget if there is a projected deficit for that year.

Multi-Year Revenue and Expenditure Projections

Balancing the Budget in FY 2014 In the City's mid-range estimate for revenues and expenditures, the FY 2014 budget forecast includes a shortfall of approximately $1.36 million. Using the mid-range forecast revenue increases are projected to increase by 4.3% on average over the next ten fiscal years, while expenditures are projected to increase by 3.6%. The worst case forecast for FY 2014 is a $8.67 million deficit, while the best case forecast scenario is a $13.06 million surplus.

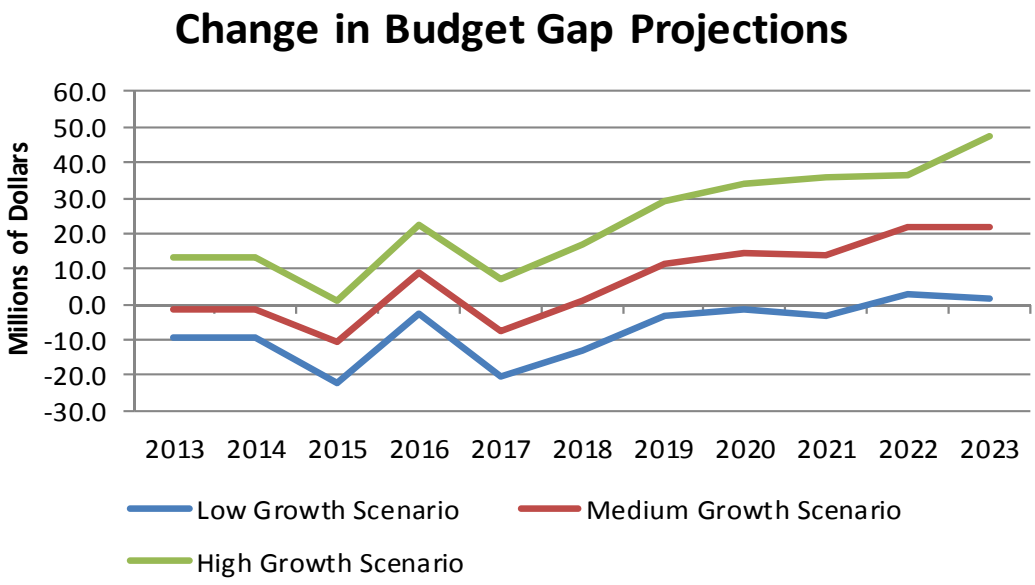
In order to balance the FY 2014 budget, it may be necessary again to do a combination of revenue and tax increases and/or expenditure reductions. The exact balance between the two types of actions would be determined by Council. In recent years, the City increased the real estate tax in part to compensate for decreases in real estate assessments. The City 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.



Forecast Scenarios

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 next fiscal year. Under the medium growth scenario, the gap will disappear in 2018, and under the low growth scenario the gap will disappear in 2022. The medium and low growth 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 2013 policy changes on the FY 2014 budget

Resolution 2426, passed by City Council in November, requires the City Manager to provide a detailed estimate of the impact in FY 2014 of recommended expenditures in the FY 2013 base budget. The table below shows the impact of expenditure changes to the FY 2013 budget on FY 2014 expenditures. All changes are included in the long-term forecast models.

Personnel Adjustments	Change to FY 14 Budget
FY 2013 Step Increase on Salary and Benefits in FY 2014	3,353,000
Payscale Adjustment	376,000
Public Safety Pay Compression	400,000
Career ladders and Promotions	500,000
Subtotal	4,629,000

New or Expanded Services	
Ethics Initiative	25,000
ACVA Advertising	125,000
Department of Community and Human Services Positions	107,175
Department of Community and Human Services, Healthy Families	56,607
Department of Community and Human Services, Pre-School Class	125,067
Department of Community and Human Services, Concerned Citizens Network	39,983
Department of Community and Human Services, Adult Clinic Services	61,500
Department of Community and Human Services, Teen Clinic	65,000
Health Emergency Planner	105,000
Recreation, Parks and Cultural Activities Instructors	50,000
Recreation, Parks and Cultural Activities Youth Sports	24,556
Fire Recruit Class	465,000
TES, Traffic Calming	532,000
TES, Banner Maintenance	6,200
Library, expanded hours	50,000
Planning and Zoning, Community Outreach	20,000
Court Services Unit, Gang IEP position	85,000
Subtotal	1,943,088

Multi-Year Revenue and Expenditure Projections

All Funds Expenditure Reductions

Personnel Savings	
Finance Department	(220,449)
General Services	(218,889)
Fire Department	(214,834)
Department of Community & Human Services	(431,581)
Health Department	(285,482)
Emergency Communications	(181,226)
Subtotal	(1,552,461)
Non-Personnel Savings	
Court Service Unit	(16,313)
Human Rights	(19,000)
Information Technology Services	(27,000)
Department of Community & Human Services	(2,030,330)
Communications & Public Information Office	(53,561)
Planning Studies	(100,000)
Economic Development	(17,264)
City Attorney's Office	(130,000)
Voter Registrar	(55,000)
General Services	(122,644)
Transportation & Environmental Services	(15,000)
Code Administration	(56,000)
Historic Alexandria	(170,000)
Recreation, Parks and Cultural Activities	(259,580)
Library	(72,070)
DASH	(180,000)
Subtotal	(3,323,762)
Grand Total of All Policy Changes	1,695,865

Revenue Growth Scenarios

Three different scenarios of revenue growth have been developed for the period of FY 2013 through FY 2023 based on varying assumptions about the rate of increase for each of the revenue categories listed below. Each scenario is based on Approved FY 2013 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 slightly below average rate of growth. In the medium growth scenario, it is projected that real estate assessments will grow below the historic average rate of about six percent. In the long run, for the budget to come into balance, revenue growth must exceed the projected 3.6% rate of expenditure growth.

General Fund Revenue Categor	Low Growth	Medium Growth	High Growth
Total Weighted Growth Rate	2.8%	4.3%	5.8%
Real Estate Property	3.6%	5.6%	7.5%
Personal Property	1.2%	2.2%	3.2%
Penalties & Interest	0.0%	1.0%	2.0%
Local Sales	1.0%	2.0%	3.0%
Utility	1.0%	2.0%	3.0%
Communications Sales & Use	0.0%	1.0%	2.0%
Business License	1.8%	3.8%	5.8%
Motor Vehicle License	0.0%	0.0%	1.0%
Recordation	3.7%	5.9%	8.0%
Tobacco	0.0%	0.0%	1.0%
Transient Lodging	4.0%	6.0%	9.0%
Restaurant Food	2.5%	4.0%	4.5%
Other Miscellaneous Taxes	1.5%	2.0%	2.5%
Licenses, Permits and Fees	1.0%	2.0%	3.0%
Fines and Forfeitures	0.5%	3.0%	1.5%
Use of Money and Property	1.0%	3.0%	5.0%
Charges for Services	2.0%	3.0%	4.0%
Intergovernmental	1.0%	1.5%	2.0%
Miscellaneous Non-Tax	0.0%	1.0%	2.0%

Expenditure Growth Scenario

For all scenarios, the City assumes a growth rate in expenditures of 3.6% 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. These expenditures were reduced by half in FY 2012 to account for increasing City efficiency and recently lower rates of inflation.

Expenditure Category	Assumption
Total Average Expenditure Growth	3.6%
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%

Low Growth Scenario

Each of the three scenarios that will be presented include policy proposals that were included in the FY 2013 budget. The FY 2013 forecast accommodates a step increase in FY 2013 among other policy changes.

	FY 2013 Approved	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	FY 2023 Forecast
General Fund											
General property tax revenue											
Real property tax	333,929,000	336,440,000	348,306,000	362,315,000	376,883,000	392,035,000	407,792,000	424,180,000	441,223,000	458,948,000	477,382,000
Personal property tax	37,500,000	37,950,000	38,405,000	38,866,000	39,333,000	39,805,000	40,282,000	40,766,000	41,255,000	41,750,000	42,251,000
Penalties and interest	2,375,000	2,375,000	2,375,000	2,375,000	2,375,000	2,375,000	2,375,000	2,375,000	2,375,000	2,375,000	2,375,000
Total general property tax revenue	373,804,000	376,765,000	389,086,000	403,556,000	418,591,000	434,215,000	450,449,000	467,321,000	484,853,000	503,073,000	522,008,000
Other Local Tax Revenue	124,870,000	126,906,000	129,040,000	131,277,000	133,570,000	135,921,000	138,333,000	140,806,000	143,343,000	145,946,000	148,617,000
Other Non-Tax Revenue	82,347,000	83,263,000	84,191,000	85,131,000	86,084,000	87,050,000	88,029,000	89,021,000	90,026,000	91,045,000	92,078,000
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	581,021,000	587,725,000	603,414,000	621,673,000	643,352,000	664,379,000	686,897,000	709,726,000	733,386,000	757,919,000	783,337,000
Other Financing Sources (Uses)											
Appropriation from Fund Balance for Op. Budget	6,840,000	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	587,861,000	592,745,000	608,434,000	626,693,000	648,372,000	669,399,000	691,917,000	714,746,000	738,406,000	762,939,000	788,357,000
Special Revenues & Other Funds											
Schools including Fund Balance	57,200,000	58,264,000	59,350,000	60,457,000	61,587,000	62,739,000	63,914,000	65,112,000	66,335,000	67,582,000	68,854,000
Other Special Revenue (donations/charges)	61,088,000	62,410,000	63,771,000	65,181,000	66,643,000	68,142,000	69,678,000	71,252,000	72,867,000	74,522,000	76,219,000
DASH Fund	4,962,000	5,111,000	5,264,000	5,422,000	5,585,000	5,752,000	5,925,000	6,103,000	6,286,000	6,474,000	6,669,000
Equipment Replacement Fund	4,189,000	4,315,000	4,445,000	4,578,000	4,715,000	4,857,000	5,002,000	5,153,000	5,307,000	5,466,000	5,630,000
Total Special Revenue & Other Funds	127,439,000	130,100,000	132,830,000	135,638,000	138,530,000	141,490,000	144,519,000	147,620,000	150,795,000	154,044,000	157,372,000
Total Revenues, All Funds	715,300,000	722,845,000	741,264,000	762,331,000	786,902,000	810,889,000	836,436,000	862,366,000	889,201,000	916,983,000	945,729,000
Expenditures & Other Uses											
City Personnel											
Salaries	192,759,000	196,059,000	199,412,000	202,818,000	206,279,000	209,795,000	213,368,000	216,998,000	220,686,000	224,432,000	228,239,000
Step Increase (includes effects on fringes)	3,300,000	3,353,000	3,406,000	3,461,000	3,516,000	3,573,000	3,630,000	3,688,000	3,747,000	3,807,000	3,868,000
MRA (includes effects on fringes)	0	0	0	0	0	0	0	0	0	0	0
Social Security (excludes Step and MRA)	13,735,000	13,959,000	14,197,000	14,440,000	14,686,000	14,936,000	15,190,000	15,448,000	15,710,000	15,977,000	16,247,000
Health Care	20,988,000	22,667,000	24,481,000	26,439,000	28,554,000	30,839,000	33,306,000	35,970,000	38,848,000	41,956,000	45,312,000
Retirement (excludes Step and MRA)	41,180,000	42,275,000	42,997,000	43,731,000	44,477,000	45,234,000	46,004,000	46,785,000	47,580,000	48,387,000	49,207,000
LT Disability & Life Ins. (excludes Step & MRA)	1,318,000	1,336,000	1,359,000	1,382,000	1,406,000	1,430,000	1,454,000	1,479,000	1,504,000	1,529,000	1,555,000
Other Fringe Benefits	674,000	694,000	715,000	736,000	758,000	781,000	805,000	829,000	854,000	879,000	906,000
Total City Personnel	273,954,000	280,343,000	286,567,000	293,007,000	299,676,000	306,588,000	313,757,000	321,197,000	328,929,000	336,967,000	345,334,000
City Non-personnel	141,661,000	145,538,000	149,598,000	153,854,000	158,319,000	163,009,000	167,938,000	173,124,000	178,585,000	184,340,000	190,410,000
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	48,632,000	56,052,000	62,476,000	67,787,000	84,666,000	88,522,000	91,612,000	94,394,000	97,039,000	95,642,000	95,642,000
Cash capital	14,367,000	16,677,000	24,913,000	16,136,000	13,725,000	14,199,000	16,059,000	16,568,000	18,816,000	18,707,000	18,707,000
Schools Personnel	201,013,000	197,522,000	212,381,000	228,290,000	246,722,000	266,796,000	277,042,000	287,654,000	298,648,000	310,034,000	321,824,000
Schools Non-personnel	35,674,000	36,030,000	36,391,000	36,755,000	37,122,000	37,493,000	37,868,000	38,247,000	38,630,000	39,016,000	39,406,000
Total Expenditures	715,300,000	732,304,000	772,615,000	796,419,000	841,435,000	878,347,000	907,210,000	934,711,000	964,782,000	989,463,000	1,016,752,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	(9,459,000)	(31,351,000)	(34,088,000)	(54,533,000)	(67,458,000)	(70,774,000)	(72,345,000)	(75,581,000)	(72,480,000)	(71,023,000)

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

Medium Growth Scenario

	FY 2013 Approved	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	FY 2023 Forecast
General Fund											
General property tax revenue											
Real property tax	333,929,000	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	574,141,000
Personal property tax	37,500,000	38,325,000	39,168,000	40,030,000	40,911,000	41,811,000	42,730,000	43,670,000	44,631,000	45,613,000	46,617,000
Penalties and interest	2,375,000	2,399,000	2,423,000	2,447,000	2,471,000	2,496,000	2,521,000	2,546,000	2,572,000	2,598,000	2,623,000
Total general property tax revenue	373,804,000	381,358,000	401,106,000	423,677,000	447,568,000	472,858,000	499,629,000	527,971,000	557,977,000	589,746,000	623,381,000
Other Local Tax Revenue	124,870,000	128,710,000	132,749,000	136,950,000	141,319,000	145,864,000	150,593,000	155,515,000	160,638,000	165,971,000	171,525,000
Other Non-Tax Revenue	82,347,000	83,914,000	85,515,000	87,152,000	88,824,000	90,534,000	92,281,000	94,067,000	95,893,000	97,760,000	99,669,000
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	581,021,000	594,773,000	620,467,000	649,488,000	682,818,000	716,449,000	752,589,000	790,131,000	829,672,000	871,332,000	915,209,000
Other Financing Sources (Uses)											
Appropriation from Fund Balance for Op. Budget	6,840,000	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	587,861,000	599,793,000	625,487,000	654,508,000	687,838,000	721,469,000	757,609,000	795,151,000	834,692,000	876,352,000	920,229,000
Special Revenues & Other Funds											
Schools Including Fund Balance	57,200,000	58,796,000	60,441,000	62,134,000	63,879,000	65,676,000	67,526,000	69,433,000	71,396,000	73,419,000	75,502,000
Other Special Revenue (donations/charges)	61,088,000	62,929,000	64,835,000	66,816,000	68,878,000	71,006,000	73,201,000	75,465,000	77,802,000	80,213,000	82,701,000
DASH Fund	4,962,000	5,111,000	5,264,000	5,422,000	5,585,000	5,752,000	5,925,000	6,103,000	6,286,000	6,474,000	6,669,000
Equipment Replacement Fund	4,189,000	4,315,000	4,445,000	4,578,000	4,715,000	4,857,000	5,002,000	5,153,000	5,307,000	5,466,000	5,630,000
Total Special Revenue & Other Funds	127,439,000	131,151,000	134,985,000	138,950,000	143,057,000	147,291,000	151,654,000	156,154,000	160,791,000	165,572,000	170,502,000
Total Revenues, All Funds	715,300,000	730,944,000	760,472,000	793,458,000	830,895,000	868,760,000	909,263,000	951,305,000	995,483,000	1,041,924,000	1,090,731,000
Expenditures & Other Uses											
City Personnel											
Salaries	192,759,000	196,059,000	199,412,000	202,818,000	206,279,000	209,795,000	213,368,000	216,998,000	220,686,000	224,432,000	228,239,000
Step Increase (includes effects on fringes)	3,300,000	3,353,000	3,406,000	3,461,000	3,516,000	3,573,000	3,630,000	3,688,000	3,747,000	3,807,000	3,868,000
MRA (includes effects on fringes)	0	0	0	0	0	0	0	0	0	0	0
Social Security (excludes Step and MRA)	13,735,000	13,959,000	14,197,000	14,440,000	14,686,000	14,936,000	15,190,000	15,448,000	15,710,000	15,977,000	16,247,000
Health Care	20,988,000	22,667,000	24,481,000	26,439,000	28,554,000	30,839,000	33,306,000	35,970,000	38,848,000	41,956,000	45,312,000
Retirement (excludes Step and MRA)	41,180,000	42,275,000	42,997,000	43,731,000	44,477,000	45,234,000	46,004,000	46,785,000	47,580,000	48,387,000	49,207,000
LT Disability & Life Ins. (excludes Step & MRA)	1,318,000	1,336,000	1,359,000	1,382,000	1,406,000	1,430,000	1,454,000	1,479,000	1,504,000	1,529,000	1,555,000
Other Fringe Benefits	674,000	694,000	715,000	736,000	758,000	781,000	805,000	829,000	854,000	879,000	906,000
Total City Personnel	273,954,000	280,343,000	286,567,000	293,007,000	299,676,000	306,588,000	313,757,000	321,197,000	328,929,000	336,967,000	345,334,000
City Non-personnel	141,661,000	145,538,000	149,598,000	153,854,000	158,319,000	163,009,000	167,938,000	173,124,000	178,585,000	184,340,000	190,410,000
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	48,632,000	56,052,000	62,476,000	67,787,000	84,666,000	88,522,000	91,612,000	94,394,000	97,039,000	95,642,000	95,642,000
Cash capital	14,367,000	16,677,000	24,913,000	16,136,000	13,725,000	14,199,000	16,059,000	16,568,000	18,816,000	18,707,000	18,707,000
Schools Personnel	201,013,000	197,522,000	212,381,000	228,290,000	246,722,000	266,796,000	277,042,000	287,654,000	298,648,000	310,034,000	321,824,000
Schools Non-personnel	35,674,000	36,030,000	36,391,000	36,755,000	37,122,000	37,493,000	37,868,000	38,247,000	38,630,000	39,016,000	39,406,000
Total Expenditures	715,300,000	732,304,000	772,615,000	796,419,000	841,435,000	878,347,000	907,210,000	934,711,000	964,782,000	989,463,000	1,016,752,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	(1,360,000)	(12,143,000)	(2,961,000)	(10,540,000)	(9,587,000)	2,053,000	16,594,000	30,701,000	52,461,000	73,979,000

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

High Growth Scenario

	FY 2013 Approved	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	FY 2023 Forecast
General Fund											
General property tax revenue											
Real property tax	333,929,000	351,317,000	377,915,000	408,300,000	441,116,000	476,558,000	514,834,000	556,173,000	600,819,000	639,560,000	690,877,000
Personal property tax	37,500,000	38,700,000	39,938,000	41,216,000	42,535,000	43,896,000	45,301,000	46,751,000	48,247,000	49,791,000	51,384,000
Penalties and interest	2,375,000	2,423,000	2,471,000	2,520,000	2,571,000	2,622,000	2,675,000	2,728,000	2,783,000	2,838,000	2,895,000
Total general property tax revenue	373,804,000	392,440,000	420,324,000	452,036,000	486,222,000	523,076,000	562,810,000	605,652,000	651,849,000	692,189,000	745,156,000
Other Local Tax Revenue	124,870,000	130,528,000	136,503,000	142,816,000	149,489,000	156,546,000	164,012,000	171,915,000	180,284,000	189,151,000	198,549,000
Other Non-Tax Revenue	82,347,000	84,378,000	86,469,000	88,619,000	90,833,000	93,112,000	95,457,000	97,872,000	100,358,000	102,919,000	105,556,000
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	581,021,000	608,137,000	644,393,000	685,180,000	731,651,000	779,927,000	832,365,000	888,017,000	947,655,000	1,002,114,000	1,069,895,000
Other Financing Sources (Uses)											
Appropriation from Fund Balance for Op. Budget	6,840,000	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	587,861,000	613,157,000	649,413,000	690,200,000	736,671,000	784,947,000	837,385,000	893,037,000	952,675,000	1,007,134,000	1,074,915,000
Special Revenues & Other Funds											
Schools Including Fund Balance	57,200,000	59,328,000	61,542,000	63,845,000	66,239,000	68,729,000	71,319,000	74,012,000	76,814,000	79,727,000	82,756,000
Other Special Revenue (donations, charges)	61,088,000	63,448,000	65,909,000	68,484,000	71,180,000	73,983,000	76,899,000	79,931,000	83,084,000	86,364,000	89,775,000
DASH Fund	4,962,000	5,111,000	5,264,000	5,422,000	5,585,000	5,752,000	5,925,000	6,103,000	6,286,000	6,474,000	6,669,000
Equipment Replacement Fund	4,189,000	4,315,000	4,445,000	4,578,000	4,715,000	4,857,000	5,002,000	5,153,000	5,307,000	5,466,000	5,630,000
Total Special Revenue & Other Funds	127,439,000	132,202,000	137,160,000	142,329,000	147,719,000	153,321,000	159,145,000	165,199,000	171,491,000	178,031,000	184,830,000
Total Revenues, All Funds	715,300,000	745,359,000	786,573,000	832,529,000	884,390,000	938,268,000	996,530,000	1,058,236,000	1,124,166,000	1,185,165,000	1,259,745,000
Expenditures & Other Uses											
City Personnel											
Salaries	192,759,000	196,059,000	199,412,000	202,818,000	206,279,000	209,795,000	213,368,000	216,998,000	220,686,000	224,432,000	228,239,000
Step Increase (includes effects on fringes)	3,300,000	3,353,000	3,406,000	3,461,000	3,516,000	3,573,000	3,630,000	3,688,000	3,747,000	3,807,000	3,868,000
MRA (includes effects on fringes)	0	0	0	0	0	0	0	0	0	0	0
Social Security (excludes Step and MRA)	13,735,000	13,959,000	14,197,000	14,440,000	14,686,000	14,936,000	15,190,000	15,448,000	15,710,000	15,977,000	16,247,000
Health Care	20,988,000	22,667,000	24,481,000	26,439,000	28,554,000	30,839,000	33,306,000	35,970,000	38,848,000	41,956,000	45,312,000
Retirement (excludes Step and MRA)	41,180,000	42,275,000	42,997,000	43,731,000	44,477,000	45,234,000	46,004,000	46,785,000	47,580,000	48,387,000	49,207,000
LT Disability & Life Ins. (excludes Step & MRA)	1,318,000	1,336,000	1,359,000	1,382,000	1,406,000	1,430,000	1,454,000	1,479,000	1,504,000	1,529,000	1,555,000
Other Fringe Benefits	674,000	694,000	715,000	736,000	758,000	781,000	805,000	829,000	854,000	879,000	906,000
Total City Personnel	273,954,000	280,343,000	286,567,000	293,007,000	299,676,000	306,588,000	313,757,000	321,197,000	328,929,000	336,967,000	345,334,000
City Non-personnel	141,661,000	145,538,000	149,598,000	153,854,000	158,319,000	163,009,000	167,938,000	173,124,000	178,585,000	184,340,000	190,410,000
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	48,632,000	56,052,000	62,476,000	67,787,000	84,666,000	88,522,000	91,612,000	94,394,000	97,039,000	95,642,000	95,642,000
Cash capital	14,367,000	16,677,000	24,913,000	16,136,000	13,725,000	14,199,000	16,059,000	16,568,000	18,816,000	18,707,000	18,707,000
Schools Personnel	201,013,000	197,522,000	212,381,000	228,290,000	246,722,000	266,796,000	277,042,000	287,654,000	298,648,000	310,034,000	321,824,000
Schools Non-personnel	35,674,000	36,030,000	36,391,000	36,755,000	37,122,000	37,493,000	37,868,000	38,247,000	38,630,000	39,016,000	39,406,000
Total Expenditures	715,300,000	732,304,000	772,615,000	796,419,000	841,435,000	878,347,000	907,210,000	934,711,000	964,782,000	989,463,000	1,016,752,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	13,055,000	13,958,000	36,110,000	42,955,000	59,921,000	89,320,000	123,525,000	159,384,000	195,702,000	242,993,000

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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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$453,131	$471,302	$480,103	1.9%
Non-Personnel	46,216	53,582	53,582	0.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$499,347	$524,884	$533,685	1.7%
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	$499,347	$524,884	$533,685	1.7%
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 2013, the General Fund budget for the City Council increases by $8,801, or 1.7%.
- Personnel expenses increased by $8,801, or 1.9%, due to benefit cost increases.
- FY 2011 actual non-personnel expenditures are $16,318, or 26.1% less than budgeted. This is largely due to photocopying costs, which were $14,497 as compared to $28,227 budgeted. Average expenditures for the 3 years prior to FY 2011 were $19,275 annually.

City Council

Program Level Summary Information

Expenditure Summary

Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
City Council	$499,347	$524,884	$533,685	1.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
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 J. Donley, Vice Mayor
Frank H. Fannon IV, Councilman
Alicia R. Hughes, Councilwoman
K. Rob Krupicka, Councilman
Redella S. Pepper, Councilwoman
Paul C. Smedberg, Councilman

City Manager

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

Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$1,512,863	$1,697,972	$2,269,215	33.6%
Non-Personnel	$42,851	$92,005	$127,546	38.6%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,555,714	$1,789,977	$2,396,761	33.9%
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	$1,555,714	$1,789,977	$2,396,761	33.9%
Total Department FTE's	10.0	10.0	12.0	20.0%

Highlights

•In FY 2013, the General Fund budget for the City Manager's Office increases by $606,784, or 33.9%.

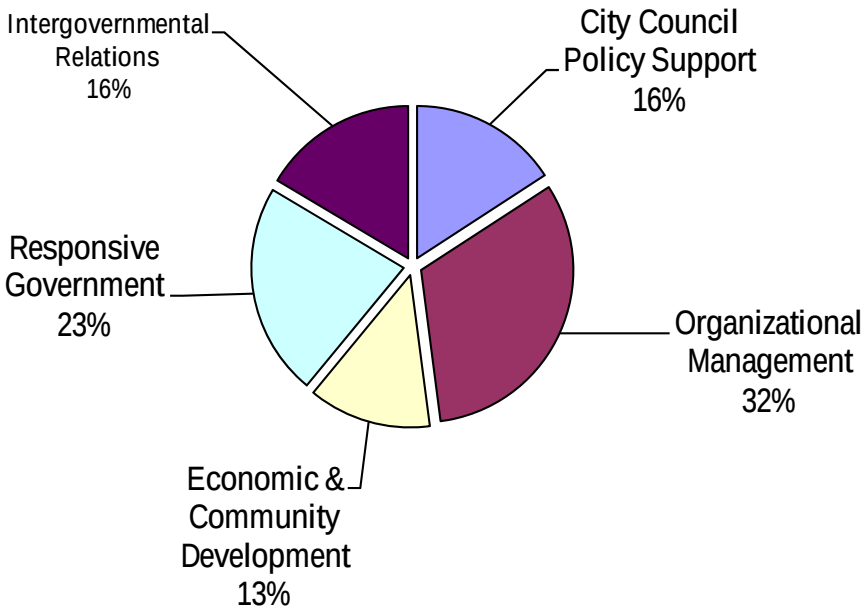
•Personnel costs increase by $571,243, or 33.6%, due to the reallocation of three existing positions (one from the Office of Management and Budget and two from the Department of Community and Human Services) to the City Manager's Office. This increase is offset by the reallocation of one vacant position for the new Office of Project Implementation. Not including the changes in the staffing levels, the personnel budget for the department would have gone up $95,182 due to merit pay and benefit cost increases and a 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee.

•Non-personnel costs increase by $35,541, or 38.6%, due to the reallocation of non-personnel funds from the Department of Community and Human Services related to the positions that were reassigned.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of City Council meetings supported	33	30	30
# of City Council work sessions, budget work sessions, and legislative subcommittee meetings supported	35	35	35
# of City FTEs managed	2,552.0	2,543.1	2,556.5
$ value of City budget managed (All Funds in millions)	$679.9	$698.5	$715.3
# of organizational development projects completed	2	1	2
% change in # of jobs in Alexandria	2.3%	8.0%	3.0%
% change in retail sales	5.0%	1.5%	1.8%
# of City Sponsored Boards and Commissions	77	73	74
# of formal Council requests handled	31	75	50
# of informal Council requests handled	838	675	950
# of legislative positions adopted	84	72	75

FY 2013 Approved Expenditures by Program



City Manager

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
City Council Policy Support	$252,840	$285,545	$379,276	32.8%
Organizational Management	$513,037	$611,437	$769,768	25.9%
Economic & Community Development	$291,864	$293,836	$312,331	6.3%
Responsive Government	$111,833	$213,362	$541,141	153.6%
Intergovernmental Relations	$386,139	$385,797	$394,245	2.2%
Total Expenditures	$1,555,713	$1,789,977	$2,396,761	33.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
City Council Policy Support	1.6	1.6	1.5	-9.4%
Organizational Management	3.2	3.2	3.6	12.5%
Economic & Community Development	1.5	1.5	1.5	-3.3%
Responsive Government	1.1	1.1	3.0	172.7%
Intergovernmental Relations	2.6	2.6	2.5	-3.8%
Total FTE's	10.0	10.0	12.0	20.0%

City Manager Programs and Activities

City Council Support
- City Council Support

Organizational Management
- Organizational Management

Economic & Community Development
- Economic & Community Development

Responsive Government
- Responsive Government

Intergovernmental Relations
- Legislative Coordination
- Regional Coordination

Dept Info

Department Contact Info
703.746.4300
www.alexandriava.gov/manager

Department Head
Rashad M. Young, City Manager
703.746.4300

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

City Council Policy Support Program

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

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	16%	16%	16%
Total Expenditures	$252,840	$285,545	$379,276
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$252,840	$285,545	$379,276
Program Outcomes			
# of City Council meetings supported	33	30	30
# of City Council work sessions, budget work sessions, and legislative subcommittee meetings supported	35	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$252,840	$285,545	$379,276
FTE's	1.6	1.6	1.5
# of City Council meetings supported	33	30	30
# of City Council work sessions, budget work sessions, and legislative subcommittee meetings supported	35	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	33%	34%	32%
Total Expenditures	$513,037	$611,437	$769,768
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$513,037	$611,437	$769,768
Program Outcomes			
# of City FTEs managed	2,552.0	2,543.1	2,556.5
$ value of City budget managed (All Funds in millions)	$679.9	$698.5	$715.3
# of organizational development projects completed	2	1	2

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$513,037	$611,437	$769,768
FTE's	3.2	3.2	3.6
# of City FTEs managed	2,552.0	2,543.1	2,556.5
$ value of City budget managed (All Funds in millions)	$679.9	$698.5	$715.3
# of organizational development projects completed	2	1	2

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	19%	16%	13%
Total Expenditures	$291,864	$293,836	$312,331
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$291,864	$293,836	$312,331
Program Outcomes			
% change in # of jobs in Alexandria	2.3%	8.0%	3.0%
% change in retail sales	5.0%	1.5%	1.8%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$291,864	$293,836	$312,331
FTE's	1.5	1.5	1.5
# of business associations in the City	9	9	9
# of 144 Economic Sustainability recommendations initiated or in process	N/A	100	100
# of 144 Economic Sustainability recommendations implemented	N/A	55	55
$ amount of City General Fund support to economic development organizations	$3,719,232	$4,656,167	$4,840,951

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 2011 Acttual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	7%	12%	23%
Total Expenditures	$111,833	$213,362	$541,141
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$111,833	$213,362	$541,141
Program Outcomes			
# of City Sponsored Boards and Commissions	77	73	74
# of formal Council requests handled	31	75	50
# of informal Council requests handled	838	675	950

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 2011 Acttual	FY 2012 Approved	FY 2013 Approved
Expenditures	$111,833	$213,362	$541,141
FTE's	1.1	1.1	3.0
# of City Sponsored Boards and Commissions	77	73	74
# of formal Council requests handled	31	75	50
# of informal Council requests handled	838	675	950

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	25%	22%	16%
Total Expenditures	$386,139	$385,797	$394,245
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$386,139	$385,797	$394,245
Program Outcomes			
# of legislative positions adopted	84	72	75

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$321,284	$321,295	$325,055
FTE's	2.3	2.3	2.2
# of legislative positions adopted	84	72	75

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	$64,855	$64,502	$69,190
FTE's	0.3	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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$1,907,759	$1,887,634	$1,966,946	4.2%
Non-Personnel	417,914	764,454	634,454	-17.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$2,325,673	$2,652,088	$2,601,400	-1.9%
Less Revenues				
Internal Services	0	0	0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	0	0	0	0.0%
Net General Fund Expenditures	$2,325,673	$2,652,088	$2,601,400	-1.9%
Total Department FTEs	14.0	14.0	14.0	0.0%

Highlights

• In FY 2013, the General Fund budget decreases by $50,688, or 1.9%.

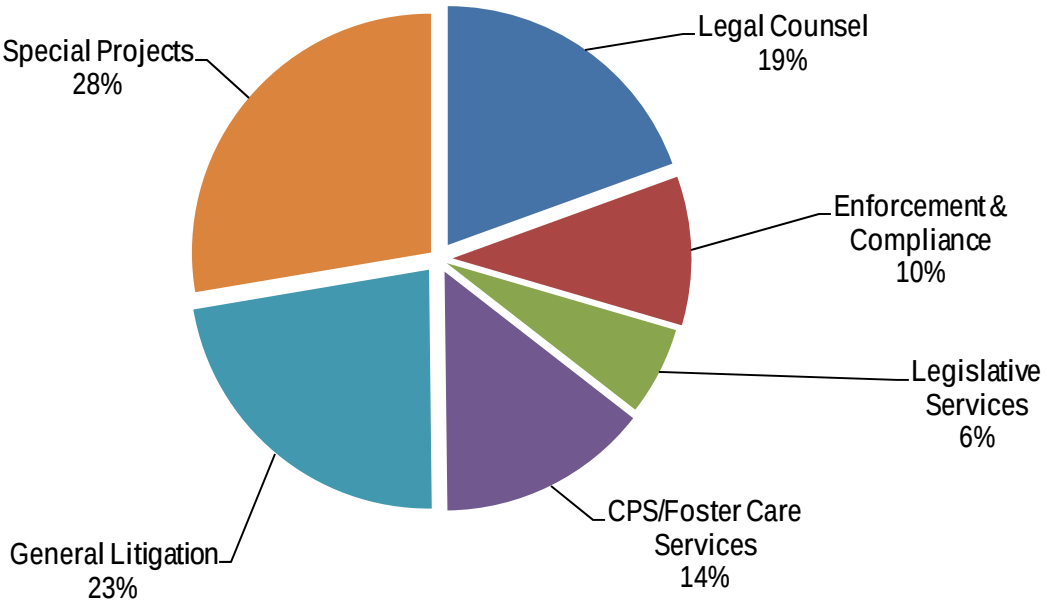
• Personnel costs increase by $79,312, or 4.2% due to employee step increases and an increase in benefit costs, and the 1% increase in the General Government pay scale to offset the 1% increase in the VRS contribution rate from the employer to the employee.

• Non-personnel costs decrease by $130,000, or 17.0% due to a $130,000 reduction in outside legal services to reflect recent actual workload.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of formal and informal legal opinions issued and advice rendered	302	280	280
Attorney hours expended per request for legal counsel	75	75	75
% of enforcement & compliance cases satisfactorily resolved within 12 months	95%	90%	90%
Attorney hours expended per request for drafted or reviewed legislation	25	25	25

FY 2013 Approved Expenditures by Activity



City Attorney

Expenditure Summary

Expenditure By Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Legal Counsel	$503,330	$492,915	$506,295	2.7%
Enforcement & Compliance	$262,651	$248,540	$261,977	5.4%
Legislative Services	$154,093	$147,825	$155,696	5.3%
CPS/Foster Care Services	$282,822	$353,808	$371,921	5.1%
General Litigation	$631,075	$703,849	$585,891	-16.8%
Special Projects	$491,702	$705,151	$719,620	2.1%
Total Expenditures	$2,325,673	$2,652,088	$2,601,400	-1.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Legal Counsel	3.2	3.2	3.2	0.0%
Enforcement & Compliance	2.2	2.2	2.2	0.0%
Legislative Services	0.9	0.9	0.9	0.0%
CPS/Foster Care Services	2.7	2.7	2.7	0.0%
General Litigation	3.3	3.3	3.3	0.0%
Special Projects	1.8	1.8	1.8	0.0%
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$2,325,673	$2,652,088	$2,601,400
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,325,673	$2,652,088	$2,601,400
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$503,330	$492,915	$506,295
FTE's	3.2	3.2	3.2
# of formal and informal opinions issued and advice rendered	302	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	$262,651	$248,540	$261,977
FTE's	2.2	2.2	2.2
# of enforcement cases handled administratively or through litigation	349	250	250
Attorney hours expended per request	80	80	80
% of cases satisfactorily resolved within 12 months	95%	90%	90%

LEGISLATIVE SERVICES – The goal of Legislative Services is to draft legislation for consideration by City Council, and review proposed state and federal legislation and regulations.			
Expenditures	$154,093	$147,825	$155,696
FTE's	0.9	0.9	0.9
# legislation drafted/reviewed	64	60	60
Attorney hours expended per request	25	25	25
% of requests responded to within required time frame	100%	100%	100%

Office of the City Attorney, continued

Activity Data

CPS/FOSTER CARE SERVICES – The goal of CPS/Foster Care Services is to seek and enforce civil protections against child abuse and neglect, and initiate foster care placements.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$282,822	$353,808	$371,921
FTE's	2.7	2.7	2.7
# of CPS/foster care cases handled	170	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*	$631,075	$703,849	$585,891
FTE's	3.3	3.3	3.3
# of cases defended	40	50	50
Attorney hours expended per case	40	40	40
% of cases satisfactorily resolved within 12 months	90%	100%	100%

SPECIAL PROJECTS – The goal of Special Projects is to provide specialized legal and related services in connection with specific City initiatives and undertakings.			
Expenditures *	$491,702	$705,151	$719,620
FTE's	1.8	1.8	1.8
# of projects handled	762	50	50
Attorney hours expended per project	75	30	30
% of projects satisfactorily resolved within required time frame	100%	100%	100%

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

Summary of Budget Changes

Expenditure Reductions

Activity	Adjustment	FTEs	Amount
General Litigation & Special Projects	*Professional Services*		($130,000)
Outside legal services expenditures are reduced in FY 2013 to reflect recent actual workload.			

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$397,039	$408,154	$432,307	5.9%
Non-Personnel	14,799	21,917	21,917	0.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$411,838	$430,071	$454,224	5.6%
Funding Sources				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$411,838	$430,071	$454,224	5.6%
Total Department FTE's	4.0	4.0	4.0	0.0%

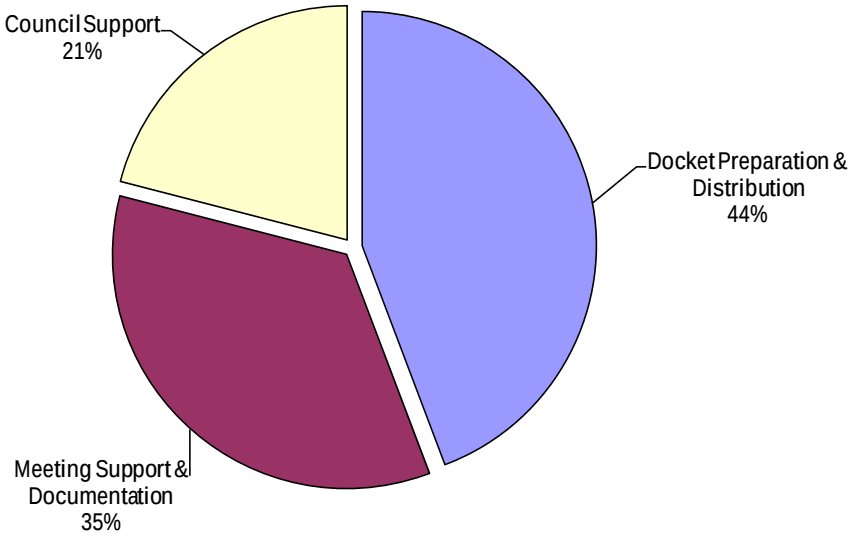
Highlights

- In FY 2013 the City Clerk's General Fund budget increases by $24,153 or 5.6%.
- Personnel costs increase by $24,153, or 5.6%, due to merit pay and benefit cost increases and a 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee.
- Non-personnel costs are unchanged compared to FY 2012.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of docket items processed	602	700	700
Cost per docket item processed	$218	$173	$182
Cost per Council meeting supported	$4,473	$3,432	$3,616
% of meeting minutes completed within 2 weeks of Council meeting	100%	100%	100%

FY 2013 Approved Expenditures by Activity



City Clerk

Program Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Docket Preparation & Distribution	$131,391	$121,075	$127,302	5.1%
Meeting Support & Documentation	$156,543	$137,264	$144,641	5.4%
Council Support	$109,876	$107,477	$113,706	5.8%
Boards & Commissions Support	$14,028	$64,255	$68,575	6.7%
Total Expenditures	$411,838	$430,071	$454,224	5.6%

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Docket Preparation & Distribution	1.0	1.0	1.0	0.0%
Meeting Support & Documentation	1.0	1.0	1.0	0.0%
Council Support	1.1	1.1	1.1	0.0%
Boards & Commissions Support	1.0	1.0	1.0	0.0%
Total Expenditures	4.0	4.0	4.0	0.0%

City Clerk Programs and Activities

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

Department Information

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

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

Department Staff
Gloria Sitton, Deputy City Clerk

City Clerk & Clerk of Council Program

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

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$411,838	$430,071	$454,224
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$411,838	$430,071	$454,224
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$131,391	$121,075	$127,302
FTE's	1.0	1.0	1.0
# of docket items processed	602	700	700
Cost per docket item processed	$218	$173	$182
% 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	$156,543	$137,264	$144,641
FTE's	1.0	1.0	1.0
# of City Council meetings supported	35	40	40
Cost per City Council meeting supported	$4,473	$3,432	$3,616
% 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	$109,876	$107,477	$113,706
FTE's	1.0	1.0	1.0
# of hours of administrative support provided	8,328	8,328	8,328
# of record research requests filled	70	75	75
Cost per hour of administrative support	$13	$13	$14
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$14,028	$64,255	$68,575
FTE's	1.0	1.0	1.0
# of applications processed	364	400	370
# of vacancies filled	231	300	250
Cost per application processed	$39	$161	$185

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$1,314,890	$1,366,447	$1,425,039	4.3%
Non-Personnel	76,722	92,558	92,558	0.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,391,612	$1,459,005	$1,517,597	4.0%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$1,391,612	$1,459,005	$1,517,597	4.0%
Total Department FTEs	13.0	13.0	13.0	0.0%

Highlights

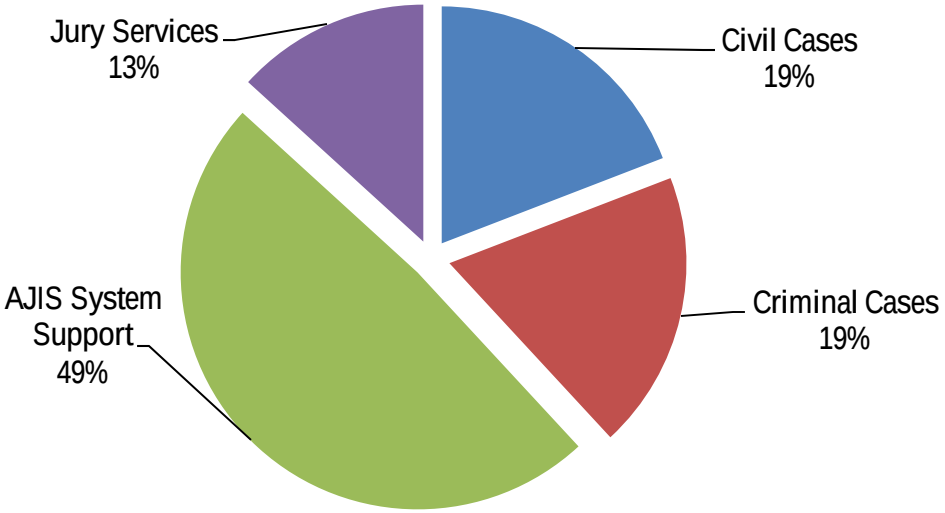
•In FY 2013 the approved General Fund budget increases by $58,592, or 4.0%, attributable to employee step adjustments, increases in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee.

•Total non-personnel costs are unchanged compared to FY 2012.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Number of civil cases closed	4,677	4,201	4,411
City cost per civil case closed	$56	$68	$66
Number of criminal cases closed	1,687	1,643	1,725
City cost per criminal case closed	$156	$171	$167

FY 2013 Approved Expenditures by Program



18th Circuit Court

Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Civil Cases	$262,730	$283,769	$290,526	2.4%
Criminal Cases	$262,341	$280,793	$288,024	2.6%
AJIS Support	$679,763	$700,992	$738,084	5.3%
Jury Services	$186,778	$193,451	$200,963	3.9%
Total Expenditures	$1,391,612	$1,459,005	$1,517,597	4.0%

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
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	0.0%
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
Lisa B. Kemler, 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$1,391,612	$1,459,005	$1,517,597
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,391,612	$1,459,005	$1,517,597
Program Outcomes			
% of cases closed within timeframes	100%	100%	100%

Activity Data

CIVIL CASES – The goal of Civil Cases is to close Alexandria civil cases within one year of filing.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$262,730	$283,769	$290,526
FTE's	2.9	2.9	2.9
# of civil cases closed	4,677	4,201	4,411
City cost per civil case closed	$56	$68	$66
% of civil cases closed within one year of initial filing date	98%	97%	98%
CRIMINAL CASES – The goal of Criminal Cases is to close Alexandria criminal cases within 120 days of indictment.			
Expenditures	$262,341	$280,793	$288,024
FTE's	2.9	2.9	2.9
# of criminal cases closed	1,687	1,643	1,725
City cost per criminal case closed	$156	$171	$167
% of criminal cases closed within 120 days of indictment	97%	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	$679,763	$700,992	$738,084
FTE's	6.0	6.0	6.0
# of hours AJIS available	8,730	8,832	8,920
City cost per hour AJIS available	$77.87	$79.37	$82.74
% 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	$186,778	$193,451	$200,963
FTE's	1.2	1.2	1.2
# of qualified jurors identified	7,569	7,341	7,414
City cost per qualified juror identified	$24.68	$26.35	$27.11
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$250	$0	$0	0.0%
Non-Personnel	52,630	62,452	62,452	0.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$52,880	$62,452	$62,452	0.0%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$52,880	$62,452	$62,452	0.0%

Highlights

- In FY 2013 the General Fund budget for the General District Court is the same as the amount budgeted for 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of traffic cases filed	21,000	23,000	21,000
# of civil cases filed	9,100	9,000	9,100
# of criminal cases filed	5,300	7,000	5,300

Program Level Summary Information

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
General District Court	$52,880	$62,452	$62,452	0.0%
Total Expenditures	$52,880	$62,452	$62,452	0.0%

Staffing Summary

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$52,880	$62,452	$62,452
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$52,880	$62,452	$62,452

Activity Data

18th General District Court Activity – The goal of the 18th General District Court activity is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$52,880	$62,452	$62,452
FTE's	0.0	0.0	0.0
# of traffic cases filed	21,000	23,000	21,000
# of civil cases filed	9,100	9,000	91,000
# of criminal cases filed	5,300	7,000	5,300

Clerk of the Court

Mission Statement: The mission of the Clerk of the Court is to serve as the recorder of all deeds, wills and other legal documents filed in the City; 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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$1,434,690	$1,482,931	$1,583,262	6.8%
Non-Personnel	132,281	90,391	90,391	0.0%
Capital Goods Outlay		0	0	0.0%
Total Expenditures	$1,566,971	$1,573,322	$1,673,653	6.4%
Less Revenues				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	76,904	0	0	0.0%
Total Designated Funding Sources	$76,904	$0	$0	0.0%
Net General Fund Expenditures	$1,490,067	$1,573,322	$1,673,653	6.4%
Total Department FTE's	22.0	22.0	22.0	0.0%

Highlights

- In FY 2013 the General Fund budget is increasing $100,331, or 6.4%. The increase is attributed to the cost for merit step increases, the increased costs of benefits and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee.
- The total personnel budget is increasing by $100,331, which represents a 6.8% increase.
- The other areas of the budget for the Clerk of the Courts are unchanged compared to FY 2012.

Clerk of the Court

Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Court Support	$770,331	$726,941	$777,563	7.0%
Land Records	$390,248	$413,312	$443,411	7.3%
Public Services	$406,394	$433,069	$452,679	4.5%
Total Expenditures	$1,566,973	$1,573,322	$1,673,653	6.4%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Court Support	9.2	9.2	9.2	0.0%
Land Records	6.4	6.4	6.4	0.0%
Public Services	6.5	6.5	6.5	0.0%
Total full time equivalents (FTE's)	22.0	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

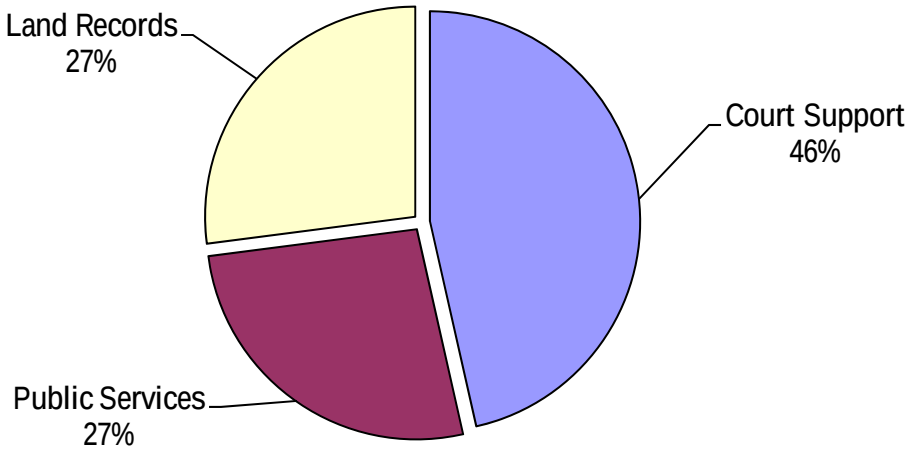
Department Contact Info
703.746.4044
http://www.alexandriava.gov/clerkofcourt/

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

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of criminal cases processed	1,573	1,700	1,700
Cost per criminal case processed	$44.75	$42.24	$45.69
# of land document transactions processed (total)	24,196	25,000	25,000
Cost per recordation of land document transaction	$11.12	$11.38	$12.22
# civil case filings processed	4,983	5,000	5,250
Cost per civil case filing processed	$23.73	$25.61	$25.68

FY 2013 Approved Expenditures by Program



Court Support Program

The goal of the Court Support Program is to provide assistance at court proceedings, process criminal cases, process all civil and criminal pleadings and orders, and issue and process probate related qualifications to support the effective operation of the Circuit Court.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	49.2%	46.2%	46.5%
Total Expenditures	$770,331	$726,941	$777,563
Less Revenues	$76,904	$0	$0
Net General Fund Expenditures	$693,427	$726,941	$777,563
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$70,387	$71,816	$77,677
FTE's	1.4	1.4	1.4
# of criminal cases processed	1,573	1,700	1,700
Cost per criminal case processed	$44.75	$42.24	$45.69
% 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	$124,550	$124,708	$133,234
FTE's	1.9	1.9	1.9
# transactions processed (total)	93,985	88,000	95,000
Cost per transaction	$1.33	$1.42	$1.40
% of transactions processed within two business days	100%	100%	100%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	$73,914	$76,361	$81,695
FTE's	1.2	1.2	1.2
# of inquiries handled	10,836	9,000	12,000
Cost per inquiry	$6.82	$8.48	$6.81
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$67,715	$59,682	$64,578
FTE's	1.0	1.0	1.0
# of transactions processed (probates, qualifications, and related documents)	7,842	7,500	8,000
Cost per transaction	$8.63	$7.96	$8.07
% 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	$433,765	$394,374	$420,379
FTE's	3.8	3.8	3.8
# of activities managed	11	11	11
Cost per activity	$39,433	$35,852	$38,216
% 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 2011 Actual	FY 2012 Approved	FY 2012 Approved
% of All Funds Budget	24.9%	26.3%	26.5%
Total Expenditures	$390,248	$413,312	$443,411
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$390,248	$413,312	$443,411
Program Outcomes			
% of transactions processed within targeted timeframes		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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$269,064	$284,398	$305,444
FTE's	4.5	4.5	4.5
# of land document transactions processed (total)	24,196	25,000	25,000
Cost per recordation of land document transaction	$11.12	$11.38	$12.22
% of transactions processed within three business days (excluding time to return documents)	100%	100%	100%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	$107,948	$113,082	$121,385
FTE's	1.7	1.7	1.7
# of inquiries handled	42,315	40,000	43,000
Cost per inquiry	$2.55	$2.83	$2.82
% of inquiries handled in a satisfactory manner	100%	100%	100%

RECORDATION OF JUDGMENTS & FINANCING STATEMENTS – The goal of Recordation of Judgments and Financing Statements is to record, docket and process these items in a timely manner in order to effectuate a lien on real estate.			
Expenditures	$13,236	$15,832	$16,582
FTE's	0.2	0.2	0.2
# of transactions processed (total)	7,387	7,000	7,500
Cost per transaction	$1.79	$2.26	$2.21
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	25.9%	27.5%	27.0%
Total Expenditures	$406,394	$433,069	$452,679
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$406,394	$433,069	$452,679
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$118,226	$128,069	$134,805
FTE's	2.0	2.0	2.0
# civil case filings processed	4,983	5,000	5,250
Cost per civil case filing processed	$23.73	$25.61	$25.68
% of filings processed within two business days	100%	100%	100%

LICENSE, PERMIT, & CERTIFICATE PROCESSING – The goal of License, Permit and Certificate Processing is to issue and process marriage licenses, concealed handgun permits, notarial certificates; register business names; qualify notaries; record military discharge certificates; and administer oaths to elected and appointed officials.			
Expenditures	$135,749	$142,907	$147,918
FTE's	2.3	2.3	2.3
# of transactions processed (total)	17,776	17,500	18,000
Cost per transaction	$7.64	$8.17	$8.22
% of licenses, permits, and certificates issued, scanned, and indexed within two business days	100%	100%	100%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	$152,419	$162,093	$169,956
FTE's	2.3	2.3	2.3
# of inquiries handled	68,784	70,000	70,000
Cost per inquiry	$2.22	$2.32	$2.43
% of inquiries handled in a satisfactory manner	100%	100%	100%

Miscellaneous

"Net City Share" of Clerk of Court Operations	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
General Fund Expenditures			
Personnel	$ 1,434,690	$ 1,482,931	$ 1,583,262
Non-Personnel	$ 132,281	$ 90,391	$ 90,391
Capital Goods	$ -	-	-
Total General Fund Expenditures	*$ 1,566,971*	*$ 1,573,322*	*$ 1,673,653*
General Fund Revenues [1]			
State Reimbursement for Personnel Costs	$ 819,176	$ 907,605	$ 907,605
Excess Clerks' Fees Collected	205,555	150,000	150,000
Total General Fund Revenues	*$ 1,024,731*	*$ 1,057,605*	*$ 1,057,605*
Net City Share (General Fund Expenditures less General Fund Revenues)	$ 542,240	$ 515,717	$ 616,048

[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 2013, it is estimated that the City will receive $4.1 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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$2,561,751	$2,733,219	$2,916,662	6.7%
Non-Personnel	84,925	99,643	102,173	2.5%
Capital Goods Outlay	10,800	3,500	1,500	-57.1%
Total Expenditures	$2,657,476	$2,836,362	$3,020,335	6.5%
Funding Sources				
Internal Service	$10,849	$0	$0	0.0%
Special Revenue Fund	241,589	250,474	257,570	2.8%
Total Designated Funding Sources	$252,438	$250,474	$257,570	2.8%
Net General Fund Expenditures	$2,405,038	$2,585,888	$2,762,765	6.8%
Total Department FTE's	27.0	27.0	27.0	0.0%

Highlights

•In FY 2013 the approved General Fund budget is increasing by $176,877, or 6.8%.

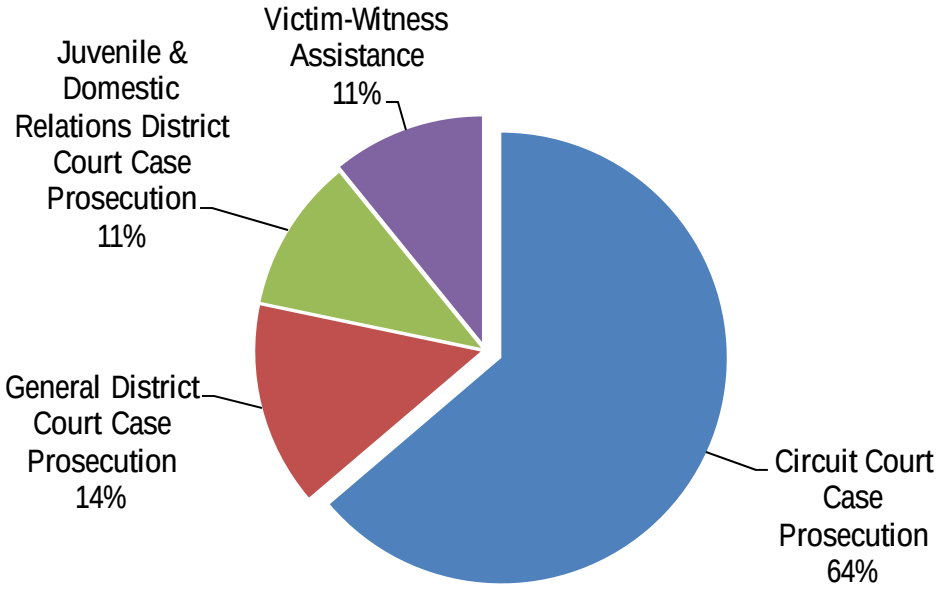
•Personnel costs are increasing by $183,443, or 6.7%, due to merit step increases, benefit costs for current employees and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee.

•Total non-personnel costs are increasing by $2,530, or 2.5%; the increase is attributable to the annual maintenance contract for the Courtroom Technology Equipment.

Selected Performance Measures

Expenditure By Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Circuit Court Case Prosecution	1,711,025	1,806,185	1,926,136
General District Court Case Prosecution	428,174	420,908	438,315
Juvenile & Domestic Relations District Court Case Prosecution	234,708	309,165	328,472
Victim-Witness Assistance	283,570	300,104	327,412
Total Expenditures	$2,657,477	$2,836,362	$3,020,335

FY 2013 Approved Expenditures by Activity



Office of the Commonwealth's Attorney

Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Circuit Court Case Prosecution	$1,711,025	$1,806,185	$1,926,136	6.6%
General District Court Case Prosecution	$428,174	$420,908	$438,315	4.1%
Juvenile and Domestic Relations Court Case Prosecution	$234,708	$309,165	$328,472	6.2%
Victim-Witness Assistance	$283,570	$300,104	$327,412	9.1%
Total Expenditures	$2,657,477	$2,836,362	$3,020,335	6.5%

Staffing Summary

Authorized Positions (FTEs) by Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Circuit Court Case Prosecution	15.1	15.1	14.1	-6.6%
General District Court Case Prosecution	4.5	4.5	5.5	22.2%
Juvenile and Domestic Relations Court Case Prosecution	3.4	3.4	3.4	0.0%
Victim-Witness Assistance	4.0	4.0	4.0	0.0%
Total full time employees	27.0	27.0	27.0	0.0%

Commonwealth's Attorney Programs and Activities

Prosecution of Cases
- Circuit Court Case Prosecution
- General District Court Case Prosecution
- Juvenile and Domestic Relations District Court Case Prosecution
- Victim Witness Assistance

Dept Info

Department Contact Info
703.746.4100
www.alexandriava.gov/commatty

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

Prosecution of Cases

The goal of Prosecution of Cases is to achieve a just and timely outcome in the prosecution of criminal cases on behalf of the citizens of Alexandria.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$2,657,477	$2,836,362	$3,020,335
Less Revenues	$241,589	$250,474	$257,570
Net General Fund Expenditures	$2,415,888	$2,585,888	$2,762,765
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,711,025	$1,806,185	$1,926,136
FTE's	15.1	15.1	14.1
# of cases concluded	1,820	1,800	1,800
Conviction rate for felony cases	91%	92%	92%
% of cases concluded within prescribed time guidelines	97%	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	$428,174	$420,908	$438,315
FTE's	4.5	4.5	5.5
# of cases concluded	8,561	8,000	8,500
% 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	$234,708	$309,165	$328,472
FTE's	3.4	3.4	3.4
# of cases concluded	2,614	2,150	2,300
% of cases concluded within prescribed time guidelines	86%	86%	86%
Conviction rate for juvenile felony cases	90%	89%	90%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$283,570	$300,104	$327,412
FTE's	4.0	4.0	4.0
# of victims and witnesses served	4,034	4,400	4,000
% of cases in which prosecutors rate the services provided as favorable	96%	96%	96%

Miscellaneous Information

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$2,657,476	$2,836,362	$3,020,335
Less Revenues	$252,438	$250,474	$257,570
Gen. Fund Expenditures	$2,405,038	$2,585,888	$2,762,765
State Revenues	$1,057,204	$1,195,347	$1,195,347
General Fund Expenditures Net State Revenues	$1,347,834	$1,390,541	$1,567,418

Court Service Unit

Mission Statement: The mission of the Court Service Unit is to provide quality, comprehensive services for youth and families who are involved with the Juvenile and Domestic Relations District Court.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$1,585,420	$1,462,193	$1,675,771	14.6%
Non-Personnel	285,415	117,778	98,325	-16.5%
Capital Goods Outlay	0	0	0	0.0%
Interfund Transfer*	97,535	99,498	98,599	-0.9%
Total Expenditures**	$1,968,370	$1,679,469	$1,872,695	11.5%
Less Revenues				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	488,144	73,336	90,301	0.0%
Interfund Transfer	97,535	99,498	98,599	0.0%
Total Designated Funding Sources	$585,679	$172,834	$188,900	9.3%
Net General Fund Expenditures	$1,382,691	$1,506,635	$1,683,795	11.8%
Total Department FTE's***	9.5	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 $1,583,800 in FY 2011, $1,569,227 in FY 2012 and approximately the same in FY 2013.

Highlights

•In FY 2013 the general fund budget increases by $177,160 or 11.8%.

•FY 2013 personnel costs increase by $213,578, or 14.6%. The increase is attributable to 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 decrease by $21,731, or 18.5%. The decrease is attributable to a change in the source of funding for psychological assessments from the Court Service Unit budget to Comprehensive Services Act funds, which provides a general fund savings of $10,841. By shifting the timing of education classes for parents involved in custody agreements, the department will also be able to save $4,472 in overtime expenses. Additional savings of $6,418 comes from a reduction in supplies for gang prevention programs and the cyclical nature of vehicle replacement funding costs.

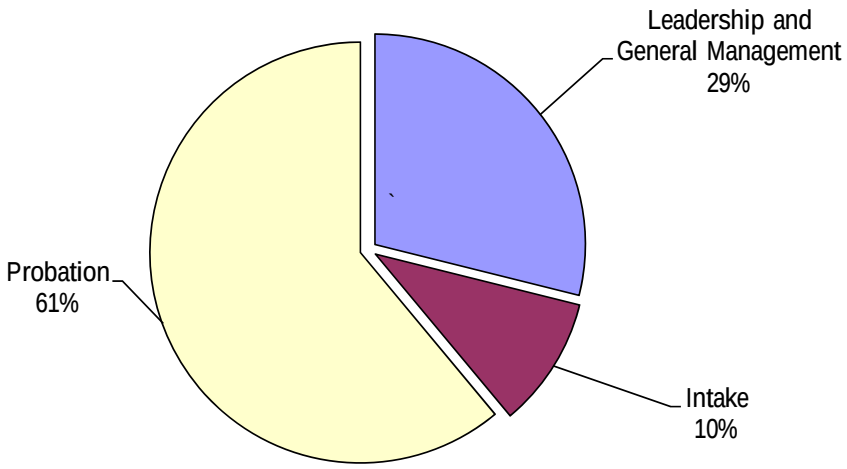
• Additional special revenues are anticipated for both the Juvenile Accountability and the VJCCCA grant, which helps to offset the costs of salaries and benefits for employees that support these grant programs.

• During the add-delete process, City Council increases the CSU budget by $85,000 to continue the Gang IPE program. Currently the City contracts with Northern Virginia Family Services for this program This was funded through a combination of FY 2012 Contingent Reserves savings and new FY 2013 funding.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of school suspension cases served	48	50	50
% of cases successfully completing conditions	90%	100%	100%
Number of petitions filed	1,400	1,100	1,200
% of probable cause determinations not appealed	100%	100%	100%

FY 2013 Approved Expenditures by Program



Court Service Unit

Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership and Management Support Services	$616,198	$424,601	$540,990	1.2%
Intake	$234,919	$182,697	$188,383	-6.7%
Probation	$1,117,257	$1,072,171	$1,143,322	4.1%
Total Expenditures	$1,968,374	$1,679,469	$1,872,695	2.1%

Staffing Summary [1]

Authorized Positions (FTE's) by Program	2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2013-2012
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 10 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
- School Suspension Services
- New Complaint Legal Determination
- Diversion
- On-Call Services

Probation
- Probation/Parole
- Investigation, Screen and Report Writing
- Mental Health Services
- Skills Development
- Intensive Case Management

Leadership and Management Support
- Leadership and General Management
- Gang Prevention and Intervention

Dept Info

Department Contact Info
703.746.4144
http://www.alexandriava.gov/courtservice/

Department Head
Ron Lemley, Director, Court Services
703.746.4144
ron.lemley.@alexandriava.gov

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide management support for the Court Service Unit in order to meet the agency's goals in providing effective services to the public and to provide gang prevention services.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	31.3%	25.3%	28.9%
Total Expenditures	$616,198	$424,601	$540,990
Less Revenues	$294,247	$0	$0
Net General Fund Expenditures	$321,951	$424,601	$540,990
Program Outcomes			
% of activity goals achieved	100%	100%	100%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, planning, analysis and support services to the court, staff, public and other city agencies to facilitate mandated operations of the Court Service Unit.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$304,428	$285,471	$309,101
FTE's	1.1	1.1	1.1
# of activities managed	13	16	13
# of FTE's managed	9.5	9.5	9.5
$ value of City budget managed	$1,968,370	$1,679,469	$1,872,695
Leadership and General Management as % of Total Expenditures	15.5%	17.0%	16.5%
% of activity goals achieved	100%	100%	100%

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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	$174,167	$139,130	$231,889
FTE's	1.0	1.0	1.0
# of gang prevention/intervention initiatives managed	9	8	9
# of outreach cases served	164	50	60
# of outreach contacts	2,035	1,800	1,800
# of mentors recruited	215	200	200
Cost per initiative managed	$19,352	$17,391	$25,765
% of outreach cases connected to positive youth activities (annually)	52%	50%	50%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	11.9%	10.9%	10.1%
Total Expenditures	$234,919	$182,697	$188,383
Less Revenues	$24,115	$20,057	$30,244
Net General Fund Expenditures	$210,804	$162,640	$158,139
Program Outcomes			
% of actions completed within 30 days	90%	90%	90%

Activity Data

PRE-TRIAL SERVICES – The goal of Pre-Trial Services is to provide after hours supervision for juveniles awaiting Court action in order to prevent further delinquent behavior.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$90,601	$55,247	$54,747
FTE's	0.6	0.6	0.6
# of school suspension cases served	48	50	50
Cost per case served	$1,888	$1,105	$1,095
% of cases successfully completing conditions	90%	100%	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	$69,913	$64,792	$67,459
FTE's	0.4	0.4	0.4
# of petitions filed	1,400	1,100	1,200
Cost per petition filed	$50	$59	$56
% 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	$31,486	$29,814	$31,217
FTE's	0.2	0.2	0.2
# of diversion cases served	225	160	190
Cost per case served	$140	$186	$164
% of juveniles who successfully complete the diversion plan	95%	100%	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	$35,446	$32,844	$34,960
FTE's	0.2	0.2	0.2
# of police inquiries responded to	280	350	300
Cost per inquiry responded to	$127	$94	$117
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	56.8%	63.8%	61.1%
Total Expenditures	$1,117,257	$1,072,171	$1,143,322
Less Revenues	$257,420	$152,777	$158,656
Net General Fund Expenditures	$859,837	$919,394	$984,666
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$250,721	$248,723	$278,463
FTE's	0.6	0.6	0.6
# of cases served (average)	289	285	310
Cost per case served	$868	$873	$898
% of cases served with no new offenses	94%	95%	100%

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	$120,525	$115,653	$132,654
FTE's	0.4	0.4	0.4
# of reports written	160	175	185
Cost per report written	$753	$661	$717
# of custody reports written	10	12	12
# of custody and visitation petitions taken	805	900	850
# of parenting education participants served (FOCUS)	322	350	359
% of cases served within court ordered timeframes	$98	$100	$100
% of reports written within court ordered timeframe	95%	95%	100%

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	$228,029	$240,175	$251,669
FTE's	1.9	1.9	1.9
# of cases served (average)	25	28	28
Cost per case served	$9,121	$8,578	$8,988
% of cases closed successfully	90%	80%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$38,693	$41,402	$43,440
FTE's	1.0	0.2	1.0
# of participants served (actual)	58	150	60
Cost per participant served	$667	$276	$724
% of participants successfully completing program	98%	95%	95%

INTENSIVE CASE MANAGEMENT – The goal of Intensive Case Management is to provide a structured environment for juveniles in order to improve their social and academic functioning.			
Expenditures	$370,881	$426,218	$437,096
FTE's	3.0	4.0	3.0
# of participants enrolled (average)	71	30	70
Cost per participant	$5,224	$14,207	$6,244
% of participants successfully completing program	73%	73%	73%

Court Service Unit

Summary of Budget Changes

Expenditure Reductions

Activity	Adjustment	FTE	FY 2013 Approved
Various	*Psychological Assessments*		**($10,841)**
Instead of using general funds, funds available through the Comprehensive Services Act (CSA) resources will be used. Access to these funds require approval from a multiagency team and will delay the provision of services.			
Mental Health Services	*Sheriff Deputy Overtime*		**($4,472)**
The Court Service Unit currently holds classes to educate parents involved in custody matters on the court process and good parenting and communication skills while going through a separation. The classes will be held during the daytime instead of at night to avoid the need to pay overtime for sheriff's deputies to be in attendance.			
Gang Prevention and Intervention	*Supplies*		**($1,000)**
The budgeted amount for supplies for gang prevention activities such as soccer and youth meeting groups will be reduced.			

Supplemental Adjustments

Activity	Adjustment	FTE	FY 2013 Approved
Gang Prevention and Intervention	*Gang IPE Case Manager*	**0.0**	**$85,000**
As part of the add-delete process, City Council added funds to the Court Service Unit to continue to fund the Gang IPE program that was previously funded with federal revenue.			

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$2,215	$0	$0	0.0%
Non-Personnel	16,599	36,129	36,129	0.0%
Capital Goods Outlay	0	0		0.0%
Total Expenditures	$18,814	$36,129	$36,129	0.0%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$18,814	$36,129	$36,129	0.0%

Highlights

•In FY 2013, the General Fund budget for the Juvenile and Domestic Relations Court is the same as the amount budgeted for FY 2012.

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

Juvenile & Domestic Relations District Court

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of juvenile cases docketed	3,400	3,300	3,400
# of juvenile cases concluded	3,000	3,200	3,000
# of domestic relations cases docketed	2,400	2,000	2,400
# of domestic relations cases concluded	2,450	1,900	2,450

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Juvenile and Domestic Relations District Court	$18,814	$36,129	$36,129	0.0%
Total Expenditures	$18,814	$36,129	$36,129	0.0%

Staffing Summary

Staffing By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Juvenile and Domestic Relations District Court	0.0	0.0	0.0	0.0%
Total Staffing Summary	0.0	0.0	0.0	0.0%

Juvenile and Domestic Relations Programs & Activities		Dept Info
Juvenile and Domestic Relations District Court Juvenile and Domestic Relations District Court		Department Contact Info 703.746.4141 www.alexandriava.gov/jdrcourt/ Department Head Constance H. Frogale, Chief Judge 703.746.4141 constance.frogale@alexandriava.gov Department Staff Eric Barr, Clerk of Court 703-746-4141 eric.barr@alexandriava.gov

Juvenile & Domestic Relations District Court

The goal of the Juvenile and Domestic Relations District Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$18,814	$36,129	$36,129
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$18,814	$36,129	$36,129

Activity Data

JUVENILE AND DOMESTICS RELATIONS COURT – The goal of Juvenile and Domestic Relations Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$18,814	$36,129	$36,129
FTE's	0.0	0.0	0.0
# of juvenile cases docketed	3,400	3,300	3,400
# of juvenile cases concluded	3,000	3,200	3,000
# of domestic relations cases docketed	2,400	2,000	2,400
# of domestic relations cases concluded	2,450	1,900	2,450

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$90,535	$93,276	$98,196	5.3%
Non-Personnel	77,001	76,820	76,820	0.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$167,536	$170,096	$175,016	2.9%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Other Special Revenue (Law Library Fees)	51,602	54,161	54,161	0.0%
Total Designated Funding Sources	$51,602	$54,161	$54,161	0.0%
Net General Fund Expenditures	$115,934	$115,935	$120,855	4.2%
Total Department FTEs	1.0	1.0	1.0	0.0%

Highlights

•In FY 2013, the approved General Fund budget increases by $4,920, or 4.2%.

•The increase is entirely attributable to employee step adjustment costs, increases in the cost of benefits and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee.

•There is no increase in the non-personnel budget, and the revenues from law library fees are estimated to remain flat.

Law Library

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Law Library	$167,536	$170,096	$175,016	2.9%
Total Expenditures	$167,536	$170,096	$175,016	2.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Law Library	1.0	1.0	1.0	0.0%
Total Authorized Posistions (FTE's) by Program	1.0	1.0	1.0	0.0%

Law Library Programs and Activities

Law Library
- Law Library

Dept Info

Department Contact Info
703.746.4077

Department Head
Christine Hall, Law Librarian
703.746.4077
alexlaw@erols.com

Law Library

The goal of the Law Library Program is to provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$167,536	$170,096	$175,016
Less Revenues	$51,602	$54,161	$54,161
Net General Fund Expenditures	$115,934	$115,935	$120,855

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$167,536	$170,096	$175,016
FTE's	1.0	1.0	1.0
# of assists provided	3,831	5,030	3,800
# of visitors to the library	10,825	11,200	11,000
City costs per assist	$43.73	$33.82	$46.06

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

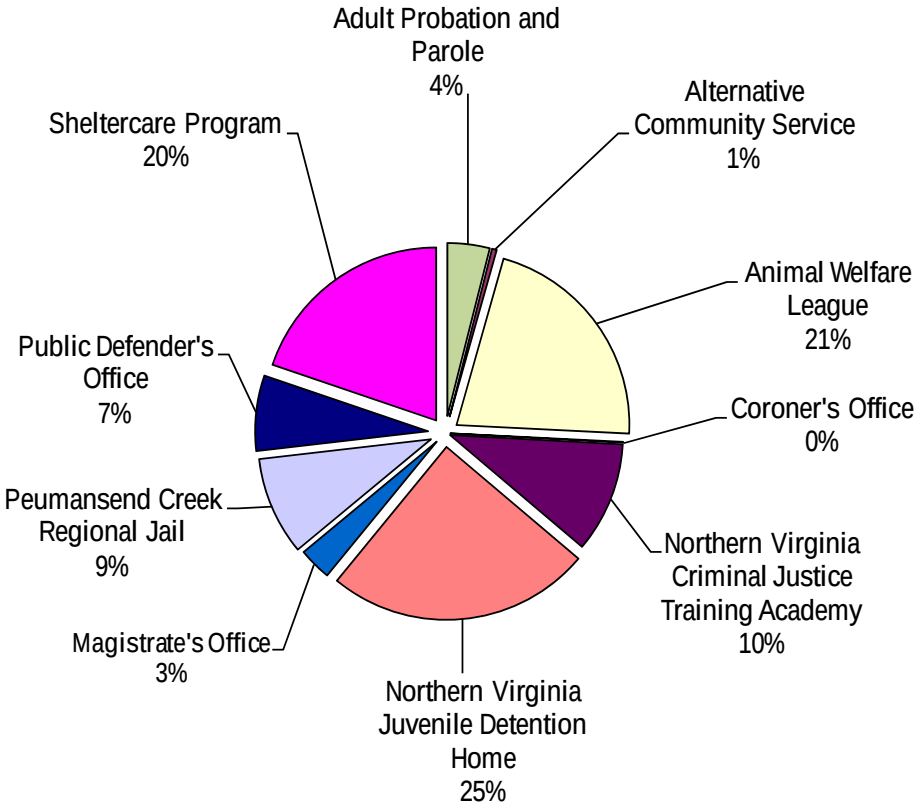
Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel *	$414,763	$403,128	469,566	16.5%
Non-Personnel	4,867,637	4,988,550	5,110,756	2.4%
Capital Goods Outlay	0	0	40,000	N/A
Total Expenditures	$5,282,400	$5,391,678	$5,620,322	4.2%
Funding Sources				
Internal Service	$0	$0	$0	N/A
Special Revenue Fund	$212,296	$184,177	$184,177	0.0%
Total Designated Funding Sources	$212,296	$184,177	$184,177	0.0%
Net General Fund Expenditures	$5,070,104	$5,207,501	$5,436,145	4.4%

* 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 2013, the General Fund Budget increases by $228,644 or 4.4%
- Personnel costs increase by $66,438 or 16.5% due to an increase in the cost of the City supplemental to the salaries paid by the State for employees in the Office of the Public Defender, offset by slight savings in the supplement for the Office of Adult Probation and Parole and the Office of the Magistrate. The City supplement is provided to pay state employees in these agencies with the equivalent City salary. Additionally, a 1% increase to supplemental salaries was provided as a result of the 1% increase in the General Government pay scale to offset the VRS increase.
- FY 2013 non-personnel costs increase $122,206 or 2.4%. This is primarily due to a contractual adjustment with the Alexandria Animal Welfare League ($90,000) and Sheltercare Program ($37,266) as well as increased office lease space costs for the Public Defender ($7,524). This is offset by a reduction of $12,586 for the City's contribution to the Northern Virginia Criminal Justice Academy.
- $40,000 has been added to capital outlay for the purchase of new computers, systems and software for the Alexandria Animal Welfare League in FY 2013.
- Special revenues remained constant at $184,177 from FY 2012.

FY 2013 Approved Expenditures by Program



Other Public Safety and Justice

Summary Information

Expenditure Summary

Expenditures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Other Public Safety and Justice	$5,332,700	$5,391,678	$5,620,322	4.2%

Other Public Safety and Justice Programs

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

Other Public Safety and Justice

The goal of Other Public Safety and Justice is to provide legal, correctional or animal welfare services for the citizens of Alexandria.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$5,332,700	$5,391,678	$5,620,322
Less Revenues	$212,296	$184,177	$184,177
Net General Fund Expenditures	$5,120,404	$5,207,501	$5,436,145

Program Data

ADULT PROBATION AND PAROLE – The goal of Adult Probation and Parole is to provide supervision of, and assistance and counseling to, parolees and persons on probation who live within the City.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$210,431	$227,577	$221,572
FTE's	0	0	0
# of Clients Served through Supervision Services (average)	616	650	650
Pre-sentence reports written for Court	94	130	130
% of Supervision cases discharged without revocation at or before scheduled expiration	69%	60%	60%

ALTERNATIVE COMMUNITY SERVICE PROGRAM – The goal of the Alternative Community Service Program is to assist individuals with performing court-mandated community service within the City.			
Expenditures	$19,635	$25,000	$25,000
FTE's	0	0	0
Total clients served*	220	230	230
Cost per client**	$105	$108	$109
Assigned volunteer client hours	12,978	12,164	12,164
Average hours per client	59	53	53
Public Defender referrals	74	63	63
% age of clients that fully complete their community service hours.	89%	93%	93%

*City clients make up 80% of the total. The remaining 20% come from other jurisdictions.

**This cost includes both City and non-City clients. The cost per City client is $105.

ANIMAL WELFARE LEAGUE OF ALEXANDRIA – The goal of the Animal Welfare League of Alexandria is to educate the community about animals, promote responsible pet care, prevent animal abuse, provide animal adoption services and operate an affordable spay/neuter program. The League contracts with the City to operate the Vola Lawson Animal Shelter.			
Expenditures	$1,073,719	$1,072,753	$1,202,753
FTE's	0	0	0

CORONER'S OFFICE – The goal of the Coroner's Office is to investigate all accidental or unattended deaths within the City.			
Expenditures	$820	$4,500	$4,500
FTE's	0	0	0

Other Public Safety and Justice, continued

Program Data

NORTHERN VIRGINIA CRIMINAL JUSTICE TRAINING ACADEMY – The goal of the Northern Virginia Criminal Justice Training Academy is to provide certified training for sworn Police and Sheriff personnel and other law enforcement staff in 17 local governments and government-sanctioned organizations.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$582,751	$592,068	$579,482
FTE's	0	0	0

NORTHERN VIRGINIA JUVENILE DETENTION HOME – The goal of the Northern Virginia Jevenile Deterntion Home is to confine juveniles from Alexandria, Arlington County and Falls Church 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	$1,490,796	$1,390,954	$1,390,956
FTE's	0	0	0
Number of Alexandria clients served	302	200	200
% of post-dispositional juveniles receiving individual counseling	100%	100%	100%
% of post-dispositional juveniles involved in group counseling	100%	100%	100%

OFFICE OF THE MAGISTRATE – The goal of the Office of the Magistrate is to issue arrest warrants, summonses, subpoenas, and civil warrants and conduct bond hearings to set bail for individuals charged with a criminal offense in Alexandria.			
Expenditures	$165,106	$171,907	$171,842
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	$516,128	$516,127	$516,127
FTE's	0	0	0

Other Public Safety and Justice, continued

Program Data

PUBLIC DEFENDER – The goal of the Public Defender is to serve as legal counsel for indigent Alexandria residents, both juveniles and adults, who have been charged with jailable offenses.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$298,459	$316,237	$396,269
FTE's	0	0	0
# of adult crime cases filed*	2,613	3,235	3,235
# of adult crime cases appealed	10	24	24
% age of adult crime cases appealed	0.4%	0.7%	0.7%
# of juvenile crime cases filed*	174	159	159
# of juvenile crime cases appealed	2	6	6
% age of juvenile crime cases appealed	1.2%	3.8%	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.			
Expenditures	$974,855	$1,074,555	$1,111,821
FTE's	0	0	0
Number of Alexandria clients served	86	65	65
Number of Alexandria childcare days utilized	3,927	3,800	3,800
% age of Alexandria bed space utilzed	91%	85%	185%

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2013 Approved
Animal Welfare League	*Computer Replacement*	**$40,000**
Funding to comply with City's agreement with the Animal Welfare League to replace and upgrade the shelter's IT equipment.		
Animal Welfare League	*Contractual Adjustment*	**$90,000**
Funding to maintain current service levels.		
Public Defender	*Salary and Lease Increases*	**$80,032**
Funding to supplement salaries for State employees to City levels and increased office space lease costs.		

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$691,227	$771,543	$901,071	16.8%
Non-Personnel	$315,881	$364,317	$435,099	19.4%
Capital Goods Outlay	$0	$0	$0	0.0%
Total Expenditures	$1,007,108	$1,135,860	$1,336,170	17.6%
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	$1,007,108	$1,135,860	$1,336,170	17.6%
Total Department FTE's	6.6	6.6	6.6	0.0%

Highlights

• In FY 2013 the General Fund budget increases by $200,310 or 17.6% due to the addition of $184,920 for staffing, mailing and other non-personnel costs associated with a presidential election year and $19,000 in increase operating costs associated with new digital scan voting equipment purchased through the CIP in FY 2012.

• Personnel costs increase by $129,528, or 16.8%, due to merit step pay increases and benefit cost increases for existing employees and increased part-time staffing and overtime associated with the presidential election. The increase is also the result of the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee.

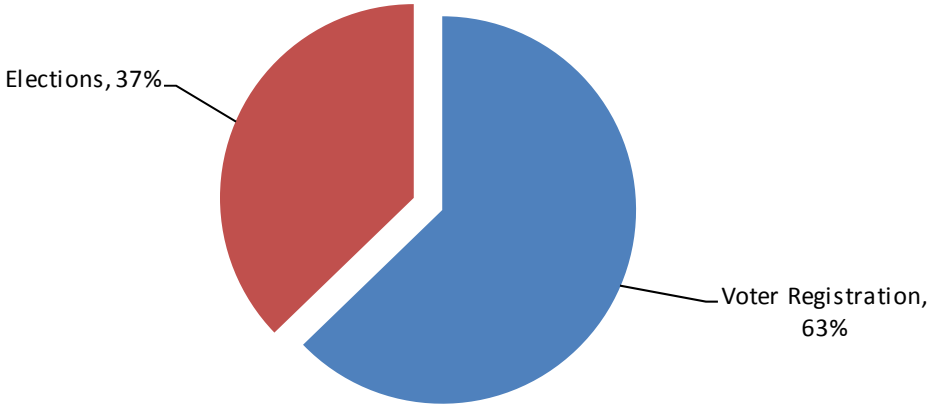
• Non-personnel costs increase by $70,782, or 19.4%, due to the increased operating costs associated with new digital scan voting equipment purchased through the CIP in FY 2012 and mailing and other non-personnel costs associated with the presidential election.

• The FY 2013 budget also includes a $55,000 reduction to the base budget for costs associated with a primary election. It is unknown whether there will be a primary election held in FY 2013. Rather than include funding in the operating budget for this uncertain event, $55,000 will be assigned in fund balance as a contingency. Should a primary be held, the funds will be available for City Council appropriation.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of registered voters	97,674	96,000	100,000
# of voter registration transactions	71,731	90,000	136,000
Cost of Voter Registration per registered voter	$6.56	$7.55	$8.39
# of elections administered	1	3	2
Cost of Election Administration per registered voter served (precincts and absentee voting)	$9.09	$9.14	$7.11

FY 2013 Approved Expenditures by Activity



Office of Voter Registration and Elections

Program Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Voter Registration	$640,579	$724,360	$838,668	15.8%
Elections	$366,529	$411,500	$497,502	20.9%
Total Expenditures	$1,007,108	$1,135,860	$1,336,170	17.6%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Voter Registration	4.6	4.6	4.6	0.0%
Elections	2.0	2.0	2.0	0.0%
Total Full-time Equivalents	6.6	6.6	6.6	0.0%

Voter Registration & Elections Programs and Activities

Voter Registration & Elections
- Voter Registration
- Election Administration

Dept Info

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

General Registrar
Tom Parkins
tom.parkins@alexandriava.gov

Elections Administrator
Eric Spicer
703.746.4050
eric.spicer@alexandriava.gov

Voter Registration & Elections Program

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

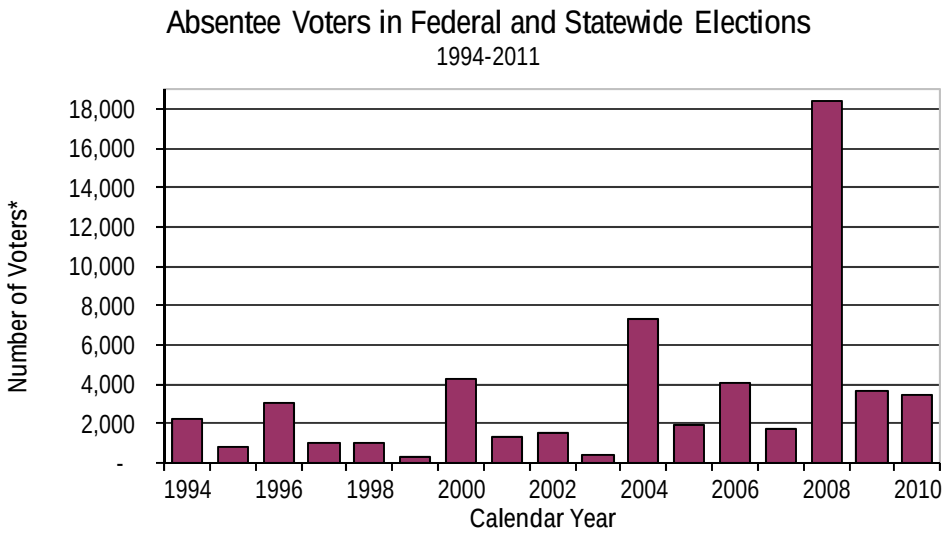
Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$1,007,108	$1,135,860	$1,336,170
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,007,108	$1,135,860	$1,336,170
Program Outcomes			
% of Voter Registration & Election Administration activities in compliance with 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 internet, social media, and by mail.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$640,579	$724,360	$838,668
FTE's	4.6	4.6	4.6
# of voter registration transactions	71,731	90,000	136,000
# of registered voters	97,674	96,000	100,000
Cost of Voter Registration per registered voter	$6.56	$7.55	$8.39
% of voter registration records accurate ("Active" registration status vs. "Inactive")*	86%	94%	94%

ELECTION ADMINISTRATION – The goal of Elections Administration is to conduct local, state, and federal elections for citizens of Alexandria; to fairly elect leadership for our government; and to ensure that all candidates file accurate finance reports, comply with filing deadlines, and provide full disclosure of the campaign's financial activities to the public.			
Expenditures	$366,529	$411,500	$497,502
FTE's	2.0	2.0	2.0
# of elections administered	1	3	1
# of absentee voters (in-person, ballots mailed and emailed) served	3,284	2,500	20,000
# of registered voters served (precincts and absentee voting)	40,306	45,000	70,000
Cost of Election Administration per registered voter served (precincts and absentee voting)	$9.09	$9.14	$7.11
# of finance reports filed	58	90	230
% of results reported within 2 hours of poll closing	100%	100%	100%

*Inactive Voters are those who appear to have moved based on information received from the USPS during systematic statewide voter list maintenance programs.



*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 2011 Actual	FY 2012 Approved	FY 2013 Approved
General Fund Expenditures			
Personnel	$ 691,227	$ 771,543	$ 901,071
Non-Personnel	$ 315,881	$ 364,317	$ 435,099
Capital Goods	$ -	$ -	$ -
Total General Fund Expenditures	*$ 1,007,108*	*$ 1,135,860*	*$ 1,336,170*
General Fund Revenues [1]			
State Reimbursement for Personnel Costs	$ 53,102	$ 60,246	$ 60,246
Net City Share (General Fund Expenditures less General Fund Revenues)	$ 954,006	$ 1,075,614	$ 1,275,924

[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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$23,098,587	$23,320,521	$24,411,002	4.7%
Non-Personnel	$4,528,307	$4,631,135	$4,673,105	0.9%
Capital Goods Outlay	$65,676	$135,891	$111,256	-18.1%
Interfund Transfers	$0	$0	$0	
Total Expenditures	$27,692,570	$28,087,547	$29,195,363	3.9%
Less Revenues				
Internal Service	$17,252	$121,299	$96,662	-20.3%
Special Revenue Funds	$914,353	$653,880	$655,411	0.2%
ARRA Stimulus Funds	$81,454	$0	$0	
Total Designated Funding Sources	$1,013,059	$775,179	$752,073	-3.0%
Net General Fund Expenditures	$26,679,511	$27,312,368	$28,443,290	4.1%
Total Department FTE's	219.0	215.0	215.0	0.0%

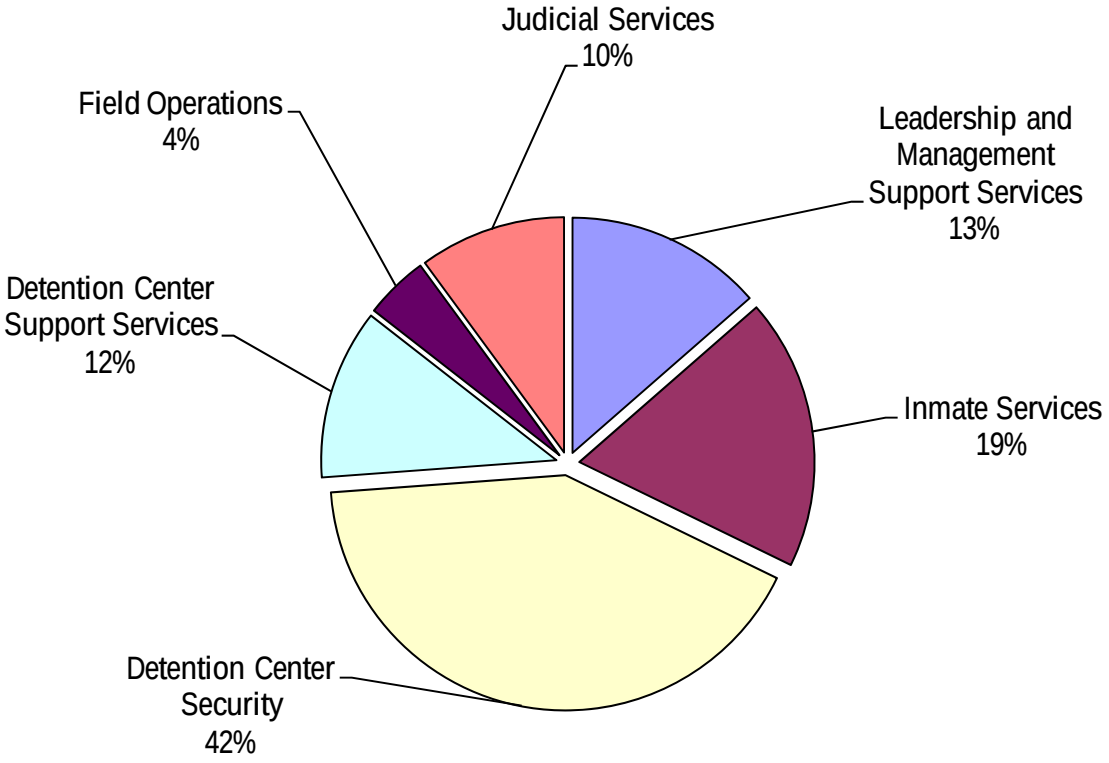
Highlights

- In FY 2013, the General Fund budget for the Sheriff's Office increases by $1,130,922, or 4.1%.
- FY 2013 personnel costs increase by $1,090,481 or 4.7%; the increase is primarily due to merit step increases and benefit costs increases, most notably retirement contributions and the 1% increase to the Sheriff salary scale to offset the 1% shift in the VRS contribution rate. Additionally, a one-time bonus of 2.3% was added for employees at the top of the pay scale. This amount is partially offset through turnover savings from senior deputy retirement and the reclassification of certain positions that occurred during FY 2012.
- Non-Personnel costs increase by $41,970 or 0.9% primarily due to increases in contract costs associated with food services at the detention center ($80,708) and mental health services for inmates ($20,000). These costs are offset partially by lease savings ($9,161) and a reduction in the contribution for future equipment replacement.
- The Capital Goods Outlay is decreasing by $24,635 or 18.1%. This is due to non-General Fund vehicle replacement costs in the equipment replacement fund. The year-to-year decrease is due to FY 2013 having a smaller number of vehicles scheduled for replacement compared to FY 2012.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Average daily population served	413	430	430
% of inmates held without escape	100%	100%	100%
Security operations -cost per inmate served per day	$77.58	$74.42	$77.42
# of meals served per day	1,327	1,350	1,350
Food service-cost per meal served	$1.18	$1.36	$1.52
Facility support-cost per inmate served per day	$8.91	$8.64	$9.23
# of Courthouse users screened annually	282,511	285,000	285,000

FY 2013 Approved Expenditures by Program



Sheriff's Office

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership and Management Support Services	$3,658,837	$3,850,936	$3,962,049	2.9%
Inmate Services	$5,405,484	$5,507,246	$5,441,199	-1.2%
Detention Center Security	$11,695,205	$11,679,643	$12,151,683	4.0%
Detention Center Support Services	$2,950,241	$3,110,779	$3,418,612	9.9%
Field Operations	$1,209,767	$1,241,669	$1,279,690	3.1%
Judicial Services	$2,773,036	$2,697,274	$2,942,130	9.1%
Total Expenditures	$27,692,570	$28,087,547	$29,195,363	3.9%

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership and Management Support Services	27.0	27.0	27.0	0.0%
Inmate Services	28.2	23.9	22.9	-4.2%
Detention Center Security	110.1	109.1	109.1	0.0%
Detention Center Support Services	20.0	22.2	22.2	0.0%
Field Operations	9.5	9.5	9.5	0.0%
Judicial Services	24.2	23.3	24.3	4.2%
Total Full-time Equivalents	219	215.0	215.0	0.0%
Sworn Personnel	173.0	173.0	173.0	0.0%
Non-sworn Personnel	46.0	42.0	42.0	0.0%
Total Full-time Equivalents	219.0	215.0	215.0	0.0%

Sheriff Programs and Activities

Leadership and Management
- Leadership and General Management
- Information Technology Management
- Training
- Planning and Project Management
- Fleet & Uniform Management

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

Detention Center Security
- Security Operations

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

Field Operations
- Transportation
- Warrant Service
- Gang Intelligence

Judicial Services
- Courthouse Security
- Legal Process Service

Department Information

Department Contact Info
703.746.4114
http://alexandriava.gov/sheriff/

Department Head
Dana Lawhorne, Sheriff
703.746.4114
Dana.Lawhorne@alexandriava.gov

Leadership and Management Program

The goal of Leadership and Management Support Services is to provide financial, personnel and planning support services to facilitate the operation of the Sheriff's Office.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	13.0%	13.7%	13.6%
Total Expenditures	$3,658,837	$3,850,936	$3,962,049
Less Revenues	$17,424	$121,299	$96,662
Net General Fund Expenditures	$3,641,413	$3,729,637	$3,865,387
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,604,874	$1,655,314	$1,827,960
FTE's	13.00	12.00	12.00
# of departmental FTE's managed	219	215	215
# of citizen complaints relating to Internal Affairs	23	25	25
# of litigation management hours	200	80	120
# of background investigations	243	150	150
Leadership & General Management support services cost as a % of dept. expend.	5.8%	5.9%	6.3%
% 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	$404,219	$530,113	$484,898
FTE's	3.5	3.5	3.5
# of requests responded to for computer and technical issues	818	815	950
Cost per system user	$1,846	$2,466	$2,255
% of requests responded to	100%	100%	100%

TRAINING – The goal of Training is to coordinate training for all staff, meet state mandated standards, and provide the City and Sheriff's Office with the most highly trained and professional work force possible.			
Expenditures	$709,858	$708,110	$734,586
FTE's	4.6	5.6	5.6
# of training hours provided	23,686	18,000	20,000
Cost per training hour	$29.97	$39.34	$36.73
% of sworn staff receiving a minimum of 40 hours of training annually	100%	100%	100%

Leadership and Management Support Services Program, continued

Activity Data

PLANNING AND PROJECT MANAGEMENT – The goal of Planning and Project Management is to provide for on going assessment of Office strengths and weaknesses, defend lawsuits, improve staff morale, and provide for a safe productive work environment.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$372,488	$383,374	$356,247
FTE's	4.3	3.7	3.7
# of Accreditations maintained	4	4	4
# of community events/activities	95	110	100
Cost for daily management of accreditation standards	$255.13	$262.58	$244.00
% 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	$567,398	$574,025	$558,358
FTE's	1.6	2.2	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	$8.99	$9.09	$8.84

Inmate Services Program

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

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	19.2%	19.6%	18.6%
Total Expenditures	$5,405,484	$5,507,246	$5,441,199
Less Revenues	$673,716	$459,209	$459,209
Net General Fund Expenditures	$4,731,768	$5,048,037	$4,981,990
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$505,319	$425,372	$436,269
FTE's	3.5	3.5	3.5
# programs maintained	7	5	7
# of volunteer hours provided to inmates	NA	NA	2,400
Daily Cost to maintain program opportunities for inmate population per inmate	$3.35	$2.71	$2.78
% 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 home electronic monitoring, work release, modified work release, weekenders, and pre-trial.			
Expenditures	$1,392,569	$1,408,771	$1,279,778
FTE's	15.5	11.2	10.2
# of alternative programs maintained	5.0	4.0	5.0
# of participant days for all programs	271,429	573,665	260,000
Cost to provide program per participant day	$5.13	$2.46	$4.92
% of alternative programs utilized	100%	100%	100%

INMATE CLASSIFICATION – The goal of Inmate Classification is to evaluate inmates to determine appropriate housing and services in order to safely and securely manage inmates within the Detention Center.			
Expenditures	$892,177	$901,586	$952,487
FTE's	9.0	9.0	9.0
# of Objective Classification interviews	3,518	3,800	3,600
# of inmates involved in physical altercations (assaults or fights)	32	NA	35
Cost per inmate served (ADP) per day	$5.92	$5.74	$6.07
% of inmates classified who were not involved in a physical altercation (assaults or fights)	99%	NA	99%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$2,189,155	$2,337,594	$2,328,168
FTE's	0.10	0.10	0.10
Cost per inmate per day	$14.52	$14.89	$14.83
% of mandatory medical standards met	100%	100%	100%

MENTAL HEALTH SERVICES – The goal of Mental Health Services is to provide mental health care and treatment to the inmate population.			
Expenditures	$426,264	$433,923	$444,497
FTE's	0.10	0.10	0.10
# of inmates receiving Mental Health services	713	NA	750
Cost per inmate per day	$2.83	$2.76	$2.83
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	41.6%	41.6%	41.6%
Total Expenditures	$11,695,205	$11,679,643	$12,151,683
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$11,695,205	$11,679,643	$12,151,683
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$11,695,205	$11,679,643	$12,151,683
FTE's	110.1	109.1	109.1
# of intakes	6,604	10,200	7,200
% of inmates held without escape	100%	100%	100%
Cost per inmate served (ADP) per day	$77.58	$74.42	$77.42

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	10.5%	11.1%	11.7%
Total Expenditures	$2,950,241	$3,110,779	$3,418,612
Less Revenues	$17,200	$0	$0
Net General Fund Expenditures	$2,933,041	$3,110,779	$3,418,612
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$725,608	$763,967	$876,321
FTE's	9.30	10.30	10.30
# of inmate records processed annually	34,014	40,000	35,000
Cost per inmate record	$21.33	$19.10	$25.04
% of successful LIDS audits (Local Inmate Data System)	100%	100%	100%
% of incarcerations without improper detentions or erroneous releases	100%	100%	100%

FACILITY SUPPORT – The goal of Facility Support is to maintain detention center building components, provide maintenance, logistical support, supervise and coordinate inmate work details inside the Detention Center to provide a safe and secure environment.			
Expenditures	$1,343,823	$1,356,424	$1,448,364
FTE's	7.4	8.7	8.7
Square footage supported	143,604	143,604	143,604
Cost per inmate served (ADP) per day to maintain upkeep of PSC	$8.91	$8.64	$9.23
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$573,642	$669,292	$750,000
FTE's	0.2	0.2	0.2
# of meals served per day	1,327	1,350	1,350
Cost per meal served	$1.18	$1.36	$1.52
% of ACA Standards met (American Correctional Association)	100%	100%	100%
% of DOC Standards met (Department of Corrections)	100%	100%	100%

COMMUNITY WORK DETAIL – The goal of the Community Work Detail activity is to provide community service through the use of inmate labor to the City of Alexandria to supplement City services.			
Expenditures	$307,168	$321,096	$343,927
FTE's	3.1	3.0	3.0
# of service hours provided	7,020	9,000	9,000
$ value of inmate hours provided	$192,248	$246,600	$246,600
Cost per inmate hours	$43.76	$35.68	$38.21
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	4.3%	4.4%	4.4%
Total Expenditures	$1,209,767	$1,241,669	$1,279,690
Less Revenues	$12,286	$0	$0
Net General Fund Expenditures	$1,197,481	$1,241,669	$1,279,690
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$502,955	$518,273	$543,163
FTE's	4.0	4.0	4.0
# of transports completed	1,873	2,100	2,000
Cost per transport	$268.53	$246.80	$271.58
% 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	$513,623	$538,746	$542,130
FTE's	4.0	4.0	4.0
# of arrest warrants processed	5,077	4,100	5,200
# of arrest warrants executed	971	1,200	1,200
Cost per arrest warrant processed	$101.17	$131.40	$104.26
# of individuals arrested	728	800	800

GANG INTELLIGENCE – The goal of Gang Intelligence is to gather information and maintain information necessary to effectively classify and house inmates with gang affiliations in a safe and secure manner.			
Expenditures	$193,189	$184,650	$194,397
FTE's	1.5	1.5	1.5
# of inmate investigations related to gang activity conducted	5,054	5,800	5,300
Cost per inmate served (ADP) per day	$1.28	$1.18	$1.24
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	9.9%	9.6%	10.1%
Total Expenditures	$2,773,036	$2,697,274	$2,942,130
Less Revenues	$292,433	$194,671	$196,202
Net General Fund Expenditures	$2,480,603	$2,502,603	$2,745,928
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,987,505	$1,907,678	$2,083,522
FTE's	17.3	16.4	17.4
# of screenings conducted	282,511	285,000	285,000
# of prisoners secured in the Courthouse	2,018	2,000	2,000
# of court proceedings held	77,083	77,500	77,250
Cost of Security per Courthouse user and inmate held	$5.50	$5.23	$5.72
% 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	$785,531	$789,596	$858,608
FTE's	6.9	6.9	6.9
# of valid documents received	20,870	22,000	21,000
# of attempted services	7,529	7,100	7,250
# of documents served including attempted services	28,399	29,500	28,450
Cost per document received	$37.64	$35.89	$40.89
% of documents served	100%	100%	100%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels		
Activity	**Adjustment**	**FY 2013 Approved**
Food Services	*New Food Services Contract*	**$80,708**
This adjustment will provide for supplemental funding for a new food services contract at the detention center.		
Mental Health Services	*Mental Health Services*	**$20,000**
This adjustment provides additional funding to allow for more hours of psychiatric care through the Alexandria Community Services Board based on current demand for services.		

Miscellaneous Department Information

Net City Share of Sheriff's Office Operations

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
General Fund Expenditures	$26,679,511	$27,312,368	$28,443,290
Sheriff Related General Fund Revenues			
Federal Prisoner Per Diem[1]	$7,027,903	$6,735,337	$6,735,337
State Compensation Board	$4,249,450	$3,506,036	$3,706,036
State Prisoner Per Diem	$423,121	$462,272	$462,272
State Criminal Alien Assistance Program	$155,604	$175,000	$175,000
Sheriff's Fees	$12,101	$14,000	$14,000
Weekenders Fees	$9,993	$8,000	$8,000
Work Release Fees	$15,112	$13,000	$13,000
Medical Co-Pays	$4,463	NA	$4,000
Total	**$11,897,747**	**$10,913,645**	**$11,117,645**
Net City Share (General Fund Exp Less Related Revenues)	**$14,781,764**	**$16,398,723**	**$17,325,645**

[1] Assumes a commitment of 170 prisoners per day by the U.S. Marshals Service. The contract with the US Marshals Service is for a guaranteed commitment of no less than 150 prisoners per day. Actual experience has been 170 to 175 Federal Prisoners on average in FY 2010, FY 2011, and to date in FY 2012. The Sheriff has agreed that an estimated 170 prisoners per day may be used for the FY 2013 revenue estimate.

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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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
Personnel	6,991,680	7,836,539	8,272,770	5.6%
Non-Personnel	3,124,068	3,103,243	3,064,918	-1.2%
Capital Goods Outlay	9,597	24,485	26,185	6.9%
Total Expenditures	$10,125,345	$10,964,267	$11,363,873	3.6%
Less Revenues				
Internal Service	19,411	44,600	44,600	0.0%
Special Revenue Fund	233,299	239,401	557,154	132.7%
Total Designated Funding Sources	$252,710	$284,001	$601,754	111.9%
Net General Fund Expenditures	$9,872,635	$10,680,266	$10,762,119	0.8%
Total Department FTE's	90.5	90.5	91.5	1.1%

Highlights

•In FY 2013 the General Fund budget increases $81,853 or 0.8%, while the Special Revenue Fund increases $317,753 or 111.9%. The $317,753 increase in the Special Revenue Fund includes $229,038 to fund three new staff members funded by pension investment earnings. The remaining $73,383 reflects a position previously paid from the General Fund that will now be funded by permitting fees that are reflected in the table above as Special Revenue Funds..

•In FY 2013 personnel costs increase by $436,231 or 5.6%. This is due to the addition of four positions, employee step adjustments, increased benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. These increase are offset by savings from one position transfer and two position eliminations.

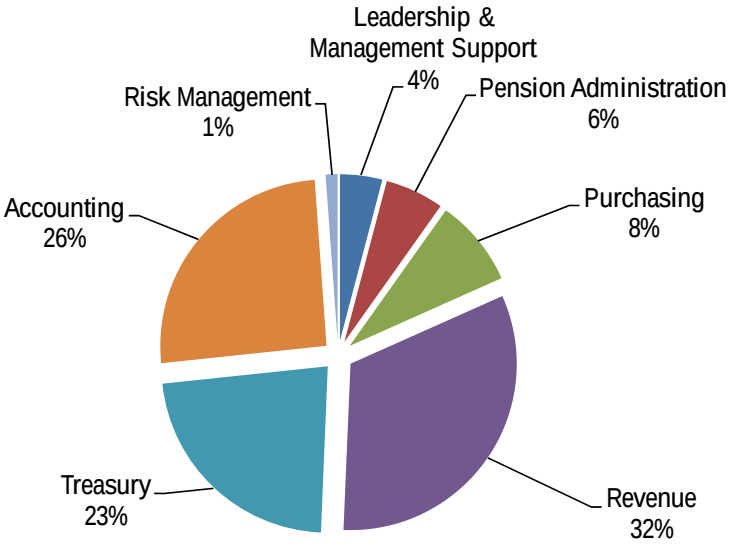
- The Finance Department added three new positions to the Pension Administration Program. Currently the City pays an outside vendor to administer the defined benefits plan for Firefighters and Police Officers. Finance will be bringing this service “in-house” and use the savings generated in the pension plan funds to fund the new positions.
- The Department of Community and Human Services has transferred one position to the Finance Department where they will work on the Enterprise Resource Planning System.
- An Accountant position will be transferred from Finance to Internal Audit to improve performance management and accountability.
- Two Risk Management positions have been eliminated. Limited risk management functions will be performed by individual departments with some Finance staff and support from a third party administrator.
- Non-personnel costs decrease by $38,325 (1.2%), due to decreases in general support of the risk management function.

Finance Department

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Achievement of AAA/Aaa bond ratings with each bond issue	yes	yes	yes
% of compliance with City adopted debt policies in last fiscal year	100%	100%	100%
Maintain an overall collection rate for current year taxes greater than 95%	yes	yes	yes
% of GFOA standards met on financial reporting	100%	100%	100%

FY 2013 Approved Expenditures by Program



Finance Department

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
Leadership and Management Support	$470,271	$479,147	$470,990	-1.7%
Pension Administration	355,622	515,489	652,253	26.5%
Purchasing	861,761	979,607	971,674	-0.8%
Revenue	3,102,091	3,634,678	3,619,383	-0.4%
Treasury	2,447,938	2,397,717	2,588,472	8.0%
Accounting	2,554,860	2,634,335	2,923,136	11.0%
Risk Management	332,802	323,294	137,965	-57.3%
Total Expenditures	$10,125,345	$10,964,267	$11,363,873	3.6%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change
Leadership and Management Support	2.1	2.8	2.7	-5.4%
Pension Administration	3.0	3.0	6.0	100.0%
Purchasing	8.0	8.0	8.0	0.0%
Revenue	37.5	37.4	35.7	-4.4%
Treasury	17.6	17.6	17.6	0.0%
Accounting	21.3	19.5	20.7	6.2%
Risk Management**	2.2	2.5	1.0	-61.2%
Total full time employees	90.5	90.5	91.5	1.1%

Finance Programs and Activities

Leadership & Mgmt Support Services
- Leadership & General Mgmt

Pension Administration
- Pension Investment
- Retirement Plan Admin.

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

Purchasing
- Purchasing

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

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

Risk Management
- Tort Claims Management
- Workplace & General Safety Management
- Liability/Property Insurance Management
- Workers Comp Claims Management

Dept Info

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

Department Head
Laura Triggs, CPA,
Chief Financial Officer
703.746.3900
laura.triggs@alexandriava.gov

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

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide leadership and oversight to the Department and to issue City debt in order to provide long-term financial stability for the City.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	4.6%	4.4%	4.1%
Total Expenditures	$470,271	$479,147	$470,990
Less Revenues	$281,773	$44,600	$44,600
Net General Fund Expenditures	$188,498	$434,547	$426,390
Program Outcomes			
Demonstrate long-term financial stability by maintaining AAA ratings from bond rating agencies	Yes	Yes	Yes

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT: The goal of Leadership and General Management is to maintain the City's standard of financial excellence by providing citizens, City Council, vendors and employees with competent and comprehensive financial services, sound financial policy recommendations and reporting, and oversight of the collection and disbursement of City funds.	FY 2011 Actuals	FY 2012 Approved	FY 2013 Approved
Expenditures	$470,271	$479,147	$470,990
FTE	2.1	2.8	2.7
$ amount of revenue collected and funds disbursed	$2,088,276,825	$2,100,000,000	$2,088,276,825
$ amount of funds disbursed (all funds)	$1,002,490,799	$985,000,000	$1,002,490,799
Ratio of Finance Department costs to City budget	1.0%	0.9%	1.0%
% compliance with City adopted debt policies in last fiscal year	100%	100%	100%

Pension Administration Program

The goal of the Pension Administration Program is to provide retirement income for retired City employees at a controlled cost to the City.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	3.5%	4.7%	5.7%
Total Expenditures	$355,622	$515,489	$652,253
Less Revenues	$231,932	$239,401	$557,154
Net General Fund Expenditures	$123,690	$276,088	$95,099
Program Outcomes			
Ratio of annual pension administration program costs to City employer annual contributions	1.6%	1.9%	2.9%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$44,998	$196,096	$83,023
FTE's	1.0	1.0	0.2
Funds invested at fiscal year end in millions of dollars [1]	$358.9	$340.0	$370.0

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	$310,624	$319,393	$569,230
FTE's	2.0	2.0	5.8
# of plans administered	9	8	7
# of employee/retirees consulting sessions	1,400	1,428	1,456
Cost per employee/retiree served	$221.87	$223.66	$232.64
Ratio of annual pension administration costs to fund assets	0.09%	0.09%	0.15%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	30.6%	33.2%	31.8%
Total Expenditures	$3,102,091	$3,634,678	$3,619,383
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$3,102,091	$3,634,678	$3,619,383
Program Outcomes			
Total tax revenue generated for the City in compliance with City regulations	$468,087,388	$481,140,912	$495,809,214

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,297,471	$1,566,831	$1,551,754
FTE's	14.9	15.4	14.6
# of tax transactions processed	1,916,205	1,832,839	1,954,529
Cost per tax transaction processed	$0.68	$0.85	$0.79
% of tax assessments processed by due date	100%	100%	100%

DELINQUENT TAX COLLECTION – The goal of Delinquent Tax Collections is to collect delinquent taxes in order to reduce the outstanding tax balance and increase the City's general fund revenue.			
Expenditures	$626,776	$664,323	$647,429
FTE's	7.8	7.1	6.49
# of demands for payment action sent	170,204	167,676	173,608
Cost per demand for payment action	$3.68	$3.96	$3.73
% of delinquent tax collected annually	91.0%	82.0%	91.0%

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	$309,729	$418,482	$355,770
FTE's	4.3	4.3	3.5
# of tax accounts reviewed/audited	97,854	91,180	99,811
Costs of tax accounts reviewed/audited	$3.17	$4.59	$3.56
$ amount of revenue generated from audits and compliance activity	$1,012,309	$1,200,000	$1,200,000
Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities	30.6%	34.9%	29.6%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$868,115	$985,042	$1,064,430
FTE's	10.5	10.6	11.1
# of applications processed for tax relief programs	1,362	1,334	1,389
# of taxpayers assisted on State tax issues*	300	300	300
Cost per application processed	$24.60	$22.47	$25.98
% of applications approved for tax relief	90.0%	98.0%	98.0%
% of survey participants reporting satisfaction with customer service	99%	99%	99%

Treasury Program

The goal of the Treasury Program is to generate accurate and timely tax bills, process revenues efficiently and invest City funds prudently to maximize City revenues and promote high quality customer service.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	24.2%	21.9%	22.8%
Total Expenditures	$2,447,938	$2,397,717	$2,588,472
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,447,938	$2,397,717	$2,588,472
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,249,492	$1,254,510	$1,318,797
FTE's	9.5	9.8	9.9
# of tax payments processed	208,963	267,000	217,000
# of electronic payments	146,291	200,250	169,260
# of manual payments	62,672	66,750	47,740
# of tax payments processed per FTE	21,996	27,385	21,919
% of tax payments processed electronically	70.0%	75.0%	78.0%

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	$569,868	$596,289	$698,615
FTE's	7.8	7.1	7.0
% of current year personal property tax collected	93.8%	96.0%	93.8%
% of current year real estate tax collected	99.6%	99.0%	99.6%
% of current year business property tax collected (including statutory assessments)	91.2%	87.0%	91.2%

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	$303,970	$321,488	$326,895
FTE's	0.3	0.7	0.7
Average month end portfolio dollar balance	$116,320,000	$105,000,000	$110,000,000
City's rate of return	0.5%	1.8%	0.5%

PARKING ADJUDICATION-The goal of Parking Case Adjudication is to provide an efficient and convenient method of adjudicating parking infractions as an alternative to Court adjudication.			
Expenditures*	$324,608	$225,430	$244,165
FTE's	0.0	0.0	0.0
# of cases concluded	8,071	7,000	7,000
% of cases adjudicated without appeal	99.9%	99.8%	99.9%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	25.2%	24.0%	25.7%
Total Expenditures	$2,554,860	$2,634,335	$2,923,136
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,554,860	$2,634,335	$2,923,136
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,135,560	$1,090,417	$1,285,970
FTE's	5.5	4.3	5.2
# 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	$1,105,761	$1,181,580	$1,230,955
FTE's	11.8	11.2	11.5
# of employees processed annually	4,041	4,150	4,300
# of transactions processed	463,602	485,254	485,000
Cost per transaction	$2.39	$2.43	$2.54
# of payrolls processed within required time frame	100%	100%	100%
% of vendors paid within required time frame	97.0%	96.0%	97.0%

RECONCILIATIONS – The goal of Reconciliation is to provide internal controls over financial information for City stakeholders in order to accurately report the results of the City's financial transactions comply with laws and reporting requirements.			
Expenditures	$313,539	$362,338	$406,211
FTE's	4.0	4.0	4.0
# of capital, debt, bank, health and workers comp reconciliations produced	2,854	2,750	2,802
Cost per reconciliation produced	$109.86	$131.76	$144.97
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	3.3%	2.9%	1.2%
Total Expenditures	$332,802	$323,294	$137,965
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$332,802	$323,294	$137,965
Program Outcomes			
% reduction in number in annual claim expenses	51.9%	3.0%	3.0%

Note: Reported 51.9% reduction reflects "snapshot" as of 7/26/11, reflecting paid to date by FY. FY 2011 claims have one year less payment development than FY2010 claims as of the snapshot date. FY 2011 claims will have more additional payment activity than prior year claims. Although payment activitiy will continue, the trend is promising. Approved reduction for future years is Over All after full payment development.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$33,444	$34,957	$0
FTE's	0.3	0.3	0.0
# of claims handled	96	135	110
Administrative cost per claim	$348	$259	$0
% of claims settled within 6 months	83%	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	$155,477	$143,537	$93,993
FTE's	0.9	1.0	0.7
# of safety consultations	110	115	125
Cost per request	$1,413	$1,248	$752
% of requests resolved within 7 work days	80%	85%	87%
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	$66,875	$63,003	$28,744
FTE's	0.3	0.5	0.2
# of policies obtained	13	15	15
Administrative cost per policy	$5,144	$4,200	$1,916
% 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	$77,006	$81,797	$15,228
FTE's	0.7	0.8	0.1
# of claims handled	219	245	235
Administrative cost per claim	$352	$334	$65
% of claims closed within 12 months	95%	85%	90%

Purchasing Program

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

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	8.5%	8.9%	8.6%
Total Expenditures	$861,761	$979,607	$971,674
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$861,761	$979,607	$971,674
Program Outcomes			
Percentage of significant contracting actions executed for clients within mutually agreed time frames	65.0%	83.0%	85.0%

Activity Data

PURCHASING – The goal of Purchasing is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$861,761	$979,607	$971,674
FTE's	8.0	8.0	8.0
# of significant contracts administered	535	500	550
Staff cost per # of significant contracts administered	$1,611	$1,959	$1,767
Percentage of significant contracting actions executed for clients within mutually agreed time frames	65%	83%	85%
Revenue generated from sales of surplus property and impounded vehicles and procurement card rebates	$785,781	$500,000	$800,000
Percentage of the number of vendor payments made with procurement cards	43%	75.0%	45.0%

Finance Department

Summary of Budget Changes

Supplemental Funding

Activity	Adjustment	FY 2013 Approved
Pension Administration	*Pension Administration - New System and Staffing*	**3.0 FTE**

Currently the City pays over $1 million to a third party administrator for defined benefits plans. With the addition of new software (price not included in this request) and three new positions ($229,038 in Special Revenue Fund) the Finance department will be able to administer the defined benefits plan in-house. The positions will be paid for using the savings from this action.

Expenditure Reductions

Activity	Reduction	FY 2013 Approved
Risk Management	*Elimination of Two Full-Time Positions*	**-$220,449**

This reduction will eliminate two positions (one currently vacant) within the Risk Management Program. This reduction will make City departments the primary source of safety training, employees will be responsible for obtaining their own defensive driver training, and some initiatives in assessing and reviewing disability and workers compensation trends will no longer be performed.

General Services Department

Mission Statement: The mission of the Department of General Services is to provide exceptional management of the City's Real Estate, Property, Fleet Maintenance and Support Services.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$5,948,609	$6,642,935	$6,392,429	-3.8%
Non-Personnel	6,041,026	6,011,056	5,870,827	-2.3%
Capital Goods Outlay	5,074	274,678	302,168	10.0%
Total Expenditures	$11,994,709	$12,928,669	$12,565,424	-2.8%
Less Revenues				
Internal Service	$14,492	$272,678	$300,168	10.1%
ARRA - Stimulus	$113,566	$0	$0	0.0%
Special Revenue Fund	$185,216	$169,107	$67,393	-60.1%
Total Designated Funding Sources	$313,274	$441,785	$367,561	-16.8%
Net General Fund Expenditures	$11,681,435	$12,486,884	$12,197,863	-2.3%
Total Department FTE's	67.0	70.0	67.0	-4.3%

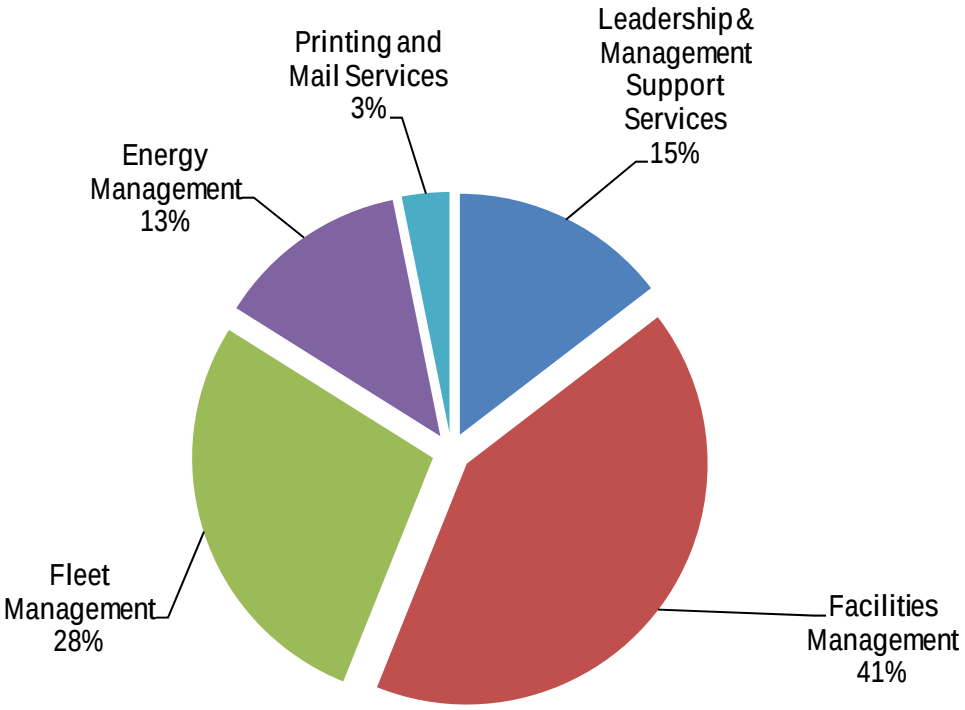
Highlights

- In FY 2013 the General Fund budget will decrease by $289,021, or 2.3%.
- Personnel costs will decrease by $250,506, or 3.8%. This is attributed to the elimination of three positions and turnover savings resulting from normal attrition, offset by increased costs for merit step increases and benefits for existing employees. The cost of one position will also be funded through the CIP starting in FY 2013. In addition, a 1% increase in the General Government pay scales was made to offset the 1% shift in the VRS contribution rate from the employer to the employee.
- Non-personnel costs will decrease by $140,229, or 2.3% during FY 2013. This decrease can be attributed to reduction in the City's parking management contract (-$33,644), a new utility savings plan (-$89,000), and other efficiencies.
- Capital Goods Outlay will increase in FY 2013 by $27,490, or 10.0%. This is due largely to non-General Fund vehicle replacement costs in the equipment replacement fund. The year-to-year increase is due to FY 2013 having a larger number of vehicles scheduled for replacement compared to FY 2012.
- In FY 2012, General Services staff reorganized both the Facilities Management and Vehicle Operations and Maintenance programs. The reorganization more clearly reflects how the personnel and non-personnel expenditures relate to activities. Under the Facilities Management program, the Support Services, Ice and Snow Removal, and Special Event Support are within a new Support Services activity. A new Planning & Design activity is made up of Project Management, CIP Development, and Space Planning. A new Portfolio Management activity was created to include all operating, facility maintenance activities, and capital renewal associated with four distinct portfolios of City property. Under the Fleet Management Program, the Fleet Operations activity will combine routine maintenance, repairs, emergency support services, safety & emissions inspections, fleet administration, specification & acquisition, preparation, and vehicle disposal activities.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of square feet of leased space (managed by General Services; City as tenant)	413,889	388,676	389,000
Total square feet of City owned space	2,119,841	2,393,926	2,305,102
# of vehicle preventive maintenance requests completed	3,120	3,120	3,120
# of gallons of fuel purchased	720,000	700,000	725,000
Cost per gallon of fuel	$2.00	$2.00	$3.25

FY 2013 Approved Expenditures by Program



General Services Department

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & General Management	$1,836,543	$2,109,219	$2,070,275	-1.8%
Facilities Management	$5,748,574	$6,024,477	$5,885,411	-2.3%
Fleet Management	$4,519,140	$4,110,960	$3,949,629	-6.5%
Energy Management	$1,738,280	$1,775,987	$1,831,857	3.1%
Printing and Mail Services	$450,016	$530,114	$450,340	-15.0%
Less Recovered Costs For Printing Services	-$147,107	-$120,000	-$120,000	0.0%
Less Recovered Costs For Fleet Management	-$2,150,467	-$1,502,088	-$1,502,088	0.0%
Total Expenditures	$11,994,979	$12,928,669	$12,565,424	-2.81%

Staffing Summary

Authorized Positions (FTE's) by Program[1]	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & General Management	10.2	10.2	10.5	2.8%
Facilities Management	30.3	32.4	32.3	-0.3%
Fleet Management	20.4	21.4	18.1	-15.5%
Energy Management	1.3	1.3	2.3	76.9%
Printing and Mail Services	4.8	4.8	3.9	-18.8%
Total full time employees	67.0	70.0	67.0	-4.3%

[1] During FY 2012 the Department implemented a significant reorganization. As a result FTE's throughout the organization were reallocated among all of the programs and activities. Prior year data has been modified for comparison purposes.

General Services Programs and Activities

Leadership & Mgmt Support Services
- Leadership and General Management
- Contracts Management
- Real Estate Management

Fleet Management
- Fleet Operations
- Parts
- Fuel Acquisition

Energy Management
- Energy & Consumption Management

Facilities Management
- Support Services
- Planning and Design
- Portfolio Management
- Parking Management

Printing & Mail Services
- Printing Services
- Self-Service Copy Management
- Mail Distribution

Dept Info

Department Contact Info
703.746.4770
http://alexandriava.gov/generalservices/

Department Head
Jeremy McPike, Director
703.746.4770
jeremy.mcpike@alexandriava.gov

Department Staff
Alfred Coleman, Deputy Director, Administration
Vacant, Deputy Director, Planning, Construction and Facilities
Vacant, Division Chief, Administration
Prabhakar Rao, Division Chief, Fleet Services
Vacant, Portfolio Manager
Patrice McAulliffe, Portfolio Manager
Donna Poillucci, Portfolio Manager
Bill Eger, Energy Manager

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide for clear direction in administrative program support functions to line divisions in support of their programs and activities.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds budget	12.8%	14.5%	14.6%
Total Expenditures	$1,836,543	$2,109,219	$2,070,275
Less Revenues	$170,226	$441,785	$367,561
Net General Fund Expenditures	$1,666,317	$1,667,434	$1,702,714
Program Outcomes			
% of customers who rate the service provided by the Department of satisfactory or better General Services	N/A	100%	85%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,173,341	$1,342,488	$1,552,636
FTE's	6.6	6.6	7.9
Number of Full Time Employees	67.0	70.0	70.0
% of departmental service delivery programs within approved budget	85%	90%	90%

CONTRACTS MANAGEMENT – The goal of Contracts Management is to provide procurement and contracting support to line divisions in relation to solicitation, award, and administration of contracts assuring compliance with City, State and federal procurement policies and procedures.			
Expenditures	$261,076	$259,685	$136,502
FTE's	2.5	2.5	1.6
# of contracts managed (New measure, not included in the FY 2012 Approved Budget)	22	N/A	25
% of contracts awarded and maintained without dispute or lapse	90%	90%	90%

Contract Management expenditures will decrease $123,183, or 47.3% in FY 2013. This is due largely to the reduction of costs for two Capital Project Manager positions during the FY2013 budget process and who are allocated in part to this activity. One position will be eliminated and one will be charged to the CIP.

REAL ESTATE MANAGEMENT - The goal of the Real Estate Management activity is to provide for leased space to departments and agencies that require such space in support of their missions, programs and activties.			
Expenditures	$402,126	$507,046	$381,137
FTEs	1.1	1.1	1.1
Average cost per square foot of leased space managed by the City	$24	$26	$26
Percentage of leased space vs. Percentage of City owned space	81%	84%	80%
% of leases maintained in compliance with lease terms and conditions	100%	100%	100%

Facilities Management Program

The goal of Facilities Management is to provide for the planning and design required for the construction and renovation of City facilities to improve and enhance the delivery of the occupying agency's service programs, as well as to provide facility maintenance and repair services to all City departments and agencies housed in City-owned or leased facilities assuring continual operation of those facilities from which the departments and agencies can carry out their missions, programs and activities.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	40.2%	41.4%	41.5%
Total Expenditures	$5,748,574	$6,024,477	$5,885,411
Less Revenues	$29,482	$0	$0
Net General Fund Expenditures	$5,719,092	$6,024,477	$5,885,411
Program Outcomes			
% of customers who rate service provision satisfactory or better*	N/A	N/A	80%

*General Services began tracking customer satisfaction via Customer Surveys in FY 2012. Therefore no data is available in previous years and no data was included in the FY 2012 Approved budget.

Activity Data

SUPPORT SERVICES – The goal of Support Services is to support the Farmers Market, special events at City Hall, and both scheduled and non-scheduled City meetings, as well as to quickly provide minor, unplanned facility upkeep services in order to make available quality meeting, event and office spaces for City operations.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$917,943	$959,343	$625,944
FTE's	4.9	4.5	6.7
# of events managed	195	340	357
Cost per managed event	$780	$770	$800
% of customers who rate service provision satisfactory or better	N/A	N/A	90%
% of work orders that are repair versus preventative	50%	60%	60%

PLANNING & DESIGN – The goal of Planning & Design is to provide for the development and management of capital improvement projects as submitted by City Departments and agencies ; and to provide for space planning services to departments and agencies in support of their missions, programs and activities.			
Expenditures	$929,022	$1,017,574	$838,694
FTE's	9.3	9.2	8.6
CIP Development - New Building/New Design and Construction			
# of projects for consideration in the Capital Improvement Program	20	11	10
Project Management			
# of projects managed	20	16	15
% of projects completed on schedule	97%	95%	95%
% of projects completed on budget	98%	95%	95%

Facilities Management Program (continued)

Activity Data

PORTFOLIO MANAGEMENT – The goal of Portfolio Management is to provide property management services for City-owned and leased buildings, including preventative maintenance and management services; capital repairs, maintenance, and renewal projects; customer service; and work order requests in order to ensure safe, reliable, and professional public facilities.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$2,972,507	$3,135,543	$3,521,528
FTE's	16.0	18.6	17.0
# of square feet of property managed*	2,201,905	2,349,990	2,305,102
Total cost per square foot of property managed	$0.74	$0.76	$0.43
% of customers who rate services satisfactory or better	N/A	N/A	70%

PARKING MANAGEMENT - The goal of Parking Management is to provide management services and safe and accessible parking spaces for the operation of City-owned surface and garage lots assuring maximum parking availability to prospective users.			
Expenditures	$929,102	$912,017	$899,245
FTE's	0.1	0.1	0.0
# of spaces managed and maintained*	1,022	1,022	1,022
Revenue collected per space **	$2,298	N/A	$2,300
% of spaces utilized and maintained	100%	100%	100%

*Includes 87 free employee spaces located at Union Station and pay employee lot located at Pitt and Oronoco.

** New Measure. Not included in the FY 2012 Approved budget. Does not include 87 free employee spaces located at Union Station or 21 spaces at Market Square set aside for City Council, City Manager and the City's pool car fleet but does include the employee parking lot at Pitt and Oronoco Streets.

Fleet Management Program

The goal of Fleet Management is to provide for repairs, maintenance and fueling of City owned vehicles in an efficient and cost effective manner in order to keep all vehicles operating safely and efficiently.
(Excludes Fire & EMS vehicles and apparatus)

The Fleet Management Program was reorganized this year. Many activities were combined to create a more streamlined Program. Expenditures and FTEs were reallocated in the new activity format. Fluctuations in the activities are the result of the reorganization and do not reflect any changes in service.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Fund Budget	31.6%	28.3%	27.8%
Total Operating Expenditures	$4,519,140	$4,110,960	$3,949,629
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$4,519,140	$4,110,960	$3,949,629
Program Outcome			
Average maintenance cost per unit *	$1,546.00	N/A	$1,595.00

*New measure.

Activity Data

FLEET OPERATIONS – The goal of Fleet Operations is to provide new vehicle commissions; inspections; preventative maintenance and repair; emergency response; decommissioning and disposals of units; and specifications and acquisition support in order to ensure City Departments have a safe, reliable, and efficient vehicle fleet to support their missions.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$2,135,148	$2,150,729	$2,183,561
FTE's	16.4	17.4	16.4
# of units in the fleet	820	875	819
# of vehicle equivalents	N/A	1,031	1,042
Number of vehicle equivalents per technician for best practice	128.8	N/A	129.0
Shop rate below commercial sector rates for the region	12% below	N/A	12% below

PARTS – The goal of Parts Room is to maintain an inventory of parts in-house that are used regularly and routinely to repair and/or maintain City vehicles and related equipment and have them available and in full operating condition for City staff when required.			
Expenditures	$337,336	$399,066	$228,694
FTE's	3.5	3.5	1.3
# of parts maintained	13,908	18,000	18,000
Parts turnover ratio for best practice (Best practice is 3 minimum)	N/A	N/A	1.8

Fleet Management Program (continued)

Activity Data

FUEL ACQUISITION & PROVISIONING – The goal of Fuel Acquisition is to acquire and store gasoline and diesel fuel and distribute the fuel for use in City fleet via the City's two refueling stations and monitor the distribution of the fuel through the use of City issued fueling cards.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$ 2,046,656	$1,561,165	$1,537,374
FTE's	0.6	0.6	0.4
Cost of fuel	$1,857,078	N/A	$2,356,250
# of gallons purchased	688,859	700,000	725,000
Cost per gallon of fuel	$2.70	$2.00	$3.25

RECOVERED COSTS FROM DEPARTMENTS			
Fleet Management Recovered Costs from Departments	$ (2,150,467)	$ (1,502,088)	$ (1,502,088)

Energy Management Program

The goal of Energy Management is to audit and remit for Electric, Natural Gas and Water/Sewer services consumed by all City facilities and operations to ensure reliable and efficient utilities provision; and to provide engineering services and employee outreach and training to reduce utility consumption.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	12.2%	12.2%	12.9%
Total Expenditures	$1,738,280	$1,775,987	$1,831,857
Less Revenues	$113,566	$0	$0
Net General Fund Expenditures	$1,624,714	$1,775,987	$1,831,857
Program Outcomes			
Average % reduction in energy units consumed	8.0%	3.0%	2.0%

Activity Data

ENERGY MANAGEMENT PROGRAM – The goal of Energy Management Program is to audit and remit for Electric, Natural Gas, and Water/Sewer services consumed by all City facilities and operations to ensure reliable, efficient utilities provision; and provide engineering services and employee outreach and training to reduce utility consumption.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,738,280	$1,775,987	$1,831,857
FTE's	1.3	1.3	2.3
# Of Utility Accounts Managed	356	359	359
Cost per account managed	$399	$425	$425
# of square feet of building space managed	2,264,421	2,390,421	2,390,421
# of square feet of green building space managed	216,476	342,476	342,476
Amount of Electricity Consumed [kWh]*	31,150,363	31,897,000	31,300,000
Amount of Natural Gas [therms]	608,598	623,000	610,000
Amount of Water Consumed [gallons]	71,028,000	70,000,000	70,000,000
Energy Use Index (EUI) [kBTU/ft2]**	73.8	71.6	70.2
Percentage Change in Energy Use Index	-8%	-3%	-2%
Amount of Renewable Energy Consumed (kWh)***	4%	15%	15%

* Does not include Street- and Traffic-lighting.

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

1) EUI is a measurement index considering total energy consumption for facility operations divided by gross square feet. EUI is a measure of energy efficiency. EUI normalizes total energy use by gross square feet to accommodate for changes in gross square feet from fiscal year to fiscal year. While other normalizing parameters (weather, occupancy, information technology infrastructure, etc.) drive energy consumption more so than gross square foot; normalizing by square footage

*** Renewable energy is from purchased Renewable Energy Credits (RECs) or on-site generation.

Printing and Mail Services Program

The goal of Printing and Mail Services is to provide quality printing and finishing services; maintain self-service photocopying machines; and provide mail collection, processing and distribution services for all City departments and agencies.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	3.1%	3.6%	3.2%
Total Expenditures	$450,016	$530,114	$450,340
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$450,016	$530,114	$450,340
Program Outcomes			
% of customers rating printing services as satisfactory or better[1]	N/A	TBD	90%

Activity Data

PRINTING – The goal of Printing is to provide printing solutions to City departments and agencies in-house through the use of high-speed copiers or through appropriate third party vendors.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$322,483	$389,840	$278,796
FTE's	3.2	3.2	2.0
# of print jobs processed	256	250	250
# of work requests per FTE daily	4	4	4
Cost per high-speed copy (black & white)	$0.07	$0.07	$0.07
Cost per highs-speed copy (color)	$0.23	$0.23	$0.23

SELF-SERVICE COPY MANAGEMENT – The goal of Self-Service Copy Management is to maintain the walk-up, self service satellite copiers located in City Hall and to ensure that all copiers are operational and all resources and supplies are provided so that City agencies can complete independent copy jobs in a timely manner.			
Expenditures	$32,873	$42,565	$55,920
FTE's	0.4	0.4	0.5
# of copies made*	132,069	130,000	130,000
# of copy machines operated	3	3	3
Cost per copy (black & white)	$0.07	$0.06	$0.06
Cost per copy (color)	$0.29	$0.29	$0.25

[1] General Services began tracking customer satisfaction via Customer Surveys in FY 2012.

* The data in this measure has been revised to include both the self-service color copier and the two self-service black and white copiers. Prior data only included the two black and white copiers.

Printing and Mail Services Program continued

Activity Data

MAIL DISTRIBUTION – The goal of Mail Distribution is to provide mail collection, processing and distribution services for all City agencies in a timely manner.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$94,660	$97,709	$115,624
FTE's	1.3	1.3	1.4
# of pieces processed and delivered (U.S. Post Office & Inter-Office mail)	365,879	400,000	400,000
Processing and Delivery Cost per Piece of Mail (U.S. Post Office & Inter-Office mail)	$0.23	$0.24	$0.24

RECOVERED COSTS FROM DEPARTMENTS			
High Speed Copying	$ (147,107)	$ (120,000)	$ (120,000)

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2013 Approved
Parking Management	*Republic Parking Contract Adjustment*	**$23,247**
In FY 2013 the City will increase expenditures for parking management by $123,870. This CPI-U adjustment is a 2.5% increase, and was previously negotiated in the City's contract with Republic Parking.		
Facilities Maintenance	*CPI-U Contract Adjustments*	**$22,193**
Contract costs related to Facility Maintenance, and Custodial Sercies Management are all anticipated to receive a 4.1% increase (tied to CPI-U) in FY 2013 per contractual pricing.		

Summary of Budget Changes

Expenditure Reductions

Reduction Item	FTEs	FY 2013 Approved
Utility Savings		**($89,000)**
In FY 2013, the City will begin an energy policy aimed at reducing utility expenditures. The policy will include efficient building scheduling, temperature parameters, temperature setback schedules, personal appliance use restrictions, and etc.		
Fleet Services Specialist	**1.0**	**($68,783)**
A vacant Fleet Services Specialist position (1.0 FTE) will be reduced in FY 2013. This position's duties include acquiring and maintaining a minimum quantity of parts used in daily fleet operations. These duties will be carried out by other vehicle operations staff, however the Vehicle Operations activity may be less effecient.		
Parts Driver	**1.0**	**($45,203)**
A vacant Parts Driver position (1.0 FTE) will be eliminated in FY 2013. Duties associated with this position include pricing and stocking parts used in daily fleet operations. These duties will be carried out by other vehicle operations staff.		
Parking Management Contract		**($33,644)**
Beginning in FY 2013 three City-owned parking garages will become fully automated, and reduce the number of parking attendants accounted for in the parking management contract. Significant startup funding is required to purchase and maintain automated payment terminals. In out years however, the City would realize greater savings.		
Capital Projects Manager	**0.0**	**($154,498)**
This savings in general fund expenditures is the result of shifting the costs for this Capital Projects Manager position from the Operating budget to the City's Capital Improvement Plan. The position will be funded from CIP project budgeted amounts.		
Capital Projects Manager	**1.0**	**($104,903)**
This vacant position will be eliminated. Some duties associated with this position include oversight of construction and renovation projects.		

Human Resources Department

Mission Statement: To ensure that the City hires, supports and sustains its workforce throughout the employee life-cycle efficiently, effectively, and respectfully.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$2,340,321	$2,407,238	$2,571,881	6.8%
Non-Personnel	576,239	546,682	498,742	-8.8%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$2,916,560	$2,953,920	$3,070,623	4.0%
Funding Sources				
Special Revenue Fund	90,276	6,000	6,000	0.0%
ARRA - Stimulus Fund[1]	6,116	0	0	0.0%
Total Designated Funding Sources	$96,392	$6,000	$6,000	0.0%
Net General Fund Expenditures	$2,820,168	$2,947,920	$3,064,623	4.0%
Total Department FTE's[2]	21.0	21.0	22.0	4.8%

[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 2011 the City received $6,116 in credits (reflected as revenue) as a result of certain employees qualifying for the COBRA benefit.

[2]In FY 2013, the FTE count increased by 1.0 FTE due to the addition of one full-time position. The new position did not require additional funding as it was paid for through the reallocation of existing funds within the Department's budget.

Highlights

• In the FY 2013 approved budget the General Fund budget for Human Resources increases by $116,703, or 4.0%.

• FY 2013 personnel costs increase by $164,643, or 6.8%, attributable to employee step adjustments, increases in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. The increase is also attributable to costs associated wit the reallocation of $28,000 from non-personnel to support a new part-time seasonal position.

•In FY 2013, the Department's total personnel count increases by 1.0 FTE as a result of the addition of a new Administrative Support V position ($60,940). This position is funded through the reallocation of existing non-personnel funds, significantly offset by employee turnover savings.

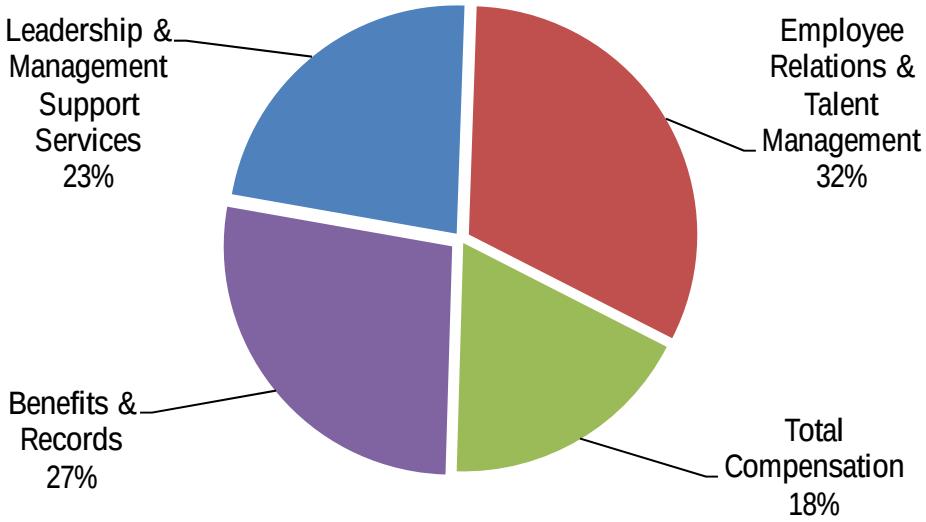
• The Department's non-personnel budget decreases by $47,940, or 8.8%, due to the above noted reallocation of $88,940 to the personnel budget to support two new positions. This transfer is partially offset by a $16,000 current services adjustment for the NeoGov Performance Management System.

• The approved budget includes $25,000 in new funding to support enhancements to the City's ethics program. This funding will support a new 3rd party anonymous hotline ($3,000) and expanded ethics awareness training for employees ($22,000). These programs are aimed at reducing the potential for employee malfeasance and ensuring a culture of ethics among employees throughout the City.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Cost per regular (benefited part-time and full-time) requisition received and processed	$1,794	$2,441	$1,800
# of employees attending training classes	1,121	1,200	1,400
# of wellness participants served	2,124	1,750	2,200
# of full-time and part-time employees served in the Current Employee Benefit Program	2,455	2,542	2,455

FY 2013 Approved Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	$682,527	$593,286	$699,112	17.8%
Employee Relations & Talent Management	1,084,267	948,127	981,375	3.5%
Total Compensation	417,484	567,415	551,451	-2.8%
Benefits & Records	732,282	845,092	838,685	-0.8%
Total Expenditures	$2,916,560	$2,953,920	$3,070,623	4.0%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	4.0	4.0	5.0	25.0%
Employee Relations & Talent Management	8.3	7.3	7.3	0.0%
Total Compensation	4.0	5.0	5.0	0.0%
Benefits & Records	4.8	4.8	4.8	0.0%
Total full time equivalents (FTE's)	21.0	21.0	22.0	4.8%

Human Resources Department Programs and Activities

Leadership & Mgmt Support Services
- Leadership & General Management

Employee Relations & Talent Management
- Disciplinary & Grievance Process Administration
- Training & Development
- Recruitment & Selection Support

Total Compensation
- Classification
- Compensation

Benefits & Records
- Current Employee Benefit Program Administration
- Retiree/Terminated Benefit Administration
- Employee Records & Payroll Administration
- Employee Wellness

Dept Info

Department Contact Info
703.746.3777
http://www.alexandriava.gov/HR

Acting Department Head
Tom Gates, Deputy City Manager
703.746.4300
tom.gates@alexandriava.gov

Department Staff
Kathleen Ognibene, SPHR, Deputy Director
Steve Mason, SPHR, Assistant Director
Bill Mitchell, SPHR, IPMA-CP, Assistant Director
Karen Landon, SPHR, IPMA-CP, Management Analyst III

Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	23.4%	20.1%	22.8%
Total Expenditures	$682,527	$593,286	$699,112
Less Revenues	90,276	6,000	6,000
Net General Fund Expenditures	$592,251	$587,286	$693,112
Program Outcomes			
% of departmental effectiveness targets met in all programs	86.0%	85.0%	85.0%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership & General Management is to administer departmental resources effectively.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$682,527	$593,286	$699,112
FTE's	4.0	4.0	5.0
# of departmental FTEs managed	21.0	21.0	22.0
$ amount of departmental budget managed (in millions)	$2.92	$2.95	$3.07
Leadership & Management Support Services cost as a % of total departmental expenditures	23.4%	20.1%	22.8%

Employee Relations & Talent Management Program

The goal of Employee Relations & Talent Management (ERTM) is to provide strategies and service support throughout an employee's career at the City. Activities include recruitment, onboarding, discipline and grievance processing, career development and training, employee relations and workforce and succession planning.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	37.2%	32.1%	32.0%
Total Expenditures	$1,084,267	$948,127	$981,375
Less Revenues	0	0	0
Net General Fund Expenditures	$1,084,267	$948,127	$981,375
Program Outcomes			
Average survey score of employees satisfied with the City's training opportunities (1-5, where 5 is very satisfied)	4.3	4.3	4.4

Activity Data

DISCIPLINARY & GRIEVANCE PROCESS ADMINISTRATION – The goal of Disciplinary and Grievance Process Administration is to provide critical guidance and support to employees, managers, and supervisors regarding disciplinary and grievance issues. Ensuring that discipline is applied fairly and equitably, according to established policies and practices is essential.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$281,926	$182,517	$193,495
FTE's	2.1	1.6	1.6
# of disciplinary actions	83	120	80
# of grievances processed	14	14	10
Cost per disciplinary action	$1,698	$760	$1,209
Cost per grievance processed	$10,069	$6,518	$9,675
% of grievances resolved before passing from management control (HR Director and CMO)	85.0%	95.0%	90.0%

Employee Relations & Talent Management Program, continued

Activity Data

TRAINING & DEVELOPMENT – The goal of Training and Career Development is to provide high quality training and educational programs to increase and improve employee knowledge, skills and abilities in order to meet the expectations of their position. Job satisfaction and career potential, as well as higher learning and educational opportunities are also supported by this unit.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$325,010	$267,551	$301,774
FTE's	2.3	1.8	1.8
# of employees receiving tuition assistance	173	140	155
% of employees using tuition assistance that complete the course and receive a passing grade.	96.0%	95.0%	96.0%
# of employees attending training classes	1,121	1,200	1,400
Cost per employee per training class	$290	$223	$216
% of employee class evaluation scores 3.5 or above on a scale of 1-5 (5 is most satisfied)	100.0%	95.0%	100.0%

RECRUITMENT & SELECTION SUPPORT – The goal of Recruitment and Selection is to support departments with innovative, cost effective and efficient recruitment and selection processes that attract highly qualifed and diverse candidates for a strong, talented workforce.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$477,331	$498,059	$486,106
FTE's	3.8	3.8	3.8
# of total regular (benefited part-time and full-time) position requisitions received and processed*	266	204	270
# of total applications received	19,237	29,000	25,000
Average # of total applications reviewed per Human Resources Analyst	5,023	7,572	6,527
# of regular (benefited part-time and full-time) positions filled	148	127	135
Cost per regular (benefited part-time and full-time) requisition received and processed	$1,794	$2,441	$1,800

*Some positions filled are the result of requisitions received and processed in the previous fiscal year.

Total Compensation Program

The goal of the Total Compensation Program is to maintain a system that ensures competitive, consistent and equitable wages and benefits for all City positions across organizational and occupational lines in order to attract and retain qualified employees.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	14.3%	19.2%	18.0%
Total Expenditures	$417,484	$567,415	$551,451
Less Revenues	0	0	0
Net General Fund Expenditures	$417,484	$567,415	$551,451
Program Outcomes			
% of requests for single position job audits completed within 60 work days	85%	60%	85%
% of surveys completed within the established timeframes	90%	90%	90%

Activity Data

CLASSIFICATION – The goal of Classification is to review positions through job audits, and to determine the most appropriate class and grade for the level and scope of work assigned to each class of positions.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$242,453	$283,706	$275,730
FTE's	2.0	2.5	2.5
# of appeals processed	11	10	15
# of appeals processed per FTE	5.5	4.0	6.0
# of total positions audits or classification specifications reviewed and completed	97	125	100
# of total positions audits or classification specifications reviewed and completed per FTE	48.5	50.0	40.0

COMPENSATION – The goal of Compensation is to periodically review the competitiveness of salaries & benefits in order to compensate employees fairly & retain qualified employees.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$175,031	$283,709	$275,721
FTE's	2.0	2.5	2.5
# of external surveys completed (surveys completed by staff for other jurisdictions)	12	25	25
# of internal surveys completed (surveys requested to be completed by other jurisdiction's staff)	2	20	10
Average # of internal and external surveys completed per FTE	7.0	50.0	14.0
% of positions surveyed meeting City benchmark for market pay comparability (GS Employees)	26%	33%	33%
% of positions surveyed meeting City benchmark for market pay comparability (Public Safety Employees)	50%	75%	75%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	25.1%	28.6%	27.3%
Total Expenditures	$732,282	$845,092	$838,685
Less Revenues	6,116	0	0
Net General Fund Expenditures	$726,166	$845,092	$838,685
Program Outcomes			
Avg. survey score of employees satisfied with the City's benefit program (1-5, where 5 is very satisfied)	N/A*	4.25	4.25

*Data was not collected for FY 2011

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$329,359	$358,226	$336,892
FTE's	1.3	1.5	1.5
# of full-time and part-time employees served in the Current Employee Benefit Program	2,455	2,542	2,455
Cost per employee served in the Current Employee Benefit Program	$134	$141	$137
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)*	3.13	4.25	4.00

*Score represents an average of various measures in the survey.

RETIREE/TERMINATED BENEFIT ADMINISTRATION – The goal of Retiree/Terminated Benefit Administration is to collect insurance premium payments from retirees and COBRA participants, pay retiree health insurance reimbursements, and process Long Term Disability and death claims for retirees and separated employees.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$152,772	$159,294	$165,817
FTE's	1.5	1.5	1.5
# of retiree reimbursement applications processed	1,000	1,200	1,100
# of employees participating in exit interviews	200	185	190
% of claims processed in HRD within 10 business days	100.0%	100.0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$114,898	$120,765	$126,772
FTE's	1.3	1.3	1.3
# of personnel actions processed	6,932	5,400	4,500
% PAF's with errors when processed	2.0%	2.0%	2.0%

EMPLOYEE WELLNESS – The goal of Employee Wellness is to provide health-related information and resources to current employees and retirees.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$135,253	$206,807	$209,204
FTE's	0.75	0.50	0.50
# of wellness participants served (duplicated count)	2,124	1,750	2,200
Cost per participant	$64	$118	$95
% of participants rating the program as acceptable to extremely satisfied*	96.0%	4.5	97.0%

*Note, the scoring methodology in the survey changes starting in FY 2011.

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTE	FY 2013 Approved
Recruitment & Selection	*NeoGov Contract*	**0.0**	**$16,000**

In FY 2012 Human Resources established an employee-led Performance Management Committee to evaluate the City's current performance management system and to recommend changes. The outcome of the Committee was the creation of a new performance evaluation form and a recommendation that the form be electronic. After unsuccessfully attempting to develop an "in-house" solution, Human Resources decided to purchase an online performance management system through our current applicant tracking system vendor NeoGov. This adjustment provides for the annual license fee of NeoGov's performance evaluation system in FY 2013. This is anticipated to be a one-time adjustment for FY 2013 as the City will transition to the performance management system within the new ERP system in Spring 2013.

Various	*Reallocation to fund Admin Support Positions*	**1.0**	**($88,490)**

This adjustment reallocates $88,490 from non-personnel to the personnel part of the Department's budget in order to provide for two administrative support positions. Of the total reallocation, $60,940 is dedicated to funding one regular full-time Administrative Support V position. The remaining $28,000 provides funding for a part-time seasonal position. The Admin Support V position will be assigned to the Department's Customer Service Unit which is tasked with providing direct support to internal and external HR customers. The additional seasonal position will provide administrative support to HR's senior staff, thus allowing other full-time administrative staff to focus on supporting the Department's HR professionals.

Service Expansion

Activity	Adjustment	FTE's	FY 2013 Approved
Employee Development	*City-wide Ethics Initiative*	**0.0**	**$25,000**

In the interest of maintaining the public's trust, the approved budget includes $25,000 to provide for an enhanced city-wide ethics program aimed at reducing the potential for incidents of employee malfeasance. This funding will provide for a 3rd party anonymous hotline ($3,000) and additional ethics awareness training for employees ($22,000). The programs supported by this supplemental adjustment are considered a first-step in ensuring a culture of ethics throughout the City. A city-wide Ethics Initiative Committee will continue to evaluate other program options in FY 2013.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$551,815	$587,289	$603,097	2.7%
Non-Personnel	90,604	85,546	85,769	0.3%
Capital Goods Outlay		0	0	NA
Total Expenditures	$642,419	$672,835	$688,866	2.4%
Funding Sources				
Internal Service	$0	$0	$0	NA
Special Revenue Fund	51,787	37,582	43,062	14.6%
Total Designated Funding Sources	$51,787	$37,582	$43,062	14.6%
Net General Fund Expenditures	$590,632	$635,253	$645,804	1.7%
Total Department FTE's	5.5	5.5	5.5	0.0%

Highlights

- In FY 2013, the approved General Fund budget for the Office of Human Rights increases by $10,551, or, 1.7%.
- Personnel costs increase by $15,808, or 2.7%, attributable to employee step adjustments, increases in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. The increase is offset by a reduction in seasonal employee costs ($19,000) in the Disability Rights activity, described on the following pages.
- Non-personnel costs increase by $233, or 0.3%.
- The special revenue fund increases by $5,480, or 14.6%, to reflect additional Equal Employment Opportunity Commission (EEOC) revenue. The funds are used for a part-time investigator position, an intern, and training and are based on contract compliance.

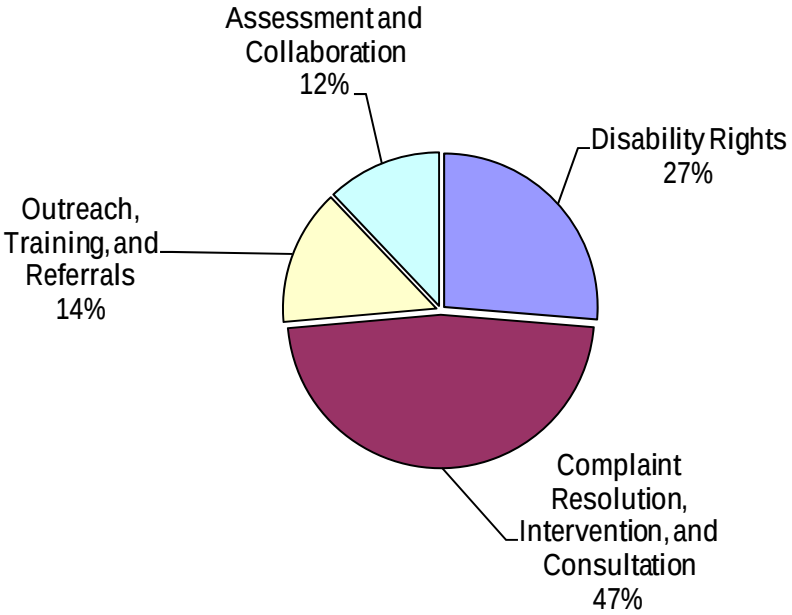
Office of Human Rights

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of cases worked[1]	260	280	280
cost per case worked	$1,208	$1,090	$1,164
% of cases closed within 180 days	85%	85%	85%

[1]# of cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the EEOC Washington Field Office that require some work by this Office.

FY 2013 Approved Expenditures by Activity



Office of Human Rights

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Enforcement	$471,436	$500,124	$507,005	1.4%
Community Inclusiveness and Awareness	170,983	172,711	181,861	-5.3%
Total Expenditures	$642,419	$672,835	$688,866	-2.4%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Enforcement	3.9	3.9	3.9	0.0%
Community Inclusiveness and Awareness	1.6	1.6	1.6	0.0%
	5.5	5.5	5.5	0.0%

Office of Human Rights Programs and Activities

Enforcement

Disability Rights
Complaint Resolution,
Intervention and Consultation

Community Inclusiveness & Collaboration

Outreach, Training and Referrals
Assessment And Collaboration

Dept Info

Department Contact Info
703.746.3140
http://alexandriava.gov/humanrights

Department Head
Jean Kelleher Niebauer, Director
703.746.3140
jean.niebauer@alexandriava.gov

Department Staff
Mike Hatfield, ADA Program Manager
703.746.3148
mike.hatfield@alexandriava.gov

Enforcement

The goal of Enforcement is to eliminate discrimination for those who work in, live in or visit Alexandria by ensuring compliance with Federal, State and Local anti-discrimination laws, and striving to maintain a diverse, inclusive and vibrant community.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	73.4%	74.3%	73.6%
Total Expenditures	$471,436	$500,124	$507,005
Less Revenues	$51,787	$37,582	$43,062
Net General Fund Expenditures	$419,649	$462,542	$463,943
Program Outcomes			
% of complaints resolved within 180 days	85%	85%	85%

Activity Data

DISABILITY RIGHTS – The goal of Disability Rights is to advocate for the rights of persons with disabilities, educate the public on laws protecting persons with disabilities, and act as liaison to the community and government resources.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$155,954	$194,926	$181,141
FTE's	0.9	0.9	0.9
# of contacts	2,380	2,500	2,400
Cost per contact	$66	$78	$0
% of contacts responded to by close of business next day	95%	96%	95%

COMPLAINT RESOLUTION, INTERVENTION AND CONSULTATION – The goal of Complaint Resolution, Intervention and Consultation is to facilitate resolution of disputes, stop discrimination, if it has occurred, and counsel public and private entities to ensure compliance with the law.			
Expenditures	$315,482	$305,198	$325,864
FTE's	3.0	3.0	3.0
# of cases worked[1]	260	280	280
Cost per case worked	$1,208	$1,090	$1,164
% of cases resolved through alternative dispute resolution	38%	30%	30%
% of cases closed within 180 days	85%	85%	85%

[1]# of cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the EEOC Washington Field Office that require some work by this Office.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	26.6%	25.7%	26.4%
Total Expenditures	$170,983	$172,711	$181,861
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$170,983	$172,711	$181,861
Program Outcomes			
% survey respondents reporting knowledge of City's diversity and inclusiveness efforts[1]	N/A	85%	85%

[1] No citizen survey was conducted in FY 2011.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$95,262	$93,714	$98,605
FTE's	0.8	0.8	0.8
# of contacts	3,100	2,800	3,000
Cost per contact	$31	$33	$33
# of individuals trained[2]	115	110	125
% of contacts responded to by close of business next day	90%	85%	90%

ASSESSMENT AND COLLABORATION – The goal of Assessment and Collaboration is to assess social conditions that might lead to discrimination, make the City more welcoming to all people, and collaborate with other agencies.			
Expenditures	$75,721	$78,997	$83,256
FTE's	0.8	0.8	0.8
# of collaborations[3]	96	120	125
Cost per collaboration	$789	$658	$0
% increase in new collaborations	-9%	-9%	4%

[2] # of individuals trained depends on what entity the Office trains and the capability of staff to conduct training.

[3] # of collaboratons is driven by capablity of staff and coordination with Alexandria Human Rights Commission.

Reduction

Activity	Reduction Option	FTE	FY 2013 Approved
Disability Rights	*Seasonal Employees*		**($19,000)**

As part of a City-wide reduction option, seasonal employee costs in the ADA Accommodation budget were reduced by $19,000 to $11,000 to reflect average actual spending for the past three years. This brings the total budget for the ADA accommodation account to $33,000. There is no anticipated service impact for FY 2013. Spending for this activity, however, will be revisited if there are significant changes observed during the year, because the expenditures are legally mandated and somewhat unpredictable.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$4,638,314	$4,922,734	$5,309,853	7.9%
Non-Personnel	2,572,775	2,597,231	2,816,119	8.4%
Capital Goods Outlay	30,061	0	0	0.0%
Total Expenditures	$7,241,150	$7,519,965	$8,125,972	8.1%
Less Revenues				
Internal Services	$59,928	$0	$0	0.0%
Internal Services - Fund Balance	0	0	0	0.0%
Special Revenue Funds	0	0	97,681	N/A
Total Designated Funding Sources	$59,928	$0	$97,681	0.0%
Net General Fund Expenditures	$7,181,222	$7,519,965	$8,028,291	6.8%
Total Department FTE's	40.0	42.0	43.0	2.4%

Highlights

• In FY 2013 General Fund budget for ITS increases by $508,326 or 6.8%.

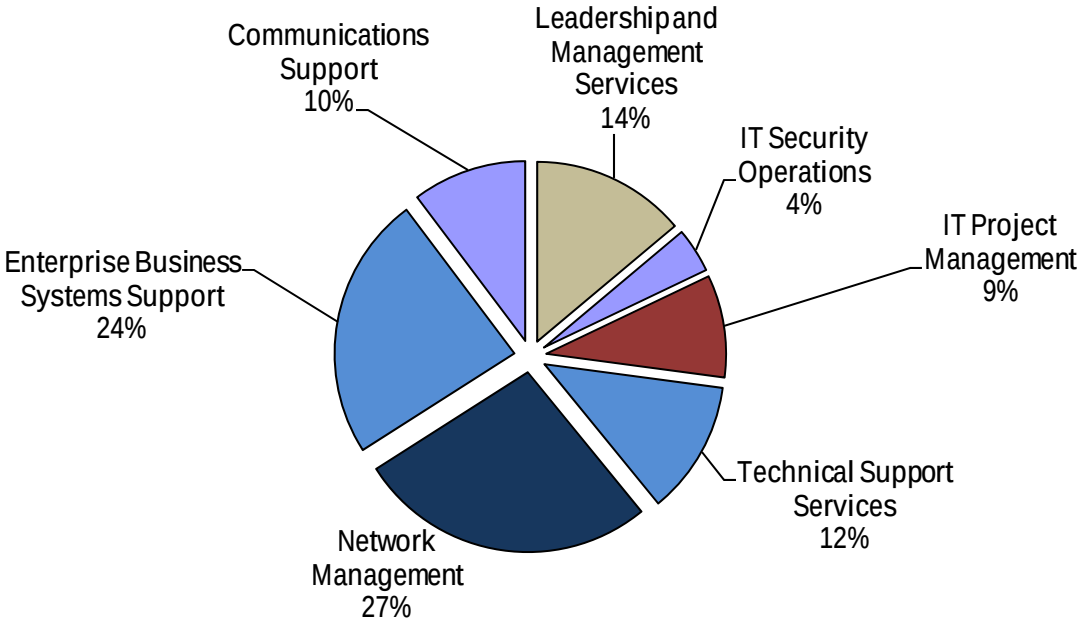
• FY 2013 personnel costs increase by $387,119 or 7.9%. The increase is due to employee step adjustments, increases in benefit costs, the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee and the addition of a Database Administrator position. This position is being funded through permitting fees that are reflected in the table above as Special Revenue Funds, and accounts for 27% of the overall increase in personnel costs.

•FY 2013 non-personnel costs increase by $218,888 or 8.4%. The increase is attributed to general maintenance and support of existing software and hardware devices and systems. This includes $68,006 for general maintenance and support of the City's software, hardware, and IT related devices, $61,000 related to the Microsoft Enterprise Agreement, $60,000 for operating and maintaining a second internet connection at the new Police Facility, and $61,000 for additional maintenance and replacement costs associated with customer and network support. These increases are offset by $27,000 in efficiency reductions.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Cost per department supported by ITS	$192,615	$197,894	$213,841
% of Help Desk work requests resolved within 24 hours of receipt	27%	30%	30%
Number of applications supported	180	160	160
Number of databases under management	187	187	190

FY 2013 Approved Expenditures by Program



Information Technology Services

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership and Management Services	$1,383,264	$1,117,683	$1,128,314	1.0%
Security	175,086	329,773	326,406	-1.0%
IT Project Management	865,819	879,870	748,278	-15.0%
Customer Services	483,880	801,699	974,549	21.6%
Network Operations	1,740,675	2,010,970	2,182,871	8.5%
Enterprise Business Systems Support	1,234,886	1,639,686	1,931,681	17.8%
Communications Support	1,357,540	740,284	833,873	12.6%
Total Expenditures	$7,241,150	$7,519,965	$8,125,972	8.1%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved[1]	% Change 2012-2013
Leadership and Management Services	7.6	7.6	7.2	-5.3%
Security	1.2	1.2	1.2	0.0%
IT Project Management	4.6	5.6	4.3	-22.5%
Customer Services	4.1	5.1	6.1	18.6%
Network Operations	8.3	8.4	8.4	0.6%
Enterprise Business Systems Support	9.9	9.8	11.5	17.3%
Communications Support	4.6	4.6	4.6	1.1%
Total full time equivalents	40.0	42.0	43.0	2.4%

[1] There is one additional position in the Enterprise Business Systems Support Program to support the Code Administration Permit Center. Additional fluctuations in Authorized Positions by Program reflect the reallocation of existing positions.

ITS Programs and Activities

Leadership and General Management
- Leadership and General Management
- Financial Management

Security
- Security Operations

IT Project Management
- Project Management

Customer Service
- Help Desk
- Equipment Replacement
- Training

Network Operations
- Wide Area Network (WAN) Support
- Server Maintenance & Support
- Data Center

Enterprise Business Systems Support
- Programming Support
- Data Management & Support

Communications Support
- Data & Email Communications
- Voice Communications

Dept Info

Department Contact Info
703.746.3001
www.alexandriava.gov/its

Department Head
Tom Trobridge, Director, ITS/CIO
703.746.3001
tom.trobridge@alexandriava.gov

Department Staff
Shelly Ryan, Deputy Director
Vanetta Pledger, Division Chief
Curtis Ney, Division Chief
Paul Kim, Division Chief
Suellen Savukas, Division Chief

Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide coordination, communication, staff direction and stewardship for internal and external stakeholders.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	19.1%	14.9%	13.9%
Total Expenditures	$1,383,264	$1,117,683	$1,128,314
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,383,264	$1,117,683	$1,128,314
Program Outcomes			
% of customers who rate IT Services as good to excellent	95%	96%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,141,014	$801,614	$790,792
FTE's	5.1	5.1	4.7
# of departments supported	38	38	38
$ amount of departmental expenditures	$7,319,357	$7,519,965	$8,125,972
Cost per department supported	$192,615	$197,894	$213,841
Leadership & General Management expenditures as a % of total department	18.9%	14.9%	13.9%
% of customers who rate ITS understanding of business needs as good to excellent	92%	94%	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	$242,250	$316,069	$337,522
FTE's	2.5	2.5	2.5
# of IT purchases processed	1,330	1,400	1,400
Cost per IT purchase processed	$182	$226	$241
% customers rating hardware/software procurement services as good to excellent	96%	98%	98%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	2.4%	4.4%	4.0%
Total Expenditures	$175,086	$329,773	$326,406
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$175,086	$329,773	$326,406
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$175,086	$329,773	$326,406
FTE's	1.2	1.2	1.2
# of network clients protected with the latest security patches and software	2,800	2,800	2,800
# of electronic software distribution packages deployed for security compliance	2	18	18
# of procedures, policies, and plans used in the production environment	8	8	8
Cost per client protected	$63	$118	$117

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	12.0%	11.7%	9.2%
Total Expenditures	$865,819	$879,870	$748,278
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$865,819	$879,870	$748,278
Program Outcomes			
% of customers rating IT Project Management as good to excellent	93%	93%	93%

Activity Data

PROJECT MANAGEMENT – The goal of Project Management is to provide IT project management, project planning, contract management, and quality assurance to clients either within ITS or elsewhere in the City in order to get better value out of Approved City projects and processes.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$865,819	$879,870	$748,278
FTE's	4.6	5.6	4.3
# of projects provided assistance	18	20	20
# of hours of support provided	9,568	11,544	8,944
Cost per staff hour of support	$90	$76	$84
% rating ITS project management as good to excellent	93%	93%	93%

Customer Service

The goal of Customer Service is to provide courteous, responsive, and effective technical support to all City computer and telecommunications users to better assist the City of Alexandria in its use of computer and telecommunications technology.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	6.7%	10.7%	12.0%
Total Expenditures	$483,880	$801,699	$974,549
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$483,880	$801,699	$974,549
Program Outcomes			
% of customers who rate Technical Support Services as good to excellent	95%	95%	95%

Activity Data

TECHNICAL SUPPORT SERVICES – The goal of the Technical Support Services is to provide first and second level support for City computer and telecommunications customers.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$388,090	$569,941	$731,841
FTE's	3.7	4.5	5.8
# of incidents and requests resolved by ITS*	N/A	N/A	N/A
# of incidents and requests resolved by Technical Support Services	9,900	10,000	10,000
% of incidents and requests resolved same day by Technical Support Services	27%	30%	30%
% of incidents and requests resolved same day by Information Technology Services*	N/A	N/A	N/A
% of incidents and requests resolved within 5 business days by ITS*	N/A	N/A	N/A
# incidents and requests submitted via self-service portal*	N/A	N/A	N/A
# of telephone calls to the Help Desk**	18,000	15,000	15,000

* In FY 12, ITS implemented Microsoft's System Center Service manager self-service portal, which will provide greater reporting capabilities regarding problems reported and the time it takes for resolution. This information will be provided next year.

** It is anticipated that this number will decrease on FY 12 and FY 13 due to the implementation of the self-service portal.

EQUIPMENT REPLACEMENT – The goal of Equipment Replacement is to ensure that City departments and agencies have reliable and efficient computer workstations.			
Expenditures	$63,925	$100,803	$105,679
FTE's	0.1	0.3	0.0
# of workstations replaced and inventoried *	15	90	280
Cost per workstation replaced and inventoried	$4,262	$1,120	$377
% of workstations currently under manufacturer warranty	76%	76%	80%

* This number will increase in FY 13 due to the need to replace older PC's in order for the City to implement Windows 7.

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	$31,865	$130,955	$137,029
FTE's	0.3	0.3	0.3
# of seats trained*	1,900	700	800
Cost per seat trained	$17	$187	$171
% of students who rated computer training as good or excellent	96%	96%	96%

* The large number of seats trained in FY 11 is due to the implementation of Microsoft Outlook, used by the majority of City employees.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	24.0%	26.7%	26.9%
Total Expenditures	$1,740,675	$2,010,970	$2,182,871
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,740,675	$2,010,970	$2,182,871

Activity Data

WAN SUPPORT – The goal of Wide Area Network Support is to manage and maintain the City's Institutional network (I-Net) including Internet access and secure wireless network access to ensure reliable and robust connectivity across City facilities in order to allow employees to share in the advantages of the City's technology infrastructure.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$889,436	$1,051,761	$1,148,275
FTE's	3.0	3.0	3.0
# of existing connections supported	98	98	92
Cost per existing connection supported	$9,076	$10,732	$12,481
# of existing I-Net wireless access points (WAP's)	10	11	18
% of network uptime	99.99%	99.99%	99.99%

SERVER MAINTENANCE & SUPPORT – The goal of Server Maintenance & Support is to provide file and print services and create the network environment necessary for the hosting of data and user applications.			
Expenditures	$577,023	$516,199	$583,829
FTE's	2.9	3.0	3.0
# of servers managed*	240	263	200
Cost per server managed	$2,404	$1,963	$2,919
% rating server management as good to excellent	97%	96%	96%

*The implementation of the City's new SAN allows for the reduction in the number of file servers in use in FY 13.

ENTERPRISE DATA STORAGE MANAGEMENT & SUPPORT – The goal of Enterprise Data Storage Management & Support is to provide reliable data storage for the City's information including backup, restoration, and e-discovery services.			
Expenditures	$274,216	$443,010	$450,767
FTE's	2.4	2.4	2.4
Volume of data backed up and stored (in Terabytes)*	16	20	32
Cost perTerabyte of data backed up and stored	$17,139	$22,151	$14,086
# of e-discovery requests processed	5	6	6

* This number will increase due to the implementation of a new ERP as well as the Department of Historic Alexandria's imaging initiative.

Enterprise Business Systems Support

The goal of Enterprise Business Systems Support is to maintain, develop, and upgrade application software, as well as maintain the integrity of the data associated with those applications for all City departments and employees.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	17.1%	21.8%	23.8%
Total Expenditures	$1,234,886	$1,639,686	$1,931,681
Less Revenues	$0	$0	$97,681
Net General Fund Expenditures	$1,234,886	$1,639,686	$1,834,000
Program Outcomes			
% of customers rating ITS Applications Support as good to excellent	96%	96%	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 in-house, third-party, and collaboration applications in order to facilitate the performance of their duties.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,015,214	$1,324,077	$1,417,025
FTE's	8.4	8.4	8.6
# of applications supported	180	160	160
Cost per application supported	$5,640	$8,275	$8,856

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	$219,672	$315,609	$514,656
FTE's	1.5	1.5	3.0
# of databases under management	187	187	190
Volume of data under management (in Terabytes)*	3	3.5	3.8
Cost per database under management	$1,175	$1,688	$2,709
% rating application data management as good to excellent	96%	96%	96%

* It is anticipated that this number will increase due to the implementation of the City's new ERP.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	18.7%	9.8%	10.3%
Total Expenditures	$1,357,540	$740,284	$833,873
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,357,540	$740,284	$833,873

Activity Data

MESSAGING AND COLLABORATION – The goal of Messaging and Collaboration is to support and manage the City's hosted messaging and collaboration environment including the provisioning of accounts and systems access for all City employees.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$809,803	$356,818	$380,239
FTE's	1.7	1.7	1.7
# of email accounts managed	3,000	3,100	3,200
# of collaboration sites administered	N/A	20	40
Cost per email account managed	$270	$115	$119
Cost per collaboration site administered	N/A		
% rating City management of messaging services as good to excellent	90%	92%	92%

TELECOMMUNICATIONS SERVICES– The goal of Telecommunications Services is to manage the City's voice and data networks (excluding I-Net network) including provisioning of new devices, services, and billing.			
Expenditures	$547,737	$383,466	$453,634
FTE's	2.9	2.9	2.9
# of desk phones supported	3,770	3,900	4,000
# of wireless devices (cell phones, smartphones, broadband service) supported	2,445	2,500	2,700
Cost per desk phone supported	$145	$98	$113
Cost per wireless device supported	$224	$153	$168
% rating City management of voice services as good to excellent	94%	95%	95%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2013 Approved
Network Support	*General Maintenance and Support*	**$68,006**
This adjustment provides funding for general maintenance and support of the City's software, hardware, and IT related devices. Additionally, the request includes miscellaneous small purchases in furtherance of this effort.		
Various	*Microsoft Premier Support*	**$61,000**
This adjustment will fully leverage the City's investment in the Microsoft Enterprise Agreement with Business Productivity Online Suite Standard services.		
Various	*TSL Internet Connection*	**$60,000**
This adjustment will pay for the operation, maintenance, and support of the second internet connection located at the new Police facility at 3600 Wheeler Ave.		
Network Support	*Data Domain Device maintenance support*	**$29,500**
This adjustment will fund the maintenance and support of the two new Data Domain devices which all enterprise backups are currently being backed up to and replicated to.		
Network Support	*Cell and Smartphone Monthly Charges*	**$14,500**
This adjustment will cover monthly charges for cell and smartphones.		

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction	FTE's	FY 2013 Approved
Security	*Logging Solution Maintenance*		**($15,500)**
This reduction will eliminate costs associated with LogRhythm which consolidates the system log reports from the City's disperate network and system monitoring tools.			
Network Support	*Production of Financial Report*		**($10,000)**
This reduction will decrease the budget dedicated for toner, paper, and printer maintenance kits used for Finance Department reports.			
Security	*Hard Drive Encryption*		**($1,500)**
This reduction will eliminate funding dedicated to hard drive encryption for new laptops. Due to low demand and internal turnover, the need for this service did not actualize.			

Summary of Budget Changes

Supplemental Adjustments

Activity	Supplemental Request	FTE's	FY 2013 Approved
Data Management & Support	*Database Administrator*	**1.0**	**$97,681**
This request will add one Database Administrator to the Enterprise Business Systems Support program. This position will be funded using Permitting Fees. The Administrator will be responsible for providing City employees with reliable and accessible data required by computer applications for the performance of their duties.			

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$217,957	$223,781	$475,109	112.3%
Non-Personnel	17,634	26,072	39,424	51.2%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$235,591	$249,853	$514,533	105.9%
Funding Sources				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$235,591	$249,853	$514,533	105.9%
Total Department FTE's	2.0	2.0	5.0	150.0%

Highlights

• In FY 2013 the General Fund budget increases by $264,680, or 105.9%.

• The increase is due to the reallocation of three vacant positions from other departments to expand the scope of Internal Audit to enhance City-wide operational performance and increase the accountability of the organization. This will be accomplished by working collaboratively with department heads and key senior staff to assess management performance, using data to consistently examine issues affecting service delivery, focusing on efficiency and effectiveness measures that improve departmental service delivery, and reporting regularly to the City Manager and senior staff on service delivery benchmarks, targets and accomplishments. Additionally, there is a 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee.

Internal Audit

Selected Performance Measures

Selected Performance Measures*	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of City Departments/Agencies assisted annually	54%	50%	50%
# of recommendations and concerns tracked	36	50	50
# of audits completed	19	22	20
Cost per audit	$12,400	$11,357	$25,727

* These performance measures reflect the scope of Internal Audit prior to its expansion in the FY 2013 Approved budget. Additional measures will need to be devevloped to reflect Internal Audit's new responsibilities.

Internal Audit Programs and Activities

Internal Audit
Internal Audit

Dept Info

Department Contact Info
703.746.4743
www.alexandriava.gov/internalaudit/

Chief Auditor
Deborah Welch, Auditor II
703.746.4743
deborah.welch@alexandriava.gov

Department Staff
Bryan Capelli, CPA, Auditor I
703.746.4742
bryan.capelli@alexandriava.gov

Internal Audit Program

The goal of Internal Audit is to evaluate internal controls to provide reasonable assurance to City staff and City Council that (a) funds are used, and activities are conducted, consistent with laws, regulations, and policies; (b) resources are safeguarded against waste, loss, fraud, abuse and misuse; (c) program activities are efficiently and effectively carried out, and (d) reports contain reliable data.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$235,591	$249,853	$514,533
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$235,591	$249,853	$514,533
Program Outcomes			
% of City Departments/Agencies assisted annually	54.0%	50.0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$235,591	$249,853	$514,533
FTE's	2.0	2.0	5.0
# of audits completed	19	22	20
# of recommendations and concerns tracked	36	50	50
Cost per audit	$12,400	$11,357	$25,727
% of City Departments/Agencies assisted annually	54%	50%	50%
# of recommendatiions resolved within established deadline	95%	95%	90%
Dollar value of savings from audit assignments	$554,000	$250,000	$250,000

* These performance measures reflect the scope of Internal Audit prior to its expansion in the FY 2013 Approved budget. Additional measures will need to be devevloped to reflect Internal Audit's new responsibilities.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$1,128,811	$1,549,381	$1,663,435	7.4%
Non-Personnel	132,435	235,974	170,413	-27.8%
Capital Goods Outlay	0	0	0	N/A
Total Expenditures	$1,261,246	$1,785,355	$1,833,848	2.7%
Less Revenues				
Internal Services	$0	$0	$0	
Special Revenue Funds	0	0	0	
Total Designated Funding Sources	$0	$0	$0	
Net General Fund Expenditures	$1,261,246	$1,785,355	$1,833,848	2.7%
Total Department FTE's	13.5	13.5	13.5	0.0%

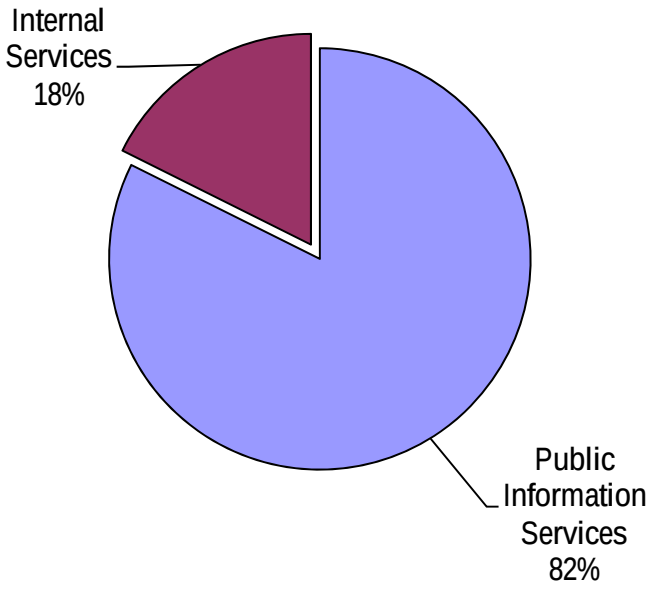
Highlights

- In FY 2013, the General Fund budget increases by $48,493 or 2.7%.
- Personnel costs increase by $114,054 or 7.4%, primarily due to merit step pay increases, benefit cost increases, and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. Additionally, $12,000 was reallocated from non personnel funds to the personnel budget to increase the overtime budget to more accurately reflect expenditures.
- Non-personnel costs decrease by $65,561 or 27.8%, to more accurately reflect expenditure needs and the transfer to the overtime budget as described above.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of community reading FYI Alexandria	10%	10%	10%
% of community visiting the City website	65%	65%	65%

FY 2013 Expenditures by Activity



Communications and Public Information

Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Public Information Services	$906,654	$1,479,464	$1,510,400	2.1%
Internal Services	$354,592	$305,891	$323,448	5.7%
Total Expenditures	$1,261,246	$1,785,355	$1,833,848	2.7%

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Public Information Services	9.6	11.5	11.5	0.0%
Internal Services	3.9	2.0	2.0	0.0%
Total full time equivalents	13.5	13.5	13.5	0.0%

Office of Communications Programs and Activities

Communications & Public Information
- Public Information Services
- Internal Services

Department Information

Department Contact Info
703.746.3969
http://www.alexandriava.gov/communications

Department Head
Tony Castrilli, Communications Director
703.746.3969
Tony.Castrilli@alexandriava.gov

Communications & Public Information

The goal of Communications and Public Information is a community in which everyone is fully connected with City information, services and solutions.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$1,261,246	$1,785,355	$1,833,848
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,261,246	$1,785,355	$1,833,848
Program Outcomes			
% of community reading FYI Alexandria	10%	10%	10%
% of community visiting the City website	65%	65%	65%

Activity Data

PUBLIC INFORMATION SERVICES – The goal of Public Information is to develop effective media relations, provide official responses, and publish information that accurately informs citizens and the press.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$906,654	$1,479,464	$1,510,400
FTE's	9.6	11.5	11.5
# of social media followers	11,000	15,000	17,000
# of Customer Relationship Management (CRM) users*	N/A	2,500	2,500
# of calendar users	91,000	1,000	3,000
# of web site hits	8,500,000	9,500,000	9,500,000
% of community reading FYI Alexandria	10%	10%	10%
% of community visiting the City website	65%	65%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$354,592	$305,891	$323,448
FTE's	3.9	2.0	2.0
# of internal web site hits	102,000	100,000	100,000
# of internal electronic news digests issued	26	26	26

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$1,009,682	$1,183,594	$1,000,397	-15.5%
Non-Personnel	53,809	52,795	52,795	0.0%
Capital Goods Outlay	$0	$0	$0	NA
Total Expenditures	$1,063,491	$1,236,389	$1,053,192	-14.8%
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	$1,063,491	$1,236,389	$1,053,192	-14.8%
Total Department FTE's	11.0	11.0	10.0	-9.1%

Highlights

•In FY 2013 the General Fund budget decreases by $183,197, or 14.8%.

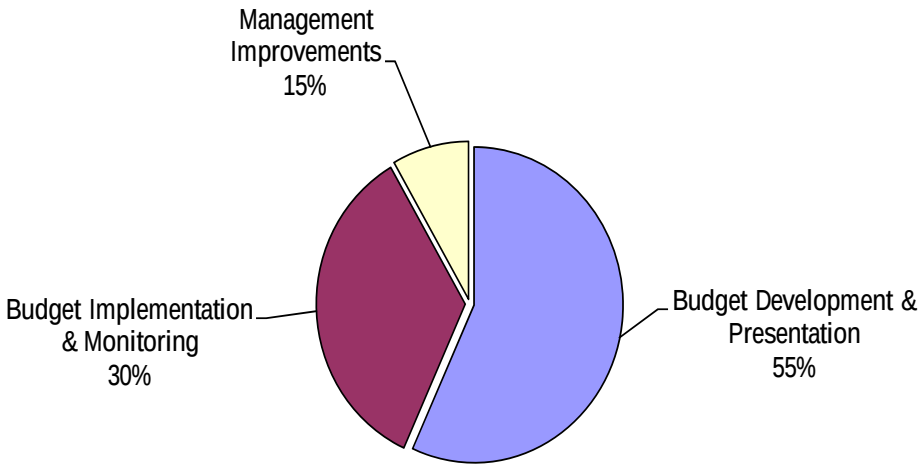
• FY 2013 personnel costs are decreasing by $183,197, or 15.5%; the decrease is due to the transfer of the former Budget Director/Chief Financial Officer to the City Manager's Office to create the position of Chief of Staff. One vacant budget analyst position has been temporarily reallocated to the City Manager's Office to create the new position, resulting in the reduction of one FTE in the Office of Management and Budget in FY 2013. This decrease is partially offset by employee step adjustments, increase in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee.

•Total non-personnel costs have remained level in FY 2013.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% GFOA budget document standards rated proficient	98%	100%	100%
$ monitored (all funds in millions)	$679.9	$698.5	$711.6
% of departments that do not overspend	100%	100%	100%
% compliance with City adopted debt policies	100%	100%	100%

FY 2013 Approved Expenditures by Activity



Office of Management and Budget

Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Budget Development and Presentation	$650,927	$671,496	$597,873	-11.0%
Budget Implementation & Monitoring	250,970	376,101	367,457	-2.3%
Management Improvements & Long Range Financial Analysis	161,593	188,792	87,862	-53.5%
Total Expenditures	$1,063,490	$1,236,389	$1,053,192	-14.8%

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Budget Development and Presentation	6.5	6.5	5.5	-15.4%
Budget Implementation & Monitoring	3.0	3.0	3.7	23.3%
Management Improvements & Long Range Financial Analysis	1.5	1.5	0.8	-46.7%
Total Authorized Positions (FTE's) by Activity	**11.0**	**11.0**	**10.0**	-9.1%

Office of Management and Budget Programs and Activities

Budget and Management Services
- Budget Development & Presentation
- Budget Implementation & Monitoring
- Management Improvements

Dept Info

Department Contact Info
703.746.3737
http://alexandriava.gov/budget/

Department Head
Kendel Taylor, Acting Budget Director
703.746.3737

Department Staff
Morgan Routt, Assistant Director
703.746.3737
kendel.taylor@alexandriava.gov

Budget and Management Services Program

The goal of the Budget and Management Services program is to provide the City Manager, City Council, and public with financial choices to balance the needs of the community for City services with the ability of the community to pay for them.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$1,063,490	$1,236,389	$1,053,192
Less Revenues	0	0	0
Net General Fund Expenditures	$1,063,490	$1,236,389	$1,053,192
Program Outcomes			
% of citizens who are satisfied with the overall value of services despite taxes and fees paid	N/A[1]	N/A[1]	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$650,927	$671,496	$597,873
FTE's	6.5	6.5	5.5
# of activities for which budgets are developed	426	411	400
# of activities per FTE	38.7	37.4	40.0
Budget Memoranda	89	125	100
% of GFOA budget document standards rated proficient or better	98%	100%	100%
% of GFOA budget document standards rated outstanding	41%	45%	50%

BUDGET IMPLEMENTATION & MONITORING – The goal of Budget Implementation & Monitoring is to regularly review revenues and expenditures throughout the fiscal year on behalf of the City Manager in order to ensure that established procedures are followed, expenditures do not exceed appropriations and compliance with debt policy guidelines.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$250,970	$376,101	$367,457
FTE's	3.0	3.0	3.7
$ monitored (all funds in millions)	$679.9	$698.5	$711.6
$ million monitored per FTE	$61.8	$63.5	$71.2
# of Council Docket and City Manager Signature Items	75	82	80
% 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.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$161,593	$188,792	$87,862
FTE's	1.5	1.5	0.8
# of Management/Long Range Financial Analysis Reports	7	10	5
% of citizens who are satisfied with the overall value of services despite taxes and fees paid	N/A[1]	N/A[1]	N/A[1]

[1] No citizen survey was conducted in FY 2010 and none is funded in FY 2012.

Non-Departmental

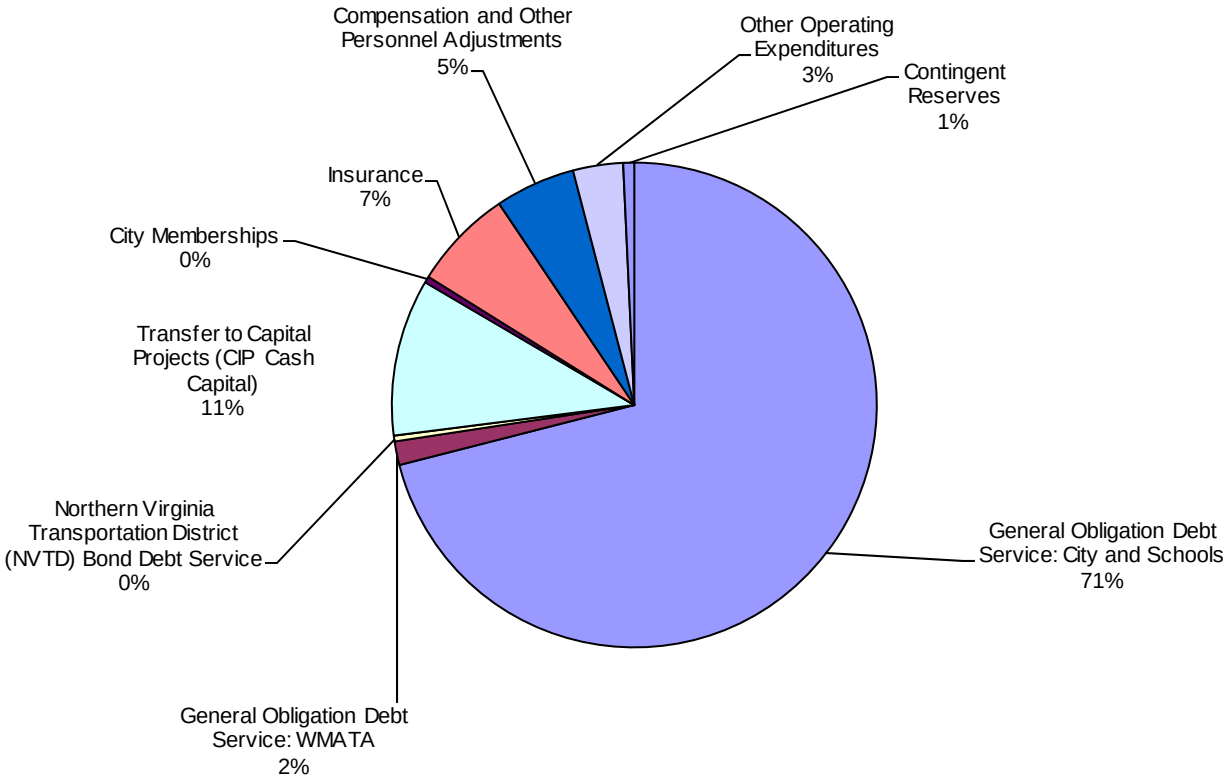
Purpose Statement: The purpose of the Non-Departmental Budget is to put into one central place all of those expenditures that support the City that cannot otherwise easily be categorized by Department. These expenditures include debt service, cash capital (pay-as-you-go capital project funding), contingent 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

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
CIP Related Expenses			
General Obligation Debt Service: WMATA	$0	$903,335	$1,048,013
General Obligation Debt Service: General	$38,479,349	$42,278,674	$47,210,231
Northern Virginia Transportation District (NVTD) Bond Debt Service	$256,070	$256,070	$256,070
Transfer to Capital Projects (CIP Cash Capital)	$5,545,000	$4,915,986	$6,955,483
City Memberships	$273,626	$288,774	$280,774
Insurance	$5,091,976	$4,249,525	$4,469,155
Employee Compensation (public safety pay compression & career ladders)	$1,903,783	$2,108,400	$3,552,367
Other Operating Expenditures	$1,600,179	$2,505,107	$2,217,904
Contingent Reserves	$0	$760,000	$484,983
Other Post Employment Benefit (OPEB) Obligations	$3,400,149	$1,800,000	$0
Snow and Other Natural Emergencies	$2,465,213	$836,127	$836,127
Total All Funds Non-Departmental Expenditures	**$59,015,345**	**$60,901,998**	**$67,311,107**
Revenues			
Special Revenue Fund	$1,755,103	$1,000,000	$1,000,000
Total Revenues	**$1,755,103**	**$1,000,000**	**$1,000,000**
Total General Fund Expenditures	**$57,260,242**	**$59,901,998**	**$66,311,107**

FY 2013 Approved Non Departmental Expenditures



Non-Departmental Expenditures

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
General Obligation Debt Service: WMATA	$0	$903,335	$1,048,013
General Obligation Bond Debt Service: City and Schools[1]	$38,479,349	$42,278,674	$47,210,231
Northern Virginia Transportation District (NVTD) Bond Debt Service	$256,070	$256,070	$256,070
Subtotal Debt Service	$38,735,419	$43,438,079	$48,514,314

Debt Service:

•Total debt service costs are budgeted to increase by $5.1 million, or 11.7 percent. Included in the $48.5 million in total budgeted debt service is $1.05 million for debt service related to the City's issuance of lower cost debt in June 2010 instead of a WMATA debt issuance; $47.2 million for General Obligation Debt Service and $0.26 million for Northern Virginia Transportation District Debt Service. Recently, the City has issued bonds to provide significant funding for the new Alexandria Police Department facility, the new Fire Station 210 (Eisenhower Valley)/Impound Lot and Alexandria City Public School facilities improvements at historically low interest rates . The City has utilized the federal Build America Bonds program in 2009 and 2010 to keep the cost of debt low. The increase in FY 2013 is primarily attributable to the manner in which the City structured its bond principal repayment. In June 2010, the City issued $72.3 million in debt, which resulted in $5.2 million in debt service requirements in FY 2013. In July 2011, the City issued $69.95 million in debt at an overall fixed rate interest cost of 3.18 percent, which results in $3.72 million in debt service in FY 2013. Although payments on previously issued debt are declining, the increases due to these issuances are significantly greater, including:

•$43, 833,213 in debt service on $415.7 million in 1999 through 2012 General Obligation (GO) Bonds and $68.1 million in planned FY 2013 GO bonds. This total includes $1,048,013 in WMATA debt service.

•$758,404 in debt service for $10.0 million in debt issued in November of 2004 for open space purposes. This amount is equal to approximately 0.2 percent of the estimated real estate tax.

• $1,821,125 in debt service for $20.0 million in total previously issued taxable bonds for affordable housing.

•$1,845,502 in debt service (including new FY 2013 planned issuance) for various GO bonds issued that represent the portion of those issues devoted to sanitary sewer capital projects. This amount is paid from a transfer into the Sanitary Sewer Enterprise Fund (established in FY 2006).

•$117,688 is FY 2013 planned debt service for GO Bonds for projects included in the City's Transportation Improvement Program (TIP). Funding for this debt service payment will be provided from the reserved 2.2 cents or the base real estate tax rate and additional cash capital approved in FY 2012 for transportation improvement projects. The funding for this, is budgeted in Transportation and Environmental Services.

•$256,070 for the City's share of debt service for the Northern Virginia Transportation District bonds. 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] During FY 2011, City Council in the context of a Supplemental Appropriations Ordinance appropriated $393,652 in additional debt service resulting from the June 2010 issuance of Build America Bonds. The increased debt service was 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 was $1,713,303 in FY 2012.

Non-Departmental Expenditures, continued

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Transfer to Capital Projects (CIP Cash Capital)	$5,545,000	$4,915,986	$6,955,483

Transfer to Capital Projects (CIP Cash Capital):

•The budgeted cash capital transfer from the General Fund to the Capital Projects Fund is increasing by $2,039,497, or 41.5%, from FY 2012 to FY 2013. During the budget add-delete process, City Council approved an additional $350,000 in cash capital to the Proposed budget of $6,605,483 for Complete Streets infrastructure as part of the CIP.

•The overall cash allocation to the CIP from all sources for FY 2013 is planned at $40.4 million or 30.1%, of the FY 2013 CIP.

•The Approved FY 2013 capital budget will be financed through a combination of General Obligation Bond proceeds, the appropriation of fund balance monies from prior years designated for capital projects and sewer fee revenues from the Sanitary Sewer Fund, bond interest earnings, Transportation Improvement Program (TIP) funding from the reserved 2.2 cents on the real estate tax, additional cash capital for transportation, and General Obligation bonds backed by TIP revenues. The percent of the Approved CIP in FY 2013 to be financed by General Obligation bonds is 69.9%. During the budget add-delete process, City Council approved moving all funding for the new ACPS Jefferson-Houston K-8 facility to FY 2013 to provide full budget authority in advance of signing the primary managed construction documents for this project, scheduled to occur during FY 2013. This change increased the total General Obligation Bonds in FY 2013 from $59.2 million to $94.09 million. While full budget authority was granted for the new Jefferson-Houston K-8 facility in FY 2013, General Obligation Bonds for the project will be issued on the projected cash flow needs for the project.

FY 2013 Approved Funding Sources	$ in millions	% of Total
Cash Capital (G.F. Revenue)	$6.96	5.2%
General Fund Balance	$13.12	9.8%
Bond Interest Earning	$0.25	0.2%
Sanitary Sewer Fees	$2.65	2.0%
Stormwater Management Dedicated Tax	$1.05	0.8%
Dev. Contributions & Dedicated Taxes (PY)	$1.00	0.7%
Transportation Improvement Program Cash (2.2 cents and Cash Capital)	$6.42	4.8%
Other Sources	$1.76	1.3%
Comcast Revenues for IT Infrastructure	$1.05	0.8%
Non-City Sources	$6.15	4.6%
Subtotal City Cash and Other Resources	$40.42	30.1%
General Obligation Bonds (Sanitary Sewers)	$4.85	3.6%
General Obligation Bonds (Stormwater Mgmt)	$1.00	0.7%
General Obligation Bonds (Transportation Improvement Program)	$6.73	5.0%
General Obligation Bonds (City and Schools)	$81.51	60.6%
Subtotal General Obligation Bonds	$94.09	69.9%
Total, All Funding Sources	$134.50	100.0%

Non-Departmental Expenditures, continued

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
City Memberships	$273,626	$288,774	$280,774

City Memberships:

The approved budget for City memberships is decreasing by $8,000, or 2.9 percent.

Most of the organizations in which the City is a member held their fees flat or lower in FY 2013. The approved budget of $280,774 for City memberships includes City memberships in the Metropolitan Washington Council of Governments ($116,731), the National League of Cities ($9,674), the U.S. Conference of Mayors ($12,242), the Virginia Municipal League ($35,686), the Northern Virginia Regional Commission ($74,182), and the Northern Virginia Transportation Commission ($32,259).

	FY 2011 Approved	FY 2012 Approved	FY 2013 Approved
Insurance	$5,091,976	$4,249,525	$4,469,155

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 $219,630, or 5.2 percent. Increases are based on actual spending in prior years and projected premium cost increases. The most significant of these are an increase of $86,000 for property insurance due to the new Alexandria Police Department Facility, $77,000 for life insurance premiums for retirees, and $48,000 for increased premium costs related to workers compensation. No increase in the maximum $260 a month ($3,120 per year) retiree health insurance subsidy is planned for FY 2013.

Non-Departmental Expenditures, continued

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Contingent Reserves	$0	$760,000	$484,983

Contingent Reserves:

In FY 2013, there is $484,983 approved in City Council Contingent Reserves. In FY 2012, City Council designated $425,000 to address the Fire Department's overtime issues. As part of the June Transfer Resolution, these resources were transferred to the Fire Department, which projected significant deficits in overtime costs and the funds at year end. The funds budget here in FY 2013 will be transferred from Contingent Reserves to the Fire Department's base budget in the November Supplemental Appropriation Ordinance.

During the add-delete process, City Council designated funds for specific purposes, including:

- $39,983 for Meals on Wheels for seniors; and
- $20,000 for community outreach and public process technology upgrades.

In addition, during the FY 2013 add-delete process, City Council authorized the remaining $75,661 that had been set aside in FY 2012 for Gang Prevention to be reappropriated to FY 2013 to fund a Mentoring Coordinator position through Northern Virginia Family Services that had previously been funded by federal grant dollars.

In May 2012, City Council authorized the addition of a Mental Health Probation Officer position in the Sheriff's Office, utilizing the $60,000 that had been set aside previously for an additional Sober Living Unit. The current utilization reflects a more pressing need. The position is expected to be filled in the summer of FY 2013. The $60,000 from Contingent Reserves is a one-time funding source and represents 69% of the cost of the position. The other 31% will be funded from Alexandria Community Services Board Special Revenue Funds. To continue to fund the 69% of General Funds for this position beyond FY 2013 will require additional funding. The increase in the General Fund budget in FY 2014 to fund this position will be considered through the development of the FY 2014 Proposed Operating Budget and, if proposed by the City Manager for inclusion, will be presented as an increase in funding. The funds currently budgeted in FY 2012 Contingent Reserves will be reappropriated in the November Supplemental Appropriations Ordinance.

Non-Departmental Expenditures, continued

Contingent Reserves (continued):

Related to the FY 2012 Contingent Reserves, the following actions have occurred:

- $150,000 for Gang Prevention – a portion of this ($74,339) was appropriated in December 2011 to fund the Mentor Coordinator through the end of FY 2012;
- $110,000 for Fort Ward Management Plan – this was considered a one-time designation and was not incorporated into the base budget for OHA; and
- $75,000 for Indigent Care – this was appropriated in December 2011 and is considered on-going funding. In FY 2013, $75,000 has been added to the base budget for Alexandria Neighborhood Health Services (ANHSI) to continue this initiative.

The following prior year designations ($366,856) in Contingent Reserves were reappropriated in the fall of FY 2012.

- $60,000 – Sheriff Sober Living Unit
- $222,696 – Safety Improvements for Fire (this has been identified as a cash match for a grant application for Self-contained Breath Apparatus by the Fire Department. At this time the grant award has not been announced.
- $4,160 – Sister Cities
- $80,000 – Urban Forestry

Non-Departmental Expenditures, continued

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Other Post Employment Benefit (OPEB) Obligations	$3,400,149	$1,800,000	$0

Other Post Employment Benefit (OPEB) Obligations:

•Under the new accounting standards for other post employment benefits (OPEB), State and local governments across the nation are confronted with the challenge of providing funding to meet the long-term cost of obligations made for post employment health care costs and life insurance. It is estimated that the City and Schools unfunded liability for these costs total $91.8 million. Meeting the challenge of funding this liability will assist the City in maintaining its AAA/Aaa bond ratings during a time in which lenders are looking far more carefully at "risks" before lending money to municipal governments. This budget provides $2.1 million in funding in FY 2013 for obligations for future benefits to City employees after retirement. In prior years the funds were budgeted here in the Non-Departmental account. In FY 2013, these funds were allocated to departmental budgets. The funds will be appropriated to the OPEB trust fund and supplemented by a transfer of $0.7 million from fund balance to help pay estimated FY 2013 costs. Another $4.0 million in other cash sources provide a total of $6.8 million or 99% of the annual required contribution. This funding represents the sixth year in a multi-year plan to gradually increase the annual funding to $6.9 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

	2011	2012	2013	2014	2015	2016	2017	2018
Medical Subsidy*	$ 2.4	$ 2.5	$ -	$ -	$ -	$ -	$ -	$ -
Reimbursement	$ 2.9	$ 3.1	$ 3.2	$ 3.3	$ 3.3	$ 3.3	$ 3.3	$ 3.3
Life Insurance	$ 0.9	$ 1.0	$ 0.8	$ 0.9	$ 0.9	$ 0.9	$ 0.9	$ 0.9
Total Cash Flow	$ 6.2	$ 6.6	$ 4.0	$ 4.2	$ 4.2	$ 4.2	$ 4.2	$ 4.2
Current General Fund	$ 1.7	$ 1.8	$ 2.1	$ 2.4	$ 2.7	$ 2.7	$ 2.7	$ 2.7
Fund Balance Draw Down	$ 1.6	$ 1.2	$ 0.7	$ 0.2	$ -	$ -	$ -	$ -
Total Annual Contributions (All Sources)	$ 9.5	$ 9.6	$ 6.8	$ 6.8	$ 6.9	$ 6.9	$ 6.9	$ 6.9
Required Contributions	$ 10.3	$ 10.3	$ 6.9	$ 6.9	$ 6.9	$ 6.9	$ 6.9	$ 6.9
Investible Funds	$ 3.3	$ 3.0	$ 2.8	$ 2.6	$ 2.7	$ 2.7	$ 2.7	$ 2.7
Ending Fund Balance	$ 15.8	$ 20.0	$ 24.3	$ 28.7	$ 33.6	$ 38.8	$ 44.4	$ 50.4
% of Annual Required Contribution Funded	92%	93%	99%	99%	100%	100%	100%	100%
% of Annual Required Contribution Funded by Current General Fund Sources	77%	82%	88%	96%	100%	100%	100%	100%

*The change for FY 2013 represents a change in actuarial methodology. The City's general fund contribution requirement does not change.

Non-Departmental Expenditures, continued

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Snow and Other Natural Emergencies	$2,465,213	$836,127	$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 be $5.1 million, although at this time the amount of FEMA reimbursement is unknown.

City snow and ice management budgets were consolidated beginning in FY 2012 in the Non-Departmental section of the Operating Budget. 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 allows for quicker monitoring and reporting of costs as well as remove the unpredictable burden of random snow and ice events from Departmental budgets. Ideally, other service levels in departments should not be reduced because of a particularly bad (i.e. expensive) snow season or other event. This method would contain cost overruns (or potentially cost savings) outside Departmental budgets so they can be handled in a macro-City manner. As these costs are verified, staff will request that funds be transferred back from Non-Departmental to the appropriate Department, thus giving City Council an accurate picture of the costs of these operations at the time of the transfer resolution. In addition to budget transfers from Departments, an additional $230,000 was approved in the Non-Departmental account in FY 2012 to provide a more realistic annual budget for this service. The FY 2013 budget remains the same as FY 2012. This centrally appropriated amount of $836,127 will be supplemented by $0.5 million assigned for snow and other emergencies in the City's fund balance. This is in recognition that weather patterns have become more volatile with global climate change increasing the level of moisture in the air and thereby creating more severe weather.

Non-Departmental Expenditures, continued

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Employee Compensation and other Personnel Adjustments			
Line of Duty Benefit Costs	$0	$230,000	$0
Pension (Public Safety - Closed Deferred Benefit system)	$1,701,200	$1,700,000	$1,700,000
BRAC Coordinator	$33,850	$0	$0
Employee Compensation (public safety pay compression & career ladders)	$0	$0	$900,000
Additional Fire overtime	$0	$0	$465,000
Office of Project Implementation	$0	$0	$308,967
Tuition Assistance	$168,733	$178,400	$178,400
Total Employee Compensation and other Personnel Adjustments	$1,903,783	$2,108,400	$3,552,367

Employee Compensation and other Personnel Adjustments

•Funding for these various operating expenses is increasing $1,456,187, or 69.1 percent.

•Significant impacts in this category are:

• Line of Duty Benefit costs have been allocated by department according to the number of eligible positions. In total, the FY 2013 budget includes approximately $677,000 toward this liability, an increase of $447,000 compared to FY 2012.

• $499,000 is approved to bring the general pay scale more in line with the market (by shifting it approximately 6 percent), by eliminating the two lowest steps and adding an additional step to the top of the schedule. An additional step is approved to be added to the top of the public safety pay scale as well. These funds have also been allocated by department.

• Deficits in overtime spending continue in the Fire Department. Included in Non-Departmental is an additional $465,000 to offset the costs of recruit classes. This is in addition to funds designated in Contingent Reserves. Additional resources needed by the Fire Department are approved to come from savings within the Department.

• $308,967 is approved to create an Office of Project Implementation to facilitate the implementation of high priority capital projects, including the recently adopted Waterfront Plan and flood mitigation and other complex capital plans. The funds budgeted here were established by transferring vacant positions in other departments. No new funds have been added to the FY 2013 budget to implement this new office.

• Tuition Assistance is approved to remain at the same level as FY 2012.

• During the add-delete process, City Council added $500,000 for career ladders and City employee promotions ($500,000). The career ladder and promotions allocation will fund the movement of employees in existing career ladders to the next job classification level within their program. The Career Ladder Program is designed to provide upward mobility to employees who grow in skill and capability to meet increased job responsibilities. These employees will receive pay increases in addition to merit increases, in recognition of growth in skills and abilities.

•Also during the add-delete process, City Council added $400,000 to address public safety pay compression as a result of the analysis of public safety salaries to be completed during 2012. The analysis will compare how the City's pay structure and practices deliver pay over an employee's career relative to pay provided public safety employees of the City's five comparators. The analysis will also help identify and alter specific pay structures or practices to achieve comparability as defined in the City's Compensation Philosophy.

Non-Departmental Expenditures, continued

	FY 2011 Approved	FY 2012 Approved	FY 2013 Approved
Other Operating Expenses	$1,600,179	$1,505,107	$1,217,904

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Other Operating Expenses			
Public Safety Radio System	$460,848	$400,000	$419,577
Efficiency/Best Practices Studies	$117,398	$0	$0
Community Indicators	$0	$45,000	$0
Waste-To-Energy Plant Property Taxes	$586,168	$580,000	$290,000
Citizen Academy (Including Police Citizen Academy)	$2,368	$4,300	$4,300
City-Wide Telecommunications	$90,391	$0	$0
Targeted Recruitment	$7,151	$0	$0
Other Expenditures	$335,855	$475,807	$504,027
Total Other General Fund Operating Expenditures	$1,600,179	$1,505,107	$1,217,904
Allowance for Special Revenue Fund Grants and Donations		$1,000,000	$1,000,000
Total Other All Funds Operating Expenditures	$1,600,179	$2,505,107	$2,217,904

Other Operating Expenses :

•Funding for these various operating expenses is decreasing $299,423, or 19.9 percent.

•Significant impacts in this category are:

•$270,000 remains in the Non-Departmental budget for affordable housing purposes. These are the remaining funds from the dedicated real estate revenue for affordable housing (not currently being used to pay for debt service). The majority of the 0.6 cents of real estate tax revenue dedicated for affordable housing purposes is used to pay existing debt service. There is also $414,722 budgeted in the Office of Housing for total resources of approximately $685,000 of funds available for affordable housing initiatives.

•The public safety radio system budget was increased ($19,577) to reflect actual expenditures in FY 2011 and increased lease costs.

•The amount needed for Waste to Energy plant property taxes is reduced by $290,000, based on the new agreement with Covanta.

Real Estate Assessments

Mission Statement: The mission of Real Estate Assessments is to fairly and equitably assess all taxable real property, to educate the public about the assessment process, and to provide superior customer service to property owners.

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$1,335,894	$1,460,762	$1,480,148	1.3%
Non-Personnel	134,218	213,707	213,740	0.0%
Capital Goods Outlay	$0	$0	$0	0.0%
Total Expenditures	$1,470,112	$1,674,469	$1,693,888	1.2%
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	$1,470,112	$1,674,469	$1,693,888	1.2%
Total Department FTE's	14.0	15.0	14.0	-6.7%

Highlights

•In FY 2013 General Fund budget increases by $19,419 or 1.2%.

•FY 2013 personnel costs increases by $19,386 or 1.3%. The increase is due to employee step adjustments, increased benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. The increase is offset by the reduction of one vacant full time real estate appraiser position ($75,529).

•There is no significant change in non-personnel.

•Funding from prior year savings is being provided in FY 2013 for a one-time data quality study. The study will evaluate the quality of the current data and assist in the identification of new strategies to improve the city's property database at no cost to the FY 2013 operating budget.

Real Estate Assessments

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Real Estate Services	$1,470,112	$1,674,469	$1,693,888	1.2%
Total	$1,470,112	$1,674,469	$1,693,888	1.2%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Real Estate Services	14.0	15.0	14.0	-7.0%
Total	14.0	15.0	14.0	-7.0%

Real Estate Assessments Programs and Activities

Real Estate Assessment
- Property Record Management
- Assessment Appeals
- Property Valuation

Dept Info

Department Contact Info
703.746.4646
www.alexandriava.gov/realestate

Department Head
Ted Jankowski, Director
ted.jankowski@alexandriava.gov

Department Staff
Bryan Page, Deputy Director
Eileen Oviatt, Office Manager

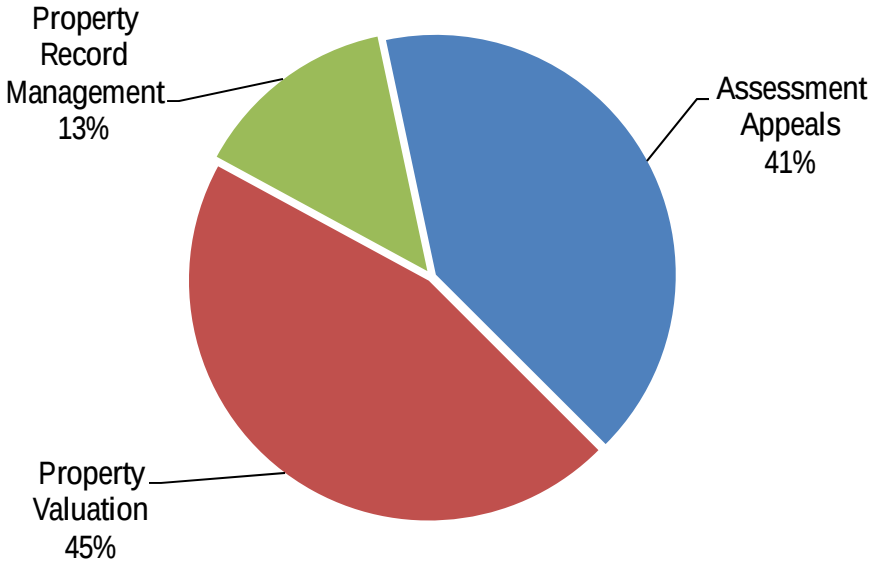
Real Estate Assessments

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved*	FY 2013 Approved
% of deeds and transfers entered within 30 days	100%	100%	100%
% change in value due to BOE adjustments compared to tax base	0.3%	0.2%	0.1%
% of tax adjustments submitted to Treasury within 14 days	100.0%	100.0%	100.0%

*Data for FY 2011, FY 2012, and FY 2013 are based on calendar year data for 2010, 2011, and 2012 respectively.

FY 2013 Approved Expenditures by Program



Real Estate Assessments

The goal of the Real Estate Assessments program is to efficiently grow and manage the City's tax base in a manner that minimizes assessment challenges , maximizes transparency, and increases the public 's understanding of the process.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	$1,470,112	$1,674,469	$1,693,888
Less Revenues	0	0	0
Net General Fund Expenditures	$1,470,112	$1,674,469	$1,693,888
Program Outcomes			

Activity Data

PROPERTY RECORD MANAGEMENT – The goal of Property Record Management is to maintain current and up to date information on property ownership and sales to ensure the correct property is assessed accurately.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$193,838	$220,783	$232,856
FTE's	2.1	2.1	2.1
% of deeds and transfers entered within 30 days	100%	100%	100%
# of parcel transfers*	1,983	3,561	3,500
% of tax adjustments submitted to Treasury within 14 days	100%	100%	100%

*Data for FY 2011, FY 2012, and FY 2013 are based on calendar year data for 2010, 2011, and 2012

ASSESSMENT APPEALS – The goal of Assessment Appeals is to expeditiously resolve all departmental Request for Review prior to the June 1 deadline for taxpayers to file an Assessment Appeal with the Board of Equalization. The goal at the Appeal stage is to vigorously defend the assessments. We hope to reduce the number of Appeals by encouraging property owners to resolve valuation disputes at the departmental Review stage.			
Expenditures	$574,760	$654,656	$691,443
FTE's	5.7	6.2	5.7
Number of Reviews	332	292	300
Number of Appeals	229	208	200
% change in value due to BOE adjustments compared to tax base	0.3%	0.2%	0.1%

*Data for FY 2011, FY 2012, and FY 2013 are based on calendar year data for 2010, 2011, and 2012 respectively.

PROPERTY VALUATION – The goal of Property Valuation is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value as of January 1 in a uniform and equitable manner to ensure accurate taxation of real property.			
Expenditures	$701,514	$799,030	$769,589
FTE's	6.2	6.7	6.2
$ change in annual assessments*	$812,685,996	$1,150,746,287	$850,000,000
Parcels per employee	3,195	3,212	3,205
$ of Assessed Value per employee	2,209,705,422	2,270,514,663	2,353,877,798

*Data for FY 2011, FY 2012, and FY 2013 are based on calendar year data for 2010, 2011, and 2012 respectively.

Real Estate Assessments

Summary of Budget Changes

Supplemental Funding

Activity	Adjustment		FY 2013 Approved
Property Valuation	*Data Quality Study*	**0.0**	**$0**
Funding from prior year savings is being provided for a one-time study to improve the quality of the City's real estate assessment information at no cost to the FY 2013 operating budget.			

Expenditure Reductions

Activity	Expenditure Reduction	FTE's	FY 2013 Approved
Assessment Administration	*Personnel Reduction - Appraisal Supervisor*	**-1.00**	**($75,529)**
This reduction will eliminate the currently vacant Appraisal Supervisor position. This Appraiser Supervisor would act as the head appraisal statistician and manage the Computer Assisted Mass Appraisal operations.			

Operating Agencies

PUBLIC SAFETY

Department of Emergency Communications..... ……. 14-2
Fire…….. 14-9
Department of 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 911 calls for service and the dispatching of public safety services, thus making the City of Alexandria a safer community in which to work, live, and visit.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$1,805,998	$5,069,001	$5,253,201	3.6%
Non-Personnel	24,320	609,445	1,007,128	65.3%
Capital Goods Outlay	12,590	8,561	6,911	-19.3%
Total Expenditures	$1,842,908	$5,687,007	$6,267,240	10.2%
Funding Sources				
Internal Service	$0	$0	$0	$0
Other Special Revenue	0	0	0	0
Total Designated Funding Sources	$0	$0	$0	$0
Net General Fund Expenditures	$1,842,908	$5,687,007	$6,267,240	10.2%
Total Department FTEs	1.0	55.0	55.0	0.0%

Highlights

•In FY 2013, the General Fund budget is $6,267,240 an increase of $580,233 or 10.2%.

•FY 2013 personnel costs increase $184,200 or 3.6%. This is primarily due to increases in benefit costs, specifically retirement contributions, a one-time transfer of seasonal employee funds from Police that were not transferred in FY 2012 and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate. These costs are partially offset through turnover savings and retirement of senior employees throughout FY 2012.

•Total non-personnel costs are $1,007,128, which is an increase of $397,683 or 65.3%. This is primarily due to higher costs associated with the new DEC facility as well as enhanced 911 service not previously provided by the City. Additionally, the 911 center at the Public Safety Center on Mill Road will remain open as the backup 911 facility. Although the City has maintained similar duplication in prior years, the previous backup facility located at Fire Station 204 was a more limited operation. In total, the increases for maintenance and services for this backup facility totals $449,664. This increase is partially offset by a training budget reduction of $62,411. Details on the service adjustments made to DEC in FY 2013 can be found at the end of the Emergency Communications section.

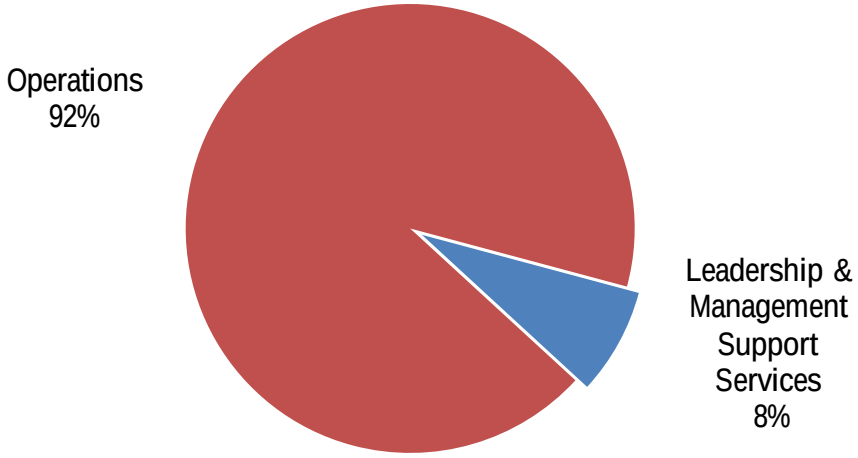
•An additional $44,082 was added to DEC's non-personnel budget as a one-time transfer from the Police Department consisting of excess funds remaining in their Police Communications activity. These funds helped offset the increases at the DEC facility.

•DEC's Operations Activity has been split into four activities in FY 2013 to better allocate resources by different lines of business within the department. City-wide radio non-personnel costs (maintenance and operating costs) remain in the Non-Departmental budget for FY 2013. There was no FTE change associated with this re-organization.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of total calls answered per year	445,000	585,000	600,000
# of emergency calls dispatched per year	25,200	30,240	32,000
Cost per call answered	NA	$8.99	$8.24

FY 2013 Approved Expenditures by Program



Emergency Communications

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	$176,647	$430,437	$480,486	11.6%
Operations	$1,666,261	$5,256,570	$5,786,754	10.1%
Total Expenditures	$1,842,908	$5,687,007	$6,267,240	10.2%

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management	1.0	3.0	3.0	0.0%
Call Taking and Dispatching[1]	0.0	52.0	46.0	-11.5%
Information Technology Support	NA	NA	1.0	NA
Radio Support	NA	NA	3.0	NA
Quality Assurance	NA	NA	2.0	NA
Total Authorized Posistions (FTE's) by Activity	1.0	55.0	55.0	0.0%

[1] 6.0 FTE's from Call Taking and Dispatch are being re-allocated in FY 2013 to better align job function with new Activities.

Emergency Communications Programs and Activities

Leadership & Management Support Services
- Leadership & General Management

Operations
- Call Taking and Dispatching
- Information Technology Support
- Radio Support
- Quality Assurance

Dept. Info

Department Contact Info
703.746.1888

Department Head
Jo-Anne Munroe, Director
703.746.1861
JoAnne.Munroe@alexandriava.gov

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide Leadership and support to the Department in financial, personnel, planning, training and support services to promote efficient and effective service delivery to public safety and the community.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% total of All Funds Budget	9.6%	7.6%	7.7%
Total Expenditures	$176,647	$430,437	$480,486
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$176,647	$430,437	$480,486
Program Outcomes			
% of performance outcome goals met	100%	100%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$176,647	$430,437	$480,486
FTE's	1.0	3.0	3.0
Leadership & Management Expenditures as percentage of departmental total	9.6%	7.6%	7.7%
# of departmental FTE's managed	0	55	55
$ amount of net General Fund departmental budget (millions of dollars)	$0.2	$5.7	$6.0
% of performance outcome goals met	100%	100%	100%

Operations Program

The goal of Operations is to provide prompt answering and accurate processing of emergency and non-emergency calls for service to those needing assistance from Police, Fire, EMS, Code and Emergency Management resources.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of total All Funds budget	90.4%	92.4%	92.3%
Total Expenditures	$1,666,261	$5,256,570	$5,786,754
Less Revenues	0	0	0
Net General Fund Expenditures	$1,666,261	$5,256,570	$5,786,754
Program Outcomes			
% of calls taken and dispatched within 60 seconds*	N/A	TBD	TBD

Activity Data

CALL TAKING AND DISPATCHING –The goal of Call Taking and Dispatching is to route calls for service to police, fire, EMS or other city services in a timely manner.	FY 2011 Actual	FY 2012 Approved[1]	FY 2013 Approved
Expenditures	$1,666,263	$5,256,570	$4,945,353
FTE's	0.0	52.0	46.0
# of total calls answered per year*	445,000	585,000	600,000
Average # of calls answered per day*	1,219	13,000	15,000
# of emergency calls dispatched per year*	3,024	110,000	200,000
# of non-emergency calls dispatched per year*	63,684	70,000	80,000
Average # of calls dispatched per day*	182	1,000	1,200
Cost per call answered*	NA	$8.99	$8.24
% of emergency, Priority 1 calls dispatched within 120 seconds of receipt*	80%	80%	80%
% of supervisor audits of employee performance rated satisfactory or above*	98%	98%	98%

[1] Call Taking and Dispatching FY 2012 Approved expenditures include the total costs for all of the other activities in that year.

* Performance data for FY 2011 include combined figures from both before and after the consolidation of the emergency communications functions from the Police and Fire Departments into DEC in mid-FY2011.

Operations Program, continued

Activity Data

INFORMATION TECHNOLOGY SUPPORT –The goal of Information Technology Support is to maintain and enhance the department's infrastructure to support operations, analysis and vital electronic communication for department employees.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	NA	NA	$127,466
FTE's	NA	NA	1.0
# of computers in department	NA	23	40
# of mobile computers in department	NA	1	1
# of users supported	NA	55	55
Cost per system user	NA	$2,000	$2,318
% of reports processed electronically	NA	100%	100%

RADIO SUPPORT –The goal of Radio Support is to maintain and repair city radio systems to ensure proper system funcionality for all city employees.			
Expenditures	NA	NA	$465,186
FTE's	NA	NA	3.0
# of radios supported	NA	1,800	35,000
# of portable and mobile radio units supported	NA	600	1,700
# of subscribers	NA	1,800	1,700
Cost per unit	NA	NA	$273.64
% of operational performance satisfactory or above	NA	95%	99%

QUALITY ASSURANCE –The goal of Quality Assurance is to provide technical training, professional development, and necessary certifications to new and existing department employees which prepares and enhances employee performance.			
Expenditures	NA	NA	$248,749
FTE's	NA	NA	2.0
# of hours maintaining licences and certifications for E911 call center	NA	800	1,920
# of total ECT's trained	NA	15	15
Cost per ECT Certification	NA	NA	$16,583
% of ECT's successfully completing the training	NA	100%	100%

Emergency Communications

Summary of Budget Changes

Service Adjustments

Activity	Adjustment	FY 2013 Approved
Call Taking and Dispatching	*911 Service Charges*	**$150,714**
New operating costs associated with the Enhanced 911 service provided by the City.		
Call Taking and Dispatching	*Computer System Maintenance*	**$93,790**
Maintenance contract for Computer Aided Dispatch, LG Dispatch and Video Wall equipment and service associated with the DEC facility.		
Call Taking and Dispatching	*Verizon 911 Equipment Maintenance*	**$64,269**
Contractual adjustment for the Verizon 911 equipment maintenance contract for the DEC facility.		
Call Taking and Dispatching	*Telecommunications Equipment Maintenance*	**$28,516**
Maintenance contract for the TENS system (Reverse 911) equipment and VOIP maintenance costs.		
Call Taking and Dispatching	*911 Call Recorder*	**$40,193**
New 911 call recorder service to be compatible with new equipment at the DEC facility.		
Radio Support	*Radio Equipment Subscriber Fees*	**$83,000**
Subscriber fees for the new radio equipment at the DEC facility.		

Reductions

Activity	Reductions	FY 2013 Approved
Training	*Training Funds Reduction*	**($62,411)**
Training funds used to certify Emergency Communication Technicians (ECT) with State and Federal standards will be reduced in FY 2013 as part of city-wide reduction options. Basic training will still be provided to personnel and certifications will be acquired as the budget will allow. However, this will delay the certification of DEC personnel as well as the future certification of the Department with nationally recognized standards for emergency call taking centers.		

Fire Department

Mission Statement: The mission of the Alexandria Fire Department is to plan for and deliver responsive and caring emergency service, mitigate emergencies and disasters, prevent the loss of life, protect property and enforce applicable, fire and 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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$31,475,044	$31,604,575	$33,874,007	7.2%
Non-Personnel	4,754,762	4,766,384	6,012,914	26.2%
Capital Goods Outlay	144,128	1,530,328	1,670,920	9.2%
Interfund Transfers	17,226	0	0	0.0%
Total Expenditures	$36,391,160	$37,901,287	$41,557,841	9.6%
Less Revenues				
Internal Services	$35,008	$1,530,224	$1,530,224	0.0%
Special Revenue Funds	583,021	1,229,363	1,308,504	6.4%
Total Designated Funding Sources	$618,029	$2,759,587	$2,838,728	2.9%
Net General Fund Expenditures	$35,773,131	$35,141,700	$38,719,113	10.2%
Total Department FTEs[1]	275.6	272.0	290.0	6.6%

Highlights

•In FY 2013, the General Fund budget increases by $3,577,413, or 10.2%.

•Of this increase, $2.2 million is related to the costs of hiring staff and to train and equip the staff for the new Fire Station in the Eisenhower Valley, scheduled to open in FY 2014. The new station will be staffed with 12 firefighters and 8 medics.

•Personnel costs increase by $2,269,432, or 7.2% compared to FY 2012. This is primarily the result of merit step and benefit cost increases, as well as the personnel hired for the new Fire Station. This increase also includes a 1% shift in the salary scale for General Government and Emergency Medical employees to offset the 1% shift in the VRS contribution rate. Additionally a one time bonus of 2.3% was added for employees at the top of the pay scale. These costs are offset by a reduction of two vacant positions.

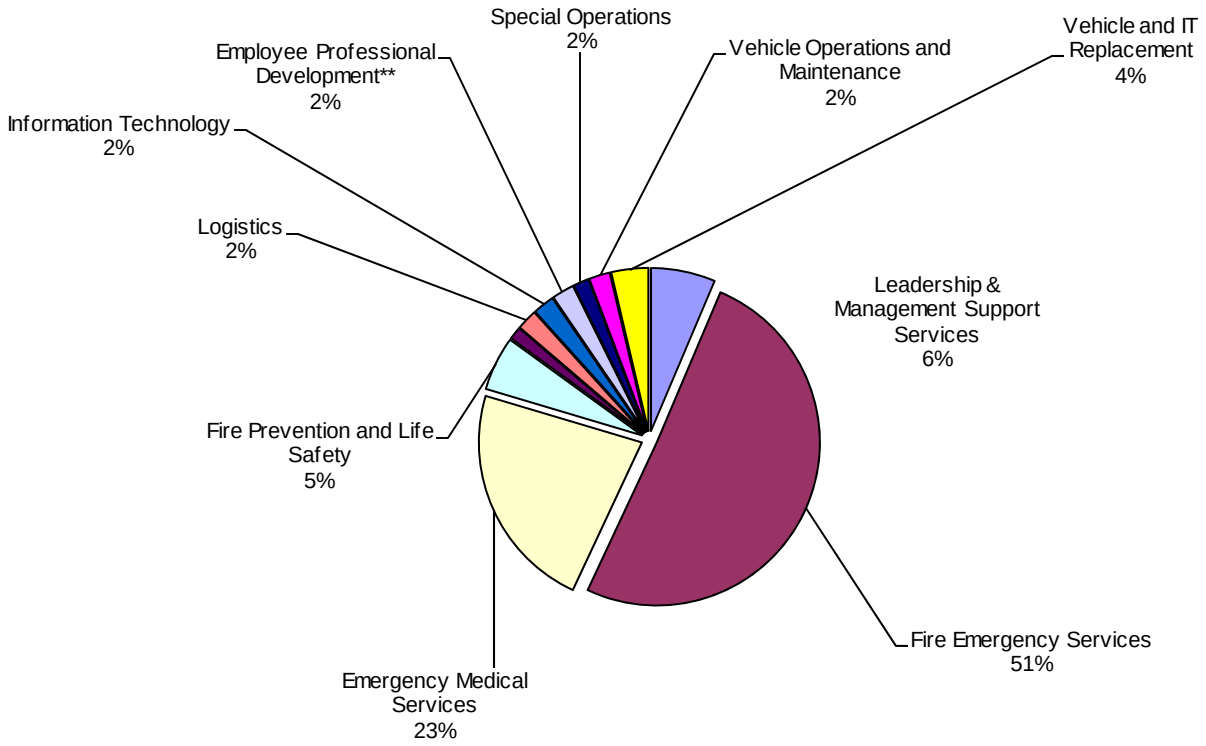
•Non-personnel costs increase by $1,246,530 , or 26.2%. A significant portion of this increase is training costs, gear and equipment for the new Fire Station staff ($736,348). Budgeted costs for future replacement of apparatus, vehicles and self-contained breathing apparatus have also increased by $434,135. The increase in non-personnel costs also includes $50,000 for restocking medical supplies on the ambulances .

•The Capital costs to replace apparatus and vehicles in FY 2013 is budgeted at the same level as in FY 2012. (In FY 2013, the Department is anticipating delivery of four new engines and one ladder truck that were purchased with a combination of FY 2012 budgeted equipment replacement funds, as well as fund balance.) The increase of $140,592 in FY 2013 for Capital Goods reflects a planned replacement of 10 stretchers.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of incidents responded to by Fire suppression (both Fire and EMS incidents)	13,271	13,400	13,550
# of incidents responded to by EMS (both EMS and fire incidents)	13,780	15,000	15,000
Cost per incident responded to by Fire suppression	$1,300	$1,394	$1,489

FY 2013 Approved Expenditures by Program



Fire Department

Fire Department Programs and Activities

Leadership & General Management
- Leadership & General Management
- Health & Safety
- Community Services

Fire Emergency Services
- Incident Response
- Site Safety Surveys
- Volunteers

Emergency Medical Services
- Incident Response
- Special Events Support
- Police Special Operations Support
- Ambulance Billing Services

Fire Prevention Services
- Retesting Program
- Fire Prevention
- Investigations
- Environmental Industrial Unit

Emergency Management
- Emergency Planning
- Training & Exercises
- Emergency Response

Logistics
- Facility & Equipment Maintenance
- Supplies

Information Technology
- Mobile Computer Support
- Reporting & Analysis
- Information Technology Support

Employee Professional Development
- Recruit Training
- In-Service Training

Special Operations
- Hazardous Materials
- Technical Rescue
- Marine Operations

Vehicle Operations & Maintenance
- Preventative Maintenance
- Corrective Maintenance
- Fuel Acquisition & Provisioning

Department Info

Department Contact Info
703.746.5200
www.alexandriava.gov/fire

Department Head
Adam Thiel, Fire Chief
703.746.5200
adam.thiel@alexandriava.gov

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	$2,639,668	$2,511,905	$3,508,695	39.7%
Fire Emergency Services	17,258,169	18,712,082	20,210,280	8.0%
Emergency Medical Services	7,778,031	8,458,752	9,380,499	10.9%
Fire Prevention and Life Safety	1,891,352	2,316,554	2,221,360	-4.1%
Fire Communications*	1,037,865	NA	NA	0.0%
Emergency Management	579,088	502,781	534,865	6.4%
Logistics	1,096,484	809,830	851,334	5.1%
Information Technology	596,211	870,138	892,348	2.6%
Employee Professional Development**	1,052,481	736,914	917,242	24.5%
Special Operations	1,359,049	630,356	648,929	2.9%
Vehicle Operations and Maintenance	1,067,754	821,751	862,065	4.9%
Vehicle and IT Replacement	35,008	1,530,224	1,530,224	0.0%
Total Expenditures	$36,391,160	$37,901,287	$41,557,841	9.6%

* Midway through FY 2011 Fire Communications was removed from the Fire Department, combined with Police Communicaitons and formed a new Department of Emergency Communications. Actual expenditures for the first half of FY 2011 were incurred by the Fire Department and reflected here, but all other information related to Emergency Communications is reflected in the Department of Emergency Communications seciton of this document.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	16.5	16.0	16.0	0.0%
Fire Emergency Services	132.9	150.9	162.9	8.0%
Emergency Medical Services	66.0	67.9	75.9	11.8%
Fire Prevention and Life Safety	17.6	19.0	17.0	-10.5%
Fire Communications	17.0	0.0	0.0	0.0%
Emergency Management	2.9	3.5	3.5	0.0%
Logistics	2.2	2.0	2.0	0.0%
Information Technology	4.0	3.0	3.0	0.0%
Employee Professional Development**	5.0	4.0	4.0	0.0%
Special Operations	7.5	1.5	1.5	0.0%
Vehicle Operations and Maintenance	4.0	4.1	4.1	0.0%
Total FTE's	275.6	272.0	290.0	6.6%

**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

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of all funds budget	7.3%	6.6%	8.4%
Total Expenditures	$2,639,668	$2,511,905	$3,508,695
Less Revenues	$0	$17,500	$17,500
Net General Fund Expenditures	$2,639,668	$2,494,405	$3,491,195
Program Outcomes			
Fire Department operating cost per $1.0 Million valuation	$1,115	$1,183	$1,202
% of customers who rate fire services as good to excellent	90.0%	90.0%	90.0%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the Fire Department.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures*	$1,665,243	$1,420,777	$2,363,653
FTE's	10.5	9.5	9.5
$ amount of departmental expenditures (all-funds)	$36,391,160	$37,901,287	$41,557,841
Leadership & Management Support expenditures as a % of total department	4.6%	3.7%	5.7%
Leadership & Management FTE's as percent of total Departmental FTE's	4.0%	3.5%	3.9%
Number of Federal and Commonwealth Grants Managed and Dollar Value	19/$1,593,626	21/$850,000	19/1,500,000
Number of positions recruited and filled	22	20	34
Number of discipline actions imposed	5	6	5

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	$755,102	$755,576	$781,196
FTE's	4.0	4.0	4.0
Number of EMS lost shifts due to Light Duty that require Minimum Staffing OT	133	120	120
Number of Fire lost shifts due to Light Duty that require Minimum Staffing OT	280	200	200

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.

Activity Data

COMMUNITY SERVICES UNIT-- The goal of the Community Services Unit is to reduce deaths and injuries in the City by delivering fire and life safety education to schools, City residents and the business community.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$219,323	$335,552	$363,846
FTE's	2.0	2.5	2.5
Number of juvenile fire-setters counseled	15	14	14
Numbers of media activities conducted	51	50	50
Numbers of community events attended	84	72	72
Number of business group presentations	50	44	44
Number of presentations to senior citizens	12	20	20

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of all funds budget	47.4%	49.4%	48.6%
Total Expenditures	$17,258,169	$18,712,082	$20,210,280
Less Revenues	$0	$1,069,697	$1,148,838
Net General Fund Expenditures	$17,258,169	$17,642,385	$19,061,442
Program Outcomes			
% of fire and EMS calls responded to within the department's 5.5 minute response goal from dispatch to arrival on scene	76.5%	75.0%	70.0%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$17,254,065	$18,681,274	$20,177,941
FTE's	127.6	150.9	162.9
# of fire incidents responded to	5,772	5,900	5,950
# of EMS incidents responded to	7,499	7,500	7,600
Number of Shifts Worked on OT for Minimum Staffing (including Holdovers)	1,601	1,600	1,600
% of Department OT that is for Minimum Staffing	85%	85%	85%
% of Workforce who have at least 20 years of service with the Department	37%	New	30%
% of Workforce who have less than 3 years of service with the Department	19%	New	32%
Percent of 15 operational personnel assembled on a structure fire within 9 minutes	50.0%	70.0%	55.0%
Number of Fire apparatus with 4 person minimum staffing	1.0	4.0	4.0
Cost per incident response	$1,300	$1,394	$1,489
% of total fire incidents with a response time of four minutes or less from dispatch to arrival on scene	67.2%	75.0%	70.0%

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	$4,104	$30,808	$32,339
FTE's	0.0	0.0	0.0
Number of Firefighter and Medic volunteer hours expended	N/A	3,400	3,400
Number of Supprt/Administrative volunteer hours expended	N/A	700	700
Number of training volunteer hours expended	N/A	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of all funds budget	21.4%	22.3%	22.6%
Total Expenditures	$7,778,031	$8,458,752	$9,380,499
Less Revenues	$0	$127,166	$127,166
Net General Fund Expenditures	$7,778,031	$8,331,586	$9,253,333
Program Outcomes			
Percent of Fire and EMS calls responded to within the Departments' 5.5minute response goal	57.2%	75.0%	60.0%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$7,589,927	$8,214,623	$9,132,299
FTE's	64.2	66.9	74.9
# of Fire and EMS incidents responded to	13,780	15,000	15,000
Number of Shifts Worked on OT for Minimum Staffing (including Holdovers)	721	New	550
% of Department OT that is for Minimum Staffing	83%	New	75%
Percent of first responders with debrillator on scene within five minutes of dispatch	70.8%	72%	70%
Percent of ALS transport unites to arrive on scene within five minutes of dispatch	63.8%	75%	65%
Percent of Patient Care Report resuscitated patents with pulse (ROSC) on arrival at hospital	26%	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)	1,261	1,350	1,300
Number of EMS incidents for which assistance was given to other jurisdications (mutal/automatic aid given)	1,365	1,700	1,360

POLICE SPECIAL OPERATIONS SUPPORT – The goal of Police Special Operations Support is to provide the medical component of Police special operations training and deployment.			
Expenditures	$10,040	$29,225	$29,225
FTE's	0.3	0.0	0.0
# of incidents supported	10	10	10
# of training hours provided	280	285	280
Cost per incident supported	$1,004	$2,923	$2,923

AMBULANCE BILLING SERVICES – The goal of Ambulance Billing Services is to facilitate insurance reimbursement of ambulance transportation conducted by City medic units.			
Expenditures	$178,064	$214,904	$218,975
FTE's	0.3	1.0	1.0
# of ambulance transports	8,260	8,600	8,400
# of patients billed	7,462	8,400	8,400
Collection rate within 12 months	55.2%	55.0%	55.0%
$ recovered per transport	$257	$265	$270

Fire Prevention & Life Safety

The goal of Fire Prevention & Life Safety is to provide comprehensive inspection services for existing structures and fire protection systems in order to uphold the City's fire prevention and life safety standards, identify code violations, respond to citizen and other complaints and to conduct complete and comprehensive investigations of crimes and offenses resulting from fire, environmental violations, and other related offenses that violate City and Commonwealth codes.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of all funds budget	5.2%	6.1%	5.3%
Total Expenditures	$1,891,352	$2,316,554	$2,221,360
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,891,352	$2,316,554	$2,221,360
Program Outcomes			
Number of Inspections Completed within established guidelines	99%	100%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$545,865	$736,683	$779,575
FTE's	6.5	7.0	7.0
# of retesting inspections conducted	2,886	3,000	3,000
# of cancellations	199	NA	200
Cost per retesting inspection conducted	$189.14	$245.56	$259.86
% of costs involved	N/A	100%	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	$529,990	$586,673	$506,592
FTE's	4.9	5.0	4.0
# of inspections conducted*	12,295	15,000	14,000
Cost per inspection conducted	$43.11	$39.11	$36.19
# of inspections conducted with established timeframes	99%	99%	99%
# of City Code violations cited	7,339	3,000	8,000

Fire Prevention & Life Safety (continued)

Activity Data

INVESTIGATIONS - The goal of investigations is to conduct comprehensive investigations of crimes and offenses in order to determine the cause and origin or the event, and to provide timely resolution by case closure or initiation of the judicial process.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$379,158	$520,195	$575,492
FTE's	2.9	3.5	3.5
# of open case investigations conducted	78	140	80
# of investigations closed	53	100	50
Cost per open case investigation conducted	$4,861	$3,716	$7,194
% of investigations referred to judicial process	15%	1%	15%

ENVIRONMENTAL INVESTIGATION UNIT - The goal of the Environmental Investigation Unit is to provide comprehensive investigations of crimes and offenses involving the illegal use, storage, and disposal of hazardous materials resulting in a timely resolution by case closure or initiation of the judicial process. The Environmental Investigation Unit will also be tasked with the inspection of all facilities storing and utilizing Hazardous Materials and Motor Carriers transporting Hazardous Materials within the City in order to maintain life safety standards, identify Code violations, and respond to complaint investigations Citywide.			
Expenditures	$436,339	$473,003	$359,701
FTE's	3.3	3.5	2.5
# of inspections conducted	848	1,000	1,000
# of investigations closed	65	60	65
Cost per open case investigation conducted	$515	$473	$360
# of open case investigations conducted	67	65	70

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of all funds budget	1.6%	1.3%	1.3%
Total Expenditures	$579,088	$502,781	$534,865
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$579,088	$502,781	$534,865
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$289,367	$149,637	$157,685
FTE's	1.8	1.0	1.0
# of emergency management plans developed/reviewed/updated	32	50	50
Number of special events plans reviewed/updated*	78	100	100
Number of incident plans developmed/reviewed/updated	5	5	5
Cost per plan developed/reviewed/updated	$9,043	$2,993	$3,154

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	$162,410	$75,258	$78,842
FTE's	0.4	0.5	0.5
Number of City employees trained in National Incident Management System (NIMS) standards	430	500	300
Cost per City staff trained in NIMS	$378	$151	$263
Percent of targeted City staff trained in compliance with NIMS standards*	65%	65%	100%
Number of citizens trained in Community Mergency Response Teams (CERT) methods*	35	60	60
Number of CERT exercises or training activities.*	6	6	6
Number of citizens who attended preparedness activities*	250	1,000	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	$127,311	$277,886	$298,338
FTE's	0.7	2.0	2.0
# of incidents supported	7	15	15
Number of City Emergency Operation Center (EOC) activations*	5	5	5
Number of emergency events monitored	76	50	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of all funds budget	3.0%	2.1%	2.0%
Total Expenditures	$1,096,484	$809,830	$851,334
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,096,484	$809,830	$851,334
Program Outcomes			
% of maintenance requests responded to within one week of receipt	91.0%	90.0%	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	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$695,861	$478,666	$511,271
FTE's	1.2	1.0	1.0
Number of facilities maintained	12	12	12
Average age of facilities maintained in years	48.36	49.36	50.36
Number of repair and maintenance request tickets received	405	450	470
Number of repair and maintenance request tickets addressed	390	450	470

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	$400,623	$331,164	$340,063
FTE's	1.0	1.0	1.0
Number of supply requests received	2,328	3,800	2,500
Number of supply requests filled	3,877	3,900	4,000
Percent of orders delivered within one week of receipt	91.0%	90.0%	90.0%

Information Technology

The goal of Information Technology is to provide software solutions, computer hardware support, and information management and analysis to enhance the Fire Department's delivery of essential public safety services to the residents, workers, and guests of the City of Alexandria.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	1.6%	2.3%	2.1%
Total Expenditures	$596,211	$870,138	$892,348
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$596,211	$870,138	$892,348
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$146,331	$163,306	$166,056
FTE's	0.7	0.5	0.5
Number of mobile units operated	87	102	110
Number of service calls for mobile units*	210	200	300
Cost per mobile unit operated	$1,682	$1,601	$1,510

Note - The CAD upgrade will increase the number of calls for service on mobile units

REPORTING AND ANALYSIS – The goal of Reporting and Analysis is to collect, analyze and report information to facilitate department service delivery, quality improvement, and required federal and state-mandated reporting requirements.			
Expenditures	$50,443	$165,272	$171,809
FTE's	0.8	1.0	1.0
Number of information requests completed	150	170	175
Cost per information request completed	$336	$972	$982

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	$399,437	$541,560	$554,483
FTE's	2.5	1.5	1.5
# of systems maintained	18	17	20
# of workstations maintained	213	154	213
# of system users supported	272	285	272
Number of requests for Fire Department's specific applications	907	1,000	1,000
Cost per system user supported	$1,469	$1,900	$2,039

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of all funds budget	2.9%	1.9%	2.2%
Total Expenditures	$1,052,481	$736,914	$917,242
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,052,481	$736,914	$917,242
Program Outcomes			
% of recruits successfully completing training	100.0%	96.9%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$225,977	$154,447	$311,956
FTEs	1.0	1.0	1.0
Number of recruits trained	35	15	30
Number of class hours expended for recruit training	1400	800	1200
Cost per recruit trained*	$6,456	$10,296	$10,399
% of recruits successfully completing training	96.9%	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	$826,504	$582,467	$605,286
FTEs*	4.0	3.0	3.0
Number of individuals trained (many staff trained multiple times and includes citizen academy trainings)	3,518	5,225	3,700
Number of attendance hours for Department-oriented leadership class	2,895	3,000	3,000
Number of attendance hours for Department-oriented management classes	1,748	2,000	1,800
Number of attendance hours for technical classes	31	48	50
Average cost per individual trained	235	1,680	164

*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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of all funds budget	3.7%	1.7%	1.6%
Total Expenditures	$1,359,049	$630,356	$648,929
Less Revenues	$0	$15,000	$15,000
Net General Fund Expenditures	$1,359,049	$615,356	$633,929
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$614,302	$268,145	$316,052
FTE's	2.8	0.5	0.5
# of hazardous incidents responded to	69	75	70
Cost per hazardous materials incident responded to	$8,903	$3,575	$4,515
% of calls responded to within recognized standards	N/A	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	$399,658	$216,526	$167,836
FTE's	2.1	0.5	0.5
# of technical rescue incidents responded to	26	35	26
Cost per rescue incident responded to	$15,371	$6,186	$6,455
% of calls responded to within recognized standards	N/A	100%	100%

MARINE OPERATIONS – The goal of Marine Operations is to provide specialized service in preventing, mitigating, educating, and detecting water/ice rescue incidents.			
Expenditures	$345,089	$145,685	$165,041
FTE's	2.6	0.5	0.5
# of marine incidents responded to	5	6	7
Cost per marine incident responded to	$69,018	$24,281	$23,577
% of calls responded to within recognized standards	N/A	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of all funds budget	2.9%	2.2%	2.1%
Total Expenditures	$1,067,754	$821,751	$862,065
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,067,754	$821,751	$862,065
Program Outcomes			
% of emergency vehicles available	76%	100%	85%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$268,699	$259,219	$266,552
FTE's	1.9	1.5	1.5
Average Age of Department Engines (active and reserve in years)*	13.2	10.1	7.4
Average age of Department Ladder Trucks (active and reserve in years)*	9.7	9.5	6.3
Average age of Department Medic Trucks (active and reserve in years)	4.4	3.9	4.9
Cost per preventative maintenance work order	$1,120	$1,021	$1,066

*NOTE - The Department is currently scheduled to replace 4 engines and 1 ladder in FY 13 which will reduce the fleet age

CORRECTIVE MAINTENANCE – The goal of Corrective Mainteance is to address the broken or non functioning systems or parts on Department vehicles that are preventing that vehicle from operating in a safe and efficient manner, and restore the vehicle to full operating condition.			
Expenditures	$522,035	$404,825	$437,780
FTE's	2.0	2.5	2.5
Number of Corrective Maintenance Work Orders completed on engines*	140.0	146.0	120.0
Number of Correctie Maintenance Work Orders completed trucks	86.0	91.0	80.0
Number of Corrective Maintenance Work Orders completed on Medic Vehicles	107.0	97.0	100.0
Average Cost per Corrective Maintenance Work Order	$978	$830	$876
% emergency vehicles available at all times	76%	100%	85%

*NOTE - with the purchase of new engines and a new ladder truck - there is an expected decrease in corrective maintenance

Vehicle Operations and Maintenance, con't

Activity Data

FUEL ACQUISITION & PROVISIONING - The goal of Fuel Acquisition and Provisioning is to acquire and deliver gasoline and diesel fuel to the Department's three fueling sites and distribute fuel for use in all Department vehicles.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$277,020	$157,707	$157,733
FTE's	0.1	0.1	0.1
# of gallons of fuel purchased	94,000	92,000	90,000
Average price per gallon of fuel purchased	$2.83	$2.70	$3.00
Percent of fuel island operational 7X24X365	100%	100%	100%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2013 Approved
Fire Emergency Services	*Overtime and Recruit Classes*	**$0**
For the last several years, the Fire Department has underbudgeted overtime expenses. During Add-Delete, City Council placed $425,000 in Contingent Reserves for Fire Overtime pending completion of an Overtime and Financial Resource Long-Term Plan. Funds remain in Continue Reserves and an additional $465,000 has been added in a Non-Departmental account to provide funding for recruit classes.		
Various	*Staffing, training and equipment for Eisenhower Valley Fire Station*	**$2,190,075**
In FY 2013 the Fire Department will hire and train personnel to be ready when the City's new Fire Station opens in FY 2014. Funding in FY 2013 will provide for 12 firefighters, 8 medics, equipment, gear, training, recruit costs and breathing apparatus.		
EMS Incident Response	*Restocking of Medicine*	**$50,000**
Until recently, hospitals restocked the drugs used by the medic units on the ambulance for free. Hospitals are now proposing to charge a restocking fee. The terms of the restocking charges are still being formulated. In FY 2013, the budget includes $50,000 for this restocking fee.		
EMS Incident Response	Replacement of stretchers	**$140,592**
This will provide funding to replace the City's entire inventory of 10 stretchers.		
Fire Prevention and Life Safety	Supplies, uniforms and annual physicals	**$20,000**
Funds will be used to replace equipment, supplies and uniforms and provide annual physicals for Fire retesting staff		
Various	*Funding for future Self-Contained Breathing Appartus Replacement*	**$130,000**
The City is currently in competition for grant funds to replace Self-Contained Breathin Appartus that no longer meets current OSHA safety guideliens. If this grant is awarded, it is prudent to begin to set money aside for planned, timely replacement. A five year replacement cycle is ideal, but at this time resources are limited to only partial funding of this replacement plan.		
Various	*Vehicle Replacement Funding*	**$254,135**
The Fire Department fleet has a number of vehicles that are being retained beyond their useful life. Fire and OMB continues to work toward a 10-year vehicle replacement plan. The budgeted amount to contribute funds to the Equipment Replacement Fund for future vehicle replacement is Approved to be increased by $254,135.		

Summary of Budget Changes

Expenditure Reductions

Activity	Adjustment	FTE	FY 2013 Approved
Various	*Vacant Positions*	**-2.0**	**-$215,000**
Two vacant positions in the Fire Department are Approved for elimination in FY 2013. The positions will be determined during the budget process.			

Department of Code Administration

Mission Statement: The mission of the Department of Code Administration is to enforce the Virginia Uniform Statewide Building Code and other applicable codes and ordinances to maintain life safety standards and ensure structures are designed, built, and maintained to adopted code requirements.

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$4,429,195	$4,696,998	$4,966,020	5.7%
Non-Personnel	770,111	978,686	991,386	1.3%
Capital Goods Outlay	-	140,685	53,703	-61.8%
Total Expenditures	$5,199,306	$5,816,369	$6,011,109	3.3%
Less Revenues				
Internal Services	0	115,372	28,390	-75.4%
Special Revenue Funds	4,235,446	4,777,633	5,083,499	6.4%
Total Designated Funding Sources	$4,235,446	$4,893,005	$5,111,889	4.5%
Net General Fund Expenditures	$963,860	$923,364	$899,220	-2.6%
Total Department FTE's[1]	50.5	49.5	48.0	-3.1%

[1]Two full-time positions (one Plan Examiner and one Code Inpector III) that were incorrectly budgeted as a result of the split between Code and Fire department in FY 2012, was corrected in FY 2013.

Highlights

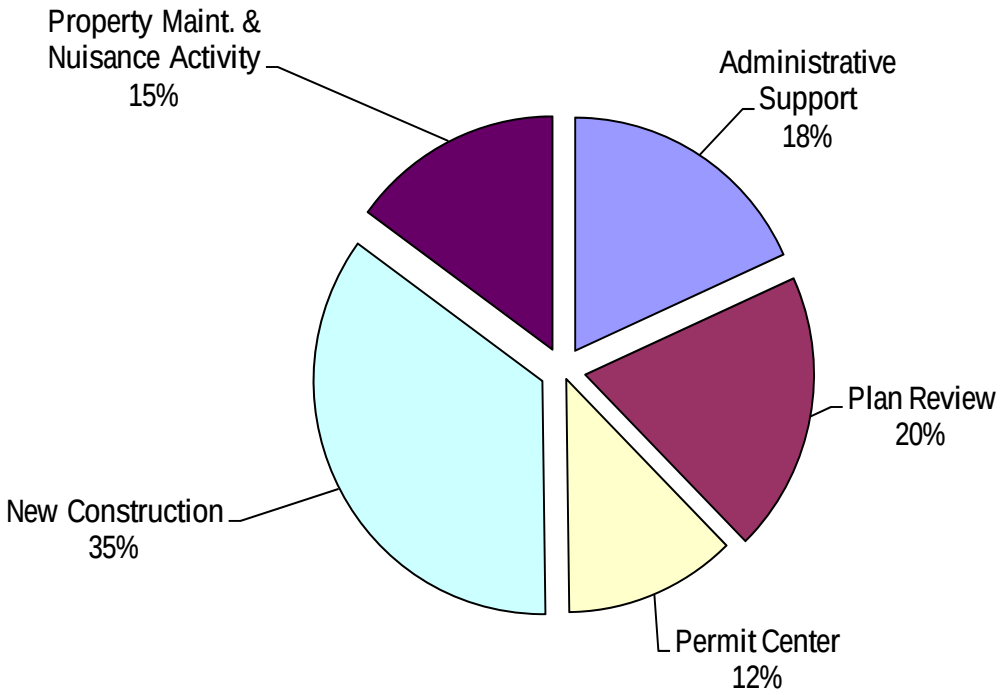
- In FY 2013 the approved General Fund budget for Code Administration decreases by 2.6%, or, $24,144 while the all funds budget increases by 3.3%, or, $194,740.
- Personnel costs increased by 5.7%, or, $269,022, attributable to employee step adjustments, increases in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. The increase is also due to the addition of a part-time (0.50 FTE) Permit Technician position ($27,280) described on the following pages.
- Non-personnel costs increased 1.3%, or $12,700, partially attributable to increased costs for telecommunications ($24,614); increased costs for vehicle maintenance ($5,365); and, a contractual adjustment for elevator inspections ($54,051) to maintain current service level. These increases are partially offset by reductions in vehicle depreciation expense ($15,330).
- As part of a City-wide reduction option, the rodent abatement contract was reduced by $50,000 and the purchase of computer equipment was deferred ($6,000), resulting in total savings of $56,000 to the City.
- Capital outlay expenditures decreased 61.8%, or $86,982, attributable to a lower than previously budgeted scheduled replacements for vehicles and other equipment. This decrease is reflected in the internal service fund which decreased 75.4%.
- The special revenue fund increased 6.4%, or $305,866, attributable to the above mentioned personnel and non-personnel increases.
- Beginning in FY 2013, Permit Center fees will be used to fund a new Database Administrator I position located in Information Technology Services to help maintain existing Permit Center databases and to assist with the implementation of a new permitting and plan review system. In addition, Permit Center fees will be used to fund existing Finance, Planning and Zoning, and Transportation and Environmental Services positions attached to the Permit Center. Thus, budgeted Permit Center expenditures will total $5,373,999 in FY 2013.

Department of Code Administration

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Number of building and trade plans reviewed per week on average	130	113	121
# of inspections completed per week (Average output)	623	577	600
# of permits processed per week on average	245	212	210

FY 2013 Approved Expenditures by Program



Department of Code Administration

Program Level Summary Information

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Administrative Support	$773,639	$969,394	$1,095,519	13.0%
Plan Review	785,408	1,206,732	1,167,898	-3.2%
Permit Center	575,726	643,320	729,735	13.4%
New Construction	1,951,705	2,000,216	2,118,737	5.9%
Prop Maint & Nuisance Activities	843,814	923,364	899,220	-2.6%
Developer Supported Projects	269,014	73,343	0	N/A
Total Expenditures[1]	$5,199,306	$5,816,369	$6,011,109	3.3%

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2013-2012
Administrative Support	5.0	5.0	6.0	20.0%
Plan Review	9.3	10.2	9.0	-11.4%
Permit Center	8.1	8.5	9.0	5.9%
New Construction	18.3	18.2	17.0	-6.4%
Prop Maint & Nuisance Activities	7.9	7.0	7.0	0.0%
Developer Supported Projects	2.0	0.7	0.0	-100.0%
Total full time employees[1]	50.5	49.5	48.0	-3.1%

[1] With the completion of the Washington Headquarters Services building (BRAC 133 at Mark Center) in FY 2012, the two staff dedicated to the project have been reallocated elsewhere within Code Administration. A departmental reorganization which took place in FY 2012 after the budget was approved is now fully reflected in the FY 2013 approved budget. Also in FY 2013, one part-time Permit Technician ($27,280 & 0.50 FTE) was added to the Permit Center to help customers with the permitting process.

Code Administration Programs and Activities

Administrative Support
- Administrative Support

Plan Review
- Building & Trade Plan Review
- One Stop Shop
- Walk Thru Plan Review

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

New Construction
- Inspections of New Structures

Property Maintenance & Nuisance Activities
- Inspections of Existing Structures

Dept Info

Department Contact Info
703.746.4200
alexandriava.gov/code/default.aspx

Department Head
John Catlett, Director
703.746.4200
john.catlett@alexandriava.gov

Administrative Support

The goal of Administrative Support is to provide overall managerial and administrative support to Code Administration personnel in order to ensure effective and efficient operations.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	14.9%	16.7%	18.2%
Total Expenditures	$773,639	$969,394	$1,095,519
Less Revenues	$773,639	$969,394	$1,095,519
Net General Fund Expenditures	$0	$0	$0
Program Outcomes			
% of Permit Center payments made online [1]	NA	NA	10%

Activity Data

ADMINISTRATIVE SUPPORT – The goal of Administrative Support is to provide overall managerial and administrative support to Code Administration personnel in order to ensure effective and efficient operations.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$773,639	$969,394	$1,095,519
FTE's	5.0	5.0	6.0
# of FTEs supported	50.5	49.5	48.0
$ amount of Code Administration expenditures managed (All Funds)	$5,199,306	$5,816,369	$6,011,109
% of Permit Center payments made online[1]	NA	NA	10%

[1] New Indicator

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	15.1%	20.7%	19.4%
Total Expenditures	$785,408	$1,206,732	$1,167,898
Less Revenues	$668,535	$1,206,732	$1,167,898
Net General Fund Expenditures	$116,873	$0	$0
Program Outcomes			
% of all plans reviewed within established time frames	99%	99%	99%

Activity Data

BUILDING & TRADE PLAN REVIEW – The goal of Building and Trade Plan Review is to conduct comprehensive, quality plan reviews of construction projects, and conduct quality reviews of site plans, Special Use Permits, and BAR & BZA reviews for compliance within local and state mandated codes and regulations within published plan review times.[1]	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures[1]	$493,532	$880,786	$817,837
FTE's	5.3	5.5	6.0
# of building and trade plans reviewed per week on average	130.4	113.5	121.4
Cost per building and trade plan reviewed	$73	$149	$130
% of plans reviewed within published plan review time frames	99%	99%	99%

[1] In FY 2013, the Building & Trade Review activity was combined with Site Plan Revew and BAR, BZA, SUP & Other Plan Review to make one activity.

ONE STOP SHOP – The goal of One Stop Shop is to provide expedited plan review within one hour for building and other trades for existing construction, tenant layout, and alterations by appointment.			
Expenditures [1]	$57,681	$60,271	$128,578
FTE's	0.5	0.5	1.0
# of building and trade plans reviewed (1 set of plans is equal to 4 plan reviews: building, electricity, plumbing & mechanic) per week on average.	8	9	9
Cost per building and trade plan reviewed	$137	$126	$268
% of qualified plans approved within one hour	98%	99%	98%

[1] Partial costs of a full-time Plan Examiner II position were transferred from Building and Trade Plan Review to the One Stop Shop activity in FY 2013.

WALK THRU PLAN REVIEW – The goal of Walk Thru Plan Review is to provide expedited plan review within one working day for specific scope of projects including small additions, alterations, and small repairs.			
Expenditures	$234,195	$265,675	$221,483
FTE's	2.3	2.5	2.0
# of plans reviewed per week on average	34.4	40.4	42.3
Cost per plan reviewed	$131	$127	$101
% of qualified plans approved within one working day	99%	99%	99%

Department of Code Administration

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	11.1%	11.1%	12.1%
Total Expenditures	$575,726	$643,320	$729,735
Less Revenues	$575,726	$643,320	$729,735
Net General Fund Expenditures[1]	$0	$0	$0
Program Outcomes			
% of customers served by a service representative within 30 minutes	99%	99%	99%

[1] In addition to the revenues budgeted here to support the Code Administration staff and operations associated with the Permit Center, Permit Center revenues support a new database administrator in ITS, and existing positions in TES, Finance and Planning and Zoning that are attached to the Permit Center. Additional Permit Center revenues of $209,411 provide funding for these four positions.

Activity Data

PERMIT PROCESSING – The goal of Permit Processing is to provide timely intake of plans, either at the permit counter or electronically, ensure completeness of plan submissions, review routing information from other City agencies, verify contractor licenses, process payment of fees, and generate permits in order to maintain life safety standards.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$364,909	$407,401	$598,514
FTE's	4.5	5.0	7.0
# of permits processed per week (on average)	245	212	210
Cost per permit processed	$29	$37	$55
Average wait time per customer served[1]	NA	NA	20 Min.
# of FOIAs requests processed	212	225	225

[1] New indicator

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	$111,723	$123,523	$73,652
FTE's	1.8	1.8	1.0
# of complaints received per week (on average)	74	106	86
Cost per complaint received	$29	$22	$16
% of complaints processed within same day of receipt	94%	95%	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	$99,094	$112,396	$57,569
FTE's	1.8	1.8	1.0
# of phone calls answered by Permit Center Staff per week[1]	304	317	325
Cost per phone call answered by Permit Center Staff per week	$6	$7	$3
Average hold time per call[1]	NA	NA	47 Secs.

[1] New indicator

New Construction

The goal of New Construction is to conduct inspections for new construction and renovation work within existing structures, perform structural, trade, and fire protection systems inspections when requested, and perform damage assessment and other related duties as required to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	37.5%	34.4%	35.2%
Total Expenditures	$1,951,705	$2,000,216	$2,118,737
Less Revenues	$1,951,705	$2,000,216	$2,118,737
Net General Fund Expenditures	$0	$0	$0
Program Outcomes			
% of inspections completed within one working day of receipt	99%	100%	99%

Activity Data

INSPECTIONS OF NEW STRUCTURES – The goal of Inspections of New Structures is to conduct comprehensive, quality inspections of new construction and renovation projects to ensure compliance with approved plans.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,951,705	$2,000,216	$2,118,737
FTE's	18.3	18.2	17.0
# of inspections completed per week (average output)	623	577	600
Cost per inspection completed	$60	$67	$68
% of inspections completed within one working day of receipt	99%	100%	99%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	16.2%	15.9%	15.0%
Total Expenditures	$843,814	$923,364	$899,220
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$843,814	$923,364	$899,220
Program Outcomes			
% of inspections conducted within specified timeframes	97%	100%	100%

Activity Data

INSPECTIONS of EXISTING STRUCTURES – The goal of Inspections of Existing Structures is to conduct inspections of existing structures and properties for compliance with the Virginia Maintenance Code and various City nuisance ordinances in order to maintain the City's building stock and life safety standards, either on a proactive basis or in response to complaints, and to identify illegal construction and code violations.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$843,814	$923,364	$899,220
FTE's	7.9	7.0	7.0
# of inspections (Pro-Active) conducted per week(average) (output)	388	349	360
Cost per inspection conducted	$42	$51	$48
% of inspections conducted within established timeframes	97%	100%	100%
# of complaints received per week[1]	63	35	30
# City Code violations cited	4,983	5,600	5,000

[1] New Indicator.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	5.2%	1.3%	0.0%
Total Expenditures	$269,014	$73,343	$0
Less Revenues	$269,014	$73,343	$0
Net General Fund Expenditures	$0	$0	$0
Program Outcomes			
$ amount of costs recovered	$269,014	$73,343	$0

Activity Data

BRAC 133 at Mark Center - BRAC is a federal Department of Defense construction project constructed on federal land and Code Administration's role in this project is advisory and limited to plan review and inspection services under the direction of and as assigned by the Pentagon Fire Marshal. The federal government fully reimbursed the costs of this activity.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures[1]	$269,014	$73,343	$0
FTE's	2.0	0.7	0.0

[1] With the completion of the Washington Headquarters Services building (BRAC 133 at Mark Center) in FY 2012, the two staff dedicated to the project have been reallocated elsewhere in Code Adminsitration and no future funding will be allocated to the BRAC 133 at Mark Center activity. Actual expenditures for FY 2011 and FY 2012 will continue to be shown within this activity.

Department of Code Administration

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2013 Approved
Various	*Telecommunication Charges*	**$24,614**
In light of the split with the Fire Department, telecommunication charges were underestimated. This adjustment brings telecommunication costs to the anticipated spending level of $50,610 in FY 2013.		
Inspection of New Structures	*Vehicle Maintenance*	**$5,365**
This adjustment brings the costs of vehicle maintenance to the anticipated spending level of $23,800 in FY 2013.		
Inspection of New Structures	*Contractual Adjustment*	**$54,051**
This adjustment will fund a contractual adjustment for the inspection of elevators in the City. This brings the total contract costs to $248,121 in FY 2013.		

Supplemental Requests

Activity	Adjustment	FTE	FY 2013 Approved
Permit Center	*Part-time Permit Technician*	**0.50**	**$27,280**
In order to keep up with increasing activity in the Permit Center, a part-time Permit Techician is added to assist customers with the permitting process and to issue permits as expediently as possible. This position will be funded with revenue generated from Permit Center fees.			

Reductions

Activity	Expenditure Reduction	FTE	FY 2013 Approved
Inspection of Existing Structures	*Rodent Abatement Contract & Control Data Processing*		**($56,000)**
The Rodent Abatement contract was re-engineered resulting in a $50,000 budget savings. Under a new contract, proactive baiting will be limited to Old Town Alexandria and areas near the Potomac River which contain the highest concentration of rodents. The remainder of the City will be baited on an as needed basis.			
The purchase of computer equipment will also be deferred as part of a City-wide reduction option, resulting in an additional savings of $6,000 to the City.			

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$44,649,019	$43,302,767	$45,619,641	5.4%
Non-Personnel	$7,700,690	$7,480,885	$6,212,824	-17.0%
Capital Goods Outlay	$245,107	$1,574,809	$1,472,018	-6.5%
Interfund Transfers	$129,586	$0	$0	0.0%
Total Expenditures	$52,724,402	$52,358,461	$53,304,483	1.8%
Less Revenues				
Internal Service	$710,565	$1,437,519	$1,334,728	-7.2%
Special Revenue Fund	$1,000,246	$30,000	$30,000	0.0%
Total Designated Funding Sources	$1,710,811	$1,467,519	$1,364,728	-7.0%
Net General Fund Expenditures	$51,013,591	$50,890,942	$51,939,755	2.1%
Total Department FTE's	462.0	415.0	419.0	1.0%

Highlights

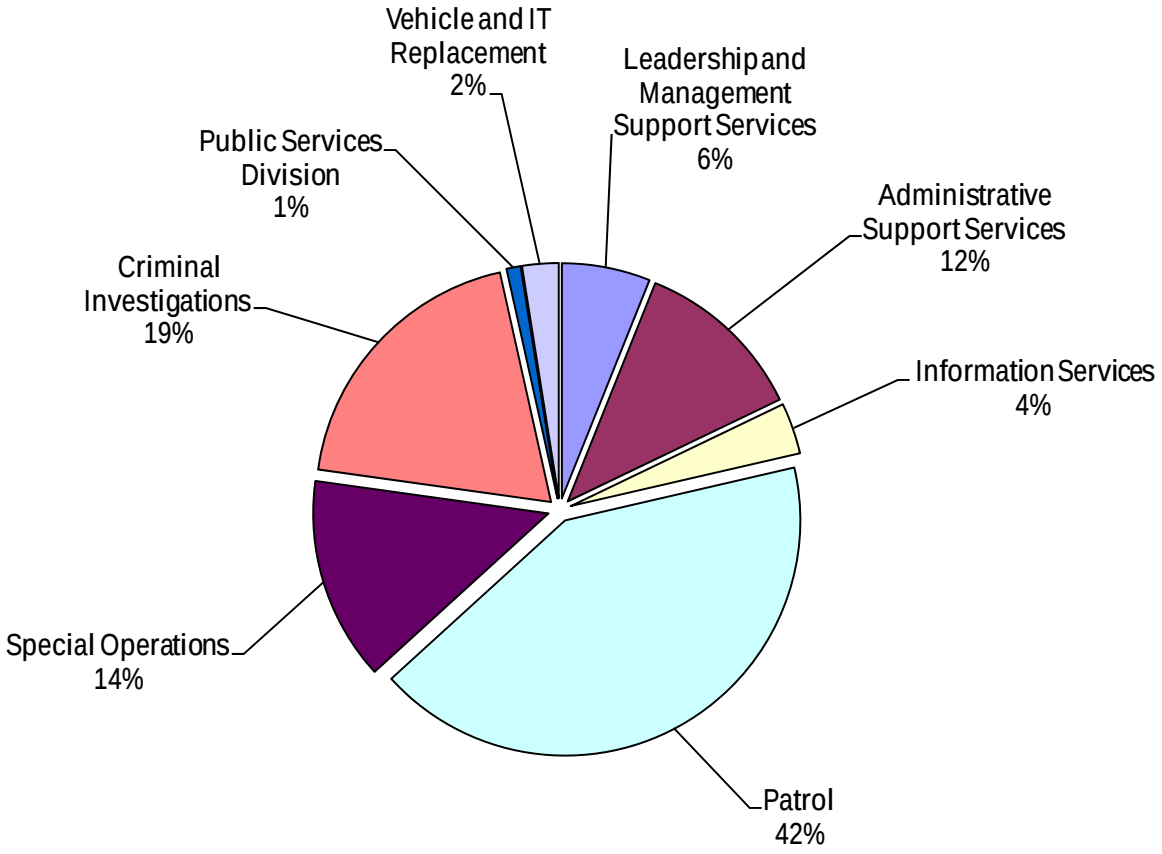
- In FY 2013, the General Fund budget increases by $1,048,813 or 2.1%.
- FY 2013 personnel costs increase by $2,316,874 or 5.4% primarily due to merit increases and increases in the cost of benefits, notably retirement contributions. Additionally, a one time bonus of 2.3% was granted to employees at the top of the pay scale. This is partially offset through turnover savings as a result of higher than normal attrition rates associated with officer retirement.
- Total non-personnel costs decrease by $1,268,061 or 17.0%. This decrease is primarily due to savings associated with reduced lease costs due to the new Police Facility ($1,079,317) and one time moving expenses for the new Police Facility ($350,000). Additionally, the balance of the Police Communications activity ($59,082) was transferred to the Department of Emergency Communications (DEC) for ongoing operating costs associated with the DEC facility. These decreases are partially offset through increases in current service expenses such as maintenance and service contract costs ($179,613) and cost of utilities ($52,349).

Police Department

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Police reports processed electronically	89%	86%	89%
Patrol's average response time from dispatch to arrival for emergency calls	3.4 minutes	3.4 minutes	3.4 minutes
Patrol's cost per call for service	$409	$383	$397
% of criminal investigations cases closed	80%	76%	78%
Number of applicants processed	5,282	7,000	5,331
Average cost to intake one item of evidence	$71	$60	$71
For information regarding crime statistics, please see Miscellaneous Departmental Information			
****It should be noted that all performance and crime data for FY 2013 are preliminary.			

FY 2013 Approved Expenditures by Program



Police Department

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership and Management Support Services	$3,631,078	$3,131,111	$3,238,019	3.4%
Administrative Support Services	$5,011,385	$6,288,009	$6,290,769	0.0%
Information Services	$1,610,567	$1,786,742	$1,871,996	4.8%
Patrol	$21,189,443	$21,461,715	$22,310,781	4.0%
Operations Support Services	$7,623,141	$7,352,564	$7,443,258	1.2%
Criminal Investigations	$10,201,688	$9,828,963	$10,291,990	4.7%
Public Services	$504,271	$512,824	$522,942	2.0%
Vehicle and IT Replacement	$710,565	$1,437,519	$1,334,728	-7.2%
Total Expenditures	$52,724,402	$52,358,461	$53,304,483	1.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership and Management Support Services	17.75	18.75	19.75	5.3%
Administrative Support Services	42.75	40.75	41.75	2.5%
Information Services	23.5	23.5	23.5	0.0%
Patrol	200.0	189.75	192.75	1.6%
Operations Support Services	66.0	61.75	60.25	-2.4%
Criminal Investigations	73.0	74.5	77.0	3.4%
Public Services	4.0	4.0	4.0	0.0%
Total full time employees	462.0	415.0	419.0	1.0%
Sworn Personnel	307.0	307.0	311.0	1.3%
Non-Sworn Personnel	155.0	108.0	108.0	0.0%
Total full time employees	462.0	415.0	419.0	1.0%

Staffing increases by 4.0 FTEs as a result of the Community Oriented Policing Services (COPS) Grant awarded in October 2011.

Police Programs and Activities

Leadership and General Management Support Services
- Leadership and General Management
- Financial Management
- Human Resources Management

Administrative Support Services
- Property & Evidence Management
- Policy Review & Maintenance
- Fleet Management
- Information Technology Management
- Facilities & Security Management
- Certification & Training

Information Services
- Report Management

Patrol
- Patrol
- Tactical Anti-Crimes Unit
- Crime Analysis

Operations Support Services
- Traffic and Parking
- Special Events and Incidents
- School Resource Officers

Criminal Investigations
- Criminal Investigations
- Domestic Violence Unit
- Vice/Narcotics
- Task Forces
- Crime Scene Investigation

Public Services
- Public Information Office
- Internal Investigations

Dept. Info

Department Contact Info
www.alexandriava.gov/police

Department Head
Earl Cook, Chief of Police
703.746.4700
Earl.Cook@alexandriava.gov

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide financial, personnel, planning and support services in order to facilitate the operations of the Police Department.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% total of All Funds Budget	6.9%	6.0%	6.1%
Total Expenditures	$3,631,078	$3,131,111	$3,238,019
Less Revenues	40,000	0	0
Net General Fund Expenditures	$3,591,078	$3,131,111	$3,238,019
Program Outcomes			
% of authorized positions filled	96%	96%	96%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide fiscal and support services in order to facilitate the operations of the Police Department.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$2,489,466	$2,015,766	$2,230,925
FTE's	9.0	9.0	10.0
Leadership & Management Expenditures as percentage of departmental total	4.7%	4.0%	4.3%
# of activities managed	24	24	23
# of departmental FTE's managed	450	415	415
FTE's per 10,000 population	31.9	29.4	29.4
Sworn FTE's per 10,000 population	21.8	21.8	22.0
$ amount of net General Fund departmental budget (millions of dollars)	$51.0	$50.9	$51.9
% of Departmental effectiveness targets met	86%	95%	95%

FINANCIAL MANAGEMENT - The goal of Finance Management is to provide responsible stewardship of the Police Department's budget to support law enforcement operations.			
Expenditures	$613,963	$347,901	$367,001
FTE's	3.0	3.0	3.0
# of fiscal transactions (P-Card, PV, APOs, Petty Cash, Travel) processed per year	455	400	400
Departmental expenditures as % of City's budget	1.2%	0.7%	0.7%
Cost per fiscal transaction	$1,349.37	$869.75	$917.50
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	$527,649	$767,444	$640,093
FTE's	5.75	6.75	6.75
# of civilian applicants processed	2,654	3,500	2,676
# of sworn applicants processed	2,628	3,500	2,655
Cost per applicant processed	$99.90	$109.63	$120.07

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	9.5%	12.0%	11.8%
Total Expenditures	$5,011,385	$6,288,009	$6,290,769
Less Revenues	0	0	0
Net General Fund Expenditures	$5,011,385	$6,288,009	$6,290,769
Program Outcomes			
% of authorized positions filled	96%	96%	96%

Activity Data

PROPERTY & EVIDENCE MANAGEMENT – The goal of Property and Evidence Management is to manage all incoming property and evidence, from receipt to disposal.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$638,089	$656,105	$683,948
FTE's	4.0	5.0	5.0
# of items of property and evidence processed each year	4,493	5,500	4,800
Cost to intake one item of evidence	$71	$60	$71
% of inventory disposed of annually	21%	12%	18%

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	$153,088	$199,694	$194,658
FTE's	2.0	2.0	2.0
# of directives and addenda issued per year	19	45	45
Cost per directive	$2,014	$1,109	$1,081
% 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	$657,803	$331,625	$457,113
FTE's	3.0	3.0	4.0
# of vehicles managed	315	311	311
Cost per year to manage each vehicle	$2,088	$1,066	$1,470
% of Perventative maintenance actions completed within 30 days of schedule date	90%	90%	90%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures*	$1,623,067	$1,612,769	$1,766,341
FTE's*	13.0	9.0	9.0
# of pc's in department	378	385	385
# of mobile computers	367	367	367
# of users supported	442	454	450
Cost per system user	$3,672	$3,552	$3,925
% of reports processed electronically rather than by manual methods	89%	86%	89%

* 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	$970,986	$2,521,897	$2,330,858
FTE's	12.75	14.75	15.75
# of security requests completed	750	790	725
# of maintenance requests completed	373	260	300
# of internal inspections completed	12	12	12
Cost per request/task completed	$855	$2,375	$2,248
% of customers satisfied with the physical facility environment	95%	95%	95%

CERTIFICATION AND TRAINING - The goal of Certification and Training is to coordinate training to ensure employees meet the Department of Criminal Justice certification and maintain skills to protect the public.			
Expenditures	$968,352	$965,919	$857,851
FTE's	8.0	7.0	6.0
# 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	$924	$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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds budget	3.1%	3.4%	3.5%
Total Expenditures	$1,610,567	$1,786,742	$1,871,996
Less Revenues	0	0	0
Net General Fund Expenditures	$1,610,567	$1,786,742	$1,871,996
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,610,567	$1,786,742	$1,871,996
FTE's	23.5	23.5	23.5
# of incident reports processed	12,441	13,500	13,500
# of criminal reports	8,809	8,800	8,800
# of auto accident reports	1,619	1,600	1,600
# of non-criminal reports	3,632	3,100	3,100
Average cost to process a report	$129	$132	$139

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of total All Funds budget	39.5%	41.0%	41.9%
Total Expenditures	$21,189,443	$21,461,715	$22,310,781
Less Revenues	154,652	0	0
Net General Fund Expenditures	$21,034,791	$21,461,715	$22,310,781
Program Outcomes			
Calendar Year % Change in Part 1 Crimes	0.0%	0.0%	0.0%

Activity Data

PATROL – The goal of Patrol is to provide visible police presence and timely response to citizen complaints using strategic response system methods.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$19,844,613	$20,028,628	$20,715,559
FTE's	183.0	175.8	178.8
# of calls for service answered or initiated	48,487	52,230	52,230
# of incident reports completed	12,441	13,200	13,200
Patrol cost per call for service	$409	$383	$397
Average response time to emergency calls for service from dispatch to arrival, excluding accidents	3.4 minutes	3.4 minutes	3.4 minutes
# of arrests	5,232	6,032	5,632

TACTICAL ANTI-CRIME UNIT - The TAC Unit's primary activities focus on street level criminal offenses, narcotics offenses, fugitive investigations, nuisance crimes, undercover operations, gang enforcement (in conjunction with the Gang Unit) and search warrant executions for other investigative units.			
Expenditures	$1,121,155	$1,136,043	$1,300,267
FTE's	11.3	11.3	11.3
# of arrests	203**	500	400
Cost per arrest	$5,523	$2,272	$3,251
Change in arrests compared to prior year	0%	0%	0%

** Reflects only January 2011 to June 2011 due to new computer system in the new TAC Unit

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	$223,675	$297,044	$294,955
FTE's	3.0	3.0	3.0
# of major crime maps per year	338	340	342
# of special requests and projects	242	225	253
Cost per staff hour	$36	$48	$47
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of total All Funds budget	14.2%	14.0%	14.0%
Total Expenditures	$7,623,141	$7,352,564	$7,443,258
Less Revenues	42,616	0	0
Net General Fund Expenditures	$7,580,525	$7,352,564	$7,443,258
Program Outcomes			
Net change in accident rate in city	2%	-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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$4,498,509	$4,309,295	$4,415,125
FTE's	45.0	40.5	40.5
# of uniform citations issued by the Motor Unit	9,104	5,000	6,575
Net change in accident rate in city	2%	-2%	-2%
# of parking tickets issued by all APD employees	77,055	81,035	80,000
Cost per parking ticket	$19	$17	$18

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	$2,419,793	$2,347,971	$2,302,659
FTE's	15.00	15.25	13.75
Number of planned, organized, and staffed special events	39	40	45
# of hostage/barricade, hazmat, natural disaster, unique emergency incidents	15	17	17
Total # of K9 searches done per year	427	560	560
Total # of K9 Detector Searches (bomb, narcotics)	86	75	85

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.			
Expenditures	$704,839	$695,298	$725,474
FTE's	6.0	6.0	6.0
# of student contacts	20,300	20,300	20,300
# of incidents involving physical altercation	78	75	77
Cost per public school student	$35	$34	$36

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds budget	19.0%	18.8%	19.3%
Total Expenditures	$10,201,688	$9,828,963	$10,291,990
Less Revenues	762,978	30,000	30,000
Net General Fund Expenditures	$9,438,710	$9,798,963	$10,261,990
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$5,060,162	$5,281,619	$5,516,858
FTE's	39.00	40.25	42.00
# of cases assigned	1,428	1,545	1,486
Cost per case	$3,544	$3,419	$3,713
% of cases closed	80%	76%	78%
% of multiple case closures	3%	8%	6%

DOMESTIC VIOLENCE UNIT – The goal of the Domestic Violence Unit is to investigate all domestic violence and stalking offenses, with an emphasis on coordinating victim services and successful prosecution.			
Expenditures	$386,643	$520,002	$533,630
FTE's	6.00	4.00	4.00
# of cases assigned	747	894	846
Cost per case	$518	$582	$631
% of cases involving arrest	45%	56%	56%
% of cases involving services to victims and no arrest	45%	44%	45%

Criminal Investigations Program, continued

Activity Data

VICE/NARCOTICS – The goal of Vice/Narcotics is to investigate violations of law involving vice, organized crime, and narcotics, to arrest the offenders and create a negative financial impact on violators.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$2,320,564	$1,789,024	$1,854,011
FTE's	10.00	11.00	11.00
# of cases assigned	165	210	125
# of arrests	59	95	44
Cost per case assigned	$14,064	$8,519	$14,832
% of case closures by arrest	21%	50%	35%

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	$583,463	$565,485	$522,326
FTE's	3.00	4.25	4.00
# of cases assigned	92	85	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	$1,850,856	$1,672,833	$1,865,165
FTE's	15.00	15.00	16.00
# of Evidence Processing Reports	1,266	1,270	1,278
% of latent fingerprints identified at crime scenes (target is 50%)	45%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of total All Funds budget	0.9%	1.0%	1.0%
Total Expenditures	$504,271	$512,824	$522,942
Less Revenues	0	0	0
Net General Fund Expenditures	$504,271	$512,824	$522,942
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$199,431	$217,141	$222,785
FTE's	2.0	2.0	2.0
# of media interviews coordinated and conducted	690	750	820
# of Conferences & Special Events organized by PIO	12	15	20
% of press releases posted on the Internet within 1 business day	100%	100%	100%

INTERNAL INVESTIGATIONS – The goal of Internal Investigations is to investigate allegations of misconduct involving department personnel.			
Expenditures	$304,838	$295,683	$300,157
FTE's	2.0	2.0	2.0
# of formal complaints managed (received, investigated, resolved)	136	172	153
Cost per investigation	$2,241	$1,719	$1,962

Police Department

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Current Service Adjustments	FY 2013 Approved
Technical Services	*IT Hardware Maintenance*	**$30,963**
Adjustment to maintenance services for IT hardware and equipment.		
Criminal Investigations	*Clothing Allowance Adjustment*	**$31,650**
Adjustment to clothing allowances for detectives to adjust for inflation and be comparable to neighboring jurisdictions.		
Civil Disturbance Unit	*CDU Operating Costs*	**$75,000**
Adjustment for operating costs associated with the Civil Disturbance Unit that were not previously budgeted.		
Traffic and Parking	*Automated Parking Enforcement System Maintenance*	**$20,000**
Adjustment for maintanence costs for the Automated Parking Enforcement System.		

Efficiency Savings

Activity	Efficiency Savings	FY 2013 Approved
Various	*Lease Savings*	**($1,079,317)**
Lease savings due to the new Police Facility.		
Police Facilities Mgmt.	*Moving Expenses*	**($350,000)**
One-time costs associated with moving to the Police Facility in FY 2012 that are no longer needed.		

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
General Fund Expenditures	51,013,591	50,890,942	51,939,755
Police Related General Fund Revenues			
HB599 Revenue	5,576,264	5,380,536	5,380,536
Parking Revenue	3,302,167	3,400,000	3,400,000
Total	8,878,431	8,780,536	8,780,536
Net City Share (General Fund Expenditures Less Related Revenues)	42,110,405	42,110,406	43,159,219

Table 2 includes Alexandria crime statistics for 2009-2011.

Table 2 Part I Crimes in Alexandria			
	CY 2009	CY 2010	CY 2011
Homicide	5	3	1
Rape	15	21	21
Robbery	143	124	130
Aggravated Assault	115	118	114
Burglary	325	310	308
Larceny	2,755	2,804	2,666
Auto Theft	344	282	373
Total	3,702	3,662	3,613

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Operating Agencies

HEALTH AND WELFARE

Department of Community and Human Services..... 15-2
Alexandria Health Department..... 15-45
Other Health Activities 15-64

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 2013 Approved Budget Summary Table and Highlights

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$47,437,206	$49,673,537	$52,312,965	5.3%
Non-Personnel	38,989,149	41,109,208	36,905,278	-10.2%
Capital Goods Outlay	31,807	88,116	152,677	73.3%
Total Expenditures	$86,458,162	$90,870,861	$89,370,920	-1.7%
Sources of Funds				
Internal Services	$1,229	$85,086	$149,647	75.9%
Special Revenue Funds	40,890,150	41,494,415	38,495,665	-7.2%
ARRA - Stimulus Fund	670,955	0	0	0.0%
Total Designated Funding Sources	$41,562,334	$41,579,501	$38,645,312	-7.1%
Net General Fund Expenditures	$44,895,828	$49,291,360	$50,725,608	2.9%
Total Department FTE's	583.5	582.1	579.8	-0.4%

Highlights

- In the FY 2013 budget total expenditures decrease by $1,499,941 (1.7%). The General Fund budget increases by $1,434,248, or 2.9% while Special Revenues decrease in the amount of $2,998,750 (-7.2%).
- Personnel costs increase by $2,639,428 (5.3%) as a result of funding merit-step increases and the increasing cost of employee benefits in FY 2013. Also contributing to the increase in personnel is the reclassification of several existing positions related to the creation and ongoing re-organization of DCHS. These increases to the personnel budget are offset by the transfer of 2.0 FTEs to the City Manager's Office and 1.0 FTE to the Finance Department, and the proposed reduction of 4.0 FTEs.
- Non-Personnel costs decrease by $4,203,930 (-10.2%) primarily due to the State assuming control of the Child Day Care Fee System program and the transference of lead agency responsibility for the Virginia Preschool Initiative from the City to the Alexandria City Public Schools (described in greater detail at the end of this section). These decreases are offset slightly by current services adjustments for mandated contract and lease increases.
- The FY 2013 approved budget includes approximately $2.3 million in reductions to the DCHS budget. Some of these reductions have been taken as a result of programmatic and funding changes at the State level. For example the State has decided to reduce/eliminate funding support for quality initiatives at day care centers and the Companion Aid and General Relief programs. Additional reductions have been included as a result of increased efficiencies and better alignment of budgets to actual expenditures. Still though, some reductions will result in programmatic and service reductions. Examples include out of school time programs at the Campagna Center and transportation assistance to JobLink clients. Additional details on all of the reductions can be found at the end of this section.
- The budget includes funding for one new Senior Therapist position within the HomeBased program which serves to provide therapeutic services to children with serious emotional disorders who are at risk of being placed outside the community and one new Senior Therapist in the Older Adults Clinical Services activity to provide assessment and treatment of Alexandrians aged 60 and over with mental health and/or substance abuse disorders. Funding was also added by City Council for the Concerned Citizen Network of Alexandria ($20,000) and Healthy Families of Alexandria ($56,607) and $125,067 for one additional pre-school classroom in a location to be determined.

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

In FY 2012, the Department of Mental Health, Mental Retardation, and Substance Abuse (DMHMRSA), the Department of Human Services (DHS), and the Office on Women (OOW) 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 $89.4 million and 579.8 full-time equivalents (FTEs) in FY 2013. 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 three centers: 1) Adult Services; 2) Children & Families; and 3) Economic Support; along with Administrative Services and 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.

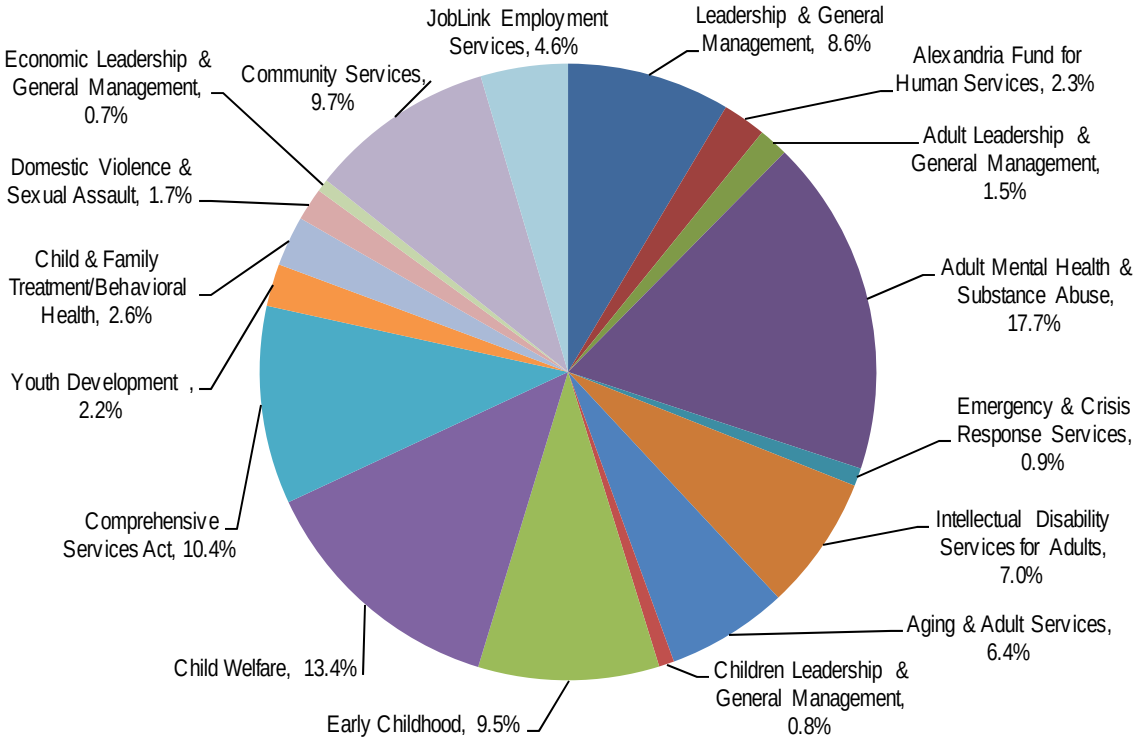
The three programmatic centers (Adult Services, Children & Families, and Economic Support) are responsible for providing vital social safety net services to Alexandria's residents. By merging programs from three different departments the City will serve clients who would have previously received services 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 Administrative Services. It is tasked with providing leadership and management support to the three programmatic centers. Examples of department-wide support functions provided by Administrative Services include fiscal oversight of the Department's $89.4 million budget (which includes $38.5 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 13.5% of the Department's total budget and 14.3% of total FTEs.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of objectives met as reported by Fund for Human Services grantees	98.0%	90.0%	90.0%
$ Value of Benefit Programs and Energy Assistance	$86,610,000	$67,600,000	$75,000,000
% of Benefit Program intake cases processed within State required time frames	97.0%	92.0%	97.0%
Average hourly wage full time per placement	$16.90	$15.00	$15.00
% of CSA services in congregate care	16%	13%	13%
% of consumers served who will be maintained in the community without hospitalization	93.0%	90.0%	90.0%
% of discharged who are maintained in the community for 90+ days without subsequent Detox Services	79.0%	80.0%	80.0%
% of adults with intellectual disabilities who were able to reach some or all of their goals over the past year	91.0%	85.0%	85.0%
# of calls received on Sexual Assault and Domestic Violence Hotlines	1,537	2,200	1,550
% of survivors provided with services/referrals which increases their capacity to live a violence-free life	95.0%	95.0%	95.0%
% of children attending accredited or STAR rated child care centers	58.0%	75.0%	60.0%

FY 2013 Approved Expenditure by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Administrative Services and Office of Strategic Initiatives and Communication				
Leadership & General Management	$7,854,631	$8,322,935	$7,652,284	-8.1%
Alexandria Fund for Human Services	2,012,624	2,033,259	2,033,259	0.0%
Center for Adult Services				
Adult Leadership & General Management	1,882,552	1,378,890	1,384,301	0.4%
Adult Mental Health & Substance Abuse	14,049,343	15,142,680	15,802,603	4.4%
Emergency & Crisis Response Services	776,982	803,571	839,830	4.5%
Intellectual Disability Services for Adults	5,874,571	5,725,636	6,300,365	10.0%
Aging & Adult Services	4,266,387	4,999,875	5,682,749	13.7%
Center for Children and Families				
Children Leadership & General Management	543,519	376,157	721,467	91.8%
Early Childhood	11,495,088	12,050,464	8,476,297	-29.7%
Child Welfare	11,209,069	10,851,901	11,931,264	9.9%
Comprehensive Services Act	9,605,929	9,916,687	9,281,813	-6.4%
Youth Development	1,418,337	2,098,875	1,987,075	-5.3%
Child & Family Treatment/Behavioral Health	2,081,725	2,185,093	2,350,410	7.6%
Domestic Violence & Sexual Assault	1,442,428	1,361,103	1,534,168	12.7%
Center for Economic Support				
Economic Leadership & General Management	1,052,477	507,848	595,706	17.3%
Community Services and Benefits	8,131,959	9,521,168	8,711,709	-8.5%
JobLink Employment Services	2,760,541	3,594,719	4,085,620	13.7%
Total Expenditures	$86,458,162	$90,870,861	$89,370,920	-1.7%

Program Level Summary Information

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Administrative Services and Office of Strategic Initiatives and Communication				
Leadership & General Management	65.3	65.3	57.8	-11.4%
Alexandria Fund for Human Services	0.0	0.0	0.0	0.0%
Center for Adult Services				
Adult Leadership & General Management	15.0	15.0	13.9	-7.5%
Adult Mental Health & Substance Abuse	156.5	156.5	158.2	1.1%
Emergency & Crisis Response Services	6.5	6.5	6.5	0.0%
Intellectual Disability Services for Adults	62.6	62.5	61.0	-2.4%
Aging & Adult Services	31.3	31.3	31.5	0.6%
Center for Children and Families				
Children Leadership & General Management	3.5	3.5	6.3	80.9%
Early Childhood	22.5	22.5	21.0	-6.6%
Child Welfare	56.2	56.2	57.3	1.8%
Comprehensive Services Act	3.0	3.0	3.0	0.0%
Youth Development	19.1	18.6	18.6	0.0%
Child & Family Treatment/Behavioral Health	21.7	21.5	22.5	4.7%
Domestic Violence & Sexual Assault	14.4	13.8	14.1	2.2%
Center for Economic Support				
Economic Leadership & General Management	4.7	4.7	5.2	10.9%
Community Services and Benefits	71.3	71.3	70.6	-1.0%
JobLink Employment Services	30.1	30.1	32.6	8.3%
Total Full-Time Employees*	583.5	582.1	579.8	-0.4%

As shown in the table below, the FY 2013 budget includes the addition of 4.8 full-time equivalents (FTEs). Of this, 2.8 FTEs were added to the DCHS budget mid-year in FY 2012. This included the restoration of funding for a Bus Driver and Employment & Training Specialist through the reallocation of existing resources, the addition of a part-time grant funded Outreach/Prevention Specialist and a .25 FTE increase to an existing part-time Psychiatrist position.

These increases are offset by a reduction of 7.0 FTEs. The budget reallocates 3.0 FTEs to other departments within the City and eliminates 4.0 FTEs (described in greater detail at the end of this section). The net staffing impact for DCHS in FY 2013 is a decrease of 2.3 FTEs.

FTE Change FY 12 to FY 13	
FY 2012 Mid-Year Adjustments	2.8
FY 2013 Additions	2.0
Total Additions	*4.8*
FY 2013 Reallocations	-3.0
FY 2013 Reductions	-4.0
Total Reductions	*-7.0*
Total FTE Change	-2.3

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
- Regulatory Services and Quality Improvement

Child Welfare
- Child Protective Services
- Foster Care & Case Management
- Adoption Services

Comprehensive Services Act
- CSA Coordination & Financial Management
- CSA Services

Youth Development
- Youth Development

Child & Family Treatment/Behavioral Health
- Youth and Family Outpatient Services
- Community Wrap-Around Services

Domestic Violence & Sexual Assault
- Domestic Violence & Sexual Assault Services

Economic Leadership & Management
- Leadership & Management

Community Services and Benefits Programs
- Benefits Programs and Emergency Services
- Homeless Prevention
- Homeless Services

JobLink Employment Services
- Adult Employment
- Youth Employment

Dept Info

Department Contact Info
703.746.4900
http://alexandriava.gov/dchs

DCHS Department Head / Executive Director of the Community Services Board
Michael Gilmore, Ph.D.
703.746.3400
mike.gilmore@alexandriava.gov

Suzanne Chis, 703.746.5700
Deputy Director & Director of Social Services

Lisa Baker, 703.746.3120
Chief Officer, Office of Strategic Initiatives & Communications

Jane Hassell, 703.746.3400
Chief Officer, Administrative Services

Dennis McKinney, 703.746.5990
Assistant Director for Economic Support

Deborah Warren, 703.746.3571
Assistant Director for Children & Families

Carol Layer, 703.746.3500
Assistant Director for Adult Services

Administration and Center for Outreach and Communication

Leadership and Management Support Services Program

The goal of Leadership & General Management is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	9.1%	9.2%	8.6%
Total Expenditures	$7,854,631	$8,322,935	$7,652,284
Less Revenues	$766,080	$779,349	$776,695
Net General Fund Expenditures	$7,088,551	$7,543,586	$6,875,589
Program Outcomes			
% of effectiveness measures met	100.0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$2,430,502	$2,884,949	$2,351,220
FTE's	18.8	18.8	13.1
$ of expenditures managed	$86,458,162	$90,870,861	$89,370,920
% of total Department funding derived from special revenues (grants and fees)	48.1%	45.8%	43.2%
# of FTEs managed	583.5	582.1	579.8
Leadership & General Management as a % of total expenditures	2.8%	3.2%	2.6%

FACILITIES MANAGEMENT – The goal of Facilities Management is to provide efficient and cost-effective maintenance, including a preventive maintenance program, to all residential and office facilities of the Department.			
Expenditures	$1,496,971	$1,561,203	$1,501,212
FTE's	7.2	7.2	7.2
# of work orders	1,224	1,200	1,200
# of work orders per FTE	171	167	168
% of emergency work orders completed within 24 hours	82.0%	75.0%	80.0%

Leadership and Management Support Services Program, continued

Activity Data

TECHNOLOGY SERVICES – The goal of Technology Services is to meet the information system technology needs of the Department and its employees by ensuring a reliable network infrastructure, advancing the Department's secure electronic health record system (as mandated by HIPAA), supporting use of State data and information systems, and providing operational support.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,349,567	$1,045,790	$1,134,659
FTE's	8.5	8.5	9.5
# of hours of unplanned database unavailability	6	3	6
% of users responding to annual customer satisfaction survey rating Technology Services as "helpful"	N/A	99.8%	99.0%

REIMBURSEMENT, QUALITY ASSURANCE & PROGRAM EVALUATION – The goal of Reimbursement, Quality Assurance & Program Evaluation is to collect, maintain and evaluate Community Services Board data required for regulatory authorities in order to improve the quality of consumer services, maximize revenue and maintain accreditation and licensing.			
Expenditures	$1,094,253	$1,256,841	$1,243,721
FTE's	15.85	15.9	14.9
Reimbursement Unit cost as a % of self pay and third party revenues received	7.7%	6.7%	7.7%
# of records reviewed	285	300	250
# of licensing citations	0	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	$422,674	$427,209	$560,002
FTE's	5.1	5.1	6.0
# of hires	162	148	155
# of hires per FTE	32	29	26
% of users responding to annual customer satisfaction survey rating DCHS Human Resources as "helpful"	N/A	N/A*	TBD*

*Survey to be administered in Spring 2012.

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	$1,060,664	$1,146,943	$861,470
FTE's	9.9	9.9	7.2
DCHS events publicized*	N/A	N/A	40
DCHS website hits*	N/A	N/A	30,000
Number of calls to Call Center*	N/A	N/A	TBD
Call Center calls resulting in warm hand-off*	N/A	TBD	TBD

*Represents a new measure in FY 2013

Alexandria Fund for Human Services

The goal of the Alexandria Fund for Human Services is to provide human service programs for young children, youth, seniors, immigrants and 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	2.3%	2.2%	2.3%
Total Expenditures	$2,012,624	$2,033,259	$2,033,259
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,012,624	$2,033,259	$2,033,259
Program Outcomes			
% of objectives met as reported by Fund for Human Services grantees	98.0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$900,545	$907,202	$907,202
FTE's	0.0	0.0	0.0
# of children served in classrooms with comprehensive services	357	348	350
# of children receiving home-based early intervention services	245	200	200
Cost per child served	$1,496	$1,655	$1,649
% of objectives met as reported by grantees	100.0%	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	$275,835	$277,147	$277,147
FTE's	0.0	0.0	0.0
# of grants awarded	20	20	20
# of youth served (direct services)	4,117	3,000	4,000
Cost per youth served	$67	$92	$69
% of objectives met as reported by grantees	95.0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$836,244	$848,910	$848,910
FTE's	0.0	0.0	0.0
# of residents served through grant-funded programs	19,802	22,000	20,000
# of grants awarded	33	33	33
Cost per resident served	$42.23	$38.59	$42.45
% of objectives met as reported by grantees	99.0%	90.0%	90.0%

Adult Services Leadership and Management Support Services Program

The goal of Leadership & General Management is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	2.2%	1.5%	1.5%
Total Expenditures	$1,882,552	$1,378,890	$1,384,301
Less Revenues	$33,424	$0	$0
Net General Fund Expenditures	$1,849,128	$1,378,890	$1,384,301
Program Outcomes			
% of effectiveness measures met	87.5%	95.0%	95.0%

Activity Data

LEADERSHIP & MANAGEMENT – The goal of Leadership & Management is to lead, manage, and support all activities of the Center for Adult Services and collaborate with other government institutions in order to effectively and efficiently achieve the Center's Goals.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,882,552	$1,378,890	$1,384,301
FTEs	15.0	15.0	13.9
# of FTEs managed in Center	271.9	271.8	271.1
$ of Center expenditures managed	$26,849,835	$28,050,652	$30,009,848
% of effectiveness measures met	87.5%	95.0%	95.0%

Adult Mental Health and Substance Abuse Program

The goal of Adult Mental Health and Substance Abuse Services is to provide accurate and effective assessment, treatment and support to adults with a mental health, substance abuse, or co-occurring disorder to help them eliminate and/or manage their symptoms, and improve their ability to function independently in the community.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	16.2%	16.7%	17.7%
Total Expenditures	$14,049,343	$15,142,680	$15,802,603
Less Revenues	$7,680,448	$8,267,356	$8,103,490
Net General Fund Expenditures	$6,368,895	$6,875,324	$7,699,113
Program Outcomes			
% of consumers who maintained or improved functioning levels	83.0%	70.0%	75.0%

Activity Data

CASE MANAGEMENT – The goal of Case Management, Recovery Coaching and Homeless Outreach services is to provide outreach, engagement and case management services to individuals who are homeless and have a severe and persistent mental illness or co-occurring MH/SA disorders; and provide individualized assessment, planning, treatment, linkage and monitoring services to increase consumers' ability to live independently, minimize the frequency of psychiatric hospitalizations and increase periods of abstinence from substances.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,501,541	$1,841,191	$1,877,354
FTE's	23.1	23.1	22.0
# of consumers served	635	650	650
# of service hours provided	17,350	18,979	19,479
Cost per service hour	$87	$97	$96
% of homeless consumers with mental illness who are successfully linked to MH services	68.0%	50.0%	60.0%
% consumers who will maintain/improve functioning as measured by changes in scores on a standardized instrument	83.0%	70.0%	75.0%

Adult Mental Health and Substance Abuse Program, continued

Activity Data

PSYCHOSOCIAL REHABILITATION & MENTAL HEALTH VOCATIONAL SERVICES - The goal of the West End Wellness Center and Vocational program is to promote recovery, vocational readiness, and to assist individuals obtain and maintain satisfying employment and achieve and maintain the highest level of independence possible.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$711,412	$774,726	$809,754
FTE's	8.6	8.6	8.6
# of consumers served	143	212	180
# of consumer hours of services provided (Psychosocial Rehabilitation)	42,961	48,750	48,750
# of service days (Sheltered Employment)	89	91	90
# of service hours provided (Individual Employment)	1,375	1,464	1,464
Cost per consumer served	$3,356	$3,654	$3,820
% of consumers served who will be maintained in the community without hospitalization	93.0%	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	$1,328,773	$1,636,532	$1,567,030
FTE's	7.5	7.5	7.8
# of consumers served	1,445	1,400	1,440
# of service hours provided	6,289	5,136	5,397
Cost per service hour	$211	$319	$290

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	$3,090,685	$3,370,698	$3,471,506
FTE's	31.5	31.5	35.5
# of consumers served	1,773	1,925	1,925
# of service hours provided	20,867	21,255	21,772
Cost per service hour	$148	$159	$159
% of consumers discharged from outpatient programs who meet or partially meet treatment goals	81.0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,110,608	$1,036,861	$1,101,032
FTE's	11.0	11.0	11.0
# of consumers served	713	900	900
% of inmates receiving substance abuse treatment who report progress toward meeting goals as collected three times during program	100.0%	95.0%	100.0%
% of inmates receiving Jail Services who report a "more hopeful" mental status as a result of service	50.0%	75.0%	50.0%
Cost per consumer served	$1,558	$1,152	$1,223

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	$1,943,708	$648,927	$677,703
FTE's	7.1	7.1	6.7
# of consumers	353	225	225
# of bed days provided	6,190	2,200	2,420
Cost per bed day	$314	$295	$280
% of discharged who are maintained in the community for 90+ days without subsequent Detox Services	79.0%	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	$4,362,616	$5,833,745	$6,298,224
FTE's	67.7	67.7	66.6
# of consumers	287	286	286
# of bed days provided	45,090	48,811	49,206
Cost per bed day	$93	$112	$123
# of service hours provided in supported living program	2,760	2,561	2,561
Cost per service hour in the supported living program	$61	$67	$74
% of consumers who are discharged from residential programs who will transition to a similar or less-intensive housing situation	77.0%	70.0%	70.0%

Emergency & Crisis Response Services Program

The goal of Emergency and Crisis Response Services is to provide state mandated crisis intervention and assessment services to persons in Alexandria to help promote safety and stabilization, and to help individuals improve their functioning.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	0.9%	0.9%	0.9%
Total Expenditures	$776,982	$803,571	$839,830
Less Revenues	$330,474	$359,352	$362,852
Net General Fund Expenditures	$446,508	$444,219	$476,978
Program Outcomes			
% of consumers who report feeling "more hopeful" after intervention	87.0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$776,982	$803,571	$839,830
FTE's	6.5	6.5	6.5
# of consumers served	636	600	600
# of critical incidents responded to	15	10	10
Cost per coverage hour (8,750 coverage hours per year; 24 hours/day x 365 days)	$89	$92	$96
% of consumers who report feeling "more hopeful" after intervention	87.0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	6.8%	6.3%	7.0%
Total Expenditures	$5,874,571	$5,725,636	$6,300,365
Less Revenues	$3,166,621	$2,811,723	$2,836,428
Net General Fund Expenditures	$2,707,950	$2,913,913	$3,463,937
Program Outcomes			
% of consumers who were able to reach some or all of their goals over the past year	91.0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$672,352	$742,997	$800,547
FTE's	7.5	7.5	7.5
# of consumers served	177	175	175
# of staff hours of service provided	6,529	6,641	6,641
Cost per staff hours of service provided	$103	$112	$121
% of adults with intellectual disabilities who were able to reach some or all of their goals over the past year	91.0%	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	$3,817,394	$3,564,864	$4,051,466
FTE's	42.0	41.9	40.9
# of residents served	54	52	52
# of bed days provided	17,118	17,176	17,176
Cost per bed day	$223	$208	$236
% of consumers or authorized representatives who report achieving some or all residential treatment goals	94.0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,384,825	$1,417,775	$1,448,352
FTE's	13.2	13.2	12.7
# of consumers served	73	75	75
# of client service hours provided (Day Support)	63,516	62,610	62,610
# of service hours provided (Individual Employment)	229	179	204
# of service days provided (Group Employment)	3,309	3,134	3,143
Cost per consumer	$18,970	$18,904	$19,311
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	4.9%	5.5%	6.4%
Total Expenditures	$4,266,387	$4,999,875	$5,682,749
Less Revenues	$1,666,930	$1,689,840	$1,621,630
Net General Fund Expenditures	$2,599,457	$3,310,035	$4,061,119
Program Outcomes			
% effectiveness of Aging Programs as measured by effectiveness goals	100.0%	100.0%	100.0%

Aging and Adult Services Program, continued

Activity Data

ADULT PROTECTIVE SERVICES – The goal of Adult Protective Services is to investigate reports and then provide services and resources necessary to protect seniors and adults with disabilities from abuse, neglect and/or exploitation pursuant to the Code of Virginia.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$451,426	$498,441	$646,014
FTE's	4.5	4.5	6.0
# of reports investigated	215	225	230
Monthly average # of cases managed	148	140	140
% of investigations initiated within 24 hours of report	98.0%	98.0%	98.0%
% of cases without further incidence of abuse, exploitation, or neglect within 12 months	97.0%	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	$2,959,082	$3,998,493	$3,858,203
FTE's	21.8	21.8	20.3
Monthly average # of companion cases managed	214	280	230
Medicaid Home and Community Based Screenings	131	120	140
% of clients stay safely in home	100.0%	100.0%	100.0%
% of home meals delivered on schedule	100.0%	100.0%	100.0%
# of one-way senior taxi trips	17,123	13,200	15,322
Cost per one-way senior taxi trip	$14.77	$17.80	$13.54

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	$587,163	$110,064	$674,320
FTE's	1.0	1.0	0.2
# of beds budgeted	28	25	28
Total Annual Cost per budgeted bed	$20,970	$4,456	$24,083

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	$268,716	$392,877	$504,212
FTE's	4	4	5
# of consumers served	183	150	200
# of service hours provided	2,939	3,404	3,404
Cost per service hour	$91	$115	$148
% of consumers who partially or fully meet treatment goals as assessed by clinician & consumer	77.0%	75.0%	75.0%

Children and Families Leadership and Management Support Services Program

The goal of Leadership & General Management is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	0.6%	0.4%	0.8%
Total Expenditures	$543,519	$376,157	$721,467
Less Revenues	$129,091	$54,213	$105,945
Net General Fund Expenditures	$414,428	$321,944	$615,522
Program Outcomes			
% of effectiveness measures met	72.2%	95.0%	95.0%

Activity Data

LEADERSHIP & MANAGEMENT – The goal of Leadership & Management is to lead, manage, and support all activities of the Center for Children and Families and collaborate with other government institutions in order to effectively and efficiently achieve the Center's Goals.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$543,519	$376,157	$721,467
FTE's	3.5	3.5	6.3
# of FTEs managed in Center	126.0	125.2	128.6
$ of Center expenditures Managed	$36,353,667	$37,479,177	$34,748,326
% of effectiveness measures met	72.2%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	13.3%	12.7%	9.1%
Total Expenditures	$11,495,088	$11,538,979	$8,150,261
Less Revenues	$7,508,482	$7,605,700	$4,294,866
Net General Fund Expenditures	$3,986,606	$3,933,279	$3,855,395
Program Outcomes			
% of children attending accredited or STAR rated child care centers	58.0%	75.0%	60.0%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$5,565,231	$5,667,661	$2,751,331
FTE's	12.3	12.3	11.6
# of families that received child care services	587	600	620
# of children that received child care services	757	900	800
Cost per child served	$7,352	$6,297	$3,439
# of children served (VPI)*	222	275	0

*In FY 2013 lead agency responsibility for the Virginia Preschool Initiative (VPI) will be transferred to the Alexandria City Public Schools.

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*	$2,295,813	$2,102,517	$2,361,103
FTE's	0.3	0.3	0.3
# of children served	309	252	309
Cost per child served	$7,430	$8,343	$7,641
% of children passing Phonological Awareness Literacy Screenings (PALS)	79.0%	85.0%	85.0%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,774,987	$1,795,706	$1,741,835
FTE's	0.0	0.0	0.0
# of students enrolled in regular School Year, Gap Camp, and Summer Program	1,329	1,100	1,300
Service Days provided in regular School Year, Gap Camp, and Summer Program	233	238	233
% of parents rating vendor provided programs as good or excellent	98.0%	95.0%	95.0%
Cost per student per day of service	$11	$13	$12

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	$1,859,057	$1,973,095	$1,295,992
FTE's	7.0	7.0	7.0
# of service hours provided (Parent Infant Education/MH Prevention)	6,617	7,529	7,529
# of consumers served (Parent Infant Education/MH Prevention)	462	350	350
% of children who improve in at least one area of development	94.0%	75.0%	80.0%

REGULATORY SERVICES AND RESOURCE DEVELOPMENT - The goal of Regulatory Services and Resource Development is to determine initial and on-going compliance of family child care providers with City ordinances and DCHS and State regulations and to provide training, education, mentoring and support for family child care providers and child care staff in order to develop and maintain high quality early childhood experiences.			
Expenditures*	$0	$511,485	$326,036
FTE's	2.9	2.9	2.12
# of Early Childhood Training hours provided**	2,040	2,160	3,060
# completing Vocational English as Second Language Class	9	140	37
# of providers regulated	165	180	170
# of Center Staff completing CDA (Child Development Associate) credential	11	10	10

*This is new activity starting in FY 2012

**Starting FY 2012, yearly training requirement increased from 6 to 12 hours

Child Welfare Program

The goal of Child Welfare Services is to ensure the safety and well-being of children at risk of neglect or abuse and foster a permanent connection to family.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	13.0%	11.9%	13.4%
Total Expenditures	$11,209,069	$10,851,901	$11,931,264
Less Revenues	$7,624,158	$7,032,980	$8,156,298
Net General Fund Expenditures	$3,584,911	$3,818,921	$3,774,966
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$2,820,734	$2,348,275	$3,064,588
FTE's	20.9	20.9	25.3
Monthly average # of families receiving prevention and child protection services	213	252	220
Cost per family served	$13,243	$9,319	$13,930
% 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*	$4,620,726	$5,498,358	$4,945,837
FTE's	29.0	29.0	24.8
$ of non CSA foster care payments	$1,541,044	$2,016,091	$1,550,000
Monthly average # of children served in foster care	139	146	140
Service delivery cost per child	$22,156	$23,851	$24,256
% of children in foster care that have no more than 2 placements in less than 12 months	97.3%	87.0%	98.0%
% of children re-entering foster care	4.3%	7.0%	5.0%

*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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$3,767,609	$3,005,268	$3,920,839
FTE's	6.38	6.38	7.17
Total $ of adoption subsidies*	$3,204,858	$2,228,861	$2,200,000
Monthly average # of subsidies	200	177	215
Service delivery cost per child	$2,814	$4,386	$8,004
% of children exiting to adoption whose adoption is completed within 24 months	19%	28%	24%

*VDSS provided additional clarification on eligibility for adoption subsidies for special needs, which increased subsidies in Adoption while decreasing what was paid from Foster Care IVE.

Comprehensive Services Act Program

The goal of the Comprehensive Services Act is to provide funding for services to at risk children and to ensure that State and local agencies, parents and private service providers work together to plan and provide services.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	11.1%	10.9%	10.4%
Total Expenditures	$9,605,929	$9,916,687	$9,281,813
Less Revenues	$4,604,624	$4,873,162	$4,392,351
Net General Fund Expenditures	$5,001,305	$5,043,525	$4,889,462
Program Outcomes			
% of CSA services in congregate care	16.0%	13.0%	13.0%

Activity Data

CSA COORDINATION & FINANCIAL MANAGEMENT – The goal of CSA Coordination and Financial Management is to provide overall coordination and financial control for Comprehensive Services Act purchase of services.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$262,716	$293,523	$305,137
FTE's	3.0	3.0	3.0
$ of funds administered	$9,343,213	$9,623,164	$8,976,676
Cost per $100,000 administered	$2,812	$3,050	$3,399
% of CSA services in congregate care	16.0%	13.0%	13.0%

Comprehensive Services Act Program, continued

Activity Data

COMPREHENSIVE SERVICES ACT SERVICES – The goal of CSA Services is to purchase comprehensive services for at-risk youth and families, based on the level of need and in the least restrictive environment to prevent/reduce child abuse/neglect and promote safety for at-risk families, and/or to purchase services consistent with Individual Treatment Plans, and other services for at-risk families based on level of need.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$9,343,213	$9,623,164	$8,976,676
FTE's	0.0	0.0	0.0
# of children served	319	545	319
$ of services purchased for foster care	$5,608,772	$5,761,447	$5,031,139
$ of services purchased for special education tuition assistance	$2,800,831	$3,735,276	$3,725,713
$ of services purchased for parental placements and/or nonmandated at-risk youth	$933,610	$126,441	$81,905
Cost per child served	$29,289	$17,657	$28,140

Youth Development Program

The goal of the Youth Development is to promote positive youth development through effective collaborative initiatives and best practice direct service to youth and their families.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	1.6%	2.3%	2.2%
Total Expenditures	$1,418,337	$2,098,875	$1,987,075
Less Revenues	$576,934	$899,747	$872,810
Net General Fund Expenditures	$841,403	$1,199,128	$1,114,265
Program Outcomes			
% of participants reporting a positive change as a result of the program	88.0%	75.0%	80.0%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,418,337	$2,098,875	$1,987,075
FTE's	19.1	18.6	18.6
# of youth served MH EI, SA EI, SA Prev, VTSF	193	150	150
# of Project Discovery students served	85	120	85
% of Project Discovery high school students who are accepted in post-secondary educational programs	100.0%	92.0%	100.0%
% on survey indicating increased knowledge of college access	95.0%	75.0%	95.0%
% decrease in teen pregnancy rate (most recent year)	9.5%	1.0%	1.0%
% decrease in alcohol use by teens	6.0%	1.0%	1.0%

Child and Family Treatment/Behavioral Program

The goal of the Child and Family Behavioral Health program is to provide effective treatment for at risk children, youth and their families to measurably improve their functioning in key areas of their lives.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	2.4%	2.4%	2.6%
Total Expenditures	$2,081,725	$2,185,093	$2,350,410
Less Revenues	$1,620,077	$1,394,859	$1,441,301
Net General Fund Expenditures	$461,648	$790,234	$909,109
Program Outcomes			
% youth served by the Homebased Program maintained in the community	93.0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,397,125	$1,095,223	$1,147,250
FTE's	14.7	14.5	11.3
# of service hours provided	10,734	9,398	9,398
# of consumers	555	575	575
Cost per service hour	$130	$117	$122
% of children receiving services who maintain or improve functioning	85.0%	60.0%	70.0%

COMMUNITY WRAPAROUND SERVICES – The goal of Community Wraparound Services is to provide timely, intensive, supportive, and community based interventions for children through 21 years of age and their families in order to maintain youth with their families in the community.			
Expenditures	$684,600	$1,089,870	$1,203,160
FTE's	7.0	7.0	11.2
# of service hours provided	11,701	12,630	13,376
# of consumers	155	175	205
Cost per service hour	$59	$86	$90
% youth served by the Homebased Program maintained in the community	93.0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	1.7%	1.5%	1.7%
Total Expenditures	$1,442,428	$1,361,103	$1,534,168
Less Revenues	$471,641	$432,430	$449,512
Net General Fund Expenditures	$970,787	$928,673	$1,084,656
Program Outcomes			
% of survivors who are able to identify their safety options	99.0%	70.0%	80.0%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,442,428	$1,361,103	$1,534,168
FTE's	14.4	13.8	14.1
# of calls received on Sexual Assault and Domestic Violence Hotlines	1,537	2,200	1,550
# of youth clients served through supportive counseling	351	300	350
# of services received by adult clients	8,718	7,000	8,700
# of adult clients served through supportive counseling	1,345	900	1,350
% of individuals calling the hotline who reported being informed about services available	99.0%	70.0%	70.0%
% of survivors provided with services/referrals which increases their capacity to live a violence-free life	95.0%	95.0%	95.0%

Economic Support Leadership and Management Support Services Program

The goal of Leadership & General Management is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	1.2%	0.6%	0.7%
Total Expenditures	$1,052,477	$507,848	$595,706
Less Revenues	$254,258	$0	$31,751
Net General Fund Expenditures	$798,219	$507,848	$563,955
Program Outcomes			
% effectiveness measures met	100.0%	90.0%	90.0%

Activity Data

LEADERSHIP & MANAGEMENT – responsible for ensuring the coordinated and expeditious delivery of services to clients in need of immediate and ongoing services to support their self-sufficiency.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,052,477	$507,848	$595,706
FTE's	4.7	4.7	5.2
# of FTEs managed in Center	106.0	106.0	108.3
$ of Center expenditures Managed	$11,944,977	$13,623,735	$13,393,035
% of effectiveness measures met	100.0%	90.0%	90.0%

Community Services and Benefits Programs

The goal of Community Services and Benefits Programs is to provide financial assistance, medical assistance, counseling and support services, that allow households and eligible individuals to re-establish or maintain self-sufficiency and affordable housing.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	9.4%	10.5%	9.7%
Total Expenditures	$8,131,959	$9,521,168	$8,711,709
Less Revenues	$4,296,897	$4,356,622	$3,936,834
Net General Fund Expenditures	$3,835,062	$5,164,546	$4,774,875
Program Outcomes			
Clients served within state mandated time frames	97.0%	92.0%	97.0%

Activity Data

BENEFIT PROGRAMS AND EMERGENCY SERVICES – Provide financial assistance, access to State benefit programs, comprehensive case management, and community referral services to promote the stability, self-sufficiency, health and well-being of income-eligible households.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$5,145,220	$7,065,518	$6,272,452
FTE's	63.2	63.2	62.0
% of Benefit Program intake cases processed within State required time frames	97.0%	92.0%	97.0%
Average monthly number of Medicaid cases, SNAP, and TANF	13,147	13,000	13,000
Number of Households receiving State Energy Assistance Program (duplicated)	1,039	1,020	1,020
$ Value of Benefit Programs and Energy Assistance	$86,610,000	$67,600,000	$75,000,000
# of clients served with short-term safety net services	3,429	3,500	3,400
$ of short-term safety net assistance provided	$353,593	$297,000	$300,000
$ value of community donations disseminated	$115,403	$115,000	$115,000

Community Services Program, continued

Activity Data

HOMELESS PREVENTION – Provision of financial assistance, comprehensive case management, and referral services to stabilize households at risk of experiencing homelessness.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,325,817	$728,070	$715,867
FTE's	3.0	3.0	3.0
# of clients served	227	283	210
# of households served	86	164	82
$ of direct financial assistance	$312,964	$577,177	$450,000
Cost per client served	$5,841	$2,573	$3,409
% of households who are still in their homes 6 months later	92.0%	70.0%	80.0%

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	$1,660,922	$1,727,580	$1,723,390
FTE's	5.1	5.1	5.6
Alexandria Community (Emergency) Shelter - contract $	$793,728	$793,728	$793,728
Winter Shelter - contract $	$99,000	$99,000	$99,000
Transitional Housing $	$63,000	$63,000	$63,250
# of clients served in shelters or transitional housing	551	538	550
# of bed nights	36,933	38,971	39,000
% of households developing a self-sufficiency assessment within 72 hours of entering shelter	98.0%	95.0%	96.0%
Cost per bed nights in shelters or transitional housing	$26	$25	$27

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total Budget	3.2%	4.0%	4.6%
Total Expenditures	$2,760,541	$3,594,719	$4,085,620
Less Revenues	$830,936	$1,022,168	$1,262,549
Net General Fund Expenditures	$1,929,605	$2,572,551	$2,823,071
Program Outcomes			
% of Clients Rating Service as Good or Excellent	93.0%	80.0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$2,212,103	$3,018,506	$3,458,857
FTE's	26.9	26.9	29.4
# of adult clients served	4,300	2,477	2,477
Cost per adult client served	$514	$1,219	$1,396
Average hourly wage full time per placement	$16.90	$15.00	$15.00
# of VIEW clients served	457	475	475
% of VIEW clients in a work activity	91.0%	85.0%	85.0%

YOUTH EMPLOYMENT – The goal of Youth Employment is to provide employment services to low-income clients, ages 14 to 21, to increase employability and self-sufficiency.			
Expenditures	$548,438	$576,213	$626,763
FTE's	3.2	3.2	3.2
# of all youth served	539	625	539
Cost per youth served	$1,018	$922	$1,163
Hourly average wage per placement	$7.52	$7.25	$7.25

Summary of Budget Changes

Adjustments to Maintain Current Services

Activity			FY 2013 Approved
General Fund Adjustments			
Various	*Contractual Increases*	**0.0**	**$195,790**

Adjustments are necessary to cover increases required by contracts held by DCHS in order to maintain the current level of services provided to the Alexandria community. Significant and notable contractual increases include $86,127 for the Alexandria Community Shelter and Winter Shelter; $47,663 for Birmingham Green which provides elderly residential care; $37,000 for the Congregate Meals and Meals on Wheels programs; and $25,000 for Senior Taxi which is operated by Senior Services of Alexandria.

Various	*Increased Lease Costs*	**0.0**	**$33,259**

Lease costs throughout the Department were increased as mandated in contracts held by DCHS. The Department has leased space at 2525 Mt. Vernon Ave, 1900 Beauregard Street, 720 North St. Asaph Street and 421 and 4480 King Street.

Special Revenue Fund Adjustments

Activity			FY 2013 Approved
Adjustments			
Child Care Services	*Child Day Care Fee System*	**0.0**	**($2,511,828)**

The Child Day Care Fee System provides financial assistance for child care services to income eligible families to allow parents to work or attend a school or education program leading to employment. Funding support for this program had been provided by the State and the City, with the City being responsible for making payments to private day care providers on behalf of eligible families. During FY 2012 the State assumed the responsibility of making payments directly to providers and no longer requires the City to provide a 10% match to the program. This results in a General Fund savings of $414,352. This also means the State will no longer allocate $2.5 million in special revenues to the City to make payments to providers. The FY 2013 proposed budget reflects this change by reducing the special revenue budget and expenditures in the Child Care Services activity by $2,511,828.

Early Intervention	*Virginia Preschool Initiative*	**0.0**	**($810,000)**

During FY 2012 a memorandum of understanding between the City and Alexandria City Public Schools (ACPS) resulted in the transfer of lead agency responsibility for the Virginia Preschool Initiative (VPI) from the City to the Schools. As a result, the special revenue funds allocated to Alexandria from the State for VPI have been transferred to the School's grants and special projects fund budget. This results in a decrease to the DCHS special revenue fund budget and expenditures in the Early Intervention activity of $810,000 in FY 2013. This transfer will not change the amount of state dollars received by Alexandria, nor will it adversely impact the level of preschool services provided by the Schools or the City through private day care providers.

Department of Community & Human Services

Summary of Budget Changes

Special Revenue Fund Adjustments

Activity	Adjustment		FY 2013 Approved
Residential Services	*Increased Medicaid Revenue*	**0.0**	**($24,705)**
The department is projecting revenue from Medicaid to increase by $24,705 in FY 2013 which reduces the General Fund budget need by an equal amount.			
Various	*Increased VDSS Reimbursement for Staff*	**0.0**	**($50,061)**
The department has identified two positions to be eligible for partial reimbursement from the Virginia Department of Social Services (VDSS). Submitting these positions for partial reimbursement will generate an additional $50,061 in special revenue and result in a corresponding decrease to the General Fund budget of that same amount.			

Expenditure Reductions

Activity	Adjustment		FY 2013 Approved
Day Support	*Eliminate PT Direct Support Technician*	**-0.5**	**($24,910)**
This position provides direct support to clients with intellectual disabilities within the City's Day Support program. The reduction of this part-time position will reduce service levels but not below the current licensing standards that DCHS is required to meet.			
Early Childhood	*Eliminate PT Social Worker I*	**-0.5**	**($37,055)**
This part-time position mentors day care providers on early childhood development theory and practice, with the overall goal enhancing the quality for services offered by private providers who operate out of their homes. DCHS has determined however that this program has not been as effective as had hoped and is proposing to eliminate this position.			
Adult Leadership & General Mgt.	*Eliminate Assistant Director*	**-1.0**	**($135,626)**
This proposal eliminates the vacant Assistant Director of Community Support Services in the Center for Adult Services. This reduction will potentially result in delays to the integration/coordination of consistent best practices models within the mental health outpatient services activity. Existing program managers will become responsible for the implementation of best practices models.			
Technology Services	*Eliminate Technology Services Position*	**-1.0**	**($162,414)**
The elimination of a technology services position within DCHS will impact internal IT service levels for the department and cause delays in implementing new software and hardware.			
Child Care Services	*Eliminate Supervisory Admin. Analyst*	**-1.0**	**($71,576)**
With the State's decision to implement an automated system to pay private day care providers the need for DCHS staff to administer this process has diminished, which results in the need for less administrative support within the Child Care Services activity. The remaining administrative functions carried out by this position can be absorbed by existing staff.			

Summary of Budget Changes

Expenditure Reductions

Activity	Adjustment		FY 2013 Approved
Comprehensive Services Act	*Program Cost*	**0.0**	**($208,081)**

Total costs (including the State share) for mandated services associated with the Comprehensive Services Act (CSA) are projected to decrease by $646,488 resulting in a corresponding General Fund decrease of $208,081. Total program costs are expected to be $8,976,676 compared to $9,623,164 in FY 2012. Reduced program costs continue to be the result of decreasing caseload levels and the utilization of preferred community-based treatment programs which are less expensive than residential programs, and which provide better services for most children.

Child Care Services	*Child Care Day Fee System*	**0.0**	**($414,352)**

As previously noted, effective December 2011 the State took over the fiduciary responsibility of paying local day care providers who participate in the Child Care Day Fee System. The State also eliminated the 10% local match requirement for this program which results in a General Fund savings of $414,352. There will be no impact on services as a result of this change.

Child Care Services	*Local Provider Rate Supplement*	**0.0**	**($100,000)**

This reduction eliminates the child care provider rate supplement of $2.20 per day for toddlers and $5.40 for full day school age care (when school is not in session). The rate supplement was a local initiative (not funded by VDSS) aimed at helping to provide additional financial support to local day care providers. It should be noted that with the State's decision to take over the responsibility to pay local providers directly, it is no longer feasible for the City to make a separate payment to day care providers.

Out of School Time Services	*Program Reduction*	**0.0**	**($53,871)**

The proposed 3% budget reduction to the City's annual cooperative agreement to the Campagna Center for out of school time services results in a General Fund savings of $53,871. This funding is used to subsidize fees charged to working families with school aged children enrolled in the Campagna Kids program. Approximately 800 students are currently enrolled in this program. It is anticipated that this reduction will significantly impact tutoring, enrichment and other program activities.

Foster Care	*Foster Parent Training*	**0.0**	**($67,200)**

The goal of foster parent training is to provide training to new foster parents to develop and enhance their abilities to provide a stable and supportive living arrangement for foster children who have special needs. The department has not been expending funds up to the VDSS budget authorization and as a result can decrease the General Fund contribution to this program with minimal to no impact on the number of trainings provided to new foster parents.

Regulatory Services	*Quality Initiatives General Fund Match*	**0.0**	**($5,328)**

Starting in FY 2013 the State will no longer provide an allocation to the City to fund quality initiatives for child care service providers. Therefore, the local match of $5,328 will no longer be required. This reduction will mean that DCHS will no longer be able offer CPR and First Aid training to child care providers and the cost of those initiatives will be the responsibility of each center.

Summary of Budget Changes

Expenditure Reductions

Activity	Adjustment		FY 2013 Approved
Aging in Place	*Companion Aid Program*	**0.0**	**($155,000)**

Since FY 2009, DCHS has been reducing expenditures for the Companion Aid Program through more careful screening of participants which has resulted in some clients being referred to the Medicaid Home and Community Based Waiver Program. Through this screening and referral process the budget for the Companion Aid Program has ended the past two fiscal years with surpluses. This trend is expected to continue in FY 2013 and is anticipated to save the City $67,857. The remaining portion of the reduction comes from the elimination of the General Fund match for VDSS Adult Services programs ($87,143) due to the State proposing to eliminate all VDSS Companion Program funding. The combination of continued implementation of efficiencies and the elimination of the City General Fund match results in a General Fund budget reduction of $155,000.

Psychiatric Services	*Support for Psychiatric Medication*	**0.0**	**($200,000)**

As part of the Psychiatric Services Activity, the City purchases psychotropic medications for Community Services Board (CSB) consumers who do not have prescription drug coverage or other options for obtaining medications on their own. This service is funded through City General Funds and restricted State medications revenue, and approximately 1,000 consumers were served in FY 2011. This reduction decreases the General Fund budget for this service by $200,000, which based on prior year actuals, would still leave sufficient funding in FY 2013 to purchase necessary medications even with anticipated increases in psychotropic medication costs.

Youth Development	*Community Service/New Horizons*	**0.0**	**($104,509)**

This reduction would eliminate the Community Service/New Horizons program administered by the Northern Virginia Urban League which provides prevention services for at-risk youth. Program activities include life skills development group sessions, individual counseling, field trips and enrichment activities. The program no longer provides placement of juvenile offenders referred by the Court Services Unit. The elimination of this service would result in approximately 85 at-risk youth not receiving primary and early intervention services. Those youth needing these types of services could self-refer to other City and community programs.

Youth Development	*Youth Master Plan*	**0.0**	**($75,000)**

This reduction removes $75,000 in one-time funding for the development of a Youth Master Plan. It is anticipated that the one-time appropriation in FY 2012 will be sufficient for staff to achieve the purpose of the plan which is to marshal resources to achieve a community where youth feel safe and secure and have the values, skills and resources necessary to reach their highest potential.

Summary of Budget Changes

Expenditure Adjustments

Activity	Adjustment		FY 2013 Approved
Adult Employment	*JobLink Client Transportation*	**0.0**	**($15,000)**
This reduction will reduce the availability of transportation assistance to job interviews or places of employment for unemployed persons with no or limited transportation resources.			
Community Services	*General Relief Program*	**0.0**	**($86,525)**
The General Relief program is a state and locally funded program that provides support for clients not qualified for federal assistance. In FY 2012, the program was reduced to only support unattached children who otherwise would enter foster care. For FY 2013, the Virginia Department of Social Services has decided to completely eliminate this program and as a result the City will no longer be required to provide the local match of $86,525. Twelve children are currently served in this program but the City anticipates that non-relatives currently providing support to these children will continue to do so.			
Homeless Services	*Community Lodgings*	**0.0**	**($63,250)**
Since 2007 the City has provided Community Lodgings, Inc. non-competitive grant funds to provide transitional housing to Alexandrians. Community Lodgings is the only remaining non-profit currently receiving non-competitive funds through a annual cooperative grant agreement. The City provides funding for transitional housing to other non-profits and Community Lodgings through the competitive Alexandria Fund for Human Services process. This reduction would eliminate the non-competitive funds provided to Community Lodgings, Inc. It is not anticipated that there would be a reduction in available transitional housing units as a result of the elimination of these funds.			
Adult Employment	*Professional Services*	**0.0**	**($40,639)**
The proposed budget eliminates $40,639 designated for professional services within JobLink's budget. Even with this reduction JobLink will still be able to maintain support for critical employment related functions.			
Public Assistance	*Increased Turnover Savings*	**0.0**	**($228,890)**
The personnel required to work within the Eligibility Determination section of DCHS require a greater degree of customer service skills and knowledge of State programs which can result on longer than normal recruitment periods to fill vacant positions. As a result, DCHS is proposing to increase turnover savings within this activity by $228,890.			
Total Expenditure Reductions		**(4.00)**	**($2,323,992)**

Summary of Budget Changes

Supplemental Adjustments

Activity	Adjustment		FY 2013 Approved
Community Wrap-Around Services	*Senior Therapist*	**1.0**	**$49,816**
This supplemental request restores a previously eliminated full-time Senior Therapist position within HomeBased program. The total cost of the position is $85,816 annually and will be partially offset by $36,000 in additional fee revenue, for a net General Fund impact of $49,816. The HomeBased program provides therapeutic services to youth with serious emotional disorders who are at risk of being placed outside of their home and community. This position will improve the capacity of the HomeBased Team and provide additional community-based services to up to 30 youth thus increasing the percentage of youth staying in the community and their homes.			
Older Adult Clinical Services	*Senior Therapist*	**1.0**	**$82,000**
This supplemental funding was provided through the add-delete process. The total position cost of $82,000 will be offset by $20,500 in Medicare and other revenuse, resulting in a net City general fund cost of $61,500. The position will provide assessment and treatment to Alexandrians age 60 and over who have mental health and/or substance abuse disorders.			
Leadership and General Management	*Healthy Families*	**0.0**	**$56,607**
This supplemental funding was provided through the add-delete process. Over the past two years, state-wide funding for Healthy Families Virgina was reduced and resulted in a $56,607 reduction to Healthy Families Alexandria. In FY 2012, City Council provided one-time funding to offset this reduction. Additional funds were added to the FY 2013 Approved Budget to provide ongoing General Fund support to offset the lost state revenue.			
Head Start	*Pre-school class space*	**0.0**	**$125,067**
This supplemental funding was provided through the add-delete process and will enable the City to operate an additional preschool class to serve 16 four year olds. The general fund cost is $125,067, in kind support of $37,143 will also supplement the funding, as well as $48,000 of Virginia Pre-school Initiative funding.			
Leadership and General Management	*Citizen Network of Alexandria*	**0.0**	**$20,000**
This supplemental funding was provided through the add-delete process. The contribution of $20,000 to the Concerned Citizen Network of Alexandria will help support the after school program "Reach and Rise for Excellence" (RARE) targetting underperforming middle schools students.			
Total Supplemental Adjustments		**2.00**	**$333,490**

Summary of Budget Changes

Unfunded Positions Carried Over Into FY 2013

Over the past several years General Fund budget reductions have resulted in the positions noted below being unfunded and frozen. These positions are no longer included in the FTE count and their impact is felt through a continued reduction in performance measures. In some cases, positions are unfunded and can be authorized to be filled and their functions continued in the event that special revenue or reimbursement is available to the City.

Activity		FTEs	
Community Services	*Admin Support II*	**(1.00)**	**($21,821)**
Admin Support II's are responsible for the orderly and timely filing of caseload information so that it can be readily accessible to Eligibility Workers who deliver benefits to VDSS clients within the state mandate of seven days. Unfunding this position will prohibit DCHS from fully staffing the Records Room and negatively impact internal customer service.			
Community Services	*Eligibility Workers*	**(3.00)**	**($85,497)**
These positions are responsible for determining eligibility at initial contact and maintaining continual eligibility for public assistance cases which include TANF, Medicaid and Food Stamps. The increase in caseloads will have a material effect on the quality and timeliness of meeting state mandated standards along with the ability to provide other services to clients.			
Youth Development	*Coordinator Youth Services*	**(1.00)**	**($86,386)**
The Director of the Office of Youth Services will assume responsibility for the administrative function previously performed by the Project Coordinator. Additional responsibilities have been divided among the Project staff, so as not to negatively impact the total number of clients served, and other functions may take a lower priority.			
Adult MH & SA	*Clinical Psychiatrist*	**(0.50)**	**($75,151)**
This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.			
Adult MH & SA	*Management Analyst I*	**(0.50)**	**($38,622)**
This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.			
Adult MH & SA	*Direct Support Technician*	**(1.00)**	**($55,643)**
This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.			

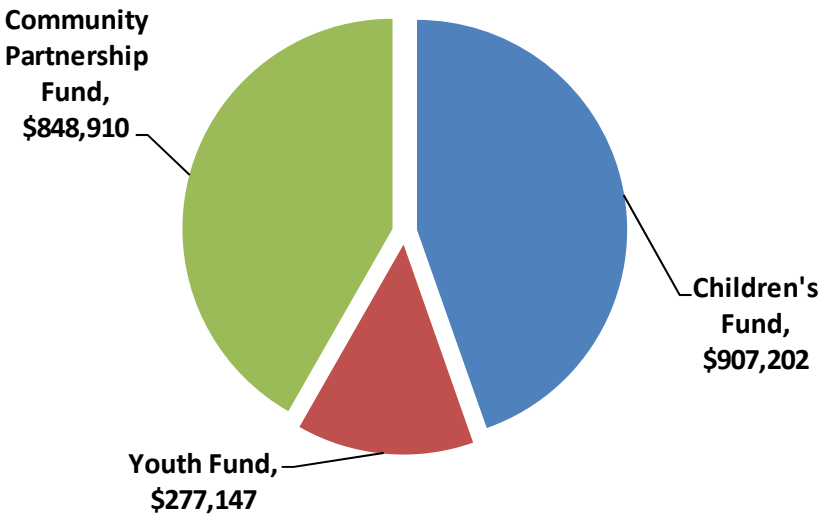
Summary of Budget Changes

Unfunded Positions Carried Over Into FY 2013

Activity		FTEs	
Adult MH & SA	*Direct Support Technician*	**(1.00)**	**($55,643)**
This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.			
Adult MH & SA	*Direct Support Technician*	**(1.00)**	**($55,643)**
This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.			
Adult MH & SA	*Direct Support Technician*	**(0.50)**	**($27,822)**
This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.			
Various	*Receptionist/Phone Operator*	**(0.50)**	**($22,109)**
This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.			
L&GM	*Contract Administrator*	**(1.00)**	**($67,269)**
This position has been unfunded for several years. Prior to FY 2011 it was included in the Department's FTE count, but no funds were provided for the position. Beginning in FY 2011, to keep DCHS comparable with other City agencies, the unfunded positions are now removed from the FTE count and they are identified here.			
Total General Fund Reduction		**(11.00)**	**($591,606)**

Alexandria Fund for Human Services

FY 2012 & FY 2013 Grant Awards



Alexandria Fund for Human Services

FY 2012 & FY 2013 CHILDREN'S FUND GRANT AWARDS

Organization	Program	FY 2011 Funding	FY 2012 Requested Amount	Annual Award for FY 2012 & FY 2013
Child and Family Network Centers	Child and Family Network Centers	$241,937	$284,000	$248,337
Northern Virginia Family Services	Healthy Families Alexandria	$295,195	$374,610	$302,995
Alexandria Accredited Preschools	Family Support Project	$153,440	$210,000	$157,440
Northern Virginia Urban League	Alexandria Resource Mothers	$56,630	$82,293	$58,030
Hopkins House Association	ASTAR	$20,000	$0	$0
Hopkins House Association	Childcare Research and Resources Centers	n/a	$75,000	$0
Capital Youth Empowerment	Fathers In Touch	$10,000	$93,460	$10,200
Stop Child Abuse Now (SCAN)	Parent Nurturing Project	$10,000	$15,000	$10,200
Sisterhood, Inc.	The Sparrow's Nest	n/a	$162,725	$0
Total		**$787,202**	**$1,297,088**	**$787,202**
	Commission Priorities			
Virginia Preschool Initiative	Co-pay Scholarships for Children	$60,000	$60,000	$60,000
Virginia Preschool Initiative	The Campagna Center VPI Classroom	$35,000	$35,000	$35,000
Community & Human Services	Child Care Training Budget	$25,000	$25,000	$25,000
Total		**$120,000**	**$120,000**	**$120,000**
Total Children's Fund Grant Awards		**$907,202**	**$1,417,088**	**$907,202**

Alexandria Fund for Human Services

FY 2012 & 2013 YOUTH FUND GRANT AWARDS

Organization	Program	FY 2011 Funding	FY 2012 Requested Amount	Annual Award for FY 2012 & FY 2013
Stop Child Abuse Now (SCAN)	CASA Program	$21,000	$25,000	$21,000
Northern Virginia Family Services	IPE Program	$13,400	$50,000	$10,000
Alexandria Housing & Redevelopment Authority	Momentum Leadership Program	$0	$33,480	$9,000
Higher Achievement	Increasing Academic Achievement	$14,000	$16,000	$14,000
Alexandria Seaport Foundation	Apprenticeship Program	$18,000	$20,000	$18,000
Liberty's Promise	Helping Immigrant Youth Learn about Alexandria, An After-School Program of Civic Engagement	$0	$50,000	$10,000
Northern Virginia AIDS Ministry	Access Advocacy for Children	$5,000	$5,000	$5,000
Northern Virginia AIDS Ministry	HIV Prevention for Youth	$15,000	$17,500	$15,500
Capital Youth Empowerment Program	Project Success	$5,000	$35,050	$5,000
Concerned Citizen Network of Alexandria	Reach and Rise for Excellence (RARE)	$0	$50,000	$0
Tenants and Workers United	Alexandria United Teens	$18,000	$18,000	$18,000
The Art League, Inc.	SOHO - Space of Her Own	$10,000	$10,000	$10,000
Boys & Girls Club of Greater Washington	Power Hour - Project Learn - Goals for Graduation	$0	$50,000	$0
Community Lodgings, Inc.	Afterschool and Summer Youth Education Programs for Alexandria At-Risk Children	$15,000	$30,000	$15,000

Alexandria Fund for Human Services

FY 2012 & 2013 YOUTH FUND GRANT AWARDS

Organization	Program	FY 2011 Funding	FY 2012 Requested Amount	Annual Award for FY 2012 & FY 2013
Best Buddies Virginia	Best Buddies Middle and High School Project	$0	$20,000	$10,000
Northern Virginia Urban League	Guild Grandfathers Mentoring Program	$12,500	$18,500	$12,500
Northern Virginia Urban League	Math and Science Technology Academy	$8,000	$30,771	$8,000
Northern Virginia Urban League	NULITES, New Horizon's & GEMS	$0	$36,432	$0
Carpenter's Shelter and DCHS Center for Children & Families	People of Promise	$10,000	$15,000	$10,000
Pathways to Graduation, T.C. Williams High School (formerly STEP)	Alexandria Future Need for Success: Pathways to Graduation with Titan PRIDE	$12,000	$18,000	$12,000
Center for Alexandria's Children	Child Advocacy Center (CAC)	$18,000	$41,000	$18,000
ENDependence Center of Northern Virginia, Inc. (ECNV)	BRIDGE (Bringing Real Independence, Growth and Empowerment)	$0	$35,000	$0
Big Brothers Big Sisters of the National Capital Area	"Making a Positive Difference" in the Lives of Children and Strengthening Families	$10,700	$50,000	$8,647
The Campagna Center	Building Better Futures	$15,000	$20,000	$15,000
Project Discovery - Alexandria	Project Discovery Program	$18,000	$22,000	$18,000
Alexandria Police Youth Camp, Inc.	APYC Summer Camp Program	$10,547	-	-
Volunteer Alexandria	Youth Service Coalition	$13,000	-	-
Total		**$262,147**	**$716,733**	**$262,647**
	Commission Priorities			
Alexandria Youth Council	Youth Council Program	$10,000	$0	$10,000
Developmental Surveys	Developmental Assets / Youth Risk Behavior Surveys	$5,000	$0	$5,000
Total		**$15,000**	**$0**	**$15,000**
Total Youth Fund Grant Awards		**$277,147**	**$716,733**	**$277,647**

Alexandria Fund for Human Services

FY 2012 & 2013 COMMUNITY PARTNERSHIP FUND GRANT AWARDS

Organization	Program	FY 2011 Funding	FY 2012 Requested Amount	Annual Award for FY 2012 & FY 2013
Tenants & Workers United	Community Social Services	$5,000	$10,000	$5,000
Hopkins House	ECLI - Early Childhood Learning Institute	$35,000	$40,000	$35,000
Literacy Council of Northern Virginia	LCNV Adult Literacy and Language Education Program	$14,400	$20,000	$14,400
Northern Virginia Dental Clinic, Inc.	Northern Virginia Dental Clinic, Inc.	$37,800	$37,800	$37,800
ALIVE! Inc.	Last Saturday Food Distribution and Family Emergency Program	$20,000	$40,000	$20,000
Capital Youth Empowerment	Fathers In Touch	$18,000	$93,460	$18,000
Computer C.O.R.E.	Building Careers and Community	$15,200	$24,586	$15,200
Community Lodgings/ALIVE/Friends of Guest House*	Transitional Housing Programs for the Homeless	$18,000	$45,000	$23,000
Legal Services of Northern Virginia	Legal Services for Low-income, Elderly and Disabled Residents	$135,000	$139,050	$119,000
Rebuilding Together Alexandria	Critical Need Fund - Emergency Home Repairs and Safety Modifications	$7,846	$10,000	$7,850
No. VA Resource Center for Deaf and Hard of Hearing Persons	HEAR - Alexandria	$14,400	$15,650	$14,400
National Rehabilitation & Rediscovery Foundation Inc.	Alexandria Builds Community Supports for Individuals with Brain Injuries and their Families	$18,000	$42,200	$18,000
Tahirih Justice Center	Legal Assistance to Immigrant Women and Girls Program	$15,200	$12,500	$12,500
Food & Friends, Inc.	Feeding the Sick	$0	$30,000	$0
New Hope Housing, Inc.	Rapid Rehousing for Homeless Families and Adults	$0	$49,200	$25,000
SCAN of Northern Virginia	Juntos Por El Cambio Educational Parent Support Group	$14,400	$18,045	$14,400
PRS Inc.	Project HOPE for Alexandria	$0	$40,000	$20,000
ENDependence Center of Northern Virginia, Inc. (ECNV)	Independent Living Services for People with Disabilities Residing in the City of Alexandria	$25,920	$36,000	$25,920
Legal Aid Justice Center	Immigrant Advocacy Program	$7,382	$30,000	$7,390
Arlington-Alexandria Coalition for the Homeless	Adopt-A-Family Transitional Housing	$30,400	$40,000	$30,400

Alexandria Fund for Human Services

FY 2012 & 2013 COMMUNITY PARTNERSHIP FUND GRANT AWARDS

Organization	Program	FY 2011 Funding	FY 2012 Requested Amount	Annual Award for FY 2012 & FY 2013
The Campagna Center	New Neighbors English as a Second Language and Family Literacy Program	$19,200	$22,000	$19,200
Friends of Guest House	Friends of Guest House	$37,152	$47,662	$45,000
Northern Virginia AIDS Ministry	Medical Transportation Support Services	$19,200	$20,000	$19,200
Northern Virginia Family Service	Alexandria Medication Assistance Program (AMAP)	$38,000	$39,207	$38,000
Phoenix Houses of Mid-Atlantic, Inc.	Nuevo Dia	$0	$25,000	$0
Parent Leadership Training Institute of Alexandria, Inc.	Parent Leadership Training Institute of Alexandria/PLTI	$24,000	$30,000	$24,000
Senior Services of Alexandria	Meals on Wheels	$10,000	$20,000	$12,000
K.I. Services, Inc.	Health, Outreach and Prevention Education (HOPE)	$0	$70,000	$25,000
Alexandria Neighborhood Health Services, Inc. (ANHSI)	Neighborhood-Based Mental Health and Family Support Program	$44,650	$60,000	$44,650
Christ Church	Lazarus Ministry	$0	$24,000	$0
Carpenter's Shelter	Transitional Services	$71,400	$71,400	$71,400
Volunteer Alexandria	Mobilizing Hearts and Minds	$34,560	$35,000	$28,200
The Child and Family Network Centers	The Child and Family Network Centers ESL/Family Literacy Program	$8,000	$40,000	$8,000
Catholic Charities of the Diocese of Arlington	RSVP, Retired and Senior Volunteer Program	$10,000	$0	$0
Catholic Charities of the Diocese of Arlington	St. Martin de Porres Senior Center	$32,000	$35,000	$32,000
Catholic Charities of the Diocese of Arlington	Christ House	$19,000	$25,000	$19,000
Crisis Link	Crisis & Suicide Prevention Hotline and Community Education and Outreach Services for Alexandrians Program	$27,800	$0	$0
Ethiopian Community Development Council, Inc. African Community Center (ACC)	Employment and Support Services for Self-Sufficiency for African Newcomers	$18,000	$0	$0
Metropolitan Washington Ear	Multimedia Reading & Information Service for Blind & Visually Impaired	$4,000	$0	$0
Total Community Partnership Fund Grant Awards		**$848,910**	**$1,337,760**	**$848,910**

*FY 2011 submitted as multi-agency collaborative initiative

Health Department

Mission Statement: The mission of the Alexandria Health Department is "to protect and to promote health and well-being in the city communities" – we do this by providing the three core functions of public health: assessment, policy development and assurance. Our vision is "Healthy People, Healthier Communities" – recognizing that health is a continuum across time and that all people in our communities need to enjoy health for our communities to be fully healthy. Our fundamental values are: "working together," "improving continuously," and "making a difference."

Expenditure and Revenue Summary

City Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$1,798,293	$1,952,237	$1,966,824	0.7%
Non-Personnel	5,027,183	4,967,671	5,066,141	2.0%
Capital Goods Outlay		20,637	32,457	57.3%
Total Expenditures	$6,825,476	$6,940,545	$7,065,422	1.8%
Less Revenues				
Internal Services	$0	$20,637	$32,457	57.3%
Special Revenue Funds	9,606	0	0	NA
Total Designated Funding Sources	$9,606	$20,637	$32,457	57.3%
Net General Fund Expenditures	$6,815,870	$6,919,908	$7,032,965	1.6%
Total Department City FTE's	18.32	18.32	16.65	-9.1%

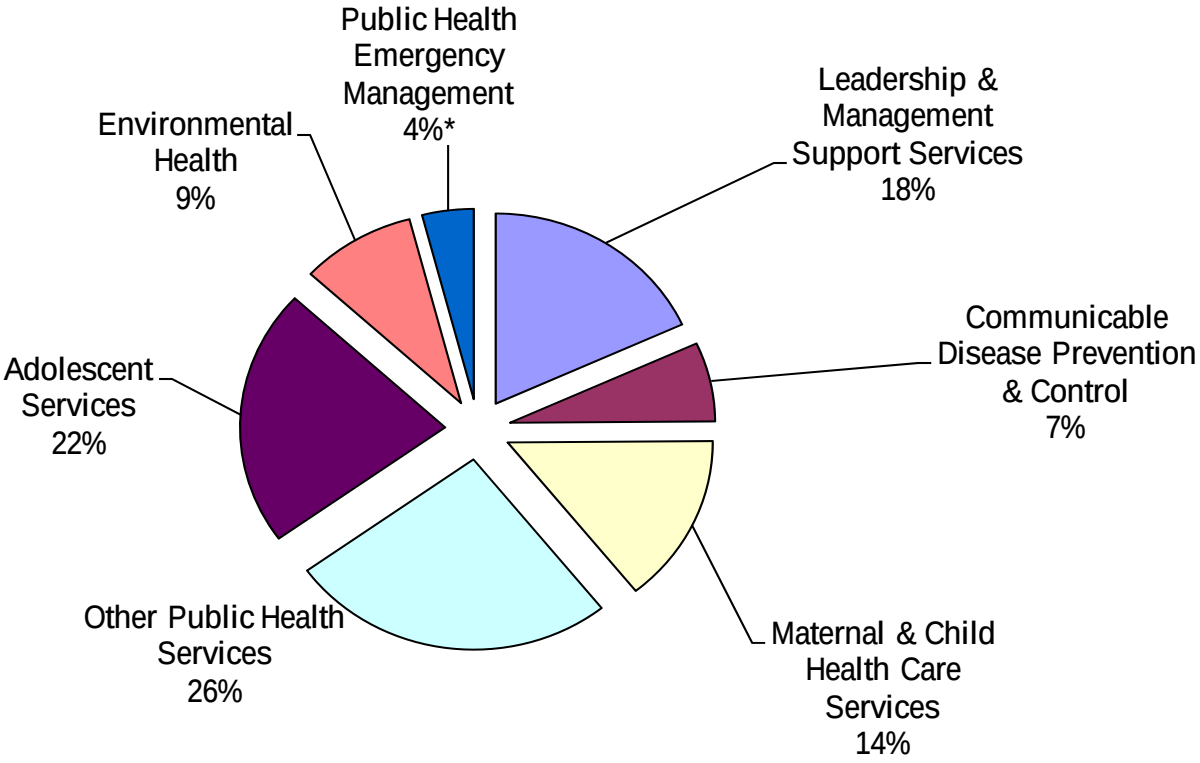
Highlights

- In FY 2013, the approved General Fund budget for Alexandria Health Department decreased by $113,057, or, 1.6%.
- A departmental reorganization that took place after the FY 2012 budget was approved is now fully reflected in the approved FY 2013 budget. FY 2013 personnel costs increased by $14,587, or 0.7%, attributable to employee step adjustments, increases in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. The salary supplement for State employees was also increased by 1% to allow for the 1% VRS contribution rate shift from the employer to the employee.
- The increase in personnel costs is also attributable to the addition a full-time Emergency Planner position in the Public Health Emergency Management program to assist with emergency preparedness activities in in the City ($106,008); partially offset by the elimination of two part-time positions in the Maternal and Child Care Services program (1.25 FTE and $86,136); the elimination of one vacant full-time Environmental Health Supervisor position ($85,995) in the Environmental Health program; the elimination of one part-time vacant Public Health Nurse Aide II ($45,760) in Adolescent Services, and the elimination of a part-time administrative support position in Leadership and Management Support Services ($35,549).
- City Council added $65,000 as part of the add/delete process to replace the discontinued Teen Pregnancy Prevention Initiative grant provided by the State. This will fund a full-time Health Educator position with related operating expenses, to help address the high teen pregnancy rate in the City.
- Total non-personnel costs increase by 2.0%, or $98,470. The increase is partially attributable to an increased City supplement to the State ($180,291, or 4.5%), and the above mentioned operating expenses to help address the high teen pregnancy rate in the City; offsets are in utilities, vehicle replacement funding and other equipment maintenance; and education and training to reflect anticipated spending in FY 2013. Also, an amount of $83,855 was reallocated from the Health Department's budget to Alexandria Neighborhood Health Services, Incorporated (ANHSI), to continue to provide primary medical care for patients of the Casey Clinic.
- Capital outlay increased by 57.3%, or $11,280, attributable to scheduled replacements for two vehicles in FY 2013. This increase is also reflected in the Internal Service Fund which increased by the same percentage and amount.

Selected Performance Measures

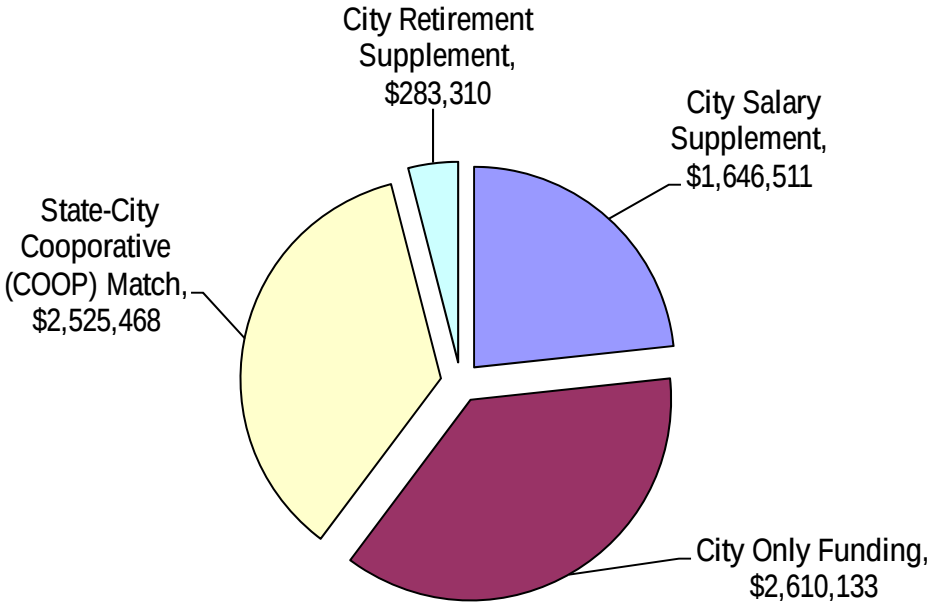
Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Number of refugee health assessments	22	20	20
Number of immunization visits	6,215	5,000	6,000
Number of pre-natal care visits	6,349	6,000	6,400
Number of pediatric visits	4,654	5,500	5,000
Number of medical exams provided by Adolescent Health Clinic	962	1,200	1,000
Number of food safety evaluations conducted	2,369	2,000	2,200

FY 2013 Approved City General Fund Expenditures



*The Public Health Emergency Management Program is partially supported by federal funds.

FY 2013 Approved Total Expenditures: $7,065,422
(Does not include State Match Allocation or Grants)



Health Department Funding and Program Expenditure Information

The Alexandria Health Department (AHD) is one of 35 State health district offices of the Virginia Department of Health (VDH). Although it is not a department of the Alexandria City government, AHD works closely with the City on public health issues.

The Health Department is funded through a variety of funding streams:

1. City Only Funding – the City provides funding for City employees and specific activities (e.g. the Teen Wellness Center).
2. The State-City Cooperative (COOP) Match – consists of the Commonwealth of Virginia's General Fund appropriation and a concomitant "match" by the City, resulting in an allocation that is 55% State funding and 45% City funding.
3. The City Salary Supplement – the City supplements the salaries of most classified State employees so that their salaries are comparable to City salary scales to assist with recruitment and retention.
4. The City Retirement Supplement – the City provides funding to supplement all classified State employees retirement through the City Supplemental Retirement plan to assist with recruitment and retention.
5. State and Federal grants – some grant funds are provided through VDH and others through the City to enhance public health.
6. Client fees – collected from insurance and patients who pay on a sliding scale based on federal poverty guidelines; from restaurant permits; and from issuance of death certificates.

Notes:

•The City's 45% "match" to the Cooperative Budget (#2, above) and the City Salary Supplement (#3) are committed annually via a signed local agreement between the City and the State Department of Health. These funds are paid on a quarterly basis to VDH.

• The City's All Funds budget reported herein does NOT include the State's General Fund appropriation to the Health Department or the federal and State grants.

• VDH funding is based on a different programmatic structure than the programs and activities identified herein in the City's Managing for Results Initiative. Consequently, some programs or activities reported show $0 City dollars or no FTEs. These activities are funded either through the State-City Cooperative Match or by federal or State grants. Performance measures for these programs and activities are provided, if available, since these are important functions of the Health Department regardless of the source of funding

• Allocation of State and grant funding by activities are not available within the framework of the City's Managing for Results Initiative.

Program Level Summary Information

City Expenditure Summary

City Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	$443,928	$439,261	$473,998	7.9%
Communicable Disease Prevention & Control	119,699	166,362	175,615	5.6%
Maternal & Child Health Care Services	577,135	572,997	375,295	-34.5%
Other Public Health Services	772,417	817,840	673,334	-17.7%
Adolescent Services	340,874	357,912	569,682	59.2%
Environmental Health	270,205	346,712	236,201	-31.9%
Public Health Emergency Management*	0	0	106,008	NA
City Supplement to State budget	4,301,218	4,239,461	4,455,289	5.1%
Total City Expenditures	$6,825,476	$6,940,545	$7,065,422	1.8%

* The Emergency Preparedness program is partially supported by Federal funds.

Staffing Summary

Authorized Positions (FTE's) by Program*	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013**
Leadership & Management Support Services	2.00	2.00	2.00	0.0%
Communicable Disease Prevention & Control	1.50	1.50	2.00	33.3%
Maternal & Child Health Care Services	3.45	3.45	1.65	-52.2%
Other Public Health Services	5.95	5.95	4.10	-31.1%
Adolescent Services	3.42	3.42	4.90	43.3%
Environmental Health	2.00	2.00	1.00	-50.0%
Public Health Emergency Management*	0.00	0.00	1.00	NA
City Supplement to State budget (no staff)	0.00	0.00	0.00	NA
Total FTE's*	18.32	18.32	16.65	-9.1%

*FTEs reported here are for City staff and do not include approximately 104 FTEs funded by the State cooperative budget (80 FTEs) or by other State and federal funds (24 FTEs).

**A departmental reorganization that took place after the FY 2012 budget was approved is now fully reflected in the FY 2013 budget. The change in position count from FY 2012 to FY 2013 also reflects the elimination of two part-time positions in Maternal and Child Care Services ($86,136); the elimination of a vacant full-time Environmental Supervisor position ($85,995) in Enviromental Health; the elimination of a part-time Administrative Support II position ($35,549) in Leadership and Management Support Services; and the elimination of a vacant part-time Public Health Nurse Aide II position ($45,760) in Adolescent Services. The budget includes a new full-time Emergency Planner position ($106,008) in the Public Health Emergency Management to support emergency preparedness activities in the City. One full-time Health Educator position was added as part of the Council add/delete process.

Health Department

Health Department Programs and Activities

Leadership and General Management
- Leadership and General Management
- Partnership for Healthier Alexandria

Communicable Disease Prevention & Control
- Tuberculosis Elimination
- Sexually Transmitted Infection Control
- Immunization
- Disease Surveillance
- Early Detection and Prevention of HIV

Maternal & Child Health Care Services
- Prenatal Care & Case Management
- Pediatric Care & Case Management
- Family Planning
- Women, Infants & Children Nutrition Education & Supplemental Food Program

Other Public Health Services
- Pharmacy & Laboratory Services
- Home Screening
- HIV/AIDS Case Management
- Adult Dental Care

Adolescent Services
- Teen Pregnancy Prevention
- Teen Wellness Center

Environmental Health
- Food Safety
- Vector Control
- Aquatic (Pool) Health and Safety
- Respiratory Health and Other EH Activities

Public Health Emergency Management
- Emergency Planning
- Training & Exercise
- Community Outreach & Preparation

City Supplement to State Budget

Dept Info

Department Contact Info
703.746.4996
http://www.alexhealth.org/

Department Head
Stephen Haering, MD, MPH
stephen.haering@vdh.virginia.gov

Deputy Director
Jeff Levine
703.746.4967
jeffrey.levine@vdh.virginia.gov

Leadership & Management Support Services

The goal of Leadership and Management is to provide overall agency leadership; to enact strategic planning; to provide effective and efficient management support to AHD employees; to support community partnerships and collaborations concerned with public health.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds budget	6.5%	6.3%	6.7%
City Add-On Funding	$443,928	$439,261	$473,998
City Cooperative/Supplemental Funding	$1,274,357	$1,391,236	$1,305,249
State Funding	$980,920	$1,077,363	$1,109,513
Grants*	$5,809	$12,009	$5,680
Fee Revenue	$155,852	$197,879	$207,329
TOTAL	$2,860,866	$3,117,748	$3,101,769
Program Outcomes			
% of departmental effectiveness targets met	100%	100%	100%

*Does not include all grant and donations for Partnership for a Healthier Alexandria.

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the Alexandria Health Department (AHD).	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures (City add-on funding only)	$340,140	$342,674	$371,435
FTE's*	1.00	1.00	1.00
$ amount of departmental expenditures (City All Funds budget only)	$6,825,476	$6,940,545	$7,065,422
Leadership & General Management expenditures as % of department total	5.0%	4.9%	5.3%
# of Department FTEs managed	112.8	118.6	118.6
# of students/interns mentored/practicums provided**	24	25	25
% of departmental effectiveness targets met	100%	100%	100%

*As part of the department's reorganization which occurred after the FY 2012 budget was approved, an administrative support position ($35,549 & 0.75 FTE) was transferred from the Teen Wellness Center to the Leadership and General Management activity. This position was eliminated in FY 2013 as part of a City-wide reduction option.

**New indicator.

PARTNERSHIP FOR A HEALTHIER ALEXANDRIA – The goal of Partnership for a Healthier Alexandria is to promote coalition building, collaborative planning and community action for Alexandria in order to provide a safe and healthy community.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures (City add-on funding only)	$103,788	$96,587	$102,563
FTE's	1.00	1.00	1.00
# of community linkages*	809	850	900
Amount of grant & donation dollars leveraged for activities for partnership*	$243,565	TBD**	TBD**
# of participants in Partnerships steering committee and work groups*	223	225	225
% of workgroup action plans achieved*	100%	100%	100%

*New indicator.

**To be determined based on the Partnership goals and action plans.

Communicable Disease Prevention and Control

The goal of the Communicable Disease Prevention and Control Program is to work in partnership with our medical and other communities to reduce and eliminate the occurrence of, and to prevent the spread of, communicable diseases through prevention, surveillance, early detection and treatment, education and technical advice, and outbreak control.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds budget	1.8%	2.4%	2.5%
City Add-On Funding	$119,699	$166,362	$175,615
City Cooperative/Supplemental Funding	$409,335	$523,331	$584,767
State Funding	$284,783	$412,050	$394,566
Grants	$885,447	$959,709	$832,563
Fee revenue	$58,872	$55,500	$55,500
TOTAL	$1,758,136	$2,116,952	$2,043,011
Program Outcomes			
% of high priority communicable disease reports investigation begun within 24 hours	100%	100%	100%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures (City add-on Funding only)	$73,312	$107,621	$96,361
FTE's	1.00	1.00	1.00
# of Latent TB Infection (LTBI) cases initiating treatment	171	300	250
# of active TB cases receiving direct observed therapy	17	18	30
# of suspect cases evaluated and treated*	9	10	10
# of Newcomer Health Assessments completed**	22	20	20
# of newcomers found & referred to other US jurisdictions*	13	15	15

* New Indicator.

** Numbers fluctuate due to politically driven world events.

SEXUALLY TRANSMITTED INFECTION (STI) CONTROL – The goal of Sexually Transmitted Infection Control is to provide clinical and preventive services to the community in order to reduce the incidence of disease.			
Expenditures (City add-on funding only)*	$11,242	$20,561	$0
FTE's*	0.00	0.00	0.00
# of STI Clinic visits	1,287	1,500	1,300
% of persons evaluated in STI Clinic who return and are treated for an STI (Target 95%)**	95%	95%	95%

*The STI Control activity is supported by the VDH-Alexandria Cooperative Budget. As part of the department's reorganization which occurred after the FY 2012 budget was approved, two lump-sum part-time positions ($21,280 & 0.30 FTE) were transferred to the Teen Wellness Center.

**New Indicator and projections.

IMMUNIZATION – The goal of Immunization program is to prevent and reduce the incidence of vaccine-preventable diseases through the achievement and maintenance of adequate vaccine coverage levels among children in the community as measured by Co CASA*			
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.00	0.00	0.00
# of immunization visits adult and children	6,215	5,000	6,000
% of 2 year-old adequately immunized as assessed by CoCASA (2011 State avg was 68%)*	75%	76%	78%

* CoCASA is a software application used to ramdomly measure the immunization status of specific populations in the community and to educate to improve coverage in schools, daycare and preschools.

Communicable Disease Prevention Control - Continued

Activity Data

DISEASE SURVEILLANCE – The goal of Disease Surveillance is to detect, investigate and monitor infectious diseases for the community in order to mitigate their spread in the community.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.00	0.00	0.00
# of communicable disease reports investigated	278	300	300
% of high priority reported cases with investigation begun within 24 hours	100%	100%	100%

EARLY DETECTION AND PREVENTION OF HIV – The goal is to assure community collaborations for early detection and prevention of HIV through early diagnosis, partner notification of exposure to infection and the reduction of infectivity of persons living with HIV by connection to medical care.			
Expenditures (City add-on funding only)	$35,145	$38,180	$79,254
FTE's*	0.50	0.50	1.00
# of HIV tests conducted in Alexandria by Health and Community partners**	2,925	1,500	3,000
% of newly diagnosed HIV cases interviewed for partner notification and connection to medical care.***	94%	95%	95%

*Change in FTE accurately reflects actual roles and responsibilities for staff

**Pregnant women are now offered second HIV/AIDS test during the 3rd trimester

***New indicator.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds budget	8.5%	8.3%	5.3%
City Add-On Funding	$577,135	$572,997	$375,295
City cooperative/supplemental Funding	$1,210,793	$1,336,141	$1,357,007
State Funding	$791,065	$930,026	$856,629
Grants*	$731,037	$866,837	$781,250
Fee Revenue	$38,493	$37,360	$37,500
TOTAL	$3,348,523	$3,743,361	$3,407,681
Program Outcomes			
Percent of AHD low birth-weight babies (State benchmark to maintain below 7%)	4%	7%	7%

*$50,000 of Alexndria Health Department's State grant (Title X) funding is provided to support the Arlandria Healh Center family planning services.

Activity Data

PRENATAL CARE & CASE MANAGEMENT – The goal of Prenatal Care and Case Management is to provide care to high risk underserved pregnant women and their infants to prevent low birth weight and other poor birth outcomes, and to ensure linkage to appropriate services.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures (City add-on funding only)	$525,660	$514,913	$349,925
FTE's*	2.58	2.58	1.28
# of deliveries**	558	550	550
# of visits	6,349	6,000	6,400
% of pregnant women enrolled in prenatal care in their first trimester	41%	40%	45%
% of patients who receive adequate prenatal care (7 visits if enter in first trimester, 5 in second, 3 in third)	88%	85%	85%

*One Public Health Nurse II ($66,309 & 0.75 FTE) and one Administrative Support II position ($19,827 & 0.50 FTE) were eliminated in FY 2013 as part of a City-wide reduction option.

**New indicator.

PEDIATRIC CARE & CASE MANAGEMENT – The goal of Pediatric Care & Case Management is to provide screening and access to health services for high-risk infants and children, and to link families to available resources in order to promote & protect children's health.			
Expenditures (City add-on funding only)	$51,475	$58,084	$25,370
FTE's*	0.87	0.87	0.37
# of Child Health Clinic visits (includes newborn assessments, acute pediatrics and well child visits)	4,654	5,500	5,000
% of AHD OB Clinic newborns assessed within 5 days**	100%	95%	95%
# of Car Safety Seats distributed through certified instruction to eligible families***	609	500	500
% of children (0-5) designated as founded CPS cases receiving coordinated services (CATCH)	100%	100%	100%

*As part of the department's reorganization which occurred after the FY 2012 budget was approved, a Public Health Nurse Aide position ($38,166 & 0. 50 FTE) was transferred from the Pediatric Care and Case Management activity to the Teen Wellness Center.

**New indicator.

*** The value of car seats distributed in Alexandria in FY2011 was $45,675.

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 & men can plan pregnancies that occur by choice and under low-risk circumstances.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.00	0.00	0.00
# of family planning patients enrolled for one year*	3,439	3,500	3,500

*Health Department initiative to increase family planning services.

WOMEN, INFANTS & CHILDREN SUPPLEMENTAL FOOD PROGRAM (WIC) – The goal of the federal Women Infants and Children Supplemental Food Program is to promote the nutritional health of high risk pregnant women, infants and children and to prevent poor birth outcomes through nutrition education, supplemental food vouchers and linkages to medical and social services to improve the health of children.			
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.00	0.00	0.00
$ redeemed value of WIC vouchers	$2,021,583	$2,100,000	$2,100,000
# of active participants*	3,306	3,500	3,500
% of women initiating breastfeeding*	43%	45%	45%

*New indicator.

Other Public Health Services

The goal Other Public Health Services to provide support services to AHD clinics; Home Screenings, HIV/AIDS Case Management and Adult Dental Care services described below.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds budget	11.3%	11.8%	9.5%
City Add-On Funding	$772,417	$817,840	$673,334
City Cooperative/Supplemental Funding	$846,072	$526,076	$654,024
State Funding*	$696,137	$502,369	$481,846
Grants	$0	$0	$0
Fee Revenue	$222,808	$250,500	$220,200
TOTAL	$2,537,434	$2,096,785	$2,029,404
Program Outcomes			
% of HIV/AIDS patients who remain connected to care annually	98%	98%	98%

COMMUNITY BASED WAIVERS - HOME SCREENING – The goal of Community Based Waivers - Home Screening is to conduct a community based medica, social and mental health assessment of a resident's needs and establish a plan of care for the resident to remain in their home with support services when practical and safe or to assist with entrance to long term care.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures (City add-on funding only)*	$288,442	$324,406	$207,816
FTE's**	1.75	1.75	0.50
# of persons evaluated***	206	200	200

*Includes operating costs that support Casey Health Center (supporting OB care and ANHSI).

**Several positions including partial costs for a full-time Medical Supervisor and an Administrative Support II position and a part-time Public Health Nurse II position were transferred from the Community Based Waivers, Home Screening activity to other areas of the department, as part of a reorganization which occurred after the FY 2012 budget was approved.

***New indicator.

Other Public Health Services - Continued

PHARMACY AND LABORATORY SERVICES – The goal of Pharmacy and Laboratory Services is to purchase and dispense medications; to collect, process, transport and insure QA integrity of lab collection and transport processes; and to provide patient and clinical education to staff and consumers of the Department to improve the outcomes of all clinical activities.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures (City add-on funding only)*	$237,267	$236,891	$259,160
FTE's*	2.00	2.00	2.00
# of prescriptions filled (total)	6,836	6,500	6,500
Cost per prescription filled	$18.70	$20.27	$10.87
# of specimens processed to DCLS (State lab contract)	9,980	9,500	10,000
Cost per specimens processed	$10.87	$11.06	$10.71

*70% of the 1.00 FTE Pharmacist position is dedicated to Alexandria Neighborhood Health Services Inc.

HIV/AIDS CASE MANAGEMENT - The goal of HIV/AIDS Case Management is to assure comprehensive health care services and provide referrals to qualifying residents with HIV or AIDS to optimize their health by providing access to medications, avoid unnecessary hospitalization, and prevent the spread of infection.			
Expenditures (City add-on funding only)	$60,365	$63,212	$8,765
FTE's*	0.70	0.70	0.10
# of adults served	243	235	250
% of patients remaining connected to care	98%	98%	99%
# of HIV/AIDS dental visits	139	150	150

*Change in FTE from FY 2012 to FY 2013 accurately reflects actual roles and responsibilities for staff.

ADULT DENTAL CARE – The goal of Adult Dental Care is to provide selected dental services to uninsured and low income adults.			
Expenditures (City add-on funding only)	$186,343	$193,331	$197,593
FTE's	1.50	1.50	1.50
# of adult dental visits	1,204	1,200	1,300
Cost per adult dental visit	$155	$161	$152
% of dental emergencies resolved (target = 98%)	97%	98%	98%

Adolescent Services

The goal of the Adolescent Services Program is to provide services that will help to assure that school age children in the City of Alexandria can succeed; this is done through partnerships and collaborative programs, as well as through educational programs, outreach activities, and the direct provision of clinical services.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds budget	5.0%	5.2%	8.1%
City Add-On Funding	$340,874	$357,912	$569,682
City Cooperative/Supplemental Funding	$0	$0	$0
State	$0	$0	$0
Grants	$53,291	$65,000	$65,000
Fee Revenue	$0	$0	$0
TOTAL		$422,912	$422,912
Program Outcomes			
Pregnancy rate (per 1,000 female residents) among youths 12-19 years old*	NA*	45.00	43.00

*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. Rate for CY2009 was 47.3/1000 and for CY2010 was 43.2/1000.

Activity Data

TEEN PREGNANCY PREVENTION – The goal of Teen Pregnancy Prevention is to outreach and provide education to youth & families in the schools and community and provide support to collaborative programs of ACPS, DCHS and ACAP to reduce the incidence of teen pregnancy in school age youth.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures (City add-on funding only)	$0	$0	$0
FTE's*	0.00	0.00	0.00
# of youth attending Teen Pregnancy Prevention Program activities	195	200	200

*Teen Pregnancy Prevention Program staffing is supported by the VDH-Alexandria cooperative budget. It is also funded with a State Grant ($65,000).

TEEN WELLNESS CENTER – The goal of the Teen Wellness Center is to provide comprehensive medical and psychosocial services to the Alexandria adolescent population 12-19 years of age, to ensure that each and every Alexandria teen succeeds - physically, emotionally, socially and academically; and to collaboratively provide an easily accessible Wellness Center at T.C. Williams High School.			
Expenditures (City add-on funding only)	$340,874	$357,912	$569,682
FTE's*	3.42	3.42	4.90
# of sports/routine physical exams**	962	1,200	1,000
# of family planning visits	1,173	1,000	1,200
# of psychosocial assessments and visits	348	400	400

*As part of the department's reorganization which occurred after the FY 2012 budget was approved, two lump-sum part-time positions ($21,280 & 0.30 FTE) were transferred from the STI control activity to the Teen Wellness Center; and, a Public Heatlh Nurse Aide position ($38,166 & 0.50 FTE) was transferred from the Pediatric Care activity to the Teen Wellness Center. In addition, a vacant Public Health Nurse Aide position ($45,760 & 0.75 FTE) was eliminated in FY 2013 as part of a City-wide reduction option. One full-time Health Educator position was added as part of the Council add/delete process.

**Data reflects the 1st school year location at Teen Wellness. The Teen Wellness Center had a 30% increase in visits when it moved to TC Williams in September 2010 along with integration of other school-based services.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds budget	4.0%	5.0%	3.3%
City Add-On Funding	$270,205	$346,712	$236,201
City Cooperative/Supplemental Funding	$515,898	$523,743	$554,241
State Funding	$411,353	$404,549	$436,416
Grants	$0	$0	$0
Fee Revenue	$139,051	$192,749	$125,000
TOTAL	$1,336,507	$1,467,753	$1,351,858
Program Outcomes			
% of complaint investigations initiated within 2 business days.	99.2%	95%	95.0%
% of EH complaints by residents that are resolved within 30 days	99.7%	97%	97.0%

Activity Data

FOOD SAFETY – The goal of the Food Safety activity is to regularly evaluate food establishments for compliance with state food and local codes, to train and educate food establishment operators about good food safety practices, and, as needed, to take enforcement action to protect public health.	FY 2011 Actual*	FY 2012 Approved	FY 2013 Approved
Expenditures (City add-on funding only)	$30,415	$14,000	$10,975
FTE's**	0.00	0.00	0.00
# of food safety evaluations conducted.	2,369	2,000	2,200
# of the 9 FDA National Retail Regulatory Program Standards met	5	8	8
# of complaints about food establishments investigated	159	150	150
% of Food Safety related resident complaints resolved within 30 days	97%	98%	97%

*The Food Safety program generated $68,935 in City permit fees and other revenue in FY 2011.

**Food Safety Program staffing is supported by the cooperative budget.

VECTOR CONTROL – The goal of the Vector Control activity is to prevent vector-borne diseases in humans and to monitor and control mosquito populations and mosquito-borne diseases. The program also monitors and responds to rabies incidents and numerous other public health issues including bed bugs and ticks.			
Expenditures (City add-on funding only)	$196,683	$237,511	$162,767
FTE's*	1.75	1.75	1.00
# of animals tested for rabies	42	50	50
# of mosquitoes trapped and analyzed	28,538	28,000	28,000
% of Vector Control related resident complaints resolved within 30 days	100%	97%	97%

*Does not include seasonal staff. A vacant Environmental Health Supervisor position ($85,995 & 0.75 FTE) was eliminated in FY 2013 as part of a City-wide reduction option.

Environmental Health – Continued

Activity Data

AQUATIC HEALTH AND SAFETY – The goal of the Aquatic Health and Safety activity is to regularly evaluate pools and spas for compliance with the Aquatic Health Ordinance in order to prevent drownings, injuries and waterborne illnesses and to improve sanitary conditions at these facilities.	FY 2011 Actual*	FY 2012 Approved	FY 2013 Approved
Expenditures (City add-on funding only)	$24,520	$63,159	$62,459
FTE's*	0.00	0.00	0.00
# of pool and spa evaluations conducted	1,235	1,140	1,140
# of pools cited for imminent health hazards resulting in pool closure	11	30	25
Aquatic Health permit fees and other revenue collected**	$60,130	$60,000	$60,000

*The Department employs seasonal staff to perform Aquatic (Pool) and Safety functions during the year.

**New measure.

RESPIRATORY HEALTH AND OTHER ENVIRONMENTAL HEALTH ACTIVITIES – The goal of the Respiratory Health activity is to reduce respiratory illness in Alexandria through community educational outreach activities, enforcement of state and city smoking regulations, and investigation of respiratory health complaints associated with mold, toxic chemicals and allergens. Other Environmental Health activities include regulation of hotels, marinas, geothermal heat pump wells, massage therapy and personal grooming establishments are also included in this activity category.			
Expenditures (City add-on funding only)*	$18,587	$32,042	NA
FTE's	0.25	0.25	NA
# of respiratory health complaints investigated	59	100	NA
# of other environmental health complaints investigated	10	15	NA
% of Respiratory Health related resident complaints resolved within 30 days	100.0%	95%	NA

*Associated revenues include City permit fees related to massage therapy ($6,125); the City's share of State fees related to hotels ($3,321); and, the City's share of State fees related to the permitting of geothermal heat pump wells ($540).

**The Respiratory Health activity ($27,847) was eliminated in FY 2013 as part of a City-wide reduction option.

Public Health Emergency Management

The goal of the Public Health Emergency Management Program is to help assure the health and safety of Alexandria residents, businesses and visitors during public health emergencies. This is accomplished through effective, integrated planning with City agencies and community partners; through training and exercises with staff, volunteers and community partners; and through community outreach to the public to provide accurate information and guidance for preparing for and responding to emergencies that could threaten health.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds budget	0.0%	0.0%	1.5%
City Add-On Funding	$0	$0	$106,008
City Cooperative/Supplemental Funding	$0	$0	$0
State	$0	$0	$0
Grants*	$244,004	$207,586	$231,500
Fee Revenue	$0	$0	$0
TOTAL	$244,004	$207,586	$337,508
Program Outcomes			
% of State-identified Critical Tasks met	100%	100%	100%
% of CDC and UASI Critical Tasks completed	100%	100%	100%

*Program supported by 1.0 FTEs paid 100% by Federal Grants through VDH.

Activity Data

EMERGENCY PLANNING – The goal of Emergency Planning is to assure the City of Alexandria is ready for public health emergencies.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures (City add-on funding only)*	$0	$0	$106,008
FTE's*	0.00	0.00	1.00
# of CDC grant funding requirements met (out of 36)**	28	36	36
# of Urban Areas Security Initiative (UASI) grant requirements met	9	9	9
% of Public Health Emerg Operations Plan (EOP) elements updated annually	100%	100%	100%

*An Emergency Planner position ($106,008 and I.0 FTE) was created in FY 2013 to support emergency preparedness activities in the City.

**CDC criteria revised for FY 2012

TRAINING & EXERCISE – The goal of Training & Exercise is to assure that all Public Health staff and volunteers are prepared to respond effectively to Public Health Emergencies*			
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.00	0.00	0.00
# of Health Department staff trained and ready**	120	120	120
% of Department staff trained in roles for health emergencies	100%	100%	100%
# of community volunteers trained and ready	400	600	600
% of volunteers trained.	60%	75%	80%
# of volunteer hours	569	600	600
$ value of volunteer hours	$16,012	$16,885	$16,885
# of drills conducted.	5	5	5

*Indicators have been revised to reflect more accurate reporting.

**Includes City and State personnel

Emergency Preparedness, continued

Activity Data

COMMUNITY OUTREACH & PREPARATION – The goal of Community Outreach and Preparation is to provide accurate information and viable planning guidance to help the general public, and all relevant local government and non-government agencies, be ready for public health emergencies.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.0	0.0	0.0
# of outreach events/presentations	17.0	25.0	25.0
# of public information contacts	1,309	2,500	2,500

City Supplement to State Budget (spread into program totals above)

These funds are provided to meet the City's Local Government Agreement obligation to match the State allocation as well as to supplement most AHD employees' salary and retirement (to enhance recruitment and retention).

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds budget	63.0%	61.1%	63.1%
City Cooperative/Supplemental Funding	$4,301,218	$4,239,461	$4,455,289
Less Revenues	0	0	0
Net General Fund Expenditures	$4,301,218	$4,239,461	$4,455,289
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures (City Cooperative/Supplemental Funding) Plus supplemental retirement to state employees	$4,301,218	$4,239,461	$4,455,289
FTE's (no staff)	0.00	0.00	0.00

Summary of Budget Changes

Supplemental Funding

Activity	Adjustment	FTE	FY 2013 Approved
Public Health Emergency Management	*Emergency Planner*	**1.0**	**$106,008**
The budget includes funds for a full-time Emergency Planner position ($106,008) to assist with emergency preparedness activities in the City. The cost of the new position, as well as the increased position is completely offset by position eliminations described below.			
Teen Wellness Center	*Teen Pregnancy Prevention Initiative*	**1.0**	**$65,000**
Through the add-delete process, City Council added $65,000 to the Health Department budget to provide General Funds for a health educator position ($46,820) and operating expenses ($18,180). City funding of the position will provide a stable source of funding for resources to address the City's high teen pregnancy rate.			

Reductions

Activity	Reduction Option	FTE	FY 2013 Approved
Teen Wellness Center	*Public Health Nurse Aide II*	**(0.75)**	**($45,760)**
One vacant part-time Public Health Nurse Aide II position will be eliminted to offset the cost of creating a full-time City funded Emergency Planner position to assist with emergency preparedness activities in the City.			
Environmental Health	*Respiratory Health*	**(0.25)**	**($27,847)**
The Respiratory Health activity is eliminated. The duties of this position will be distributed to other personnel in the department.			
Vector Control	*Environmental Health Supervisor*	**(0.75)**	**($85,995)**
One vacant part-time Environmental Health Supervisor position is eliminated with no anticipated service impact to the City.			
Leadership & Management	*Administrative Support*	**(0.75)**	**($35,549)**
One part-time Administrative Support position will be eliminated in FY 2013. The duties for this position will handled by other personnel in the department.			
Prenatal Care & Case Management	*Public Health Nurse II & Administratitive Support II*	**(1.25)**	**($86,136)**
One part-time Public Health Nurse II (0.75 FTE and $66,309) and one part-time Administrative Support II position (0.50 FTE and $19,827) will be eliminated in FY 2013. The duties for these positions will be handled by other personnel in the Prenatal and Case Management activity.			

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 2013 Budget Summary Table

Expenditure By Organization	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	$ Change 2013-2012
INOVA Alexandria Hospital	$700,000	$800,000	$800,000	$0
Arlandria Health Center	$325,000	$325,000	$510,000	$185,000
Health Systems Agency of Northern Virginia	$13,600	$13,600	$14,000	$400
Net General Fund Expenditures	$1,038,600	$1,138,600	$1,324,000	$185,400

Selected Performance Measures	2010 Actual	2011 Actual
INOVA Total $ Amount of Indigent Care Provided to Alexandria Residents (CY)	$12,100,000	$11,100,000
Arlandria Clinic # of Alexandria Patient Visits (FY)	20,427	23,616
Arlandria Clinic City Contribution Per Visit (FY)	$15.9	$13.8

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. Prior to 1982, the City contributed to the support of the hospital's emergency department and inpatient care. In 1982 the City contributed $315,000 to the Hospital for "indigent care." The amount gradually increased, and since 1991, the City has contributed $700,000 annually to the Hospital to help offset costs for indigent inpatient care for City residents. In FY 2012, City Council added $100,000 to the contribution to the Hospital. The approved budget for FY 2013 remains the same at the approved FY 2012 budget level of $800,000.

Arlandria Health Center*

The approved budget for FY 2013, including all sources of funds, is $7.0 million, an increase of $0. 6 million compared to FY 2012. In FY 2011 ANHSI received 27.4% ($1.7 million) of its funding from federal sources, such as the federal Community Health Center Program, under the Health Resources and Service Administration's Bureau of Primary Health Care and other federal grant programs.

* The Arlandria Health Center (formerly the Arlandria Health Center for Women and Children) began in 1993 as a unique public-private partnership between the City of Alexandria, the Alexandria Health Department, the Commonwealth of Virginia, and the private sector. Alexandria Neighborhood Health Services, Inc. (ANHSI), a not-for-profit organization, was created in 1996 to sustain and manage the clinic as the initial federal funding obtained by the Alexandria Health Department ended. In late 2003, ANHSI was awarded a three-year federal grant to establish and operate a Community Health Center (CHC) in Alexandria, known as the Arlandria Health Center. As Northern Virginia's first Federally Qualified Community Health Center, the Arlandria Health Center expanded its array of primary care services and began serving men.

Other Health Activities

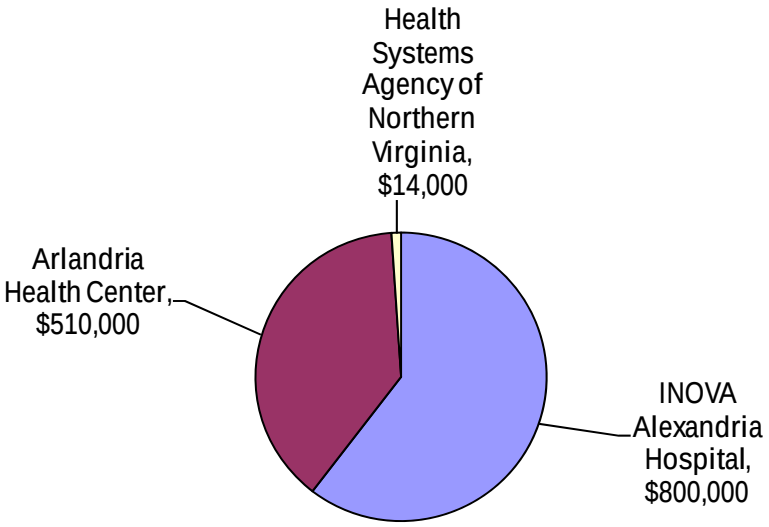
The City Contribution to ANHSI is increasing from $325,000 in FY 2012 to $510,000 in FY 2013, including approximately $84,000 from the Alexandria Health Department to ANHSI to reflect the transfer of services at the Casey Clinic. ANHSI has also requested an additional $26,000 to cover increasing costs at the Casey Clinic to care for former Health Department patients.

The remaining increase of $75,000 was budgeted in Contingent Reserves in FY 2012 for the transportation of ANHSI patients who require diagnosis and specialty care out of the local area, usually provided at the University of Virginia Hospital in Charlottesville as well as at other locations in the region. These patients often require follow-up medical tests and treatment as well as transportation to and from designated medical facilities. In FY 2013, the funds have been moved from Contingent Reserves to ANHSI.

ANHSI reports serving 12,998 individuals during CY2011 and providing 42,938 health care visits. Recent data provided by ANHSI indicates that 55% or 7,149, are from the City of Alexandria with 23,616 visits; 11%, or 1,430, from Arlington County; 32%, or 4,159, from Fairfax County, Fairfax City and Falls Church; and 2%, or 260, from Prince William and Loudoun Counties. ANHSI also reports that 80% of total patients are uninsured, including 90% of adults and 10% of children. In addition, ANHSI reports that Arlington County contributes approximately $70,958 of in-kind support for dental ($25,112) and primary care services ($45,846). ANHSI has requested additional funding from Arlington County.

Health Systems Agency of Northern Virginia

The Health Systems Agency (HSA) of Northern Virginia was incorporated in 1975 as a Virginia non-profit organization to ensure accessible health facilities in the Northern Virginia area and to prevent unnecessary duplication of health resources by providing health planning and coordination of services with other health organizations and agencies. In June 1990, the HSA was designated the regional health planning agency for Northern Virginia by the Virginia Health Planning Board under the authority of the Virginia Health Planning and Resources Development Act. Participating local jurisdictions are asked to contribute roughly ten cents per capita to the HSA for FY 2013. Alexandria's share is $14,000.



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Operating Agencies

COMMUNITY DEVELOPMENT

Office of Housing 16-2
Planning and Zoning 16-14
Economic Development Activities 16-25

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$1,688,331	$1,788,808	$1,683,599	-5.9%
Non-Personnel	5,014,665	3,844,045	4,922,505	28.1%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$6,702,996	$5,632,853	$6,606,104	17.3%
Less Revenues				
CDBG, NSP and Home New Revenue	$605,763	$2,164,110	$980,032	-54.7%
CDBG, NSP and Home Carryover Revenue	1,070,527	318,000	1,682,784	429.2%
CDBG, NSP and Home Program Income	1,003,576	255,000	186,000	-27.1%
ARRA New Revenue	0	0	0	0.0%
ARRA Carryover Revenue	330,503	208,000	0	-100.0%
Housing Trust Fund New Revenue	549,442	511,500	993,966	94.3%
Housing Trust Fund Carryover Revenue	472,159	461,960	595,477	28.9%
Other Non-Federal New Revenue	0	6,540	0	-100.0%
Other Non-Federal Carryover Revenue	0	56,038	0	-100.0%
Affordable Housing Bonds & Dedicated Revenue Carryover*	1,018,979	0	0	0.0%
Total Designated Funding Sources	$5,050,949	$3,981,148	$4,438,259	11.5%
Net General Fund Expenditures	$1,652,047	$1,651,705	$2,167,845	31.2%

Note: Carryover monies are shown in the FY 2011 Actual and FY 2012 & 2013 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.)

Highlights

• In FY 2013 the General Fund budget for Housing increases by $516,140 or 31.2%. The increase in general fund expenditures includes $101,418 for personnel and operating expenses and $414,722 in dedicated real estate tax revenue to be used for affordable housing projects. Additionally, there is $272,000 that could be used for some portion of debt service or for other affordable housing projects. This totals $686,722 and represents the difference between the current value of 0.6 cents of the City's real estate tax and the amount needed to pay for debt that has already been issued.

• FY 2013 total personnel costs decrease by $105,209 or 5.9%. This is due to the loss of two positions, one vacant and one filled, offset by the employee step adjustment, increased benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee.

• FY 2013 total non-personnel costs increase by $1,078,460 or 28.1% due to increases in the federal HOME carryover revenue and projected Housing Trust Fund (HTF) revenues based on increased development activity (HTF contributions are received at Certificate of Occupancy).

Highlights, continued

•Compared to the FY 2012 budgeted amount, the CDBG and HOME federal grant revenues reflect a loss of $1,184,078 or 54.7%, attributable to a combination of federal budget reductions and grant formula adjustments based on Census data. In actuality, the FY 2012 approved budget reflects a significantly higher estimate than the final grant amounts received by the City in FY 2012. The actual grant loss from FY 2012 to the estimate for FY 2013 is $905,611 or 46.4%.

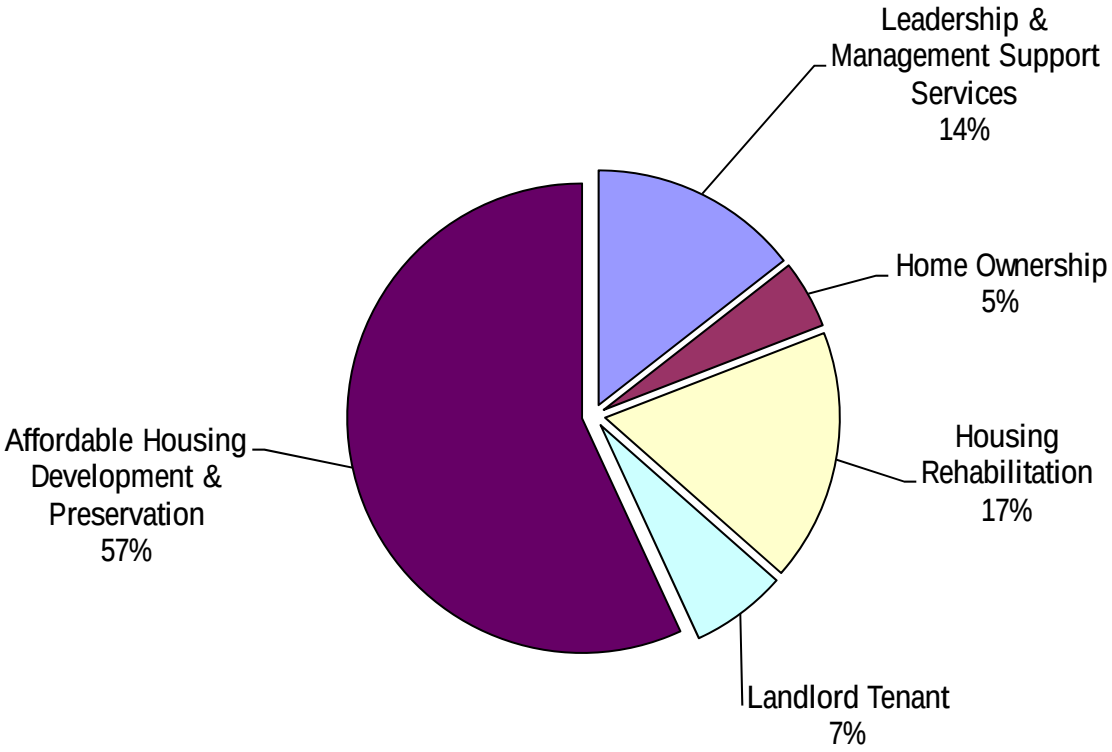
•The result of the federal fund reduction is the minimizing of the Home Ownership Program which will only operate based on loan repayments and minimal projected carryover funds from FY 2012. As a result the total amount budgeted for the Homeownership Program will decrease by 84% from $1,987,602 in FY 2012 to $309,584 in FY 2013, and two positions will be eliminated. The Home Ownership Program consists of three down payment assistance programs and homeownership counseling. Home purchase assistance will be provided only for resale of previously assisted resale-restricted units and special projects.

•The dedicated 0.6 cents of the City's real estate tax rate, which supports affordable housing is projected to be continued into FY 2013. A portion of the dedicated funds are allocated to existing and projected debt service on City issued bonds whose proceeds have been or will be used for affordable housing lending and the remainder of these funds are proposed to be used for the same purposes.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of participants served in home buyer training and education opportunities	156	200	0
Total # of households receiving homeownership loans	35	41	8
Total # of rehabilitation loan or grants obligated	4	17	12
# landlord tenant disputes mediated	1,176	1,000	1,000
% of tenant issues successfully resolved	98%	95%	95%
# of affordable units pledged by developers	0	10	10
# of Lending projects financed (counted at City loan approval)	2	1	2

FY 2013 Approved Expenditures by Program



Office of Housing

Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services*	$1,310,968	$956,418	$954,217	-0.2%
Home Ownership	$2,516,222	$1,987,602	$309,584	-84.4%
Housing Rehabilitation	$620,598	$1,330,345	$1,147,785	-13.7%
Landlord Tenant	$376,874	$391,574	$437,014	11.6%
Affordable Housing Development & Preservation	$1,878,334	$966,914	$3,757,504	288.6%
Total Expenditures	$6,702,996	$5,632,853	$6,606,104	17.3%

*FY 2011 figure includes Housing Master Plan and ARHA Strategic Plan.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	5.3	5.3	5.3	0.0%
Home Ownership	4.2	4.2	0.8	-81.0%
Housing Rehabilitation	2.2	2.2	1.9	-13.6%
Landlord Tenant Relations	3.3	3.3	3.3	0.0%
Affordable Housing Development & Preservation	2.0	2.0	3.7	85.0%
Total full time equivalents (FTE's)	17.0	17.0	15.0	-11.8%

Housing Programs and Activities

Leadership & Mgmt Support Services
- Leadership & General Management
- Grant & Financial Management

Home Ownership
- Lending & Loan Management
- Counseling & Training
- Sales & Marketing

Housing Rehabilitation
- Financing & Loan/Grant Management
- Counseling & Training
- Sales & Marketing

Landlord Tenant Relations
- Landlord Tenant Mediation & Education
- Fair Housing Enforcement & Education

Affordable Housing Development & Preservation
- Securing & Fostering Affordable Unit Development
- Lending

Dept Info

Department Contact Info
703.746.4990
http://alexandriava.gov/housing/

Department Head
Mildrilyn Davis, Director
703.746.4990
Mildrilyn.Davis@alexandriava.gov

Department Staff
Helen McIlvaine, Deputy Director
Melodie Seau, Division Chief, Landlord-Tenant Relations
Shane Cochran, Division Chief, Program Implementation
Eric Keeler, Division Chief, Program Administration
Sean Christensen, Fiscal Officer

Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively, and to work effectively with members of the public and with state and regional bodies to heighten awareness of Alexandria's housing goals, in order to advance the realization of the City's affordable housing goals.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	19.6%	17.0%	14.4%
Total Expenditures	1,310,967	$956,418	$954,217
CDBG, and Home New Revenue	176,400	334,678	167,143
CDBG, and Home Carryover Revenue	137,356	5,000	0
Affordable Housing Bonds and Dedicated Revenue Carryover	475,324	0	0
Net General Fund Expenditures	521,886	$616,740	$787,074
Program Outcomes			
% of activities achieving target service levels	90%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	896,260	$485,357	$596,486
FTE's	1.6	1.6	1.6
# of departmental FTEs supported	17.0	17.0	15.0
# of activities managed	10	10	10
# educational presentations made	22	20	20

GRANT AND FINANCIAL MANAGEMENT – The goal of the Grant and Financial Management Activity is to secure, monitor, and report on federal, state and local funds for housing and community development activities in order to provide adequate funding for housing programs.			
Expenditures	414,707.36	$471,061	$357,731
FTE's	3.8	3.8	3.8
$ amount of federal funds awarded	$2,280,989	$2,164,110	$980,032
# of federal applications and reports produced	14	12	10
% funding sources administered within budget	100%	100%	100%

Home Ownership Program

The goal of the Homeownership Program is to provide financing, training, and counseling in order to make home ownership possible for low and moderate income Alexandria residents and workers.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	37.5%	35.3%	4.7%
Total Expenditures	$2,516,222	$1,987,602	$309,584
CDBG, NSP and Home New Revenue	397,427	885,475	0
CDBG, NSP and Home Carryover Revenue	458,238	0	0
CDBG, NSP and Home Program Income	876,408	55,000	61,000
Housing Trust Fund New Revenue	4,545	276,500	61,500
Housing Trust Fund Carryover Revenue	269,977	377,460	150,000
Other Non-Federal New Revenue	0	4,500	0
Net General Fund Expenditures	509,628	$388,667	$37,084
Program Outcomes			
% of lender-ready applicants receiving City loan assistance	51%	30%	30%

Activity Data

LENDING & LOAN MANAGEMENT – The goal of the Lending and Loan Management Activity is to provide home purchase loans to low and moderate income Alexandria workers and residents in order to improve their economic stability.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	2,294,394.20	$1,754,834	$283,911
FTE's	3.3	3.3	0.4
Total # of households receiving homeownership loans	35	41	8
Cost per household receiving homeownership loan	$65,554	$42,801	$35,489
% 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	$91,535	$116,022	$0
FTE's	0.4	0.4	0.0
# of participants served in home buyer training and education opportunities	156	200	0
Cost per participant served	$587	$580	$0
% of prescreened applicants completing home buyer training curriculum	44%	40%	0%

SALES AND MARKETING – The goal of the Sales and Marketing Activity is to place eligible buyers in committed long term affordable units in order for the community to remain economically diverse.			
Expenditures	$130,293	$116,746	$25,673
FTE's	0.5	0.5	0.4
# of sales units placed under contract (including resale)	8	2	8
Cost per unit under contract	$16,287	$58,373	$3,209
% of units under contract within 6 months of listing	88%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	9.3%	23.6%	17.4%
Total Expenditures	$620,598	$1,330,345	$1,147,785
CDBG and Home New Revenue	0	577,845	464,867
CDBG and Home Carryover Revenue	458,430	305,000	440,817
CDBG and Home Program Income	127,168	200,000	125,000
ARRA Carryover Revenue	0	208,000	0
Housing Trust Fund New Revenue	0	35,000	0
Housing Trust Fund Carryover Revenue	35,000	4,500	3,000
Net General Fund Expenditures	$0	$0	$114,101
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$620,598	$1,330,345	$1,147,785
FTE's	2.3	2.3	1.9
Total # of rehabilitation loan or grants obligated	4	17	12
Total # of home rehabilitation loan subordinated	4	4	4
Cost per loan transaction	$77,575	$63,350	$71,737
% of non-lead based projects completed within 6 months of contract execution	67%	100%	90%
% of lead based projects completed within 9 months of contract execution	100%	90%	90%

Landlord Tenant Relations Program

The goal of Landlord Tenant Relations is to mediate disputes, provide counseling, referrals, and information regarding the rights and responsibilities of both landlords and tenants in order to foster positive relations and prevent evictions where appropriate.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	5.6%	7.0%	6.6%
Total Expenditures	$376,874	$391,574	$437,014
CDBG and Home New Revenue	31,936	46,112	11,383
CDBG and Home Carryover Revenue	16,502	8,000	10,000
Net General Fund Expenditures	$328,436	$337,462	$415,631
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$295,592	$303,716	$376,067
FTE's	2.6	2.6	2.6
# landlord tenant disputes mediated	1,176	1,000	1,000
# of clients served for information and referral	4,825	4,000	4,000
Program cost per 1,000 Alexandria rental units	$9,334	$9,591	$11,876

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	$81,282	$87,858	$60,947
FTE's	0.8	0.8	0.8
# testing reports completed	1	1	1
Cost per housing unit in the City	$518	$560	$388
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	28.0%	17.2%	56.9%
Total Expenditures	$1,878,334	$966,914	$3,757,504
CDBG and Home New Revenue	0	320,000	336,639
CDBG and Home Carryover Revenue	0	0	1,231,967
ARRA Carryover Revenue	330,503	0	0
Housing Trust Fund New Revenue	544,897	200,000	932,466
Housing Trust Fund Carryover Revenue	167,183	80,000	442,477
Affordable Housing Bonds and Dedicated Revenue Carryover	543,654	0	0
Other Non-Federal Carryover Revenue	0	58,078	0
Net General Fund Expenditures	$292,098	$308,836	$813,955
Program Outcomes			
% of all residential/mixed-use development activity resulting in committed affordable units	0%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$261,398	$272,558	$319,779
FTE's	1.3	1.3	1.7
# of affordable units pledged by developers	0	10	10
# of units resulting from technical assistance provided by the City	119	30	30
Total # of affordable units (rental & sales) pledged or receiving city technical assistance	119	40	40
$ contributed to Housing Trust Fund by developers	$598,722	$400,000	$900,000
% 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 (1)	$1,616,936	$694,357	$3,437,725
FTE's	0.7	0.7	2.0
# of projects financed (1&2)	2	1	2
# of units committed (1&2)	121	10	56
Average loan amount committed per unit financed	$13,363	$69,436	$61,388
% of loans approved or denied within 60 days of application	100%	100%	100%

(1) FY 2011 expenditures include AHDC acquisition of the three properties from another non-profit and grant funds for public housing replacement units acquistion. FY 2013 includes a potential project for which funds would have to be carried over from FY2012. Excludes additonal $1.6 million in bond capacity.

(2) Counted at City loan approval

FY 2013 Housing Program Sources and Uses

Program	Home Ownership			Housing Rehab.	Landlord Tenant		Affordable Housing Development & Preservation		Leadership & Mgmt Support Services		
Activity (Uses) / Funding (Sources)	Lending & Loan Management	Counseling & Training	Sales & Marketing	Financing & Loan/Grant Management	Landlord Tenant Mediation & Education	Fair Housing Enforcement & Education	Securing & Fostering Affordable Development	Lending	Leadership & General Management	Grant & Financial Management	Totals
CDBG											
New Grant	0	0	0	464,867	0	11,383	0	0	37,543	92,443	606,236
Program Income	25,000	0	0	125,000	0	0	0	0	0	0	150,000
Carryover	0	0	0	440,817	0	10,000	0	0	0		450,817
	25,000 **1 Loan**			1,030,684 **9 HPRLP Loans 1 RAMP**		21,383 **1 Testing Round**			37,543	92,443	**1,207,053**
HOME											
New Grant		0	0	0	0	0	0	336,639	0	37,157	373,796
Program Income	36,000	0	0	0	0	0	0	0	0	0	36,000
Carryover											0
Carryover HOME Match								1,231,967			1,231,967
	36,000 **1 Loan**							1,568,606 **1 Project Financed**	0	37,157	**1,641,763**
GENERAL FUND											
New	11,411		25,673	114,101	376,067	39,564	248,375	544,501	558,943	228,131	2,146,766
New HOME Match	0	0	0	0	0	0	0	21,079	0	0	21,079
	11,411 **Admin Support for Homeownership Program**		25,673 **8 units placed under contract**	114,101	376,067 **1,000 disputes mediated & 4,000 clients served**	39,564	248,375 **10 Pledged Units Completed**	565,580	558,943	228,131	**2,167,845**
Housing Trust Fund											
New	61,500	0	0	0	0	0	0	932,466	0	0	993,966
Carryover	150,000		0	3,000	0	0	71,404	200,000	0	0	424,404
HOME Match (Carryover)	0	0	0	0	0	0	0	71,073	0	0	71,073
Reserved for FY 2014 HOME Match	0	0	0	0	0	0	0	100,000	0	0	100,000
	211,500 **6 Loans**			**2 Mini-RAMP Grants**				1,303,539 **1 Project Financed**			**1,589,443**
ALL FUNDS	**283,911**	**0**	**25,673**	**1,147,785**	**376,067**	**60,947**	**319,779**	**3,437,725**	**596,486**	**357,731**	**6,606,104**

Miscellaneous Information

Housing Trust Fund (HTF) expenditures include a new allocation of up to $242,477 in estimated carryover Housing Trust Fund monies for the following ongoing programs:

- $71,404 for the Housing Opportunities Fund; and
- $173,073 for HOME Match for the Housing Opportunities Fund

In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2013 will be used to supplement the following ongoing program:

- $900,000 for the Housing Opportunities Fund

The FY 2013 Housing Opportunities Fund (HOF) includes $291,000 for the Alexandria Housing Development Corporation (AHDC).

Office of Housing

Expenditure Reductions

Activity	Reduction	FTE's	FY 2013 Approved
Various	*Loss of Federal Funding*	**-2.00**	**($905,611)**

Due to federal funding reductions from the U.S. Department of Housing and Urban Development (HUD) the Office of Housing will be losing approximately 46.4% of their CDBG and HOME grants (after taking into account receipt of a lower FY 2012 grant amount than budgeted), of which 22.5% is attributed to federal budget reductions and 23.9% is formula adjustments from Census data. As a result of this reduction the Home Ownership Program will be reduced by two positions (one filled and one vacant). The Homeownership Assistance Program (HAP), Moderate Income Homeownership Program (MIHP) and Employee Homeownership Incentive Program (EHIP) will only operate based on loan repayments and minimal carryover from FY 2012 to assist very low income purchasers participating in the City Affordable Set-aside Sales Units Program, as well as resale set-aside units already in the City's portfolio of long-term affordable sales units. The homebuyer training and counseling programs will be terminated.

Note: Although MIHP, EHIP and Homeownership Counseling are funded with Housing Trust Fund (HTF) monies rather than federal grants, their elimination is attributed to grant reductions. Specifically, HTF monies have been used to replace General Fund monies that were needed to replace formerly grant-funded personnel, rent and operating costs that are subject to grant administrative ceilings that declined along with the grants. In addition, the elimination of the two staff positions severely limits the capacity to process loans.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$5,008,831	$5,150,896	$5,506,083	6.9%
Non-Personnel	496,323	354,769	223,363	-37.0%
Capital Goods Outlay	599	0	0	0.0%
Total Expenditures	$5,505,753	$5,505,665	$5,729,446	4.1%
Less Revenues				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	170,196	0	96,424	0.0%
Total Designated Funding Sources	$170,196	$0	$96,424	0.0%
Net General Fund Expenditures	$5,335,557	$5,505,665	$5,633,022	2.3%
Total Department FTE's	47.5	47.5	48.0	1.1%

Highlights

• In FY 2013 the General Fund budget increases by $127,357 or 2.3%.

• FY 2013 personnel costs increase by $355,187 (6.9%) due to employee step adjustments, rising benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in VRS contribution rates from employer to employee. Additionally, several employees who were not previously covered by a City sponsored healthcare plan have elected to enroll in a plan. Personnel costs also increase due to the conversion of a part-time seasonal Urban Planner III to a part-time regular Urban Planner III position (0.5 FTE) in FY 2013, created through the reallocation of existing non-personnel funds.

•Total non-personnel costs decrease by $131,406 or 37.0%. This is due to the reallocation of various non-personnel funds to support a new part-time position ($31,991) and the elimination of generic funding for outside technical expertise ($100,000). These decreases are offset by the addition of $585 for increased lease costs in FY 2013.

•Starting in FY 2013, the cost of one Urban Planner II position ($95,776) will be funded with special revenue from the Code Enterprise Fund. The Department of Code Administration is projecting to have sufficient revenue to support this position which works in the City's multi-department Permit Center. Funding this position with special revenue results in a reduction to Planning & Zoning's General Fund budget of $95,776.

• The approved budget increases the revenue budget for land use and development fees by $150,000 to better align the budget with anticipated revenue collections. The rates for land use and development fees have not been increased. The budget also assumes a decrease of some fees related to historic preservation which will decrease revenue by $25,000 in FY 2013. The details of this fee decrease are being developed. The net impact of these two changes will be an increase of $125,000 to the revenue budget for planning and zoning fees.

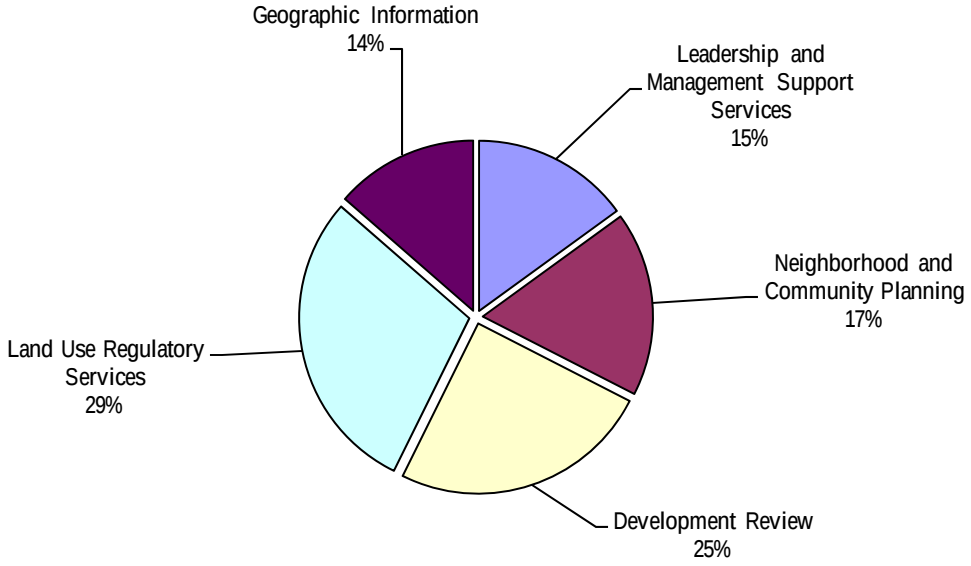
• It should be noted that $200,000 of FY 2012 fund balance has been assigned for the Landmark/Van Dorn and Waterfront plans. Of this amount, $100,000 will provide outside technical expertise to the Landmark/Van Dorn plan. The remaining $100,000 is identified as a contingency for other studies related to the Waterfront Plan Implementation. Both of these assignments are considered one-time funding sources.

Selected Performance Measures

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of items docketed	32	25	35
# of development reviews	183	250	250
# of Nieghborhood Planning initiatives in progress	4	3	5
# of items docketed for PC, BAR, and BZA (excluding development items)*	N/A	N/A	260
# of administrative zoning applications processed	113	N/A	100
# of Historic Preservation administrative applications processed	165	1,100	350
% of targets met	69%	75%	70%

*This is a new measure in FY 2013.

FY 2013 Approved Expenditures by Program



Planning & Zoning

Expenditure and Staffing Summary

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership and Management Support Services	$858,275	$896,454	$859,683	-4.1%
Neighborhood and Community Planning	1,149,794	991,366	1,003,788	1.3%
Development Review	1,242,582	1,289,985	1,420,394	10.1%
Land Use Regulatory Services	1,561,517	1,608,328	1,667,135	3.7%
Geographic Information	693,585	719,532	778,446	8.2%
Total Expenditures	$5,505,753	$5,505,665	$5,729,446	4.1%

Staffing Summary*

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership and Management Support Services	6.6	6.2	6.0	-4.0%
Neighborhood and Community Planning	7.9	7.7	8.1	5.2%
Development Review	11.2	11.5	11.3	-1.3%
Land Use Regulatory Services	15.9	16.1	16.6	3.1%
Geographic Information	6.0	6.1	6.1	0.0%
Total FTE's	47.5	47.5	48.0	1.1%

*Columns may not total due to rounding.

Planning & Zoning Programs and Activities

Leadership & Mgmt Support Services
- Leadership & General Management

Neighborhood and Community Planning
- Small Area Plans, Special Studies & Citywide Projects
- Plan Implementation

Development Review
- Plan & Development Review

Land Use Regulatory Services
- Administrative Support to P&Z Boards and Commission
- Zoning Administration
- Historic Preservation

Geographic Information Systems
- Data Development
- Application and User Support

Dept Info

Department Contact Info
703.746.4333
http://alexandriava.gov/planning/

Department Head
Faroll Hamer, Director
703.838.4666
Faroll.Hamer@alexandriava.gov

Department Staff
Cicely Woodrow, Supv. Admin. Officer
Cicely.Woodrow@alexandriava.gov

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide assistance to planning staff, other department staff, and the public by keeping people informed about important planning activities.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	15.6%	16.3%	15.0%
Total Expenditures	$858,275	$896,454	$859,683
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$858,275	$896,454	$859,683
Program Outcomes			
% of program targets met	90%	90%	90%

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and Management Support Services is to set strategic goals for the department, manage the department and staff efficiently to achieve those goals, and provide assistance to other City staff and the public through communication about important planning activities	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$858,275	$896,454	$859,683
FTE's	6.6	6.2	6.0
# of FTE's supported	47.5	47.5	47.5
% of effectiveness targets met	90%	90%	80%
Council and Freedom Of Information Act (FOIA) requests processed	377	350	375
Leadership and General Management expenditures as % of departmental total	15.6%	16.3%	15.0%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	20.9%	18.0%	17.5%
Total Expenditures	$1,149,794	$991,366	$1,003,788
Less Revenues	$170,196	$0	$0
Net General Fund Expenditures	$979,598	$991,366	$1,003,788
Program Outcomes			
% of targets met	100%	100%	100%

Activity Data

SMALL AREA PLANS, SPECIAL STUDIES & CITYWIDE PROJECTS – The goal of Small Area Plans, Special Studies & Citywide Projects is to create a plan for an identified area that provides a vision and formulate recommendations for implementation to improve the quality of the community.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$749,095	$552,408	$545,509
FTE's	4.0	3.8	4.2
# of Neighborhood Planning initiatives in progress*	4	3	5
Cost per plan or study	$187,274	$184,136	$109,102
% of docketed Neighborhood Planning Initiatives approved by decision making body	100%	100%	95%

*The planning initiatives for FY 2011 were: Beauregard, Waterfront, Potomac Yard and Wayfinding.

The planning initiatives for FY 2013 include: Eisenhower West, Gen-On, King Street, Census/Demographics and Public Engagement Process

PLAN IMPLEMENTATION – The goal of Plan Implementation is to improve the quality of the community by implementing the approved small area plans.			
Expenditures	$400,699	$438,958	$458,279
FTE's	3.9	3.8	3.8
# of Plan Implementations in progress *	4	5	5
Cost per plan implementation	$100,175	$87,792	$91,656
% of implementation completed within projected time frame	90%	90%	90%

*The plan implementations for FY 2011 were: Wayfinding, Arlandria/Mt. Vernon, Braddock Road, and King Street Retail.

The FY 2013 plan implementations include: Arlandria, Beauregard Corridor, Braddock, Landmark/Van Dorn, and Waterfront.

Development Review Program

The goal of the Development Review Program is to retain and enhance Alexandria's quality of life by ensuring that development proposals are consistent with the Master Plan and Zoning Ordinance, consist of quality building design, urban design and site planning, and provide an overall public benefit.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	22.6%	23.4%	24.8%
Total Expenditures	$1,242,582	$1,289,985	$1,420,394
Less Revenues	$0	$0	$95,776
Net General Fund Expenditures	$1,242,582	$1,289,985	$1,324,618
Program Outcomes			
% of 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,242,582	$1,289,985	$1,420,394
FTE's	11.2	11.5	11.3
# of items docketed	32	25	35
Docketed items per FTE	2.9	2.2	3.1
# of permits reviewed	521	650	650
Permit reviews per FTE	46.5	56.8	57.5
% of permits reviewed by scheduled date	95%	95%	95%
% of preliminary plans docketed within 90 days	98%	95%	95%
# of development reviews	183	250	250
Cost per development review	$6,790	$5,160	$5,682
Development reviews per FTE	16	22	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	28.4%	29.2%	29.1%
Total Expenditures	$1,561,517	$1,608,328	$1,667,135
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,561,517	$1,608,328	$1,667,135
Program Outcomes			
% of scheduled targets met	95%	95%	95%

Activity Data

ADMINISTRATIVE SUPPORT TO P&Z BOARDS AND COMMISSION – The goal of Administrative Support to Boards and Commission is to manage dockets, publish staff reports and materials, maintain official meeting minutes and case files, and prepare and certify legal notices for the Planning Commission, Board of Architectural Review, and Board of Zoning Appeals.*	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures**	$531,510	$589,606	$599,899
FTE's**	4.3	6.4	2.9
# of items docketed for PC, BAR, and BZA (excluding development items)***	N/A	N/A	260
# of items docketed per FTE***	N/A	N/A	90

*In FY 2013 the Permit & License Review activity was renamed Administrative Support to P&Z Boards and Commission to create an activity that more accurately reflects the Department's work supporting the planning and zoning boards and commissions. For FY 2013, expenditures and FTEs associated with the zoning enforcement and administration functions of the department previously budgeted in Permit & License Review have been reallocated to the Zoning Administration Activity.

**Expenditures and FTE's in FY 2013 reflect only the new Administrative Support activity. Prior year expenditures and FTEs represent the prior Permit & License Review activity which included some expenditures and FTE's associated with zoning functions that were reallocated to the Zoning Administration activity in FY 2013.

***This is a new measure for FY 2013.

Land Use Regulatory Services Program, cont.

Activity Data

ZONING ADMINISTRATION – The goal of Zoning Administration is to ensure compliance with the Zoning Ordinance and applicable regulations through review and approval of permit and license applications, review of grading plans, and enforcement of provisions of the ordinance, regulations, and special use permits.*	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$557,732	$562,204	$519,578
FTE's	7.3	5.4	8.4
# of administrative zoning applications processed	113	N/A	100
# of permits/licenses/grading plans processed	3,319	4,750	3,100
Cost per permit/license/grading plan processed	$168.04	$118.36	$167.61
% of permits processed within established schedule	97%	90%	95%
# of customers served	23,310	21,000	21,000
Cost per customer served	$23.93	$26.77	$24.74
Customers served per FTE	3,215	3,925	2,500
# of zoning enforcement activities	831	650	750

*In FY 2013 certain expenditures, FTEs and performance measures related to the department's zoning enforcement and administration functions that were previously associated with the Permit & License Review activity have been reallocated to this activity.

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	$472,275	$456,518	$547,658
FTE's	4.3	4.4	5.4
# of Historic Preservation administrative applications processed	165	1,100	350
Historic Preservation administrative applications processed per FTE	38	250	65
# of Historic Preservation permits processed	954	N/A	950
Historic Preservation permits processed per FTE	222	N/A	176
# of Historic Preservation special projects in process	6	3	4

Geographic Information Program

The goal of the Geographic Information Program is to enable the City to improve communication and decision-making to ultimately better serve the public through the innovative use of Geographic Information Systems Technology.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	12.6%	13.1%	13.6%
Total Expenditures	$693,585	$719,532	$778,446
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$693,585	$719,532	$778,446
Program Outcomes			
% of targets met	69%	75%	70%

Activity Data

DATA DEVELOPMENT – The goal of the Data Development activity is to create and maintain the City's geospatial infrastructure, the City's definitive source for geographic information. This system models real world features and the relationships between them to provide the foundation for Division's User Support Activities.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$233,696	$242,188	$251,544
FTE's	2.0	2.0	2.0
# of data layers maintained	90	95	95
# of data initiatives in process	7	10	2
Cost per data layer maintained	$2,597	$2,549	$2,648
% 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	$459,889	$477,344	$526,902
FTE's	4.0	4.0	4.0
# of GIS application activities undertaken	6	10	1
# of City staff users accessing the GIS	300	500	700
# of GIS applications supported	17	19	19
Cost per user supported	$1,533	$955	$753
User supported per FTE	75.0	124.4	174.1
# hits on GIS internet map server application	76,510	65,000	70,000
% of application customizations delivered on time	50%	80%	100%
# of map requests completed	55	40	40
# of GIS projects in process	10	15	5
Cost per GIS projects processed	$8,362	$11,934	$13,173
GIS projects processed per FTE	2.5	3.7	1.2
% of requests completed within agreed timeline	75%	75%	75%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTE Impact	FY 2013 Approved
Historic Preservation	*Reallocation of Funds for New Part-time Urban Planner*	**0.5**	**$0**

The FY 2013 Budget reallocates $48,889 of personnel and non-personnel funds to convert a seasonal Urban Planner III position in the Historic Preservation activity to a regular part-time position. This position will provide support to staff on special historic preservation and Board of Architectural Review projects, which are currently performed on a part-time basis by a seasonal employee. Adding 0.5 FTE in FY 2013 is cost neutral due to the reallocation of $16,898 currently budgeted to fund the seasonal position and $31,991 from various non-personnel sources.

FY 2013 Approved Budget Reductions

Activity	Reduction	FTE Impact	FY 2013 Approved
Small Area Plans	*Elimination of Funding for Outside Expertise*	**0.0**	**($100,000)**

This reduction eliminates funding for planning and development consulting services provided by outside expertise. This reduction will result in the department not being able to fund new studies or special projects in FY 2013, and will require the department to utilize City staff when responding to any City Council requests. This will impact the quality of services provided by the department and will increase the amount of time required to respond to City Council requests.

Various	*Fund Urban Planner II with Special Revenue*	**0.0**	**($95,776)**

In FY 2013 the cost of one full-time Urban Planner II position will be funded with special revenue from the Code Enterprise Fund within the Department of Code Administration. This change reduces the General Fund budget for Planning & Zoning by $95,776 in FY 2013. Code is projecting to have sufficient revenue to support departmental operations and this position, which currently works within the City's multi-department Permit Center. There will be no change to service as a result of this cost transfer.

Summary of Budget Changes

Approved Fee Adjustments

Activity	Fee Adjustment	FY 2013 Approved
Zoning Administration	*Land Use & Development Fee Revenue Adjustment*	**$150,000**

After several years of slow growth, development throughout Alexandria will likely increase during 2012 and 2013 based on the number of projects approved during FY 2012. As a result, revenue collections from the City's land use and development fees is anticipated to increase. The FY 2013 proposed increases the revenue budget for land use and development fees by $150,000 from $450,000 to $575,000 (offset by the $25,000 decrease in revenue described below) to better align the budget with projected revenue collections. It should be noted that as of mid-FY 2012 the City is projecting to collect at least $600,000 in revenue from land use and development fees in FY 2012.

Historic Preservation	*Historic Preservation Fee Adjustments*	**($25,000)**

The proposed budget decreases various fees related to historic preservation resulting in $25,000 less General Fund revenue for FY 2013. This adjustment is aimed at making some of the historic preservation fees more fair and less burdensome to Alexandria's residents and businesses, especially those within the historic districts. The details of this fee decrease are being being developed. This decrease partially offsets the $150,000 increase described above.

Economic Development Activities

Mission Statement: Economic Activities encompasses City contributions to organizations that provide economic development activities that benefit Alexandria residents.

FY 2013 Approved Organization Summary Information (reflects City and non-City funding)

Expenditure By Program*	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change '12 to '13
Alexandria Convention and Visitors Association (ACVA)	$2,625,816	$2,944,470	$3,114,028	5.8%
Old Town Marketing and Advertising Banners (ACVA)	-	-	$25,000	NA
Alexandria Economic Development Partnership (AEDP)	$1,466,364	$1,425,020	$1,692,520	18.8%
Alexandria Small Business Development Center (SBDC)	$343,222	$372,119	$406,171	9.2%
Marketing Fund	$76,532	$185,000	$185,000	0.0%
First Night	$45,000	$45,000	$45,000	0.0%
Total Expenditures	$4,556,934	$4,971,609	$5,467,719	10.0%
Less: Revenues and Retained Earnings	$837,701	$315,442	$626,767	98.7%
Total General Fund Expenditures	$3,719,233	$4,656,167	$4,840,952	4.0%

*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.

Highlights

• The FY 13 budget increases the City's overall General Fund contribution to economic development activities by $184,784 or 4.0%.

•The General Fund contribution to ACVA increases by $164,058. This increase is attributed to $39,058 in current services adjustments related to salary and benefit cost increases and higher lease expenses, $100,000 increase in the Destination Advertising Campaign and $25,000 for Old Town Marketing and Advertising Banners. The funding for banners is a one year expense. Transportation and Environmental Services has received $6,200 for maintenance of the banners. The funding for the Destination Advertising Campaign serves to generate overnight stays in Alexandria by targeting a key demographic within a 5-hour drive through strategic advertising placements and is expected to generate at least $200,000 in additional revenue.

•The General Fund contribution to AEDP increased by $29,185 or 2.0%. This increase is provided to cover current services adjustments related to increasing personnel costs and lease expenses.

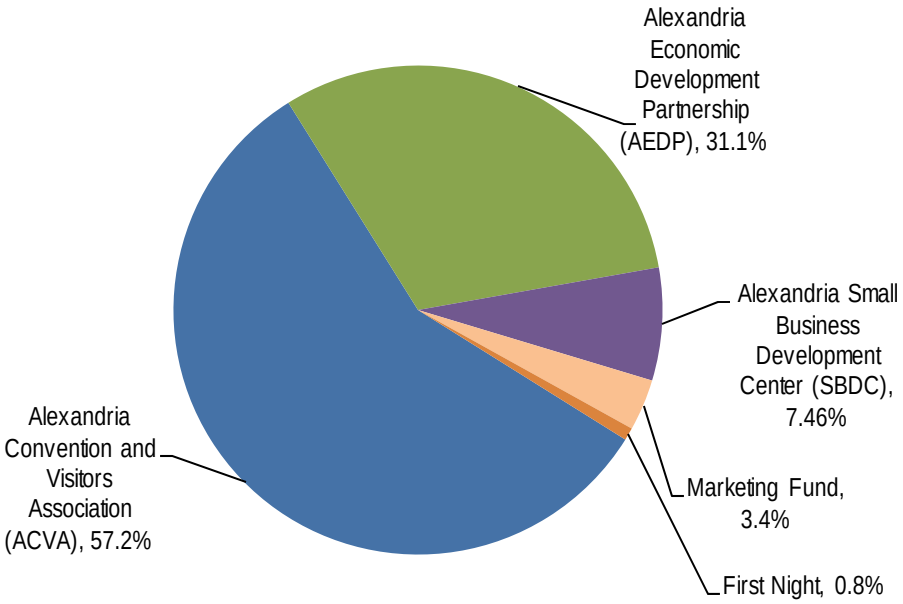
• The General Fund contribution to SBDC's budget decreased by $8,459 (2.9%) due to a reduction in funding for individualized client consulting services. This reduction is partially offset by current services adjustments ($8,805) resulting from increased personnel and lease costs.

•The FY 2012 approved budget provided funding to co-locate ACVA, AEDP and SBDC into new leased space for the purpose of creating a multi-agency economic development center focused on business growth, development and retention within the City. The combined center is beginning to result in greater synergy among the City's three economic development partners and has created a venue that brings together members of Alexandria's tourism, development and business community.

• First Night Alexandria ($45,000) and the Marketing Fund ($185,000) are funded at FY 2012 levels in the FY 2013 budget.

Economic Development Activities

FY 2013 Approved Expenditures by Organization



Economic Development Activities

Economic Development Activities

- Alexandria Convention & Visitors Association
- Alexandria Economic Development Partnership, Inc.
- Alexandria Small Business Development Center
- First Night Alexandria
- Marketing Fund

Contact Information

Alexandria Convention and Visitors Association
Vacant, President and CEO
VisitAlexandriava.com

Alexandria Economic Development Partnership, Inc.
Val Hawkins, President and CEO
www.alexecon.org
hawkins@alexecon.org

Alexandria Small Business Development Center
Bill Reagan, Executive Director
www.alexandriasbdc.org
billr@alexandriasbdc.org

Economic Development Activities

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$2,625,816	$2,944,470	3,139,028
Less Revenues	$211,944	$195,500	$226,000
Use of/Contributions to Retained Earnings*	$53,849	$0	$0
Net General Fund Expenditures**	$2,360,022	$2,748,970	$2,913,028
Program Outcomes			
Change in hotel transient lodging tax (6.5%)	3.9%	3.0%	6.0%
Change in lodging fee ($1 per room per night)	7.0%	4.5%	2.0%

*Subject to change by ACVA in FY 2013

** Includes additional $25,000 for Banners in FY 2013 above the base contribution of $2,888,028.

Activity Data

CONVENTION SALES AND MEETING SUPPORT – The goal of Convention Sales and Meeting Support is to attract conventions, meetings and other groups to the City to generate revenue, thereby reducing the tax burden on residents.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$525,163	$588,894	$622,806
$ of actualized revenue for businesses including hotels	$2,946,949	$3,900,000	$4,000,000
Qualified group tourism leads	895	950	1,000

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	$1,575,490	$1,766,682	$1,893,417
Total Lodging Tax Generated	$11,245,201	$12,000,000	$12,400,000
Total Visitor Spending	$657,445,751	$630,000,000	$660,000,000
Website Visits	779,686	900,000	1,000,000

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	$262,582	$294,447	$311,403
Number of visitors	76,810	77,000	78,000

PUBLIC RELATIONS – The goal of Public Relations is to generate earned media, and provide tourism industry professional and marketing support.			
Total Expenditures	$210,065	$235,558	$249,122
Total number of stories placed (print, online and broadcast)	796	400	800

TOURISM INDUSTRY SUPPORT – The goal of Tourism Industry Support is to provide networking and professional development opportunities for Alexandria's tourism industry in order to improve their ability to serve visitors to the City.			
Total Expenditures	$52,516	$58,889	$62,281
Total jobs supported by visitor spending (calendar year)	5,958	6,025	6,025
Number of members	337	350	350

Economic Development Activities

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$1,466,364	$1,425,020	$1,692,520
Retained Earnings	$123,922	$0	$15,490
IDA Funds	$240,749	$24,052	$50,000
Other Funding	$75,515	$11,500	$208,376
Net General Fund Expenditures**	$1,026,178	$1,389,468	$1,418,654
Program Outcomes			
% of real property tax base representing commercial property	43.5%	43.5%	42.0%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$611,474	$594,233	$705,781
FTE's	1.5	1.5	1.5
% increase in commercial tax base	-1.9%	3.8%	6.6%
% increase in level of employment	0.1%	2.0%	4.0%
Visits to Alexecon.org website	50,357	50,000	60,000
Alexecon.org page views	154,521	190,000	200,000

BUSINESS RETENTION & EXPANSION.- The goal of Business Retention and Expansion is to retain existing businesses in existing or more suitable locations within the City, to maintain and expand the commercial tax base and the City's employment opportunities, and to ensure a diverse quality of life for both the business and residential communities.			
Total Expenditures	$335,797	$326,330	$387,587
FTE's	1.5	1.5	1.5
# of jobs retained	129	600	475
Square feet of commercial space leased - retention or expansion	154,673	120,000	150,000

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	$259,546	$252,229	$299,576
FTE's	1.5	1.5	1.5
# of applications for Façade Improvement grants	0	5	2
Mayor's Local Business Outreach Program (MLBOP) visits	16	20	20
# of businesses assisted	225	175	200

Alexandria Economic Development Partnership, Inc. (cont'd)

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.

Activity Data

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$259,546	$252,229	$299,576
FTE's	1.5	1.5	1.5
# of jobs attracted	328	4,500	2,000
Square feet of commercial space leased - new	107,344	675,000	300,000
Commercial (office) vacancy rate*	12.4%	10.5%	11.0%
Commercial (office) average rental rate	$30.68	$34.00	$32.50

*FY 2011 Actuals are as of June 30, 2011. FY 2013 represents the projected vacancy rate for June 30, 2013.

**FY 2013 Net General Fund Expenditures includes resotation of $83,368 that was included as a reduction in the FY 2013 Proposed Budget.

Alexandria 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$343,222	$372,119	$406,171
Use of Retained Earnings*	$0	$1,390	$24,901
Less Revenues	$131,722	$83,000	$102,000
Net General Fund Expenditures	$211,500	$287,729	$279,270
Program Outcomes			
# of clients assisted	395	400	425

*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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$279,726	$303,277	$331,029
FTE's	3.1	3.1	3.1
# of clients assisted	395	400	1,000
# of clients assisted with economic downturn issues	55	25	25
Increased sales by client companies	$13,207,148	$6,000,000	$10,000,000
Increased jobs (created and retained)	385	250	300
New capital investment by client companies	$ 3,887,950	$ 2,000,000	$ 2,500,000

BUSINESS ASSISTANCE - INDIVIDUAL INQUIRIES/INFORMATIONAL MATERIALS - The goal of Business Assistance - Individual Inquiries/Information Materials is to provide timely answers to initial inquiries from existing business owners and new entrepreneurs to help them with the issues that concern them and to help determine what resources, including the SBDC, can be helpful to them.			
Total Expenditures	$63,496	$68,842	$75,142
FTE's	0.7	0.7	0.7
# of information mailings/e-mails	301	600	400
# of training events/attendees	21/445	30/600	41/1052

Other Economic Development Activities

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$121,532	$230,000	$230,000
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$121,532	$230,000	$230,000
Program Outcomes			
No Program Outcomes	N/A	N/A	N/A

Activity Data

Marketing Fund - The Marketing Fund is a matching grant program designed to leverage private matching dollars and increase cooperation and coordination among multiple businesses and organizations to promote Alexandria as a destination for visiting, shopping, dining and doing business.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$76,532	$185,000	$185,000
Non-City funding	$0	$0	$0
City funding	$76,532	$185,000	$185,000

First Night Alexandria			
Expenditures*	$45,000	$45,000	$45,000

*In addition to the $45,000 allocated directly to First Night Alexandria, the organziation received $2,200 from the Marketing Fund and $11,433 from the Arts Commission in FY 2011.

Economic Development Activities

Summary of Budget Changes

Adjustments to Maintain Current Services

Agency	Adjustment	FY 2013 Approved
ACVA		**$39,058**
	Personnel costs increase as a result of a 3% merit for ACVA staff and non-personnel costs increase by $2,771 to cover the inflationary-based lease adjustment for office space.	
AEDP		**$29,185**
	This adjustment accommodates merit increases for AEDP staff as well as increased costs associated with employee benefits. The increase also covers an increase in occupancy costs.	
SBDC		**$8,805**
	This increase provides for a merit increase to SBDC staff and covers SBDC's share of the increased cost for office space.	

Expenditure Reduction

Agency	Reduction Option	FY 2013 Approved
SBDC	*Reduction to Small Business Consulting Services*	**($17,264)**
	This reduction partially reduces the level of individual client consulting hours provided by outside expertise to Alexandria small business owners. Current SBDC staff and additional SCORE counselors, who provide services at no cost, will help to offset this reduction.	

Supplemental Adjustment

Agency	Adjustment	FY 2013 Approved
ACVA	*Additional Investment for Destination Advertising*	**$100,000**
	The Destination Advertising Campaign serves 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 third-party study commissioned by the City and ACVA in 2010 concluded that $1 spent on advertising resulted in $133 of visitor spending or $4 in tax revenue for the City. The FY 2012 Approved budget provided an additional $300,000 for destination advertising which doubled the programs budget to the current level of $601,306. This additional investment was also expected to double the economic impact of the advertising campaign from $40 million to $80 million per year, while also generating at least $300,000 in revenue for the City. Increasing the destination advertising budget by $100,000 in FY 2013 will add frequency to the current campaign's schedule and will have an additional economic impact of up to $13 million. This City anticipates the $100,000 investment will be offset by at least $200,000 in revenue as a result of increased visitor spending in FY 2013 and a larger amount in FY 2014 and beyond.	

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Operating Agencies

PARKS, RECREATION AND CULTURAL

Historic Alexandria..... 17-2
Library..... 17-9
Recreation, Parks and Cultural Activities..... 17-16
Other Recreation Activities 17-33

Historic Alexandria

Mission Statement: The Office of Historic Alexandria (OHA) enhances the quality of life for City residents and visitors by preserving and interpreting Alexandria's historic properties, archaeological sites, cultural resources, artifact collections, objects, archives, records, and personal stories, and by encouraging audiences to appreciate Alexandria's diverse historic heritage and its place within the broader context of American history.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$2,341,294	$2,343,974	$2,456,479	4.8%
Non-Personnel	$711,946	$958,297	$770,548	-19.6%
Capital Goods Outlay	$0	$4,500	$4,500	0.0%
Total Expenditures	$3,053,240	$3,306,771	$3,231,527	-2.3%
Funding Sources				
Internal Service	$0	$0	$0	
Special Revenue Fund	$492,318	$510,901	$461,618	-9.6%
Total Designated Funding Sources	$492,318	$510,901	$461,618	-9.6%
Net General Fund Expenditures	$2,560,922	$2,795,870	$2,769,909	-0.9%
Total Department FTE's	26.0	26.0	26.2	0.8%

Highlights

• In FY 2013 the General Fund budget for the Office of Historic Alexandria decreases by $25,961, or -0.9%.

• Personnel costs increase by $112,505, or 4.8%, attributable to employee step adjustments, increases in benefits costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. An increase in 0.2 FTE is attributable to converting an existing position to a lower grade and step in order to provide additional part-time hours without an increase in personnel costs associated with the position.

• Total non-personnel costs decrease by $187,749, or -19.6%. One-time FY 2012 funding ($150,000) for the Fort Archaeological Study Stages II-A and B is not required in FY 2013, as the current funding will fund all activities associated with the current study, but not subsequent stages of study. A reduction of $20,000 in funding for Civil War Sesquicentennial is included (reducing funding from $100,000 in FY 2012 to $80,000 in FY 2013), with City staff continuing to look for opportunities for private contributions to supplement City funds.

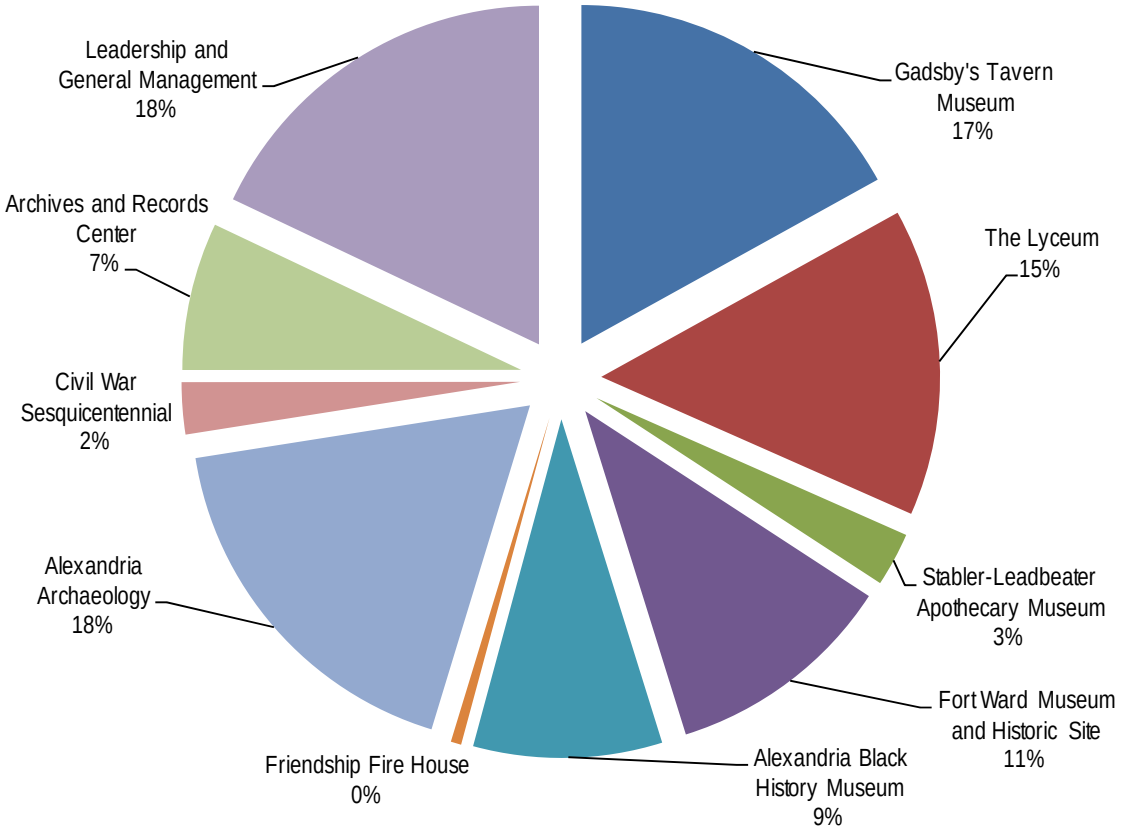
• Additionally in non-personnel, $5,000 was transferred from the Historic Alexandria Capital Facilities Maintenance Program (CFMP) in the Approved FY 2013 – 2022 CIP to the FY 2013 Operating Budget for annual maintenance costs associated with erosion control at the Ft. Ward bastions. Additional non-personnel reductions reflect adjustments of Special Revenue accounts based on anticipated revenues.

• Revenues from Special Revenues decrease by $49,283 or -9.6% based on FY 2011 actual revenues and FY 2012 projected revenues.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of visitors to City historic sites rating their overall experience as good to excellent	95%	95%	95%
% of visitors who state they have gained an appreciation of local history	97%	95%	95%
Total number of visitors/program participants served	192,708	185,000	191,500

FY 2013 Approved Expenditure by Activity



Historic Alexandria

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Historic Resources	$3,053,240	$3,306,771	$3,231,527	-2.3%
Total Expenditures	$3,053,240	$3,306,771	$3,231,527	9.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Historic Resources	26.0	26.0	26.2	0.8%
Total Full Time Equivalents	26.0	26.0	26.2	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
- Civil War Sesquicentennial

Dept Info

Department Contact Info
703.746.4554
http://oha.alexandriava.gov/

Department Head
Lance Mallamo
703.746.4554
Lance.Mallamo@alexandriava.gov

Historic Resources Program

The goal of Historic Resources is to preserve significant buildings, places, sites, documents and artifacts on behalf of City residents, and to foster an appreciation for Alexandria's significant role in American history through public use, education and enjoyment of these resources.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$3,053,240	$3,306,771	$3,231,527
Less Revenues	$492,318	$510,901	$461,618
Net General Fund Expenditures	$2,560,922	$2,795,870	$2,769,909
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	97%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$560,982	$594,826	$580,238
FTE's	2.9	2.9	2.9
*Total number of visitors/program participants served	192,708	185,000	191,500
OHA operating costs per resident	$15.73	$17.87	$16.87
% of department outcomes achieved	87%	95%	95%

* FY 2011 attendance includes 24,898 visitors/participants not reflected in a specific activity (Historic Alexandria History Center and Waterfront Shop). FY 2012 & FY 2013 do not include projected attendance at that facility, as there is uncertainty regarding occupancy of the space in FY 2012. FY 2012 & FY 2013 totals include 11,500 vistors/participants not reflected in a specific activity (events 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	$565,078	$520,880	$547,764
FTE's	4.1	4.1	4.1
# of visitors/program participants	24,235	23,000	24,000
Cost per visitor/program participant	$15.28	$22.65	$22.82
% of visitors who rated their experience as good to excellent	99%	95%	98%

THE LYCEUM – The goal of The Lyceum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.			
Expenditures	$442,279	$470,733	$474,193
FTE's	4.8	4.8	4.8
# of visitors/program participants	23,703	35,000	35,000
Cost per visitor/program participant	$17.32	$13.45	$13.55
% of visitors who rated their experience and good to excellent	98%	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 2011 Actual	FY 2012 Appproved	FY 2013 Approved
Expenditures	$110,908	$78,282	$83,179
FTE's	1.0	1.0	1.0
# of visitors/program participants	11,447	8,500	10,000
Cost per visitor/program participant	$4.73	$9.21	$8.32
% of visitors who rated their experience and good to excellent	99%	95%	98%

FORT WARD MUSEUM AND HISTORIC SITE – The goal of Fort Ward is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.			
Expenditures	$304,511	$328,891	$355,367
FTE's	3.1	3.1	3.3
# of visitors/program participants*	40,363	40,000	40,000
Cost per visitor/program participant	$7.15	$8.22	$8.88
% of visitors who rated their experience as good to excellent	98%	95%	95%

*Includes visitors or program participants to main museum building only.

ALEXANDRIA BLACK HISTORY MUSEUM – The goal of the Alexandria Black History Museum is to present programs that foster tolerance and understanding among all cultures and to stimulate appreciation for the diversity of the African American experience.			
Expenditures	$300,275	$273,550	$291,161
FTE's	2.6	2.6	2.6
# of visitors/program participants	11,093	7,000	8,000
Cost per visitor/program participant	$24.66	$39.08	$36.40
% of visitors who rate their experience as good to excellent	94%	90%	92%

FRIENDSHIP FIRE HOUSE – The goal of Friendship Fire House is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.			
Expenditures	$15,956	$15,521	$16,045
FTE's	0.2	0.2	0.2
# of visitors/program participants	2,745	3,000	3,000
Cost per visitor/program participant	$5.81	$5.17	$5.35
% of visitors who rated their experience as good to excellent	92%	90%	92%

Historic Resources Program, continued

Activity Data

ALEXANDRIA ARCHAEOLOGY – The goal of Alexandria Archaeology is to discover and preserve our 13,000-year heritage in order to enhance the City's historic character and public appreciation of Alexandria's diverse past and significant archaeological collection.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$533,612	$719,217	$575,500
FTE's	5.0	5.0	5.0
# of cubic feet of archaeological collections	3,300	3,200	3,200
# of visitor/program participants	42,724	27,000	30,000
Cost per resident	$3.32	$5.06	$4.05
% of visitors who rated their experience as good to excellent	99%	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	$208,095	$204,871	$228,080
FTE's	2.4	2.4	2.4
# of boxes received and destroyed	3,381	2,500	2,500
# of research/records requests processed	1,742	1,200	1,200
Cost per box received and destroyed	$61.55	$81.95	$91.23
% of boxes processed that met governmental standards	94%	98%	98%
% of requests fulfilled within five days	99%	95%	95%

CIVIL WAR SESQUICENTENNIAL - The goal of providing funding for the Civil War Sesquicentennial commemoration is to promote heritage tourism activities associated with the Civil War 150th commemoration. Activities and events will take place from FY 2012 to FY 2015.			
Expenditures	$11,544	$100,000	$80,000
FTE's	0.0	0.0	0.0
# of visitors/program participants	0	30,000	30,000
% of visitors who rated their experience as good to excellent	0%	95%	95%
% of visitors who express an increase in their understanding of the Civil War	0%	95%	95%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTE	FY 2013 Approved
Fort Ward	*Landscaping*		**$5,000**
Begining in FY 2013, $5,000 is transferred from the Historic Alexandria Capital Facilities Maintenance Program (CFMP) in the Approved FY 2013 – 2022 CIP to the FY 2013 Operating Budget for annual maintenance costs associated with erosion control at the Ft. Ward bastions. The costs associated with annual maintenance are more approporiately charged to the operating budget.			

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2013 Approved
Archaeology	*Fort Ward Archaeological Study (II A & B)*		**($150,000)**
In FY 2012, $150,000 in one-time funding was approved for Stages II A & B of the Fort Ward Archaeological Study. The study is still on-going, and additional funding is not included in FY 2013 for future study phases.			
Civil War Sesquicentennial Funding	*Printing & Binding*		**($20,000)**
In FY 2012, $100,000 was provided for heritage tourism activites associated with the Civil War Sesquicentennial. A reduction in the amount of $20,000 in printing and binding (publications) is approved for FY 2013. Historic Alexandria staff will continue to pursue private contributions to supplement City funding. To date, over $12,000 has been received in private contributions for heritage tourism activities associated with the Civil War Sesquicentennial.			

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$5,271,905	$5,818,239	$6,066,180	4.3%
Non-Personnel	$1,030,091	$1,249,164	$1,272,390	1.9%
Capital Goods Outlay	$0	$11,642	$0	-100.0%
Total Expenditures	$6,301,996	$7,079,045	$7,338,570	3.7%
Funding Sources				
Internal Service	$0	$11,642	$0	-100.0%
Special Revenue Fund	$422,541	$462,450	$460,406	-0.4%
Total Designated Funding Sources	$422,541	$474,092	$460,406	-2.9%
Net General Fund Expenditures	$5,879,455	$6,604,953	$6,878,164	4.1%
Total Department FTE's	76.4	75.4	73.2	-3.0%

Highlights

• In FY 2013 the General Fund budget for the Library increases by $273,211, or 4.1%, primarily attributable to employee step adjustments, increases in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution, as well as restoration of a 0.75 FTE eliminated as part of the Proposed Budget.

•The total personnel cost increases were offset by the reduction of 3.0 vacant FTE positions and seasonal employee funding as part of the Proposed Operating Budget associated with positions that were being held vacant as a result of the reduction in Library operating hours in FY 2011. In order to maintain current service levels, some of the funding from the vacant positions was redirected to fund part-time employees throughout the Library system.

• As part of the budget add-delete process, City Council approved an additional $50,000 to provide additional operating hours at the Special Collections/Local History branch library. Associated with the funding increase was an additional 0.75 FTE to provide staffing for those additional hours. This increase of 0.75 FTE is offset by the reduction of 3.0 FTEs of vacant positions. The final net FTE decrease in Library staffing in the FY 2013 Operating Budget is 2.25 FTEs.

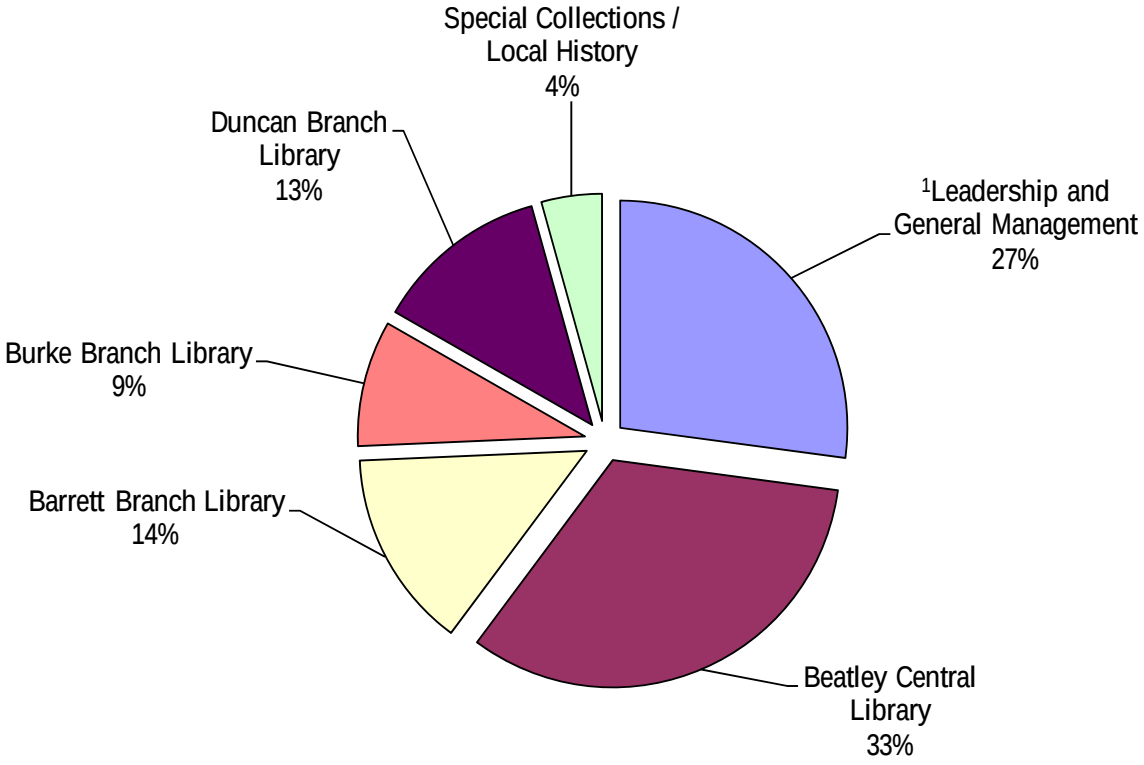
• Total non-personnel costs increase by $23,226 or 1.9%. Utility costs increase $35,357 based on historical data and FY 2013 projected usage and rates, while insurance premiums decrease $26,069 based an actual FY 2012 premium amounts.

• Revenues decrease by $13,686 or -2.9%. A transfer from the City's internal service fund for vehicle replacement is not planned in FY 2013 (budgeted at $11,642 in FY 2012). State revenue continues to decline, decreasing $2,044 from $161,950 in FY 2012 to $159,906 in FY 2013. This is in addition to a decrease from $183,661 in FY 2011 to $161,950 in FY 2012 (a decrease of $21,711)

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total number of visitors	878,996	880,980	883,700
Total number of materials circulated/used in all Library branches	1,028,897	1,105,000	1,060,000
Total number of internet sessions in all Library branches	134,042	151,000	137,000
Total number of people attending children's programs in all Library branches	22,205	26,701	23,701
Average cost per action (reference question answered, material circulated, Internet session, children's program attendees) in all Library branches	$2.23	$2.36	$2.52

FY 2013 Approved Expenditures by Activity



[1] This activity includes Library Administration, IT, custodial services, and the Library's Technical Services Division.

Library

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Library Resources	$6,301,996	$7,079,045	$7,338,570	3.7%
Total Expenditures	$6,301,996	$7,079,045	$7,338,570	3.7%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Library Resources	76.4	75.4	73.2	-3.0%
Total Full-time Equivalents (FTE's)	76.4	75.4	73.2	-3.0%

Library Programs and Activities

Library Resources
- Leadership & General Management
- Beatley Central Library
- Barrett Branch Library
- Burke Branch Library
- Duncan Branch Library
- Special Collections/Local History

Dept Info

Department Contact Info
703.746.1701
http://www.alexandria.lib.va.us./

Department Head
Rose T. Dawson, Director
703.746.1701
rdawson@alexandria.lib.va.us

Department Staff
Linden Renner, Deputy Director
Linda Wesson, Division Chief/Administrative Services
Jean Gregorio, Fiscal Analyst

Branch Managers
Renee Dipilato, Beatley Central Library
Elizabeth Stromme, Barrett Branch Library
Ashley Jefferson, Burke Branch Library
Pat Ryckman, Duncan Branch Library
George Combs, Special Collections/Local History

Library Resources Program

The goal of Library Resources is to facilitate public library services for city residents and the general public.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$6,301,996	$7,079,045	$7,338,570
Less Revenues	$422,541	$474,092	$460,406
Net General Fund Expenditures	$5,879,455	$6,604,953	$6,878,164
Program Outcomes			
Citizens' Ratings of Overall Library Services (0%-100% satisfied)*	80.7%	90.0%	90.0%

*Changed the satisfaction rating scale on the Patron Satisfaction Survey plus Library reduced hours.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,680,835	$1,888,085	$1,990,275
FTE's	19.5	19.5	18.8
# of departmental FTEs managed (or supported)	76.4	75.4	73.2
Leadership & Management Support Services expenditures as a % of department total	26.7%	26.7%	27.1%
# of facilities maintained	4	4	4
% satisfaction with facility cleanliness*	83%	75%	97%
% of effectiveness targets met	33%	66%	66%

*Changed the satisfaction rating scale on the Patron Satisfaction Survey plus Library reduced hours.

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	$2,202,817	$2,474,429	$2,426,999
FTE's	27.1	26.1	24.9
# of materials circulated	521,379	540,000	530,000
# of Internet sessions	67,982	74,000	70,000
# of visitors	341,415	341,800	342,000
# of people attending children's programs	6,722	9,500	8,000
Cost per action (materials circulated, Internet sessions, visitors, children's program attendees)	$2.35	$2.56	$2.55
Beatley Library turnover rate (# of times each book circulates per year)	2.64	2.70	2.65

Library Resources Program, continued

Activity Data

BARRETT BRANCH LIBRARY - The goal of Barrett Branch Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$867,661	$974,645	$1,036,768
FTE's	10.1	10.1	9.6
# of materials circulated	127,958	150,000	130,000
# of Internet sessions	18,190	23,000	18,000
# of visitors	122,975	122,980	123,000
# of people attending children's programs	4,513	5,800	4,500
Cost per action (materials circulated, Internet sessions, visitors, children's program attendees)	$3.17	$3.23	$3.76
Barrett Library turnover rate (# of times each book circulates per year)	1.61	2.20	2.00

DUNCAN BRANCH LIBRARY - The goal of Duncan Branch Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public.			
Expenditures	$724,590	$813,933	$910,769
FTE's	8.9	8.9	8.7
# of materials circulated	251,169	270,000	270,000
# of Internet sessions	17,583	19,500	18,000
# of visitors	223,525	224,000	225,000
# of people attending children's programs	8,799	10,000	9,000
Cost per action (materials circulated, Internet sessions, visitors, children's program attendees)	$1.45	$1.55	$1.74
Duncan Library turnover rate (# of times each book circulates per year)	2.64	3.10	2.80

BURKE BRANCH LIBRARY - The goal of the Burke Branch Library is to provide complete branch library services, including access to computers, Internet services and conventional library material, while functioning as a shared use facility with the Alexandria City Public Schools.			
Expenditures	$631,731	$709,625	$657,789
FTE's	8.0	8.0	7.3
# of materials circulated	113,325	130,000	115,000
# of Internet sessions	30,287	34,500	31,000
# of visitors	175,380	176,500	178,000
# of people attending children's programs	2,170	1,400	2,200
Cost per action (materials circulated, Internet sessions, visitors, children's program attendees)	$1.97	$2.07	$2.02
Burke Library turnover rate (# of times each book circulates per year)	1.72	2.10	1.80

Library Resources Program, continued

Activity Data

SPECIAL COLLECTIONS / LOCAL HISTORY – The goal of Special Collections is to provide access to information on local history topics in order to further the development of knowledge of Alexandria and Virginia history.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$194,363	$218,328	$315,970
FTE's	2.8	2.8	4.1
# of materials used	15,066	15,000	15,000
# of visitors	15,701	15,700	15,700
Cost per visitor or material used	$6.32	$7.11	$10.29
Special Collections turnover rate	0.84	0.85	0.85
[1]% satisfaction with Special Collections' services	74.7%	85.0%	75.0%

[1]Changed the satisfaction rating scale on the Patron Satisfaction Survey plus Library reduced hours.

Library

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTE	FY 2013 Approved
Utilities	*Electricity/Gas/Water*		**$35,357**
Utility costs (electricity, water, and gas) for all Library facilities increase by $35,357 based on historical data and FY 2013 projected usage and rates. Electricity costs increase $28,209; natural gas costs increase $7,148; and there is no change in water costs.			
Insurance	*Insurance Costs*		**($26,069)**
Premiums paid to the Virginia Municipal League (VML) decrease $26,069 based on actual premium amounts provided by VML.			

Expenditure Reductions

Activity	Adjustment	FTE	FY 2013 Approved
Personnel Reductions	*Elimination of Vacant Positions and Reallocation of Personnel Resources*	**3.0**	**($46,001)**
The FY 2013 Operating Budget includes the reduction of 3.0 vacant FTE positions and seasonal employee funding associated with positions that were being held vacant as a result of the reduction in Library operating hours in FY 2011. Funding was not included in the FY 2013 Operating Budget to restore those hours, so the positions were eliminated. Positions eliminated include: 0.75 FTE in Leadership and General Management; 1.25 FTE at Beatley Central Library; 0.25 FTE at the Duncan Branch Library; and 0.75 FTE at Burke Branch Library. In order to maintain current service levels, some of the funding from the vacant positions was redirected to fund part-time employees throughout the Library system. The result was a reduction in the amount of $155,992 in vacant and seasonal positions, offset by an increase in part-time funding throughout the Library system in the amount of $109,992 for a net reduction of $46,000. It is important to note that even with these reductions, there will be no impact to FY 2013 service levels at the main and branch libraries.			

Supplemental Adjustments

Activity	Adjustment	FTE	FY 2013 Approved
Special Collectons/Local History	*Additional Operating Hours*	**0.75**	**$50,000**
As part of the budget add-delete process, City Council approved an additional $50,000 in FY 2013 for additional operating hours at the Special Collection/Local History branch library. As part of this additional funding, an additional 0.75 FTE was added to the total Library department FTE count. Additionally, a 0.5 FTE position at the Barrett branch library was also transferrred to the Special Collections/Local History branch library. This transfer was a reassignment of an existing FTE, and had no net increase in the overall Library budget.			

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	$14,044,064	$14,685,496	$15,477,005	5.4%
Non-Personnel	5,410,128	5,228,043	5,355,420	2.4%
Capital Goods Outlay	40,847	438,366	142,423	-67.5%
Interfund Transfers	211,624	0	0	NA
Total Expenditures	$19,706,663	$20,351,905	$20,974,848	3.1%
Less Revenues				
Internal Services	$309,062	$412,593	$120,650	-70.8%
Special Revenue Funds	760,647	535,253	514,806	-3.8%
Total Designated Funding Sources	$1,069,709	$947,846	$635,456	-33.0%
Net General Fund Expenditures	$18,636,954	$19,404,059	$20,339,392	4.8%
Total Department FTE's	172.8	169.6	170.6	0.6%

Highlights

• The FY 2013 RPCA General Fund budget increases by $935,333, or 4.8%.

•The total of all personnel actions impacting the FY 2013 results in a net increase of $791,509, or 5.4%. This is primarily attributable to employee step adjustments, increases in benefits costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee.

• Current services adjustments and supplemental request increases impacting personnel costs total $128,492 and include Witter Field (1.0 FTE Equipment Operator, seasonal and overtime costs), Potomac Yard/Simpson Fields (seasonal employees), and sports field and program monitors (season employees, offset 100% by additional revenues). Potomac Yard/Simpson Field was turned over to the City in January 2012 and Witter Fields is scheduled to open spring 2012.

• Personnel expenditure reductions total $87,830 and include the reduction of season employee costs associated with small tree and beautification hand watering, elimination of the Ft. Ward Manager on Duty during weekends, and closing Ewald pool.

• Current services adjustments and supplemental request increases associated with non-personnel costs total $180,486 and include funding for Witter Fields, Potomac Yard/Simpson Fields, Four Mile Run Park, sports field and program monitors (offset 100% by additional revenues), and additional funding for youth classes and programs (offset 100% by revenues). Four Mile Run Park is scheduled to be completed in summer 2012.

Highlights, continued

• Funding in the amount of $15,000 was added to the Office of the Arts for routine maintenance and cleaning of public art. This funding was in the Public Art Maintenance capital project in FY 2012, however these types of expenditures are more appropriately charged to the operating budget. A corresponding decrease was made to the Public Art Maintenance capital project.

• An adjustment of $105,000 for contract instructors for adult recreation classes which was part of the November 2011 supplemental appropriation ordinance is included as part of the base FY 2013 operating budget.

• Expenditure reductions associated with non-personnel costs include reducing contract services to pay for graffiti removal and urban forestry services (tree removal and pruning services), operating costs associated with closing Ewald pool, and other small operating cost reductions totaling $117,142.

• Other non-personnel expenditure reductions include a reduction of $36,200 in a transfer to the special revenue fund to reduce costs associated with the City's birthday celebration. To replace the Alexandria Symphony, options include a military band or local performing artist/group and use the City new mobile stage. The impact on the reduction of service should be minimal since live entertainment will be provided with entertainment from the military community or local performing artists. Use of the City's new mobile stage will be able to handle the performance groups . The mobile stage will not need overnight security since the stage can remain secured until needed on the day of the event. Additionally in the special revenue fund, a decrease of $19,767 is associated with projected FY 2013 costs associated with USDA After School food service costs.

• The total of all non-personnel actions results in an increase of $127,377, or 2.4% over the FY 2012 Approved Budget.

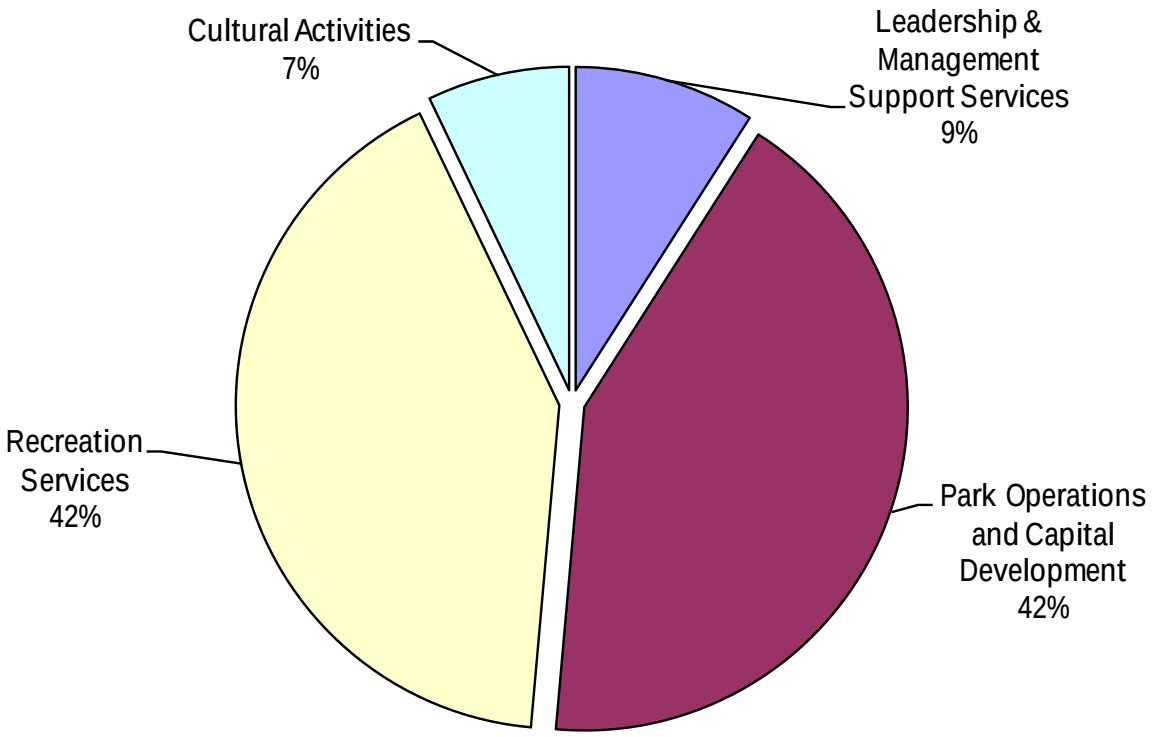
• Capital goods outlay decreases $295,423, or 67.5% due to changes in scheduled vehicle replacements in FY 2013.

• Revenue decrease $312,390, or 33% due to a decrease of $291,943 from the City's internal service fund for fleet replacement costs and an adjustment of $20,447 to the expected reimbursement for the USDA After-School Snack Program to reflect prior year actual program experience. The City is reimbursed for the costs related to the USDA food programs.

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of community residents rating the department services/facilities as good to excellent	95%	86%	86%
# of open space acres protected in accordance with Open Space Master Plan	0.5	0.5	0.5
Average cost per park facility maintained	N/A	$8,232	$7,963
% cost recovery for direct special events support	55%	55%	55%

FY 2013 Approved Expenditures by Program



Recreation, Parks, & Cultural Activities

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	$1,754,952	$1,864,901	$1,897,552	1.8%
Park Operations and Capital Development	$8,328,900	$8,835,786	$8,883,049	0.5%
Recreation Services	$8,067,487	$8,269,832	$8,703,945	5.2%
Cultural Activities	$1,555,324	$1,381,386	$1,490,302	7.9%
Total Expenditures	$19,706,663	$20,351,905	$20,974,848	3.1%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services[1]	21.1	16.7	16.8	0.8%
Park Operations and Capital Development	68.6	68.3	68.3	0.0%
Recreation Services	75.2	77.1	77.5	0.5%
Cultural Activities	7.8	7.5	8.0	6.7%
Total full time equivalents[3]	172.8	169.6	170.6	0.6%

[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.

RPCA Programs and Activities

Leadership and General Management
- Leadership and General Management

Park Operations and Capital Development
- Park Planning & Dev. Of Open Space
- Park Ops & Facility Maintenance
- Marina Operations
- Natural Resource Management
- Environmental Education

Recreation Services
- Youth Activities
- Adult Activities
- Neighborhood Recreation Centers
- Aquatics

Cultural Activities
- Office of the Arts
- Durant Center
- Special Events

Dept Info

Department Contact Info
703.746.4343
www.alexandriava.gov/recreation

Department Head
Jim Spengler, Director
703.746.5500

Department Staff
Jack Browand Acting Deputy Director, Park Operations
Alisa Carrel, Deputy Director, Office of the Arts
William Chesley, Deputy Director, Recreation Services
Ron Kagawa, Division Chief, Park Planning
Fariba Maslaki, Fiscal Officer III

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	8.9%	9.2%	9.0%
Total Expenditures	$1,754,952	$1,864,901	$1,897,552
Less Revenues	$13,168	$3,000	$3,000
Net General Fund Expenditures	$1,741,784	$1,861,901	$1,894,552
Program Outcomes			
[1]% of community residents rating the department services/facilities as good to excellent	NA	86%	86%

[1] 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,754,952	$1,864,901	$1,897,552
FTE's	18.6	16.7	16.8
# of department FTE's managed	172.8	169.6	170.6
$ amount of departmental expenditures	$19,706,663	$20,351,905	$20,974,848
Leadership & General Management expenditures as a % of total department	9%	9%	9%
[1]FTE per 1,000 population for park operations	0.42	0.42	0.44
FTE per 1,000 population for recreation services	0.55	0.57	0.55
[2]% of community residents rating the department services/facilities as good to excellent	95%	86%	86%

[1] Does not include 6.1 FTEs for Park Planning & Open Space Development.

[2] Note: The FY13 rating is based on the 2011 Parks and Recreational Needs Assessment, a statisically accurate representation of Alexandria residents; the 2011 rating was based on a web-based survey. Alexandria population - 139,966 - Official Census Bureau estimate as of April 1, 2010.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	42.3%	43.4%	42.4%
Total Expenditures	$8,328,900	$8,835,786	$8,883,049
Less Revenues	$389,848	$442,593	$150,650
Net General Fund Expenditures	$7,939,052	$8,393,193	$8,732,399

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$346,649	$492,065	$539,411
FTE's	6.1	6.1	6.1
# of Open Space acres protected through acquisition in accordance with the Open Space Master Plan	0.5	0.5	0.5
# of recently acquired Open Space acres improved upon through use of Open Space funds	0.9	2.4	1.5
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 14 day schedule.			
Expenditures	$5,073,521	$5,469,556	$5,291,249
FTE's	42.7	43.0	43.0
% of maintenance cycles completed on time	N/A	N/A	100%
Acres of Parkland per 1000 population	N/A	6.8	6.8
Average cost per acre of park facility maintained (based on 664.45 acres)	N/A	$8,232	$7,963
# of Fields per 1000 population	N/A	N/A	0.35

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	$422,508	$423,491	$433,339
FTE's	3.4	3.0	3.0
% of slips leased	77%	74%	75%
% leaseholder survey rating 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. Natural resouces also include horticultural, school mowing and street median mowing.			
Expenditures	$2,226,950	$2,084,825	$2,224,389
Cost per square foot of flower beds maintained	$9	$9	$9
FTE's	12.2	12.1	12.1
# of urban forestry work orders completed	1,273	2,500	1,500
# of service requests from public	1,749	834	900
# of work orders	1,383	1,500	1,500
% of mowing cycle met	n/a	80%	80%

Park Operations and Capital Development Continued

Activity Data

ENVIRONMENTAL EDUCATION - The goal of Environmental Education is to provide quality, nature-based interpretive programs in order to aid the management, conservation, and preservation of Alexandria's natural resources through informative recommendations, conservation projects, and public education. (This activity is moved to Recreation Services beginning FY 2013, historical data is captured here.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$259,272	$365,849	$394,661
FTE's	4.2	4.1	4.1
# of visits to the Nature Center	16,233	15,500	15,000
# of programs held	n/a	24	30
% of participants reporting satisfaction with Nature Center Programs	100%	99%	99%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	40.9%	40.6%	41.5%
Total Expenditures	$8,067,487	$8,269,832	$8,703,945
Less Revenues	$236,644	$254,447	$234,000
Net General Fund Expenditures	$7,830,843	$8,015,385	$8,469,945
Program Outcomes			
% of residents reporting they are satisfied with programs in which they participated	99%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$2,056,710	$2,111,731	$2,242,459
FTE's	20.5	19.3	18.5
# of youth (18 and under) registrations in youth activities	11,697	13,050	12,000
% of participants reporting satisfaction with youth classes	90%	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	$666,972	$661,071	$760,474
FTE's	4.9	5.1	5.4
# of registrations in adult recreation activities	6,911	8,000	6,000
% of participants reporting satisfaction with adult classes	96%	99%	99%

NEIGHBORHOOD RECREATION CENTERS - The goal of Neighborhood Recreation Centers is to provide a variety of recreation, enrichment and leisure activities in order to meet the diverse needs of preschool children, school age children, teens, adults, and their families in a safe and healthy			
Expenditures	$3,642,091	$3,827,679	$4,125,995
FTE's	39.9	42.4	44.3
# of registered users of Recreation Centers and recreation activites	6,214	6,000	6,500
% of participants reporting satisfaction with Centers	93%	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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,701,714	$1,669,351	$1,575,017
FTE's	9.9	10.37	9.37
# of visits to aquatic facilities	204,455	175,000	210,000
Cost per visit /user	$8.32	$9.54	$7.47
% of participants reporting satisfaction with aquatic faculties	98%	99%	99%

Cultural Activities

The goal of Cultural Activities is to promote the value of arts and culture in the City of Alexandria by nurturing, investing in and celebrating the creative contributions of artists and arts organizations as well as special events. Through engaging the community, encouraging participation, and facilitating access to arts and culture, the department strives to build a vibrant community for all of the City's residents, workers and visitors.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	7.9%	6.8%	7.1%
Total Expenditures	$1,555,324	$1,381,386	$1,490,302
Less Revenues	$430,049	$247,806	$247,806
Net General Fund Expenditures	$1,125,275	$1,133,580	$1,242,496
Program Outcomes			
% cost recovery for direct special events support	55%	55%	55%

Activity Data

OFFICE OF THE ARTS – The goal of the Office of the Arts is to encourage artistic excellence in the City; assist Alexandria-based arts organizations in improving their financial, administrative, and management capabilities; provide individual artists with opportunities to create, perform, and present their works; and present community outreach programs.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
[1]Expenditures	$419,290	$455,890	$493,314
FTE's	1.9	1.9	1.9
Dollars ($'s) granted (including $5,000 from Virginia Commission for the Arts)	$184,937	$184,937	$184,937
# of funded activities by grant recipients	700	712	700
# of people reached through activities by grant recipients	241,000	286,142	241,000

[1]The FY 2011 - FY 2013 budgets include $184,937 for Arts Grants.

DURANT ARTS CENTER - The goal of the Durant Arts Center is to provide a safe, clean, functional, attractive and dynamic venue for performances, rehearsals, meetings, classes, programs and special events for the community while generating revenue.			
Expenditures	$364,305	$278,260	$269,874
FTE's	3.6	3.6	3.1
# of paid facility rentals	60	88	60
# of free facility rentals	2,137	1,089	2,100
Facility revenue generated	$37,027	$44,346	$37,000
# of participants in activities held at the Durant Center	N/A	55,426	55,000
% of participants satisfied with facility rental at Durant Center	100%	99%	100%

Cultural Activities, Continued

Activity Data

SPECIAL EVENTS - The goal of the Special Events activity is to host special events, programs, and services in order to provide residents and visitors the opportunity to engage in life long learning experiences and leisure activities.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$771,729	$647,236	$727,114
FTE's	2.3	2.0	3.0
# of special events supported	160	175	175
Number of hours of special events held in the City	725	750	750
Cost per special event supported	$4,823	$3,698	$4,155
% cost recovery for direct special events support	55%	55%	55%
% cost recovery for non-City funded special events	99%	100%	100%
% of participants reporting satisfaction with events	100%	100%	100%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Current Service Adjustment		FTE's	FY 2013 Approved Budget
Park Ops and Facility Maint.	*Witter Fields*	**1.0**	**$154,833**
The Witter Recreational Fields project is currently under construction, and a portion of the site is anticipated to open to the public in the spring of 2012. The acquisition of the property and construction of the project was funded through the Woodrow Wilson Bridge Settlement Agreement. The new complex includes approximately 13 acres of land with two rectangular fields, one diamond field, parking, a ring road, two pavilions, and a restroom/maintenance building. Witter Recreational Fields will be a premier athletic complex that will serve the adult and youth recreation users, and local high school teams including the T.C. Williams Girls Softball Team.			
Park Ops and Facility Maint.	*Potomac Yards/Simpson Fields*	**0.0**	**$71,989**
The Potomac Yard Fields are being constructed by Potomac Yard Development to replace the existing interim fields . The fields were turned over to the City in January 2012. The two replacement fields are engineered Bermuda turf and a significant upgrade from the interim fields. The property also includes approximately 135,000 square feet of additional parkland adjacent to the final fields.			
Park Ops and Facility Maint. **Natural Resource Management**	*Four Mile Run Park*	**0.0**	**$40,125**
The property is presently a parking lot and site of previous (now removed) buildings. Landscape maintenance was not performed on the property. Maintenance of the properties located adjacent to the new FMR Community Building (former Duron store) were approved for improvements that include resurfacing of old parking lots, additional plantings, lawn and tree plantings that will require maintenance above what is required there today (mowing of perimeter, trash pick-up and weed removal). The site will serve as a destination gathering/event space, used by and highly visible to the community. This provides funding for the park site only, not the community building.			
Office of the Arts	*Public Art Maintenance*	**0.0**	**$15,000**
Beginning in FY 2013, $15,000 is transferred from the Public Art Maintenance Program in the Approved FY 2013 - 2022 CIP to the Approved FY 2013 Operating Budget for routine maintenance and cleaning of public art. The costs associated with routine maintenance and cleaning are more appropriately charged to the operating budget.			
TOTAL		**1.0**	**$281,947**

Summary of Budget Changes

Supplemental Adjustments

Activity	Supplemental Request		FY 2013 Approved Budget
Youth Activities	*Sports Field and Program Monitors*	**0.0**	**$24,556**
With the completion of construction of the new lighted Witter Athletic Complex (2 full size soccer fields, 1 diamond field, walking track, nature area and restrooms) in the late spring of 2012, the park and especially the fields will be programmed weekdays and weekends from 9:00 a.m. to 10:00 p.m. throughout the year. The fields will be programmed for the youth, adult and senior school and recreation department athletic programs, tournaments and rentals. The costs are 100% offset by fees charged for use of the fields and participation in programs.			
Youth Activities	*Youth Classes and Programs*	**0.0**	**$50,000**
Youth class enrollment is increasing, and to meet increased demand, new instructors must be hired and new classes will be offered. The costs are 100% offset by the fees charged for these classes.			
TOTAL		**0.0**	**$74,556**

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2013 Approved Budget
Natural Resource Management	*Reduce Urban Forestry Contract Services*	**0.0**	**($72,000)**
Reduce contract tree maintenance by 70 tree prunings & 40 tree removals.			
Natural Resource Management	*Eliminate Small Tree and Beautifications Plantings*	**0.0**	**($67,174)**
Eliminate the hand watering of beautification plantings such as those donated plantings in the King Street wells. In FY 2013, plantings will occur only in areas where irrigation currently exist, or where volunteer groups agree to continue the hand watering.			
Aquatics	*Close Ewald Pool*	**0.0**	**($22,000)**
This reduction option closes the Ewald Pool, located in the West End of the City. The average attendance at this pool is 15 patrons per day. The consistently low attendance including the limited use of the pool for the adult evening swim is why this reduction is recommended.			
Aquatics	*Cost Recovery from Swim Team*	**0.0**	**($4,306)**
RPCA would not have lifeguards on duty during TC Williams High School Swim team practices. ACPS would assume liability for team members.			
Park Ops and Facility Maint.	*Reduced Response to Graffiti Removal*	**0.0**	**($35,000)**
This reduction option will eliminate on-call contract services for graffiti removal. In FY 2013, RPCA staff will perform graffiti removal during normal working hours, with a projected delay in response time from 1-2 days to 5-7 days.			
Park Ops and Facility Maint.	*Eliminate Ft. Ward Manager on Duty (Weekends)*	**0.0**	**($22,000)**
Staff will be reduced to one seasonal staff for park support (trash removal and restroom cleaning) and will no longer receive onsite reservations. There will be a nominal service level reduction associated with this expenditure reduction. For the picnic season, onsite reservations averaged one or less per month.			
Special Events	*Reduce Costs Associated with the City's Birthday Celebration*	**0.0**	**($36,200)**
Reducing the entertainment cost of $21,000 for performance fees to the Alexandria Symphony ($21,000), the stage rental ($14,000), and eliminating overnight security ($1,200). To replace the Alexandria Symphony, options include a military band or local performing artist/group and use the City new mobile stage. The impact on the reduction of service should be minimal since live entertainment will be provided with entertainment from the military community or local performing artists. Use of the City's new mobile stage will be able to handle the performance groups . The mobile stage will not need overnight security since the stage can remain secured until needed on the day of the event.			
Office of the Arts	*Cultural Alliance Arts & Economic Impact Study*	**0.0**	**($900)**
The third and final payment of the Arts & Economic Prosperity Study was paid by in FY 2012. This study is conducted once every five years so funding can be eliminated in FY 2013.			
TOTAL		**0.0**	**($259,580)**

Summary of Budget Changes

Fees/Revenue Increases

Activity	Fee or Revenue Adjustment	FY 2013 Approved Revenue Increase
Youth Activities	*Out of School Time Fee*	**$260,000**
The current fee for Out of School Time Program during the school year and summer is $50 per child and $25 per child respectively. The proposal is to charge $25 per month per child. The total annual fee would be $250 for the school year program and $50 for the summer program. The projected increase in net revenue is $260,000, which accounts for a potential decline in program participation due to the increased fees.		
Youth Activities	*Cost Recovery for Sports Field and Program Monitors*	**$24,556**
With the completion of construction of the new lighted Witter Athletic Complex (2 full size soccer fields, 1 diamond field, walking track, nature area and restrooms) in the late spring of 2012, the park and especially the fields will be programmed weekdays and weekends from 9:00 a.m. to 10:00 p.m. throughout the year. The fields will be programmed for the youth, adult and senior school and recreation department athletic programs, tournaments and rentals. The costs are 100% offset by fees charged for use of the fields and participation in programs.		
Youth Activities	*Cost Recovery for Youth Classes and Programs*	**$50,000**
Youth class enrollment is increasing, and to meet increased demand, new instructors must be hired and new classes will be offered. The costs are 100% offset by the fees charged for these classes.		
Special Events	*Mobile Stage Rental Fees*	**$20,000**
This proposal resumes assessing the mobile stage rental fees enacted by City Council for the use of the mobile stage to community users. Staff stopped assessing the rental fees due to the age of the mobile stage and community partnerships with the non-profits and business associations. The City replaced the mobile stage in FY 2012 and new fees can be assessed. Assessing the stage rental fee of $59 per hour to City residents, and $79 per hour to non-residents could yield $20,000 in additional revenues. The rental fee is in additional to the staff time that is currently charged to delivery and set up of the stage. The stage rental fee includes the stage equipment and staff to deliver and set-up and the removal. Fees are waived for the major parades to include the George Washington Birthday Parade, St. Patrick's Day Parade and the annual Scottish Christmas Walk.		
Office of the Arts	*Cost Recovery for Foundation Center Online Grants Subscription*	**$3,100**
Currently, there are 30 organizations, including the Office of Historic Alexandria and Office of the Arts, participating in the Foundation Center Online Grants Subscription. Cost recovery of approximately 1/3 of the $9,300 total subscription cost is anticipated for FY 2013. Cost recovery is recommended to be on a sliding scale based on the percentage of Arts Commission grants funding for FY 2012. This plan is pending approval by the arts organizations which may require approval by their boards of directors.		
TOTAL		**$357,656**

Miscellaneous RPCA Data

FY 2013
RPCA General Fund Expenditures and Revenues

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
General Fund Expenditures	$18,636,954	$19,404,059	$20,339,392
General Fund Revenues			
General Parks & Recreation	$1,039,829	$1,397,168	$1,653,195
Chinquapin Recreation Center	$1,153,442	$839,998	$839,998
Total Revenues	$2,193,271	$2,237,166	$2,493,193
NET GENERAL FUND IMPACT	$16,443,683	$17,166,893	$17,846,199

FY 2013 Public Recreation Statistics	
[1]Total acreage maintained by RPCA	722.20
Facilities:	#
[2]Playgrounds	36
Gymnasiums	16
Swimming Pools	7
Basketball Courts (does not include multi-use courts)	19
Tennis Courts	36
Athletic Fields	49
Dog Parks	18
Total Facilities	181

[1]The FY 2013 acreage is significantly less than FY 2012 due to a new method of calculation. FY 2012 acreage was calculated at 964.62 acres, and included all areas within property parcel lines, including built space. The FY 2013 acreage calculation only includes areas maintained by RPCA.

[2]The FY 2012 statistics included 45 playgrounds. This number included playgrounds on school facilities not maintained by RPCA. In FY 2013, only RPCA maintained playgrounds are included.

Alexandria Commission for the Arts

Alexandria Commission for the Arts FY 2012 Grant Awards			
Organization	Type	Discipline	Award
Alexandria Choral Society	Operating	Music	$5,387.88
Alexandria Harmonizers	Operating	Music	$10,607.58
Alexandria Performing Arts Association	Operating	Interdisciplinary	$6,600.80
Alexandria Singers	Operating	Music	$10,952.95
Alexandria Symphony Orchestra	Operating	Music	$10,595.25
Ambassador Theater	Project	Theatre	$2,523.81
Art League	Operating	Visual Arts	$10,854.27
Choreographers Collaboration Project	Project	Dance	$1,293.43
Convergence Art Center	Operating	Interdisciplinary	$7,931.37
Del Ray Artisans	Operating	Visual Arts	$9,677.76
Eclipse Chamber Orchestra	Project	Music	$11,271.14
EcoVoce	Operating	Music	$1,904.58
Empowered Women International	Operating	Interdisciplinary	$10,151.21
First Night Alexandria	Operating	Interdisciplinary	$11,236.84
Friends of the Torpedo Factory Art Center	Operating	Visual Arts	$1,804.02
Jane Franklin Dance Company	Project	Dance	$3,634.22
Kathy Harty Gray Dance Theatre	Operating	Dance	$5,260.53
Karen Reedy Dance	Operating	Dance	$4,993.10
Living Legends of Alexandria	Operating	Visual Arts	$3,942.74
MetroStage	Operating	Theatre	$8,624.59
National Rehabilitation & Rediscovery Foundation	Project	Dance	$4,853.68
Northern Virginia Fine Arts Association	Operating	Interdisciplinary	$11,199.64
Port City Playhouse	Operating	Theatre	$5,882.65
Public Art Project (Individual Artist TBD)	Project	Visual Arts	$1,482.73
QuinTango	Project	Music	$5,571.35
Virginia Opera	Project	Music	$3,453.63
Washington Balalaika Society	Project	Music	$4,635.84
Washington Metro Philharmonic	Operating	Music	$8,609.41
TOTAL FY 2012 GRANTS			**$184,937.00**

Other Recreation

Description: The City of Alexandria is a member jurisdiction of the Northern Virginia Regional Park Authority (NVRPA). NVRPA strives to enhance the communities of Northern Virginia and enrich the lives of their citizens through the conservation of regional natural and cultural resources. It provides diverse regional recreational and educational opportunities, and fosters an understanding of the relationship between people and the environment. The City's contribution to NVRPA is based on its proportional share of the total population of member jurisdictions. NVRPA operates two facilities within the City of Alexandria, the Carlyle House and Cameron Run Regional Park.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
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 2013 from the FY 2012 Approved Budget. NVRPA has kept the per capita rate for appropriations flat for the sixth consecutive year.

• Additionally, in order to ensure that jurisdictional appropriations remain unchanged from FY 2012, NVRPA did not update population figures for FY 2013.

• In order to keep funding requests at FY 2012 levels, NVRPA is continuing to focus on cost controls, operational efficiencies, and diversified enterprise revenues. This approach has enabled NVRPA to provide an enhanced level of service at no increased cost to the City for the past several years, despite the impact of inflation and population increases in the NVRPA service area.

Selected Performance Measures

Selected Performance Measures [1]	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of Carlyle House Community Partnerships Developed[2]	9	10	11
Carlyle House Daily Tour Attendance	8,766	8,700	8,700
# of Cameron Run Picnic Shelter Rentals	59	68	68
% Increase in Cameron Pool Season Pass Sales	-5%	5%	5%
Average $ Amount Guests Spent on Food & Beverages[3]	$4.34	$4.63	$4.62

[1] Reported by the NVRPA.

[2] The approved FY 2012 performance measures are changed from the adopted FY 2012 target. The original FY 2012 target was 6.

[3] The approved FY 2012 performance measures are changed from the adopted FY 2012 target. The original FY 2012 target was $4.22.

Member Jurisdiction Budget Requests			
Jurisdiction	[1]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**

[1] Population based on "Annual Estimates of the Resident Population of Counties of Virginia: April 1, 2000 to July 1, 2007". Source: Population Division, US Census Bureau, March 2008.

Education

Alexandria City Public Schools 19-2
Northern Virginia Community College 19-10

Alexandria City Public Schools

Mission Statement: The mission of the ACPS is "to provide the environment, resources, and commitment to ensure that each and every student succeeds – academically, emotionally, physically, and socially. "

Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Final**	FY 2013 Final**	% Change 2012-2013
Expenditures - Operating Budget only *				
Total	$193,737,595	$210,569,152	$217,954,433	3.5%
Less Revenues				
State Aid	$25,716,362	$27,026,899	$30,956,387	14.5%
Beginning Balance	14,445,069	6,985,475	6,778,835	-3.0%
Other	1,667,459	1,600,358	732,806	-54.2%
Total Designated Funding Sources	$41,828,890	$35,612,732	$38,468,028	8.0%
Net General Fund Transfer	$167,886,567	$174,956,420	$179,486,405	2.6%
Ending Balance***	$15,977,862	$0	$0	

* The School's Operating Budget excludes expenditures associated with the FY 2013 School Nutrition Fund ($7.0 million) and the Grants and Special Projects Fund ($14.3 million).

** Subsequent to the City Council Budget Adoption, the School Board meets and approves a Final Budget that reflects the approved City General Fund Appropriation, as well as final estimates of State and federal revenues.

***Ending Balance is the result of actual revenues in excess of expenditures. Of the $15.9 million ending balance in FY 2011, $2.2 million is for encumbrances and prepaid items that will be carried over into subsequent fiscal years. A total of $6.9 million is designated for FY 2012 and another $2.8 million has been designated for FY 2013. The balance of $15.9 million 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.

Highlights

•The FY 2013 City General Fund transfer to the Schools for operating expenditures is $179,486,405. This is an increase of $4,527,986 or 2.6% over FY 2012.

•On January 19, 2012, the Superintendent presented a Proposed FY 2013 Operating Budget to the School Board totaling $215,691,137, a 2.4% increase over the School Board's FY 2012 Final Budget. The Superintendent's proposed budget requested a transfer from the City of $180,351,730, a 3.2% increase.

•On February 14, 2012, the City Manager presented the City's Proposed Operating Budget, which met City Council's guidance to provide the Schools with a General Fund appropriation for FY 2013 that reflected the same rate of growth over the FY 2012 appropriation, as General Fund revenues, which were estimated to increase by 3.3%.

•On February 23, 2012, the School Board approved their operating budget, totaling $215,168,668 and including a City appropriation of $180,548,722, or 3.3%.

Highlights (continued)

•On May 7, 2012, City Council approved the City's FY 2013 Operating Budget, which included a City appropriation of $179,489,405 and a total Schools operating budget of $216,058,812. During the Governor's final budget approval process, an additional $1.2 million was approved for ACPS to provide resources for inflationary increases, the cost of competing in Northern Virginia and the increased salary costs to offset the required retirement contribution changes for the Virginia Retirement System. City Council reduced the appropriation to the Schools system by the amount of the increased state revenue.

•On May 24, 2012, the School Board adopted the Final FY 2013 Operating Budget, totaling $217,954,433, including a $179,486,405 City General Fund Appropriation. The Schools FY 2013 Operating budget reflects a 3.5% increase compared to FY 2012.

•In order to remain competitive with other school districts in the area, ACPS has opted to implement the full 5% contribution rate shift in FY 2013 and will utilize the funds provided by the City in FY 2011 for future VRS costs. ACPS will also use their own existing fund balance to fully cover the costs in FY 2013.

•The VRS set-aside was established in FY 2011 after the Virginia General Assembly lowered contribution rates for 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. The Schools used approximately $1.1 million of the set-aside in FY 2012 and another $1.2 million was budgeted in Beginning Balance for FY 2013, in the Superintendent's Proposed budget to help offset the substantial VRS rate increases currently included in the Governor's proposed budget. The City and the Schools were provided with the option of budgeting at a lower VRS rate than the Actuarial Board recommended, but both organizations chose the more fiscally responsible VRS rates originally developed. In order to fund the 5% contribution rate shift at the higher VRS contribution rate, the Schools will use $6.9 million of Beginning Balance to fund the FY 2013 Operating budget.

•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 revenue totals $15.9 million in FY 2013, an increase of $0.9 million over the FY 2012 Final Budget. This is attributable to the $0.9 million increase in State revenue for the Virginia Preschool Initiative (VPI) which is newly allocated to the Schools in FY 2013 as a result of the City transferring lead agency responsibility for VPI to the Schools during FY 2012. Federal revenues are decreasing by $2.8 million primarily due to the expiration of the American Recovery and Reinvestment (ARRA) grants. Other revenue sources help to offset these losses.

•ACPS is projecting enrollment totals to be 12,798 in FY 2013, which is an increase of 403 students (3.2%) over FY 2012 actual enrollment.

•Details of the ACPS budget are available at http://www.acps.k12.va.us/. Details of the ACPS Capital Improvement Program can be found on the ACPS website noted above, and in the City's Approved FY 2013 – FY 2022 Capital Improvement Program.

Alexandria City Public Schools

Program Level Expenditure Summary

Expenditure by Major Program	FY 2011 Actual	FY 2012 Final	FY 2013 Approved	% Change 2012-2013
Instruction	$116,047,871	$129,453,556	$135,565,055	4.7%
Instructional Support	32,691,934	36,137,749	37,854,503	4.8%
Administration	16,590,890	18,580,200	18,904,874	1.7%
Attendance and Health	4,604,307	4,954,019	4,901,010	-1.1%
Transportation	8,251,496	7,249,399	7,621,127	5.1%
Operations and Maintenance	15,159,533	15,068,446	14,833,764	-1.6%
School Food Services	391,564	385,020	406,274	5.5%
Division-wide Programs	0	(1,259,237)	-2,132,174	69.3%
Total Operating Expenditures	$193,737,595	$210,569,152	$217,954,433	3.5%

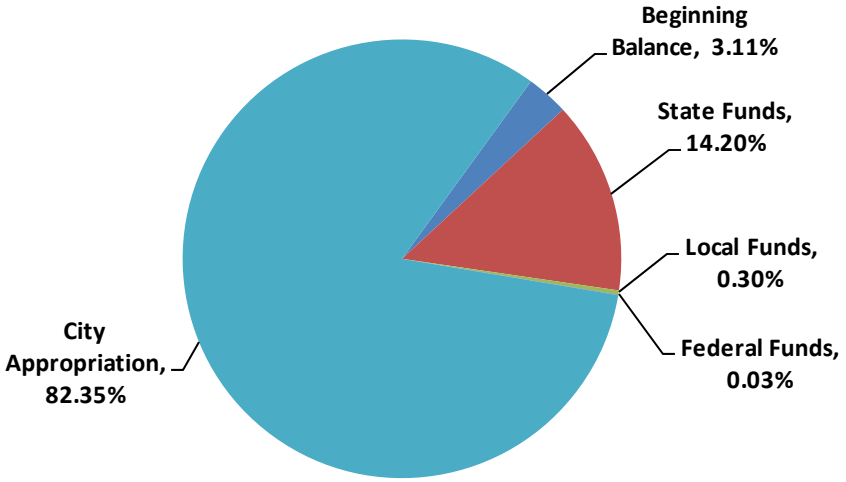
Staffing Summary by Major Program

Authorized Positions (FTE's) by Major Program	FY 2011 Actual	FY 2012 Final	FY 2013 Approved	% Change 2012-2013
Instruction	1,306.56	1,344.23	1,342.63	-0.12%
Instructional Support	262.83	283.08	284.88	0.64%
Administration	83.60	82.60	81.60	-1.21%
Attendance and Health	51.64	51.64	49.64	-3.87%
Transportation	134.00	134.00	138.00	2.99%
Operations and Maintenance	95.84	90.17	85.38	-5.31%
School Food Services	12.99	17.03	17.03	0.00%
Division-wide Programs	2.90	9.00	24.00	166.67%
Total FTE's *	1,950.36	2,011.75	2,023.16	0.57%

* Positions are for the Operating Fund only and do not include positions supported by the Grants and Special Projects Fund or the School Lunch Fund.

Alexandria City Public Schools

FY 2013 Approved Funding Source Breakdown



Cost per Pupil WABE Guide Data*	
Division	FY 2012
Alexandria City	$17,618
Arlington County	$18,047
Fairfax County	$12,820
Loudoun County	$11,014
Prince William County	$9,852

*Source: Washington Area Boads of Education (WABE) 2012 Guide

ACPS Program Areas

Instruction
- Kindergarten and Pre-Kindergarten
- Instructional Core
- Summer School
- Enrichment & Electives
- Career & Technical Education
- Alternative & At-Promise Education
- ELL
- Special Education
- Adult Education
- State Hospitals, Clinics, & Detention

Instructional Support
- Family & Community
- Financial Aid
- Guidance
- Homebound Instruction
- Improvement of Instruction: Regular
- Media Services
- Minority Student Achievement
- Professional Development
- School Administration
- Social Work
- Teacher Mentor Program
- Technology Services

Administration, Health & Attendance
- Board Services
- Evaluation & Planning
- Executive Administration
- Financial Services
- Human Resources
- Information Services
- Information Technology Services
- Strategic Initiatives
- Technology Services

Attendance & Health

Transportation

Operations & Maintenance

School Food Service

Division-wide Programs

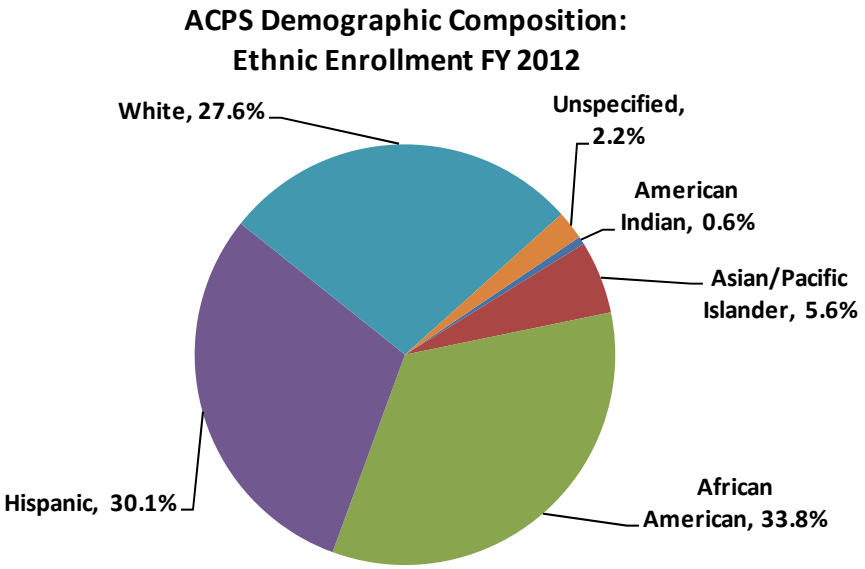
Dept Info

ACPS Contact Information
703.824.6600
http://www.acps.k12.va.us/

Superintendent
Dr. Morton Sherman, Superintendent
703.824.6610
superintendent@acps.k12.va.us

Staff
Vacant, Deputy Superintendent
Madye Henson, Deputy Superintendent
GwenCarol Holmes, Chief Academic Officer
Stacey Johnson, Chief Financial Officer
Monte Dawson, Executive Director, Accountability

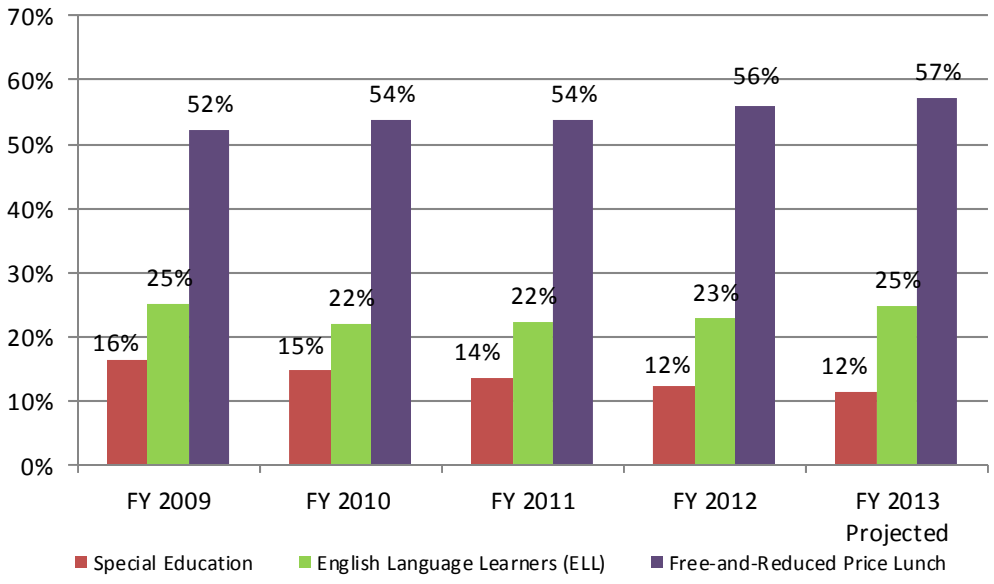
ACPS Statistics



Note: Demographic data for FY 2013 is not yet available

Special Education, English Language Learners, and Free & Reduced-Price Meal Students

As a Percent of Total ACPS Enrollment



Source: Alexandria City Public Schools

ACPS Statistics

Students per Teacher Scale Position WABE Guide Data FY 2012*			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	10.8	15.1	16.1
Arlington County	9.9	16.1	17.0
Fairfax County	14.5	20.3	21.3
Loudoun County	15.4	19.0	21.5
Prince William County	14.9	19.4	21.5

*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 2012*			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	18.1	19.9	21.7
Arlington County	20.3	20.6	19.9
Fairfax County	21.5	24.4	25.1
Loudoun County	23.3	23.1	24.3
Prince William County	22.5	28.3	28.8

*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	Actual	282	1,361	1,287	1,106	1,061	1,028	953	801	753	739	784	803	713	655	69		12,395
FY 2013	Projected	295	1,407	1,362	1,238	1,073	1,043	999	870	750	713	760	814	788	617	69		12,798
FY 2014	Projected	304	1,448	1,401	1,314	1,206	1,061	1,016	906	803	707	750	789	799	682	66		13,252
FY 2015	Projected	313	1,453	1,445	1,348	1,285	1,194	1,034	929	850	755	744	779	774	691	63		13,657
FY 2016	Projected	323	1,474	1,451	1,386	1,313	1,276	1,157	943	877	804	795	773	764	670	60		14,066
FY 2017	Projected	333	1,495	1,473	1,392	1,347	1,300	1,244	1,056	869	822	846	825	758	661	57		14,478
FY 2018	Projected	336	1,524	1,494	1,413	1,352	1,332	1,267	1,134	953	778	865	878	809	656	54		14,845

Source: Alexandria City Public Schools

Metrics for ACPS Priorities for 2011-2012

The table below lists the ACPS priorities for SY 2011-2012 as adopted by the ACPS Board of Education. The priorities are focused on addressing disproportionality across the school division and closing the achievement gap while continuing to improve student achievement for all students.

ACPS Priorities for SY 2011-2012			Results SY 10-11	VA State (all students)	Gap to State (all students)	Targets SY 11-12
Student Achievement Focus Area	1.Special Education (SPED)	% Pass on Reading SOL - SPED students (3 year trajectory to close gap)	51.0%	88.0%	-37.0%	64.0%
		% Pass on Math SOL - SPED students (3 year trajectory to close gap)	50.0%	87.0%	-37.0%	63.0%
		% On-time graduation rates - SPED students	77.0%	87.0%	-10.0%	87.0%
		% Dropout Rate - SPED students (2 year trajectory to close the gap)	20.0%	7.0%	-13.0%	13.0%
		% Disproportionately between SPED identification and enrollment - Black Students (reduce by 1/3; 1/3; & 1/3	11.0%	n/a	n/a	reduce by 1/3
	2.Elementary Reading & Literacy	% Pass on Grade 3-5 reading SOL - all students	80.0%	86.0%	-6.0%	86.0%
		% Pass on Grade 3-5 Reading SOL - Black students / Hispanic students	69% / 68%	86.0%	-17% / -18%	86.0%
		% of K-3 students who met the PALS benchmark in Fall and Spring	84% / 85%	n/a	n/a	92.0%
		% of Fall-identified K-3 students who succeed in meeting the PALS Spring benchmark	48.0%	n/a	n/a	60.0%
	3.English Language Learners	% Pass on Reading SOL - ELL students (2 year trajectory to close gap)	74.0%	88.0%	-14.0%	81.0%
		% Pass on Math SOL - ELL students (2 year trajectory to close gap)	73.0%	87.0%	-14.0%	80.0%
		% On-time graduation rate - ELL students (2 year trajectory	72.0%	87.0%	-15.0%	80.0%
		% Dropout Rate - ELL students (2 year trajectory to close gap)	22.0%	7.0%	-15.0%	14.0%

Metrics for ACPS Priorities for 2011-2012

ACPS Priorities for SY 2011-2012		Results SY 10-11	VA State (all students)	Gap to State (all students)	Targets SY 11-12
4.Curriculum Implementation	% of pre-K to 12 classrooms implementing ACPS curriculum with fidelity, as measured by walk-through data	n/a	n/a	n/a	100.0%
	future metric: % of students achieving a score of 3 or higher for each measurement topic assessed by unit transfer tasks	n/a	n/a	n/a	n/a
	future metric: % of students achieving a "Proficient" or "Advanced" on criterion-referenced tests	n/a	n/a	n/a	n/a
5.Middle Schools	% Pass on Grade 6-8 Reading SOL - all students (2 year trajectory to close gap)	83.0%	89.0%	-6.0%	86.0%
	% Pass on Grade 6-8 Reading SOL - Black students / Hispanic students (2 year trajectory to close gap)	78% / 73%	89.0%	-11% / -16%	84% / 81%
	% Pass on Math SOL - all students	61.0%	81.0%	-20.0%	71.0%
	% Pass on Math SOL - Black students / Hispanic students	58% / 56%	81.0%	-23% / -25%	70% / 69%
	% Participation in Honors and % Pass on SOL	44% / 95%	n/a	n/a	67% / 96%
	% Participation in Algebra I by Grade 8 and % Pass on SOL	50% / 99%	n/a	n/a	55% / 100%
	% Disproportionately between short-term suspensions and enrollment - Middle School Black make students	26.0%	n/a	n/a	reduce by 1/3
6.T.C. Williams	% Graduation based on Federal Graduation Indicator*	67.0%	80.0%	-13.0%	75.0%
	% Completion of SAT or ACT by graduating seniors (SAT data only; ACT has not been validated yet)	64.0%	69.0%	-5.0%	69.0%
	% Pass on Grade 11 English SOL	95.0%	88.0%	7.0%	96.0%
	% Pass on Grade 11 Math SOL	83.0%	87.0%	-4.0%	87.0%
	% Dropout Rate - Black students / Hispanic students (2 year trajectory to close the gap)	14% / 24%	7.0%	-7% / -17%	7% / 15%
7.Talented & Gifted (K-12)	% Disproportionately between TAG participation and division student enrollment - FRL (reduce by 1/6; 2/6; and 4/6 consecutively)**	19.0%	n/a	n/a	reduce by 1/6
	% Disproportionately between TAG participation and division student enrollment - Black students (reduce by 1/6; 2/6; and 4/6 consecutively)**	17.0%	n/a	n/a	reduce by 1/6
	% Disproportionately between TAG participation and division student enrollment - Hispanic students (reduce by 1/6; 2/6; and 4/6 consecutively)**	20.0%	n/a	n/a	reduce by 1/6
	future metric: % growth on annual nationally standardized above-grade level test of achievement - TAG students	n/a	n/a	n/a	n/a

Transformation Focus Area

Note: SOL data is reported using the unadjusted pass rate, i.e., it includes all students who were tested; no adjustments were made for transfer status, English language proficiency and/or remediation

*Federal graduation indicator: % of students who graduate with a standard or advanced studies diploma in four, five or six years (T.C. Williams is using the four year measure)

**The consecutive reductions are all from the base-year of SY 10-11

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 2013 Budget Highlights

- The total Local Maintenance and Operating Budget remained constant from FY 2012 to FY 2013. However, population changes result in varying requests to jurisdictions from FY 2012 to FY 2013.

- Alexandria's contribution has decreased by $567, or 4.6%.

- The City of Alexandria also contributes a proportionate share of NVCC's locally-funded capital costs. Please refer to the FY 2013-2022 Capital Improvement Program document for more information.

Expenditure Summary

Expenditure Summary

Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Northern Virginia Community College	$12,229	$12,288	$11,721	-4.6%

Participating Jurisdictions – Percent Shares

Summary Table FY 2013 Approved			
Jurisdiction	Population*	Percent	Operating Budget Request
City of Alexandria	140,236	6.3%	$11,721
Arlington County	208,051	9.3%	$17,389
City of Fairfax	22,587	1.0%	$1,888
Fairfax County	1,084,412	48.4%	$90,636
City of Falls Church	12,382	0.6%	$1,035
Loudoun County	317,035	14.1%	$26,498
Manassas City	37,881	1.7%	$3,166
Manassas Park City	14,387	0.6%	$1,202
Prince William County	405,522	18.1%	$33,894
Total	2,242,493	100.0%	$187,429

*Population figures provided by NVCC come from the Weldon Cooper Center for Public Service (revised April 12, 2011).

APPROVED FY 2013 – FY 2022

CAPITAL IMPROVEMENT

PROGRAM OVERVIEW

CIP Overview Contents

In the CIP Overview pages that follow, please find the following descriptions and discussions of the Approved FY 2013 – FY 2022 Capital Improvement Program:

- Comparison Between Approved FY 2012 - 2021 and Approved FY 2013 - 2022 CIP's – p. 2-3
- Capital Project Definitions – p. 2-6
- CIP Development Process – p. 2-7
- Approved FY 2013 Capital Year Budget Project Highlights – p. 2-11
- Approved FY 2013 – 2022 Capital Improvement Program Project Highlights – p. 2-14
- Project Requests Not Included in the Approved FY 2013 - 2022 CIP – p. 2-19
- Approved FY 2013 – FY 2022 CIP Funding Sources – p. 2-21
- City Debt Policy Guidelines – p. 2-24
- EcoCity Initiative Efforts – p. 2-27

FY 2013 – FY 2022 Approved Capital Improvement Program

In FY 2012, City Council approved a reserved 2.2 cents on the real estate tax rate and a continuing annual cash capital contribution which is continued in FY 2013.

The City Manager's Proposed FY 2013 – 2022 CIP was presented to City Council on February 14, 2012 and included $1.135 billion in total funding, of which $1.106 billion was from local sources. The Proposed CIP included funding for the Potomac Yard Metrorail Station (from development contributions and special tax districts), as well as continuation of the reserved 2.2 cents on the base real estate tax rate and additional General Fund cash capital for the continuation of the City's Transportation Improvement Program approved by City Council beginning in FY 2012.

City Council fully funded the new Jefferson-Houston K-8 facility in FY 2013, and provided additional funding for installation of a synthetic turf athletic field on the school site.

During the budget add-delete process, City Council made several modifications to the City Manager's Proposed CIP. Most notably, two changes were approved to the new Jefferson-Houston K-8 facility. According to the project schedule provided by ACPS at the March 28th budget work session, the signing of the primary managed construction documents for this $45.1 million project is now scheduled to occur in FY 2013. Because the City and ACPS will need to have full budget authority in advance of signing the documents, the timing of the budgeted funds needed to be modified. The remaining budget authority of $42.0 million was added to FY 2013, instead of distributing funding over FY 2013 – 2015 based on projected cash flow needs. Additionally, $890,000 was added to the project in FY 2013 for installation of a synthetic turf field at the school site. To offset this increase, a corresponding decrease in the Recreation and Parks Athletic Fields Improvements project was made in FY 2017. These two adjustments only adjusted the timing of funds for the project, and did not increase the overall CIP over the ten-year plan.

Other small changes to the Proposed CIP during the budget add-delete process approved by City Council included adding $350,000 annually for expansion of the City's Complete Streets project ($3.5 million over ten years), and a reduction of $125,000 in the Fire Station 210 (Eisenhower Valley)/Impound Lot project. An additional $125,000 will be made available in FY 2012 to account for project cash flow needs, thus reducing the needed budget authority for the project in FY 2013.

The Approved FY 2013 – FY 2022 Capital Improvement Program includes $1.138 billion in planned expenditures.

On May 7, 2012, City Council approved the FY 2013 – 2022 Capital Improvement Program totaling $1.138 billion, of which $1.109 billion comes from local sources. This represents a 3.8% increase over the Approved FY 2012 – 2021 CIP. This increase is primarily attributable to the inclusion of two new Sanitary Sewers which will be funded by Sewer Line Maintenance Fees and Sewer Connection Fees paid by developers.

FY 2013 – FY 2022 Approved Capital Improvement Program Overview

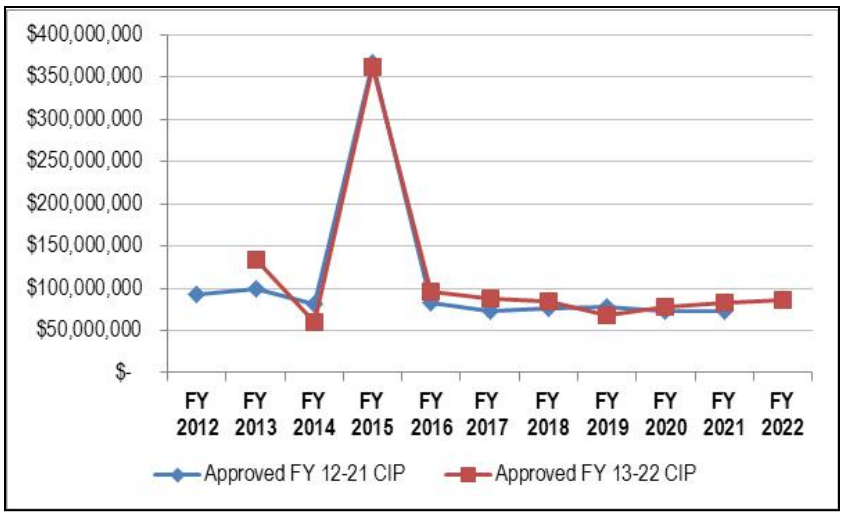
FY 2012 Approved to FY 2013 Approved			Change FY 2013	
	FY 2012 Approved	FY 2013 Approved	$	%
Unrestricted City Funds	$629.8	$633.4	$3.6	0.6%
Potomac Yard Metrorail StationFunding	$275.0	$273.8	($1.2)	-0.4%
Sanitary Sewer Funding	$38.1	$102.4	$64.3	168.8%
Stormwater Funding	$28.5	$24.2	($4.3)	-15.1%
Transportation Imprv. Program Funding	$93.2	$65.0	($28.2)	-30.3%
Other Restricted Sources	$9.9	$10.5	$0.6	6.1%
Non-City Funding	$21.9	$28.6	$6.7	30.6%
Ten-Year Total	$1,096.4	$1,137.9	$41.5	3.8%

The Approved FY 2013 – FY 2022 CIP continues to incorporate a diverse funding structure.

The funding makeup of the City capital program is growing increasingly diverse each year. To help organize this added complexity, the FY 2013 – FY 2022 CIP divides revenue sources into three different types. Unrestricted City funds include general cash sources and General Obligation Bond revenues for the base CIP program. Restricted City funds include both cash and G.O. Bond revenues associated with the Sanitary Sewer Fund, Stormwater Management Fund, Transportation Improvement Program, Potomac Yard Metrorail Station, and other targeted sources. Because these revenues all have legal restrictions on their available uses, it is easier to discuss financing issues with them separately. Non-City funds generally include State and Federal grants and earmarks and are also restricted in their use.

The difference in expenditures in FY 2013 and FY 2014 is due to moving all funding for the new Jefferson-Houston K-8 facility to FY 2013 based on the project schedule for signing the primary managed construction documents.

The final results of the CIP Steering Committee and City Manager review and decision making is a proposed, ten-year $1.138 billion CIP. This represents an increase of $41.5 million, or 3.8% over the Approved FY 2012 – 2021 CIP. The chart below illustrates the difference in funding between the Approved FY 2012 – 2021 and Approved FY 2013 – 2022 CIP.



** Peak in FY 2015 is due to $265.3 million in General Obligation Bond issuance for Potomac Yard Metrorail Station*

FY 2013 – FY 2022 Approved Capital Improvement Program Overview

This CIP continues to place a strong emphasis on funding to maintain the City's core facilities and infrastructure.

The Approved FY 2013 – 2022 CIP is consistent with capital plans from recent years in that it places a strong emphasis on maintaining the existing core facilities and infrastructure of the City. This focus was supported by the continued use of the same three-Category prioritization system used in the development of the Approved FY 2012 – 2021 CIP.

The CIP also includes projects focusing on strategic growth and economic development such as the Potomac Yard Metrorail Station.

Beyond basic capital maintenance issues, the Approved FY 2013 – 2022 CIP reflects a true vision for the City's future. The CIP decision making process included an initial effort to integrate the capital plan with City Council's new Strategic Plan. As such, the Approved CIP includes funding to support growth and economic development through such projects as the Potomac Yard Metrorail Station, Waterfront and Braddock plan implementation projects, public art acquisition program, and continues investments in expanded transportation infrastructure and transit options. The transportation program heavily focuses resources on the City's three planned high capacity transitways, which will in turn support future transportation fluidity economic growth and development.

The Approved FY 2013– FY 2022 CIP also continues to address the emerging capacity issue of the Alexandria City Public School System (ACPS). As part of the Approved FY 2012 – 2021 CIP, City Council approved funding for two new K-8 educational facilities, Jefferson-Houston and Patrick Henry. The Approved FY 2013 – 2022 CIP continues to fund these projects, and adjusts the project timing and project costs based on updated information from ACPS. The Approved FY 2013 – 2022 CIP includes $203.6 million in ACPS funding over the ten-year plan.

The Approved FY 2013 – FY 2022 CIP includes $203.6 million for ACPS capital needs, including new facilities at Jefferson-Houston and Patrick Henry.

The ACPS FY 2013 – 2022 CIP approved by the School Board in February 2012 totaled $357.8 million, and in addition to Jefferson-Houston and Patrick Henry K-8, included three additional capacity projects which are not included as part of the Approved FY 2013 – 2022 CIP. City and ACPS staff have achieved consensus on FY 2013 – 2016 of the ten-year plan, as well as consensus on project timing and funding levels for Jefferson-Houston and Patrick Henry K-8 facilities. Funding amounts in FY 2017 – 2022 reflect City Council Approved FY 2012 – 2021 funding levels, except for $0.93 million in additional funding in FY 2017 to complete the Patrick Henry K-8 facility. Over the next several years, City and Schools staff will continue to work together to better define the long term capital needs of ACPS to inform future capital improvement program development processes.

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.

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

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 prioritizing and scheduling anticipated capital projects and capital financing, the CIP is a key element in planning and managing future debt service requirements. Only the first year of the CIP (FY 2013) represents a funding commitment for the project to proceed to the next stage, or to be implemented depending on the level of funding provided.

The City defines a capital project expenditure (as opposed to an operating expenditure) as an expenditure of more than $10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years, and typically much longer than three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, minor (less than $10,000) carpentry, minor electrical and plumbing repairs, or repair or routine replacement of fixtures or furniture.

CIP Priorities for FY 2013 – FY 2022

The Approved FY 2013 – 2022 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 used to develop the plan included giving weight to 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 transportation, public safety or economic development, or provide a good return on investment over time.

FY 2012 Approved to FY 2013 Approved			Change FY 2013	
	FY 2012 Approved	FY 2013 Approved	$	%
Category 1	$355.9	$278.8	($77.1)	-21.7%
Category 2	$97.1	$95.3	($1.8)	-1.9%
Category 3	$561.8	$592.7	$30.9	5.5%
*No Category Assigned	$81.6	$171.1	$89.5	109.7%
Ten-Year Total	$1,096.4	$1,137.9	$41.5	3.8%

*The large increase in the No Category Assigned line is due to moving ACPS lump sum funding from FY 2017 – 2022 from Category 1 to this category. As City and ACPS staff have not achieved consensus on the amount of funding or types of projects for those fiscal years, they can not accurately be assigned a category. The No Category assigned line also includes the City's IT Plan and allowances for inflation and additional projects from FY 2019 – 2022.

The requests for capital investment in the Alexandria community continues to exceed the City's funding limitations given its tax rate and tax structure. Over the past several CIP cycles, the level of capital requests exceeded that which could be funded within the approved plans, and in FY 2013 that total exceeded $200 million. This 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 addressed some areas of growing capital needs through actions like the Stormwater Maintenance Fund, planned borrowing against the Sanitary Sewer Fund revenues, the Potomac Yard special tax districts, and approval of the Transportation Improvement Program in FY 2012. 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. 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, the City differentiates between the most needed projects and other less important projects, and then determines realistic time constraints and logistical considerations for the higher priority projects. Some funded projects in the Approved FY 2013 – 2022 CIP certainly qualified as desirable rather than necessary, but their overall benefit to the community merited inclusion in the final plan.

CIP Steering Committee and Priority Setting Process

The CIP Steering Committee is comprised of five department heads, 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 Approved FY 2013 - FY 2022 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 2013 began with the assumption that the FY 2012 – FY 2021 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 Approved FY 2012 – FY 2021 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 Approved FY 2013 – 2022 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 2013 – 2022 CIP in the summer and fall of 2011. Just like in FY 2012, 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 30, 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's 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 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 and discussed the project merits as well as relative priority to projects included in the prior ten-year 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 project requests required a corresponding reduction in an existing project to provide capacity in the ten-year plan.

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 2013 – 2022 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 2013 – FY 2022 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 2012 – FY 2021 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 initially 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 Approved FY 2012 – 2021 CIP.

In-depth analysis of the request was not attempted prior to the Proposed CIP. Coordination between City and ACPS staff did occur before finalization of the City Manager's Proposed CIP and did achieve consensus on the first four years of the Proposed CIP.

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

Two other process improvements started in FY 2012 continued to be developed for the FY 2013 – FY 2022 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

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.

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 2013 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.

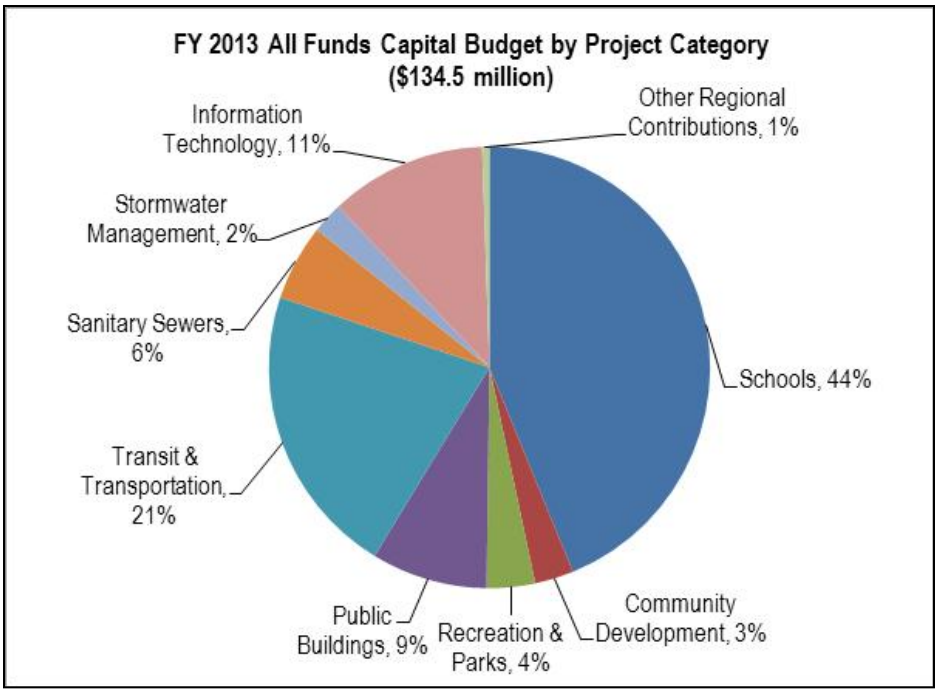
A more sophisticated project scoring system is planned for future CIP's, which can provide a better initial prioritization from which the Proposed CIP can be developed.

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 policy 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. OMB staff continues to develop a way to quantify the scoring of capital projects with the goal of implementing a scoring system for next year's CIP.

The Approved FY 2013 capital budget includes $134.5 million in total funding. This includes $6.2 million in non-City sources, $13.2 million from cash and borrowing from the City's Transportation Improvement Program.

FY 2013 Approved CIP Expenditures

The total Approved CIP for FY 2013 is for $134.5 million, which includes $6.2 million in non-local revenues and $13.2 million from the City's Transportation Improvement Program. This is an increase of $35.9 million over the previously planned funding for FY 2013 in last year's Approved CIP. This increase is primarily attributable to fully funding the new Jefferson-Houston K-8 facility in FY 2013 instead of distributing funding on a cash flow basis over FY 2013 - 2015. Additionally, several projects were advanced to FY 2013 from the prior year CIP and include open space acquisition, Waterfront Small Area Plan implementation, and the dedicated Emergency Operations Center (EOC), Sheriff's Administration Office relocation, Hack Inspection Office, and emergency supply storage at the Public Safety Center.



Highlights of the FY 2013 Capital Budget

A summary of the FY 2013 major capital budget highlights follows:

<u>Alexandria City Public Schools (FY 2013 – $58.9 million)</u>

- $42.0 million to fully fund the new Jefferson-Houston K-8 facility and provide for a synthetic turf athletic field at the school site
- $2.0 million for other capacity related projects including modular classrooms
- $14.9 million for core facilities maintenance efforts across the ACPS system

Highlights of the FY 2013 Capital Budget

Community Development (FY 2013 – $3.8 million)

- $2.2 million to complete environmental remediation work at the Potomac River Oronoco Street Outfall
- $0.8 million for preliminary planning and design work associated with the Waterfront Small Area Plan

Recreation and Parks (FY 2013 – $4.8 million)

- $1.44 million for renovations at the Chinquapin Aquatics Center
- $0.42 million to construct a Miracle Field in the City; a rubberized outdoor sports surface similar to playground surfacing. The rubber allows a firm, yet cushioned, surface for wheelchairs and walkers, allowing Alexandria residents with physical and mental disabilities to play ball. City funding in the amount of $0.285 million is combined with $0.135 million in private contributions to complete project funding.
- $1.0 million for open space funding to meet immediate acquisition needs

Public Buildings (FY 2013 – $11.5 million)

- $2.9 million in new funding is planned to complete funding for the construction of Fire Station 210 in the Eisenhower Valley. Funding includes a $0.9 million project contingency added for FY 2013. Currently, the project has an approximately 4% owner's contingency planned. The $0.9 million is to be used only as a contingency if there are unforeseen project cost overruns, and can be reprogrammed in future ten-year CIP plans if not required.
- $3.5 million for a dedicated Emergency Operations Center, relocation of the Sheriff's Administration Offices, the Hack Inspection Office, and emergency supply storage at the Public Safety Center

Transit and Transportation Infrastructure (FY 2013 - $28.8 million):

- $11.6 million in Public Transit capital investments including $6.1 million for WMATA capital contributions and $4.3 million for DASH Bus replacements
- $4.8 million for High Capacity Transit Corridor capital investments including $4.0 for Transit Corridor "A" (Potomac Yard) Bus Rapid Transit branded rubber tire vehicles
- $6.4 million for Streets & Bridges capital investments including $5.4 million to complete funding for King Street/Quaker Lane/Braddock Road intersection improvements
- $4.5 million Non-Motorized Transportation capital investments including $3.3 million to complete funding for the Holmes Run Greenway construction. As part of the budget add-delete process, City Council added $0.35 million annually for Complete Streets infrastructure, brining total funding for this project in FY 2013 to $0.5 million

Highlights of the FY 2013 Capital Budget

Sanitary Sewers (FY 2013 - $7.5 million)

- $7.5 million for sanitary sewer projects funded entirely with sanitary sewer system revenues and sewer fee revenue financed bonds including $4.4 million for infiltration and inflow remediation in the Holmes Run sewer shed

Stormwater Management (FY 2013 - $3.1 million)

- $3.1 million for stormwater management projects partially funded through the reserved 0.5 cents on the base real estate tax rate including $1.2 million for Stream and Channel Maintenance and Four Mile Run Channel Maintenance projects

Other Regional Contributions (FY 2013 - $0.7 million)

- $0.36 million for Northern Virginia Regional Park Authority capital contributions
- $0.25 million for Northern Virginia Community College capital contributions
- $0.11 million for Peumansend Creek Regional Jail capital contributions

Information Technology (FY 2013 - $15.4 million)

- $10.2 million for Computer Aided Dispatch (CAD) Replacement Records Management System (RMS) for Police, Fire and Emergency Medical Services
- $0.6 million for Citywide computer equipment replacement

FY 2013 – FY 2022 Approved Capital Improvement Program Overview

The Approved FY 2013 – FY 2022 CIP includes $1.138 billion in all sources of funding, including $28.7 million of non-City funds and $65.0 million in capital improvements from the City's Transportation Improvement Program approved by City Council in FY 2012.

The Approved FY 2013 – FY 2022 All Funds Capital Improvement Program totals $1.138 billion, which represents a $41.5 million, or 3.8%, increase from the Approved FY 2012 - 2021 CIP.

The FY 2013 - FY 2022 Capital Improvement Program focuses on repairing, refurbishing, renovating, rehabilitating, and reconstructing existing physical assets. In addition, the CIP calls for new capital projects that will save future operating costs, provide stimulus for new economic development, and help solve the growing transportation problems. The chart on page 2-18 illustrates CIP spending (both City and non-City sources) according to project category for each year in the ten-year plan. Highlights from each CIP section include:

Alexandria City Public Schools (ACPS):

- A total of $203.6 million over ten years has been included in this CIP for the capital needs of the Alexandria City Public School System (ACPS) for Schools projects
- $88.8 million is planned to address capacity issues through projects such as new K-8 facilities at the Jefferson-Houston and Patrick Henry campuses
- $35.8 million is planned for major facilities maintenance projects throughout the ACPS system from FY 2013-2016
- An additional $79.9 million in "lump sum funding" is included in the ten year plan for FY 2017-2022 (minus the final year of funding for Patrick Henry). City and ACPS staff have not achieved consensus on these six years of the ten-year plan, so funding is not distributed to individual projects.

Public Buildings:

- $2.9 million in new funding is planned to complete funding for the construction of Fire Station 210 in the Eisenhower Valley. Funding includes a $0.9 million project contingency added for FY 2013. Currently, the project has an approximately 4% owner's contingency planned. The $0.9 million is to be used only as a contingency if there are unforeseen project costs overruns, and can be reprogrammed in future ten-year plans if not required.
- 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). A new developer paid Fire Station (Beauregard Street) is currently being discussed.
- $18.0 million is planned for the replacement of the HVAC and other integral systems at City Hall
- $5.3 million to implement Energy Management projects at City facilities
- $3.5 million for a dedicated Emergency Operations Center, relocation of the Sheriff's Administration Offices, the Hack Inspection Office, and emergency supply storage at the Public Safety Center

Highlights of the Approved FY 2013 – FY 2022 Capital Improvement Program

Transit and Transportation Infrastructure:

- $273.8 million for a new Metrorail station in Potomac Yard; total project costs are $275.0 million, with $1.2 million included in FY 2012.
- $134.0 million in funding for Public Transit improvements. Significant projects include:
  - $73.7 million for WMATA capital contributions
  - $44.3 million for DASH bus replacements
  - $7.6 million for expanded DASH bus and trolley/circulator service.
- $29.8 million for High Capacity Transit Corridors. Significant projects include:
  - $17.1 million for Transit Corridor "C" (Beauregard) Construction
  - $9.0 million for Bus Rapid Transit branded rubber tire vehicles
- $37.3 million for Streets & Bridges. Significant projects include:
  - $5.4 million to complete funding for improvements at King Street/Quaker Lane/Braddock Road Intersection
  - $13.0 million for street reconstruction projects beginning FY 2016. Funding is 50% from the City and 50% from the State Revenue Sharing Program
  - $6.75 million for the Madison and Montgomery reconstruction project
- $24.2 million for Non-Motorized Transportation. Significant projects include:
  - $3.3 million to complete funding for the Holmes Run Greenway ($5.6 million total project costs)
  - $1.3 million for the Capital Bikeshare program from CMAQ funding
  - $6.1 million for Complete Streets infrastructure including $3.5 million added by City Council during the budget add-delete process.
- $14.3 million for Fixed Transportation Equipment. Significant projects include:
  - $10.6 million for fixed equipment (e.g. signals, mast arm poles, etc.)
  - $2.5 million for transportation technologies designed to move people quicker and more efficiently throughout the City

Community Development:

- $0.8 million is planned for initial design of Waterfront Plan elements in FY 2013
- $2.8 million over ten years for Public Art investments
- $2.3 million to implement the Transportation Sign & Wayfinding program
- $2.2 million to complete environmental remediation work at the Potomac River Oronoco Street Outfall
- Implementation projects stemming from the Braddock and King Street plans have $1.4 million in funding planned

Highlights of the Approved FY 2013 – FY 2022 Capital Improvement Program

Recreation and Parks:

- $19.7 million for the acquisition and development of new open space is planned, including $1.0 million in FY 2013 to meet immediate open space acquisition needs
- A total of $6.44 million is planned over the ten-year period for necessary maintenance at the Chinquapin Aquatics Center to keep the facility safe and operational
- $25.5 million is planned over the ten years for the various Category 1 maintenance and repair programs for park and recreation facilities
- A total of $9.1 million is planned for the design and installation of artificial turf fields City-wide, as well as for the replacement of artificial turf at existing fields. As part of the budget add-delete process, $0.89 million of funding planned in FY 2017 was moved to the new Jefferson-Houston K-8 project in FY 2103 to provide for a synthetic turf athletic field.
- $4.0 million to implement improvements at Windmill Hill Park
- $0.42 million to construct a Miracle Field in the City, a rubberized outdoor sports surface similar to playground surfacing. The rubber allows a firm, yet cushioned, surface for wheelchairs and walkers, allowing Alexandria residents with physical and mental disabilities to play ball. City funding in the amount of $0.285 million is combined with $0.135 million in private contributions to complete project funding.

Information Technology:

- The FY 2013 - FY 2022 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 $50.3 million over ten years
- The IT Plan includes including $10.8 million to fund the Computer Aided Dispatch and Records Management System for Police, Fire and Emergency Medical Services. The total project cost estimate is $15.0 million, with $4.2 million funded in prior year plans.

Highlights of the Approved FY 2013 – FY 2022 Capital Improvement Program

Sanitary Sewers:

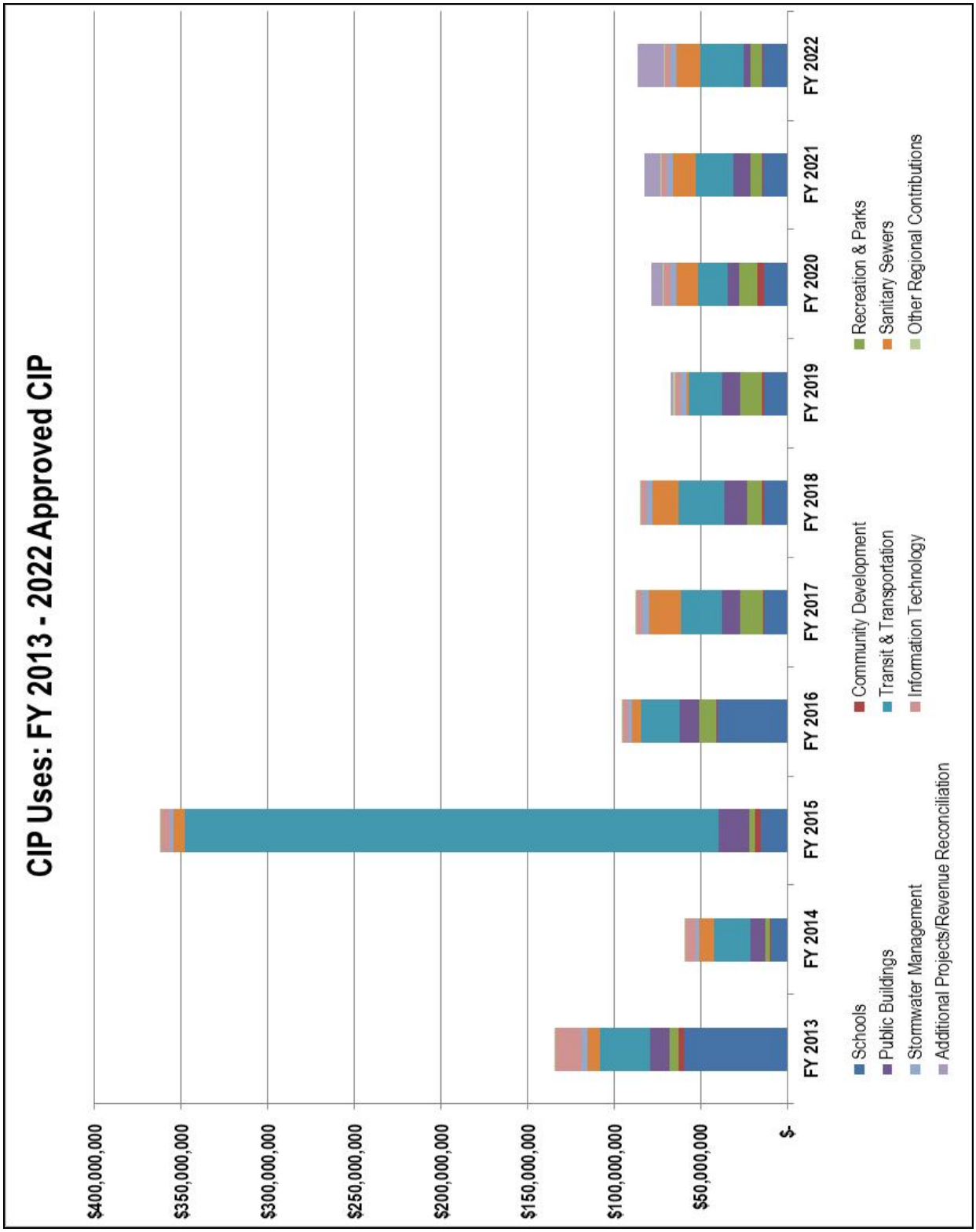
- A total of $102.4 million over ten years is planned for City-wide sanitary sewer projects. This represents an increase of $64.3 million over the Approved FY 2012 – 2021 CIP and includes $35.2 million for expanded capacity at the Alexandria Sanitation Authority (ASA) Wastewater Treatment Plan and $31.5 for a Wet Weather Management Facility. These projects are necessary for projected sanitary sewer expanded capacity and regulatory compliance
- 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. Reflecting the Proposed FY 2013 – 2022 Sanitary Sewer Fund budget, rate increases to the Sewer Line Maintenance Fee are projected beginning FY 2015. Developer paid connection fees would increase as well. The rate increases appear necessary to fund large one-time capital projects including the Wet Weather Treatment Facility, ASA Wastewater Treatment Plant Expansion, and completion of funding for the Holmes Run Sewer Shed Infiltration and Inflow project.

Stormwater Management:

- A total of $29.4 million over ten years is planned for the stormwater management fund, including moving the Four Mile Run Channel Maintenance and Stream and Channel Maintenance and Restoration projects (along with funding sources) from the Community Development section of the CIP to Stormwater Management
- 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

Allowance for Inflation or Additional Projects:

- The FY 2013 CIP leaves some unprogrammed revenues each year starting in FY 2019, which is intended to either be maintained as a small buffer against inflation or be programmed by City Council for additional projects in future CIP's. 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 $31.7 million from FY 2019 - 2022.


CIP Uses: FY 2013 - 2022 Approved CIP
$400,000,000
$350,000,000
$300,000,000
$250,000,000
$200,000,000
$150,000,000
$100,000,000
$50,000,000
$-
FY 2013
FY 2014
FY 2015
FY 2016
FY 2017
FY 2018
FY 2019
FY 2020
FY 2021
FY 2022
Schools
Public Buildings
Stormwater Management
Additional Projects/Revenue Reconciliation
Community Development
Transit & Transportation
Information Technology
Recreation & Parks
Sanitary Sewers
Other Regional Contributions

Over $205 million in requested CIP projects have not been included in the Proposed CIP.

Project Requests Not Included in the CIP

There were over $205 million in project requests that are not funded in the Approved FY 2013 – FY 2022 CIP.

The following are some of the major projects that are not included in this CIP.

- ACPS Approved CIP – $154.2 million
  - The School Board approved their FY 2013 – FY 2022 CIP in February 2012. The plan includes $154.2 million in projects the City's Proposed CIP including three new school facilities.

- City Municipal Fiber Network – $20.0 million
  - Installation of City owned fiber and wireless broadband networks independent of the current Institutional Network infrastructure. This project was not funded in FY 2013 due to lack of available funding resources, but will require a decision on funding based on results from the feasibility assessment conducted in FY 2012. If this project is started it must be completed by 2016.

- Fire Station 211 (Beauregard Corridor) – $11.2 million
  - Developers in the Beauregard Corridor have proposed capital funding contributions for a new fire station. The project request assumed $9.5 million in developer contributions combined with $1.75 million in City funding for station fire and EMS vehicles, but remains unfunded at this time.

- Transportation Infrastructure Projects - $7.2 million
  - An additional $10.7 in Base CIP funding was requested for Transportation infrastructure projects, including $2.9 million for Duke Street Reconstruction (half City funding, half State revenue sharing funding). City Council approved the Transportation Improvement Program in FY 2012 to provide for expanded transportation infrastructure and transit options; these projects however are not expansion projects and must compete with Base CIP funding on an annual basis. Other non-funded transportation infrastructure projects include additional City funding for shared-use paths, bus shelters, and non-motorized transportation safety improvement projects.

- Energy Management Program & Renewable Energy Systems - $7.4 million
  - An additional $0.74 million to complete energy conservation, efficiency, and management projects and $6.7 million for solar electric and solar thermal projects are not funded in the FY 2013 CIP. Funding in the amount of $5.3 million is provided for the City's Energy Management Program from FY 2013 – FY 2022.

Over $205 million in requested CIP projects have not been included in the Proposed CIP .

Project Requests Not Included in the CIP, continued

• Parks Facility Projects – $0.5 million

– Several City park facility projects requested additional funding in FY 2013, but were not funded based on available resources and project prioritization. They included security lighting at Hillside Park ($40,000); Duron building roof replacement and HVAC installation ($110,000); and Four Mile Run Park expansion – Phase II ($200,000). Additionally, $130,000 was requested for lighting at the planned Miracle Field ($130,000) but was not funded. The Miracle Field project is 100% funded through City and private contributions; the lighting portion would allow the field to be utilized by multiple user groups for an extended period of time during the day.

•Library Capital Projects- $0.5 million

– $460,000 in funding for carpet replacement and an additional $40,000 annually for Library capital projects (Library CFMP could not be fit within available funding levels. The Library CFMP is funded at $1.57 million over the ten-year plan, and includes an additional $70,000 for Barrett Branch Library window replacement in FY 2013.

The FY 2013 – FY 2022 CIP will be primarily financed with General Obligation Bonds, Cash Capital, Surplus Fund Balance, Grants and Other Special Revenue.

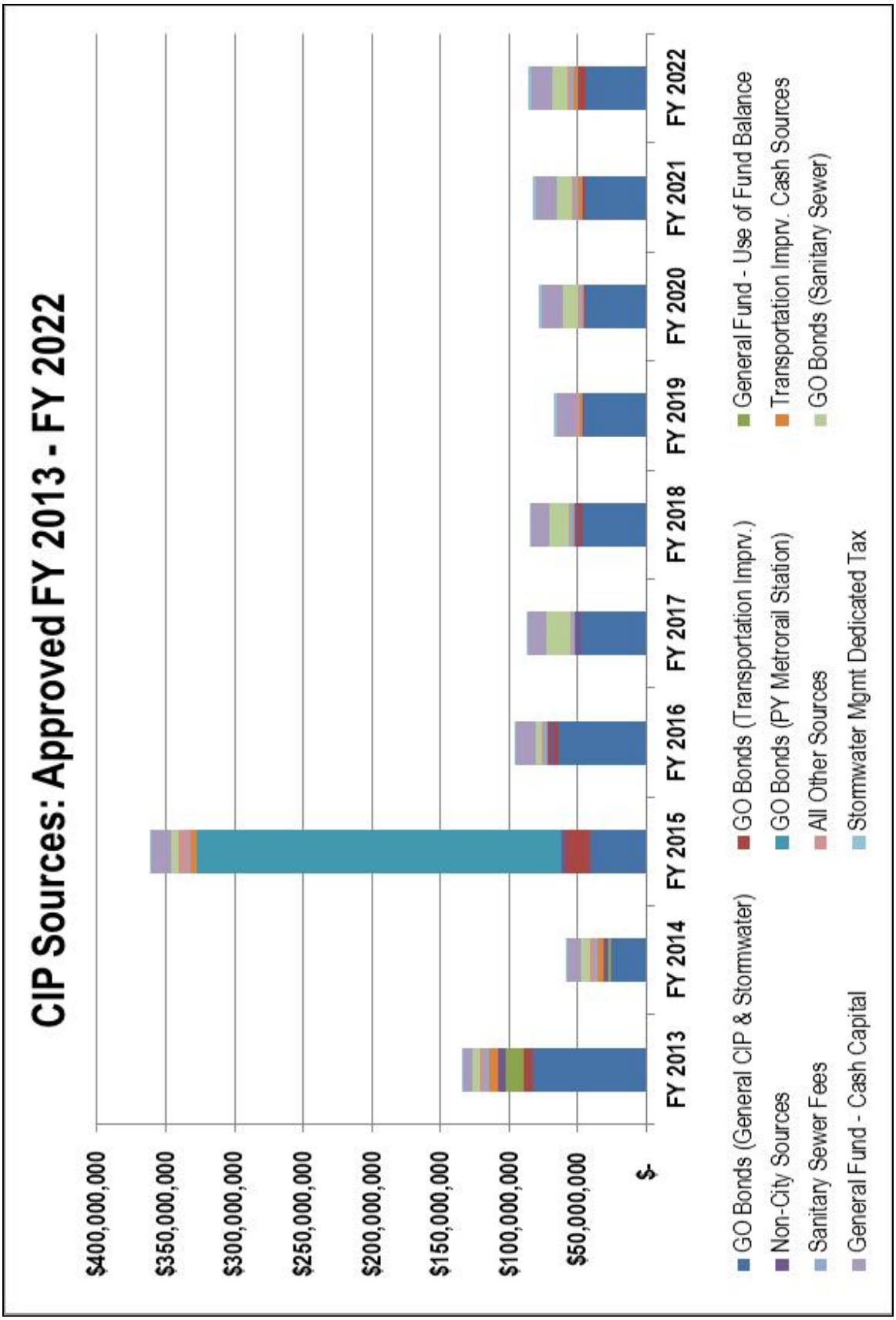
FY 2013 – FY 2022 Approved CIP Funding Sources

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 (City sources and non-City sources) for each year of the ten-year plan.

Funding the total ten-year capital program of $1.138 billion for the City and the Schools will be provided through a mix of sources including:

- $487.5 million in general obligation (G.O.) bond borrowing for the CIP;
- $85.6 million in G.O. bonds supported by sanitary sewer revenues;
- $34.7 million in G.O. bonds supported by City's Transportation Improvement Program;
- $265.3 million in G.O. bonds supported by the Potomac Yard Metrorail Station Fund;
- $28.6 million in grants and other special revenue; and
- $232.8 million in cash from various sources, including:
    - $131.5 million in cash capital appropriations;
    - $30.3 million from the City's Transportation Improvement Program (2.2 cents on the base real estate tax rate and additional cash)
    - $16.8 million in cash capital from sanitary sewer fees;
    - $15.3 million in General Fund balance for capital projects;
    - $14.2 million in dedicated stormwater management tax;
    - $10.5 million in Comcast revenues;
    - $8.5 million in Potomac Yard Metrorail Station special tax district revenues and Potomac Yard development contributions;
    - $6.5 million in bond interest earnings; and
    - $2.6 million in other City sources.

The FY 2013 - FY 2022 capital funding plan reflects the planned issuance of $873.1 million in general obligation bonds through FY 2022. Of these, $85.6 million would be supported by Sanitary Sewer Fund fees, and $34.7 million are supported by the City's Transportation Improvement Program, funded by the 2.2 cents on the base real estate tax rate and additional General Fund cash capital. The stacked graph on the next page shows the distribution of CIP funding sources over the ten-year plan.


CIP Sources: Approved FY 2013 - FY 2022
$400,000,000
$350,000,000
$300,000,000
$250,000,000
$200,000,000
$150,000,000
$100,000,000
$50,000,000
$-
FY 2013
FY 2014
FY 2015
FY 2016
FY 2017
FY 2018
FY 2019
FY 2020
FY 2021
FY 2022
GO Bonds (General CIP & Stormwater)
GO Bonds (Transportation Imprv.)
General Fund - Use of Fund Balance
Non-City Sources
GO Bonds (PY Metrorail Station)
Transportation Imprv. Cash Sources
Sanitary Sewer Fees
All Other Sources
GO Bonds (Sanitary Sewer)
General Fund - Cash Capital
Stormwater Mgmt Dedicated Tax

Annual impact on the operating budget significantly impacts amount of debt the City can issue.

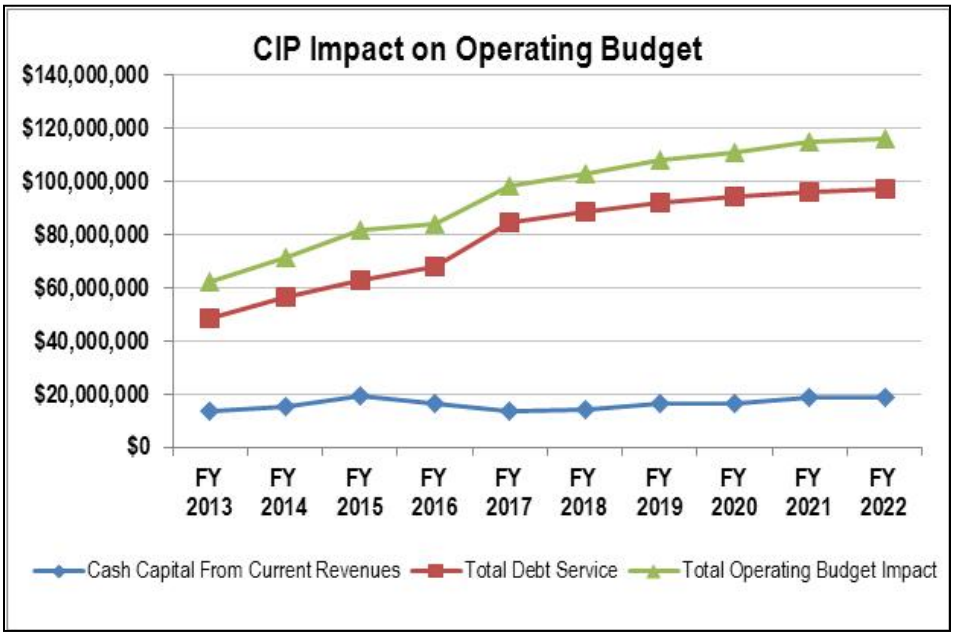
The approved capital program, while accommodating many needs, does not address all of the requests from City agencies and the community. As referenced earlier, over $205 million in project requests are not included in the ten-year capital plan. The impact on the operating budget of proposing additional cash capital or bond issuance to fund this $205 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 $97.1 million in FY 2021.

As illustrated by the chart below, the annual repayment on the principal and interest due on our general obligation bonds will increase from $43.4 million in FY 2012 to $48.6 million in FY 2013, and increase each year until peaking at $97.3 million in FY 2022. While the annual debt service increases each year until FY 2022, the planned growth of the annual cash capital contribution to the CIP from $13.4 million in FY 2013 to $18.7 million in FY 2022 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 23 percent for the ten-year period; that percentage of pay-as-you go CIP is skewed because of the one-time $265.3 million General Obligation Bond planned to be issued in FY 2015 for the new Potomac Yard Metrorail Station.

The Approved FY 2013 – FY 2022 CIP also plans to grow the annual cash capital contribution each year before peaking at $18.8 million in FY 2021. This amount includes the annual additional cash capital contribution for the City's Transportation Improvement Program.



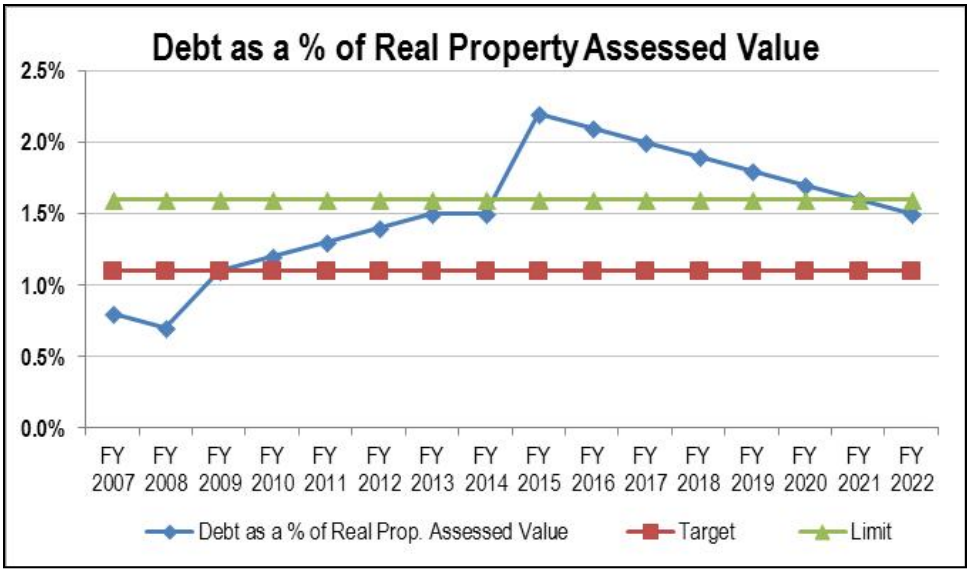
Note: Cash Capital from Current Revenues includes the reserved 2.2 cents on the base real estate tax rate for the Transportation Improvement Program fund.

For the base CIP, the City will remain within adopted debt ratio limits. Because debt related to the proposed Potomac Yard Metrorail Station will cause some of these limits to be exceeded, an upward revision to these limits is planned.

The City will remain in compliance with our adopted debt ratio limits, but will likely exceed two of our current debt ratio targets within the ten-year plan. When debt related to the Potomac Yard Metrorail Station is considered separately as shown in the "Summary Funding Tables" section of the document and in the figures below.

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 1.5 percent in FY 2015. Factoring in Potomac Yard Metrorail Station debt, this ratio peaks at 2.2 percent in FY 2015, will pass 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 will not endanger the City's bond ratings because it is an economic development long-range investment to be supported by dedicated non-General Fund revenue sources and still keeps this ratio in the moderate range.

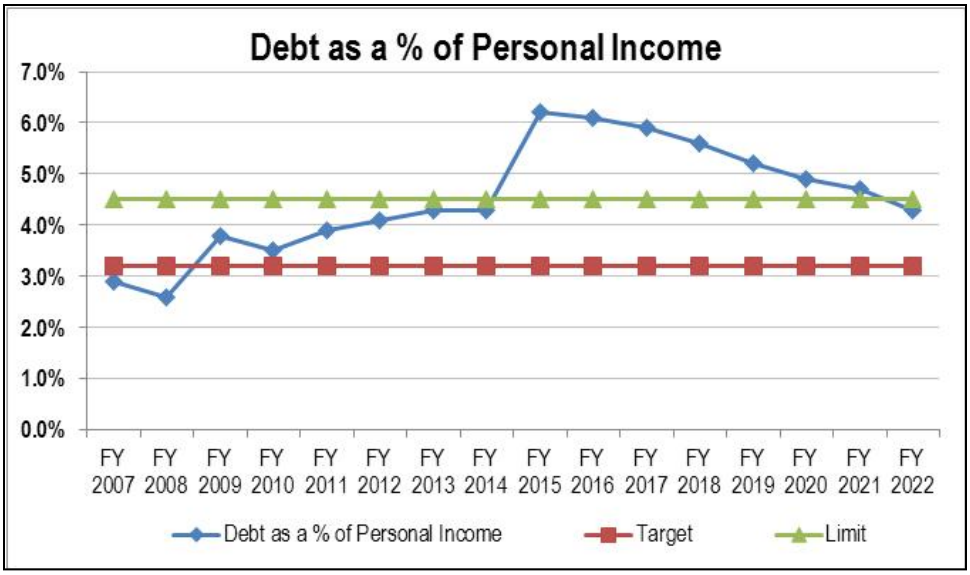
Backing out the Potomac Yard Metrorail Station planned debt, debt as a percent of fair market value remains under the City's current target, and is slightly healthier overall than projected in the FY 2012 Approved CIP.



The City be amending this guideline in the near future in response to the planned Potomac Yard Metrorail Station 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 percent limit by FY 2021. 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 quickly. This debt ratio continues to be below that of many other AAA/Aaa rated jurisdictions.

The City Manager recommended and City Council adopted a revision of the debt policy guidelines (Debt as a percent of Personal Income).

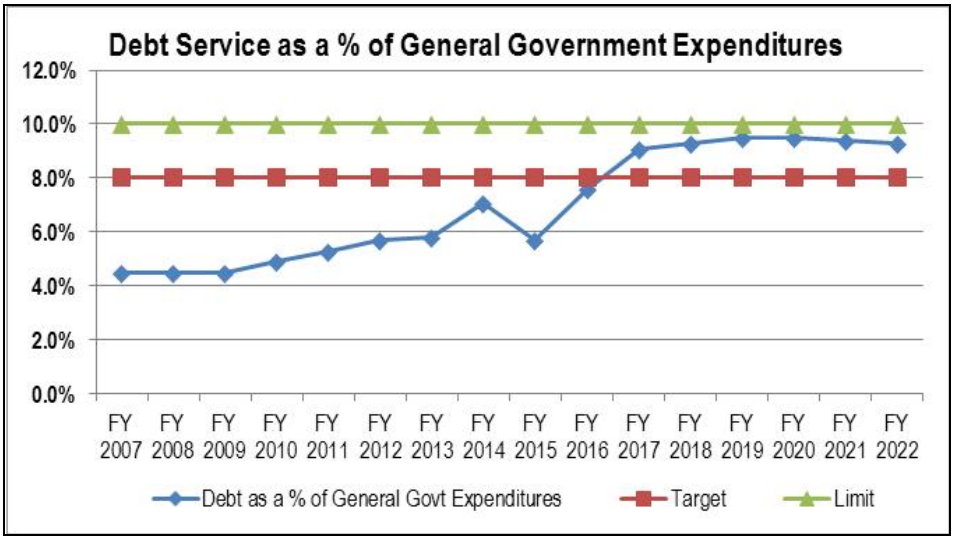
Based on comparison with other AAA/Aaa rated jurisdictions and recommendations by the Budget and Fiscal Affairs Advisory Committee (BFAAC), the City Manager recommended and Council adopted on June 24, 2008, a revision to one guideline: the debt per capita as a percent of per capita income guidelines 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 be proposed in 2012 as a result of the project debt issuance for the planned Potomac Yard Metrorail Station.



The City's ratio of debt as a percent of personal income at the end of Fiscal Year 2013 is projected to be 4.3 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 2012 ratio of 4.1 percent. While this plan takes the City close to the debt ratio limit, the ratio steadily improves as we move into the later years of the plan. Factoring in the Metrorail Station borrowing, this ratio will pass the current limit with FY 2015 peak of 6.2 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 2022.

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 move the City to slightly over the existing target in FY 2017 – FY 2022.

Under current assumptions for the next ten years, the annual increase to total debt service increases at a faster rate than total City spending. For this reason, the ratio trends higher in each year of the plan, before leveling off in FY 2020 and FY 2021. 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 has necessitated a look at the City's conservative debt guidelines, and will not jeopardize the AAA/Aaa bond ratings.

Future Revisions to Debt Policy Guidelines Planned:

The new Metrorail station financing could be as much as $275.0 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 negative General Fund impact. In fact, within ten years the General Fund will start to earn new tax revenues from development in Potomac Yards which are projected to total in excess of $500 million over 30 years.

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 be amended to account for this major economic development. These changes in the guidelines would likely be proposed in 2012.

Eco-City Initiative and the Capital Improvement Program

The Approved FY 2013 – FY 2022 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.

Transit and Transportation Infrastructure projects of the CIP such as Dedicated High-Capacity Transitways, DASH Bus fleet replacement, Hybrid Bus/Trolley Battery Packs, Bus Shelters, Bike Trails and WMATA Capital contributions are in harmony with the principles related to Transportation, Air Quality, Environment and Health and Energy as articulated in the Eco-City Charter and Goal No. 3 of the Strategic Plan.

Projects such as the Open Space Acquisition and Development (funding stream re-established), and Tree and Shrub Capital Maintenance are consistent with Goal No. 2 of the Strategic Plan.

Storm and Sanitary Sewer projects, although primarily grey infrastructure projects, protect environmental resources and match the principles of Water Resources, Environment and Health. These projects include Four Mile Run Sanitary Sewer Repairs, Holmes Run Sewershed Infiltration and Inflow, and Holmes Run Trunk Sewer. Additionally, two new projects are added to the Approved FY 2013 – 2022 CIP, Alexandria Sanitation Authority (ASA) Wastewater Treatment Plant Expansion and a Wet Weather Treatment Facility, which will expand system capacity to prevent sanitary sewer backups while minimizing the impacts of sanitary sewer discharge. Projects related to the Combined Sewer system, including Sewer Separation projects, not only improve existing infrastructure, but also the environment. These projects help the City stay in compliance with regulatory requirements.

Projects involving energy management and retrofitting of existing street lights and traffic lights with LED technology support the goals of Energy, Emerging Threat (Climate Change) and Air Quality principles, in addition to those of the Environment and Health principle. The City’s Energy Management project continues to provide an annual funding stream for energy efficient upgrades to City facility infrastructure.

The FY 2013 – FY 2022 CIP supports the Eco-City Charter and Environmental Action Plan with continued funding both now and well into the future.

Operating Impacts of the FY 2013 - FY 2022 Capital Improvement Program

The table below tracks the estimated impact on the Operating Budget resulting from the planned implementation of the capital projects in the FY 2013 - FY 2022 Approved CIP. In the case of some projects where the scope and details are almost fully developed, precise cost estimates are provided. However, in many other capital projects, it is known that the Operating Budget will be impacted (and whether positively or negatively), but not yet to what degree. These details will be better filled in as the specific details of these capital projects are developed.

Projects that are likely to increase the operating costs of the City are coded with a "costs +" in the relevant years. Those that are likely to decrease operating costs are labeled with a "savings" in the appropriate years. Finally, projects that will enable the City to generate additional revenue in the future are labeled "revenue +."

CIP Section / Project	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Alexandria City Public Schools (ACPS)										
New Jefferson-Houston K-8			costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
New Patrick Henry K-8					costs +	costs +	costs +	costs +	costs +	costs +
Community Development										
Transportation Signage/Wayfinding	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Public Art Acquisition Program	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Crime Prevention Projects (Street Lighting)				costs +	costs +	costs +	costs +	costs +	costs +	costs +
King Street Plan Implementation			costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Braddock Area Plan Implementation	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Waterfront Plan Implementation		costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Oronoco Outfall	$125,000	$125,000	$125,000	$125,000	$125,000	$125,000	$125,000	$125,000	$125,000	$125,000
4 Mile Run Park & Stream Restoration		costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
City Marina Dredging				revenue +	revenue +	revenue +	revenue +	revenue +	revenue +	revenue +
Witter Athletic Fields (Wilson Bridge)	$154,000	$154,000	$154,000	$154,000	$154,000	$154,000	$154,000	$154,000	$154,000	$154,000
Recreation and Parks										
Spray Parks								costs +	costs +	costs +
City Marina Utility Upgrades						revenue +	revenue +	revenue +	revenue +	revenue +
Athletic Field Renovations						($6,000)	($12,000)	($18,000)	($24,000)	($24,000)
Athletic Field Restroom Facilities				$2,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000
Irrigation Projects	savings	savings	savings	savings	savings	savings	savings	savings	savings	savings
Tree & Shrub Capital Improvements					$60,500	$121,000	$181,500	$242,000	$302,500	$363,000
Park Improvements/Restaurant Depot		$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000
Miracle Field		$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000
Windmill Hill Park						$95,000	$95,000	$95,000	$95,000	$95,000
Patrick Henry Recreation Center					costs +	costs +	costs +	costs +	costs +	costs +
Open Space Acquisition	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000

CIP Section / Project	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Public Buildings										
Public Safety Center Re-Use/EOC			costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Fire Station 210 (Eisenhower Valley)	$2,190,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000
Fire Station 203 (Cameron Mills Road)				costs +	costs +	costs +	costs +	costs +	costs +	costs +
Fire Station 207 (Duke Street)							costs +	costs +	costs +	costs +
Fire Station 206 (Seminary Road)								costs +	costs +	costs +
City Hall HVAC/Infrastructure Replacement			savings	savings	savings	savings	savings	savings	savings	savings
City Hall Security Enhancements	$7,500	$7,500	$7,500	$7,500	$7,500	$7,500	$7,500	$7,500	$7,500	$7,500
Energy Management Program	savings	savings	savings	savings	savings	savings	savings	savings	savings	savings
Transit & Transportation										
Bus Shelters				costs +	costs +	costs +	costs +	costs +	costs +	costs +
DASH Bus Fleet Expansion	$1,000,000	$1,332,000	$1,332,000	$2,322,080	$2,322,080	$2,322,080	$2,322,080	$2,872,000	$2,872,000	$2,872,000
Expanded Trolley/Circulator/Transit Service	$700,000	$700,000	$700,000	$700,000	$700,000	$700,000	$700,000	$700,000	$700,000	$700,000
Landmark Transit Station									costs +	costs +
High Capacity Transit Corridors	$0	$1,000,000	$2,000,000	$2,000,000	$4,400,000	$4,400,000	$4,400,000	$4,400,000	$4,400,000	$4,400,000
Potomac Yard Metrorail Station						costs +	costs +	costs +	costs +	costs +
King Street Station Improvements	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000
Eisenhower Avenue Widening	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Holmes Run Greenway/Eisenhower East		costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Old Cameron Run Trail					costs +	costs +	costs +	costs +	costs +	costs +
Backlick Run Multi-Use Paths						costs +	costs +	costs +	costs +	costs +
Retrofit Traffic Lights with LED Technology		savings	savings	savings	savings	savings	savings	savings	savings	savings
Transportation Technologies	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Sewers										
Wet Weather Detention Facility							$654,000	$673,000	$693,000	$715,000
IT Infrastructure Projects	$922,700	$961,908	$10,005,940	$1,049,913	$1,089,445	costs +	costs +	costs +	costs +	costs +
Information Technology										
IT Systems Development	savings	savings	$1,012,354	$1,148,071	$1,265,413	$1,386,230	costs +	costs +	costs +	costs +
IT Infrastructure Projects	$933,100	$985,032	$1,030,022	$1,074,997	$1,115,575	$1,129,277	costs +	costs +	costs +	costs +

Total Sources and Uses of Capital Improvement Program Funds
Approved FY 2013 - 2022 CIP

ALL SOURCES	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
General Fund Planned Appropriations (Cash Capital)	$ 6,955,483	$ 10,142,470	$ 15,144,728	$ 14,075,741	$ 13,288,064	$ 12,931,442	$ 13,622,500	$ 15,122,500	$ 15,122,500	$ 15,122,500	$ 131,527,928
General Fund Balance	$ 13,120,665	$ 2,164,558	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,285,223
General Obligation Bonds (General CIP)	$ 81,511,000	$ 24,784,863	$ 40,374,188	$ 63,440,000	$ 46,830,000	$ 45,790,000	$ 44,200,000	$ 43,150,000	$ 44,000,000	$ 43,430,000	$ 477,510,051
Bond Interest Earnings	$ 250,000	$ 300,000	$ 400,000	$ 500,000	$ 600,000	$ 700,000	$ 800,000	$ 900,000	$ 1,000,000	$ 1,000,000	$ 6,450,000
Sale of Property Revenue	$ 1,546,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,546,000
Other Base City Sources	$ 216,437	$ 216,437	$ 216,437	$ 216,437	$ 216,437	$ -	$ -	$ -	$ -	$ -	$ 1,082,185
Subtotal Unrestricted City Sources	$ 103,599,585	$ 37,608,328	$ 56,135,353	$ 78,232,178	$ 60,934,501	$ 59,421,442	$ 58,622,500	$ 59,172,500	$ 60,122,500	$ 59,552,500	$ 633,401,387
Sanitary Sewer G.O. Bonds	$ 4,850,000	$ 6,905,000	$ 4,875,000	$ 3,850,000	$ 17,150,000	$ 13,700,000	$ -	$ 11,070,000	$ 11,400,000	$ 11,750,000	$ 85,550,000
Sanitary Sewer Fees	$ 2,651,000	$ 1,625,000	$ 1,560,000	$ 1,270,000	$ 1,385,000	$ 1,490,000	$ 1,610,000	$ 1,710,000	$ 1,710,000	$ 1,805,000	$ 16,816,000
Stormwater Management GO Bonds	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 10,000,000
Stormwater Management Dedicated Tax	$ 1,048,000	$ 1,123,000	$ 1,155,000	$ 1,235,000	$ 1,325,000	$ 1,425,000	$ 1,535,000	$ 1,645,000	$ 1,770,000	$ 1,900,000	$ 14,161,000
Transportation Imprv. Program GO Bonds	$ 6,725,000	$ -	$ 17,760,000	$ 3,275,000	$ -	$ 1,970,000	$ -	$ -	$ 640,000	$ 4,350,000	$ 34,720,000
Transportation Imprv. Program Reserved Tax (for CIP)	$ 5,515,956	$ 3,940,956	$ 2,998,119	$ 1,123,466	$ -	$ -	$ 340,956	$ -	$ 1,600,956	$ 1,490,956	$ 17,011,365
Transportation Imprv. Program General Fund Transfer	$ 909,044	$ 909,044	$ 991,881	$ 951,534	$ 450,000	$ 1,280,000	$ 2,109,044	$ 1,460,000	$ 2,109,044	$ 2,109,044	$ 13,278,635
Potomac Yard Metrorail GO Bonds	$ -	$ -	$ 265,300,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 265,300,000
Potomac Yard Dev. Contributions & Dedicated Tax	$ 1,000,000	$ 1,700,000	$ 5,800,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,500,000
ITS Comcast Revenue	$ 1,054,000	$ 1,054,000	$ 1,054,000	$ 1,054,000	$ 1,054,000	$ 1,054,000	$ 1,054,000	$ 1,054,000	$ 1,054,000	$ 1,054,000	$ 10,540,000
Subtotal Restricted City Sources	$ 24,753,000	$ 18,257,000	$ 302,494,000	$ 13,759,000	$ 22,364,000	$ 21,919,000	$ 7,649,000	$ 17,939,000	$ 21,284,000	$ 25,459,000	$ 475,877,000
State Urban Funds/CMAQ & RSTP	$ 4,749,000	$ 3,210,000	$ 3,015,000	$ 3,235,000	$ 3,350,000	$ 2,710,000	$ -	$ -	$ -		$ 20,269,000
VDOT Revenue Sharing Funds	$ -	$ -	$ -	$ 500,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 6,500,000
Federal Earmarks & Grants	$ 1,267,750	$ 236,250	$ 236,250	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,740,250
Other Non-City Sources	$ 135,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 135,000
Subtotal Non-City Sources	$ 6,151,750	$ 3,446,250	$ 3,251,250	$ 3,735,000	$ 4,350,000	$ 3,710,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 28,644,250
TOTAL ALL SOURCES	$ 134,504,335	$ 59,311,578	$ 361,880,603	$ 95,726,178	$ 87,648,501	$ 85,050,442	$ 67,271,500	$ 78,111,500	$ 82,406,500	$ 86,011,500	$ 1,137,922,637

FY 2013 – FY 2022 Capital Improvement Program Overview

Total Sources and Uses of Capital Improvement Program Funds
Approved FY 2013 - 2022 CIP

ALL USES	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Schools	$ 58,941,354	$ 8,926,063	$ 15,471,475	$ 40,257,182	$ 12,930,643	$ 13,000,000	$ 13,500,000	$ 13,366,000	$ 13,600,000	$ 13,600,000	$ 203,592,717
Community Development	$ 3,832,963	$ 1,294,000	$ 3,035,000	$ 510,000	$ 1,175,000	$ 1,228,500	$ 1,299,500	$ 3,958,500	$ 767,500	$ 827,500	$ 17,928,463
Recreation & Parks	$ 4,753,000	$ 2,598,000	$ 3,483,000	$ 9,863,000	$ 13,133,000	$ 8,823,000	$ 12,123,000	$ 10,173,000	$ 6,673,000	$ 6,783,000	$ 78,405,000
Public Buildings	$ 11,455,000	$ 8,340,000	$ 17,475,000	$ 11,448,000	$ 10,370,000	$ 13,035,000	$ 10,360,000	$ 6,660,000	$ 9,842,000	$ 4,095,000	$ 103,080,000
Transit & Transportation	$ 28,803,250	$ 20,975,107	$ 308,269,250	$ 22,203,000	$ 23,838,000	$ 26,448,000	$ 19,238,000	$ 17,248,000	$ 21,638,000	$ 24,738,000	$ 513,398,607
Sanitary Sewers	$ 7,501,000	$ 8,530,000	$ 6,435,000	$ 5,120,000	$ 18,535,000	$ 15,190,000	$ 1,610,000	$ 12,780,000	$ 13,110,000	$ 13,555,000	$ 102,366,000
Stormwater Management	$ 3,058,000	$ 2,123,000	$ 2,155,000	$ 2,235,000	$ 3,525,000	$ 3,025,000	$ 3,135,000	$ 3,245,000	$ 3,370,000	$ 3,500,000	$ 29,371,000
Information Technology	$ 15,442,000	$ 5,764,000	$ 4,759,000	$ 3,254,000	$ 3,304,000	$ 3,554,000	$ 3,554,000	$ 3,554,000	$ 3,554,000	$ 3,554,000	$ 50,293,000
Other Regional Contributions	$ 717,768	$ 761,408	$ 797,878	$ 835,996	$ 837,858	$ 746,942	$ 754,683	$ 762,580	$ 770,634	$ 778,850	$ 7,764,597
Additional Projects/Revenue Reconciliation	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,697,317	$ 6,364,420	$ 9,081,366	$ 14,580,150	$ 31,723,253
TOTAL ALL USES	$ 134,504,335	$ 59,311,578	$ 361,880,603	$ 95,726,178	$ 87,648,501	$ 85,050,442	$ 67,271,500	$ 78,111,500	$ 82,406,500	$ 86,011,500	$ 1,137,922,637
% FROM BONDS	70.0%	55.1%	91.0%	74.8%	74.1%	73.4%	67.2%	70.7%	69.2%	70.4%	76.7%
% FROM CITY AND OTHER CASH SOURCES	30.0%	44.9%	9.0%	25.2%	25.9%	26.6%	32.8%	29.3%	30.8%	29.6%	23.3%

TABLE 1
Summary of Capital Improvement Program by Project Section
Approved FY 2013 – 2022

Expenditures by Funding Source					
Section/Subsection/Project	Total Funding	[1]Non-City Revenue Sources	Net City Costs	[2]City Share Unallocated Balance	Remaining City Costs
ACPS	$203,592,717	$0	$203,592,717	$0	$203,592,717
Community Development	$35,153,569	$16,236,814	$18,916,755	$1,219,792	$17,696,963
Recreation & Parks	$84,200,127	$435,000	$83,765,127	$5,495,127	$78,270,000
Public Buildings	$103,290,000	$0	$103,290,000	$210,000	$103,080,000
Transit & Transportation	$561,530,384	$62,647,408	$498,882,976	$13,762,119	$485,120,857
Sanitary Sewers	$118,458,485	$0	$118,458,485	$16,092,485	$102,366,000
Stormwater Management	$35,084,613	$0	$35,084,613	$5,713,613	$29,371,000
Other Regional Contributions	$7,764,597	$0	$7,764,597	$0	$7,764,597
Information Technology	$52,846,311	$0	$52,846,311	$2,553,311	$50,293,000
Inflation or Additional Projects	$31,723,253	$0	$31,723,253	$0	$31,723,253
Total Capital Improvement Program	$1,233,644,056	$79,319,222	$1,154,324,834	$45,046,447	$1,109,278,387

[1] Non-City Revenue Sources, $50.7 million is unallocated from prior years and $28.6 million is planned for the FY 2013-2022 CIP.

[2] City Share Unallocated Balance as of June 1, 2012.

TABLE 2
Summary of Capital Improvement Program by Project Section - City Share
Approved FY 2013 - 2022

City Share of Expenditures By Program Year												
CIP Section	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
ACPS	*$0*	$58,941,354	$8,926,063	$15,471,475	$40,257,182	$12,930,643	$13,000,000	$13,500,000	$13,366,000	$13,600,000	$13,600,000	$203,592,717
Community Development	*$1,219,792*	$3,601,463	$1,294,000	$3,035,000	$510,000	$1,175,000	$1,228,500	$1,299,500	$3,958,500	$767,500	$827,500	$17,696,963
Recreation & Parks	*$5,495,127*	$4,618,000	$2,598,000	$3,483,000	$9,863,000	$13,133,000	$8,823,000	$12,123,000	$10,173,000	$6,673,000	$6,783,000	$78,270,000
Public Buildings	*$210,000*	$11,455,000	$8,340,000	$17,475,000	$11,448,000	$10,370,000	$13,035,000	$10,360,000	$6,660,000	$9,842,000	$4,095,000	$103,080,000
Transit & Transportation	*$13,762,119*	$23,018,000	$17,528,857	$305,018,000	$18,468,000	$19,488,000	$22,738,000	$18,238,000	$16,248,000	$20,638,000	$23,738,000	$485,120,857
Sanitary Sewers	*$16,092,485*	$7,501,000	$8,530,000	$6,435,000	$5,120,000	$18,535,000	$15,190,000	$1,610,000	$12,780,000	$13,110,000	$13,555,000	$102,366,000
Stormwater Management	*$5,713,613*	$3,058,000	$2,123,000	$2,155,000	$2,235,000	$3,525,000	$3,025,000	$3,135,000	$3,245,000	$3,370,000	$3,500,000	$29,371,000
Other Regional Contributions	*$0*	$717,768	$761,408	$797,878	$835,996	$837,858	$746,942	$754,683	$762,580	$770,634	$778,850	$7,764,597
Information Technology	*$2,553,311*	$15,442,000	$5,764,000	$4,759,000	$3,254,000	$3,304,000	$3,554,000	$3,554,000	$3,554,000	$3,554,000	$3,554,000	$50,293,000
Inflation or Additional Projects	*$0*	$0	$0	$0	$0	$0	$0	$1,697,317	$6,364,420	$9,081,366	$14,580,150	$31,723,253
Total Net City Costs	*$45,046,447*	$128,352,585	$55,865,328	$358,629,353	$91,991,178	$83,298,501	$81,340,442	$66,271,500	$77,111,500	$81,406,500	$85,011,500	$1,109,278,387

TABLE 3
Summary of Capital Improvement Program by Project Section - Non-City Share
Approved FY 2013 - 2022

Non-City Share of Expenditures By Program Year												
CIP Section	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
ACPS	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Community Development	*$16,005,314*	$231,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$231,500
Recreation & Parks	*$300,000*	$135,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$135,000
Public Buildings	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Transit & Transportation	*$34,369,658*	$5,785,250	$3,446,250	$3,251,250	$3,735,000	$4,350,000	$3,710,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$28,277,750
Sanitary Sewers	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Stormwater Management	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Regional Contributions	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Information Technology	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Inflation or Additional Projects	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Net City Costs	*$50,674,972*	$6,151,750	$3,446,250	$3,251,250	$3,735,000	$4,350,000	$3,710,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$28,644,250

Capital Improvement Program – Project Funding Summary
Approved FY 2013 – 2022

Expenditures by Funding Source					
Section/Subsection/Project	Total Funding	Non-City Revenue Sources	Net City Costs	[1]City Share Unallocated Balance	Remaining City Costs
ACPS Capacity Projects					
Jefferson-Houston New K-8	$42,001,438	$0	$42,001,438	$0	$42,001,438
Other Capacity Projects	$3,714,598	$0	$3,714,598	$0	$3,714,598
Patrick Henry K-8	$43,032,440	$0	$43,032,440	$0	$43,032,440
ACPS Facilities Maintenance					
Asset Loss Prevention	$2,261,357	$0	$2,261,357	$0	$2,261,357
Asset Replacement	$2,305,760	$0	$2,305,760	$0	$2,305,760
Equipment and Systems Replacement	$3,524,562	$0	$3,524,562	$0	$3,524,562
Facilities Maintenance	$18,082,137	$0	$18,082,137	$0	$18,082,137
Instructional Environment	$2,617,642	$0	$2,617,642	$0	$2,617,642
Shared Program Priorities	$1,138,475	$0	$1,138,475	$0	$1,138,475
EcoCity Projects	$3,492,519	$0	$3,492,519	$0	$3,492,519
ADA Projects	$137,981	$0	$137,981	$0	$137,981
ACPS To Be Determined					
ACPS Lump Sum Funding (Projects TBD)	$81,283,808	$0	$81,283,808	$0	$81,283,808
ACPS Total	$203,592,717	$0	$203,592,717	$0	$203,592,717

[1] City Share Unallocated Balance as of June 1, 2012.

Section/Subsection/Project	Total Funding	[1]Non-City Revenue Sources	Net City Costs	[2]City Share Unallocated Balance	Remaining City Costs
Community Development					
City-Wide Amenities					
Crime Prevention Projects (Street Lighting)	$175,000	$0	$175,000	$0	$175,000
Lighting Fixture & Poles Replacement	$860,000	$0	$860,000	$110,000	$750,000
Public Art Acquisition	$2,750,000	$0	$2,750,000	$0	$2,750,000
Public Art Conservation Program	$217,500	$0	$217,500	$30,000	$187,500
Transportation Sign. & Wayfinding System	$2,269,000	$0	$2,269,000	$0	$2,269,000
Neighborhood Planning					
Braddock Road Area Plan Implementation	$550,000	$0	$550,000	$100,000	$450,000
King St. Plan Implementation	$900,000	$0	$900,000	$0	$900,000
Landmark/Van Dorn Area Plan Impl.	$10,000	$0	$10,000	$0	$10,000
Waterfront Small Area Plan Implementation	$750,000	$0	$750,000	$0	$750,000

Expenditures by Funding Source					
Section/Subsection/Project	Total Funding	Non-City Revenue Sources	Net City Costs	[1]City Share Unallocated Balance	Remaining City Costs
ACPS Capacity Projects					
Jefferson-Houston New K-8	$42,001,438	$0	$42,001,438	$0	$42,001,438
Other Capacity Projects	$3,714,598	$0	$3,714,598	$0	$3,714,598
Patrick Henry K-8	$43,032,440	$0	$43,032,440	$0	$43,032,440
ACPS Facilities Maintenance					
Asset Loss Prevention	$2,261,357	$0	$2,261,357	$0	$2,261,357
Asset Replacement	$2,305,760	$0	$2,305,760	$0	$2,305,760
Equipment and Systems Replacement	$3,524,562	$0	$3,524,562	$0	$3,524,562
Facilities Maintenance	$18,082,137	$0	$18,082,137	$0	$18,082,137
Instructional Environment	$2,617,642	$0	$2,617,642	$0	$2,617,642
Shared Program Priorities	$1,138,475	$0	$1,138,475	$0	$1,138,475
EcoCity Projects	$3,492,519	$0	$3,492,519	$0	$3,492,519
ADA Projects	$137,981	$0	$137,981	$0	$137,981
ACPS To Be Determined					
ACPS Lump Sum Funding (Projects TBD)	$81,283,808	$0	$81,283,808	$0	$81,283,808
ACPS Total	$203,592,717	$0	$203,592,717	$0	$203,592,717

[1] City Share Unallocated Balance as of June 1, 2012.

Section/Subsection/Project	Total Funding	[1]Non-City Revenue Sources	Net City Costs	[2]City Share Unallocated Balance	Remaining City Costs
Community Development					
City-Wide Amenities					
Crime Prevention Projects (Street Lighting)	$175,000	$0	$175,000	$0	$175,000
Lighting Fixture & Poles Replacement	$860,000	$0	$860,000	$110,000	$750,000
Public Art Acquisition	$2,750,000	$0	$2,750,000	$0	$2,750,000
Public Art Conservation Program	$217,500	$0	$217,500	$30,000	$187,500
Transportation Sign. & Wayfinding System	$2,269,000	$0	$2,269,000	$0	$2,269,000
Neighborhood Planning					
Braddock Road Area Plan Implementation	$550,000	$0	$550,000	$100,000	$450,000
King St. Plan Implementation	$900,000	$0	$900,000	$0	$900,000
Landmark/Van Dorn Area Plan Impl.	$10,000	$0	$10,000	$0	$10,000
Waterfront Small Area Plan Implementation	$750,000	$0	$750,000	$0	$750,000

Section/Subsection/Project	Total Funding	[1]Non-City Revenue Sources	Net City Costs	[2]City Share Unallocated Balance	Remaining City Costs
Waterways Maintenance & Improvements					
City Marina Waterfront Dredging	$6,200,000	$0	$6,200,000	$0	$6,200,000
Environmental Restoration	$1,272,750	$0	$1,272,750	$388,750	$884,000
Four Mile Run Stream Restoration	$1,497,005	$819,500	$677,505	$506,042	$171,463
Oronoco Outfall	$2,285,000	$0	$2,285,000	$85,000	$2,200,000
Woodrow Wilson Bridge Project					
Woodrow Wilson Bridge Project	$15,417,314	$15,417,314	$0	$0	$0
Community Development Total	$35,153,569	$16,236,814	$18,916,755	$1,219,792	$17,696,963

[1] Non-City Revenue Sources, $17.1 million is unallocated from prior years and $0.2 million is planned for the FY 2013-2022 CIP.

[2] City Share Unallocated Balance as of June 1, 2012.

Section/Subsection/Project	Total Funding	[1]Non-City Revenue Sources	Net City Costs	[2]City Share Unallocated Balance	Remaining City Costs
Recreation & Parks					
Park Maintenance and Improvements					
ADA Requirements	$373,000	$0	$373,000	$83,000	$290,000
Athletic Field Restrooms	$450,000	$0	$450,000	$0	$450,000
Ball Court Renovations	$1,500,000	$0	$1,500,000	$0	$1,500,000
Park Renovations CFMP	$4,019,000	$0	$4,019,000	$164,000	$3,855,000
Pavement Improvements at Parks	$2,250,000	$0	$2,250,000	$0	$2,250,000
Playground Renovations	$6,250,000	$0	$6,250,000	$0	$6,250,000
Tree & Shrub Capital Maintenance	$2,860,000	$0	$2,860,000	$0	$2,860,000
Windmill Hill Park	$4,784,953	$0	$4,784,953	$784,953	$4,000,000
Soft Surface Trails	$660,000	$0	$660,000	$0	$660,000
Water Management & Irrigation	$1,280,000	$0	$1,280,000	$0	$1,280,000
Restaurant Depot Contribution Projects	$300,000	$300,000	$0	$0	$0
Athletic Field Improvements (incl. Synthetic Turf)	$9,110,000	$0	$9,110,000	$0	$9,110,000
Recreation Facility Maintenance					
City Marina Maintenance	$955,000	$0	$955,000	$55,000	$900,000
Public Pools	$520,000	$0	$520,000	$0	$520,000
Recreation Center CFMP	$5,120,000	$0	$5,120,000	$0	$5,120,000
Renovated or New Recreation Facilities					
Chinquapin Aquatics Center	$6,440,000	$0	$6,440,000	$0	$6,440,000
City Marina Seawalls	$1,700,000	$0	$1,700,000	$0	$1,700,000
City Marina Utility Upgrades	$1,250,000	$0	$1,250,000	$0	$1,250,000
City Median Conversions/Renovations	$800,000	$0	$800,000	$0	$800,000
Miracle Field	$420,000	$135,000	$285,000	$0	$285,000
Patrick Henry Recreation Center	$6,100,000	$0	$6,100,000	$0	$6,100,000
Spray Parks	$3,000,000	$0	$3,000,000	$0	$3,000,000

Section/Subsection/Project	Total Funding	[1]Non-City Revenue Sources	Net City Costs	[2]City Share Unallocated Balance	Remaining City Costs
Recreation & Parks					
Open Space Acquisition and Development	$0	$0	$0	$0	$0
Open Space Acquisition and Develop.	$24,058,174	$0	$24,058,174	$4,408,174	$19,650,000
Recreation & Parks Total	$84,200,127	$435,000	$83,765,127	$5,495,127	$78,270,000

[1] Non-City Revenue Sources, $0.5 million is unallocated from prior years and $0.1 million is planned for the FY 2013-2022 CIP.

[2] City Share Unallocated Balance as of June 1, 2012.

Section/Subsection/Project	Total Funding	Non-City Revenue Sources	Net City Costs	[1]City Share Unallocated Balance	Remaining City Costs
Public Buildings					
General Government Facilities					
General Services CFMP	$12,500,000	$0	$12,500,000	$0	$12,500,000
Energy Management Program	$5,470,000	$0	$5,470,000	$210,000	$5,260,000
Emergency Generators	$2,945,000	$0	$2,945,000	$0	$2,945,000
Space Management Program	$950,000	$0	$950,000	$0	$950,000
City Hall HVAC & Infrastructure Repl.	$18,000,000	$0	$18,000,000	$0	$18,000,000
City Hall Security Enhancements	$175,000	$0	$175,000	$0	$175,000
Roof Replacement Program	$840,000	$0	$840,000	$0	$840,000
Elevator Replacement/Refurbishment	$1,000,000	$0	$1,000,000	$0	$1,000,000
Fleet Facility - Lift Replacement	$585,000	$0	$585,000	$0	$585,000
Market Square Renovations	$600,000	$0	$600,000	$0	$600,000
Libraries					
Library CFMP	$1,570,000	$0	$1,570,000	$0	$1,570,000
Preservation of Historic Facilities					
City Historic Facilities CFMP	$3,450,000	$0	$3,450,000	$0	$3,450,000
Torpedo Factory Repairs	$10,000	$0	$10,000	$0	$10,000
Public Health & Welfare Facilities					
Mental Health Residential Facilities CFMP	$1,500,000	$0	$1,500,000	$0	$1,500,000
Public Safety Facilities					
Fire Station CFMP	$4,000,000	$0	$4,000,000	$0	$4,000,000
Fire Station 210 (Eisenhower Valley)/Impound Lot	$2,875,000	$0	$2,875,000	$0	$2,875,000
Burn Building	$200,000	$0	$200,000	$0	$200,000
Fire Station 203 (Cameron Mills)	$6,200,000	$0	$6,200,000	$0	$6,200,000
Fire Station 207 (Duke Street)	$9,700,000	$0	$9,700,000	$0	$9,700,000
Fire Station 206 (Seminary Rd)	$9,700,000	$0	$9,700,000	$0	$9,700,000
Fire Station 205 (Cameron Street)	$9,700,000	$0	$9,700,000	$0	$9,700,000
Sheriff CFMP	$4,600,000	$0	$4,600,000	$0	$4,600,000
EOC/Public Safety Center Reuse	$3,515,000	$0	$3,515,000	$0	$3,515,000
Police K-9 Facility Renovation	$270,000	$0	$270,000	$0	$270,000
Pistol Range	$1,435,000	$0	$1,435,000	$0	$1,435,000
Vola Lawson Animal Shelter	$300,000	$0	$300,000	$0	$300,000
Emergency Govt. Relocation Center	$1,200,000	$0	$1,200,000	$0	$1,200,000
Public Buildings Total	$103,290,000	$0	$103,290,000	$210,000	$103,080,000

[1] City Share Unallocated Balance as of June 1, 2012.

FY 2013 – FY 2022 Capital Improvement Program Overview

Section/Subsection/Project	Total Funding	[1]Non-City Revenue Sources	Net City Costs	[2]City Share Unallocated Balance	Remaining City Costs
Transit & Transportation					
Fixed Transportation Equipment					
Fixed Transportation Equipment	$10,600,000	$0	$10,600,000	$0	$10,600,000
Retrofit Traffic Lights with LED Technology	$250,000	$0	$250,000	$125,000	$125,000
Transportation Technologies	$2,550,000	$0	$2,550,000	$50,000	$2,500,000
Parking Technologies	$1,060,000	$1,060,000	$0	$0	$0
High Capacity Transit Corridors					
Crystal City/Potomac Yard BRT	$5,685,553	$5,685,553	$0	$0	$0
Transit Corridor "A" BRT Rolling Stock	$4,000,000	$0	$4,000,000	$0	$4,000,000
Transit Corridor "A" Streetcar Conversion	$4,000,000	$0	$4,000,000	$1,000,000	$3,000,000
Transit Corridor "A" Widening	$600,000	$0	$600,000	$600,000	$0
Transit Corridor "C" Construction	$19,200,000	$800,000	$18,400,000	$2,100,000	$16,300,000
Transit Corridor "C" Rolling Stock	$5,000,000	$0	$5,000,000	$0	$5,000,000
Transit Corridor "B" Construction	$700,000	$0	$700,000	$0	$700,000
Non-Motorized Transportation					
Access to Transit	$1,648,000	$1,440,000	$208,000	$208,000	$0
Edsall and South Pickett Pedestrian Imprv.	$120,000	$120,000	$0	$0	$0
Wilkes Street Bikeway	$180,000	$180,000	$0	$0	$0
BRAC Neighborhood Protection Plan	$510,000	$500,000	$10,000	$10,000	$0
Holmes Run Greenway	$5,334,800	$1,750,000	$3,584,800	$284,800	$3,300,000
Mt. Vernon Trail @ East Abingdon	$750,000	$750,000	$0	$0	$0
Capital Bikeshare	$1,260,000	$1,260,000	$0	$0	$0
Non-Motorized Transportation (Complete St)	$6,493,945	$0	$6,493,945	$448,088	$6,045,857
Non-Motorized Transportation (Safety)	$4,220,000	$0	$4,220,000	$420,000	$3,800,000
Shared-Use Paths	$1,298,000	$0	$1,298,000	$118,000	$1,180,000
Bicycle Parking at Major Transit Stops	$250,000	$250,000	$0	$0	$0
Braddock Rd. Metro Multimodal Connections	$1,150,000	$1,150,000	$0	$0	$0
Old Cameron Run Trail	$3,500,000	$0	$3,500,000	$0	$3,500,000
Backlick Run Multi-Use Paths	$3,200,000	$0	$3,200,000	$0	$3,200,000
Public Transit					
South Eisenhower Metrorail Station	$4,552,085	$4,510,085	$42,000	$42,000	$0
King Street Station Improvements	$7,100,000	$3,700,000	$3,400,000	$2,200,000	$1,200,000
Potomac Yard Metrorail Station	$274,400,000	$0	$274,400,000	$600,000	$273,800,000
WMATA Capital	$74,550,145	$0	$74,550,145	$900,145	$73,650,000
ADA Access	$110,000	$0	$110,000	$10,000	$100,000
Bus Shelters	$1,233,750	$1,199,750	$34,000	$34,000	$0
DASH Bus Fleet Replacements	$45,111,600	$16,911,600	$28,200,000	$0	$28,200,000
DASH Fleet Expansion	$6,436,500	$0	$6,436,500	$1,636,500	$4,800,000
Expanded Trolley/Circulator/Transit Service	$2,800,000	$0	$2,800,000	$0	$2,800,000
Hybrid Bus / Trolley Battery Packs	$1,500,000	$0	$1,500,000	$0	$1,500,000
Landmark Transit Station	$5,000,000	$0	$5,000,000	$0	$5,000,000

FY 2013 – FY 2022 Capital Improvement Program Overview

Section/Subsection/Project	Total Funding	[1]Non-City Revenue Sources	Net City Costs	[2]City Share Unallocated Balance	Remaining City Costs
Streets & Bridges					
Edsall Road	$1,460,904	$460,904	$1,000,000	$1,000,000	$0
King & Beauregard Intersection	$8,253,262	$7,872,700	$380,562	$380,562	$0
Eisenhower Avenue Widening	$6,228,816	$6,098,816	$130,000	$130,000	$0
King/Quaker Lane/Braddock Rd. Inter.	$5,848,000	$448,000	$5,400,000	$0	$5,400,000
Bridge Repairs	$3,900,000	$0	$3,900,000	$600,000	$3,300,000
Street/Alley Reconstructions & Extensions	$4,475,024	$0	$4,475,024	$775,024	$3,700,000
Miscellaneous Undergrounding	$950,000	$0	$950,000	$90,000	$860,000
Mt. Vernon Ave/Russell Road Intersection	$1,000,000	$0	$1,000,000	$0	$1,000,000
Madison & Montgomery Reconstruction	$6,750,000	$0	$6,750,000	$0	$6,750,000
Street Reconstructions TBD	$13,000,000	$6,500,000	$6,500,000	$0	$6,500,000
Duke Street Complete Streets	$2,310,000	$0	$2,310,000	$0	$2,310,000
High Street Construction	$500,000	$0	$500,000	$0	$500,000
Van Dorn Metro Multimodal Bridge	$500,000	$0	$500,000	$0	$500,000
Transit & Transportation Total	$561,530,384	$62,647,408	$498,882,976	$13,762,119	$485,120,857

[1] Non-City Revenue Sources, $37.0 million is unallocated from prior years and $28.3 million is planned for the FY 2013-2022 CIP.

[2] City Share Unallocated Balance as of June 1, 2012.

Section/Subsection/Project	Total Funding	Non-City Revenue Sources	Net City Costs	[1]City Share Unallocated Balance	Remaining City Costs
Sanitary Sewers					
Commonwealth Service Chamber	$370,000	$0	$370,000	$370,000	$0
Holmes Run Trunk Sewer	$6,037,000	$0	$6,037,000	$6,037,000	$0
Sanitary Sewer Capacity Studies	$99,877	$0	$99,877	$99,877	$0
Four Mile Run Sanitary Sewer Repair	$1,630,000	$0	$1,630,000	$130,000	$1,500,000
Holmes Run Sewershed Infiltration & Inflow	$24,820,000	$0	$24,820,000	$4,960,000	$19,860,000
Mitigation of Combined Sewer Overflows	$4,960,690	$0	$4,960,690	$1,521,690	$3,439,000
Reconstructions & Exts. of Sanitary Sewers	$7,790,918	$0	$7,790,918	$2,373,918	$5,417,000
Sewer Separation Projects	$6,020,000	$0	$6,020,000	$600,000	$5,420,000
ASA Wastewater Treatment Plant Capacity	$35,220,000	$0	$35,220,000	$0	$35,220,000
Wet Weather Detention Facility	$31,500,000	$0	$31,500,000	$0	$31,500,000
Sanitary Sewer Master Plan	$10,000	$0	$10,000	$0	$10,000
Sanitary Sewers Total	$118,458,485	$0	$118,458,485	$16,092,485	$102,366,000

[1] City Share Unallocated Balance as of June 1, 2012.

Section/Subsection/Project	Total Funding	Non-City Revenue Sources	Net City Costs	[1]City Share Unallocated Balance	Remaining City Costs
Stormwater Management					
Taylor Run at Janney's Lane	$551,250	$0	$551,250	$551,250	$0
NPDES / MS4 Permit	$134,000	$0	$134,000	$134,000	$0
Four Mile Run Channel Maintenance	$2,210,000	$0	$2,210,000	$600,000	$1,610,000
Ft. Ward Stormwater	$585,000	$0	$585,000	$85,000	$500,000
Storm Sewer Capacity Analysis	$1,258,500	$0	$1,258,500	$508,500	$750,000
Stream & Channel Maintenance and Rest.	$9,766,750	$0	$9,766,750	$170,750	$9,596,000
Miscellaneous Storm Sewer Repairs	$8,449,113	$0	$8,449,113	$3,214,113	$5,235,000
Storm/Combined Sewer Assessment and Renovation	$5,330,000	$0	$5,330,000	$450,000	$4,880,000
Key Drive Flood Mitigation	$1,800,000	$0	$1,800,000	$0	$1,800,000
Braddock Rd. & West St. Storm Sewer	$5,000,000	$0	$5,000,000	$0	$5,000,000
Stormwater Management Total	$35,084,613	$0	$35,084,613	$5,713,613	$29,371,000

[1] City Share Unallocated Balance as of June 1, 2012.

Section/Subsection/Project	Total Funding	Non-City Revenue Sources	Net City Costs	[1]City Share Unallocated Balance	Remaining City Costs
Other Regional Contributions					
Northern Virginia Community College	$3,625,790	$0	$3,625,790	$0	$3,625,790
Northern Virginia Regional Park Authority	$3,598,620	$0	$3,598,620	$0	$3,598,620
Peumansend Creek Regional Jail	$540,187	$0	$540,187	$0	$540,187
Other Regional Contributions Total	$7,764,597	$0	$7,764,597	$0	$7,764,597

[1] City Share Unallocated Balance as of June 1, 2012.

Section/Subsection/Project	Total Funding	Non-City Revenue Sources	Net City Costs	[1]City Share Unallocated Balance	Remaining City Costs
Information Technology Plan					
Document Management Systems					
Document Management & Imaging Infra.	$80,000	$0	$80,000	$0	$80,000
Enterprise Services					
Connectivity Initiatives	$11,525,000	$0	$11,525,000	$985,000	$10,540,000
IT Enterprise Management System	$800,000	$0	$800,000	$0	$800,000
Financial and Human Resource Systems					
Purchasing System Upgrade	$15,000	$0	$15,000	$15,000	$0
Handheld Data Collection Devices	$25,000	$0	$25,000	$0	$25,000
Business Tax System	$294,000	$0	$294,000	$34,000	$260,000
Enterprise Resource Planning System	$1,350,000	$0	$1,350,000	$0	$1,350,000
Real Estate Account Receivable System	$420,000	$0	$420,000	$200,000	$220,000
Reciprocity Contractor System	$30,000	$0	$30,000	$0	$30,000
Personal Property Tax System	$260,000	$0	$260,000	$0	$260,000
Finance Payment Kiosk	$35,000	$0	$35,000	$10,000	$25,000
Customer Management System	$5,000	$0	$5,000	$0	$5,000
Virtual Adjudication	$30,000	$0	$30,000	$20,000	$10,000

Section/Subsection/Project	Total Funding	Non-City Revenue Sources	Net City Costs	[1]City Share Unallocated Balance	Remaining City Costs
Information Technology Plan					
Geographic Information Systems					
GIS Development	$940,000	$0	$940,000	$0	$940,000
Network Services					
Database Infrastructure	$280,000	$0	$280,000	$0	$280,000
Enterprise Data Storage Infrastructure	$835,000	$0	$835,000	$0	$835,000
LAN Development	$190,000	$0	$190,000	$50,000	$140,000
LAN/WAN Infrastructure	$2,100,000	$0	$2,100,000	$250,000	$1,850,000
Network Server Infrastructure	$1,050,000	$0	$1,050,000	$0	$1,050,000
Security	$805,000	$0	$805,000	$50,000	$755,000
Upgrade Work Station Operating Systems	$1,450,000	$0	$1,450,000	$0	$1,450,000
Voice Over IP	$605,000	$0	$605,000	$130,000	$475,000
IT Equipment Replacement	$1,600,000	$0	$1,600,000	$0	$1,600,000
Fort Ward I-Net Connectivity	$40,000	$0	$40,000	$0	$40,000
Library LAN/WAN Infrastructure	$60,000	$0	$60,000	$0	$60,000
Library Replacement Equipment	$34,000	$0	$34,000	$0	$34,000
Other System Development Projects					
Enterprise Maintenance Mgmt System	$597,500	$0	$597,500	$135,000	$462,500
Permit Processing	$2,205,600	$0	$2,205,600	$140,600	$2,065,000
Library Wireless Solution	$42,500	$0	$42,500	$0	$42,500
RecTrac Database & Financial System	$295,000	$0	$295,000	$0	$295,000
DCHS HIPAA Data Security Compliance	$200,000	$0	$200,000	$0	$200,000
DCHS Payment System Replacement	$125,000	$0	$125,000	$0	$125,000
Public Access Development					
Customer Relationship Management System	$350,000	$0	$350,000	$0	$350,000
Electronic Government	$752,340	$0	$752,340	$317,340	$435,000
Public Safety Systems					
EMS Records Management System	$21,500	$0	$21,500	$21,500	$0
Fire Records Management Project	$85,871	$0	$85,871	$85,871	$0
Police CAD/RMS Project	$18,000	$0	$18,000	$18,000	$0
AJIS Enhancements	$1,051,000	$0	$1,051,000	$91,000	$960,000
Computer Aided Dispatch System Replacement	$10,800,000	$0	$10,800,000	$0	$10,800,000
Fire Radios	$1,220,000	$0	$1,220,000	$0	$1,220,000
Remote Radio Technology	$24,000	$0	$24,000	$0	$24,000
Public Safety Radio Replacement	$200,000	$0	$200,000	$0	$200,000
Future Information Technology Projects					
IT Lump Sum Funding	$10,000,000	$0	$10,000,000	$0	$10,000,000
Information Technology Total	$52,846,311	$0	$52,846,311	$2,553,311	$50,293,000

[1] City Share Unallocated Balance as of June 1, 2012.

Section/Subsection/Project	Total Funding	Non-City Revenue Sources	Net City Costs	City Share Unallocated Balance	Remaining City Costs
Inflation or Additional Projects	$31,723,253	$0	$31,723,253	$0	$31,723,253
Inflation or Additional Projects Total	$0	$0	$0	$0	$0

Capital Improvement Program – Project Expenditure Summary
Approved FY 2013 – 2022

Alexandria City Public Schools (ACPS) Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
ACPS Capacity Projects												
Jefferson-Houston New K-8	*$0*	$42,001,438	$0	$0	$0	$0	$0	$0	$0	$0	$0	$42,001,438
Other Capacity Projects	*0*	1,994,475	1,720,123	0	0	0	0	0	0	0	0	3,714,598
Patrick Henry K-8	*0*	0	2,950,328	7,491,466	31,660,003	930,643	0	0	0	0	0	43,032,440
ACPS Facilities Maintenance												
Asset Loss Prevention	*0*	751,584	558,592	497,392	453,789	0	0	0	0	0	0	2,261,357
Asset Replacement	*0*	500,000	500,000	500,000	805,760	0	0	0	0	0	0	2,305,760
Equipment and Systems Replacement	*0*	988,743	855,869	764,195	915,755	0	0	0	0	0	0	3,524,562
Facilities Maintenance	*0*	11,332,111	1,566,313	3,134,849	2,048,864	0	0	0	0	0	0	18,082,137
Instructional Environment	*0*	630,375	646,134	662,288	678,845	0	0	0	0	0	0	2,617,642
Shared Program Priorities	*0*	742,628	128,704	131,922	135,221	0	0	0	0	0	0	1,138,475
EcoCity Projects	*0*	0	0	2,289,363	1,203,156	0	0	0	0	0	0	3,492,519
ADA Projects	*0*	0	0	0	137,981	0	0	0	0	0	0	137,981
ACPS To Be Determined												
ACPS Lump Sum Funding (Projects TBD)	*0*	0	0	0	2,217,808	12,000,000	13,000,000	13,500,000	13,366,000	13,600,000	13,600,000	81,283,808
ACPS Total	*$0*	$58,941,354	$8,926,063	$15,471,475	$40,257,182	$12,930,643	$13,000,000	$13,500,000	$13,366,000	$13,600,000	$13,600,000	$203,592,717
Less Total Non-City Revenue	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Net City Costs	*$0*	$58,941,354	$8,926,063	$15,471,475	$40,257,182	$12,930,643	$13,000,000	$13,500,000	$13,366,000	$13,600,000	$13,600,000	$203,592,717

Community Development Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
City-Wide Amenities												
Lighting Fixture & Poles Replacement	*$110,000*	$75,000	$75,000	$75,000	$75,000	$75,000	$75,000	$75,000	$75,000	$75,000	$75,000	$750,000
Public Art Acquisition	*0*	50,000	100,000	150,000	200,000	250,000	300,000	350,000	400,000	450,000	500,000	2,750,000
Public Art Conservation Program	*30,000*	15,000	15,000	15,000	15,000	15,000	22,500	22,500	22,500	22,500	22,500	187,500
Transportation Sign. & Wayfinding System	*0*	295,000	225,000	200,000	0	515,000	361,000	432,000	241,000	0	0	2,269,000
Crime Prevention Projects (Street Lighting)	*0*	0	0	0	25,000	25,000	25,000	25,000	25,000	25,000	25,000	175,000

FY 2013 – FY 2022 Capital Improvement Program Overview

Community Development Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Neighborhood Planning												
Waterfront Small Area Plan Implementation	*0*	750,000	0	0	0	0	0	0	0	0	0	750,000
Braddock Road Area Plan Implementation	*100,000*	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	450,000
King St. Plan Implementation	*0*	0	150,000	0	0	250,000	250,000	250,000	0	0	0	900,000
Landmark/Van Dorn Area Plan Impl.	*0*	0	0	0	0	0	0	0	0	0	10,000	10,000
Waterways Maintenance & Improvements												
Four Mile Run Stream Restoration	*1,094,042*	402,963	0	0	0	0	0	0	0	0	0	402,963
Oronoco Outfall	*85,000*	2,200,000	0	0	0	0	0	0	0	0	0	2,200,000
City Marina Waterfront Dredging	*0*	0	550,000	2,550,000	0	0	0	100,000	3,000,000	0	0	6,200,000
Environmental Restoration	*388,750*	0	134,000	0	150,000	0	150,000	0	150,000	150,000	150,000	884,000
Woodrow Wilson Bridge Project												
Woodrow Wilson Bridge Project	*15,417,314*	0	0	0	0	0	0	0	0	0	0	0
Community Development Total	*$17,225,106*	$3,832,963	$1,294,000	$3,035,000	$510,000	$1,175,000	$1,228,500	$1,299,500	$3,958,500	$767,500	$827,500	$17,928,463
Less Total Non-City Revenue	*$16,005,314*	$231,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$231,500
Total Net City Costs	*$1,219,792*	$3,601,463	$1,294,000	$3,035,000	$510,000	$1,175,000	$1,228,500	$1,299,500	$3,958,500	$767,500	$827,500	$17,696,963

Recreation & Parks Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Park Maintenance and Improvements												
Restaurant Depot Contribution Projects	*$300,000*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
ADA Requirements	*83,000*	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	290,000
Ball Court Renovations	*0*	75,000	225,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
Park Renovations CFMP	*164,000*	313,000	338,000	338,000	338,000	338,000	438,000	438,000	438,000	438,000	438,000	3,855,000
Playground Renovations	*0*	300,000	700,000	850,000	750,000	500,000	550,000	600,000	650,000	650,000	700,000	6,250,000
Tree & Shrub Capital Maintenance	*0*	226,000	226,000	226,000	226,000	326,000	326,000	326,000	326,000	326,000	326,000	2,860,000
Soft Surface Trails	*0*	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	120,000	660,000
Water Management & Irrigation	*0*	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000	1,280,000
Pavement Improvements at Parks	*0*	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,250,000
Athletic Field Restrooms	*0*	0	0	200,000	250,000	0	0	0	0	0	0	450,000
Windmill Hill Park	*784,953*	0	0	0	300,000	3,700,000	0	0	0	0	0	4,000,000
Athletic Field Improvements (incl. Synthetic Turf)	*0*	0	0	0	0	1,610,000	2,500,000	2,500,000	2,500,000	0	0	9,110,000
Recreation Facility Maintenance												
City Marina Maintenance	*55,000*	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	900,000
Public Pools	*0*	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	520,000
Recreation Center CFMP	*0*	620,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	5,120,000

FY 2013 – FY 2022 Capital Improvement Program Overview

Recreation & Parks Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Renovated or New Recreation Facilities												
Chinquapin Aquatics Center	*0*	1,440,000	0	0	0	1,000,000	2,000,000	2,000,000	0	0	0	6,440,000
Miracle Field	*0*	420,000	0	0	0	0	0	0	0	0	0	420,000
Patrick Henry Recreation Center	*0*	0	0	610,000	5,490,000	0	0	0	0	0	0	6,100,000
City Marina Seawalls	*0*	0	0	0	200,000	1,500,000	0	0	0	0	0	1,700,000
City Marina Utility Upgrades	*0*	0	0	0	250,000	1,000,000	0	0	0	0	0	1,250,000
City Median Conversions/Renovations	*0*	0	0	0	0	400,000	400,000	0	0	0	0	800,000
Spray Parks	*0*	0	0	0	0	0	0	2,000,000	1,000,000	0	0	3,000,000
Open Space Acquisition and Development												
Open Space Acquisition and Develop.	*4,408,174*	1,000,000	0	0	800,000	1,500,000	1,350,000	3,000,000	4,000,000	4,000,000	4,000,000	19,650,000
Recreation & Parks Total	*$5,795,127*	$4,753,000	$2,598,000	$3,483,000	$9,863,000	$13,133,000	$8,823,000	$12,123,000	$10,173,000	$6,673,000	$6,783,000	$78,405,000
Less Total Non-City Revenue	*$300,000*	$135,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$135,000
Total Net City Costs	*$5,495,127*	$4,618,000	$2,598,000	$3,483,000	$9,863,000	$13,133,000	$8,823,000	$12,123,000	$10,173,000	$6,673,000	$6,783,000	$78,270,000

Public Buildings Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
General Government Facilities												
General Services CFMP	*$0*	$1,100,000	$1,100,000	$1,100,000	$1,100,000	$1,100,000	$1,400,000	$1,400,000	$1,400,000	$1,400,000	$1,400,000	$12,500,000
Energy Management Program	*210,000*	210,000	400,000	450,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	5,260,000
Emergency Generators	*0*	645,000	560,000	190,000	143,000	300,000	400,000	25,000	25,000	207,000	450,000	2,945,000
Space Management Program	*0*	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	950,000
City Hall HVAC & Infrastructure Repl.	*0*	250,000	2,950,000	8,000,000	6,800,000	0	0	0	0	0	0	18,000,000
City Hall Security Enhancements	*0*	175,000	0	0	0	0	0	0	0	0	0	175,000
Roof Replacement Program	*0*	530,000	310,000	0	0	0	0	0	0	0	0	840,000
Elevator Replacement/Refurbishment	*0*	500,000	0	500,000	0	0	0	0	0	0	0	1,000,000
Fleet Facility - Lift Replacement	*0*	0	585,000	0	0	0	0	0	0	0	0	585,000
Market Square Renovations	*0*	0	0	0	200,000	400,000	0	0	0	0	0	600,000
Libraries												
Library CFMP	*0*	220,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,570,000
Preservation of Historic Facilities												
City Historic Facilities CFMP	*0*	345,000	345,000	345,000	345,000	345,000	345,000	345,000	345,000	345,000	345,000	3,450,000
Torpedo Factory Repairs	*0*	0	0	0	0	0	0	0	0	0	10,000	10,000
Public Health & Welfare Facilities												
Mental Health Residential Facilities CFMP	*0*	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000

FY 2013 – FY 2022 Capital Improvement Program Overview

Public Buildings Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Public Safety Facilities												
Fire Station CFMP	*0*	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000
Fire Station 210 (Eisenhower Valley)/Impound Lot	*0*	2,875,000	0	0	0	0	0	0	0	0	0	2,875,000
Burn Building	*0*	0	200,000	0	0	0	0	0	0	0	0	200,000
Fire Station 203 (Cameron Mills)	*0*	0	600,000	5,600,000	0	0	0	0	0	0	0	6,200,000
Fire Station 207 (Duke Street)	*0*	0	0	0	700,000	3,000,000	6,000,000	0	0	0	0	9,700,000
Fire Station 206 (Seminary Rd)	*0*	0	0	0	0	700,000	3,000,000	6,000,000	0	0	0	9,700,000
Fire Station 205 (Cameron Street)	*0*	0	0	0	0	0	0	700,000	3,000,000	6,000,000	0	9,700,000
Sheriff CFMP	*0*	460,000	460,000	460,000	460,000	460,000	460,000	460,000	460,000	460,000	460,000	4,600,000
EOC/Public Safety Center Reuse	*0*	3,515,000	0	0	0	0	0	0	0	0	0	3,515,000
Police K-9 Facility Renovation	*0*	0	0	0	270,000	0	0	0	0	0	0	270,000
Pistol Range	*0*	0	0	0	0	1,435,000	0	0	0	0	0	1,435,000
Vola Lawson Animal Shelter	*0*	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Emergency Govt. Relocation Center	*0*	0	0	0	0	1,200,000	0	0	0	0	0	1,200,000
Public Buildings Total	*$210,000*	$11,455,000	$8,340,000	$17,475,000	$11,448,000	$10,370,000	$13,035,000	$10,360,000	$6,660,000	$9,842,000	$4,095,000	$103,080,000
Less Total Non-City Revenue	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Net City Costs	*$210,000*	$11,455,000	$8,340,000	$17,475,000	$11,448,000	$10,370,000	$13,035,000	$10,360,000	$6,660,000	$9,842,000	$4,095,000	$103,080,000

Transit & Transportation Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Public Transit												
South Eisenhower Metrorail Station	*$4,552,085*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
King Street Station Improvements	*5,900,000*	200,000	0	0	0	0	0	0	1,000,000	0	0	1,200,000
Potomac Yard Metrorail Station	*600,000*	1,000,000	1,700,000	271,100,000	0	0	0	0	0	0	0	273,800,000
WMATA Capital	*900,145*	6,200,000	7,240,000	7,380,000	7,530,000	7,550,000	7,550,000	7,550,000	7,550,000	7,550,000	7,550,000	73,650,000
ADA Access	*10,000*	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Bus Shelters	*525,000*	236,250	236,250	236,250	0	0	0	0	0	0	0	708,750
DASH Bus Fleet Replacements	*862,600*	4,299,000	4,060,000	4,430,000	3,280,000	7,020,000	6,360,000	4,200,000	3,200,000	3,200,000	4,200,000	44,249,000
DASH Fleet Expansion	*1,636,500*	0	0	2,600,000	0	0	0	2,200,000	0	0	0	4,800,000
Expanded Trolley/Circulator/Transit Service	*0*	0	2,800,000	0	0	0	0	0	0	0	0	2,800,000
Hybrid Bus / Trolley Battery Packs	*0*	0	0	0	500,000	150,000	250,000	150,000	150,000	150,000	150,000	1,500,000
Landmark Transit Station	*0*	0	0	0	0	0	0	0	0	2,000,000	3,000,000	5,000,000
Public Transit Total	*$14,986,330*	$11,945,250	$16,046,250	$285,756,250	$11,320,000	$14,730,000	$14,170,000	$14,110,000	$11,910,000	$12,910,000	$14,910,000	$407,807,750
Less Total Non-City Revenue	*$9,563,685*	$4,535,250	$2,896,250	$2,266,250	$2,080,000	$2,820,000	$2,160,000	$0	$0	$0	$0	$16,757,750
Total Net City Costs	*$5,422,645*	$7,410,000	$13,150,000	$283,490,000	$9,240,000	$11,910,000	$12,010,000	$14,110,000	$11,910,000	$12,910,000	$14,910,000	$391,050,000

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Transit & Transportation Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
High Capacity Transit Corridors												
Crystal City/Potomac Yard BRT	*$5,685,553*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Transit Corridor "A" BRT Rolling Stock	*0*	4,000,000	0	0	0	0	0	0	0	0	0	4,000,000
Transit Corridor "A" Streetcar Conversion	*1,000,000*	0	0	0	0	0	0	0	0	0	3,000,000	3,000,000
Transit Corridor "A" Widening	*600,000*	0	0	0	0	0	0	0	0	0	0	0
Transit Corridor "C" Construction	*2,100,000*	800,000	1,800,000	13,300,000	1,200,000	0	0	0	0	0	0	17,100,000
Transit Corridor "C" Rolling Stock	*0*	0	0	5,000,000	0	0	0	0	0	0	0	5,000,000
Transit Corridor "B" Construction	*0*	0	0	0	0	0	0	0	0	0	700,000	700,000
High Capacity Transit Corridors Total	*$9,385,553*	$4,800,000	$1,800,000	$18,300,000	$1,200,000	$0	$0	$0	$0	$0	$3,700,000	$29,800,000
Less Total Non-City Revenue	*$5,685,553*	$800,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$800,000
Total Net City Costs	*$3,700,000*	$4,000,000	$1,800,000	$18,300,000	$1,200,000	$0	$0	$0	$0	$0	$3,700,000	$29,000,000

Transit & Transportation Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Non-Motorized Transportation												
Access to Transit	*$1,648,000*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Edsall and South Pickett Pedestrian Imprv.	*120,000*	0	0	0	0	0	0	0	0	0	0	0
Wilkes Street Bikeway	*180,000*	0	0	0	0	0	0	0	0	0	0	0
BRAC Neighborhood Protection Plan	*510,000*	0	0	0	0	0	0	0	0	0	0	0
Holmes Run Greenway	*2,034,800*	3,300,000	0	0	0	0	0	0	0	0	0	3,300,000
Mt. Vernon Trail @ East Abingdon	*250,000*	50,000	450,000	0	0	0	0	0	0	0	0	500,000
Capital Bikeshare	*0*	400,000	100,000	110,000	120,000	260,000	270,000	0	0	0	0	1,260,000
Non-Motorized Transportation (Complete St)	*448,088*	515,000	570,857	620,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000	6,045,857
Non-Motorized Transportation (Safety)	*420,000*	100,000	100,000	100,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,800,000
Shared-Use Paths	*118,000*	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	1,180,000
Bicycle Parking at Major Transit Stops	*0*	0	0	25,000	225,000	0	0	0	0	0	0	250,000
Braddock Rd. Metro Multimodal Connections	*0*	0	0	600,000	550,000	0	0	0	0	0	0	1,150,000
Old Cameron Run Trail	*0*	0	0	500,000	3,000,000	0	0	0	0	0	0	3,500,000
Backlick Run Multi-Use Paths	*0*	0	0	0	0	200,000	3,000,000	0	0	0	0	3,200,000
Non-Motorized Transportation Total	*$5,728,888*	$4,483,000	$1,338,857	$2,073,000	$5,133,000	$1,698,000	$4,508,000	$1,238,000	$1,238,000	$1,238,000	$1,238,000	$24,185,857
Less Total Non-City Revenue	*$4,240,000*	$450,000	$550,000	$735,000	$895,000	$260,000	$270,000	$0	$0	$0	$0	$3,160,000
Total Net City Costs	*$1,488,888*	$4,033,000	$788,857	$1,338,000	$4,238,000	$1,438,000	$4,238,000	$1,238,000	$1,238,000	$1,238,000	$1,238,000	$21,025,857

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Transit & Transportation Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Streets & Bridges												
Edsall Road	*$1,460,904*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
King & Beauregard Intersection	*8,253,262*	0	0	0	0	0	0	0	0	0	0	0
Eisenhower Avenue Widening	*6,228,816*	0	0	0	0	0	0	0	0	0	0	0
King/Quaker Lane/Braddock Rd. Inter.	*448,000*	5,400,000	0	0	0	0	0	0	0	0	0	5,400,000
Bridge Repairs	*600,000*	600,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,300,000
Street/Alley Reconstructions & Extensions	*775,024*	300,000	300,000	300,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,700,000
Miscellaneous Undergrounding	*90,000*	50,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	860,000
Mt. Vernon Ave/Russell Road Intersection	*0*	0	0	100,000	900,000	0	0	0	0	0	0	1,000,000
Madison & Montgomery Reconstruction	*0*	0	0	0	500,000	3,250,000	3,000,000	0	0	0	0	6,750,000
Street Reconstructions TBD	*0*	0	0	0	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,000,000
Duke Street Complete Streets	*0*	0	0	0	0	0	0	0	210,000	2,100,000	0	2,310,000
High Street Construction	*0*	0	0	0	0	0	0	0	0	0	500,000	500,000
Van Dorn Metro Multimodal Bridge	*0*	0	0	0	0	0	0	0	0	0	500,000	500,000
Streets & Bridges Total	*$17,856,006*	$6,350,000	$690,000	$790,000	$3,190,000	$6,040,000	$5,790,000	$2,790,000	$3,000,000	$4,890,000	$3,790,000	$37,320,000
Less Total Non-City Revenue	*$14,880,420*	$0	$0	$0	$500,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$6,500,000
Total Net City Costs	*$2,975,586*	$6,350,000	$690,000	$790,000	$2,690,000	$5,040,000	$4,790,000	$1,790,000	$2,000,000	$3,890,000	$2,790,000	$30,820,000

Transit & Transportation Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Fixed Transportation Equipment												
Fixed Transportation Equipment	*$0*	$850,000	$850,000	$850,000	$850,000	$850,000	$1,450,000	$850,000	$850,000	$2,350,000	$850,000	$10,600,000
Retrofit Traffic Lights with LED Technology	*125,000*	125,000	0	0	0	0	0	0	0	0	0	125,000
Transportation Technologies	*50,000*	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
Parking Technologies	*0*	0	0	250,000	260,000	270,000	280,000	0	0	0	0	1,060,000
Fixed Transportation Equipment Total	*$175,000*	$1,225,000	$1,100,000	$1,350,000	$1,360,000	$1,370,000	$1,980,000	$1,100,000	$1,100,000	$2,600,000	$1,100,000	$14,285,000
Less Total Non-City Revenue	*$0*	$0	$0	$250,000	$260,000	$270,000	$280,000	$0	$0	$0	$0	$1,060,000
Total Net City Costs	*$175,000*	$1,225,000	$1,100,000	$1,100,000	$1,100,000	$1,100,000	$1,700,000	$1,100,000	$1,100,000	$2,600,000	$1,100,000	$13,225,000

Transit & Transportation Total	*$48,131,777*	$28,803,250	$20,975,107	$308,269,250	$22,203,000	$23,838,000	$26,448,000	$19,238,000	$17,248,000	$21,638,000	$24,738,000	$513,398,607
Less Total Non-City Revenue	*$34,369,658*	$5,785,250	$3,446,250	$3,251,250	$3,735,000	$4,350,000	$3,710,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$28,277,750
Total Net City Costs	*$13,762,119*	$23,018,000	$17,528,857	$305,018,000	$18,468,000	$19,488,000	$22,738,000	$18,238,000	$16,248,000	$20,638,000	$23,738,000	$485,120,857

FY 2013 – FY 2022 Capital Improvement Program Overview

Sanitary Sewers Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Sanitary Sewers												
Commonwealth Service Chamber	*$370,000*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Holmes Run Trunk Sewer	*6,037,000*	0	0	0	0	0	0	0	0	0	0	0
Sanitary Sewer Capacity Studies	*99,877*	0	0	0	0	0	0	0	0	0	0	0
Four Mile Run Sanitary Sewer Repair	*130,000*	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000
Holmes Run Sewershed Infiltration & Inflow	*4,960,000*	4,360,000	4,200,000	3,600,000	3,850,000	3,850,000	0	0	0	0	0	19,860,000
Mitigation of Combined Sewer Overflows	*1,521,690*	319,000	335,000	335,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,439,000
Reconstructions & Exts. of Sanitary Sewers	*2,373,918*	322,000	0	775,000	320,000	435,000	540,000	660,000	760,000	760,000	845,000	5,417,000
Sewer Separation Projects	*600,000*	500,000	120,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	5,420,000
ASA Wastewater Treatment Plant Capacity	*0*	500,000	500,000	0	0	0	0	0	11,070,000	11,400,000	11,750,000	35,220,000
Wet Weather Detention Facility	*0*	0	3,375,000	1,125,000	0	13,300,000	13,700,000	0	0	0	0	31,500,000
Sanitary Sewer Master Plan	*0*	0	0	0	0	0	0	0	0	0	10,000	10,000
Sanitary Sewers Total	*$16,092,485*	$7,501,000	$8,530,000	$6,435,000	$5,120,000	$18,535,000	$15,190,000	$1,610,000	$12,780,000	$13,110,000	$13,555,000	$102,366,000
Less Total Non-City Revenue	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Net City Costs	*$16,092,485*	$7,501,000	$8,530,000	$6,435,000	$5,120,000	$18,535,000	$15,190,000	$1,610,000	$12,780,000	$13,110,000	$13,555,000	$102,366,000

Stormwater Management Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Stormwater Management												
Taylor Run at Janney's Lane	*$551,250*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
NPDES / MS4 Permit	*134,000*	0	0	0	0	0	0	0	0	0	0	0
Four Mile Run Channel Maintenance	*600,000*	1,010,000	0	0	0	600,000	0	0	0	0	0	1,610,000
Ft. Ward Stormwater	*85,000*	500,000	0	0	0	0	0	0	0	0	0	500,000
Storm Sewer Capacity Analysis	*508,500*	350,000	400,000	0	0	0	0	0	0	0	0	750,000
Stream & Channel Maintenance and Rest.	*170,750*	1,198,000	1,198,000	0	0	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	9,596,000
Miscellaneous Storm Sewer Repairs	*3,214,113*	0	525,000	775,000	535,000	825,000	925,000	285,000	395,000	670,000	300,000	5,235,000
Storm/Combined Sewer Assessment and Renov.	*450,000*	0	0	380,000	900,000	900,000	900,000	900,000	900,000	0	0	4,880,000
Key Drive Flood Mitigation	*0*	0	0	1,000,000	800,000	0	0	0	0	0	0	1,800,000
Braddock Rd. & West St. Storm Sewer	*0*	0	0	0	0	0	0	750,000	750,000	1,500,000	2,000,000	5,000,000
Stormwater Management Total	*$5,713,613*	$3,058,000	$2,123,000	$2,155,000	$2,235,000	$3,525,000	$3,025,000	$3,135,000	$3,245,000	$3,370,000	$3,500,000	$29,371,000
Less Total Non-City Revenue	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Net City Costs	*$5,713,613*	$3,058,000	$2,123,000	$2,155,000	$2,235,000	$3,525,000	$3,025,000	$3,135,000	$3,245,000	$3,370,000	$3,500,000	$29,371,000

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Other Regional Contributions Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Regional Partnerships												
Northern Virginia Community College	*$0*	$245,513	$286,081	$328,278	$372,049	$379,490	$387,080	$394,821	$402,718	$410,772	$418,988	$3,625,790
Northern Virginia Regional Park Authority	*0*	359,862	359,862	359,862	359,862	359,862	359,862	359,862	359,862	359,862	359,862	3,598,620
Peumansend Creek Regional Jail	*0*	112,393	115,465	109,738	104,085	98,506	0	0	0	0	0	540,187
Other Regional Contributions Total	*$0*	$717,768	$761,408	$797,878	$835,996	$837,858	$746,942	$754,683	$762,580	$770,634	$778,850	$7,764,597
Less Total Non-City Revenue	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Net City Costs	*$0*	$717,768	$761,408	$797,878	$835,996	$837,858	$746,942	$754,683	$762,580	$770,634	$778,850	$7,764,597

Information Technology Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Document Management Systems												
Document Management & Imaging Infra.	*$0*	$0	$0	$20,000	$20,000	$20,000	$20,000	$0	$0	$0	$0	$80,000
Financial and Human Resource Systems												
Purchasing System Upgrade	*15,000*	0	0	0	0	0	0	0	0	0	0	0
Handheld Data Collection Devices	*0*	25,000	0	0	0	0	0	0	0	0	0	25,000
Business Tax System	*34,000*	25,000	85,000	0	50,000	50,000	50,000	0	0	0	0	260,000
Enterprise Resource Planning System	*0*	500,000	500,000	75,000	100,000	100,000	75,000	0	0	0	0	1,350,000
Real Estate Account Receivable System	*200,000*	200,000	0	0	0	20,000	0	0	0	0	0	220,000
Reciprocity Contractor System	*0*	30,000	0	0	0	0	0	0	0	0	0	30,000
Personal Property Tax System	*0*	0	0	260,000	0	0	0	0	0	0	0	260,000
Finance Payment Kiosk	*10,000*	0	0	0	0	25,000	0	0	0	0	0	25,000
Customer Management System	*0*	0	0	0	0	5,000	0	0	0	0	0	5,000
Virtual Adjudication	*20,000*	0	0	0	0	0	10,000	0	0	0	0	10,000
Geographic Information Systems												
GIS Development	*0*	290,000	160,000	130,000	160,000	100,000	100,000	0	0	0	0	940,000
Network Services												
Connectivity Initiatives	*985,000*	1,054,000	1,054,000	1,054,000	1,054,000	1,054,000	1,054,000	1,054,000	1,054,000	1,054,000	1,054,000	10,540,000
Database Infrastructure	*0*	60,000	60,000	40,000	40,000	40,000	40,000	0	0	0	0	280,000
Enterprise Data Storage Infrastructure	*0*	95,000	90,000	90,000	130,000	130,000	300,000	0	0	0	0	835,000
LAN Development	*50,000*	15,000	25,000	25,000	25,000	25,000	25,000	0	0	0	0	140,000
LAN/WAN Infrastructure	*250,000*	300,000	275,000	270,000	280,000	275,000	450,000	0	0	0	0	1,850,000
IT Enterprise Management System	*0*	200,000	200,000	200,000	0	0	200,000	0	0	0	0	800,000
Network Server Infrastructure	*0*	175,000	175,000	170,000	180,000	175,000	175,000	0	0	0	0	1,050,000

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Information Technology Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Network Services												
Security	*50,000*	100,000	100,000	100,000	200,000	155,000	100,000	0	0	0	0	755,000
Upgrade Work Station Operating Systems	*0*	450,000	200,000	200,000	200,000	200,000	200,000	0	0	0	0	1,450,000
Voice Over IP	*130,000*	75,000	75,000	75,000	75,000	100,000	75,000	0	0	0	0	475,000
IT Equipment Replacement	*0*	600,000	200,000	200,000	200,000	200,000	200,000	0	0	0	0	1,600,000
Fort Ward I-Net Connectivity	*0*	40,000	0	0	0	0	0	0	0	0	0	40,000
Library LAN/WAN Infrastructure	*0*	60,000	0	0	0	0	0	0	0	0	0	60,000
Library Replacement Equipment	*0*	34,000	0	0	0	0	0	0	0	0	0	34,000
Other System Development Projects												
Enterprise Maintenance Mgmt System	*135,000*	50,000	92,500	60,000	100,000	100,000	60,000	0	0	0	0	462,500
Permit Processing	*140,600*	65,000	1,000,000	1,000,000	0	0	0	0	0	0	0	2,065,000
Library Wireless Solution	*0*	20,000	2,500	0	0	20,000	0	0	0	0	0	42,500
RecTrac Database & Financial System	*0*	50,000	35,000	30,000	30,000	100,000	50,000	0	0	0	0	295,000
DCHS HIPAA Data Security Compliance	*0*	75,000	25,000	25,000	25,000	25,000	25,000	0	0	0	0	200,000
DCHS Payment System Replacement	*0*	0	125,000	0	0	0	0	0	0	0	0	125,000
Public Access Development												
Customer Relationship Management System	*0*	50,000	50,000	50,000	75,000	75,000	50,000	0	0	0	0	350,000
Electronic Government	*317,340*	0	75,000	75,000	100,000	100,000	85,000	0	0	0	0	435,000
Public Safety Systems												
EMS Records Management System	*21,500*	0	0	0	0	0	0	0	0	0	0	0
Fire Records Management Project	*85,871*	0	0	0	0	0	0	0	0	0	0	0
Police CAD/RMS Project	*18,000*	0	0	0	0	0	0	0	0	0	0	0
AJIS Enhancements	*91,000*	160,000	160,000	160,000	160,000	160,000	160,000	0	0	0	0	960,000
Computer Aided Dispatch System Replacement	*0*	10,200,000	600,000	0	0	0	0	0	0	0	0	10,800,000
Fire Radios	*0*	420,000	400,000	400,000	0	0	0	0	0	0	0	1,220,000
Remote Radio Technology	*0*	24,000	0	0	0	0	0	0	0	0	0	24,000
Public Safety Radio Replacement	*0*	0	0	50,000	50,000	50,000	50,000	0	0	0	0	200,000
Future Information Technology Projects												
IT Lump Sum Funding	*0*	0	0	0	0	0	0	2,500,000	2,500,000	2,500,000	2,500,000	10,000,000
Information Technology Total	*$2,553,311*	$15,442,000	$5,764,000	$4,759,000	$3,254,000	$3,304,000	$3,554,000	$3,554,000	$3,554,000	$3,554,000	$3,554,000	$50,293,000
Less Total Non-City Revenue	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Net City Costs	*$2,553,311*	$15,442,000	$5,764,000	$4,759,000	$3,254,000	$3,304,000	$3,554,000	$3,554,000	$3,554,000	$3,554,000	$3,554,000	$50,293,000

FY 2013 – FY 2022 Capital Improvement Program Overview

Inflation or Additional Projects Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Inflation or Additional Projects	*$0*	$0	$0	$0	$0	$0	$0	$1,697,317	$6,364,420	$9,081,366	$14,580,150	$31,723,253
Inflation or Additional Projects Total	*$0*	$0	$0	$0	$0	$0	$0	$1,697,317	$6,364,420	$9,081,366	$14,580,150	$31,723,253
Less Total Non-City Revenue	*$0*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Net City Costs	*$0*	$0	$0	$0	$0	$0	$0	$1,697,317	$6,364,420	$9,081,366	$14,580,150	$31,723,253

FY 2013 – FY 2022 Capital Improvement Program Overview

Strategic Plan Goal Summary – All Revenue Sources

Strategic Plan Goal Summary Goal	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Goal 1 Total	*950,600*	2,520,000	3,355,000	272,550,000	280,000	985,000	831,000	802,000	361,000	120,000	130,000	281,934,000
Goal 2 Total	*27,907,064*	14,737,963	11,738,000	11,541,000	8,706,000	24,061,000	20,216,000	8,321,000	23,651,000	21,106,000	21,681,000	165,758,963
Goal 3 Total	*47,406,777*	27,738,250	19,335,107	37,229,250	22,263,000	23,898,000	26,508,000	19,298,000	17,308,000	21,698,000	24,858,000	240,133,607
Goal 4 Total	*1,331,953*	62,563,867	11,309,144	18,656,753	48,616,231	21,317,133	19,734,080	22,291,821	19,215,718	15,957,772	16,015,988	255,678,507
Goal 5 Total	*1,421,340*	5,590,000	7,897,500	12,310,000	10,825,000	4,645,000	4,865,000	2,350,000	2,350,000	2,350,000	2,350,000	55,532,500
Goal 6 Total	*1,201,371*	20,070,393	4,579,465	8,453,738	3,396,085	8,912,506	11,579,000	8,694,000	4,994,000	8,176,000	2,419,000	81,274,187
Goal 7 Total	*85,000*	1,283,862	1,097,362	1,139,862	1,639,862	3,829,862	1,317,362	1,317,362	1,367,362	1,417,362	1,477,362	15,887,620
No Goal Assigned Total	*15,417,314*	0	0	0	0	0	0	4,197,317	8,864,420	11,581,366	17,080,150	41,723,253
Total, All Goals	*95,721,419*	134,504,335	59,311,578	361,880,603	95,726,178	87,648,501	85,050,442	67,271,500	78,111,500	82,406,500	86,011,500	1,137,922,637

Strategic Plan Goal 1

Alexandria has quality development and redevelopment, support for local businesses, and a strong, diverse, and growing local economy

Goal 1 Land Use and Economic Development Section/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Community Development												
Lighting Fixture & Poles Replacement	*110,000*	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
Transportation Sign. & Wayfinding System	*0*	295,000	225,000	200,000	0	515,000	361,000	432,000	241,000	0	0	2,269,000
Braddock Road Area Plan Implementation	*100,000*	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	450,000
King St. Plan Implementation	*0*	0	150,000	0	0	250,000	250,000	250,000	0	0	0	900,000
Landmark/Van Dorn Area Plan Impl.	*0*	0	0	0	0	0	0	0	0	0	10,000	10,000
Waterfront Plan Implementation	*0*	750,000	0	0	0	0	0	0	0	0	0	750,000
Information Technology												0
GIS Development	*0*	290,000	160,000	130,000	160,000	100,000	100,000	0	0	0	0	940,000
Permit Processing	*140,600*	65,000	1,000,000	1,000,000	0	0	0	0	0	0	0	2,065,000
Transit & Transportation												0
Potomac Yard Metrorail Station	*600,000*	1,000,000	1,700,000	271,100,000	0	0	0	0	0	0	0	273,800,000
Goal 1 Total	*950,600*	2,520,000	3,355,000	272,550,000	280,000	985,000	831,000	802,000	361,000	120,000	130,000	281,934,000

Strategic Plan Goal 2

Alexandria respects, protects, and enhances the health of its citizens and the quality of its natural environment

Goal 2 Health & Environment Section/Project	*Unallocated Balance (01/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Community Development												
City Marina Waterfront Dredging	*0*	0	550,000	2,550,000	0	0	0	100,000	3,000,000	0	0	6,200,000
Environmental Restoration	*388,750*	0	134,000	0	150,000	0	150,000	0	150,000	150,000	150,000	884,000
Four Mile Run Stream Restoration	*1,094,042*	402,963	0	0	0	0	0	0	0	0	0	402,963
Oronoco Outfall	*85,000*	2,200,000	0	0	0	0	0	0	0	0	0	2,200,000
Information Technology												
DCHS HIPAA Data Security Compliance	*0*	75,000	25,000	25,000	25,000	25,000	25,000	0	0	0	0	200,000
Public Buildings												
Mental Health Residential Facilities CFMP	*150,000*	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
Recreation & Parks												
Open Space Acquisition and Develop.	*5,721,846*	1,000,000	0	0	800,000	1,500,000	1,350,000	3,000,000	4,000,000	4,000,000	4,000,000	19,650,000
Tree & Shrub Capital Maintenance	*166,000*	226,000	226,000	226,000	226,000	326,000	326,000	326,000	326,000	326,000	326,000	2,860,000
Sanitary Sewers												
ASA Wastewater Treatment Plant Expansion	*0*	500,000	500,000	0	0	0	0	0	11,070,000	11,400,000	11,750,000	35,220,000
Commonwealth Service Chamber	*370,000*	0	0	0	0	0	0	0	0	0	0	0
Four Mile Run Sanitary Sewer Repair	*130,000*	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000
Holmes Run Sewershed Infiltration & Inflow	*4,960,000*	4,360,000	4,200,000	3,600,000	3,850,000	3,850,000	0	0	0	0	0	19,860,000
Holmes Run Trunk Sewer	*6,037,000*	0	0	0	0	0	0	0	0	0	0	0
Mitigation of Combined Sewer Overflows	*1,581,690*	319,000	335,000	335,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,439,000
Reconstructions & Exts. of Sanitary Sewers	*2,373,918*	322,000	0	775,000	320,000	435,000	540,000	660,000	760,000	760,000	845,000	5,417,000
Sanitary Sewer Capacity Studies	*149,877*	0	0	0	0	0	0	0	0	0	0	0
Sanitary Sewer Master Plan	*0*	0	0	0	0	0	0	0	0	0	10,000	10,000
Sewer Separation Projects	*600,000*	500,000	120,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	5,420,000
Wet Weather Management Facility	*0*	0	3,375,000	1,125,000	0	13,300,000	13,700,000	0	0	0	0	31,500,000

Strategic Plan Goal 2, Continued

Alexandria respects, protects, and enhances the health of its citizens and the quality of its natural environment

Goal 2 (continued) Health & Environment Section/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Stormwater Management												
Braddock Rd. & West St. Storm Sewer	*0*	0	0	0	0	0	0	750,000	750,000	1,500,000	2,000,000	5,000,000
Four Mile Run Channel Maintenance	*600,000*	1,010,000	0	0	0	600,000	0	0	0	0	0	1,610,000
Ft. Ward Stormwater	*85,000*	500,000	0	0	0	0	0	0	0	0	0	500,000
Key Drive Flood Mitigation	*0*	0	0	1,000,000	800,000	0	0	0	0	0	0	1,800,000
Miscellaneous Storm Sewer Repairs	*3,214,113*	0	525,000	775,000	535,000	825,000	925,000	285,000	395,000	670,000	300,000	5,235,000
NPDES / MS4 Permit	*134,000*	0	0	0	0	0	0	0	0	0	0	0
Storm Sewer Capacity Analysis	*508,500*	350,000	400,000	0	0	0	0	0	0	0	0	750,000
Storm/Combined Sewer Assessment and Renovation	*450,000*	0	0	380,000	900,000	900,000	900,000	900,000	900,000	0	0	4,880,000
Stream & Channel Maintenance and Rest.	*170,750*	1,198,000	1,198,000	0	0	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	9,596,000
Taylor Run at Janney's Lane	*551,250*	0	0	0	0	0	0	0	0	0	0	0
Transit & Transportation												
Retrofit Traffic Lights with LED Technology	*125,000*	125,000	0	0	0	0	0	0	0	0	0	125,000
Goal 2 Total	*27,907,064*	14,737,963	11,738,000	11,541,000	8,706,000	24,061,000	20,216,000	8,321,000	23,651,000	21,106,000	21,681,000	165,758,963

Strategic Plan Goal 3

A multimodal transportation network that supports sustainable land use and provide internal mobility and regional connectivity for Alexandrians

Goal 3 Transportation Section/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Recreation & Parks												
Soft Surface Trails	*0*	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	120,000	660,000
Transit & Transportation												
Fixed Transportation Equipment	*0*	850,000	850,000	850,000	850,000	850,000	1,450,000	850,000	850,000	2,350,000	850,000	10,600,000
Parking Technologies	*0*	0	0	250,000	260,000	270,000	280,000	0	0	0	0	1,060,000
Transportation Technologies	*50,000*	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
Crystal City/Potomac Yard BRT	*5,685,553*	0	0	0	0	0	0	0	0	0	0	0
Transit Corridor "A" BRT Rolling Stock	*0*	4,000,000	0	0	0	0	0	0	0	0	0	4,000,000
Transit Corridor "A" Streetcar Conversion	*1,000,000*	0	0	0	0	0	0	0	0	0	3,000,000	3,000,000
Transit Corridor "A" Widening	*600,000*	0	0	0	0	0	0	0	0	0	0	0
Transit Corridor "B" Construction	*0*	0	0	0	0	0	0	0	0	0	700,000	700,000
Transit Corridor "C" Construction	*2,100,000*	800,000	1,800,000	13,300,000	1,200,000	0	0	0	0	0	0	17,100,000
Transit Corridor "C" Rolling Stock	*0*	0	0	5,000,000	0	0	0	0	0	0	0	5,000,000
Access to Transit	*1,648,000*	0	0	0	0	0	0	0	0	0	0	0
Backlick Run Multi-Use Paths	*0*	0	0	0	0	200,000	3,000,000	0	0	0	0	3,200,000
Bicycle Parking at Major Transit Stops	*0*	0	0	25,000	225,000	0	0	0	0	0	0	250,000
BRAC Neighborhood Protection Plan	*510,000*	0	0	0	0	0	0	0	0	0	0	0
Braddock Rd. Metro Multimodal Connections	*0*	0	0	600,000	550,000	0	0	0	0	0	0	1,150,000
Capital Bikeshare	*0*	400,000	100,000	110,000	120,000	260,000	270,000	0	0	0	0	1,260,000
Edsall and South Pickett Pedestrian Imprv.	*120,000*	0	0	0	0	0	0	0	0	0	0	0
Mount Vernon Trail @ East Abingdon	*250,000*	50,000	450,000	0	0	0	0	0	0	0	0	500,000
Non-Motorized Transportation (Complete St.)	*448,088*	515,000	570,857	620,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000	6,045,857
Non-Motorized Transportation (Safety)	*420,000*	100,000	100,000	100,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,800,000
Old Cameron Run Trail	*0*	0	0	500,000	3,000,000	0	0	0	0	0	0	3,500,000
Shared-Use Paths	*118,000*	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	1,180,000
Wilkes Street Bikeway	*180,000*	0	0	0	0	0	0	0	0	0	0	0
Holmes Run Greenway	*2,034,800*	3,300,000	0	0	0	0	0	0	0	0	0	3,300,000

Strategic Plan Goal 3, Continued

A multimodal transportation network that supports sustainable land use and provide internal mobility and regional connectivity for Alexandrians

Goal 3 (continued) Transportation Section/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
ADA Access	*10,000*	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Bus Shelters	*525,000*	236,250	236,250	236,250	0	0	0	0	0	0	0	708,750
DASH Bus Fleet Replacements	*862,600*	4,299,000	4,060,000	4,430,000	3,280,000	7,020,000	6,360,000	4,200,000	3,200,000	3,200,000	4,200,000	44,249,000
DASH Fleet Expansion	*1,636,500*	0	0	2,600,000	0	0	0	2,200,000	0	0	0	4,800,000
Expanded Trolley/Circulator/Transit Service	*0*	0	2,800,000	0	0	0	0	0	0	0	0	2,800,000
Hybrid Bus / Trolley Battery Packs	*0*	0	0	0	500,000	150,000	250,000	150,000	150,000	150,000	150,000	1,500,000
King Street Station Improvements	*5,900,000*	200,000	0	0	0	0	0	0	1,000,000	0	0	1,200,000
Landmark Transit Station	*0*	0	0	0	0	0	0	0	0	2,000,000	3,000,000	5,000,000
South Eisenhower Metrorail Station	*4,552,085*	0	0	0	0	0	0	0	0	0	0	0
WMATA Capital	*900,145*	6,200,000	7,240,000	7,380,000	7,530,000	7,550,000	7,550,000	7,550,000	7,550,000	7,550,000	7,550,000	73,650,000
Bridge Repairs	*600,000*	600,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,300,000
Duke Street Complete Streets	*0*	0	0	0	0	0	0	0	210,000	2,100,000	0	2,310,000
Edsall Road	*1,460,904*	0	0	0	0	0	0	0	0	0	0	0
Eisenhower Avenue Widening	*6,228,816*	0	0	0	0	0	0	0	0	0	0	0
High Street Construction	*0*	0	0	0	0	0	0	0	0	0	500,000	500,000
King & Beauregard Intersection	*8,253,262*	0	0	0	0	0	0	0	0	0	0	0
King/Quaker Lane/Braddock Rd. Inter.	*448,000*	5,400,000	0	0	0	0	0	0	0	0	0	5,400,000
Madison & Montgomery Reconstruction	*0*	0	0	0	500,000	3,250,000	3,000,000	0	0	0	0	6,750,000
Miscellaneous Undergrounding	*90,000*	50,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	860,000
Mt. Vernon Ave/Russell Road Intersection	*0*	0	0	100,000	900,000	0	0	0	0	0	0	1,000,000
Street Reconstructions TBD	*0*	0	0	0	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,000,000
Street/Alley Reconstructions & Extensions	*775,024*	300,000	300,000	300,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,700,000
Van Dorn Metro Multimodal Bridge	*0*	0	0	0	0	0	0	0	0	0	500,000	500,000
Goal 3 Total	*47,406,777*	27,738,250	19,335,107	37,229,250	22,263,000	23,898,000	26,508,000	19,298,000	17,308,000	21,698,000	24,858,000	240,133,607

Strategic Plan Goal 4

Alexandria is a community that supports and enhances the well-being, success and achievement of children, youth and families

Goal 4 Land Use and Economic Development Section/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
ACPS												
Jefferson-Houston New K-8	*0*	42,001,438	0	0	0	0	0	0	0	0	0	42,001,438
Other Capacity Projects	*0*	1,994,475	1,720,123	0	0	0	0	0	0	0	0	3,714,598
Patrick Henry K-8	*0*	0	2,950,328	7,491,466	31,660,003	930,643	0	0	0	0	0	43,032,440
ADA Projects	*0*	0	0	0	137,981	0	0	0	0	0	0	137,981
Asset Loss Prevention	*0*	751,584	558,592	497,392	453,789	0	0	0	0	0	0	2,261,357
Asset Replacement	*0*	500,000	500,000	500,000	805,760	0	0	0	0	0	0	2,305,760
EcoCity Projects	*0*	0	0	2,289,363	1,203,156	0	0	0	0	0	0	3,492,519
Equipment and Systems Replacement	*0*	988,743	855,869	764,195	915,755	0	0	0	0	0	0	3,524,562
Facilities Maintenance	*0*	11,332,111	1,566,313	3,134,849	2,048,864	0	0	0	0	0	0	18,082,137
Instructional Environment	*0*	630,375	646,134	662,288	678,845	0	0	0	0	0	0	2,617,642
Shared Program Priorities	*0*	742,628	128,704	131,922	135,221	0	0	0	0	0	0	1,138,475
ACPS Lump Sum Funding (Projects TBD)	*0*	0	0	0	2,217,808	12,000,000	13,000,000	13,500,000	13,366,000	13,600,000	13,600,000	81,283,808
Information Technology												0
DCHS Payment System Replacement	*0*	0	125,000	0	0	0	0	0	0	0	0	125,000
Other Regional Contributions												0
Northern Virginia Community College	*0*	245,513	286,081	328,278	372,049	379,490	387,080	394,821	402,718	410,772	418,988	3,625,790
Recreation & Parks												0
ADA Requirements	*83,000*	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	290,000
Athletic Field Improvements (incl. Synthetic Turf)	*0*	0	0	0	0	1,610,000	2,500,000	2,500,000	2,500,000	0	0	9,110,000
Athletic Field Restrooms	*0*	0	0	200,000	250,000	0	0	0	0	0	0	450,000
Ball Court Renovations	*0*	75,000	225,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
Park Renovations CFMP	*164,000*	313,000	338,000	338,000	338,000	338,000	438,000	438,000	438,000	438,000	438,000	3,855,000
Playground Renovations	*0*	300,000	700,000	850,000	750,000	500,000	550,000	600,000	650,000	650,000	700,000	6,250,000
Restaurant Depot Contribution Projects	*300,000*	0	0	0	0	0	0	0	0	0	0	0
Water Management & Irrigation	*0*	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000	1,280,000
Windmill Hill Park	*784,953*	0	0	0	300,000	3,700,000	0	0	0	0	0	4,000,000

Strategic Plan Goal 4, Continued

Alexandria is a community that supports and enhances the well-being, success and achievement of children, youth and families

Goal 4 (continued) Land Use and Economic Development Section/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Public Pools	*0*	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	520,000
Recreation Center CFMP	*0*	620,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	5,120,000
Chinquapin Aquatics Center	*0*	1,440,000	0	0	0	1,000,000	2,000,000	2,000,000	0	0	0	6,440,000
Miracle Field	*0*	420,000	0	0	0	0	0	0	0	0	0	420,000
Patrick Henry Recreation Center	*0*	0	0	610,000	5,490,000	0	0	0	0	0	0	6,100,000
Spray Parks	*0*	0	0	0	0	0	0	2,000,000	1,000,000	0	0	3,000,000
Goal 4 Total	*1,331,953*	62,563,867	11,309,144	18,656,753	48,616,231	21,317,133	19,734,080	22,291,821	19,215,718	15,957,772	16,015,988	255,678,507

Strategic Plan Goal 5

Alexandria is financially sustainable, efficient, community-oriented and values its employees

Goal 5 Financial Sustainability Section/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Information Technology												
Document Management & Imaging Infra.	*0*	0	0	20,000	20,000	20,000	20,000	0	0	0	0	80,000
IT Enterprise Management System	*0*	200,000	200,000	200,000	0	0	200,000	0	0	0	0	800,000
Business Tax System	*34,000*	25,000	85,000	0	50,000	50,000	50,000	0	0	0	0	260,000
Customer Management System	*0*	0	0	0	0	5,000	0	0	0	0	0	5,000
Enterprise Resource Planning System	*0*	500,000	500,000	75,000	100,000	100,000	75,000	0	0	0	0	1,350,000
Finance Payment Kiosk	*10,000*	0	0	0	0	25,000	0	0	0	0	0	25,000
Handheld Data Collection Devices	*0*	25,000	0	0	0	0	0	0	0	0	0	25,000
Personal Property Tax System	*0*	0	0	260,000	0	0	0	0	0	0	0	260,000
Purchasing System Upgrade	*15,000*	0	0	0	0	0	0	0	0	0	0	0
Real Estate Account Receivable System	*200,000*	200,000	0	0	0	20,000	0	0	0	0	0	220,000
Reciprocity Contractor System	*0*	30,000	0	0	0	0	0	0	0	0	0	30,000
Virtual Adjudication	*20,000*	0	0	0	0	0	10,000	0	0	0	0	10,000
Database Infrastructure	*0*	60,000	60,000	40,000	40,000	40,000	40,000	0	0	0	0	280,000
Enterprise Data Storage Infrastructure	*0*	95,000	90,000	90,000	130,000	130,000	300,000	0	0	0	0	835,000
LAN Development	*50,000*	15,000	25,000	25,000	25,000	25,000	25,000	0	0	0	0	140,000
LAN/WAN Infrastructure	*250,000*	300,000	275,000	270,000	280,000	275,000	450,000	0	0	0	0	1,850,000
Network Server Infrastructure	*0*	175,000	175,000	170,000	180,000	175,000	175,000	0	0	0	0	1,050,000
Upgrade Work Station Operating Systems	*0*	450,000	200,000	200,000	200,000	200,000	200,000	0	0	0	0	1,450,000
Voice Over IP	*130,000*	75,000	75,000	75,000	75,000	100,000	75,000	0	0	0	0	475,000
Security	*50,000*	100,000	100,000	100,000	200,000	155,000	100,000	0	0	0	0	755,000
IT Equipment Replacement	*0*	600,000	200,000	200,000	200,000	200,000	200,000	0	0	0	0	1,600,000
Enterprise Maintenance Mgmt System	*135,000*	50,000	92,500	60,000	100,000	100,000	60,000	0	0	0	0	462,500
Customer Relationship Management System	*0*	50,000	50,000	50,000	75,000	75,000	50,000	0	0	0	0	350,000
Electronic Government	*317,340*	0	75,000	75,000	100,000	100,000	85,000	0	0	0	0	435,000

Strategic Plan Goal 5, Continued

Alexandria is financially sustainable, efficient, community-oriented and values its employees

Goal 5 (continued) Financial Sustainability Section/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Public Buildings												
City Hall HVAC & Infrastructure Repl.	*0*	250,000	2,950,000	8,000,000	6,800,000	0	0	0	0	0	0	18,000,000
Elevator Replacement/Refurbishment	*0*	500,000	0	500,000	0	0	0	0	0	0	0	1,000,000
Energy Management Program	*210,000*	210,000	400,000	450,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	5,260,000
Fleet Facility - Lift Replacement	*0*	0	585,000	0	0	0	0	0	0	0	0	585,000
General Services CFMP	*0*	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	12,500,000
Market Square Renovations	*0*	0	0	0	200,000	400,000	0	0	0	0	0	600,000
Roof Replacement Program	*0*	530,000	310,000	0	0	0	0	0	0	0	0	840,000
Space Management Program	*0*	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	950,000
Recreation & Parks												
Pavement Improvements at Parks	*0*	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,250,000
City Median Conversions/Renovations	*0*	0	0	0	0	400,000	400,000	0	0	0	0	800,000
Goal 5 Total	*1,421,340*	5,590,000	7,897,500	12,310,000	10,825,000	4,645,000	4,865,000	2,350,000	2,350,000	2,350,000	2,350,000	55,532,500

Strategic Plan Goal 6

The City protects the safety and security of its residents, businesses, employees, and visitors

Goal 6 Public Safety Section/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Community Development												
Crime Prevention Projects (Street Lighting)	*0*	0	0	0	25,000	25,000	25,000	25,000	25,000	25,000	25,000	175,000
Information Technology												
Connectivity Initiatives	*985,000*	1,054,000	1,054,000	1,054,000	1,054,000	1,054,000	1,054,000	1,054,000	1,054,000	1,054,000	1,054,000	10,540,000
AJIS Enhancements	*91,000*	160,000	160,000	160,000	160,000	160,000	160,000	0	0	0	0	960,000
Computer Aided Dispatch System Replacement	*0*	10,200,000	600,000	0	0	0	0	0	0	0	0	10,800,000
EMS Records Management System	*21,500*	0	0	0	0	0	0	0	0	0	0	0
Fire Radios	*0*	420,000	400,000	400,000	0	0	0	0	0	0	0	1,220,000
Fire Records Management Project	*85,871*	0	0	0	0	0	0	0	0	0	0	0
Police CAD/RMS Project	*18,000*	0	0	0	0	0	0	0	0	0	0	0
Public Safety Radio Replacement	*0*	0	0	50,000	50,000	50,000	50,000	0	0	0	0	200,000
Remote Radio Technology	*0*	24,000	0	0	0	0	0	0	0	0	0	24,000
Other Regional Contributions												
Peumansend Creek Regional Jail	*0*	112,393	115,465	109,738	104,085	98,506	0	0	0	0	0	540,187
Public Buildings												
City Hall Security Enhancements	*0*	175,000	0	0	0	0	0	0	0	0	0	175,000
Emergency Generators	*0*	645,000	560,000	190,000	143,000	300,000	400,000	25,000	25,000	207,000	450,000	2,945,000
Burn Building	*0*	0	200,000	0	0	0	0	0	0	0	0	200,000
Emergency Govt. Relocation Center	*0*	0	0	0	0	1,200,000	0	0	0	0	0	1,200,000
EOC/Public Safety Center Reuse	*0*	3,515,000	0	0	0	0	0	0	0	0	0	3,515,000
Fire Station 203 (Cameron Mills)	*0*	0	600,000	5,600,000	0	0	0	0	0	0	0	6,200,000
Fire Station 205 (Cameron Street)	*0*	0	0	0	0	0	0	700,000	3,000,000	6,000,000	0	9,700,000
Fire Station 206 (Seminary Rd)	*0*	0	0	0	0	700,000	3,000,000	6,000,000	0	0	0	9,700,000
Fire Station 207 (Duke Street)	*0*	0	0	0	700,000	3,000,000	6,000,000	0	0	0	0	9,700,000
Fire Station 210 (Eisenhower Valley)/Impound Lot	*0*	2,875,000	0	0	0	0	0	0	0	0	0	2,875,000
Fire Station CFMP	*0*	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000
Pistol Range	*0*	0	0	0	0	1,435,000	0	0	0	0	0	1,435,000
Police K-9 Facility Renovation	*0*	0	0	0	270,000	0	0	0	0	0	0	270,000
Sheriff CFMP	*0*	460,000	460,000	460,000	460,000	460,000	460,000	460,000	460,000	460,000	460,000	4,600,000
Vola Lawson Animal Shelter	*0*	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Goal 6 Total	*1,201,371*	20,070,393	4,579,465	8,453,738	3,396,085	8,912,506	11,579,000	8,694,000	4,994,000	8,176,000	2,419,000	81,274,187

Strategic Plan Goal 7

Alexandria is a caring and inclusive community that values its rich diversity, history and culture, and promotes affordability

Goal 7 Caring & Diverse Community Subsection/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Community Development												
Public Art Acquisition	*0*	50,000	100,000	150,000	200,000	250,000	300,000	350,000	400,000	450,000	500,000	2,750,000
Public Art Conservation Program	*30,000*	15,000	15,000	15,000	15,000	15,000	22,500	22,500	22,500	22,500	22,500	187,500
Information Technology												
Fort Ward I-Net Connectivity	*0*	40,000	0	0	0	0	0	0	0	0	0	40,000
Library LAN/WAN Infrastructure	*0*	60,000	0	0	0	0	0	0	0	0	0	60,000
Library Replacement Equipment	*0*	34,000	0	0	0	0	0	0	0	0	0	34,000
Library Wireless Solution	*0*	20,000	2,500	0	0	20,000	0	0	0	0	0	42,500
Recreation Database & Financial Systems	*0*	50,000	35,000	30,000	30,000	100,000	50,000	0	0	0	0	295,000
Other Regional Contributions												
Northern Virginia Regional Park Authority	*0*	359,862	359,862	359,862	359,862	359,862	359,862	359,862	359,862	359,862	359,862	3,598,620
Public Buildings												
Library CFMP	*0*	220,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,570,000
City Historic Facilities CFMP	*0*	345,000	345,000	345,000	345,000	345,000	345,000	345,000	345,000	345,000	345,000	3,450,000
Torpedo Factory Repairs	*0*	0	0	0	0	0	0	0	0	0	10,000	10,000
Recreation & Parks												
City Marina Maintenance	*55,000*	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	900,000
City Marina Seawalls	*0*	0	0	0	200,000	1,500,000	0	0	0	0	0	1,700,000
City Marina Utility Upgrades	*0*	0	0	0	250,000	1,000,000	0	0	0	0	0	1,250,000
Goal 7 Total	*85,000*	1,283,862	1,097,362	1,139,862	1,639,862	3,829,862	1,317,362	1,317,362	1,367,362	1,417,362	1,477,362	15,887,620

No Goal Assigned Section/Project	*Unallocated Balance (06/12)*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FY 13-22
Community Development												
Woodrow Wilson Bridge Project	*15,417,314*	0	0	0	0	0	0	0	0	0	0	0
Inflation or Additional Projects												
Inflation or Additional Projects	*0*	0	0	0	0	0	0	1,697,317	6,364,420	9,081,366	14,580,150	31,723,253
Information Technology												
IT Lump Sum Funding	*0*	0	0	0	0	0	0	2,500,000	2,500,000	2,500,000	2,500,000	10,000,000
No Goal Assigned Total	*15,417,314*	0	0	0	0	0	0	4,197,317	8,864,420	11,581,366	17,080,150	41,723,253

FY 2013 – FY 2022 Capital Improvement Program Overview

TABLE 1
CAPITAL IMPROVEMENT PROGRAM SOURCES AND USES OF FUNDS
For the Ten Fiscal Years Ending June 30, 2022

CITY FUNDED SOURCES:			Projected Debt Service	Total General Fund
Planned Future General Fund Appropriations to Capital Projects Fund, FY 2013-2022				
FY 2013	$13,380,483		$48,571,714	$61,952,197
FY 2014	$14,992,470		$56,374,025	$71,366,495
FY 2015	$19,134,728		$62,651,931	$81,786,659
FY 2016	$16,150,741		$67,825,849	$83,976,590
FY 2017	$13,738,064		$84,704,452	$98,442,516
FY 2018	$14,211,442		$88,554,835	$102,766,277
FY 2019	$16,072,500		$91,634,900	$107,707,400
FY 2020	$16,582,500		$94,418,816	$111,001,316
FY 2021	$18,832,500		$95,828,111	$114,660,611
FY 2022	$18,722,500		$97,256,391	$115,978,891
Total Planned Future Appropriations		$161,817,928	$787,821,024	$949,638,952
Planned General Obligation Bond Issues:				
FY 2013	$94,086,000			
FY 2014	$32,689,863			
FY 2015	$329,309,188			
FY 2016	$71,565,000			
FY 2017	$64,980,000			
FY 2018	$62,460,000			
FY 2019	$45,200,000			
FY 2020	$55,220,000			
FY 2021	$57,040,000			
FY 2022	$60,530,000			
Total General Obligation Bond Issues		$873,080,051		
Planned Other City Sources				
Bond Interest Earnings (Current Year)	$6,450,000			
General Fund Balances (Prior Years)	$15,285,223			
Sale of Property Revenue	$1,546,000			
Sanitary Sewer Fees	$16,816,000			
Stormwater Management Dedicated Tax	$14,161,000			
Potomac Yard Metro Special Revenues	$8,500,000			
Comcast Revenues	$10,540,000			
Other CIP Cash Revenue	$1,082,185			
Total Planned Other City Sources		$74,380,408		
TOTAL CITY SOURCES (FY 2013 - FY 2022)		**$1,109,278,387**		

TABLE 1 (cont.)
CAPITAL IMPROVEMENT PROGRAM SOURCES AND USES OF FUNDS
For the Ten Fiscal Years Ending June 30, 2022

CITY FUNDED USES:

Approved FY 2013 - 2022 City Funded CIP	
FY 2013 Approved Capital Budget	$128,352,585
FY 2014 Approved Capital Budget	$55,865,328
FY 2015 Approved Capital Budget	$358,629,353
FY 2016 Approved Capital Budget	$91,991,178
FY 2017 Approved Capital Budget	$83,298,501
FY 2018 Approved Capital Budget	$81,340,442
FY 2019 Approved Capital Budget	$66,271,500
FY 2020 Approved Capital Budget	$77,111,500
FY 2021 Approved Capital Budget	$81,406,500
FY 2022 Approved Capital Budget	$85,011,500
TOTAL CITY FUNDED USES	**$1,109,278,387**

Table 2
Debt Service Indicators

	Total Debt Service	Outstanding Debt/1	General Government Expenditures /2	Assessed Value of Real Property (Thousands of Dollars)/3	Personal Income (Thousands of Dollars)/4
FY 2003	17,739,094	143,615,000	488,044,085	19,225,926	7,165,859
FY 2004	18,938,838	197,520,000	516,275,303	22,757,185	7,435,257
FY 2005	22,938,317	241,890,000	545,688,442	27,359,650	7,776,966
FY 2006	27,101,086	296,540,000	623,774,871	32,906,719	8,835,057
FY 2007	31,232,166	278,525,000	689,280,260	35,554,958	9,507,531
FY 2008	30,775,390	260,350,000	688,844,141	35,102,817	10,204,006
FY 2009	32,412,775	383,950,000	720,924,777	33,964,198	10,178,071
FY 2010	34,844,533	364,485,000	705,338,251	31,649,490	10,441,443
FY 2011	38,735,420	415,720,000	722,966,982	32,631,952	10,627,334
FY 2012	43,438,079	459,060,000	768,038,908	33,782,698	11,275,601
FY 2013	48,571,714	507,875,000	831,062,373	34,963,777	11,963,413
FY 2014	56,374,025	542,770,250	791,772,108	36,586,259	12,693,181
FY 2015	62,651,931	836,603,750	1,103,412,875	38,779,332	13,467,465
FY 2016 /5	67,825,849	869,310,500	896,276,437	41,224,526	14,288,981
FY 2017	84,704,452	889,604,000	930,108,437	43,859,378	15,160,609
FY 2018	88,554,835	902,224,000	951,441,000	46,604,439	16,085,406
FY 2019	91,634,900	894,506,000	960,669,000	49,510,956	17,066,615
FY 2020	94,418,816	894,563,000	997,131,000	52,588,446	18,107,679
FY 2021	95,828,111	894,609,000	1,023,146,000	55,846,983	19,212,247
FY 2022	97,256,391	897,118,000	1,047,070,550	59,197,802	20,384,194

/1 Beginning in FY 2006, debt attributable to sanitary sewer capital projects is excluded because sanitary sewer systems are 100% self-supporting.

/2 General Government expenditures after FY 2012 are based on a long range forecast scenario.

/3 Presented on a calendar year basis. Future growth assumes a 3.35% growth in FY 2013, 4.5% in FY 2014, 5.5% growth for FY 2015, and 6.0% growth in FY 2016 through FY 2022.

/4 Total personal income through FY 2011 is from the City's Comprehensive Annual Financial Report (CAFR), Table XI, page 132. Personal income estimates for FY 2012 and beyond are increased by 6.09%, which is equivalent to the historical annual average for Alexandria plus an increment related to the gradual buildout of Potomac Yards.

/5 Reflects debt service for self-funded proposed Potomac Yard Metrorail Station starting in FY 2016

Table 2 (continued)
Debt Service Indicators

Fiscal Year	Ratio of Debt Service to General Governmental Expenditures	Outstanding Debt as a Percentage of Assessed Value of Real Property/1	Debt per Capita as a Percentage of Per Capita Income
Ceiling	10.0%	1.6%	An amount equal to 4.5% of total personal income
Target	8.0%	1.1%	An amount equal to 3.2 % of total personal income
FY 2002	3.5%	1.0%	2.2%
FY 2003	3.6%	0.8%	2.0%
FY 2004	3.7%	0.9%	2.7%
FY 2005	4.2%	0.9%	3.1%
FY 2006	4.3%	0.9%	3.4%
FY 2007	4.5%	0.8%	2.9%
FY 2008	4.5%	0.7%	2.6%
FY 2009	4.5%	1.1%	3.8%
FY 2010	4.9%	1.2%	3.5%
FY 2011	5.3%	1.3%	3.9%
FY 2012	5.7%	1.4%	4.1%
FY 2013	5.8%	1.5%	4.3%
FY 2014	7.1%	1.5%	4.3%
FY 2015 /2	5.7%	2.2%	6.2%
FY 2016	7.6%	2.1%	6.1%
FY 2017	9.1%	2.0%	5.9%
FY 2018	9.3%	1.9%	5.6%
FY 2019	9.5%	1.8%	5.2%
FY 2020	9.5%	1.7%	4.9%
FY 2021	9.4%	1.6%	4.7%
FY 2022	9.3%	1.5%	4.3%

/1 Includes general obligation bonds and term notes. In past years, total assessed value included real and personal property. Beginning in the FY 2000 CIP, this indicator has been revised per the debt policies adopted on December 9, 1997, to include only real property.

/2 Reflects debt for self-funded proposed Potomac Yard Metrorail Station starting in FY 2015

Table 2 (continued)
Debt Service Indicators

	General Fund Balance as a Percentage of General Fund Revenue	
Fiscal Year	Assigned/Unassigned	Unassigned
Floor	10.0%	4.0%
Target	N/A	5.5%
FY 1993	24.3%	7.6%
FY 1994	23.4%	7.6%
FY 1995	22.4%	6.6%
FY 1996	20.6%	5.5%
FY 1997	19.1%	6.7%
FY 1998	17.6%	7.6%
FY 1999	16.5%	6.9%
FY 2000	17.3%	6.5%
FY 2001	16.6%	6.7%
FY 2002	17.6%	6.8%
FY 2003	14.4%	7.3%
FY 2004	14.6%	6.9%
FY 2005	13.3%	5.9%
FY 2006	13.2%	5.6%
FY 2007	13.4%	5.4%
FY 2008	12.0%	5.2%
FY 2009	9.3%	4.7%
FY 2010	11.1%	5.3%
FY 2011	10.9%	5.3%

Source: Alexandria FY 2011 Comprehensive Annual Financial Report (CAFR)

Table 3: General Obligation Bond Repayment Schedules

Table 3, below, summarizes the annual debt service for all currently outstanding general obligation bond issues of the City of Alexandria. Tables 4 through 17, on the following pages, show the date of issue, the years remaining on the payment schedule, and the amount of principal and interest due each year for the individual bond issues. (Debt service does not include $256,070 for Commonwealth Transportation Board in the operating budget.) The debt service on these tables includes all general obligation bonded debt including that financed by sanitary sewer fees, open space dedicated real estate tax revenues, and affordable housing dedicated real estate tax revenues.

Table 3. City of Alexandria, VA
Summary of Total General Obligation Debt Service
Outstanding Debt at June 30, 2012

Fiscal Year	Principal	Interest	Total
2013	$27,280,000	$19,703,982	$46,983,982
2014	$29,935,000	$18,580,351	$48,515,351
2015	$31,665,000	$17,407,351	$49,072,351
2016	$32,250,000	$16,149,294	$48,399,294
2017	$32,190,000	$14,719,519	$46,909,519
2018	$32,110,000	$13,319,206	$45,429,206
2019	$32,065,000	$11,896,806	$43,961,806
2020	$30,050,000	$10,513,716	$40,563,716
2021	$27,120,000	$9,255,587	$36,375,587
2022	$24,295,000	$8,067,681	$32,362,681
2023	$24,385,000	$6,949,456	$31,334,456
2024	$21,315,000	$5,886,769	$27,201,769
2025	$21,315,000	$4,954,494	$26,269,494
2026	$19,275,000	$4,045,006	$23,320,006
2027	$16,310,000	$3,131,500	$19,441,500
2028	$16,310,000	$2,349,275	$18,659,275
2029	$16,310,000	$1,560,413	$17,870,413
2030	$12,960,000	$842,800	$13,802,800
2031	$8,160,000	$335,600	$8,495,600
2032	$3,760,000	$75,200	$3,835,200
Total	$459,060,000	$169,744,006	$628,804,006

Table 4. City of Alexandria, VA GENERAL OBLIGATION BOND ISSUE OF $63.625 MILLION - (APRIL, 2012) Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$2,890,000	$2,630,600	$5,520,600
2014	$0	$2,572,800	$2,572,800
2015	$3,135,000	$2,572,800	$5,707,800
2016	$5,740,000	$2,447,400	$8,187,400
2017	$5,715,000	$2,217,800	$7,932,800
2018	$5,690,000	$1,989,200	$7,679,200
2019	$8,595,000	$1,747,375	$10,342,375
2020	$8,615,000	$1,360,600	$9,975,600
2021	$8,625,000	$972,925	$9,597,925
2022	$8,635,000	$584,800	$9,219,800
2023	$5,985,000	$239,400	$6,224,400
Total	$63,625,000	$19,335,700	$82,960,700

Table 5. City of Alexandria, VA BUILD AMERICA BOND ISSUE OF $69.95 MILLION - B (JULY, 2011) Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$1,000,000	$2,725,719	$3,725,719
2014	$2,000,000	$2,675,719	$4,675,719
2015	$3,000,000	$2,575,719	$5,575,719
2016	$3,765,000	$2,421,594	$6,186,594
2017	$3,765,000	$2,233,344	$5,998,344
2018	$3,765,000	$2,045,093	$5,810,093
2019	$3,765,000	$1,856,843	$5,621,843
2020	$3,765,000	$1,722,716	$5,487,716
2021	$3,765,000	$1,640,356	$5,405,356
2022	$3,760,000	$1,522,800	$5,282,800
2023	$3,760,000	$1,353,600	$5,113,600
2024	$3,760,000	$1,203,200	$4,963,200
2025	$3,760,000	$1,085,700	$4,845,700
2026	$3,760,000	$963,500	$4,723,500
2027	$3,760,000	$827,200	$4,587,200
2028	$3,760,000	$676,800	$4,436,800
2029	$3,760,000	$526,400	$4,286,400
2030	$3,760,000	$376,000	$4,136,000
2031	$3,760,000	$225,600	$3,985,600
2032	$3,760,000	$75,200	$3,835,200
Total	$69,950,000	$28,733,103	$98,683,103

Table 6. City of Alexandria, VA GENERAL OBLIGATION BOND ISSUE OF $17.0 MILLION - A (JULY, 2010)* Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$2,000,000	$3,161,900	$5,161,900
2014	$2,900,000	$3,053,900	$5,953,900
2015	$3,700,000	$2,921,900	$6,621,900
2016	$3,700,000	$2,755,400	$6,455,400
2017	$3,700,000	$2,588,900	$6,288,900
Total	$16,000,000	$14,482,000	$30,482,000

* Tax-exempt portion of bond issuance

Table 7. City of Alexandria, VA BUILD AMERICA BOND ISSUE OF $55.3 MILLION - B (JULY, 2010)* Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$0	$0	$0
2014	$0	$0	$0
2015	$0	$0	$0
2016	$0	$0	$0
2017	$0	$0	$0
2018	$3,700,000	$2,448,300	$6,148,300
2019	$3,700,000	$2,308,625	$6,008,625
2020	$3,700,000	$2,158,775	$5,858,775
2021	$3,700,000	$2,007,075	$5,707,075
2022	$3,700,000	$1,853,525	$5,553,525
2023	$3,700,000	$1,693,500	$5,393,500
2024	$3,700,000	$1,528,850	$5,228,850
2025	$3,700,000	$1,360,500	$5,060,500
2026	$3,700,000	$1,186,600	$4,886,600
2027	$4,400,000	$988,900	$5,388,900
2028	$4,400,000	$770,000	$5,170,000
2029	$4,400,000	$550,000	$4,950,000
2030	$4,400,000	$330,000	$4,730,000
2031	$4,400,000	$110,000	$4,510,000
Total	$55,300,000	$19,294,650	$74,594,650

* Build America Bond portion of issuance; payment schedule does not reflect the Federal B.A.B. subsidy

Table 8. City of Alexandria, VA
BUILD AMERICA BOND ISSUE OF $44.5 MILLION - B (JUNE, 2009)*
Debt Outstanding at June 30, 2012

Fiscal Year	Principal	Interest	Total
2013	$0	$2,380,250	$2,380,250
2014	$0	$2,380,250	$2,380,250
2015	$0	$2,380,250	$2,380,250
2016	$0	$2,380,250	$2,380,250
2017	$0	$2,380,250	$2,380,250
2018	$0	$2,380,250	$2,380,250
2019	$0	$2,380,250	$2,380,250
2020	$0	$2,380,250	$2,380,250
2021	$4,100,000	$2,280,825	$6,380,825
2022	$4,100,000	$2,078,900	$6,178,900
2023	$4,100,000	$1,871,850	$5,971,850
2024	$4,100,000	$1,660,700	$5,760,700
2025	$4,100,000	$1,445,450	$5,545,450
2026	$4,800,000	$1,207,200	$6,007,200
2027	$4,800,000	$945,600	$5,745,600
2028	$4,800,000	$679,200	$5,479,200
2029	$4,800,000	$409,200	$5,209,200
2030	$4,800,000	$136,800	$4,936,800
Total	$44,500,000	$31,757,725	$76,257,725

* Build America Bond portion of issuance; payment schedule does not reflect the Federal B.A.B. subsidy

Table 9. City of Alexandria, VA GENERAL OBLIGATION BOND ISSUE OF $35.2 MILLION - A (JUNE, 2009)* Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$3,200,000	$960,875	$4,160,875
2014	$4,100,000	$861,000	$4,961,000
2015	$4,100,000	$781,563	$4,881,563
2016	$4,100,000	$676,500	$4,776,500
2017	$4,100,000	$553,500	$4,653,500
2018	$4,100,000	$410,000	$4,510,000
2019	$4,100,000	$246,000	$4,346,000
2020	$4,100,000	$82,000	$4,182,000
Total	$31,900,000	$4,571,438	$36,471,438

* Tax-exempt portion of bond issuance

Table 10. City of Alexandria, VA GENERAL OBLIGATION BOND ISSUE OF $58.0 MILLION - A (JULY, 2008)* Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$3,100,000	$2,177,750	$5,277,750
2014	$3,100,000	$2,046,000	$5,146,000
2015	$3,100,000	$1,937,500	$5,037,500
2016	$3,100,000	$1,805,750	$4,905,750
2017	$3,100,000	$1,650,750	$4,750,750
2018	$3,100,000	$1,495,750	$4,595,750
2019	$3,100,000	$1,356,250	$4,456,250
2020	$3,100,000	$1,232,250	$4,332,250
2021	$3,100,000	$1,104,375	$4,204,375
2022	$3,100,000	$976,500	$4,076,500
2023	$3,100,000	$852,500	$3,952,500
2024	$3,100,000	$726,563	$3,826,563
2025	$3,100,000	$597,525	$3,697,525
2026	$3,100,000	$466,550	$3,566,550
2027	$3,100,000	$334,800	$3,434,800
2028	$3,100,000	$202,275	$3,302,275
2029	$3,100,000	$67,813	$3,167,813
Total	$52,700,000	$19,030,901	$71,730,901

* Tax-exempt portion of bond issuance

Table 11. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF $5.0 MILLION - B (JULY, 2008)*
Debt Outstanding at June 30, 2012

Fiscal Year	Principal	Interest	Total
2013	$250,000	$217,000	$467,000
2014	$250,000	$205,594	$455,594
2015	$250,000	$194,031	$444,031
2016	$250,000	$182,250	$432,250
2017	$250,000	$170,000	$420,000
2018	$250,000	$157,188	$407,188
2019	$250,000	$144,063	$394,063
2020	$250,000	$130,750	$380,750
2021	$250,000	$117,250	$367,250
2022	$250,000	$103,750	$353,750
2023	$250,000	$90,250	$340,250
2024	$250,000	$76,750	$326,750
2025	$250,000	$63,000	$313,000
2026	$250,000	$49,000	$299,000
2027	$250,000	$35,000	$285,000
2028	$250,000	$21,000	$271,000
2029	$250,000	$7,000	$257,000
Total	$4,250,000	$1,963,876	$6,213,876

* Taxable portion of bond issuance for Glebe Park housing project

Table 12. City of Alexandria, VA GENERAL OBLIGATION BOND ISSUE OF $22.8 MILLION - A (MAY, 2007)* Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$0	$1,025,650	$1,025,650
2014	$2,905,000	$1,025,650	$3,930,650
2015	$2,890,000	$909,450	$3,799,450
2016	$2,870,000	$793,850	$3,663,850
2017	$2,845,000	$679,050	$3,524,050
2018	$2,825,000	$565,250	$3,390,250
2019	$2,825,000	$424,000	$3,249,000
2020	$2,825,000	$282,750	$3,107,750
2021	$2,830,000	$141,500	$2,971,500
Total	$22,815,000	$5,847,150	$28,662,150

* Tax exempt bond issuance refinanced prior City bond issuance

Table 13. City of Alexandria, VA *GENERAL OBLIGATION BOND ISSUE OF $56.0 MILLION - A (JUNE, 2006)** Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$2,920,000	$1,170,094	$4,090,094
2014	$2,920,000	$1,024,094	$3,944,094
2015	$2,915,000	$907,294	$3,822,294
2016	$2,915,000	$790,694	$3,705,694
2017	$2,915,000	$644,944	$3,559,944
2018	$2,915,000	$499,194	$3,414,194
2019	$0	$375,306	$375,306
2020	$0	$375,306	$375,306
2021	$0	$375,306	$375,306
2022	$0	$375,306	$375,306
2023	$0	$375,306	$375,306
2024	$2,915,000	$375,306	$3,290,306
2025	$2,915,000	$251,419	$3,166,419
2026	$2,915,000	$127,531	$3,042,531
Total	$26,245,000	$7,667,100	$33,912,100

* FY 2019 - 2023 refinanced as part of the April 2012 General Obligation Bond Refunding Issue.
** Tax exempt portion of bond issuance

Table 14. City of Alexandria, VA GENERAL OBLIGATION BOND ISSUE OF $15.0 MILLION - B (JUNE, 2006)* Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$750,000	$604,125	$1,354,125
2014	$750,000	$562,875	$1,312,875
2015	$750,000	$521,625	$1,271,625
2016	$750,000	$480,000	$1,230,000
2017	$750,000	$438,375	$1,188,375
2018	$750,000	$396,000	$1,146,000
2019	$750,000	$353,250	$1,103,250
2020	$750,000	$310,125	$1,060,125
2021	$750,000	$266,625	$1,016,625
2022	$750,000	$222,750	$972,750
2023	$750,000	$178,500	$928,500
2024	$750,000	$133,875	$883,875
2025	$750,000	$89,250	$839,250
2026	$750,000	$44,625	$794,625
Total	$10,500,000	$4,602,000	$15,102,000

* Taxable portion of bond issuance (affordable housing)

Table 15. City of Alexandria, VA *GENERAL OBLIGATION BOND ISSUE OF $54.8 MILLION - C (NOVEMBER, 2004) Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$2,740,000	$623,350	$3,363,350
2014	$2,740,000	$534,300	$3,274,300
2015	$2,740,000	$417,850	$3,157,850
2016	$0	$349,350	$349,350
2017	$0	$349,350	$349,350
2018	$0	$349,350	$349,350
2019	$0	$349,350	$349,350
2020	$0	$349,350	$349,350
2021	$0	$349,350	$349,350
2022	$0	$349,350	$349,350
2023	$2,740,000	$294,550	$3,034,550
2024	$2,740,000	$181,525	$2,921,525
2025	$2,740,000	$61,650	$2,801,650
Total	$16,440,000	$4,558,675	$20,998,675

* FY 2016 - 2022 refinanced as part of the April 2012 General Obligation Bond Refunding Issue.

Table 16. City of Alexandria, VA GENERAL OBLIGATION BOND ISSUE OF $32.5 MILLION - B (OCTOBER, 2004)* Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$3,130,000	$1,079,069	$4,209,069
2014	$3,130,000	$922,569	$4,052,569
2015	$3,085,000	$797,369	$3,882,369
2016	$3,060,000	$666,256	$3,726,256
2017	$3,050,000	$513,256	$3,563,256
2018	$3,015,000	$383,631	$3,398,631
2019	$2,980,000	$255,494	$3,235,494
2020	$2,945,000	$128,844	$3,073,844
Total	$24,395,000	$4,746,488	$29,141,488

* Tax exempt bond issuance refinanced prior City bond issuance

Table 17. City of Alexandria, VA *GENERAL OBLIGATION BOND ISSUE OF $64.7 MILLION - (JANUARY 1, 2004) Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$3,300,000	$257,600	$3,557,600
2014	$3,140,000	$125,600	$3,265,600
2015	$0	$0	$0
2016	$0	$0	$0
2017	$0	$0	$0
2018	$0	$0	$0
2019	$0	$0	$0
2020	$0	$0	$0
2021	$0	$0	$0
2022	$0	$0	$0
2023	$0	$0	$0
Total	$6,440,000	$383,200	$6,823,200

* FY 2015 - 2023 refinanced as part of the April 2012 General Obligation Bond Refunding Issue.

Table 18. City of Alexandria, VA *GENERAL OBLIGATION BOND ISSUE OF $54.5 MILLION - (JULY, 2001) Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$0	$0	$0
Total	$0	$0	$0

* FY 2013 refinanced as part of the April 2012 General Obligation Bond Refunding Issue.

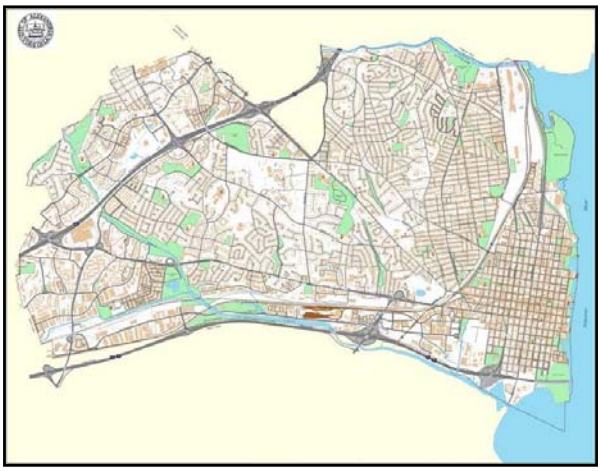
Table 19. City of Alexandria, VA GENERAL OBLIGATION BOND ISSUE OF $34.0 MILLION - (JANUARY, 1999) Debt Outstanding at June 30, 2012			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	$2,000,000	$690,000	$2,690,000
2014	$2,000,000	$590,000	$2,590,000
2015	$2,000,000	$490,000	$2,490,000
2016	$2,000,000	$400,000	$2,400,000
2017	$2,000,000	$300,000	$2,300,000
2018	$2,000,000	$200,000	$2,200,000
2019	$2,000,000	$100,000	$2,100,000
Total	$14,000,000	$2,770,000	$16,770,000

Community Profile

OVERVIEW

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

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



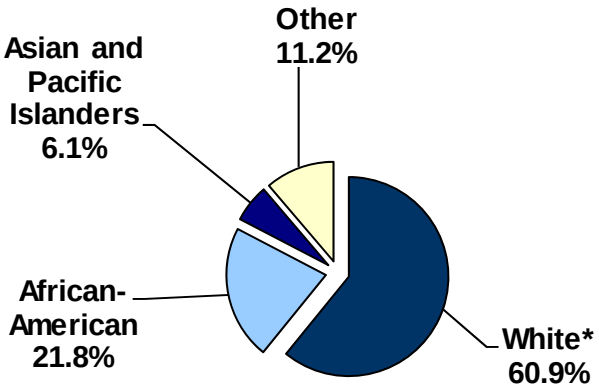
OVERVIEW

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

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

Race and Ethnicity

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



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

GOVERNANCE

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

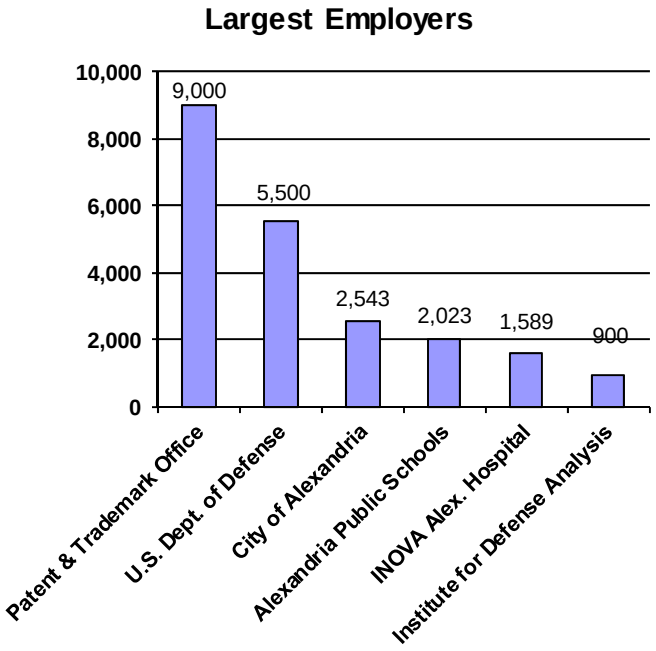
Council Members from Left to Right: Paul C. Smedberg, Alicia R. Hughes, Vice Mayor Kerry J. Donley, Redella S. Pepper, K. Rob Krupicka, Mayor William D. Euille, and Frank H. Fannon IV.

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

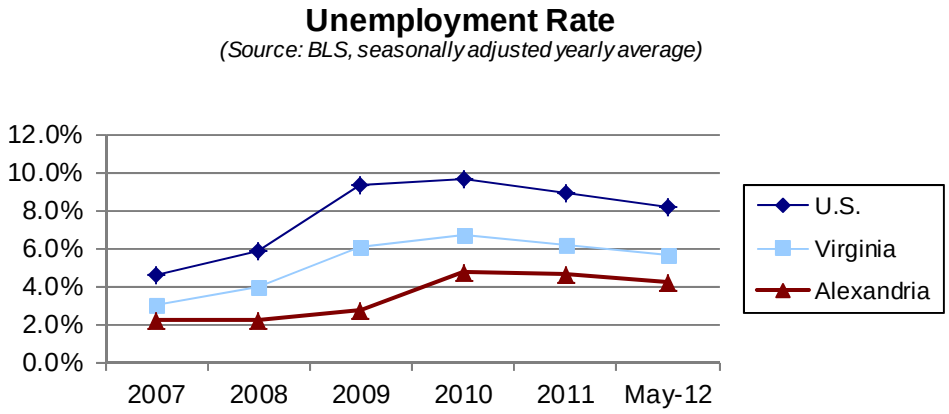
The City of Alexandria also has a strong commitment to citizen participation, which is evidenced by the 77 citizen boards and commissions established by City Council. These bodies compose a formal system through which citizens can advise City Council on major issues. Boards and commissions are responsible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

ECONOMY

Alexandria is home to over 11,000 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 more than 3 million visitors a year. The chart to the right displays the City's largest employers.

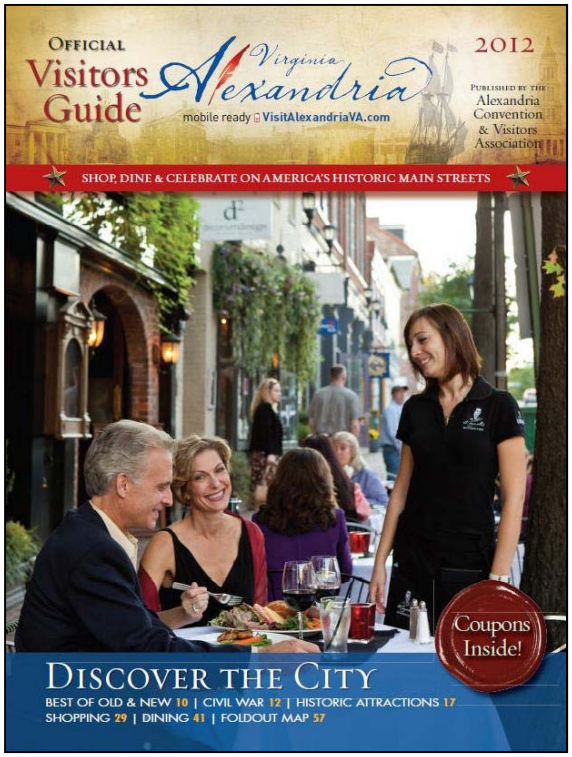


In May 2012 Alexandria's unemployment rate decreased to 4.2 percent and remained low when compared to Virginia's rate of 5.6 percent and the national rate of 8.2 percent as of May 2012 (displayed in the graph below).



There are approximately 22 million square feet of office space and over 11 million square feet of retail space existing in the City today. As of March 2012, the office space vacancy rate was 14.4 percent, while Northern Virginia's rate was 13.9 percent and the Washington, D.C. Metro Area's rate was 12.2 percent. For 2010, total retail sales in the City equaled $2.39 billion.

TOURISM



Alexandria's unique combination of historic ambiance and contemporary flair attracts more than 3 million visitors annually. Visitor spending totaled $657 million in 2010, generating $22.4 million in city tax revenue, the fifth highest in the Commonwealth of Virginia. The City boasts a variety of historic sites, a vibrant arts community, the Potomac River Waterfront, and an alluring collection of independently owned shops and restaurants.

The tourism industry supports 26 hotels with 4,688 rooms within the City of Alexandria. For FY 2011, the average occupancy rate was 69.4 percent. For the same time period, the average daily rate for hotel rooms in the City was $152.

The City of Alexandria operates seven of the premier historic sites in Alexandria, including the Black History Museum, the Alexandria Archaeology Museum, Fort Ward Museum and Historic Park, Friendship Firehouse (pictured), Gadsby's Tavern, the Lyceum, and the Stabler-Leadbeater Apothecary Museum are owned and operated by the City of Alexandria. During FY 2011 192,700 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.

The City assists non-profit housing groups, as well as the Alexandria Redevelopment and Housing Authority, by providing loans to preserve or expand multi-family rental housing. In the area of new development, the City 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 22,196 single-family units, 19,844 condominium units, 29,186 rental apartments, and 1,150 public housing and public housing replacement units. According to the U.S. Census Bureau (2010 U.S. Decennial Census), approximately 43 percent of housing units are owned and 57 percent are rented.

RECREATION AND PARKS

The City of Alexandria contains 958 acres of public parks and open space, resulting in a per capita total of about 7 acres per 1,000 residents.

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

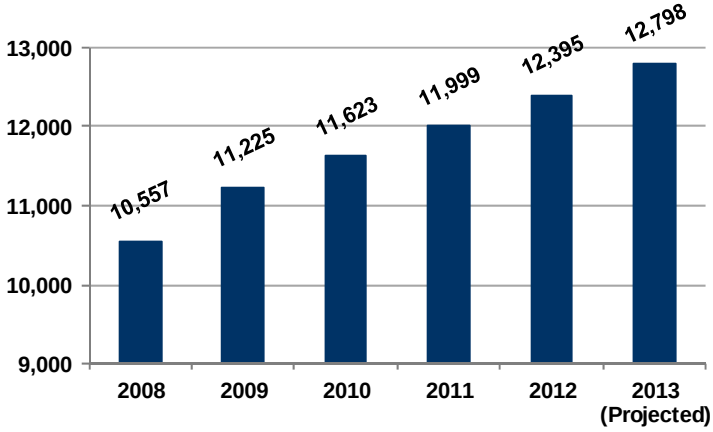
There are 36 playground areas, 7 swimming pools, 16 gymnasiums, 19 outdoor basketball courts, 36 tennis courts, 49 athletic fields, 8 neighborhood recreation centers, 1 nature center, and 1 adult/arts activity center.

EDUCATION

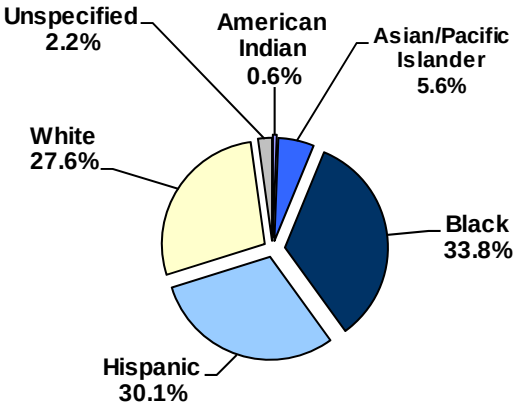
The Alexandria City Public School System provides elementary and secondary education for the City's youth. It currently has one high school (T.C. Williams High School pictured) with a separate campus for ninth grade, one Alternative high school, two middle schools, and 13 elementary schools.

The number of students enrolled for the 2011-2012 school year is 12,395, which represents a 17.4% increase in public school enrollment since 2008.

ACPS Enrollment



ACPS Student Profile FY 2012



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 nearly two million residents and visitors.

MISCELLANEOUS STATISTICAL DATA

Date of Incorporation 1779

Date of City Charter 1922

Form of Government ..... Council-Manager

Number of Full-Time City Positions
(Other than Schools) 2,543
Number of Full-Time Equivalent School Positions 2,023

Land Area .....15.75 Square Miles

Elevation .....30 Feet above Sea Level

Location .....38.8210 N….77.0861 W

Climate ..... Average January Temperature 36°

..... Average July Temperature 80°

Transportation

Major Highways:

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

Rail:

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

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

Air:

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

Ground:

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

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

Port Facilities:

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

Population

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

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

2010 Population by Age
(2010 U.S. Census):
(1-17) 17.1%
(18-24) 6.9%
(25-64) 69.9%
(65 +) 9.1%
Registered Voters June 2011 97,674

Temporary Assistance to Needy Families (Cases)..... 540
Monthly Average, 2011
Food Stamps (Cases)..... 4,586
Monthly Average, 2011
Medicaid (Cases) 8,021
Monthly Average, 2011

Economy
(2011 Annual Averages)

Employed Residents 93,351
Unemployed Residents..... 4,436
Unemployment Rate 4.6%
Washington PMSA Inflation Rate, based
on Consumer Price Index 3.3%

Community Profile

Housing

Type of Single-Family Housing
(December 2011, Dept. of Real Estate Assessments)

Detached	9,134
Semi-Detached	5,682
Rowhouse	6,357
Condo Townhouse	1,023
Total Single-Family	22,196
Condominium Units	19,844
Rental Apartments	29,186
Public Housing and Public Housing Replacement Units	1,150
Average Assessed Value of Single Family Homes	$632,958
Average Assessed Value of Condominiums	$266,919

Average Market Rents

Efficiency	$1,060
1 Bedroom Apartment	$1,380
2 Bedroom Apartment	$1,765
3 Bedroom Apartment	$1,916

Communications

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

Lane Miles of Streets, Sidewalks and Alleys

Paved	556.0
Unpaved	0.17
Sidewalks	319.0
Alleys, Paved	20.56

Utilities

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

Public Recreation

Acreage	958
Facilities:	
Playground Areas	36
Swimming Pools	7
Gymnasiums	16
Basketball Courts (outdoor)	19
Tennis Courts	36
Playing Fields	49

Medical Facilities

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

Libraries

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

Education

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

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

Financial Institutions

Commercial Banks	14
Credit Unions	9

Hotels and Motels

Hotels and Motels	25
Total Rooms	4,655

Glossary

ACPMT: Alexandria Community Policy and Management Team, an interagency body approved by City Council in November, 1992 to implement and locally administer the Commonwealth of Virginia's Comprehensive Services Act for At-Risk Youth and Families in Alexandria.

ACTIVITY: A significant element of an agency's program responsibilities. One or more activities constitute a program. Activities may encompass several related service delivery or support components.

ACTUAL: Monies which have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

ADA: Americans with Disabilities Act
.
ADEA: Age Discrimination in Employment Act.

ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS): A client-server based multi-agency computer system serving the criminal justice and public safety agencies in the City.

ALLOCATION: A dedication of a portion of governmental resources, within appropriated amounts, to a specific project or for a specific activity. In the context of the City's Capital Improvement Program, City Council grants authorization for capital projects through approval of an allocation for a particular project through the City's monthly capital allocation.

APPROPRIATION: An authorization made by City Council that permits City agencies to incur obligations against, and to make expenditures of, governmental resources in fixed amounts for a one year period.

ASSESSMENT: Any fee, charge or assessment that does not exceed the actual cost incurred by a unit of government for design, construction and financing of a local improvement such as street paving, sidewalks and sewers.

ASSESSED VALUE: The fair market value placed on personal and real property owned by taxpayers, as determined by the City's Finance Department (for personal property) or the Department of Real Estate Assessments (for real property).

BFAAC: Alexandria's Budget & Fiscal Affairs Advisory Committee.

BPOL: Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon those doing business or engaging in a profession, trade, or occupation in the City.

BOND - GENERAL OBLIGATION: A type of security sold to finance capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City through its taxing authority.

BUDGET: A plan of financial operation comprised of an estimate of approved expenditures for a fiscal year and the approved means of financing those expenditures in accordance with adopted policy.

BUDGET CALENDAR: The schedule of key dates which a government follows in the preparation and adoption of the budget.

BUDGET ORDINANCE: The legal means to amend the budget through recognizing revenue increases or decreases; transferring funding from one department to another, or from an existing capital project to a new capital project; decreasing funding of a fund or department; or providing supplemental funding to a fund or department or for the establishment of a new capital project. The City Council adopts or declines all budget ordinances.

BUDGET REVIEW PROCESS: The evaluation of a proposed budget's content and purpose by public hearing and comment, followed by reconsideration by the City Manager and City Council, prior to final budget approval.

CAPITAL BUDGET: Monies appropriated for the first year of the Capital Improvement Program.

CAPITAL GOODS: Long-lived assets that have a useful life of two or more years, can be identified permanently as a separate item, and cost over $10,000.

CAPITAL IMPROVEMENT PROGRAM (CIP): A ten-year plan of approved capital expenditures for long term improvements to the City's public facilities and public works as well as School capital projects.

CAPITAL PROJECT: A public improvement project undertaken as part of the Capital Improvement Program.

CAPITAL PROJECT EXPENDITURE: An expenditure of more than $10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, painting, minor (less than $10,000) carpentry, electrical and plumbing repairs, or repair or routine replacement of fixtures or furniture.

CASH BASIS ACCOUNTING: The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

CASH CAPITAL FUNDING: Monies appropriated for capital projects from the current operating budget.

CITY DEPARTMENTS - DEPARTMENT, PROGRAM, ACTIVITY: An entity with specific goals to fulfill. The City government is divided into Departments, Departments into Programs and into Activities, each with more specific goals and measures.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): A general purpose federal grant primarily used by the City to facilitate the production and preservation of low- and moderate-income housing.

COMPENSATION PHILOSOPHY: A policy document approved by City Council on May 27, 1997 and revised on June 25, 2010, which establishes policies and practices regarding the compensation of City employees that are under the jurisdiction of the City Manager. The Compensation Philosophy addresses the establishment of fixed pay steps, which supercede the minimum-maximum (min-max) salary schedule formerly in effect; defines the City's comparative labor market, which includes the counties of Prince William, Prince George's, Montgomery, Arlington and Fairfax; and establishes policies regarding career ladder development, education and tuition assistance and employee incentive awards. For more information, please refer to the Compensation Philosophy, which is published in Appendix A of the budget document.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): Annual audited results of the City's financial position and activity.

CONSTITUTIONAL OFFICERS: Elected officials who are authorized by the Constitution of Virginia to head City departments, such as the Sheriff, Commonwealth's Attorney and the Clerk of Courts.

CONSUMER PRICE INDEX (CPI): A measure commonly used to indicate the monthly rate of inflation, as calculated by the United States Bureau of Labor Statistics. The CPI-U is an index of prices for urban areas and a separate index, the CPI-U-DC is published for the Washington Metropolitan Area.

CONTINGENT RESERVES: An amount of money included within the total General Fund budget that is set aside to provide City Council with some degree of expenditure flexibility should unforeseen events occur during the fiscal year. Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to transfer these monies to other accounts. A transfer of monies from the contingent reserves account does not result in an increase in the total General Fund budget.

DASH: Logo referring to the Alexandria Transit Company's (ATC) local bus service. ATC is a non-profit corporation wholly-owned by the City.

DELIVERED SERVICES: Services that are provided to individuals, at the premise they occupy, by a City agency.

DEBT SERVICE: The amount of interest and principal that the City must pay on its debt.

DISTINGUISHED BUDGET PRESENTATION AWARD: The Distinguished Budget Presentation Award is designed and awarded by the Government Finance Officers Association to encourage governments to prepare budget documents of the highest quality to meet the needs of decision-makers and residents. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communication device.

DOCKET: An agenda of business matters for discussion and consideration by City Council at its various meetings; or, in the context of court proceedings, a list of legal cases to be tried or registering legal actions, such as judgments and liens.

ENCUMBRANCE: An accounting reservation of funds representing a legal commitment to pay for future goods and services.

ENTERPRISE FUND: Allows for separate accountability of certain operations within the City of Alexandria which are financed similar to private businesses.

EQUIPMENT REPLACEMENT INTERNAL SERVICES FUND: A self-replenishing fund that is used to account for equipment depreciation charges against user departments and associated expenditures to replace equipment (such as vehicles and computers).

EXPENDITURE: Actual outlay of monies for goods and services.

EXPENSES: Expenditures and other obligations (e.g., encumbrances) for goods and services.

FISCAL YEAR (FY): A twelve-month financial operating period. The City's fiscal year begins on July 1 and ends on June 30 of the following year. Fiscal years are named for the calendar year in which they end; FY 2012, for example, begins on July 1, 2011 and ends on June 30, 2012.

FRINGE BENEFITS: Job-related benefits, such as pension, paid vacation and holidays, and insurance, which are included in an employee's compensation package
.
FULL-TIME EQUIVALENT (FTE): A measure for calculating personnel staffing, computed by equating 2,080 hours of work per year (2,912 for firefighters) with 1 full-time equivalent position.

FULL ACCRUAL BASIS ACCOUNTING: A method of accounting for revenues and expenses when earned or incurred instead of when cash is received or spent. Accrual Basis of Accounting can be done on a Full or Modified Basis. All funds within the City (General Fund, Special Revenue, Capital Projects and agency funds) use the Modified Accrual method of accounting.

FULL-TIME POSITION: A position regularly scheduled to work 40 hours per week, or 2,080 hours per year (2,912 for firefighters).

FUND: A separate self-balancing accounting unit with its own specific revenues and expenditures, assets and liabilities. Each fund in the City's accounting structure has been established to segregate a particular set of fiscal activities. Separate funds that have been established by the City include the General Fund, which is used to account for general operating expenditures; Special Revenue Funds, used to account for resources restricted to expenditures for specified current operating purposes; Enterprise Funds, used to account for operations that are financed in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; and the Equipment Replacement Internal Services Fund, used to account for depreciation charges against departments and associated expenditures to replace equipment.

FUND BALANCE: In the context of the City's budget discussions, Fund Balance generally refers to the undesignated General Fund Balance, which is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures, or "surplus", that is available for appropriation by City Council, and that has not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

GASB: The Governmental Accounting Standards Board which is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

GENERAL FUND: The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund.

GFOA: Government Finance Officers Association of the United States and Canada. The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit.

GIS: Geographic Information System.

GOALS: Within the City's Performance Measurement processes, goals are broad statements of program and activity impacts or desirable outcomes. They are not necessarily quantified and may describe long-term aims.

GRANTS: A transfer of State or Federal monies to the City, usually for specific programs or activities.

HB 599: This stands for House Bill 599 and refers to a program initiated by the Virginia General Assembly in 1979 that assists localities with funding for law enforcement needs. Funding received from this source is reflected in the General Fund, under Intergovernmental Revenues.

ITSC: Information Technology Steering Committee.

INTERGOVERNMENTAL REVENUE: Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

INTERNAL SERVICES FUND: A self-balancing set of accounts established to account for goods or services provided by one City department or agency for another City department or agency.

LIABILITY INSURANCE: Protection against risk of financial loss due to a civil wrong that results in property damage or bodily injury.

MANAGER'S MESSAGE: Written explanation of the budget and the City's financial plan and priorities presented by the City Manager to City Council.

MANAGING FOR RESULTS INITIATIVE: A City-wide management initiative implemented by the City Manager to increase government transparency and improve resource planning. The elements of MFRI are activity-based budgeting (presenting and managing costs at a lower level), performance measurement (tracking and reporting results), and business planning (developing interdepartmental plans for achieving the City's short- and long-term strategic goals).

MARKET RATE ADJUSTMENT: An increase in salaries to offset the adverse effect of inflation on compensation.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recognized in the period in which they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term "available" is limited to collection within forth-five days of the fiscal year-end. Levies made prior to the fiscal year-end but which are not available are deferred. Interest income is recorded as earned. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. Expenditures, other than accrued interest on long-term debt, are recorded when the fund liability is incurred.

NON-PASS THROUGH MONIES: Monies from sources outside the City that are paid directly to an agency or vendor and are not reflected in the City's financial records.

NON-PERSONNEL SERVICES: Expenditures relating to the cost of purchasing specific goods or services required for the operation of City agencies and departments.

NVTA: Northern Virginia Transportation Authority, the regional authority created by the Commonwealth of Virginia to provide regional transportation planning.

OBJECTIVES: Within the City's Performance Measurement processes, objectives are the specific, measurable steps required to achieve the goals established for City programs. Achievement of an objective may be determined by one or more indicators and measures.

ORDINANCE: A statute or law which sets out general laws. Ordinances require public hearings before they may be adopted.

OVERHIRES: Positions authorized by the City Manager to be filled as a result of (1) the availability of special revenue sources for time-limited special projects or activities; (2) needs arising that require an immediate, temporary response sometimes prior to the next budget cycle; and (3) positions needed to maintain a necessary level of actual, on-board on-duty staff due to expected turnover (such as sworn police and fire suppression staff).

PART-TIME POSITION: A position regularly scheduled to work no more than 39 hours per week. Part-time positions that are regularly scheduled to work 10 to 39 hours per week are considered regular part-time positions and receive limited benefits.

PERFORMANCE INDICATORS: Within the City's Performance Measurement processes, measures are used to assess the level of achievement by the organization towards an objective. The family of indicators and measures includes inputs, outputs, efficiency, service quality and outcomes.

PERSONAL PROPERTY TAX: A City tax levied on motor vehicles and boats, based on published listings of values, and on machinery and tools, based on a percentage of the item's original cost.

PERSONNEL SERVICES: Expenditures relating directly to the costs of compensating City employees; these include both wages and fringe benefits.

PROGRAM: An organized set of activities directed toward a common purpose or goal.

PURCHASED SERVICES: Services that are provided to an individual or group of individuals by an enterprise that is under contract with the City.

RECLASSIFICATION: An administrative review process by which a City position is re-evaluated to determine if it has been appropriately classified under the City's personnel classification system.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance.

REDUCTION IN FORCE (RIF): The elimination of positions due to lack of work or lack of funding. The City's RIF policy regulates the process for eliminating positions and reducing adverse impact on Employees.

REVENUES: Monies received or collected by the City through taxation, grants, fees, fines, charges and investments.

SPECIAL REVENUE FUND: Accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants).

TAX BASE: All forms of property wealth under the City's jurisdiction that are taxable.

TURNOVER RATE/SAVINGS: Percentage and amount by which a department's personnel services budget is reduced in anticipation of a reduction in expenditures attributable to employee turnover.

UNFUNDED POSITIONS: Positions that departments have elected to hold vacant in order to achieve personnel expenditure savings beyond the normal expected turnover savings. These positions are not funded in the budget or reflected in the departments' FTE counts, however they remain eligible for departments to request restored funding at some future date.

WMATA: Washington Metropolitan Area Transit Authority, the regional agency that operates the METRO bus and subway systems.

Legislative References

Relevant Budget Legislative References……..... 23-2

Ordinance 4291 (BFAAC)..…… 23-6

Resolution 2480 (Setting Guidance for FY 2013 Budget Preparation…..…… 23-9

Reduction in Force (RIF) Administrative Regulation 6-22…… 23-15

Financial Policies…… 23-20

Relevant Budget Legislative References

State Code

Sec. 58.785.1: Requires that the local tax rate must be adopted by June 30, but after April 15.

City Charter

General Provisions

Sec. 3.04 (b): The City Council shall have the power to adopt the budget of the City.

Sec. 4.02 (c): The City Manager shall have the power and shall be required to prepare and submit the annual budget to the City Council as provided in the Charter, and shall be responsible for its administration.

Sec. 5.05 : Work programs, allotments. Before the beginning of the budget year, the head of each office, department or agency shall submit to the Director of Finance, at such time as may be set by him, a work program for the year, which program shall show the requested allotments of the appropriations for such office, department or agency, for such periods as may be designated by the City Manager, for the entire budget year. The City Manager shall review the requested allotments and may revise, alter or change such allotments Before approving the same. The aggregate of such allotments shall not exceed the total appropriation available to said office, department or agency for the budget year.

Sec. 5.06: Allotments constitute basis of expenditures and are subject to revision. The Director of Finance shall Authorize all expenditures for the offices, departments and agencies to be made from appropriations on the basis An approved allotments and not otherwise. An approved allotment may be revised during the budget year in the same manner as the original allotment was made. If, at any time during the budget year, the City Manager shall ascertain that the available income, plus balances, for the year will be less that the total appropriations, he shall Reconsider the work programs and allotments of the several offices, departments and agencies and revise the allotments so as to prevent the making of expenditures in excess of the said income.

Sec. 5.07: Transfer of appropriations. The City Manager may at any time transfer any unencumbered appropriation balance or portion thereof within the accounts of an office, department or agency. The Council when advised of The details by the City Manager may be duly docketed resolution transfer any unencumbered appropriation balance or portion thereof form one office, department or agency to another. (Acts 1968, ch. 510, Sec. 1)

Sec. 6.03: Each department head, the judges of the courts, each board or commission, and any other office or agency supported by the City, is required to file with the City Manager, at the prescribed time, all estimates of revenue and expenditure for the ensuing fiscal year. Such estimates shall be submitted on forms furnished by the finance director and all information required by the City Manager is to be submitted thereon. The City Manager shall hold staff hearings to review and revise these estimates as (s)he may deem advisable.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources. Receipts from increased taxes, licenses or other sources shall be estimated on the basis of the average rate of increased collections during the preceding two fiscal years except in instances in which the City Manager submits, as a part of the budget, a written statement explaining any estimate that is made on some other basis. Receipts from new taxes, licenses or other sources shall be estimated on information available for other cities, the State of Virginia or other states, the federal government or other appropriate sources. If estimated receipts exceed estimated expenditures, the City Manager may recommend revisions in the tax, license or other ordinances of the City in order to bring the general fund budget into balance.

Sec. 6.08: The budget and budget message and all supporting schedules shall be a public record in the office of the City Manager, open to public inspection after the budget has been submitted to the Council and made public by it; provided, however, that no department or agency head, judge or board or commission, manager or director of finance shall divulge details of the proposed budget estimates until the budget has been submitted to the Council and made public by it.

Sec 6.08.1: The school board shall, prior to the time work has begun on the school budget, hold a public informational hearing to receive suggestions from the public concerning the school budget. The school board shall also hold a public hearing on its proposed budget prior to submitting it to the City Manager. The school board shall cause a notice of the time and place of each public hearing to be published in a newspaper of general circulation in the City at least seven days prior to the hearing. The school board shall also cause copies of the proposed budget to be available to the public at least seven days prior to the public hearing on the proposed budget. The school board may submit to the City Manager as its proposed budget the same proposed budget considered at the public hearing or it may, subsequent to said public hearing, submit a revised proposed budget.

Responsibility of the City Manager for the Budget:

Sec. 6.02: The City Manager is required to submit a general budget, a capital budget and an explanatory budget message in the form and with the contents provided by the Charter.

Sec. 6.04: The general budget shall contain:

(a) An estimate of that portion of surplus cash remaining at the end of the fiscal year which is to be used in meeting expenditures in the general budget;

(b) An estimate of receipts from current ad valorem taxes on real estate and personal property, and from all other sources;

(c) A statement of debt service requirements;

(d) An estimate of cash deficit, if any, at the end of the current fiscal year, and an estimate of obligations required by the Charter to be budgeted for the ensuing year; and,

(e) An estimate of expenditures for all other purposes to be met in the coming fiscal year.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources.

Sec. 6.06: The explanatory budget message shall contain an outline of the proposed financial policies of the City for the budget year and a description of the important features of the budget plan. Major policy changes are to be explained and reasons for salient changes in cost and revenue items from the previous year are to be indicated. A statement of pending capital projects and proposed new projects, with proposed financing plans, shall be included.

Sec. 6.07: At the same time that the City Manager submits a general budget (s)he may also submit a general appropriation ordinance and those additional tax ordinances as may be required to balance the Proposed budget.

Sec. 6.14: The capital budget is a budget of the proposed capital improvements projects for the ensuing fiscal year and for five years thereafter, with recommendations for financing the proposed improvements for the coming year.

Responsibility of the City Council for the Budget:

Sec. 6.09: At the meeting of the City Council at which the budget and budget message are submitted, the council shall determine the place and time (at least sixty days prior to the beginning of the budget year) of a public hearing on the budget, and shall publish a notice of said place and time, which shall not be less than seven days after the date of publication.

Sec. 6.10: All interested persons shall be given an opportunity to be heard at the public meeting for or against any of the estimates of any item of the budget.

Sec. 6.11: After the conclusion of the public hearing the City Council may insert new items of expenditure or may increase, decrease or strike out items of expenditure in the general fund budget, except that no items or expenditures for debt service or other provision of law shall be reduced or stricken out. The City Council shall adopt a balanced budget, or adopt measures for providing additional revenues in the case that expenditures exceed revenues.

Sec. 6.12: The budget shall be adopted by the votes of at least a majority of Council not later than the 27th day of June. If the City Council has not taken final action on or before this date, the budget as submitted shall be deemed to have been finally adopted by the Council.

Sec. 6.13: An appropriation in addition to those contained in the general appropriation ordinance, except for the purpose of meeting a public emergency as provided for elsewhere in this charter, may be made by the Council, by not less than a majority affirmative vote of all members of Council, only if there is available in the general fund a sum unencumbered and unappropriated sufficient to meet such appropriation.

Sec. 6.14: The City Council shall hold at least one public hearing on the capital budget and shall take final action not later than twenty days after June 27, the date prescribed for the adoption of the general budget.

Sec. 6.15: The City Council may establish by ordinance a reserve fund for permanent public improvements and may appropriate thereto any portion of the general fund cash surplus not otherwise appropriated at the close of the fiscal year.

Ordinance 4291 - Adopted February 22, 2003,[1]
Establishing the Budget and Fiscal Affairs Advisory Committee

AN ORDINANCE to amend Chapter 4 (COMMITTEES, BOARDS AND COMMISSIONS), of Title 2 (GENERAL GOVERNMENT) of The Code of the City of Alexandria, Virginia, 1981, as amended, by adding thereto a new Article R (BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE).

THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

Section 1. That Chapter 4 of Title 2 of The Code of the City of Alexandria, Virginia, 1981, as amended, be, and the same is hereby, amended by adding thereto a new Article R to read as follows:

ARTICLE R

Budget and Fiscal Affairs Advisory Committee

Sec. 2-4-130 Creation, composition, organization and term.

(a) The Budget and Fiscal Affairs Advisory Committee initially established by Resolution No. 1464, is hereby established by ordinance and designated as a standing committee known as the Budget and Fiscal Affairs Advisory Committee.

(b) The members of the committee shall be appointed by the City Council as follows:

(1) seven members, one each of whom shall be designated by the mayor and members of city council;

(2) three members appointed at-large in accordance with the provisions of section 2-4-7 of this code;

(3) one member designated by the Alexandria School Board; and

(4) two members designated by the Alexandria Chamber of Commerce.

(c) The members designated by the mayor and members of city council, the school board, or the chamber of commerce shall serve at the pleasure of the mayor, member of council, school board or chamber of commerce designating such person, and any vacancies in such positions shall be filled in the same manner as the original appointment. Members appointed at large shall serve for a term of two years, and vacancies and reappointments shall be handled in the manner prescribed in section 2-4-7 of this code.

[1]The Budget and Fiscal Affairs Advisory Committee was established July 2, 1985, by Resolution 1129. Resolution 1464 amended Resolution 1129 by adding two representative of the Chamber of Commerce to the committee. Resolution 1129 has been replaced by Ordinance 4291 as a result of Council action on February 22, 2003.

(d) All members of the committee shall:

(1) by virtue of their education and employment in the public or private sector, have demonstrated competence in one or more of the following areas: accounting, financial analysis, budget and fiscal management, public finance, or urban economics;

(2) be residents of and residing in the City of Alexandria at the time of appointment and continue to do so during the term of their appointment. The provisions of section 2-4-7(d) notwithstanding, this provision may not be waived; and

(3) not be (i) a member of any other board or commission having one or more members appointed by the city council, or (ii) an employee of the city, the school board, the Alexandria Chamber of Commerce, or any agency of any such entity or organization.

(4) declare to the committee their position as an officer or director of any entity or organization, and abstain from discussing, participating or voting on any matter before the committee, that directly relates to any appropriation or grant made or awarded by or through the city to the entity or organization of which the member is an officer or director.

Sec. 2-4-131 Functions, powers and duties; staff assistance.

(a) The functions, powers and duties of the committee shall be to advise and support the city council as to:

(1) an examination of the city's budget procedures and process and ways of improving such procedures and process, including participation by the public therein;

(2) the forecasting of future revenue and expenditure requirements and the effect on the several taxes and fees levied by the city and burden of taxation imposed on Alexandria citizens and business organizations;

(3) an evaluation of the comparative tax, revenue and expenditure levels in Alexandria with those in neighboring jurisdictions and the effect of such differences on the ability of Alexandria to attract new residents and economic development; and

(4) such other tasks as may be requested by the city council.

(b) Except as expressly provided in this article, the committee may adopt rules and regulations in regard to procedure and other matters for the conduct of its business, so long as the same are not inconsistent with the city code, including, but not limited to, the establishment of committees through which it may carry on its functions, duties and purpose.

(c) Subject to the availability of funds and staff, and recognizing that the city manager must give priority attention to requests from the city council, the city manager is authorized to provide such staff or other assistance to the committee as requested, and to make such information available to the committee as is available to the public generally.

Section 2. That no provision of this ordinance shall be deemed to affect the appointments or terms of the members of the Budget and Fiscal Affairs Advisory Committee in office on the effective date hereof.

Section 3. That Resolution No. 1464 be, and the same hereby is, rescinded.

Section 4. That this ordinance shall become effective upon the date and at the time of its final passage.

RESOLUTION NO. 2480

Setting Guidance for FY 2013 General Fund Operating Budget
and Capital Improvement Program for FY 2013 – FY 2022

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 2013 budget; and

WHEREAS, the City Council held a public hearing on the FY 2013 budget on October 15, 2011; and

WHEREAS, the City Manager and the Alexandria City Public Schools presented to City Council at its October 17, October 18, November 1 and November 7 budget work sessions 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 expects the City Manager to continue to identify and implement cost saving measures and efficiencies in <u>all</u> City operations; 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 growing very slowly and there still remains considerable uncertainty about the economic future; and

WHEREAS, real estate assessments in the City are expected to increase only slightly in CY 2012 and CY 2013; and

WHEREAS, given the political environment in Richmond and Washington, D.C., 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 2.24% in total General Fund revenues of the City at current tax rates;

WHEREAS, this amount of increase is expected not to be sufficient to maintain current services and policies 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

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 programs and activities 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 focus available, limited resources on the achievement of key 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 blended base real estate tax rate in CY 2012 no greater than that levied in CY 2011 ($99.8 cents per $100 assessed value, including all dedications necessary for Storm Water, Transportation, Affordable Housing and Open Space purposes). An alternative tax rate increase for additional operating costs and capital projects deemed appropriate for Council consideration above those specified in the base budget may be proposed as provided in section 6 below.

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 2013 General Fund Operating Base Budget that does not increase any tax rates. An alternative tax rate increase for additional operating costs and capital projects deemed appropriate for Council consideration above those specified in the base budget may be proposed as provided in section 6 below.

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 2012 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 2013 General Fund Base Operating Budget.

4. Other Dedicated Portions of the Real Estate Tax Rate: The City Manager shall propose continuation in CY 2012 of the reservation of 0.5 cents per $100 to Storm Water Infrastructure Improvements, 2.2 cents per $100 to Transportation 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.

5. Other Taxes: The City Manager shall not propose an increase in any other tax rates (such as those for personal property, business licenses, transient lodging, and utilities) in the Base Budget except as provided in section 6 below.

6. Options for Additional Operating and CIP Expenditures: The City Manager may propose whatever additional 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 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, based on considerations that may require a particular scheduling or sequencing of action items in support of strategic initiatives, objectives and goals.

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. The City Manager should exercise caution by considering fee increases recently adopted in previous years.

8. City Merit/Step Pay: The City Manager shall include in the base budget funding for merit/step increases for eligible employees. The City Manager may propose at his discretion a phase-in of the implementation of Total Compensation Reforms described at the November 1 work session. The City Manager also may propose at his discretion necessary and appropriate changes in the City's General Schedule pay schedule. These changes may or may not be a part of the base budget.

9. Market Rate Adjustment: The City Manager shall not include an across-the-board market rate adjustment for either City or Schools staff.

10. 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 in FY 2013.

11. City Employee Retirement Contributions: The City Manager shall continue in FY 2013 funding for current City retirement plan policies and employee contributions to various City retirement programs. City Council will await and review changes that may be proposed and adopted by the General Assembly to the Virginia Retirement System (VRS) in which the City participates.

12. Post-Employment Benefit Contributions: The City Manager shall continue to provide sufficient funds to the Other Post Employment Benefit (OPEB) Trust Fund so that the City will gradually be able to contribute 100% of the Annual Required Contribution (ARC). In FY 2013 the plan is to contribute at least 89% of the ARC from current General Fund sources.

13. Fire Station #210: The City Manager shall include sufficient operating funds in the FY 2013 Base Budget to hire, train and equip staff to open Fire Station #210 in the Eisenhower Valley when construction is completed in FY 2014.

14. Public Safety Operations Rate of Growth: The City Manager shall maintain <u>at least</u> the same rate of growth as specified for the Schools in Section 3 for the specific public safety operations of Police, Emergency Communications, Fire and Emergency Medical Services and the Sheriff.

15. Public Infrastructure: The City Manager shall preserve operating budget allocations at current levels for public infrastructure improvements such as street paving, street maintenance and sidewalk maintenance.

16. Resources for Core Services: The City Manager shall focus other available resources, at his discretion, on other core services identified in the Strategic Plan and identify non-core programs and activities that deserve extra scrutiny given the expectation of years of slow growth in the City's revenues.

17. Capital Improvement Program (CIP): The City Manager's proposed base CIP shall include:
    - Specific estimates for FY 2013 through FY 2018 and preliminary estimates for FY 2019 through FY 2022.
    - No more General Fund cash capital from current year revenues than that planned for FY 2013 through FY 2020 in the Approved FY 2012 – FY 2021 CIP. Such a limitation does not apply to:
        - The cash capital provided by the 2.2 cents reserved for Transportation purposes from the real estate tax,
        - 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, the Potomac Yard Metrorail Station Fund, and available for Affordable Housing purposes, and
        - Cash capital available from the sale of assets as described in section 18 below, or
        - Any increase in cash capital in the FY 2013 General Fund Operating Budget that may be otherwise allowable under Section 6 of this resolution.

- No more debt issuance than that planned for FY 2013 through FY 2021 in the Approved FY 2012 – FY 2021 CIP other than debt, if any, to be serviced by revenue provided by the reserved transportation tax on real estate, 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.
- The possible use, as determined by the City Manager, of additional General Fund operating budget surplus from FY 2011 in the amount of $4.0 million (the "revenue shortfall" reserve) as a commitment for capital projects in FY 2013 and beyond.
- The same funding in total for School capital projects as provided in last year's Approved Capital Improvement Program. The possible use, as determined by the City Manager, of expected additional General Fund operating budget surplus from FY 2012 as commitment for capital projects in FY 2013 and beyond.
- Specific descriptions of projects that can be funded within recommended levels of funding and their costs estimated for all years (FY 2013 – FY 2022), and
- 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, in a general appendix, or alternatively listed as multi-year totals.

18. Sale/Lease of Capital Assets: The City Manager may 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.

19. Fiscal Year 2014 Special Analysis: The City Manager shall prepare a special analysis that shows the projected expenditures and revenues for FY 2014. That analysis shall contain:

- 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,
- Revenue estimates that assume the same tax rates as those proposed for FY 2013 in the base budget,
- Expenditure estimates in the same level of detail as provided in the long range forecast section of the budget document, and
- A detailed estimate of the impact in FY 2014 of any recommended expenditures in the FY 2013 base budget, including:
    - The impact on FY 2014 revenues and expenditures of any of the options for additional operating and CIP expenditures proposed under the authority of sections above,
    - A general discussion of the types of actions that might be necessary to balance the FY 2014 budget if there is a projected deficit for that year, and
    - Estimates of the revenue and expenditure impact in FY 2014 of any budget amendment proposed by a Council member for consideration during the FY 2013 budget development process.

20. Maintain Quality of Core Services: Given the expectation that City revenues will be constrained for a number of years and a concern that year-by-year tightening runs the risk of lowering City service quality into the future, the Council requests that the City Manager evaluate and propose significant reforms to City Departments that may include, consolidations, reorganizations, or program changes that would enable us to maintain the quality of core services into the future.

Adopted: November 22, 2011

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WILLIAM D. EUILLE MAYOR

ATTEST:

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Jacqueline M. Henderson, MMC City Clerk

Reduction In Force (RIF)

A.R. 6-22

AUTHORITY: The authority for the implementation of this Administrative Regulation is contained in the City Charter and in those City Code sections defining the authority of the City Manager to establish administrative procedures for the direction, supervision and coordination of personnel within the administrative branch of City government, and for the use of City equipment, services and facilities.

PURPOSE: This Administrative Regulation will establish the policy of the City Administration in the event of a Reduction in Force (RIF) of the employees of the City of Alexandria.

POLICY: The City of Alexandria will implement a Reduction in Force only when such action is required by 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 classifications.
4. Layoff of regular employees in the affected classes.

DEFINITIONS:

Administration: The City Manager or his or her designee.

Affected Class: The position classification to which the employee is assigned when he/she becomes subject to the reduction in force procedure.

Department: All offices, divisions, and other work units that are under the control of a single Department head.

Month: For the purposes of seniority, a month is credited after an employee serves 15 calendar days of the month in which the employee is in a paid status.

Probationary Employee: An employee who is serving the first twelve months of a regular position is considered to be a probationary appointment. The initial probation may be extended up to an additional six months. Employees are removed from probationary status by written approval of their department head or designee.

Reduction in Force (RIF): a Reduction in Force is the elimination of a position or positions due to 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.

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.

Step 1. Normal Attrition

Upon receipt of the determination of the City Manager to implement a Reduction in Force, the Director of Human Resources may halt the processing of advertising or selection for classifications of employees indicated in the RIF order.

Step 2. Notice to Affected Employees on the City Payroll

The Director of Human Resources shall develop a list of employees by classification. This list will be used to identify the affected classifications in the RIF order. The Human Resources Director will issue a written termination notice to employees in the affected classifications as soon as practicable upon receipt of the RIF order. Individual employees will be given a written notice with a minimum of thirty (30) days prior to termination. Copies of all such notices will be forwarded to the employing department.

Step 3. Human Resource Department Job Search Assistance

Every effort will be made by Human Resources staff to assist employees to apply for positions which are vacant and approved for hire by the Office of Management and Budget. The ability of the employee to perform the work assignment will be assessed in the application process. Employees will serve a new probationary period of one year. All employees so placed will be evaluated at the end this probationary period and their demonstrated performance will be the sole basis of any determination to retain or to terminate the employee from the assignment.

Step 4. Layoff of Regular Employees

The layoff of regular employees will be initiated, if necessary, to complete the reduction specified in the RIF order.

Placement on the Recall List will be made by job classification and seniority. 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.

SALARY ASSIGNMENTS :

Regular full-time and part-time employees placed as the result of this Administrative Regulation, to a work assignment in their same position/classification, shall retain their same salary step and within-scale eligibility date. Employees who accept a lower classification shall be placed on the step of their new salary grade which is the nearest to their original salary. If placed between two pay steps, the employee will receive the higher step in the new grade.

Employees will receive a new merit date that documents the start of the one-year probation. Employees, who accept a position whose salary is at the top of or above the pay scale, shall have their salary frozen at their current salary level until the range exceeds their current salary.

SEVERANCE PAY:

Severance pay is authorized to be paid at an employee's current rate of pay at the time of lay off and granted to Regular employees laid off under the procedures of this regulation and in accordance with the following formula. The pay does not count toward hours worked in any pay period in which it is granted.

Employees who are affected by the RIF who elect to retire in lieu of a non-retirement separation are eligible for severance pay

Completed YEARS OF SERVICE	WEEKS OF SEVERANCE PAY
0 to 5	3 weeks pay
6 to 10	4 weeks pay
11 to 15	5 weeks pay
16 or more	6 weeks pay

REEMPLOYMENT AND RECALL LISTS:

All employees in good standing who are affected by the RIF action will be placed on a Recall List for their position/classification for a period of one year from separation. All future vacancies in these classifications will be filled based on job classification and then seniority with the City for the duration of the Recall List. The individual must possesses the necessary skills and experience to perform the duties of the vacancy. Individuals recalled to fill the same classification from which they were removed (vacated) will be restored to regular employment and at the same step/grade. Individuals recalled to a classification other than that in which they have been previously employed will be required to satisfactorily complete a new one-year probationary period. If an employee accepts an alternative city position (one which they may have applied for and were selected), will be removed from the Recall List.

EMPLOYEE RESPONSIBILITY:

Any employee laid off and placed on a Recall List will be responsible for notifying the City Human Resources Department of any change in address or telephone number. Employees will be notified to return to work by registered mail. Any employee who fails to report to work as directed (within ten working days) following receipt of notification to return to work, will forfeit all further recall rights

AID TO EMPLOYEES :

Individuals who are laid off under this Administrative Regulation shall be entitled to Unemployment Compensation as provided by the Code of the Commonwealth of Virginia. The City Human Resources Department will provide assistance to aid in filing for such unemployment compensation. Laid off employees will be paid for any earned annual leave or compensatory time (if eligible for payment) on the next pay day following their lay off. Upon re-employment within six months, all earned but unused sick leave will be reinstated if not reduced to zero by a sick leave payout at termination. The employee's annual leave accrual rate at the time of the layoff will be restored upon reemployment in a benefited position if the employee is rehired within six months.

All recalled employees shall be subject to the provisions of AR 6-18, for purposes of reemployment and RIF. For the duration of any lay off, laid off employees will be given priority consideration for any employment opportunity for which they apply and are qualified.

GRANT FUNDED OR PARTIALLY GRANT FUNDED POSITIONS:

A grant funded position is considered restricted when the grant and required match is funding only the scope of the position outlined in the grant. This position would not be expected to backfill other duties in the City or assist in a different capacity for the general City benefit as in doing so would be outside the scope of expectations outlined in the grant. Under this scenario, the employee occupying this position is not subject to the RIF policy.

A grant funded position is considered unrestricted when the grant and its required match supports a greater level of service or benefit to an existing City service/benefit, or when the grant covers a broad range of duties not intended in its award to be directed to a specified position or number of positions. The employee(s) occupying this position is subject to the City's RIF policy.

Positions created to perform restricted grant functions that aren't fully supported by the grant are subject to the benefits in the City's RIF policy. Existing positions that are subsequently assigned in whole or in part to restricted grant functions are also subject to the City's RIF policy.

Using the aforementioned definitions, the Human Resources Department in conjunction with Office of Budget and Management will create lists of employees who are, and are not subject to the City's RIF policy.

APPEAL:

Any employee who believes that the City did not follow the prescribed RIF process as specified in this Administrative Regulation shall have access to an administrative hearing with the Director of Human Resources, utilizing the procedure contained in A.R. 6-20. A reduction in force implemented under this Reduction in Force regulation is not grievable pursuant to A.R. 6-21, Grievance Procedure, (IV)(B)(6).

The following pages provide the principles and policies that guide the City's overall financial management. These policies include :

Debt Related Financial Policy Guidelines - These policies guide City Council and staff in determining the debt capacity of the City, managing the impact of debt service on the operating budget, and maintaining adequate fund balances to cope with unexpected financial problems or emergencies.

Investment Policy – These policies guide the City's Treasurer in the management of all cash and cash equivalents, defined in the City of Alexandria's Comprehensive Annual Financial Report (CAFR), excluding pension funds.

Financial Management Self-Assessment Using Standard and Poor's Rating Criteria – The City prepares this every year prior to going to the rating agencies for the affirmation of our credit rating. This checklist provides a self-assessment of all financial policies and procedures relevant to maintaining the City's financial sustainability.

Debt Ratio Policies
Debt Related Financial Policies

City Council passed a set of debt-related financial policies on June 9, 1987. During FY 1998, the Budget and Fiscal Affairs Advisory Committee (BFAAC), a City Council appointed citizen committee, analyzed these debt-related financial policies, and examined the City's financial condition in comparison to other jurisdictions with superior credit ratings (other double-triple A rated jurisdictions). The BFAAC and the City Manager recommended that City Council reaffirm the updated debt-related financial policies, incorporating BFAAC's recommended updates to the policies to establish a consistent set of appropriate relationships between debt targets and limits. Because three of the six debt indicators measure the debt capacity of the City in relation to the size of the City and its economy, BFAAC recommended that these indicators should not produce debt capacity limits that vary greatly from each other. Note the terminology has been updated to reflect required changes to government accounting rules.

City Council reaffirmed its commitment to sound financial management and adopted the updated debt-related financial policies on December 9, 1997. City Council amended the policies on October 26, 1999, to allow priority consideration for an increase in the assignment of fund balance for capital project funding.

On June 24, 2008, City Council adopted the City Manager's recommendation, endorsed by BFAAC, to revise the target and limit upward reflecting the ratio of debt as a percentage of total personal income.

These updated polices are as follows:

Debt as a Percentage of Fair Market Real Property Value
Target = 1.1 percent; Limit = 1.6 percent

This ratio indicates the relationship between the City's debt and the full value of real property in the City as assessed annually at fair market value. It is an important indicator of the City's ability to repay debt because real property taxes are the primary source of the City's revenues used to repay debt. A small ratio is an indication that the City will be better able to withstand possible future economic downturns and continue to meet its debt obligations.

Debt as a Percentage of Total Personal Income
Target = 3.2 percent; Limit = 4.5 percent

This percentage is a measure of the capacity of citizens to finance tax-supported debt. A lower percentage means that taxes required to repay debt represent a smaller portion of the average citizen's income.

Debt Service as a Percentage of General Government Expenditures
Target = 8.0 percent; Limit = 10 percent

This ratio is a measure of the City's ability to repay debt without hampering other City services. A small ratio indicates a lesser burden on the City's operating budget.

Unassigned/Uncommitted General Fund Balance as a Percentage of General Fund Revenue
Target = Not applicable; Limit = 10 percent

Unassigned General Fund Balance as a Percentage of General Fund Revenue
Target = 5.5 percent; Limit = 4.0 percent

Net Assets as a Percentage of General Revenues
Target = 5.5 percent; Limit = 4.0 percent

These ratios indicate the ability of the City to cope with unexpected financial problems or emergencies. The Unassigned/Uncommitted General Fund Balance represents the funds legally available to the City. It is desirable that the City maintain Unassigned/Uncommitted General Fund Balance that is comparable to the ratio maintained by other double-triple A rated jurisdictions, but not to fall below the limit of 10 percent. The Unassigned General Fund Balance corresponds to the checkbook balance of the City. Both balances are important to consider. The unassigned/uncommitted balance includes commitments that the City Council has made and assignments City management has made but presumably could change. Net assets correspond to stockholders' equity for publicly traded companies. The larger the Unassigned General Fund Balance or spendable net assets, the greater the City's ability to cope with financial emergencies and fluctuations in revenue cycles.

The ratios for Unassigned General Fund Balance and spendable net assets are calculated after adjusting for the effect of subsequent year's expenditures, and funding for future equipment replacement and capital projects, grants and contributions restricted to specific programs, and extraordinary and special items.

The City will not issue tax or revenue anticipation notes to fund ongoing governmental operations. The City of Alexandria will manage its cash in a fashion that will prevent any borrowing to meet working capital needs.

The City will not issue bond anticipation notes (BAN's) for a period of longer than two years. If the City issues a BAN for a capital project, the BAN will be converted to a long-term bond or redeemed at its expiration, but will not be rolled over.

The City will continue to rely on current revenue, including its fund balance, to finance its short-lived and maintenance-oriented capital improvements. The City believes in funding a significant portion of capital improvements on a pay as you go basis; therefore, the City will continue to finance short-lived and maintenance-oriented capital improvements with current revenues, and its fund balance. The priority to consider when additional General Fund revenues become available at the end of the fiscal year would be an assignment within the General Fund fund balance for pay as you go capital.

The City will not establish a trend of using General Fund equity to finance current recurring operations. The City's General Fund equity has been built over the years to provide the City with sufficient working capital and to enable it to finance equipment replacement, capital projects, and unforeseen emergencies without borrowing. To conserve the General Fund equity balance and to avoid reliance on this balance, the City will not finance recurring operations from the General Fund equity balance for periods longer than two years as confirmed by the audited financial statements. If the audited financial statements confirm that recurring operations have been funded from the General Fund equity balance for a period longer than two consecutive fiscal years, then the City will adopt in its next ensuing budget a balanced budget in which the operating revenues meet the operating expenditures without any consideration of the General Fund equity balance.

In accordance with the City Charter and in order to meet the debt ratio targets, to schedule debt issuance, and to systematically improve the capital structure, each year the City will prepare and adopt a six-year capital improvement program. This capital improvement program will identify the source of funding for all capital projects. The debt issuances that are a part of the capital improvement program will be structured to meet the City's debt policies and debt ratio targets.

The City Manager will prepare each year and submit a set of ten-year scenarios of possible future revenues and expenditures that match the ten-year Capital Improvement Program time horizon with the proposed budget to be considered by the City Council. Those scenarios will be updated to reflect the decisions of the City Council and issued with the approved budget. In order to improve financial planning and decisions, the City Manager also will annually prepare with the approved budget a set of ten-year scenarios of possible future General Fund revenues and expenditures and their effects on the debt-related financial policy ratios outlined above, including the effect of planned borrowing under the approved CIP.

In accordance with the Government Finance Officers Association budget review requirements, this table, taken from the City's FY 2011 Comprehensive Annual Financial Report, is repeated here:

City of Alexandria, Virginia
Computation of Legal Debt Margin
as of June 30, 2011

Assessed Value of Real property, January 1, 2011		$32,631,952,000
Debt Limit: 10 Percent of Assessed Value		$3,263,195,200
Amount of Debt Applicable to Debt Limit:		
General Obligation Bonds	$415,720,000	
Less Total General Obligation Debt		($415,720,000)
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 judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the expected income to be derived.”
Limitation of personal liability. The Investment Committee, and those delegated with investment authority under this policy, when acting in accordance with the written procedures and this investment policy, and exercising due diligence, shall be relieved of personal responsibility for an individual security’s credit risk or market changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

7. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial or investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

8. Internal Controls

The external cash manager shall establish written internal controls that will be reviewed annually by the Investment Committee and by the City of Alexandria's independent auditors. The controls shall be designed to prevent loss of public funds due to fraud, employee error, misrepresentation by third parties, unanticipated market changes or imprudent actions by employees of the City of Alexandria or of the external cash manager. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

The internal controls shall address the following points:

Control of collusion
Separation of transaction authority from accounting and recordkeeping
Custodial safekeeping
Avoidance of physical delivery securities
Clear delegation of authority to subordinate staff members
Written confirmation of transactions for investments and wire transfers
Development of a wire transfer agreement with the lead bank and third-party custodian

9. Authorized Financial Dealers and Institutions

All investment transactions on behalf of the City of Alexandria must be restricted to approved broker/dealers. The external cash manager shall maintain a list of brokers and dealers, which are approved for investment purposes. For brokers and dealers of government securities, the external cash manager shall select only primary government securities dealers that report daily to the New York Federal Reserve Bank. Investment officers shall not conduct business with any securities dealer with whom or through whom public entities have paid excessive prices or have sustained losses on investments through mismanagement by the securities dealer. The external cash manage must periodically (at least annually) assess the financial strength and integrity of the broker/dealer firms and the individual account representatives with whom it does business. The list must be approved by the City's Investment Committee before investing any City funds. The following criteria must be met by those firms on the list:

a. Provide an audited financial statement for the most recent period.
b. Proof of certification by the National Association of Securities Dealers.
c. Proof of current registration with the State Securities Commission.
d. Completion of the City of Alexandria's broker/dealer questionnaire.

In addition, the supervising officers at each depository, recognized securities broker/dealer, and the external cash investment management service shall submit certifications that they have reviewed this investment policy and agree to disclose potential conflicts or risks to public funds that might arise out of business transactions between the firm/depository and the City of Alexandria. All depositories and the external cash manager shall agree to undertake all reasonable efforts to preclude imprudent transactions involving City funds.

The supervising officer of the depositories or firms shall agree to exercise due diligence in monitoring the activities of other officers and subordinate staff members engaged in transactions with the City. Employees of any firm or financial institution offering securities or investments to the City of Alexandria shall be trained in the precautions appropriate to public sector investments and shall be required to familiarize themselves with the City's investment objectives, policies, and constraints.

As investments are made, the external cash manager shall rotate from the authorized bidder's list for bids/offers. An attempt will be made to alternate to all names on the list.

10. Authorized Investments

Under this policy, investments shall be limited to the instruments listed below. The investments are to be chosen in a manner that promotes diversity of issuer and maturity. The choice of high-grade government instruments is designed to ensure the marketability of those investments should liquidity needs arise.

a. Obligations of the United States Government, and direct borrowings of United States Government Agencies and Instrumentalities, and United States Government Sponsored Enterprises, with a stated maturity not to exceed three years and a liquid market with a readily determinable market value.

b. Repurchase agreements, collateralized by U. S. Treasuries, not to exceed 180 days to stated maturity. An executed TBMA Master Repurchase Agreement with supplemental amendments must be on file with the City of Alexandria and the counter party bank or primary dealer.

To anticipate market changes and provide a level of additional security for all funds, the collateralization level required will be 102 percent of the market value of the principal and accrued interest. U. S. Treasury Notes will be the only acceptable securities for collateral.

c. "Prime Quality" commercial paper, with a maturity of 270 days or less, of issuing corporations organized under the laws of the United States, or of any state thereof including paper issued by banks and bank holding companies. (Suspended pending future authorization by the City's Investment Committee.) "Prime Quality" shall be as rated by at least two of the following: Moody's Investor Services,Inc., within its NCO/Moody's rating of prime 1, by Standard & Poor's, Inc., within its rating of A-1, by Fitch Investor's Services, Inc., within its rating of F-1, or by Duff and Phelps, Inc., within its rating of D-1, or by their corporate successors, provided that at the time of any such investment: 1. The issuing corporation, or its guarantor, has a net worth of at least fifty million dollars; and 2. The net income of the issuing corporation, or its guarantor, has averaged three million dollars per year for the previous five years: and 3. All existing senior bonded indebtedness of the issue, or its guarantor, is rated "A" or better or the equivalent rating by at least two of the following: Moody's Investors Services, Inc., Standard & Poor's, Inc., Fitch Investor's Services, Inc., or Duff and Phelps, Inc. The commercial paper must be backed by a bank line of credit equal to 100 percent of the issuer's outstanding commercial paper.

d. Virginia Local Government Investment Pool.

The external cash manager must review the portfolio at least weekly to ensure compliance with the City's investment policy and to review the credit ratings of all securities in the investment portfolio. The external cash manager will promptly notify the Investment Committee in the event that any investment no longer meets the original purchase requirements. The external cash manager and the Investment Committee will then review and discuss available alternatives and arrive at an agreed upon course of action. The external cash manager will issue monthly reports confirming their findings.

Competitive Bidding Requirement. Securities will only be purchased or sold after (3) offers/bids are taken to verify that the City of Alexandria is receiving fair market value/price for the investment. Records will be maintained of the bids offered, the bids accepted, and the justification for each investment decision.

Delivery Versus Payment. All security transactions, including collateral for repurchase agreements, entered into by, or on behalf of, the City of Alexandria, shall be conducted on a delivery versus payment (DVP) basis. Written trade confirmation tickets must be received by the external cash manager and Treasury Division Chief within three business days of all trades. A manager who is not authorized to buy or sell securities for this portfolio must receive and review the written trade confirmation tickets. The written trade confirmation ticket must provide the trade date, par value, maturity, interest rate, price, yield, settlement date, description of security purchased, issuer's name, amount due, third-party custodial information, and show City of Alexandria as owner of security.

11. Unauthorized Investments

a. The City will not "sell short," i.e., sell something it does not own in hope of buying it later at a lower price.
b. The City will not buy on margin.
c. The City will not contract for future delivery.
d. The City will not deal in futures or options of any kind.

12. Diversity and Maturity Limitations

The investment portfolio shall be diversified by:

limiting investments to avoid overconcentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities),
limiting investment in securities that have higher credit risks,
investing in securities with varying maturities, and
continuously investing a portion of the portfolio in overnight repurchase agreements to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

Diversification strategies shall be established and periodically reviewed. At a minimum, diversification standards by security type and issuer shall be:

	Security Type	Maximum Percentage of the Total Funds Available For Investment
a.	U. S. Treasuries and securities with the U. S. Government's guarantee	85%
b.	U. S. Government agencies and instrumentalities	85%
c.	Repurchase agreements, fully collateralized by U. S. Treasuries	50%
d.	Commercial Paper (in total)	35%
e.	Commercial Paper of any one Issuing Corporation	5%
f.	Virginia Local Government Investment Pool	100%

The external cash manager shall diversify maturities, and to the extent possible, match investments with anticipated cash flow requirements. Matching maturities with cash flow dates will reduce the need to sell securities prior to maturity, thus reducing market risk. The average maturity of the City's investment portfolio at the end of any given month shall be up to one year. No less than $15 million will be invested in securities with maturities of 14 days or less. Excluding the Virginia Local Government Investment Pool, securities with more than 36 months to maturity are not authorized for the City's investment portfolio.

13. Safekeeping and Collateralization

All trades where applicable will be executed by delivery versus payment (DVP) to ensure that all securities are deposited in an eligible financial institution prior to the release of funds. Securities will be held in safekeeping in the City of Alexandria's name in a segregated or pledged position in the Trust Department's account of an independent third-party custodial bank at the Federal Reserve Bank or Depository Trust Company (DTC). The custodial bank may not be within the same holding company as the bank from which the securities are pledged. At no time will the City's securities or collateral for repurchase agreements be commingled with those of other investors.

All safekeeping arrangements shall be approved by the Investment Committee and an agreement of the terms executed in writing. The third-party custodian shall issue original safekeeping receipts to the external cash manager, and duplicates to the Treasury Division Chief, listing each specific security, rate, description, maturity and cusip number. Each safekeeping receipt will clearly state that the security is held for the City of Alexandria or pledged for the City of Alexandria.

14. Perfected Security Interest

To ensure the City has a perfected security interest, the external cash manager must obtain written authorization from the City's Investment Committee prior to selling any security from the City's investment portfolio. Prior to making a purchase on behalf of the City, the external cash manager must notify the City's Investment Committee of the par value, maturity range, and type of security to be purchased.

15. Performance Evaluation and Reporting

By the fifth of each month, the external cash manager shall submit monthly reports to the Investment Committee containing sufficient information to permit an informed outside reader to evaluate the performance of the investment program. By July 5 each year, the external cash manager shall submit an annual report to the Investment Committee. The reports will be prepared and reviewed by individuals who are not responsible for buying and selling securities. In addition, the market value of the portfolio shall be calculated at least monthly and a statement of the market value of the portfolio shall be issued at least monthly. The reports will summarize investment activity and include, at a minimum, the following information:

Monthly Investment Portfolio Inventory Reports. Securities will be grouped by type, and will include the following information:

Name of issuer
Par amount
Coupon Rate
Contractual maturity date
Call date, if applicable

Amortized cost (book value)
Fair value (market value)
Expected yield
Unrealized gain or loss
Credit rating
CUSIP number
Purchase price
Original dollar amount of premium or discount
Yield to maturity or total return if held to maturity
Yield to call, or total return if held to call, if applicable
Interest received
Accrued interest
Amortized/Accretion Premium/Discount
Percentage of total portfolio that specific security comprises

Monthly Investment Portfolio Activity Reports. Listing of purchases, sales, calls, maturities, interest received, rating upgrades and rating downgrades, and beginning and ending par, book, and market values.

Monthly Investment Portfolio Liquidity Reports. Listing of investments by maturity date, and a maturity breakdown of the portfolio by type of investment and by time period.

Monthly Investment Portfolio Earnings Summary Reports. Listing of interest earnings accrued, amortization/accretion, and total earnings for the month and fiscal year-to-date.

Monthly Investment Portfolio Unrealized Gains and Losses Report.

Monthly Investment Portfolio Performance Reports. Listing of average weighted yield-to-maturity and yield-at-cost for current month and fiscal year-to-date, with comparison to the six-month U.S. Treasury Bill and average Federal Funds Rate.

Monthly Investment Policy Compliance Reports.

16. Policy Considerations

This policy shall be reviewed on an annual basis. The City's Investment Committee must approve any change.

CITY OF ALEXANDRIA, VIRGINIA

FINANCIAL MANAGEMENT SELF-ASSESSMENT
USING
STANDARD AND POORS
RATING CRITERIA

June 2012

Revenue and Expenditure Assumptions

Are the organization's financial assumptions and projections realistic and well grounded both from long-term and recent trend perspectives?

- Conservative revenue forecasting and expenditure management is the practice, so as to make the question "how much of a surplus" rather than "is there is going to be a surplus."

  Recent trend analysis used to update current year in October and current and subsequent year revenue projections in January and again in April prior to passage of budget in May for fiscal year beginning July 1.

  If during the fiscal year, economy appears to be varying from budget assumptions, management tools are implemented to manage expenditures.

- Multi-year forecasting required by City Council adopted Debt Related Financial Policy Guidelines since 1987.

  Multi-year revenue and expenditure forecasts (10 years out) are produced for three revenue growth scenarios and included in the proposed and approved operating budgets.

  Budget Long Range Forecasts use reasonable range of revenue trend estimates and expenditure trend estimates.

  Long Range Forecasts updated annually.

  Projections in long range forecast based on historical trend analysis.

- Outside information used in assessing strength of economy and tax base.

  Regional economic and commercial real estate forecasts provided to the City quarterly by Delta Associates and used in revenue projections and budget planning.

  Regional economic and fiscal information (such as that produced by the George Mason University Center for Regional Analysis) monitored and used as an influencer of revenue projections and budget recommendation decisions.

  Multiple City agencies tasked with collecting and sharing economic and fiscal data with City financial and policy managers.

  Community indicators being developed that compare financial resources with expected and actual results.

Budget Amendments and Updates

Are there procedures for reviewing and amending the budget based on updated information and actual performance to ensure financial targets are met?

- Monthly financial reporting is required by the City Charter, and as a result a Monthly Financial Report is presented to City Council each month. Ten months of the year it is formally presented at a Council meeting, and also posted on the City's web site.

  Monthly Financial Report contains an analysis of the economy, revenue trends and expenditure patterns, as well as contains selected historical economic indicators.

- Debt Related Financial Policy Guidelines prohibit City Council from amending the City Manager's revenue projections.

  In immediate month prior to budget adoption (April before June), a full detailed analysis of each revenue source is undertaken and current and subsequent fiscal year revenue budgets are adjusted accordingly by the City Manager.

- When revenue trends warrant, Management will mandate expenditure curtailment or budget sequestration by operating departments.

  City Departments submit monthly expenditure forecasts for the last half of the fiscal year.

  These reports are used to take any necessary actions through the transfer of resources between departments, to reduce expenditures, or to make supplemental appropriations from fund balances designated for certain contingencies (e.g., fuel price increases).

Long Term Financial Planning

Does Management have a long-term financial plan that allows them to identify future revenues and expenditures as well as address upcoming issues that might affect these?

- Debt Related Financial Policy Guidelines require the long range operating budget forecasts go out 6 years (budget year plus 5). Current practice is to forecast 10 years out.

- These forecasts incorporate the results of the 10 year Capital Improvement Program and the funding plan (debt, cash capital, and other sources of revenue) for those capital expenditures.

- Interactive model created to examine "what ifs". Sensitivity analysis of impact of different rates of growth in salaries and benefits shown.

- Forecasts used at Council Retreat in fall of the year to set budget guidance for February budget submission.

- Forecasts have been used to look at impact on operating budget of options during consideration of future CIPs.

- Council created Strategic Plan with a Vision for Alexandria in 2015 and Goals for the period 2004 to 2009.

- New Strategic Plan adopted by City Council in June of 2010.

- Strategic Plan used in 2013 Budget process. Further refinements to improve linkage between Strategic Plan and budget development process are underway.

Long Term Capital Planning

Has the organization created a long-term capital improvement program?

- Ten year CIP (budget year plus 9 years) approved annually by City Council.
- CIP presents all known capital needs over the period, and prioritizes between those needs that can be funded through reasonable levels of cash capital, debt and special revenues, and those that are unfunded at the moment, and put on a "wait list" for possible future funding.
- CIP funding linked to operating budget (simultaneously considered and passed by City Council).
- CIP future funding linked to 10 year long range forecast, which includes cash capital and debt service costs over that time period from approved CIP.
- The City also maintains a separate equipment replacement fund that is primarily used to fund the replacement of vehicles and other heavy equipment through regular depreciation charges to the annual operating budget.

Investment Management Policies

Has the organization established policies pertaining to investments, such as the selection of financial institutions for services and transactions; risk assessment; investment objectives; investment maturities and volatility; portfolio diversification; safekeeping and custody; and investment performance reporting, benchmarking and disclosure?

- Formal written investment policies exist for short-term investments.
- As of July 1, 2008 the City started using the Commonwealth of Virginia's Local Government Investment Pool.
- The City also started using the Certificate of Deposit Account Registry Service (CDARS) program in the spring of 2010 to invest a portion of its short term investments in a ladder of short term bank certificates of deposit guaranteed by the Federal Deposit Insurance Program. New investments in these CDs are competitively bid to a group of banks in the region who participate in the program.
- Formal written investment policies exist for long-term (i.e., pension fund) investments.
- Actuarial assumptions reviewed annually.
- Financial consultant employed to monitor performance of long-term investments and investment managers.
- Primary bank for City day-to-day revenue collection, check writing, and other banking services is competitively selected.
- Formal asset allocation policies for long term investment created after studies of risk and returns were evaluated have been adopted and are in place.
- Financial reporting on investments created and issued quarterly to pension board and to City staff.
- Pension plans currently reviewing active management investment managers.
- No derivative investment products are utilized by the City.

Debt Management Policies

Has the organization established policies pertaining to the issuance of debt, such as projects that may or may not be funded with debt (including economic development projects); maturity and debt service structure; use of security and pledges, credit enhancement, and derivatives; and debt refunding guidelines?

- Debt Related Financial Policy Guidelines were adopted by the City Council in 1987, and have been formally amended when appropriate. The adopted debt policy guidelines that provide target and limits for the following debt ratios:

  Debt as a percent of fair market value of real property (target 1.1%; limit 1.6%)

  Debt as a percent of total personal income (target 3.2%; limit 4.5%)

  Debt Services as a percent of general government expenditures. (Target 8.0%; limit 10 %.)

- Debt ratio performance is recalculated at the beginning of the budget process to frame the capital planning discussion, and are rerun simultaneous to capital project decision making to ensure debt policies are followed.

- Practice is to keep CIP at least 1/4 cash funded.

- City's debt issuance practices have been to issue fixed rate general obligation bonds with an aggressive payback period.

- Swaps and variable rate debt have not been considered and have not been authorized by City Council

- Debt policy guidelines also establish specific policies and expectations related to financial and debt management:

  CIP will rely on current revenue, including fund balance, to finance its short-lived and maintenance oriented capital improvements.

  City believes in funding a significant portion of CIP on pay-as-you-go basis

  A priority to consider when additional General Fund revenues are available at the end of the fiscal year would be a designation (commitment or assignment) within fund balance for pay-as-you-go capital.

  The City will not issue tax or revenue anticipation notes to fund ongoing governmental operations.

  The City manages its cash in a fashion that will prevent borrowing to meet working capital needs.

  The City will not issue bond anticipation notes (BAN) for a period of longer than 2 years.

  If short term BAN are issued, will be converted to long-term bond or redeemed, but it will not be rolled over.

- The City's CIP states what type of projects are eligible for inclusion in the CIP.

  "Expenditure of more than $10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, painting, minor (less than $10,000) carpentry, electrical and plumbing repairs, or repair or routine replacement of fixtures or furniture."

Reserve and Liquidity Policies

Has the organization established a formalized operating reserve policy, which takes into account the government's cash flow/operating requirements and the historic volatility of revenues and expenditures through economic cycles?

- Debt Related Financial Policy Guidelines established by City Council states that:

  The City will maintain at an unreserved fund balance of at least 10% of general fund revenues.

  The City will maintain a target of 5.5% and a minimum of 4.0% undesignated fund balance as a percent of general fund revenues.

  These two ratios compare favorably with the reserve balances maintained by other triple A rated jurisdictions of similar size in the Metropolitan Washington area.

  The City will not finance recurring operations from the General Fund equity balance for periods longer than two years as confirmed by the audited financial statements.

  If the audited financial statements confirm that recurring operations have been financed from the General Fund equity balance for periods longer than two years, the next ensuing budget will rely on any General Fund equity balance.

  With the exception of the unreserved (or spendable) fund balance minimum in FY 2009, the City has conformed to these guidelines, first established in 1987, over the years.

    The unreserved fund balance was below the 10% minimum limit at the end of FY 2009. It was 9.3%. This situation was caused in large part by the planned spend-down of prior year surpluses in FY 2009 for a $4.2 million initial down payment to the new post-retirement benefits trust fund (OPEB) and a $7.35 million contribution to cash capital for the CIP. Staff believes that going below this ratio, while of long-term concern, was an appropriate financial management response to the current recession caused revenue shortfall, given the City's overall financial health, the strength of our undesignated fund balance ratio (which was 5.5% of general fund revenues at the end of FY 2009 and equal to the target of 5.5% and significantly above the limit of 4.0%), and other underlying economic fundamentals.

  The ratio of unreserved (spendable) fund balance to general fund revenues was 11.1% at the end of FY 2010 and was 13.7% at the end of FY 2011. We estimate it will be near 12% at the end of FY 2012, comfortably above the minimum 10.0% limit.

- Annual cash flow projections undertaken to determine liquidity needs and to insure sufficient cash is on hand or reasonably accessible to meet expenditure needs.

- Revenues and expenditures monitored monthly, and actions taken if revenues and expenditures vary materially from the adopted budget.

On June 13, 2008, Standard and Poor's issued a document describing its Top 10 Management Characteristics of Highly Rated Credits In U.S. Public Finance. Many of those characteristics repeat what was previously listed in its financial management assessment public finance criteria issued in June of 2006 and discussed above. However, there are a couple of additional characteristics mentioned in this newer document.

Prioritized Spending Plans and Established Contingency Plans for Operating Budgets

It is good public policy to have contingency plans and options to address budget imbalance when it occurs. This would include an analysis of the following:

What part of the budget is discretionary;
What spending areas can be legally or practically reduced;
The time frame necessary to achieve reductions of various programs;
Where revenue flexibility exists; and
A course of action on the revenue side under various economic scenarios.

Our activity in this regard can be summarized as follows:

- We have restructured the City's budget through the Managing for Results Initiative to show approximately 151 programs and 399 activities.

  For each activity the cost, and number of employee positions are shown, as well as measures of output, efficiency and quality of service.

  We believe this transparent display of budget information allows City Council and the public to see and evaluate the relative value of City programs and activities at a level of detail that would permit, if necessary, the hard choices that may need to be made if the City's revenue outlook deteriorates.

- City Council has reformed the budget process in order to provide guidance to City staff in the fall of each year that sets clear expectations and provides a transparent process. These policies and procedures should help us address future budget challenges.

  The reformed budget process, first adopted in May of 2005, gives Council a mechanism to review the budget outlook in the fall and set specific parameters for the City staff in development of the proposed budget and Capital Improvement Program.

  These reforms have been fine tuned over the last few budgets and are working well through the conclusion of the Fiscal Year 2013 budget process.

- The pay and benefits provided to City and Schools employees constitute the single largest type of expense of City government.

  We must ensure that pay and benefits are adequate to attract and keep an excellent workforce, but our future financial sustainability requires us to be prudent in our pay and benefits decisions so that we both compete in the regional labor market for our employees and recognize our financial limitations.

  Employee pay and benefits have been reviewed and adjusted in every budget year from FY 2010 through FY 2013. These various adjustments have included our pay scales, our classification and compensation policies, our retirement benefits, and our health care benefits.

- We are closely monitoring our revenues, expenditures and staffing levels during the fiscal year.

  City staff has provided Council with detailed monthly expenditure and revenue status reports for many years.

  Given its transitional nature and high degree of uncertainty, we have been closely monitoring sales and values in the real estate market, as well as other key revenue trends, such as interest earnings.

  We have internal reports that monitor citywide and departmental on-board staffing levels compared with authorized staffing levels.

  We also ask departments to periodically project their spending through the end of the fiscal year and have measures in place to ensure orderly year-end spending practices.

- We have already been monitoring closely the amount of vacancy savings captured in our budget process.

  These vacancy savings have been taken very precisely to reflect both the size and past experience of each department with turnover and actual vacancy savings in prior years.

  We have the capability for the City Manager to review individual vacancies on City Staff before allowing action to proceed to fill those vacancies. In the past, this has allowed the City to tighten down on hiring immediately and in a targeted manner, to the extent that may be necessary. This capability will be improved with the implementation of a new Enterprise Resource Planning (ERP) system (now under contract) in the coming months.

- City Council has the ability through the monthly Capital Improvement Program allocation docket items to control capital spending.

  Each of the months that Council is in session, City Staff presents a request for Council to release ("allocate") funds for upcoming CIP projects that are ready to go.

  Combined with this monthly allocation process, a phased approval process for major CIP projects gives City Council and the City Manager the ability to slow down the pace of capital spending if necessary.

- We continue to maintain adequate undesignated (uncommitted and unassigned) fund balances that are available to ensure a final backstop against an unexpected major decline in revenues in FY 2013 or FY 2014.

  The uncommitted and unassigned fund balance of $29.2 million at the end of FY 2011 is 5.3 percent of FY 2011 General Fund Revenues. This ratio is slightly below City Council's Target of 5.5 percent and well above the limit of 4.0 percent. We currently estimate an improvement in this ratio at the end of FY 2012 to approximately 5.5%.

  This balance is sufficient protection against further deterioration in the economy, in the highly unlikely case all the above measures are not otherwise sufficient to protect us.

  Using this fund balance would be a last resort, and ultimately we will make sure there are no major, sudden dislocations of services.

Long-Term Planning for All Liabilities of Government

Long-term planning for all liabilities of a government, including pension obligations, other post employment benefits and other contingent obligations would be optimal and allow for comprehensive assessment of future budgetary risks.

- The City has recently instituted a plan, including the creation of a trust fund for funding Other Post Employment Benefits (health and life insurance).

  According to the most recent actuary study, the estimated unfunded liability of $80.2 million (both City and Schools) requires an estimated $8.8 million annual required contribution assuming a 7.5% annual return to the trust fund.

  Beginning in FY 2009, the City and Schools have begun a process to reach that level of annual required contribution by FY 2015.

    The Schools participate in a separate trust for OPEB funds. The Schools are already contributing 100% of their ARC.
    The City will gradually draw down and deposit in the trust $10.7 million designated in fund balance for this purpose. $2.1 million remains to be drawn down in FY 2012 and beyond.
    Gradually, the city is increasing its level of new funding from current revenues from $1.7 million (in the approved FY 2011 budget) to $2.7 million in FY 2015.
    Together with current pay-go contributions and cost pool subsidy amounts with active employees, the percent of the annual contribution funded will be at 92% in FY 2011 and reach 100% by FY 2015.

- Other actions have been taken to control OPEB costs.

  The City previously had established a fixed dollar contribution of $260 a month (in lieu of % of premium) for retiree health benefits.

  Also, the City has changed the policy so that for new employees this benefit will be graduated by length of service.

- The City has examined the level of life insurance provided to its retired employees and decided to eliminate this benefit for new employees hired after June 30, 2009.

- The City of Alexandria's budget does not contain many component units operating outside of the primary general government budget that pose a financial risk to the City's fiscal condition.

  Only three component units are outside of the primary government budget, the Schools, the Library and the locally operated bus transit company.

  Each of them receives the bulk of their funding from the City through annual appropriations controlled by Council and do not have the power to enter into debt obligations on their own.

Effective Management and Information Systems

Investing in systems that improve the efficiency and effectiveness of a government unit and enhance overall service delivery is a positive financial management tool. Investment in financial management and information technology infrastructure has been significant during the past decade. To the extent that these changes improve financial reporting and monitoring capabilities, they enhance transparency and are viewed as a positive credit factor.

- The City of Alexandria prepares an annual information technology plan as part of its annual Capital Improvement Program.

  This plan is a 10 year plan of information systems for public access, financial and human resource management, geographic information systems, public safety systems, recreation systems, and other program specific systems.

  It also provides 10 year plan for basis information infrastructure projects, such as local area network services, wide area network services, and enterprise services.

- The City of Alexandria also maintains a computer replacement fund that charges depreciation to the users so that timely replacement and modernization of desk top computer equipment can occur on a regular cycle.

- The City is replacing its financial and human resource management systems. Funding is programmed in the CIP for this purpose in FY 2011 and FY 2012. A contract has been signed and implementation is underway and should be completed in FY 2013.

Economic Development Strategy

Economic development programs have expanded rapidly over the last 20 years. The question for state and local governments now is not whether there should be a formal economic development program, but rather how significant a resource commitment should be dedicated to running these programs and offering incentives. These are clearly government policy decisions involving cost benefit analysis that are generally outside the credit rating process. However, if these economic development programs and strategies create employment, enhance diversification, and general solid income growth, they could have a positive effect on a government credit rating over the long-term. To the extent that there is a net revenue benefit to the government, it could also be a positive credit factor. Economic development strategies have increasingly become regional in nature and there has been a more coordinated approach between state and local governments.

On December 15, 2007, the City adopted, in principal the recommendations of a blue ribbon Economic Sustainability Work Group.

The Work Group created an Economic Vision

> A 21st Century, knowledge based, creative class, diverse community with a high quality of life.
> A place where business can locate and grow.
> A place where planning and land use encourage smart fiscal practices with historic preservation.
> Where City government is responsive to all.
> Where taxes generated by commercial activities fund community needs and help reduce taxes paid by residents and local businesses.

The Work Group identified strategies for achieving that vision.

Close-in urban location
Low unemployment
High per capital and household income
High quality of life
Strong demand for housing
Well-educated population
Low crime
Tax base growth strong
Wide range of government services
Historic preservation
Top AAA/Aaa bond ratings

The Work Group makes over 100 recommendations covering a wide range of topic areas. The Work Group organized the recommendations into 10 key topic areas.

Metrorail
Commercial Economic Activity
Potomac Waterfront Potential
Landmark Mall
Leveraging the City's Assets
Travel and Tourism
Focus of Economic Development Activities
Responsiveness of City Bureaucracy and City Processes
Organization and Vision and Performance of Economic Development Functions
Tax Structure

Council approved the establishment of an Economic Sustainability Implementation Monitoring Committee to ensure that these recommendations are addressed. The Committee completed its work in 2010.

A majority of the Economic Sustainability recommendations have been fully or partially implemented.

Both the City's two primary economic development organizations (Alexandria Economic Development Partnership and the Alexandria Convention and Visitors Association) prepare and execute multi-year strategic plans. These plans are periodically updated.

Revenues overview

Revenues

Total FY 2013 General Fund revenues are expected to increase by 3.7% compared to the FY 2012 Approved Budget.

	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	12 Approved/ 13 Approved
Real Property Taxes	$321.7	$325.0	$333.9	3.8%
Other taxes	157.8	160.0	162.4	2.9%
Taxes	479.5	485.0	496.3	3.5%
Non-tax revenue	25.9	28.9	29.3	13.3%
Federal & State Revenue	53.0	53.8	53.6	1.2%
Prior Year Surplus & Transfers	8.6	1.4	8.7	1.6%
Total	$566.9	$569.0	$587.9	3.7%

Real property taxes are taxes on residential and commercial real estate. The total overall assessed value of real property increased 3.53% from last year's original assessments and by 4.05% from last year's equalized assessments (considering adjustments due to administrative appeals and appeals to the Board of Equalization).

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

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

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

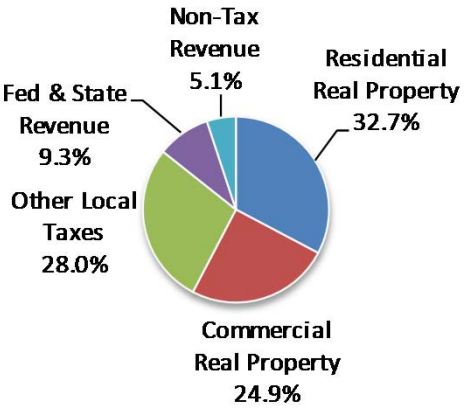
Prior Year Surplus & Transfers finances the difference between the General Fund revenue projection and the General Fund expenditure budget. This category includes accumulated surpluses from prior years and Sewer Fund debt service.

FY 2013 Revenues Overview

In Fiscal Year 2013, 57.6% of total General Fund revenues are expected to come from real estate taxes. Almost one-third of total revenues come from residential real estate taxes.

FY 2013 Approved General Fund Revenue

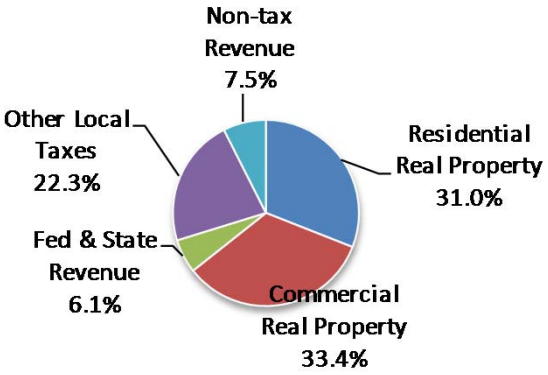
$579.2 million*



In Fiscal Year 1993, approximately 64.4% of General Fund revenue came from real estate taxes, but the amount of total revenues from residential real estate taxes was 31%. Commercial property provided proportionally more in real estate tax revenues at that time.

FY 1993 General Fund Revenue

$227.3 million*



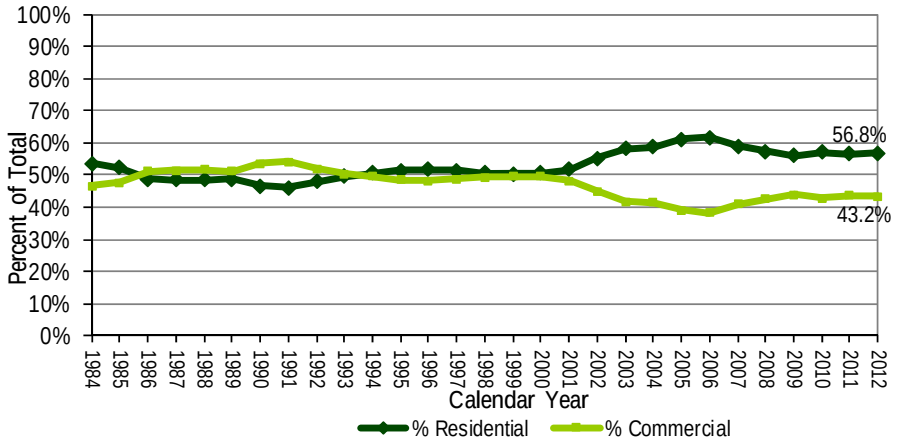
*Does not include prior-year surplus & transfers.

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

A comparison of the sources of General Fund Revenue in FY 1993 and FY 2013 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 1993) in part because the Commonwealth of Virginia now picks up a large portion of the Car Tax.

FY 2013 Revenues Overview

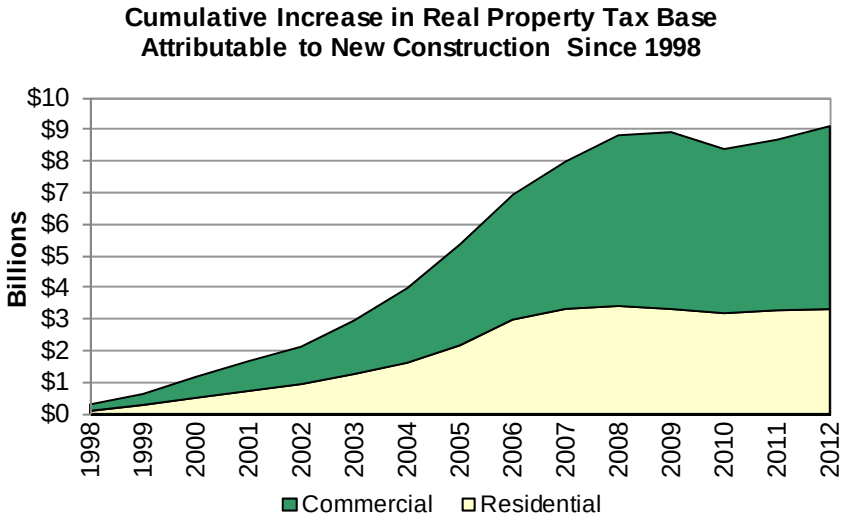
In recent years, residential real estate as a share of the City's tax base appears to have stabilized above the long-term average before the beginning of the housing bubble in 2000.



Currently the Commercial share of property tax base includes Commercial Multi-Family (rental units). If Commercial Multi-family were included with Residential the share of residential would increase to 71.0% and Commercial would decrease to 29.0%.

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 (includes detached, semi-detached, row house, and condominiums) as a percentage of the City's total assessed tax base and the lighter line represents the share of commercial property (includes commercial office and multi-family rentals). 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 fallen 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. New construction in CY 2012 saw a 27% increase from the previous year; however CY 2011 was new construction's smallest contribution to the tax base since the middle of the 1990's. Even with this increase in CY 2012, the value in new construction remains at subdued levels compared to the growth between CY 2000 and CY 2007.

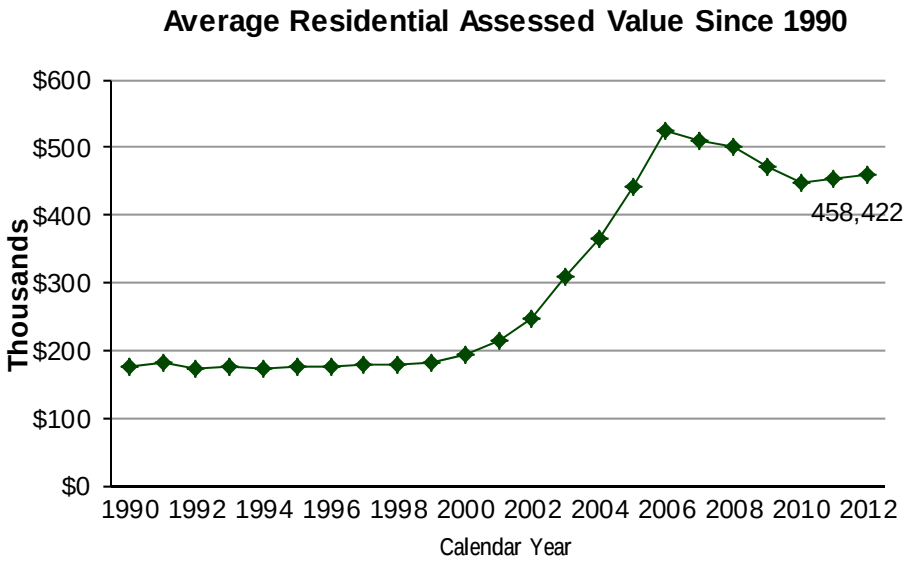


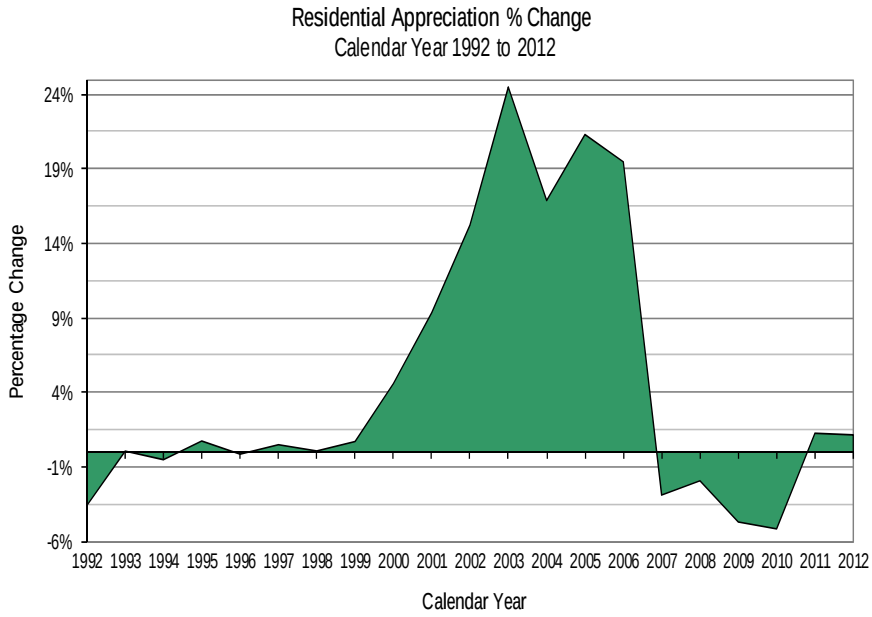
As of 2012, the value of the tax base contributed by new construction each year since 1998 totals $9.1 billion or 27.7% out of a real property tax base of $33.8 billion.

After remaining mostly flat during the 1990's, between 2000 and 2006 the average assessed value of a home in Alexandria increased by over two and one half times. After declining for four straight years, the average home value stabilized in 2011 and is expected to remain relatively flat in 2013.

The average assessment is now just slightly above its 2005 level, but 13.6% lower than the 2006 peak.

Appreciation of the residential assessment base increased by 1.14% in CY 2012. This is the second year in row with an increase in base assessments.

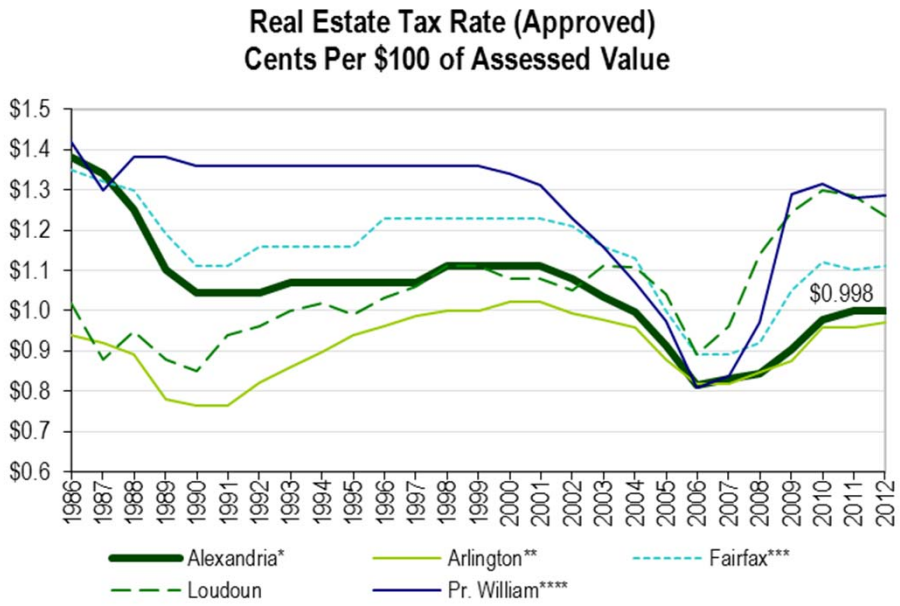




The chart above reflects the percentage change in appreciation of existing residential properties. Driven by strong regional job growth, low mortgage interest rates and the housing bubble, from 2001 until 2006, appreciation exceeded the historic norm. In 2006, the residential real estate market slowed dramatically, and residential assessments decreased by 2.9% in 2007, 1.9% in 2008, 4.7% in 2009, and 5.2% 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.

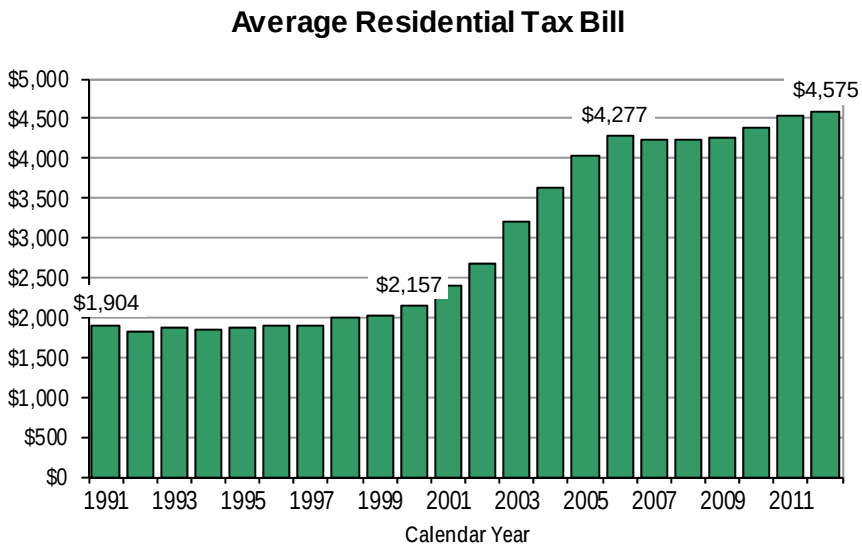
FY 2013 Revenues Overview

The FY 2013 budget includes a real estate tax rate of $0.998 per $100 of assessed value, of which $0.022 is reserved for transportation improvements, 0.3% for open space dedication, $0.6 for affordable housing, and $.005 is dedicated for storm water sewer improvements. This rate remains 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.

The FY 2013 average residential tax bill equals $4,575, an increase of $52 or 1.2% compared to the previous year.



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.

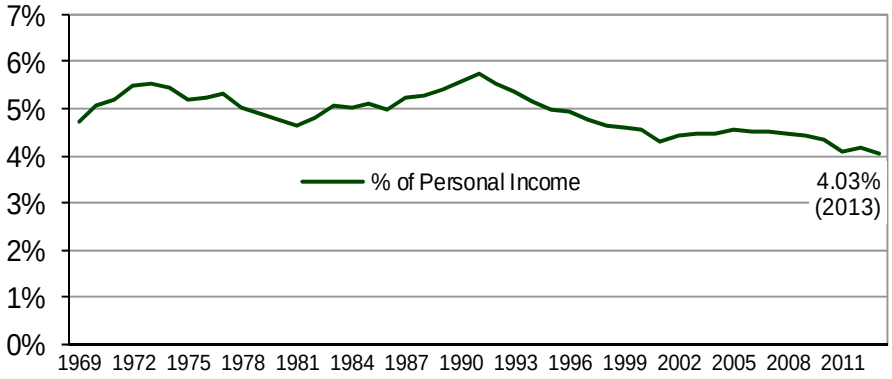
Real Estate Tax Relief Program for the Elderly or Disabled. To counter the cost of real estate taxes for people with fixed incomes, the City has established a program to fully or partly exempt elderly or disabled homeowners in Alexandria, based on an income limit and age. In FY 2013, an estimated $3.6 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. The original dedicated 1 dedication is currently 0.6 of a cent to pay the debt service on bonds issued for affordable housing purposes. In 2012, the State also established a program to provide tax relief for veterans who are totally disabled. In FY 2013 the City set aside $0.2 million for this program.

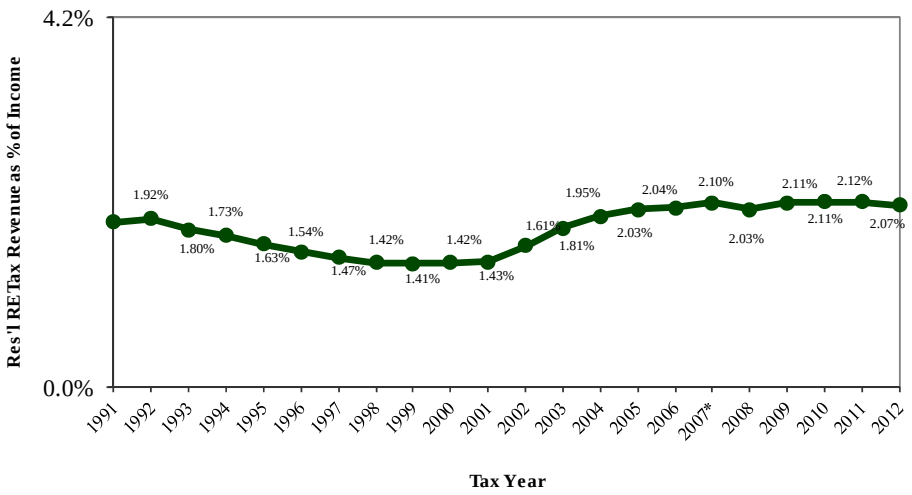
One way to measure the relative local tax capacity and tax burden of a community is to measure the ratio of local personal income to local taxes and other locally paid revenue sources.

At 4.03%, FY 2013 revenues are estimated to be well below the long-term historical average of 4.9% of local personal income. The FY 2013 levels are the lowest points since 1969 (the earliest data available).

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



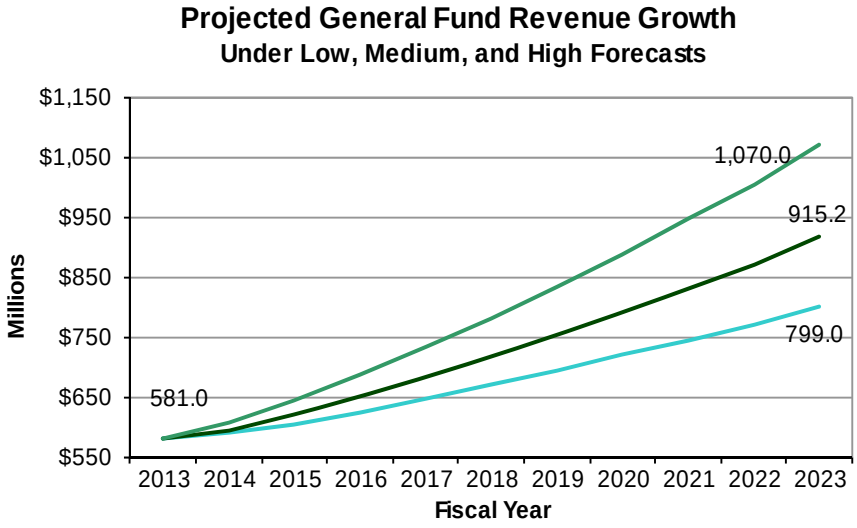
Another way to measure tax burden is to compare the proportion of City residential personal income that goes to pay the real property tax for residential and multi-unit apartments. This ratio is expected to remain near 2.1%, where it has been since 2007.



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 2011 and 2012 and remain mostly flat in 2013, 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 3.2% and 6.3% per year, with 4.6% per year in the mid range scenario.

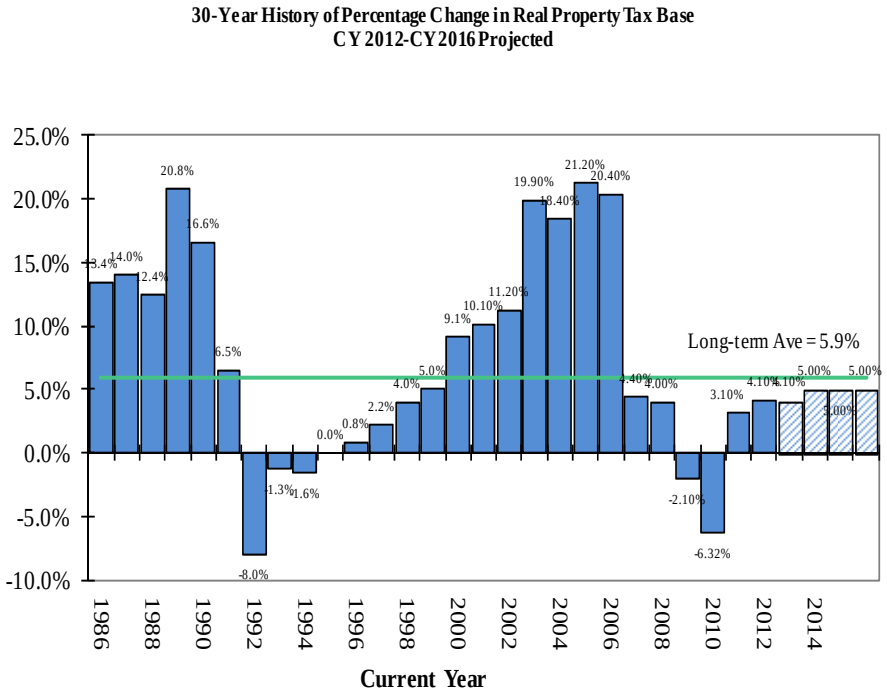


Due to Virginia laws which limit the City's ability to expand its revenue base, for the foreseeable future the City will need to continue to rely on real property tax revenues for the majority of General Fund revenue. Details on these projections can be found in the Multi-year Revenues and Expenditure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

Real Estate Assessments

The City's real estate assessments tax base increased by 4.1% in CY 2012. Along with the CY 2011 increase of 3.1% we have realized two years of small positive growth, reversing the trend of the previous five years.

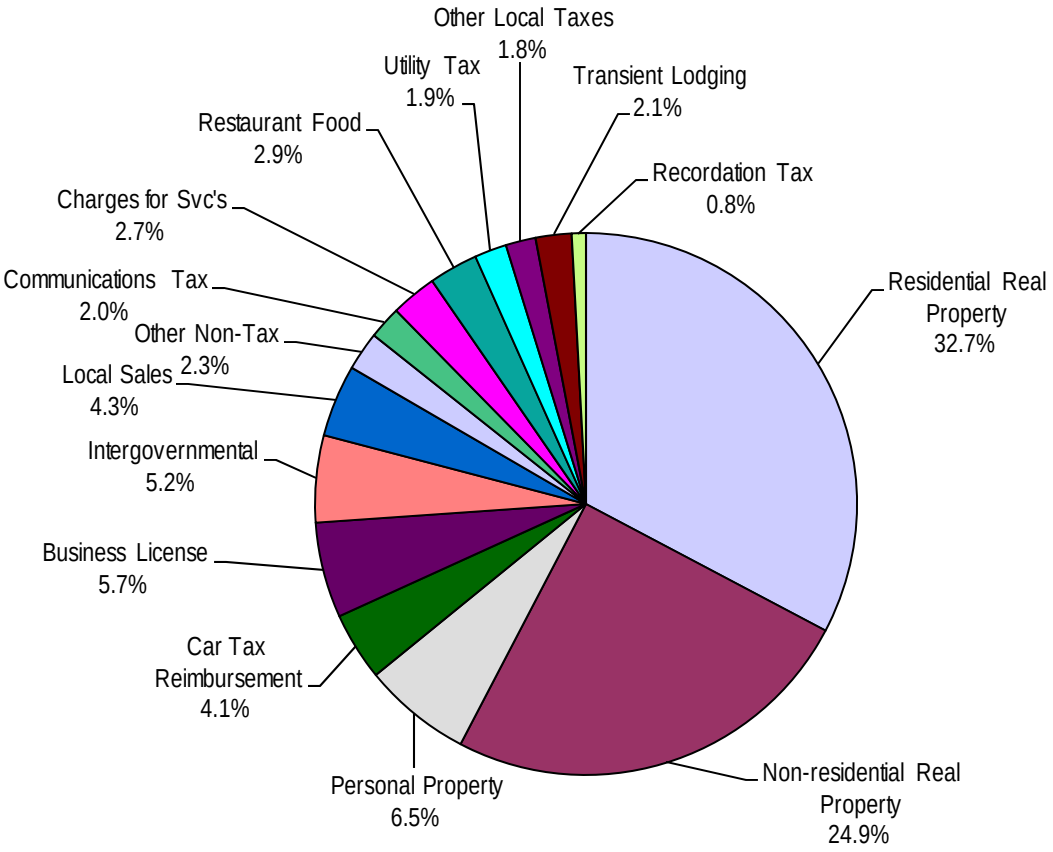
Compared to the CY 2011 equalized assessments for CY 2012 Residential Real Property increased by 1.65% while Commercial Real Property increased by 7.78%. The increase in Commercial Real Property is largely attributed to a 16.83% increase in Multi-Family Rental.



General Fund Revenue Distribution

FY 2013 Approved Budget

The pie chart below shows the distribution of estimated General Fund revenues for FY 2013 ($579.2 million), excluding the $8,694,040 appropriation from fund balances.



Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved
General Fund				
General Property Tax Revenue				
Real property tax	312,641,694	321,674,774	324,999,992	333,929,291
Personal property tax	34,891,944	34,600,000	37,250,000	37,500,000
Penalties and Interest	2,246,186	1,870,000	2,125,000	2,375,000
Total general property tax revenue	*349,779,823*	*358,144,774*	*364,374,992*	*373,804,291*
Other local tax revenue				
Local sales tax	23,880,909	24,200,000	24,600,000	*24,900,000*
Utility tax	10,812,989	11,200,000	10,800,000	*11,100,000*
Business licenses	30,444,798	31,825,000	32,600,000	*33,000,000*
Motor vehicle licenses	3,324,937	3,200,000	3,400,000	*3,400,000*
Recordation	3,668,663	3,800,000	4,800,000	*4,900,000*
Cigarette	2,777,052	2,900,000	2,700,000	*2,600,000*
Transient Lodging	11,245,201	12,500,000	11,800,000	*12,400,000*
Restaurant food	16,214,900	16,300,000	16,500,000	*16,900,000*
Admissions	1,082,685	1,100,000	1,100,000	*1,000,000*
Communications service	11,259,534	11,600,000	11,100,000	*11,300,000*
Other miscellaneous	3,547,689	2,705,000	3,335,275	*3,350,275*
Total other local tax revenues	*118,259,357*	*121,330,000*	*122,735,275*	*124,850,275*
Non-tax revenue				
Licenses, permits, and fees	2,543,789	2,049,975	2,313,650	*2,157,975*
Fines forfeitures	4,472,520	4,764,000	4,594,000	*4,664,000*
Use of money and property	3,591,323	3,570,000	3,535,000	*3,420,000*
Charges for services	14,939,669	14,709,303	15,554,303	*15,891,959*
Intergovernmental revenues (PPTRA)	23,578,531	23,578,531	23,578,531	23,578,531
Intergovernmental revenues	30,150,078	29,398,125	30,172,691	30,018,125
Miscellaneous	987,727	762,000	782,000	782,000
Total non-tax revenue	*80,263,637*	*78,831,934*	*80,530,175*	*80,512,590*
Total General Fund Revenues	548,302,816	558,306,708	567,640,442	579,167,156
Other financing sources (uses)				
Appropriations from Fund Balances				
City Fund Balance prior year surplus	-	5,161,137	-	6,839,538
City Fund Balance FY 2011 surplus	-	2,000,000	-	
City Fund Balance reducing cont reserv	-	-	-	
Transfer from special revenue acct.	1,446,713	1,394,903	1,394,903	1,854,502
Total Fund Balance Appropriations	*1,446,713*	*8,556,040*	*1,394,903*	*8,694,040*
Total General Fund Revenues and Other Sources	549,749,529	566,862,748	569,035,345	587,861,196

Significant Changes in Fees, Fine, and Service Charges

FY 2012 – FY 2013

The following departments reviewed all their fees for possible changes during the FY 2013 budget cycle: Clerk of Courts, Code Administration, Finance, General District Court, General Services, DHS, Mental Health, Police, Recreation, Sheriff, Planning and Zoning, and T&ES. The residential refuse fee collection was also reviewed.

The approved budget includes two fee increases this year. Planning and Zoning will be increase total revenues from the Land Use & Development fee by $150,000. This increase will be partially offset by a decrease in historic preservation fees of -$25,000. Recreation will increase total revenues from the Out of School Care fee by $260,000. 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.

Real Property Tax Revenues

FY 2013 Approved $333.9 million
57.7% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$312,641,694	$321,674,774	$324,999,992	$333,929,291	2.7%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	4.1%	7.4%	6.9%
Inflation Adjusted Increase	1.9%	4.9%	4.3%

Background

The General Fund budget reflects a Real Property Tax Rate of 99.8 cents per $100. As required by State law, all real estate parcels in the City are annually assessed at 100 percent of estimated fair market value.

The chart below shows the tax rate and other real property tax revenues dedications and reservations since 2009.

Calendar Year	Tax Rate Per $100	Changes
2009	.903	Affordable housing dedication reduced to 0.9 cents. Open space dedication reduced to 0.3 percent.
2010	.978	Affordable housing dedication reduced to 0.6 cents. Open space dedication of 0.3 percent continues. 0.5 cents dedicated for storm water infrastructure improvements.
2011	.998	Affordable housing dedication of 0.6 cents continues. 0.3 percent open space dedication continues. 0.5 cent storm water dedication continues. 2.2 cents reserved for transportation improvements.
2012	.998	Affordable housing dedication of 0.6 cents continues. 0.3 percent open space dedication continues. 0.5 cent storm water dedication continues. 2.2 cents reserved for transportation improvements continues.

Revenues

As detailed in the Calendar Year 2012 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2012 (calendar year) locally assessed tax base is approximately $32.9 billion, an increase of $1.3 billion, or 4.21%, as compared to the CY 2011 equalized tax base. Including Public Service Corporations and railroad real property which are assessed by the State, the total real property tax base has increased to approximately $33.8 billion, an increase of $1.3 billion, or 4.05% compared CY 2011 equalized base. The total increase of $1.3 billion included $160.7 million in new growth, including $94.3 million in new residential growth and $66.4 million in new commercial growth. The reassessments of existing properties increased $1.2 billion. Existing commercial real property increased $0.9 billion; the value of existing residential real property increased by $0.2 billion. The CY 2012 assessments for Public Service Corporations reflect the closure of the GenOn facility. The closure will reduce the assessment base $49.5 million in CY 2012.

General Fund Real Property tax revenues for the first half of FY 2013 (the second half of calendar year 2012) are based on the 2012 real property assessment, a tax rate of $0.993 and a 49.75 percent collection rate for the second half of the 2012 tax levy. Real property tax revenues for the second half of FY 2013 (the first half of calendar year 2013) assume an increase of 2.48% in real property assessments in 2013 and no change in the tax rate. The collection rate has increased by .25%. 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 $239.5 million.

The real property tax estimate for FY 2012 has been reduced by approximately $3.6 million to reflect the costs of the senior citizen, disabled persons and veterans tax relief program. The table below reflects tax relief extended to qualified taxpayers for the last six calendar years. CY/FY 2012 Senior and Disabled Tax Relief is expected to remain constant in FY 2013.

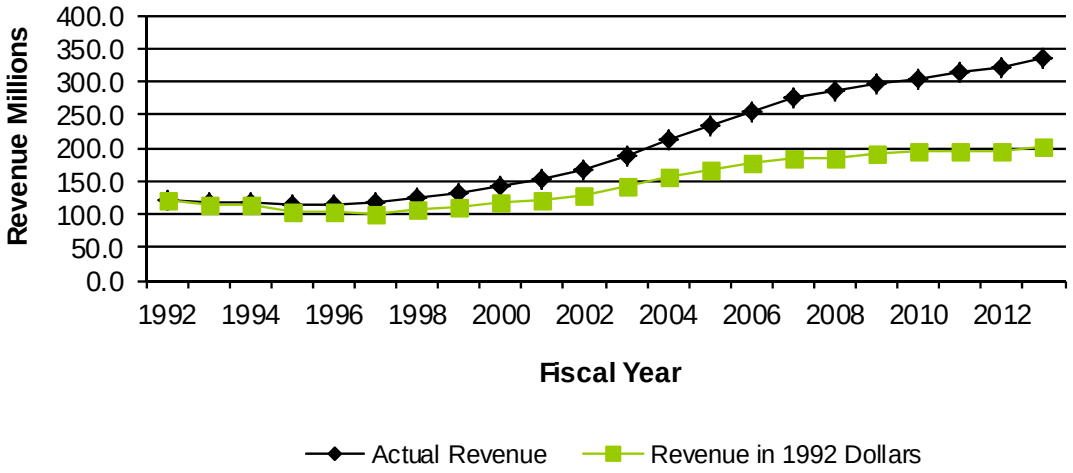
Senior Citizens, Disabled, and Disabled Veterans Tax Relief, CY 2007 – CY 2013 (estimated)

2007	2008	2009	2010	2011	2012(est)	2013(est)
$3,375,000	$3,444,095	$3,424,262	$3,381,213	$3,550,205	$3,600,000	$3,600,000

Legislative Authority

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

Real Property Tax Revenue FY 1992 - Approved FY 2013



City of Alexandria, Virginia

STATEMENT OF ESTIMATED REAL PROPERTY TAX REVENUES

For the fiscal years ending June 30, 2012 and June 30, 2013

	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 2012							
Second half tax year 2011							
Locally assessed real property	11/15/2011	31,787,205	0.993	315,646,948	49.75%	157,034,357	1,581,413
Non-locally assessed property	11/15/2011	844,746	0.993	8,388,332	49.75%	4,173,195	42,026
Total second half tax year 2011		*32,631,952*		*324,035,280*		*161,207,552*	*1,623,440*
First half tax year 2012							
Locally assessed real property	6/15/2012	32,954,289	0.993	327,236,092	49.75%	162,799,956	1,639,476
Non-locally assessed property	6/15/2012	828,409	0.993	8,226,099	49.75%	4,092,484	41,213
Total first half tax year 2012		*33,782,698*		*335,462,191*		*166,892,440*	*1,680,689*
Total fiscal year 2012 revenue						328,099,992	3,304,129
Less projected senior citizen and disability tax relief						-3,600,000	
Plus delinquent FY 2011 and prior year real estate tax revenues collected in FY 2012						1,500,000	
Total FY 2012 revenue after adjustments						325,999,992	
Fiscal Year 2013							
Second half tax year 2012							
Locally assessed real property	11/15/2012	32,954,289	0.993	327,236,092	49.75%	162,799,956	1,639,476
Non-locally assessed property	11/15/2012	778,875	0.993	7,734,225	49.75%	3,847,777	38,749
Total second half tax year 2012		*33,733,164*		*334,970,317*		*166,647,733*	*1,678,225*
First half tax year 2013							
Locally assessed real property	6/15/2013	33,931,385	0.993	336,938,652	49.75%	167,626,979	1,688,086
Non-locally assessed property	6/15/2013	638,556	0.993	6,340,863	49.75%	3,154,580	31,768
Total first half tax year 2013		*34,569,941*		*343,279,515*		*170,781,559*	*1,719,855*
Total fiscal year 2013 revenue						337,429,292	3,398,079
Less projected senior citizen and disability tax relief						-3,600,000	
Plus delinquent FY 2012 and prior year real estate tax revenues collected in FY 2013						1,500,000	
Total FY 2013 revenue after adjustments						335,329,291	

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

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

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

Sources: Assessment Values are from the 2001-2012 Real Property Assessment Reports.

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

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

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

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

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

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

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

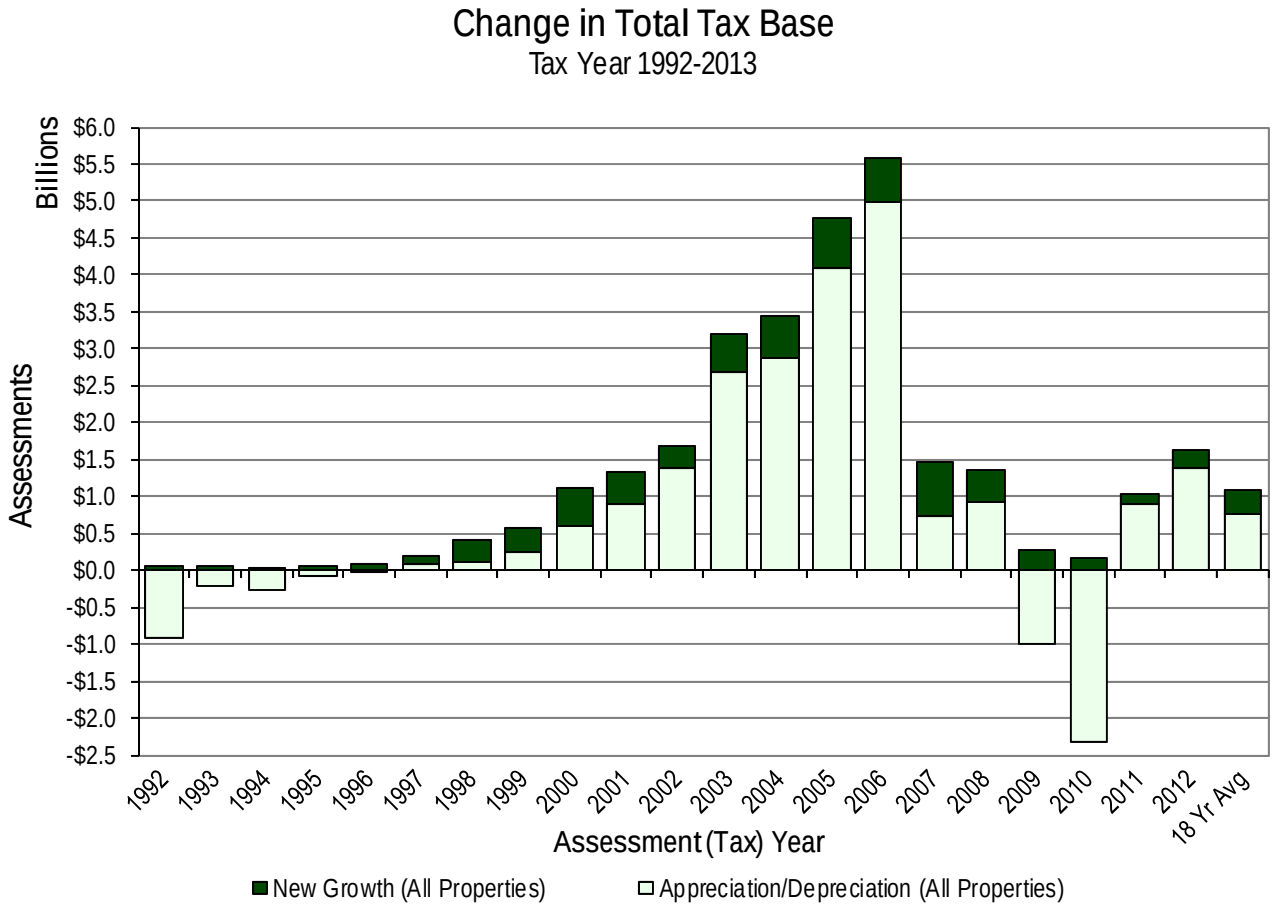
Sources: Assessment Values are from the 2001-2012 Real Property Assessment Reports.

2011 data has been revised from the FY 2012 document and reflects equalized data as of 12/31/2010.
2012 figures are estimated.

Real Property Tax Base

Change in Total Tax Base Years 1992-2013

The following chart compares the total appreciation of existing properties with total new construction. As shown in the graph, increases to the tax base have been primarily the result of appreciation. From tax years 2001 to 2006, appreciation significantly exceeded the value of new construction. The residential real estate market slowed in 2007, and the commercial real estate market followed in 2008. After four years of decline of appreciation the market began to pick up again in 2011 and continues to do so in 2012, with new growth having a greater share of the total increase.



Real Estate Tax Rates

Regional Tax Rates Tax Years 1986-2012 (Approved)

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

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

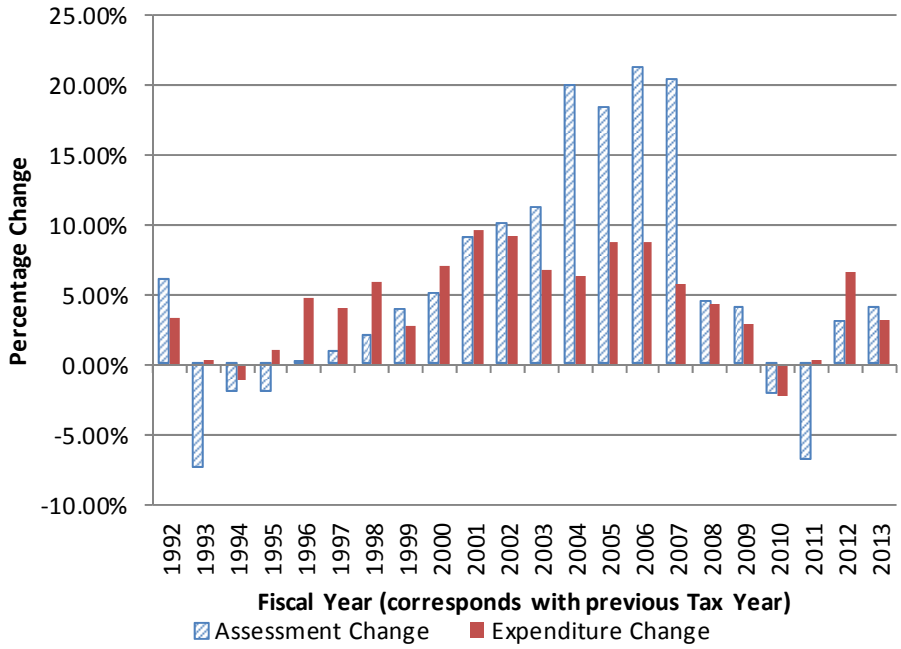
-In CY 2011, Alexandria added an add-on rate of 0.5 cents for stormwater management initiatives.
-Arlington County's rate includes a stormwater add on tax of 1.3 cents, and a transportation add-on tax on commercial property of 12.5 cents.
-Fairfax County includes a countywide rate of 1.5 cents for leaf collection, 0.2 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 7.44 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 1992-2013

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 remained flat in FY 2011. Since CY 1990, the average annual assessment change is 8.86% while the average expenditure change over that same period is 4.85%. The large increase in expenditures in 2012 is primarily attributable to the 2.2 cent set aside for transportation expansion.



Personal Property Tax

FY 2013 Approved $60.8 million ($37.5 million local/$23.6 million Virginia car tax reimbursement)

10.6% of General Fund Revenues (6.5% local/4.1% Virginia reimbursement)

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$58,470,475	$58,178,531	$60,528,531	$61,078,531	0.9%

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

Vehicular Personal Property Tax

	FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
Personal Property Tax	$16,568,829	$16,700,000	$19,900,000	$20,000,000	0.5%
State Reimbursement	*$23,578,531*	*$23,578,531*	*$23,578,531*	*$23,578,531*	*0.0%*
Total	$38,028,850	$37,778,531	$43,478,531	$43,578,531	0.2%

Average Annual Increases through FY 2011

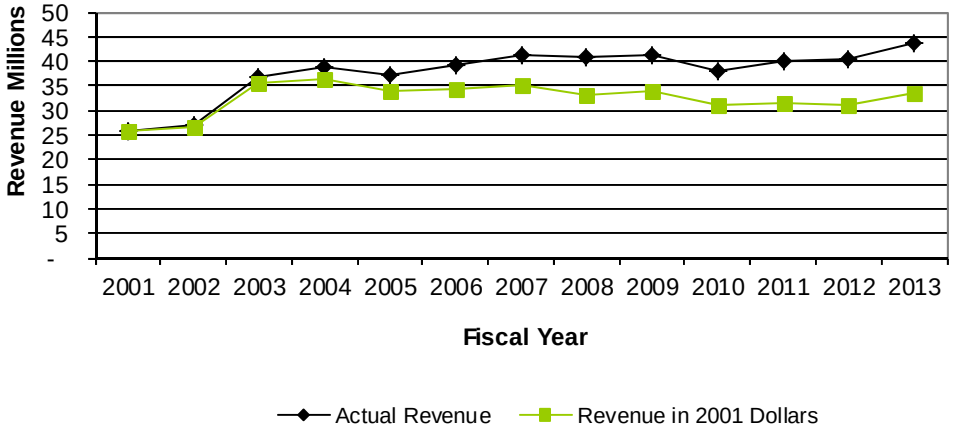
	5 years	10 years	15 years
Nominal Increase	0.2%	-1.4%	NA
Inflation Adjusted Increase	-1.9%	-3.7%	NA

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 part of the vehicle portion of the personal property tax as part of the Personal Property Tax Relief Act (PPTRA). (See italicized line above. Beginning in CY 2006, the State began to reimburse localities a fixed amount based on the CY 2004 level of State reimbursement. For Alexandria, this totals $23,578,531.) 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 reimbursement rate was 73% in 2009, 69% in CY 2010, and 63% in CY 2011.

Revenues projected for FY 2012 are based on actual revenues through April 2012. For FY 2013, revenues from vehicular personal property are expected to increase by 0.5%. This is attributed to an increase in the number of vehicles registered in the City.

Vehicular Personal Property Tax Revenue including PPTRA

FY 2001 – FY 2013 Approved



Business Personal Property Tax

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$16,909,260	$16,900,000	$16,300,000	$16,300,000	+0.0%

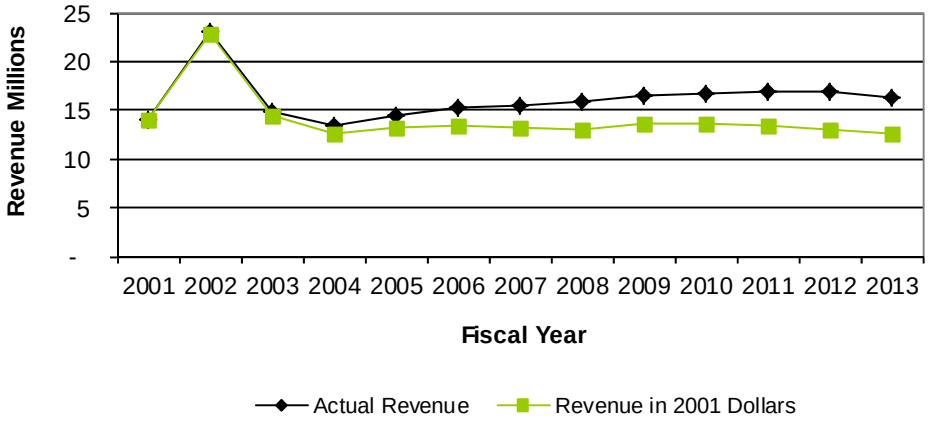
Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	2.0%	1.9%	NA
Inflation Adjusted Increase	-0.2%	-0.5	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 2012 are based on collections through the April, 2012. Business personal property tax collections are expected to be flat in FY 2013 due to continuing weakness in the economy.

Business Personal Property Tax FY 2001 – FY 2013 Approved



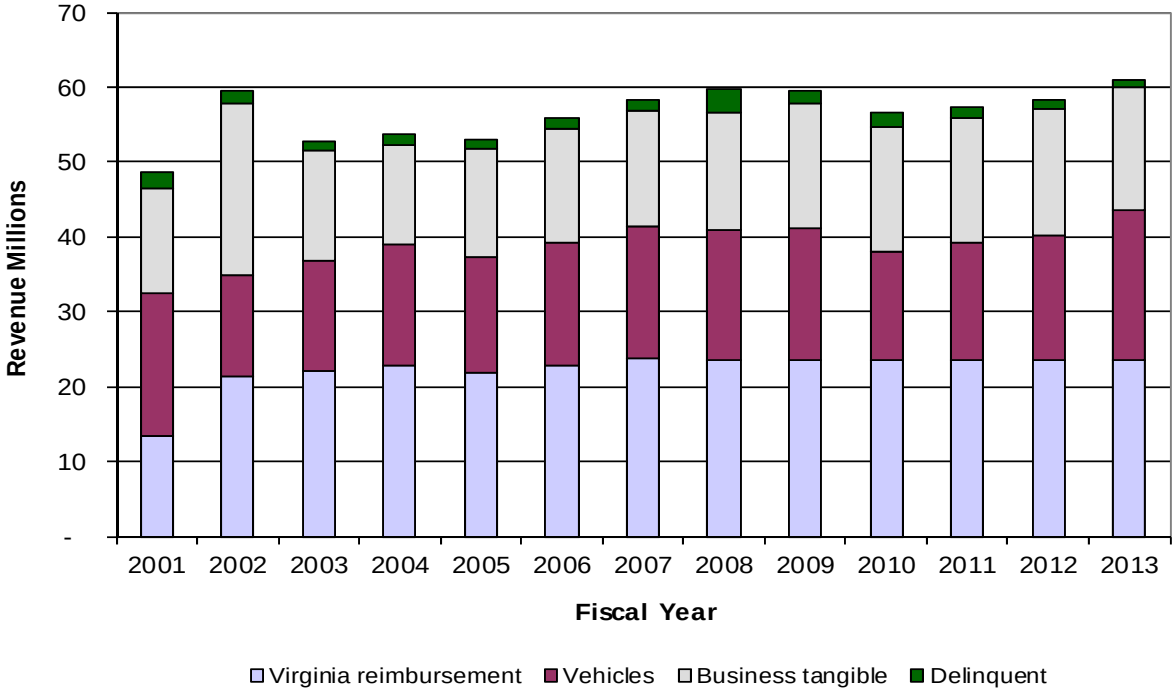
Legislative Authority

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

The chart below shows the share of Personal Property Tax from each source. Projected revenues in FY 2013 of $60,878,531 include the PPTRA reimbursement from the State (38.7%), vehicular personal property (32.9%), business personal property (26.8%), and delinquencies (1.6%). For budgeting purposes, the PPTRA reimbursement is considered an intergovernmental revenue.

Personal Property Tax Revenue

By Source, Fiscal Year 2001 – 2013 Approved



Intergovernmental Revenues

FY 2013 Approved $53.0 million

9.3% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$53,728,609	$52,976,656	$53,751,222	$53,596,656	-0.3%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	1.9%	3.6%	9.5%
Inflation Adjusted Increase	-0.2%	1.9%	6.9%

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 2012 and FY 2013 are based on Virginia's 2012-2014 biennium budget and Virginia's 2012 revised budget respectively. The largest sources of intergovernmental revenue are the Personal Property Tax (Car Tax) reimbursement discussed in the previous section (44.0%), Compensation Board Revenue (13%), State Aid for Road Maintenance (12.4%), and the Federal Per Diem reimbursement for federal prisoners (12.6%).

The decrease from FY 2012 Projected to FY 2013 Approved is attributed to a $292,565 loss in Federal Prisoner per-diem reimbursements offset with a $200,000 increase in Local Aid to the State.

Intergovernmental Revenues

	FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved
STATE AID				
HB 599 (law enforcement aid)	$ 5,576,264	$ 5,380,536	$ 5,380,536	$ 5,380,536
Personal Property Tax Reimbursement	23,578,531	23,578,531	23,578,531	23,578,531
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	7,490,804	6,949,748	6,949,748	6,949,748
Compensation Board Reimbursements for Treasury & Revenue Administration	31,541	492,674	492,674	492,674
State Prisoner Per Diem	423,121	462,272	462,272	462,272
State Aid for Road Maintenance	6,625,768	6,625,769	6,625,769	6,625,769
Other State Aid	1,616,944	1,320,000	1,592,000	1,530,000
Local Aid to the State	-1,311,872	-1,280,514	-1,280,514	-1,080,514
TOTAL STATE AID	$ 44,031,101	$ 43,529,016	$ 43,801,016	$ 43,939,016

	FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved
FEDERAL AID				
Federal Prisoner Per Diem	$ 7,027,903	$ 6,735,337	$ 7,027,903	$ 6,735,338
State Criminal Alien Assistance Program	155,604	175,000	175,000	175,000
Build America Bonds Subsidy	1,226,739	1,713,303	1,713,303	1,713,303
Other Federal Aid (Including indirect costs recovered from federal grants)	1,287,263	824,000	1,034,000	1,034,000
TOTAL FEDERAL AID	$ 9,697,509	$ 9,447,640	$ 9,950,206	$ 9,657,641
TOTAL INTERGOVERNMENTAL AID	$ 53,728,610	$ 52,976,656	$ 53,751,222	$ 53,596,657

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 2013. The City of Alexandria's share of the reduction is expected to be approximately $1.1 million in its FY 2013 budget. The City is allowed to choose the revenue categories in which the reductions are applied. In FY 2012, the City chose to allocate its reduction across all categories of State aid except HB599 Aid.

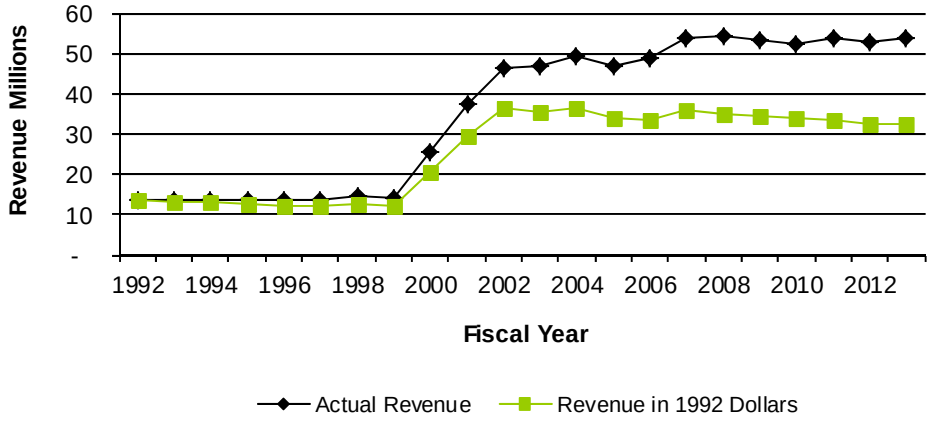
Federal Prisoner Per Diem. The City receives per diem compensation from the Federal Government for federal prisoners held in custody in the Alexandria Detention Center.

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 – Approved 2013



Business License Taxes

FY 2013 Approved $32.9 million

5.7% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$30,444,798	$31,825,000	$32,600,000	$33,000,000	+1.2%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	1.4%	3.9%	5.2%
Inflation Adjusted Increase	-0.7%	1.5%	2.8%

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). Businesses will pay tax on $100,000 in minimum gross receipts collected by a licensable business. Businesses earning less then $100,000 pay an administrative fee of $50.

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

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

Revenues projected for FY 2012 are based on collections through April 2012. For FY 2013, it is expected that this revenue will increase as the economy grew modestly in CY 2012.

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 – Approved 2013

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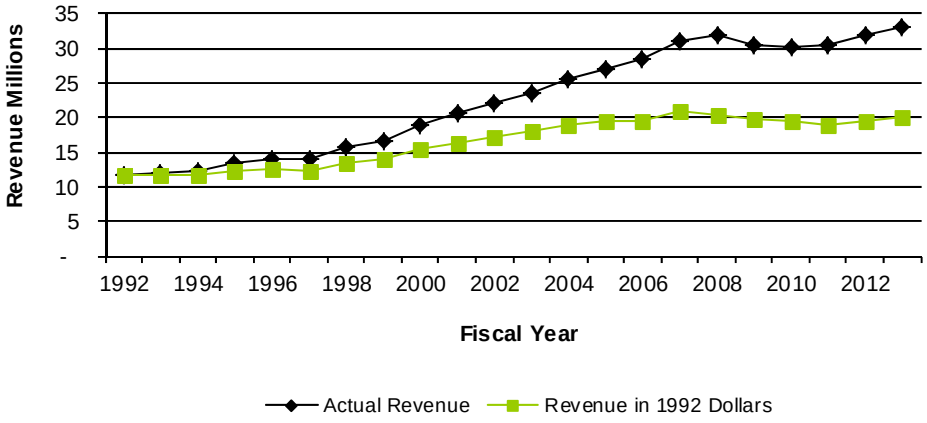


Sales Tax Revenues

FY 2013 Approved $24.9 million

4.3% of General Fund Revenues

FY 2011 Actuals	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$23,880,909	$24,200,000	$24,460,000	$24,900,000	1.2%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	-1.1%	1.4%	3.3%
Inflation Adjusted Increase	-3.2%	-1.0%	0.8%

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 levy portion of sales tax of 1.0% and the State sales tax of 4.0%. The sales tax is collected by retail merchants when goods and services are purchased. Of the total 4.0% State sales tax remitted by businesses which collect tax for the State, 1.0% is allocated to education statewide, 0.5% is allocated to transportation projects statewide, and the balance finances other State funded programs and services.

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.

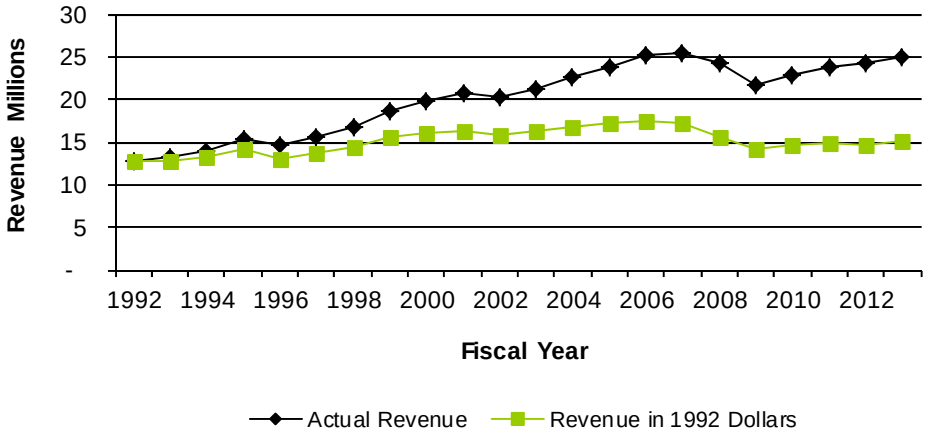
Revenues projected for FY 2012 are based on actual revenues through April 2012. It is expected that sales tax revenues will increase moderately at about the long-term average in FY 2013 due to some economic growth.

Legislative Authority

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

Sales Tax Revenue

Actual FY 1992 – Approved 2013



Restaurant Meals Tax Revenues

FY 2013 Approved $16.9 million

2.9% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$16,214,900	$16,300,000	$16,500,000	$16,900,000	2.4%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	9.9%	6.7%	7.1%
Inflation Adjusted Increase	7.6%	4.2%	4.5%

Background

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

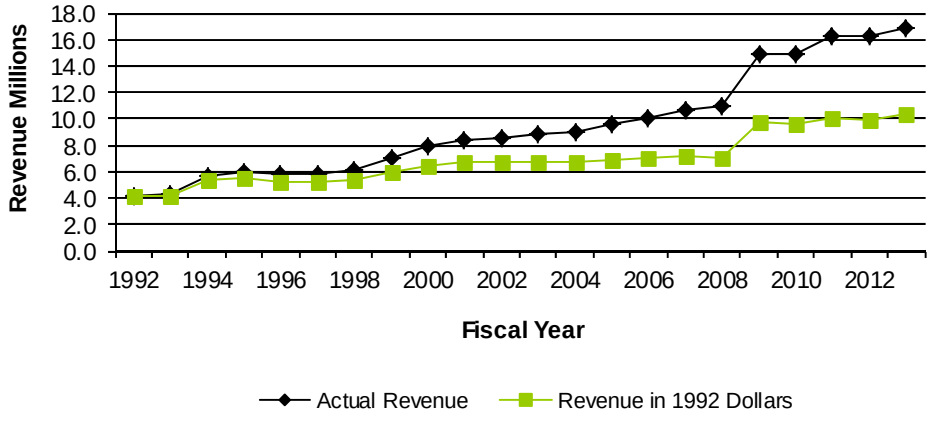
Revenues projected for FY 2012 are based on actual revenues through April of 2012. For FY 2013, it is expected that collections will increase modestly.

Legislative Authority

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

Restaurant Meals Tax Revenue

Actual FY 1992 – Approved 2013



Transient Lodging Tax Revenues

FY 2013 Approved $12.4 million

2.0% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj.'12 to '13
$11,245,201	$12,500,000	$11,800,000	$12,400,000	5.1%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	7.5%	6.7%	9.2%
Inflation Adjusted Increase	5.3%	4.3%	6.6%

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.

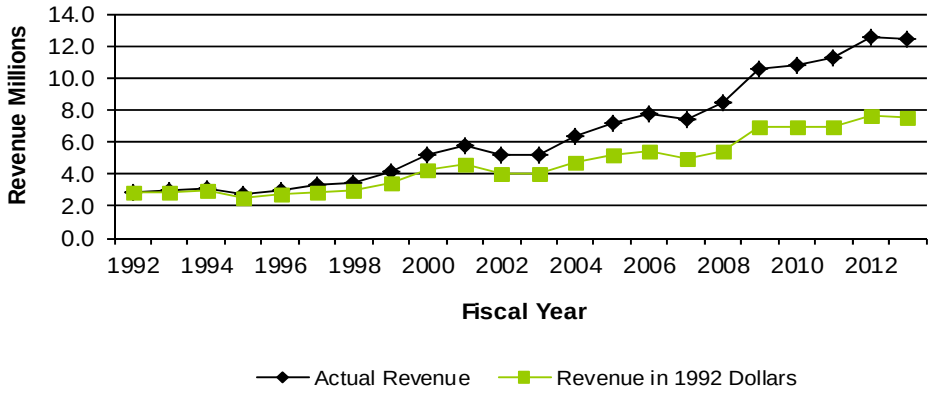
Revenues projected for FY 2012 are partially based on actual revenues through April FY 2012. The City's hotel occupancy rates have increased somewhat compared to last year and room rates are flat or up slightly. For FY 2013, it is expected that demand and revenue per room will increase somewhat as the economy and tourism industry continue to recover and one new hotel opens. The FY 2013 Approved budget includes an addition of $200,000 to be raised as a result of $100,000 in additional advertising spending added to the ACVA budget.

Legislative Authority

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

Transient Lodging Tax Revenue

Actual FY 1992 – Approved FY 2013



Communications Sales and Use Tax

FY 2013 Approved $11.3 million

2.0% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$11,259,534	$11,600,000	$11,100,000	$11,300,000	1.8%

Average Annual Increases through FY 2011

	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 receives approximately 2.6% of the State's total Communication Sales and Use tax revenues. If total Communications Taxes increase statewide, the City would receive 2.6% of any new tax revenues. The same is true if taxes decline. Revenues projected in FY 2012 are based on revenues collected through April FY 2012. There has been no growth in this revenue source since its inception in FY 2007, and revenues are expected to increase modestly in FY 2013.

Utility Tax Revenues

FY 2013 Approved $11.1 million

2.8% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$10,812,989	$11,200,000	$10,800,000	$11,100,000	2.8%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	-8.7%	-3.8%	-1.6%
Inflation Adjusted Increase	-10.6%	-6.1%	-3.9%

Background

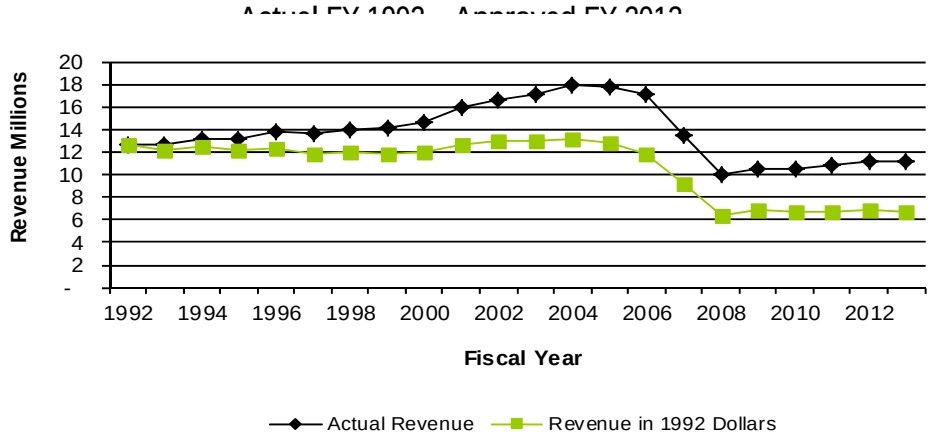
The consumer utility tax is levied on all residential and commercial users of water, natural gas, and electricity. The utility tax rates are detailed in the table titled "FY 2013 Approved Tax Rates for Major Revenue Sources" at the end of this section. Until the end of calendar year 2006, the tax on 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 2012 are based on actual revenues from water, natural gas, and electricity through April of FY 2012. The decrease in utility revenues reflected in the "Average Annual Increases through FY 2011" table is due to the exclusion of landline telephone service in FY 2008, now included in the Communications Sales and Use tax. The decrease in revenue from FY 12 Approved to FY 12 Projected is likely due to the warmer than average winter. This revenue category is expected to increase above its long-term average of about 1.7% annually.

Legislative Authority

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

Consumer Utility Tax Revenue



Motor Vehicle License Revenues

FY 2013 Approved $3.4 million

0.6% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$3,324,937	$3,200,000	$3,400,000	$3,400,000	0.0%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	6.2%	4.0%	3.5%
Inflation Adjusted Increase	4.0%	1.6%	1.0%

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.

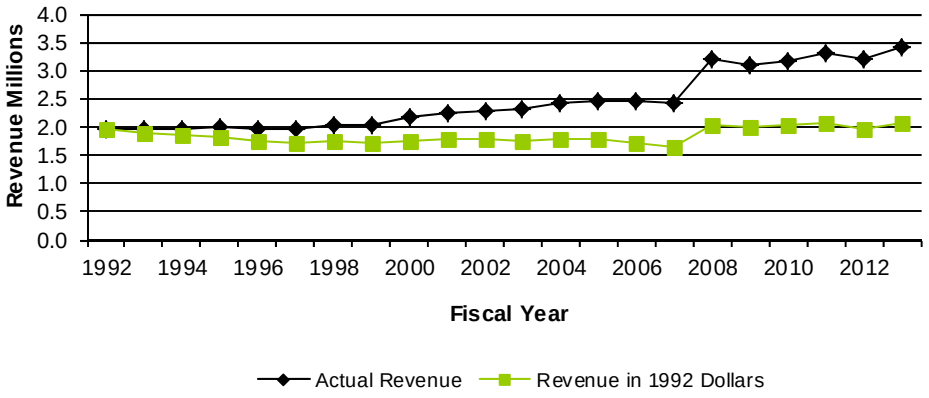
Revenues projected for FY 2012 are based on actual billings and collections through April of 2012. For FY 2013, it is expected that this revenue will remain flat as the number of vehicles in the City is not expected to increase from FY 2012.

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 – Approved FY 2013



Recordation Tax Revenues

FY 2013 Approved $4.9 million

0.8% of General Fund Revenues

FY 2011 Actuals	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$3,668,663	$3,800,000	$4,800,000	$4,900,000	2.1%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	-14.0%	6.1%	10.2%
Inflation Adjusted Increase	-15.9%	3.6%	7.6%

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.

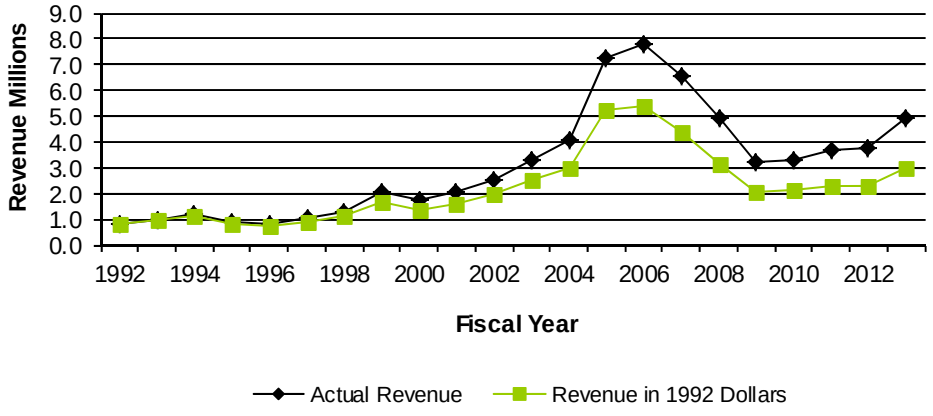
Revenues projected for FY 2012 are based on actual revenues through April of FY 2012. For FY 2013, it is expected that this revenue will increase modestly as mortgage activity shows some signs of recovery.

Legislative Authority

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

Recordation Tax Revenue

Actual FY 1992 – Approved FY 2013



Cigarette Tax Revenues

FY 2013 Approved $2.6 million

0.4% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$2,777,052	$2,900,000	$2,700,000	$2,600,000	-3.7%

Average Annual Increases through FY 2011

	5 years	10 years	15 years
Nominal Increase	-0.5%	5.6%	3.6%
Inflation Adjusted Increase	-2.5%	3.1%	1.0%

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.

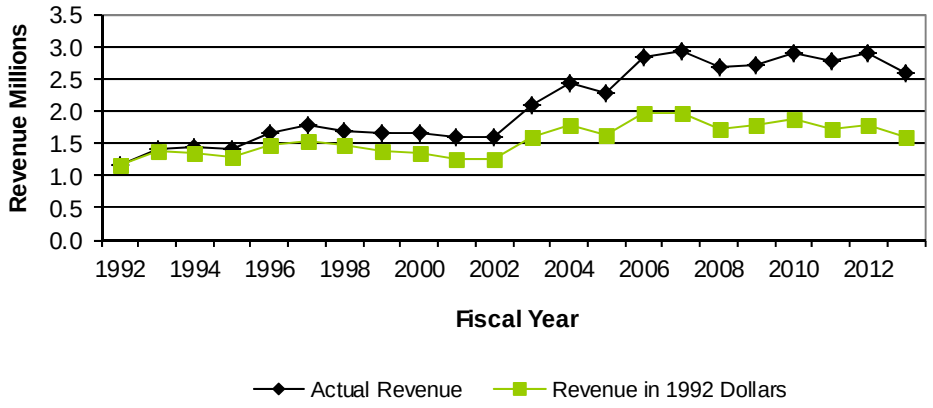
Revenues projected for FY 2012 are based on actual revenues through April of FY 2011. For FY 2013, it is expected that this revenue will continue to decline.

Legislative Authority

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

Cigarette Tax Revenue

Actual FY 1991 – Approved 2013



Charges for Services

FY 2013 Approved $15 million
2.7% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$14,939,669	$14,709,303	$15,554,303	$15,891,959	2.2%

This category includes the refuse user charge ($5.9 million in FY 2013) and parking meter receipts ($3.0 million in FY 2013). 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. FY 2013 Approved budget includes approved increases in Recreation and Planning and Zoning rates used to charge for services.

Licenses, Permits, and Fees

FY 2013 Approved $2.2 million
0.4% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$2,543,789	$2,049,975	$2,313,650	$2,157,975	-6.7%

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 Approved in any type of licenses, permits, and fees. Revenues for FY 13 are expected to decrease mostly due to decreases in Temporary No-Parking Sign Permits.

Revenues from the Use of Money and Property

FY 2013 Approved $3.4 million
0.6% of General Fund Revenues

FY 2011 Actuals	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$3,591,323	$3,570,000	$3,535,000	$3,420,000	-3.3%

This category includes interest on General Fund investments (budgeted at $0.6 million in FY 2013), and Parking Garage revenues (budgeted at $1.9 million in FY 2013). Revenue is expected to decrease as interest rates on General Fund investments are expected to remain at historic lows in FY 2013.

Fines and Forfeitures

FY 2013 Approved $4.7 million
0.8% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$4,472,520	$4,764,000	$4,594,000	$4,664,000	1.5%

This category includes parking fines (budgeted in FY 2013 at $3.4 million), and court fines (budgeted in FY 2013 at $0.9 million). This category is expected to remain relatively flat in FY 2013. No increases in the amounts of fines and forfeitures are approved.

Other Miscellaneous Tax Revenues

FY 2012 Approved $3.4 million
0.6% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$3,547,600	$2,705,000	$3,335,275	$3,350,275	0.4%

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 increase modestly in the State's telecommunications tax.

Admissions Tax

FY 2013 Approved $1.0 million
0.2% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$1,082,685	$1,100,000	$1,100,00	$1,000,000	-9.1%

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 in FY 2012 have been decreased to reflect lower movie attendance. Collections are anticipated to decrease slightly in 2013.

Miscellaneous Non-Tax Revenues

FY 2013 Approved $0.8 million
0.1% of General Fund Revenues

FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	% Change Proj. '12 to '13
$987,727	$762,000	$782,000	$782,000	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 2013 Approved $8.7 million

	FY 2011 Actuals	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved
City Fund Balance Prior Year Surplus	NA	$3,624,999	NA	$6,839,538
Transfer-in from special revenue account	$1,446,713	$1,394,903	$1,394,903	$1,854,502
Total	$1,446,713	$5,019,902	$1,394,903	$8,694,040

This category reflects other non-revenue financing sources used to help finance the $587.9 million projected General Fund Expenditure budget. The elements of these financing sources include:

(a) $6.8 million in prior year General Fund surplus funds designated for use in FY 2013, represent one percent of General Fund revenues.

(b) $1.9 million in FY 2013 special revenue account for debt service payments related to sanitary sewers.

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FY 2013 Approved Tax Rates for Major Revenue Sources

	City Approved Rate	Virginia Code Reference	Maximum Rate Allowable by State
Real Estate Tax	$0.998 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.

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Summary of Major Revenue Sources

Total All Funds Revenues

	FY 2012 Approved	FY 2013 Approved	% Change FY 12 - FY 13
General Fund	$566,862,748	$587,861,196	3.7%
Non-general fund			
State	$51,514,293	$55,195,409	7.1%
Federal	$35,390,283	$29,479,399	-16.7%
Charges, Donations and Other Sources	$31,215,853	$34,590,855	10.8%
Total Special Revenue Funds	$118,120,429	$119,265,663	1.0%
Schools Fund Balance	$8,317,167	$3,984,150	-52.1%
Equipment Replacement Fund	$5,245,088	$4,189,469	-20.1%
Total All Funds	$698,545,432	$715,300,478	2.4%
	$86,904,576	$84,674,808	-2.6%

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

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

Types of Funding (examples of City programs)

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

Grant Funding and Special Revenue Funds

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

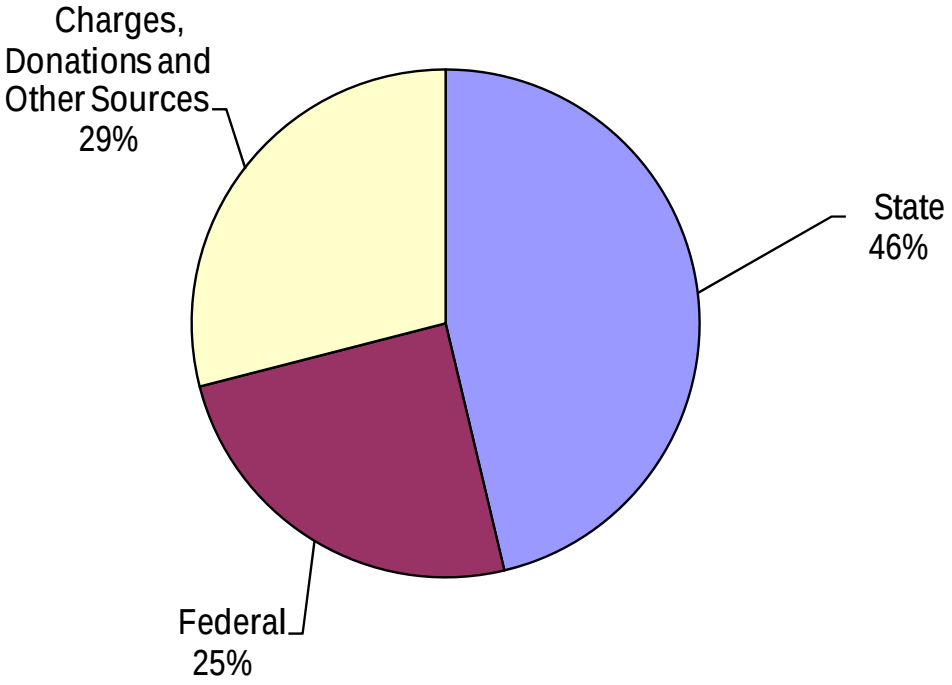
•Fully-funded or partially funded – There is no expectation of City funding.
•Level effort/minimum level spending – The City is expected to continue to provide the same level of funding as it did prior to receiving special revenue.
•Mandatory city match – There is a percentage share of program costs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

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

As shown in the pie chart on the following page the City's Special Revenue Fund budget of $119.3 million consists primarily of State Aid, Federal Aid and discretionary State and federal grants ($84.7 million) and charges for fees, donations and other sources ($34.6 million). This compares to the FY 2012 approved Special Revenue Fund budget of $118.1 million. As shown in the table on the following page the 1.0%, or $1.1 million, increase is primarily attributable to a decrease of $2.2 million in state and federal revenue. Approximately $4.4 million of this is reduction is in DCHS and Housing . The Schools are also experiencing declines in federal revenue of approximately $2.8 million as American Recovery and Reinvestment Act (ARRA) grant funds expire. The losses are offset by increases in state sales tax revenues for the Schools. In addition, the Schools received approximately $1.2 million in additional state aid in FY 2013 to fund the Northern Virginia "cost of competing" needs, inflation increases and the changes to the employer contribution rates for the Virginia Retirement System. CDBG and HOME federal revenue losses are more fully described in the text for the Office of Housing and the program and revenue impacts for DCHS are more fully described within the individual department sections.

Additional permitting fees, identified as Special Revenue ,are anticipated in Code Administration and will be used to fund positions in TES, Planning and Zoning, Finance and ITS that support the Permit Center that were previously supported by General Fund revenue. In addition, three positions will be added to the Finance Department for Pension Administration. These positions will be funded by savings in the Pension Plan, which are appropriated in FY 2013 as Special Revenue. Additional increases in Charges, Donations and Other Sources reflect an increase in Local Funds supporting the Schools Lunch Fund. In total Charges, Donations and Other Sources are increasing $3.4 million, or 10.8 percent.

FY 2013 Estimated Special Revenue Funds
$119.3 million



Summary of Major Special Revenue Sources by Department

Total Special Revenues

	FY 2012 Approved	FY 2013 Approved	% Change FY 12 - FY 13
Schools	$49,559,366	$53,215,716	7.4%
DCHS	$41,494,415	$38,495,665	-7.2%
Housing	$2,168,610	$980,032	-54.8%
TES	$10,045,822	$10,545,484	5.0%
Code Administration	$4,777,633	$5,083,499	6.4%
Transit Subsidies/DASH	$4,539,000	$4,962,000	9.3%
Fire	$1,229,363	$1,308,504	6.4%
Other City Agencies	$4,306,220	$4,674,763	8.6%
Total Special Revenue Funds	$118,120,429	$119,265,663	1.0%

Total Charges, Donations and Other Sources

	FY 2012 Approved	FY 2013 Approved	% Change FY 12 - FY 13
Schools	$4,290,602	$5,954,305	38.8%
DCHS	$6,096,013	$6,219,965	2.0%
Code Administration	$4,777,633	$5,083,499	6.4%
TES	$9,739,802	$10,239,464	5.1%
Transit Subsidies/DASH	$4,539,000	$4,962,000	9.3%
Other City Agencies	$1,772,803	$2,131,622	20.2%
Total Donations, Fees and Charges for Services	$31,215,853	$34,590,855	10.8%

Total State and Federal Funds

	FY 2012 Approved	FY 2013 Approved	% Change FY 12 - FY 13
Schools	$45,268,764	$47,261,411	4.4%
DCHS	$35,398,402	$32,275,700	-8.8%
Housing	$2,164,110	$980,032	-54.7%
Fire	$1,226,863	$1,306,004	6.5%
Other City Agencies	$2,846,437	$2,851,661	0.2%
Total State and Federal Funds	$86,904,576	$84,674,808	-2.6%

Grant Funding and Special Revenue Funds

Summary of Major Special Revenue Sources by Department

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

Table VIII provides a list of grant programs currently proposed FY 2013. City Council approval of the FY 2013 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 2012 Approved Budget Estimate	FY 2013 Approved Budget Estimate	% Change FY12 - FY 13
Mental Health Programs	Block Grant for Community Mental Health Services - Serious Emotionally Disturbed Children	$229,007	$224,427	-2.0%
	Block Grant for Community Mental Health Services - Serious Mental Illness (Adults)	$287,913	$227,201	-21.1%
	Projects for Assistance in Transition from Homelessness	$104,020	$104,020	0.0%
	Welfare TANF Foster Care (Title IV-E)	$0	$0	0.0%
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	$159,924	$159,924	0.0%
Intellectual Disability Programs	Grants for Infants and Toddlers with Disabilities	$131,415	$155,304	18.2%
	Total Federal Funds	$2,247,559	$2,206,156	-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 2012 Approved Budget Estimate**	**FY 2013 Approved Budget Estimate**	**% Change FY12 - FY 13**
Mental Health Programs	Crisis Stabilization	$136,018	$160,128	17.7%
	MH Law Reform	$285,194	$210,194	-26.3%
	DAP - Discharge Assistance	$183,085	$183,085	0.0%
	MH Initiative - SED Children State	$77,033	$77,033	0.0%
	MH DAD/Wintex	$113,229	$113,229	0.0%
	Transformation	$70,000	$70,000	0.0%
	System of Care	$369,930	$369,930	0.0%
	Juvenile Detention	$110,000	$111,730	1.6%
	Other State Aid	$3,101,577	$3,056,704	-1.4%
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	$1,376,215	$1,337,881	-2.8%
Intellectual Disability Programs	Other State Aid	$92,336	$158,860	72.0%
	Total State Funds	$5,999,262	$5,933,419	-1.1%

Grant Funding and Special Revenue

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

Federal Funds	FY 2012 Approved Budget Estimate	FY 2013 Approved Budget Estimate	% Change FY12 to FY13
VDSS (Virginia Dept. of Social Services (Operating Funds)	$479,407	$597,944	24.7%
VDSS Eligibility Determination	$2,062,395	$1,925,560	-6.6%
VDSS Child Welfare Administration	$1,554,893	$1,899,147	22.1%
VDSS Adult Services Administration	$358,355	$172,197	-51.9%
VDSS Early Childhood Administration	$462,875	$322,832	-30.3%
VDSS CSA Administration	$74,000	$65,756	-11.1%
Foster Care IV - E	$1,133,043	$858,043	-24.3%
Adoption Subsidy	$929,706	$879,706	-5.4%
TANF/View Child Care and Wrap Around	$969,986	$765,288	-21.1%
Child Care Fee System	$1,785,402	$0	-100.0%
Virginia Department of Aging	$387,231	$356,780	-7.9%
VDSS In-Home Services to Companion	$303,713	$303,713	0.0%
Head Start	$1,864,694	$1,996,828	7.1%
Transitional Apartment Planning & Eviction Storage (CDBG)	$102,000	$93,526	-8.3%
Shelter Grants	$117,505	$53,463	-54.5%
Community Services Block Grant (CSBG\BASIC)	$176,954	$53,701	-69.7%
Virginia Refugee Resettlement Program (VRRP)	$109,779	$118,905	8.3%
VDSS Refugee Resettlement Program (VRRP)	$85,000	$85,000	0.0%
WIA (Workforce Investment Board)	$258,903	$388,558	50.1%
VIEW	$313,357	$196,514	-37.3%
TANF Employment Advancement Grant (VDSS)	$30,109	$0	-100.0%
All other Federal grants (includes individual program grants under $100,000)	$174,633	$285,537	63.5%
Total Federal Funds	$13,733,940	$11,418,998	-16.9%

Grant Funding and Special Revenue

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

State Funds	FY 2012 Approved Budget Estimate	FY 2013 Approved Budget Estimate	% Change FY12 to FY13
Auxiliary Grants	$236,454	$236,454	0.0%
Americorps at Brent Place	$0	$66,500	N/A
Foster Care IV - E	$883,048	$833,048	-92.5%
Adoption Subsidy	$724,576	$674,576	15.0%
Special Needs Adoption	$574,579	$1,560,076	17.4%
TANF/VIEW Child Care	$619,520	$619,520	151.8%
VDSS (Virginia Department of Social Services) Operating Funds	$276,748	$381,851	123.9%
VDSS Eligibility Determination	$1,117,761	$1,231,126	-65.8%
VDSS Child Welfare Administration	$909,668	$1,102,340	35.3%
VDSS Early Childhood Administration	$255,992	$166,399	330.6%
Comprehensive Services Act	$4,726,401	$4,264,539	-96.5%
Childcare Fee System	$521,728	$0	717.4%
Shelter Support Grant	$102,993	$90,689	-100.0%
Homeless Intervention	$246,000	$246,000	-63.1%
Other VDSS Client Services	$274,067	$292,937	-10.2%
Virginia Preschool Initiative	$906,000	$96,000	-67.7%
VDSS Companion Program	$44,860	$44,860	114.0%
VDSS Aging Administration	$148,661	$101,132	-69.8%
Virginia Department of Aging (VDA)	$175,462	$191,683	-42.4%
WIA Disability Initiative	$0	$40,000	N/A
All other State grants (includes individual program grants under $100,000)	$261,603	$216,373	-17.3%
Total State Funds	$13,006,121	$12,456,103	-4.2%

Grant Funding and Special Revenue

Addendum Table VI
Office of Housing Federally Funded Programs

State Funds	FY 2012 Approved Budget Estimate	FY 2013 Approved Budget Estimate	% Change FY12 to FY13
CDBG Program Administration	$226,084	$125,232	-44.6%
HOME HAP Loans	$516,923	$0	-100.0%
CDBG Hap Loans	$198,159	$0	-100.0%
CDBG Rehabilitation Loans	$250,000	$203,553	-18.6%
CDBG HAP Administration	$170,393	$0	-100.0%
CDBG Rehabilitation Administration	$295,345	$264,185	-10.6%
HOME Housing Opportunities Fund/Housing Development Assistance	$320,000	$333,979	4.4%
All other Federal grants (includes individual program grants under $100,000)	$187,206	$53,083	-71.6%
Total Federal Funds	$2,164,110	$980,032	-54.7%

Addendum Table VII
Office of Housing Total Sources and Uses

FY 2013 Housing Program Sources and Uses

Program	Home Ownership			Housing Rehab.	Landlord Tenant		Affordable Housing Development & Preservation		Leadership & Mgmt Support Services		
Activity (Uses) / Funding (Sources)	Lending & Loan Management	Counseling & Training	Sales & Marketing	Financing & Loan/Grant Management	Landlord Tenant Mediation & Education	Fair Housing Enforcement & Education	Securing & Fostering Affordable Development	Lending	Leadership & General Management	Grant & Financial Management	Totals
CDBG											
New Grant	0	0	0	464,867	0	11,383	0	0	37,543	92,443	606,236
Program Income	25,000	0	0	125,000	0	0	0	0	0	0	150,000
Carryover	0	0	0	440,817	0	10,000	0	0	0		450,817
	25,000 **1 Loan**			1,030,684 **9 HPRLP Loans 1 RAMP**		21,383 **1 Testing Round**			37,543	92,443	**1,207,053**
HOME											
New Grant		0	0	0	0	0	0	336,639	0	37,157	373,796
Program Income	36,000	0	0	0	0	0	0	0	0	0	36,000
Carryover											0
Carryover HOME Match								1,231,967			1,231,967
	36,000 **1 Loan**							1,568,606 **1 Project Financed**	0	37,157	**1,641,763**
GENERAL FUND											
New	11,411		25,673	114,101	376,067	39,564	248,375	544,501	558,943	228,131	2,146,766
New HOME Match	0	0	0	0	0	0	0	21,079	0	0	21,079
	11,411 **Admin Support for Homeownership Program**		25,673 **8 units placed under contract**	114,101	376,067 **1,000 disputes mediated & 4,000 clients served**	39,564	248,375 **10 Pledged Units Completed**	565,580	558,943	228,131	**2,167,845**
Housing Trust Fund											
New	61,500	0	0	0	0	0	0	932,466	0	0	993,966
Carryover	150,000		0	3,000	0	0	71,404	200,000	0	0	424,404
HOME Match (Carryover)	0	0	0	0	0	0	0	71,073	0	0	71,073
Reserved for FY 2014 HOME Match	0	0	0	0	0	0	0	100,000	0	0	100,000
	211,500 **6 Loans**			**2 Mini-RAMP Grants**				1,303,539 **1 Project Financed**			**1,589,443**
ALL FUNDS	**283,911**	**0**	**25,673**	**1,147,785**	**376,067**	**60,947**	**319,779**	**3,437,725**	**596,486**	**357,731**	**6,606,104**

City Agency FY 2013 Estimated Special Revenue Funds

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

Addendum Table VI – Department Grant-funded Programs

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Commonwealth's Attorney						
Victim Witness Assistance Program	**VA Department of Criminal Justice Services**	3.0	$186,767	$69,842	$0	$256,609
Funds are provided by the VA Department of Criminal Justice Services to achieve three goals: to ensure the rights of Alexandria's crime victims; to provide community education and establish coordinated services; and to assist prosecutors in gaining cooperation of victims and witness to better ensure their cooperation throughout the criminal justice process..						
Violence Against Women Act Funds (V-Stop)	**VA Department of Criminal Justice Services**	1.0	$70,803	$0	$0	$70,803
Funds are provided by the Department of Criminal Justice Services to provide services to victims of domestice violence cases, including court advocacy, follow-up services and data collection and to encourage victims to participate in the prosecution.						
Sheriff						
CCCA (Pre-trial and Local Services)	**State Department of Criminal Justice**	6.0	$459,209	$261,040	$0	$720,249
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 2013 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	$63,081	$182,865	$95,575	$341,521
The State Department of Juvenile Justice provides funds for caseworkers as well as daily meals, supplies and expenses for youths in the Juvenile Justice program for the Youth Shelter.						
Juvenile Accountability Block Grant	**Federal Department of Criminal Justice**	1.0	$27,220	$10,389	$3,024	$40,633
JABG is a high level accountability program that provides after hours supervision to youth released on Court ordered conditions and are awaiting final disposition.						
Human Rights						
Fair Employment Practices Agency Program - EEOC	**Federal Equal Employment Opportunity Commission**	0.5	$43,062	$0	$0	$43,062
Funds are provided for investigating and closing EEOC cases. The City receives $600 per closed case approved by the Equal Employment Opportunity Commission.						

City Agency FY 2013 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 2013 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 2013 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**		$122,000	$0	$0	$122,000
The USDA provides reimbursement to the City for after school snacks to the seven full time recreation centers, six part-time after school centers and the two therapeutic recreation after school programs during the school year.						
USDA Summer Food	**United States Department of Agriculture**		$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 2013 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Community and Human Services						
Transitional and Supportive Housing Programs+A74	**U.S. Department of Housing and Urban Development**		$322,359	$231,021	$96,708	$650,088
Funds are provided for supportive services, operations and administration in mental health and substance abuse residential programs. In addition the funds shown above, $474,377 of state revenue, client fees and other revenues are used to provide total program funds of $1,124,465.						
High Intensity Drug Trafficking Area Treatment (HIDTA)	**U.S. Office of National Drug Control Policy**		$27,361	$0	$0	$27,361
Funds are provided for substance abuse treatment services for individual involved in the justice system.						
Grants for Infants and Toddlers with Disabilities (Part C)	**U.S. Department of Education and Virginia Department of Behavioral Health and Disability Services**		$314,170	$356,176	$0	$670,346
Funds are provided for early intervention services to young children deemed to have an established condition or at-risk of a developmental delay. Though there is no cash match required, there is a maintenance of effort requirement for these funds at a state-wide level. In addition to the general funds contributed to this program, $37,200 of state revenue is used for a total program budget of $705,815.						
Jail Diversion	**Virginia Department of Behavioral Health and Disability Services**	1.0	$228,879	$5,735	$0	$234,614
Funds are provided for treatment services to decrease crime and recidivism among persons with mental illness.						
Tobacco Prevention Programming	**Virginia Foundation for Healthy Youth (Formerly known as Virginia Tobacco Settlement Foundation)**	1.0	$58,282	$0	$0	$58,282
Funds are provided for tobacco prevention programming in Alexandria preschools by developing personal, social and emotional skills in children.						

City Agency FY 2013 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Sexual Assault Response and Awareness (SARA) - Violence Against Women Act Funds	**Virginia Department of Criminal Justice Services**	1.0	$42,376	$48,762	$0	$91,138
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	$183,487	$87,945	$0	$271,432
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	$146,945	$89,337	$0	$236,282
Funds are provided through the Federal Family Violence Prevention Act and Victims of Crime Act for services to victims of domestic violence, including a 24-hour hotline, emergency shelter, emergency transportation and other services.						
Sexual 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**		$9,039	$0	$0	$9,039
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.						

City Agency FY 2013 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Project Discovery	**State of Virginia**	1.0	$62,700	$15,702	$0	$78,402
Funds are provided to motivate and encourage students to pursue post-secondary educational and/or training opportunities by conduction outreach activities and providing support for students who may be at risk of not pursuing or enrolling in post secondary education/training.						
Headstart	**Department of Health and Human Services**		$1,996,828	$0	$196,541	$2,193,369
Funds are provided to promote school readiness by enhancing the social and cognitive development of children through the provision of education, health, nutritional, social and other services to enrolled children and families. Alexandria contracts with The Campagna Center to administer this program and achieve goals as required by Headstart.						
Emergency Solutions Preventing Homelessness	**VA Department of Housing and Community Development and Community Services Block Grant**	4.0	$319,526	$165,766	$0	$485,292
Funds to prevent immediate homelessness through case management and financial assistance to avoid the need for sheltering activities.						
Homeless Shelter Programs	**VA Department of Housing and Community Development**		$164,152	$0	$0	$164,152
Funds are provided to support homeless sheltering and case management efforts to rapidly rehouse shelter residents.						
Community Services Block Grant	**Virginia Department of Social Services, Office of Community Services**	2.0	$53,701	$129,092	$0	$182,793
Funds are provided to support efforts in preventing homelessness through counseling, education and financial assistance.						
Virginia Cares	**Virginia Cares**	1.0	$27,453	$43,295	$0	$70,748
Funds are provided to community agencies to assist ex-offenders in re-entry into the community without returning to a life of crime.						

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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

Year	C	D	E	F	G	H	I	J
Pay Increase	5.00%			3.50%				
Grade								
GS1	******	******	******	******	27,889.43	28,865.56	29,875.85	30,921.50
GS2	******	******	******	28,153.28	29,138.64	30,158.49	31,214.04	32,306.53
GS3	******	******	28,463.77	29,460.00	30,491.10	31,558.29	32,662.83	33,806.03
GS4	******	28,360.66	29,778.69	30,820.94	31,899.67	33,016.16	34,171.73	35,367.74
GS5	28,253.91	29,666.61	31,149.94	32,240.19	33,368.60	34,536.50	35,745.28	36,996.36
GS6	29,548.00	31,025.40	32,576.67	33,716.85	34,896.94	36,118.33	37,382.47	38,690.86
GS7	30,923.56	32,469.74	34,093.23	35,286.49	36,521.52	37,799.77	39,122.76	40,492.06
GS8	32,366.32	33,984.64	35,683.87	36,932.81	38,225.46	39,563.35	40,948.07	42,381.25
GS9	33,989.33	35,688.80	37,473.24	38,784.80	40,142.27	41,547.25	43,001.40	44,506.45
GS10	35,477.19	37,251.05	39,113.60	40,482.58	41,899.47	43,365.95	44,883.76	46,454.69
GS11	37,152.26	39,009.87	40,960.36	42,393.97	43,877.76	45,413.48	47,002.95	48,648.05
GS12	38,903.26	40,848.42	42,890.84	44,392.02	45,945.74	47,553.84	49,218.22	50,940.86
GS13	40,742.57	42,779.70	44,918.69	46,490.84	48,118.02	49,802.15	51,545.23	53,349.31
GS14	42,799.79	44,939.78	47,186.77	48,838.31	50,547.65	52,316.82	54,147.91	56,043.09
GS15	44,933.63	47,180.31	49,539.33	51,273.21	53,067.77	54,925.14	56,847.52	58,837.18
GS16	47,184.48	49,543.70	52,020.89	53,841.62	55,726.08	57,676.49	59,695.17	61,784.50
GS17	49,540.67	52,017.70	54,618.59	56,530.24	58,508.80	60,556.61	62,676.09	64,869.75
GS18	52,021.70	54,622.79	57,353.93	59,361.32	61,438.97	63,589.33	65,814.96	68,118.48
GS19	54,617.85	57,348.74	60,216.18	62,323.75	64,505.08	66,762.76	69,099.46	71,517.94
GS20	57,345.63	60,212.91	63,223.56	65,436.38	67,726.65	70,097.08	72,550.48	75,089.75
GS21	60,213.51	63,224.19	66,385.40	68,708.89	71,113.70	73,602.68	76,178.77	78,845.03
GS22	63,219.56	66,380.54	69,699.57	72,139.05	74,663.92	77,277.16	79,981.86	82,781.23
GS23	66,381.98	69,701.08	73,186.13	75,747.64	78,398.81	81,142.77	83,982.77	86,922.17
GS24	69,697.78	73,182.67	76,841.80	79,531.26	82,314.85	85,195.87	88,177.73	91,263.95
GS25	73,175.16	76,833.92	80,675.62	83,499.27	86,421.74	89,446.50	92,577.13	95,817.33
GS26	76,836.57	80,678.40	84,712.32	87,677.25	90,745.95	93,922.06	97,209.33	100,611.66
GS27	80,456.48	84,479.30	88,703.27	91,807.88	95,021.16	98,346.90	101,789.04	105,351.66
GS28	84,479.26	88,703.22	93,138.38	96,398.22	99,772.16	103,264.19	106,878.44	110,619.19
GS29	88,706.51	93,141.84	97,798.93	101,221.89	104,764.66	108,431.42	112,226.52	116,154.45
GS30	93,137.07	97,793.92	102,683.62	106,277.55	109,997.26	113,847.16	117,831.81	121,955.92
GS31	97,787.24	102,676.60	107,810.43	111,583.80	115,489.23	119,531.35	123,714.95	128,044.97
GS32	102,676.80	107,810.64	113,201.17	117,163.21	121,263.92	125,508.16	129,900.95	134,447.48
GS33	107,810.64	113,201.17	118,861.23	123,021.37	127,327.12	131,783.57	136,395.99	141,169.85
GS34	113,201.17	118,861.23	124,804.29	129,172.44	133,693.48	138,372.75	143,215.80	148,228.35
GS35	118,861.23	124,804.29	131,044.50	135,631.06	140,378.15	145,291.39	150,376.59	155,639.77

Effective Pay Period Beginning: 7/1/2012

GENERAL SALARY SCALE

Year	K	L	M	N	O	P	Q	R	S
Pay Increase	2.30%								
Grade									
GS1	31,632.69	32,360.24	33,104.53	33,865.93	34,644.85	35,441.68	36,256.84	37,090.75	37,943.84
GS2	33,049.58	33,809.72	34,587.34	35,382.85	36,196.66	37,029.18	37,880.85	38,752.11	39,643.41
GS3	34,583.57	35,378.99	36,192.71	37,025.14	37,876.72	38,747.88	39,639.08	40,550.78	41,483.45
GS4	36,181.20	37,013.37	37,864.68	38,735.57	39,626.49	40,537.90	41,470.27	42,424.09	43,399.84
GS5	37,847.28	38,717.77	39,608.28	40,519.27	41,451.21	42,404.59	43,379.90	44,377.64	45,398.33
GS6	39,580.75	40,491.11	41,422.41	42,375.13	43,349.76	44,346.80	45,366.78	46,410.22	47,477.66
GS7	41,423.38	42,376.12	43,350.77	44,347.84	45,367.84	46,411.30	47,478.76	48,570.77	49,687.90
GS8	43,356.02	44,353.21	45,373.33	46,416.92	47,484.51	48,576.65	49,693.91	50,836.87	52,006.12
GS9	45,530.10	46,577.29	47,648.57	48,744.49	49,865.61	51,012.52	52,185.81	53,386.08	54,613.96
GS10	47,523.15	48,616.18	49,734.35	50,878.24	52,048.44	53,245.55	54,470.20	55,723.01	57,004.64
GS11	49,766.96	50,911.60	52,082.57	53,280.47	54,505.92	55,759.56	57,042.03	58,354.00	59,696.14
GS12	52,112.50	53,311.09	54,537.25	55,791.61	57,074.82	58,387.54	59,730.45	61,104.25	62,509.65
GS13	54,576.34	55,831.60	57,115.73	58,429.39	59,773.27	61,148.06	62,554.47	63,993.22	65,465.06
GS14	57,332.08	58,650.72	59,999.69	61,379.68	62,791.41	64,235.61	65,713.03	67,224.43	68,770.59
GS15	60,190.44	61,574.82	62,991.04	64,439.83	65,921.95	67,438.15	68,989.23	70,575.98	72,199.23
GS16	63,205.54	64,659.27	66,146.43	67,667.80	69,224.16	70,816.32	72,445.10	74,111.34	75,815.90
GS17	66,361.75	67,888.07	69,449.50	71,046.84	72,680.92	74,352.58	76,062.69	77,812.13	79,601.81
GS18	69,685.21	71,287.97	72,927.59	74,604.92	76,320.83	78,076.21	79,871.96	81,709.02	83,588.33
GS19	73,162.85	74,845.60	76,567.05	78,328.09	80,129.64	81,972.62	83,857.99	85,786.72	87,759.81
GS20	76,816.81	78,583.60	80,391.02	82,240.01	84,131.53	86,066.56	88,046.09	90,071.15	92,142.79
GS21	80,658.47	82,513.61	84,411.42	86,352.88	88,339.00	90,370.80	92,449.33	94,575.66	96,750.90
GS22	84,685.20	86,632.96	88,625.52	90,663.91	92,749.18	94,882.41	97,064.71	99,297.20	101,581.04
GS23	88,921.38	90,966.57	93,058.80	95,199.15	97,388.73	99,628.67	101,920.13	104,264.29	106,662.37
GS24	93,363.02	95,510.37	97,707.11	99,954.37	102,253.32	104,605.15	107,011.07	109,472.32	111,990.18
GS25	98,021.13	100,275.62	102,581.96	104,941.35	107,355.00	109,824.17	112,350.13	114,934.18	117,577.67
GS26	102,925.73	105,293.02	107,714.76	110,192.20	112,726.62	115,319.33	117,971.67	120,685.02	123,460.78
GS27	107,774.75	110,253.57	112,789.40	115,383.56	118,037.38	120,752.24	123,529.54	126,370.72	129,277.25
GS28	113,163.43	115,766.19	118,428.81	121,152.67	123,939.18	126,789.78	129,705.94	132,689.18	135,741.03
GS29	118,826.00	121,559.00	124,354.86	127,215.02	130,140.97	133,134.21	136,196.30	139,328.81	142,533.37
GS30	124,760.91	127,630.41	130,565.91	133,568.93	136,641.02	139,783.76	142,998.79	146,287.76	149,652.38
GS31	130,990.00	134,002.77	137,084.83	140,237.78	143,463.25	146,762.90	150,138.45	153,591.63	157,124.24
GS32	137,539.77	140,703.18	143,939.35	147,249.96	150,636.71	154,101.35	157,645.68	161,271.53	164,980.78
GS33	144,416.76	147,738.35	151,136.33	154,612.47	158,168.56	161,806.44	165,527.99	169,335.13	173,229.84
GS34	151,637.60	155,125.26	158,693.14	162,343.08	166,076.97	169,896.74	173,804.37	177,801.87	181,891.31
GS35	159,219.48	162,881.53	166,627.81	170,460.25	174,380.84	178,391.60	182,494.61	186,691.99	190,985.91

Effective Pay Period Beginning: 7/1/2012

POLICE SALARY SCALE

Year	<1	1	2	3	4	5	6	7	8	9
Step Increase		5.00%				3.50%				
Step	A	B	C	D	E	F	G	H	I	J
Grade										
PS1	29,925.57	31,421.85	32,992.94	34,642.59	36,374.72	37,647.84	38,965.51	40,329.30	41,740.83	43,201.76
PS2	31,235.55	32,797.33	34,437.20	36,159.06	37,967.01	39,295.86	40,671.22	42,094.71	43,568.02	45,092.90
PS3	32,710.33	34,345.85	36,063.14	37,866.30	39,759.62	41,151.21	42,591.50	44,082.20	45,625.08	47,221.96
PS4	34,251.99	35,964.59	37,762.82	39,650.96	41,633.51	43,090.68	44,598.85	46,159.81	47,775.40	49,447.54
PS5	35,871.39	37,664.96	39,548.21	41,525.62	43,601.90	45,127.97	46,707.45	48,342.21	50,034.19	51,785.39
PS6	37,682.66	39,566.79	41,545.13	43,622.39	45,803.51	47,406.63	49,065.86	50,783.17	52,560.58	54,400.20
PS7	39,561.37	41,539.44	43,616.41	45,797.23	48,087.09	49,770.14	51,512.09	53,315.01	55,181.04	57,112.38
PS8	41,543.11	43,620.27	45,801.28	48,091.34	50,495.91	52,263.27	54,092.48	55,985.72	57,945.22	59,973.30
PS9	43,617.60	45,798.48	48,088.40	50,492.82	53,017.46	54,873.07	56,793.63	58,781.41	60,838.76	62,968.12
PS10	45,802.01	48,092.11	50,496.72	53,021.56	55,672.64	57,621.18	59,637.92	61,725.25	63,885.63	66,121.63
PS11	48,087.75	50,492.14	53,016.75	55,667.59	58,450.97	60,496.75	62,614.13	64,805.63	67,073.83	69,421.41
PS12	50,489.40	53,013.87	55,664.56	58,447.79	61,370.18	63,518.14	65,741.27	68,042.21	70,423.69	72,888.52
PS13	53,014.39	55,665.11	58,448.37	61,370.79	64,439.33	66,694.71	69,029.02	71,445.04	73,945.62	76,533.72
PS14	55,661.04	58,444.09	61,366.29	64,434.60	67,656.33	70,024.30	72,475.15	75,011.78	77,637.19	80,354.49
PS15	58,445.36	61,367.63	64,436.01	67,657.81	71,040.70	73,527.12	76,100.57	78,764.09	81,520.83	84,374.06
PS16	61,364.72	64,432.96	67,654.61	71,037.34	74,589.21	77,199.83	79,901.82	82,698.38	85,592.82	88,588.57
PS17	64,426.35	67,647.67	71,030.05	74,581.55	78,310.63	81,051.50	83,888.30	86,824.39	89,863.24	93,008.45
PS18	67,650.00	71,032.50	74,584.13	78,313.34	82,229.01	85,107.03	88,085.78	91,168.78	94,359.69	97,662.28
PS19	70,837.11	74,378.97	78,097.92	82,002.82	86,102.96	89,116.56	92,235.64	95,463.89	98,805.13	102,263.31
PS20	74,378.94	78,097.89	82,002.78	86,102.92	90,408.07	93,572.35	96,847.38	100,237.04	103,745.34	107,376.43
PS21	78,100.78	82,005.82	86,106.11	90,411.42	94,931.99	98,254.61	101,693.52	105,252.79	108,936.64	112,749.42
PS22	82,001.62	86,101.70	90,406.79	94,927.13	99,673.49	103,162.06	106,772.73	110,509.78	114,377.62	118,380.84

Effective Pay Period Beginning: 7/1/2012

POLICE SALARY SCALE

Year	10	11	12	13	14	15	16	17
Step Increase	2.30%							
Step	K	L	M	N	O	P	Q	R
Grade								
PS1	44,195.40	45,211.89	46,251.76	47,315.55	48,403.81	49,517.10	50,655.99	51,821.08
PS2	46,130.04	47,191.03	48,276.42	49,386.78	50,522.68	51,684.70	52,873.45	54,089.54
PS3	48,308.07	49,419.16	50,555.80	51,718.58	52,908.11	54,125.00	55,369.88	56,643.39
PS4	50,584.83	51,748.28	52,938.49	54,156.08	55,401.67	56,675.91	57,979.46	59,312.99
PS5	52,976.45	54,194.91	55,441.39	56,716.54	58,021.02	59,355.50	60,720.68	62,117.26
PS6	55,651.40	56,931.38	58,240.80	59,580.34	60,950.69	62,352.56	63,786.67	65,253.76
PS7	58,425.96	59,769.76	61,144.46	62,550.78	63,989.45	65,461.21	66,966.82	68,507.06
PS8	61,352.69	62,763.80	64,207.37	65,684.14	67,194.88	68,740.36	70,321.39	71,938.78
PS9	64,416.39	65,897.97	67,413.62	68,964.13	70,550.30	72,172.96	73,832.94	75,531.10
PS10	67,642.43	69,198.21	70,789.77	72,417.93	74,083.54	75,787.46	77,530.57	79,313.77
PS11	71,018.10	72,651.52	74,322.50	76,031.92	77,780.65	79,569.60	81,399.70	83,271.89
PS12	74,564.96	76,279.95	78,034.39	79,829.18	81,665.25	83,543.55	85,465.05	87,430.75
PS13	78,294.00	80,094.76	81,936.94	83,821.49	85,749.38	87,721.62	89,739.22	91,803.22
PS14	82,202.64	84,093.30	86,027.45	88,006.08	90,030.22	92,100.92	94,219.24	96,386.28
PS15	86,314.66	88,299.90	90,330.80	92,408.41	94,533.80	96,708.08	98,932.37	101,207.81
PS16	90,626.11	92,710.51	94,842.85	97,024.24	99,255.80	101,538.68	103,874.07	106,263.17
PS17	95,147.64	97,336.04	99,574.77	101,864.99	104,207.88	106,604.66	109,056.57	111,564.88
PS18	99,908.51	102,206.41	104,557.16	106,961.97	109,422.10	111,938.81	114,513.40	117,147.21
PS19	104,615.37	107,021.52	109,483.01	112,001.12	114,577.15	117,212.42	119,908.31	122,666.20
PS20	109,846.09	112,372.55	114,957.12	117,601.13	120,305.96	123,073.00	125,903.68	128,799.46
PS21	115,342.66	117,995.54	120,709.44	123,485.76	126,325.93	129,231.43	132,203.75	135,244.44
PS22	121,103.60	123,888.98	126,738.43	129,653.41	132,635.44	135,686.06	138,806.84	141,999.40

Effectiv e Pay Period Beginning: 7/1/2012

SHERIFF SALARY SCALE (includes Medics and Fire Marshals)

Year	<1	1	2	3	4	5	6	7	8	9
Step Increase		5.00%				3.50%				
Step	A	B	C	D	E	F	G	H	I	J
Grade										
PS1	30,224.83	31,736.07	33,322.87	34,989.02	36,738.47	38,024.32	39,355.17	40,732.59	42,158.24	43,633.78
PS2	31,547.91	33,125.30	34,781.57	36,520.65	38,346.68	39,688.82	41,077.93	42,515.66	44,003.70	45,543.83
PS3	33,037.43	34,689.31	36,423.77	38,244.96	40,157.22	41,562.72	43,017.42	44,523.02	46,081.33	47,694.18
PS4	34,594.51	36,324.24	38,140.45	40,047.47	42,049.85	43,521.59	45,044.84	46,621.41	48,253.15	49,942.02
PS5	36,230.10	38,041.61	39,943.69	41,940.88	44,037.92	45,579.25	47,174.52	48,825.63	50,534.53	52,303.24
PS6	38,059.49	39,962.46	41,960.58	44,058.61	46,261.55	47,880.70	49,556.52	51,291.00	53,086.19	54,944.20
PS7	39,956.98	41,954.83	44,052.57	46,255.20	48,567.96	50,267.84	52,027.21	53,848.16	55,732.85	57,683.50
PS8	41,958.54	44,056.47	46,259.29	48,572.25	51,000.87	52,785.90	54,633.40	56,545.58	58,524.67	60,573.03
PS9	44,053.78	46,256.46	48,569.29	50,997.75	53,547.63	55,421.80	57,361.57	59,369.22	61,447.15	63,597.80
PS10	46,260.03	48,573.03	51,001.69	53,551.78	56,229.37	58,197.39	60,234.30	62,342.50	64,524.49	66,782.85
PS11	48,568.63	50,997.06	53,546.92	56,224.27	59,035.48	61,101.72	63,240.28	65,453.69	67,744.57	70,115.62
PS12	50,994.29	53,544.01	56,221.21	59,032.27	61,983.88	64,153.32	66,398.68	68,722.63	71,127.93	73,617.41
PS13	53,544.53	56,221.76	59,032.85	61,984.50	65,083.72	67,361.66	69,719.31	72,159.49	74,685.08	77,299.06
PS14	56,217.65	59,028.53	61,979.95	65,078.95	68,332.89	70,724.54	73,199.90	75,761.90	78,413.56	81,158.03
PS15	59,029.81	61,981.31	65,080.37	68,334.39	71,751.11	74,262.39	76,861.58	79,551.73	82,336.04	85,217.80
PS16	61,978.37	65,077.29	68,331.16	71,747.71	75,335.10	77,971.83	80,700.84	83,525.36	86,448.75	89,474.46
PS17	65,070.61	68,324.15	71,740.35	75,327.37	79,093.74	81,862.02	84,727.18	87,692.63	90,761.87	93,938.53
PS18	68,326.50	71,742.83	75,329.97	79,096.47	83,051.30	85,958.10	88,966.64	92,080.47	95,303.29	98,638.90
PS19	71,545.48	75,122.76	78,878.90	82,822.85	86,963.99	90,007.73	93,158.00	96,418.53	99,793.18	103,285.94
PS20	75,122.73	78,878.87	82,822.81	86,963.95	91,312.15	94,508.07	97,815.85	101,239.41	104,782.79	108,450.20
PS21	78,881.79	82,825.88	86,967.17	91,315.53	95,881.31	99,237.16	102,710.46	106,305.32	110,026.01	113,876.91
PS22	82,821.64	86,962.72	91,310.86	95,876.40	100,670.22	104,193.68	107,840.46	111,614.88	115,521.40	119,564.65

Effective Pay Period Beginning: 7/1/2012

SHERIFF SALARY SCALE (includes Medics and Fire Marshals)

Year	10	11	12	13	14	15	16	17
Step Increase	2.30%							
Step	K	L	M	N	O	P	Q	R
Grade								
PS1	44,637.35	45,664.01	46,714.28	47,788.71	48,887.85	50,012.27	51,162.55	52,339.29
PS2	46,591.34	47,662.94	48,759.18	49,880.65	51,027.91	52,201.55	53,402.18	54,630.44
PS3	48,791.15	49,913.35	51,061.36	52,235.77	53,437.19	54,666.25	55,923.58	57,209.82
PS4	51,090.68	52,265.76	53,467.87	54,697.64	55,955.69	57,242.67	58,559.25	59,906.12
PS5	53,506.21	54,736.86	55,995.80	57,283.69	58,601.22	59,949.04	61,327.87	62,738.41
PS6	56,207.92	57,500.69	58,823.21	60,176.14	61,560.20	62,976.09	64,424.54	65,906.30
PS7	59,010.22	60,367.46	61,755.90	63,176.29	64,629.34	66,115.82	67,636.49	69,192.13
PS8	61,966.21	63,391.44	64,849.44	66,340.98	67,866.83	69,427.76	71,024.60	72,658.17
PS9	65,060.55	66,556.95	68,087.76	69,653.77	71,255.80	72,894.69	74,571.27	76,286.41
PS10	68,318.85	69,890.19	71,497.67	73,142.11	74,824.38	76,545.33	78,305.88	80,106.91
PS11	71,728.28	73,378.04	75,065.73	76,792.24	78,558.46	80,365.30	82,213.70	84,104.61
PS12	75,310.61	77,042.75	78,814.73	80,627.47	82,481.90	84,378.99	86,319.70	88,305.06
PS13	79,076.94	80,895.71	82,756.31	84,659.70	86,606.87	88,598.84	90,636.61	92,721.25
PS14	83,024.67	84,934.23	86,887.72	88,886.14	90,930.52	93,021.93	95,161.44	97,350.14
PS15	87,177.81	89,182.90	91,234.11	93,332.49	95,479.14	97,675.16	99,921.69	102,219.89
PS16	91,532.37	93,637.62	95,791.28	97,994.48	100,248.36	102,554.07	104,912.81	107,325.80
PS17	96,099.12	98,309.40	100,570.52	102,883.64	105,249.96	107,670.71	110,147.14	112,680.52
PS18	100,907.60	103,228.47	105,602.73	108,031.59	110,516.32	113,058.20	115,658.53	118,318.68
PS19	105,661.52	108,091.74	110,577.84	113,121.13	115,722.92	118,384.54	121,107.39	123,892.86
PS20	110,944.55	113,496.28	116,106.69	118,777.14	121,509.02	124,303.73	127,162.72	130,087.45
PS21	116,496.09	119,175.50	121,916.53	124,720.62	127,589.19	130,523.74	133,525.79	136,596.88
PS22	122,314.64	125,127.87	128,005.81	130,949.94	133,961.79	137,042.92	140,194.91	143,419.39

Effective Pay Period Beginning: 7/1/2012

FIRE SALARY SCALE

Year	<1	1	2	3	4	5	6	7	8	9
Step Increase		5.00%				3.50%				
Step	A	B	C	D	E	F	G	H	I	J
Grade										
PS1	29,925.57	31,421.85	32,992.94	34,642.59	36,374.72	37,647.84	38,965.51	40,329.30	41,740.83	43,201.76
PS2	31,235.55	32,797.33	34,437.20	36,159.06	37,967.01	39,295.86	40,671.22	42,094.71	43,568.02	45,092.90
PS3	32,710.33	34,345.85	36,063.14	37,866.30	39,759.62	41,151.21	42,591.50	44,082.20	45,625.08	47,221.96
PS4	34,251.99	35,964.59	37,762.82	39,650.96	41,633.51	43,090.68	44,598.85	46,159.81	47,775.40	49,447.54
PS5	35,871.39	37,664.96	39,548.21	41,525.62	43,601.90	45,127.97	46,707.45	48,342.21	50,034.19	51,785.39
PS6	37,682.66	39,566.79	41,545.13	43,622.39	45,803.51	47,406.63	49,065.86	50,783.17	52,560.58	54,400.20
PS7	39,561.37	41,539.44	43,616.41	45,797.23	48,087.09	49,770.14	51,512.09	53,315.01	55,181.04	57,112.38
PS8	41,543.11	43,620.27	45,801.28	48,091.34	50,495.91	52,263.27	54,092.48	55,985.72	57,945.22	59,973.30
PS9	43,617.60	45,798.48	48,088.40	50,492.82	53,017.46	54,873.07	56,793.63	58,781.41	60,838.76	62,968.12
PS10	45,802.01	48,092.11	50,496.72	53,021.56	55,672.64	57,621.18	59,637.92	61,725.25	63,885.63	66,121.63
PS11	48,087.75	50,492.14	53,016.75	55,667.59	58,450.97	60,496.75	62,614.14	64,805.63	67,073.83	69,421.41
PS12	50,489.40	53,013.87	55,664.56	58,447.79	61,370.18	63,518.14	65,741.27	68,042.21	70,423.69	72,888.52
PS13	53,014.39	55,665.11	58,448.37	61,370.79	64,439.33	66,694.71	69,029.02	71,445.04	73,945.62	76,533.72
PS14	55,661.04	58,444.09	61,366.29	64,434.60	67,656.33	70,024.30	72,475.15	75,011.78	77,637.19	80,354.49
PS15	58,445.36	61,367.63	64,436.01	67,657.81	71,040.70	73,527.12	76,100.57	78,764.09	81,520.83	84,374.06
PS16	61,364.72	64,432.96	67,654.61	71,037.34	74,589.21	77,199.83	79,901.82	82,698.38	85,592.82	88,588.57
PS17	64,426.35	67,647.67	71,030.05	74,581.55	78,310.63	81,051.50	83,888.30	86,824.39	89,863.24	93,008.45
PS18	67,650.00	71,032.50	74,584.13	78,313.34	82,229.01	85,107.03	88,085.78	91,168.78	94,359.69	97,662.28
PS19	70,837.11	74,378.97	78,097.92	82,002.82	86,102.96	89,116.56	92,235.64	95,463.89	98,805.13	102,263.31
PS20	74,378.94	78,097.89	82,002.78	86,102.92	90,408.07	93,572.35	96,847.38	100,237.04	103,745.34	107,376.43
PS21	78,100.78	82,005.82	86,106.11	90,411.42	94,931.99	98,254.61	101,693.52	105,252.79	108,936.64	112,749.42
PS22	82,001.62	86,101.70	90,406.79	94,927.13	99,673.49	103,162.06	106,772.73	110,509.78	114,377.62	118,380.84

Effective Pay Period Beginning: 7/1/2012

FIRE SALARY SCALE

Year	10	11	12	13	14	15	16	17
Step Increase	2.30%							
Step	K	L	M	N	O	P	Q	R
Grade								
PS1	44,195.40	45,211.89	46,251.76	47,315.55	48,403.81	49,517.10	50,655.99	51,821.08
PS2	46,130.04	47,191.03	48,276.42	49,386.78	50,522.68	51,684.70	52,873.45	54,089.54
PS3	48,308.07	49,419.16	50,555.80	51,718.58	52,908.11	54,125.00	55,369.88	56,643.39
PS4	50,584.83	51,748.28	52,938.49	54,156.08	55,401.67	56,675.91	57,979.46	59,312.99
PS5	52,976.45	54,194.91	55,441.39	56,716.54	58,021.02	59,355.50	60,720.68	62,117.26
PS6	55,651.40	56,931.38	58,240.80	59,580.34	60,950.69	62,352.56	63,786.67	65,253.76
PS7	58,425.96	59,769.76	61,144.46	62,550.78	63,989.45	65,461.21	66,966.82	68,507.06
PS8	61,352.69	62,763.80	64,207.37	65,684.14	67,194.88	68,740.36	70,321.39	71,938.78
PS9	64,416.39	65,897.97	67,413.62	68,964.13	70,550.30	72,172.96	73,832.94	75,531.10
PS10	67,642.43	69,198.21	70,789.77	72,417.93	74,083.54	75,787.46	77,530.57	79,313.77
PS11	71,018.10	72,651.52	74,322.50	76,031.92	77,780.65	79,569.60	81,399.70	83,271.89
PS12	74,564.96	76,279.95	78,034.39	79,829.18	81,665.25	83,543.55	85,465.05	87,430.75
PS13	78,294.00	80,094.76	81,936.94	83,821.49	85,749.38	87,721.62	89,739.22	91,803.22
PS14	82,202.64	84,093.30	86,027.45	88,006.08	90,030.22	92,100.92	94,219.24	96,386.28
PS15	86,314.66	88,299.90	90,330.80	92,408.41	94,533.80	96,708.08	98,932.37	101,207.81
PS16	90,626.11	92,710.51	94,842.85	97,024.24	99,255.80	101,538.68	103,874.07	106,263.17
PS17	95,147.64	97,336.04	99,574.77	101,864.99	104,207.88	106,604.66	109,056.57	111,564.87
PS18	99,908.51	102,206.41	104,557.16	106,961.97	109,422.10	111,938.81	114,513.40	117,147.20
PS19	104,615.37	107,021.52	109,483.01	112,001.12	114,577.15	117,212.42	119,908.31	122,666.20
PS20	109,846.09	112,372.55	114,957.12	117,601.13	120,305.96	123,073.00	125,903.68	128,799.46
PS21	115,342.66	117,995.54	120,709.44	123,485.76	126,325.93	129,231.43	132,203.75	135,244.44
PS22	121,103.60	123,888.98	126,738.43	129,653.41	132,635.44	135,686.06	138,806.84	141,999.40

Effective Pay Period Beginning: 7/1/2012

FY 2013 City Compensated Holidays

July 1, 2012 through June 30, 2013

Independence Day	Wednesday	July 4, 2012
Labor Day	Monday	September 3, 2012
Columbus Day (observed)	Monday	October 8, 2012
Thanksgiving Day	Thursday	November 22, 2012
Thanksgiving Day (in lieu of Veteran's Day)	Friday	November 23, 2012
Christmas Eve	Monday	December 24, 2012
Christmas Day	Tuesday	December 25, 2012
New Year's Day	Tuesday	January 1, 2013
Martin Luther King, Jr., Day (observed)	Monday	January 21, 2013
Presidents' Day (observed)	Monday	February 8, 2013
Memorial Day (observed)	Monday	May 27, 2013

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FY 2013 Budget Overview

The following is an overview of the City of Alexandria's FY 2013 General Fund operating budget.

The FY 2013 General Fund operating budget increases by $21.0 million, or 3.7%, from $566.9 million to $587.9 million.

Millions of Dollars

	FY 2012 Approved	FY 2012 Projected	FY 2013 Approved	$ Chg FY12 Apr/ FY13 Apr	% Chg FY12 Apr/ FY13 Apr
Real Property Taxes	$321.7	$325.0	$333.9	$12.2	3.8%
Other Taxes	157.8	160.0	162.4	4.6	2.9%
Taxes	479.5	485.0	496.3	16.8	3.5%
Non-Tax Revenue	25.9	28.9	29.3	3.4	13.1%
Federal & State Revenue	53.0	53.8	53.6	0.6	1.1%
Prior Year Surplus & Transfers	8.6	1.4	8.7	0.1	1.2%
Total	$566.9	$569.0	$587.9	$21.0	3.7%

No real estate property or other tax rates are increased in FY 2013. The real estate tax rate remains $99.8 cents per $100 of assessed value.

$12.2 million of the $21.0 million dollar increase is funded by an increase in the assessed value of real estate property. Real estate property assessments increased by 3.4% in calendar year 2012 and are estimated to increase by 2.5% in calendar year 2013. These assessment increases are reduced slightly by the anticipated closure of the GenOn electrical plant assessed at $198.1 million. Otherwise the increase in assessments would be 3.5% in 2012 and 2.9% in 2013.

The impact of the increased assessments on the average homeowner's real estate tax bill is a $52, or 1.2%, increase from $4,523 in 2011 to $4,575 in 2012. The rate of increase is lower than the 2011 inflation rate of 3.0%.

The remainder of the increase in FY 2013 revenues is due mostly to a $2.9 million increase in personal property taxes resulting from an increase in the number of vehicles registered in the City, a $1.2 million increase in business licenses, and a $2.4 million increase in other local taxes with no tax rate increases.

FY 2013 Budget Overview

Of the City's FY 2013 General Fund budget of $587.9 million, $327.9 million, or 55.8%, is for City government operations. $179.5 million, or 30.5%, is the City's transfer to the Alexandria City Public Schools (ACPS) to fund a portion of Schools operations. $62.1 million, or 10.6%, is funding for the City and Schools Capital Improvement Program (CIP) and includes a combination of pay as you go cash capital and debt payments on previously issued and planned bonds. $18.4 million, or 3.1%, is in subsidies for Metro, DASH and other public transit providers.

Millions of Dollars

	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	$ Chg FY12/13	% Chg FY12/13
City Operating	$303.6	$316.2	$327.9	$11.6	3.7%
Transit Subsidies	16.3	$16.6	$18.4	$1.8	11.1%
Capital Program Funding	44.3	$59.1	$62.1	$3.0	5.0%
City Total	364.1	$391.9	$408.4	$16.5	4.2%
ACPS	167.9	175.0	179.5	4.5	2.6%
City & ACPS General Fund Total	$532.0	$566.9	$587.9	$21.0	3.7%

Of the $21.0 million increase in General Fund expenditures, $19.8 million is to continue current services and fund previous commitments, such as the planned opening of a new fire station in Eisenhower Valley currently under construction. The City's transfer to ACPS increases by $4.5 million or 2.6%. The FY 2013 budget also includes $3.2 million in expanded services and $6.5 million in service and efficiency reductions. Details of the City's service expansions and efficiency reductions are included in the departmental section of the budget document.

The $19.8 million increase in FY 2013 to maintain current services and previous commitments consists of $10.2 million in increased personnel costs, $3.0 million in increased CIP cash capital and debt service, $2.2 million to open the new Fire Station 210 in the Eisenhower Valley, $2.0 for existing transit services and the planned expansion of DASH bus service, and $2.4 million for various increases in the cost of maintaining the current level of service.

The City's personnel cost increase of $16.7 million consists of $9.0 million in increases associated with salaries and $7.7 million in benefit cost increases. $5.7 million is due to increased retirement costs. The cost of line of duty benefits being shifted from the State to localities represents $0.4 million of this increase. $3.3 million is for annual pay increases of existing employees at established rates. $1.4 millions is due to increasing health premiums. In FY 2013, the employee share of health insurance costs is increased to 20% for all employees. This results in a savings to the City of $0.4 million. This City's cost of increased health insurance premiums would have otherwise been $1.8 million.

There were several changes and increases designed to improve the City's ability to attract and retain a quality workforce, including $0.5 million to shift the pay scale for General Schedule employees and provide top of grade funding for employees who are at the end of the scale. In addition, City Council added a total of $0.9 million to address Public Safety Pay compression issues and to provide better opportunities for career ladders and promotions for all employees. The City's overall workforce increased by a net of 11.4 full-time equivalent (FTE) positions in FY 2013.

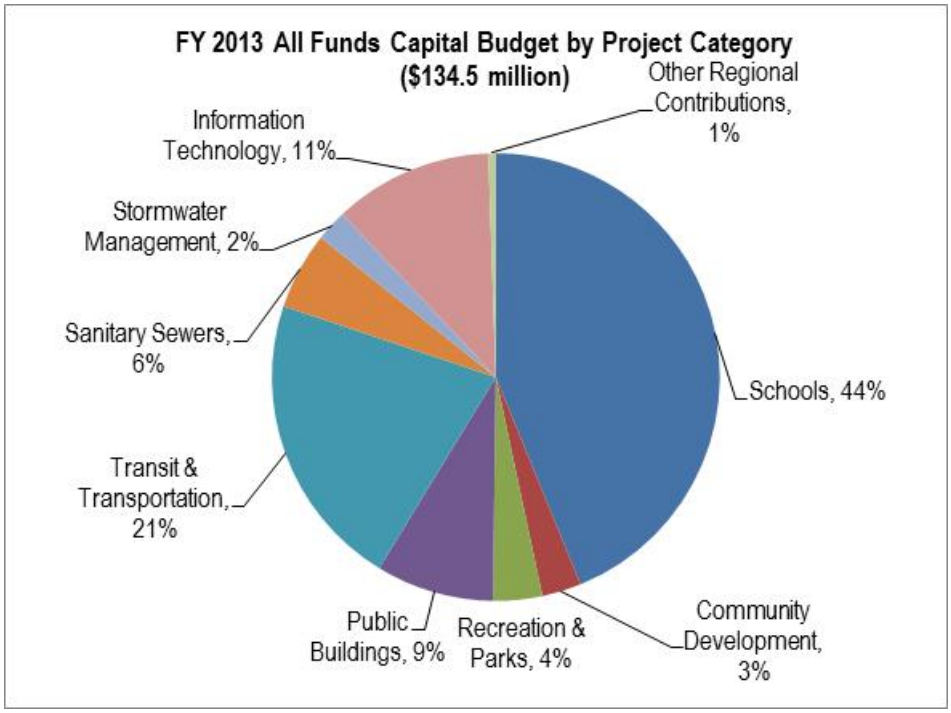
FTE Summary *FTE Changes from FY 2012 - FY 2013 Approved*

	FY 2012 Amended	Positions Added	Positions Deleted	FY 2013 Approved	Change #	Change %
Full-time	2,381.0	39.0	(22.0)	2,398.0	17.0	0.7%
Part-time	165.2	1.9	(7.5)	159.6	(5.6)	-3.4%
Total FTE	2,546.2	40.9	(29.5)	2,557.6	11.4	0.4%

Fire Department staffing is increased by 20.0 FTEs in order to staff the opening of the new Fire Station 210. Three existing positions are transferred to Internal Audit from other departments to expand the scope of the office to enhance City-wide operational performance and increase accountability. Two existing positions are transferred to create new staffing for priority capital project implementation. With the recent adoption of complex capital plans such as the Waterfront Plan, Potomac Yard and Landmark Redevelopment, additional staffing is needed for cross departmental coordination and collaboration. A total of 29.5 FTEs are eliminated as part of the City's service and efficiency expenditure reductions.

The FY 2013 General Fund operating budget includes $62.1 million in cash capital and debt service to fund the City's ten-year CIP.

The total ten-year plan for FY 2013-2022 is $1.14 billion. For FY 2013, $134.5 million in expenditures are programmed, of which $134.5 million is from City funding and $6.15 million is from non-City sources.



Major projects scheduled for FY 2013 include a computer-aided dispatch system, completion of Fire Station 210/Impound Lot, purchase of Potomac Yard bus rapid transit branded rubber tire vehicles, Holmes Run greenway improvements, Waterfront open space acquisition and flood mitigation, and Jefferson-Houston K-8 school replacement.

Major projects programmed for the out-years of the CIP include a Potomac Yard Metrorail station, renovations of four fire station, sewer system capacity expansion, and replacement of the Patrick Henry K-8 schools and recreation center.

FY 2013 Budget Overview

The City Manager's proposed FY 2013 budget and CIP was presented to City Council on February 14, 2012. The budget was adopted by City Council on May 7, 2012.

Prior to budget adoption, the City held a series of public hearings and work sessions to inform and solicit input from Council and the public. The process culminated with a set of add/delete work sessions in which Council members will consider changes to the budget based on their deliberations and input from the community.

The following is the schedule for Council and public deliberation portion of the budget process.

Feb 22nd – CIP & Transportation Work Session

February 28th – Work Session: DASH Issues

Feb 29th – Work Session: Joint Work Session with School Board

Mar 5th – Public Hearing

Mar 7th - Work Session: Public Safety Staffing

March 13th – Introduction of Tax Ordinances

Mar 28st – Work Session: Total Compensation and VRS Contributions

Mar 28th – Work Session: Joint Work Session with School Board

April 10th – Work Session: Sanitary Sewer Master Plan

Apr 11th – Budget and Fiscal Affairs Advisory Committee (BFAAC) Work Session

Apr 14th – Public Hearing on Tax Rate Ordinance & Effective Tax Rate

Apr 30th – Preliminary Add/Delete Work Session

May 7th – Final Add/Delete Work Session and Budget Adoption

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Operating Agencies

PUBLIC WORKS

Transportation and Environmental Services……18-2
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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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	17,179,578	17,914,254	18,893,205	5.5%
Non-Personnel	14,920,795	13,357,997	13,691,312	2.5%
Capital Goods Outlay	16,375	1,199,438	557,943	-53.5%
Interfund Transfers	7,262,209	17,661,608	12,775,784	-27.7%
Debt Service	0	0	117,688	NA
Total Expenditures	$39,378,957	$50,133,297	$46,035,932	-8.2%
Less Revenues				
Internal Services	608,570	1,193,438	551,943	-53.8%
ARRA - Stimulus Funds	1,005,272	0	0	NA
Sanitary Sewer Fund	6,234,787	7,500,000	7,500,000	0.0%
Stormwater Management Fund	2,223,500	1,621,459	1,699,040	4.8%
Potomac Yard Metrorail Station Financing	0	510,380	910,380	78.4%
Special Revenue Funds	933,957	413,983	436,064	5.3%
Total Designated Funding Sources	$11,006,086	$11,239,260	$11,097,427	-1.3%
Net General Fund Expenditures	**$28,372,871**	**$38,894,037**	**$34,938,505**	**-10.2%**
Total Department FTE's	207.0	210.0	208.5	-0.7%

Highlights

- In FY 2013 General Fund expenditures will decrease by $3,955,532 or 10.2%.

- Personnel costs will increase in FY 2013 by $978,951, or 5.5%. This increase can be attributed largely to a merit-step increase, a benefits increase and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is partially offset by the elimination of one equipment operator position and one traffic survey technician position and the transfer of one transportation planner (the former BRAC overhire) to the proposed project implementation office. In its new capacity, the position will be responsible for assisting in the implementation of major planned development projects such as the Waterfront Small Area Plan.

- Capital Goods Outlay will decrease by $641,495, or 53.5%. This is due largely to non-General Fund vehicle replacement costs in the equipment replacement fund. The year-to-year decrease is due to FY 2013 having a smaller than average number of vehicles scheduled for replacement compared to FY 2012.

- Interfund transfers decrease due to a reduction of revenue in the Transportation Improvement Program (TIP). Interfund transfers represent the transfer of revenues reserved for sanitary sewers, storm water management, and the TIP to the Capital Projects Fund for cash-funded capital improvements and the General Fund for Debt Service related to bond financed capital improvements. The TIP is funded primarily by a 2.2 cent reservation on the real estate property tax. When the reservation was created in May 2011, the corresponding tax rate increase produced surplus FY 2011 tax revenues that were applied to the FY 2012 budget along with FY 2012 revenues. The FY 2013 budget includes only revenues collected in FY 2013, hence triggering a decreased TIP budget.

- In FY 2012, the Alternative Transportation Planning & Support program reorganized into both the Transit Services program and the Transportation Planning & Support program. This reorganization was necessary in order to better align office functions, and account for appropriate expenditures. As part of the reorganization, Regional Transportation, Paratransit Services, and the Potomac Yard Metro Station Planning activities all operate within the Transit Services program . Alternative Transportation Promotion and Bicycle & Pedestrian Coordination activities operate within the Transportation Planning & Support program. Additionally, a new Transportation Plan Review activity was also created within Transportation Planning & Support.

- The sanitary sewer line maintenance charge of $1.25 per 1,000 gallons and the residential solid waste collection rate of $336 per year is changing in FY 2013.

- During the FY 2013 Budget process City Council added funding to the City's Traffic Calming program. This included $82,000 for a Traffic Calming Coordinator position (1.0 FTE), $100,000 for operating materials, and $350,000 added for traffic calming projects to the City's CIP.

T&ES Programs and Activities

Leadership & Management Support Services
- Leadership and General Management

Streets & Sidewalk Maintenance
- Street Maintenance
- Sidewalk, Curb & Gutter Maintenance
- Snow Plowing & De-Icing

Sewer Maintenance
- Sanitary Sewer Maintenance
- Storm Sewer Maintenance
- Fire Hydrant Maintenance

Recycling
- Residential Recycling Collection
- Commercial Recycling
- Other Recycling

Capital Project Management
- Design Management
- Construction Management
- Bridge Inspection & Maintenance

Transportation Management
- Signals, Signs & Markings
- Parking Meters
- Traffic Management
- Special Events
- Street Lighting
- Impound Lot

Refuse Collection
- Commercial Refuse Collection
- Residential Refuse Collection
- Spring Clean-Up

Street Cleaning
- Street Sweeping
- Special Events
- Leaf Collection
- King Street Cleaning

Environmental Quality
- Air Quality
- Water Quality
- Noise Quality
- Contaminated Land

Plan Review & Permitting
- Site Plan Review
- Development Site Inspection
- Permitting
- Flood Plain Management

Regional Transportation Systems
- Regional Transportation
- Paratransit Services
- Potomac Yard Metro Station Financing

Transportation Planning & Support
- Transportation Plan Review
- Alternative Transportation Promotion
- Bicycle & Ped Coordination

Transportation Improvement Program
- Transportation Improvement Program

Dept Info

Department Contact Info
703.746.4025
www.alexandriava.gov/tes

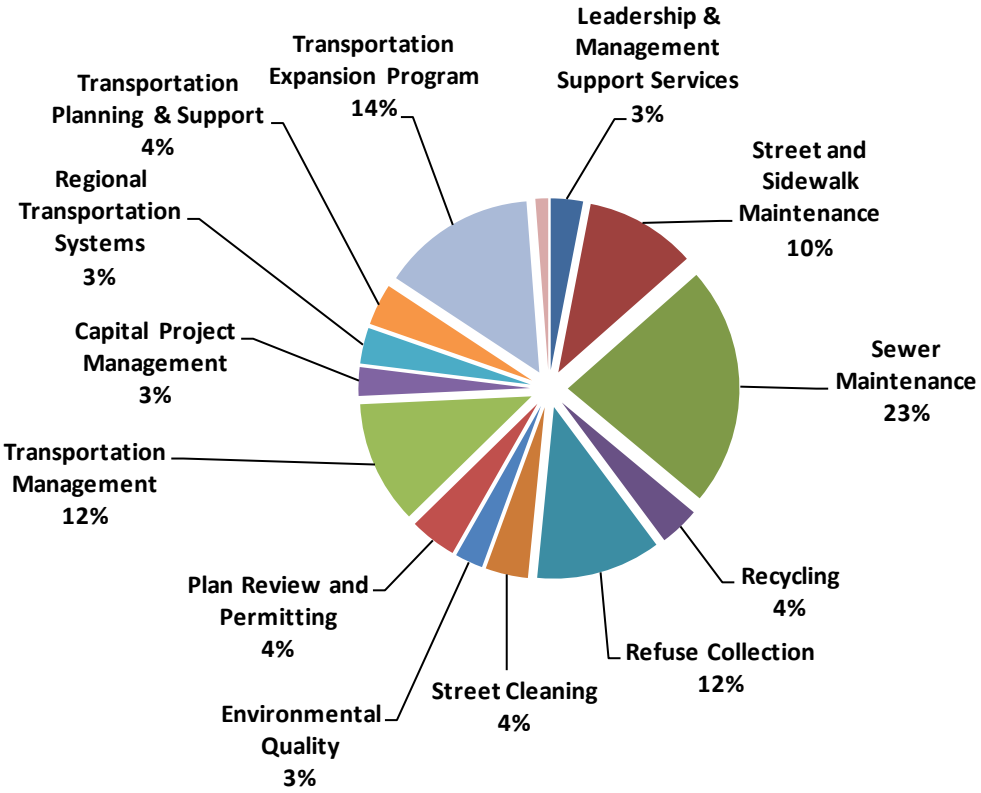
Department Head
Rich Baier, Director
703.746.4025
rich.baier@alexandriava.gov

Department Staff
Emily Baker, City Engineer
Abi Lerner, Deputy Director for Transportation
Yon Lambert, Deputy Director for Operations
Bill Skrabak, Deputy Director, Office of Environmental Quality
Antonio Baxter, Administrative Services Division Chief

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of department-wide performance outcomes and goals achieved	69%	60%	70%
% of streets and sidewalks in good to excellent condition	N/A	90%	90%
% of sanitary sewers operational	100%	100%	100%
% of storm sewer repairs completed within 3 working days	85%	85%	90%
% of citizens who use alternative transportation as indicated through a bi-annual survey	N/A	N/A	35%
% of the waste stream diverted by recycling	42%	32%	42%
% of customers who rate refuse collection as good to excellent	N/A	98%	98%

FY 2013 Approved Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	$1,494,650	$1,147,211	$1,395,651	21.7%
Street and Sidewalk Maintenance	$4,659,321	$4,852,582	$4,810,025	-0.9%
Sewer Maintenance	$10,341,357	$10,291,914	$10,389,117	0.9%
Recycling	$1,621,015	$1,712,078	$1,735,622	1.4%
Refuse Collection	$5,215,692	$5,417,019	$5,407,772	-0.2%
Street Cleaning	$2,022,723	$1,886,583	$1,849,775	-2.0%
Environmental Quality	$1,211,069	$1,230,750	$1,219,180	-0.9%
Plan Review and Permitting	$2,071,760	$2,078,911	$2,040,281	-1.9%
Transportation Management	$5,158,944	$5,366,305	$5,341,492	-0.5%
Capital Project Management	$1,398,876	$1,567,606	$1,239,252	-20.9%
Regional Transportation Systems	$801,394	$1,108,186	$1,558,916	40.7%
Transportation Planning & Support	$2,773,586	$1,366,705	$1,808,260	32.3%
Transportation Expansion Program	$0	$10,914,009	$6,688,646	-38.7%
Vehicle Replacement	$608,570	$1,193,438	$551,943	-53.8%
Total Expenditures	**$39,378,957**	**$50,133,297**	**$46,035,932**	**-8.2%**

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	7.8	8.3	11.3	35.7%
Street and Sidewalk Maintenance	20.6	20.5	15.8	-23.2%
Sewer Maintenance	25.3	28.9	39.6	37.0%
Recycling	5.1	5.0	4.8	-4.4%
Refuse Collection	35.7	35.5	34.4	-3.2%
Street Cleaning	20.3	20.9	20.4	-2.1%
Environmental Quality	8.9	8.9	8.4	-5.6%
Plan Review and Permitting	21.1	21.1	18.3	-13.3%
Transportation Management	27.7	27.6	28.6	3.7%
Capital Project Management	18.6	15.3	11.2	-26.6%
Regional Transportation Systems	5.2	6.8	5.8	-14.1%
Transportation Planning & Support	10.0	10.4	9.0	-13.5%
Transportation Expansion Program	n/a	1.0	1.0	0.0%
Total FTE's[1]	**206.2**	**210.0**	**208.5**	**-0.7%**

1 In November 2011 the Department received a grant that was appropriated by City Council in April 2012 for Ridesharing Enhancements. The funds will be used in part to fund a 50% FTE to assist with fiscal and program compliance. The new position is reflected in the FY 2013 Approved Budget. It will be eliminated when the grant funds are exhausted. Any other 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	3.8%	3.8%	3.0%
Total Expenditures	$1,494,650	$1,147,211	$1,395,651
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,494,650	$1,147,211	$1,395,651
Program Outcomes			
% of department-wide performance outcomes and goals achieved	69%	60%	70%
T&ES operating expenditures per capita	$281	$321	$295

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,494,650	$1,147,211	$1,395,651
FTE's	7.8	8.3	11.3
# of department FTEs managed	207	210	209
$ amount of departmental expenditures	$39,378,957	$50,133,297	$46,035,932
Leadership & Management Support Services expenditures as % of department total	3.8%	2.3%	3.0%
% of departmental effectiveness targets met	69%	70%	70%

Program expenses will increase $238,712, or 20.8% in FY 2013. This expenditure increase is largely due to personnel costs associated with a reallocation of 3.5 FTEs. Positions moved to Leadership & Gerenal Management include Contract Specialist II (1.0 FTE), HR Technician I (1.0 FTE), and Account Clerk III (0.5 FTE.)

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	11.8%	9.7%	10.5%
Total Expenditures	$4,659,321	$4,852,582	$4,810,025
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$4,659,321	$4,852,582	$4,810,025
Program Outcomes			
% of streets and sidewalks in good to excellent condition	N/A	90%	90%
Average pavement condition rating	70%	70%	60%

Activity Data

STREET MAINTENANCE – The goal of Street Maintenance is to repair potholes within 24 hours of notification, maintain the riding surface of streets and alleys in a safe condition by resurfacing them on an as-needed basis, and restore to City standards the public right-of-way disturbed by utility companies and private contractors within 30 days of permanent underground installation.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$3,525,799	$4,491,004	$4,451,648
FTE's	19.0	20.5	15.7
# of lane miles resurfaced	25	23	20
Cost per lane mile resurfaced	$141,032	$195,261	$222,582
% of residents rating the condition of local roads as good	N/A	90%	N/A
Average pavement condition rating	70%	70%	60%

Streets & Sidewalks Program, continued

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures[1]	$358,118	$361,578	$358,377
FTE's	0.1	0.1	0.1
# of sidewalks replaced (square yards)	2,289	5,635	5,600
Cost per square yard of sidewalk replaced	$156.45	$64.17	$64.00
# of curb and gutter replaced (linear feet)	1,295	2,700	2,700
Cost per linear foot of curb and gutter replaced	$276.54	$133.92	$132.73
% of residents who rate the conditions of sidewalk, curb and gutter as good[2]	N/A	75%	75%

[1] Sidewalk, curb and gutter maintenance capacity has been reduced in recent years. In the last three fiscal years, expenditures in this activity have been reduced by $586,049, or 61.8% .

[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 2011.

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	$775,404	0	0
FTE's	1.5	0.0	0.0
# of lane miles plowed	6,500	N/A	N/A
# of snow events responded to	20	N/A	N/A
# of inches of snow fall annually	12	N/A	N/A
Cost per lane mile plowed	$21,539	N/A	N/A
% of residents rating City snow removal operations as good	80%	N/A	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 finds be transfered 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	26.3%	20.5%	22.5%
Total Expenditures	$10,341,357	$10,291,914	$10,389,117
Less Revenues	$8,458,287	$9,121,459	$9,199,040
Net General Fund Expenditures	$1,883,070	$1,170,455	$1,190,077
Program Outcomes			
% of sanitary sewers operational	100%	100%	100%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$6,234,787	$7,500,000	$7,500,000
FTE's	16.7	19.2	26.5
# of linear feet of sanitary sewers cleaned and inspected	975,750	675,000	990,000
Cost per linear foot of sewer cleaned and inspected	$6.39	$11.11	$7.58
% of linear feet of sewers cleaned and inspected on schedule	98%	98%	98%

In FY 2013, Sanitary Sewer Maintenance personnel will increase by 7.3 FTEs. This increase is due in large part to a reallocation of T&ES staff from the General Fund. The reallocation is necissary in order to more accurately reflect the costs associated with this activity.

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	$3,866,170	$2,570,614	$2,671,343
FTE's	8.4	9.5	13.0
# of repair work orders completed for storm sewers	120	200	225
Cost per repair completed	$32,218	$12,853	$11,873
% of storm water repairs completed within three working days	85%	85%	90%

In FY 2013, Sanitary Sewer Maintenance expenses will increase $100,729, or 3.8% . This increase is due in large part to additional operating costs, and a reallocation of personnel from the General Fund. The reallocation is necissary in order to more accurately reflect the expenses associated with this activity.

Sewer Maintenance Program, continued

The goal of Sewer Maintenance is to provide inspection, cleaning and repair to the City's sanitary and storm water collection and conveyance systems to minimize property damage, health hazards and pollution of surrounding water areas.

Activity Data

FIRE HYDRANT MAINTENANCE – The goal of Fire Hydrant Maintenance is to repair existing and install new City fire hydrants in order to keep fire hydrants in working order.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$240,400	$221,300	$217,774
FTE's	0.2	0.2	0.2
# of fire hydrants repaired overhauled	700	700	675
Cost per fire hydrant repaired overhauled	$343	$316	$323
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	4.1%	3.4%	3.8%
Total Expenditures	$1,621,015	$1,712,078	$1,735,622
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,621,015	$1,712,078	$1,735,622
Program Outcomes			
% of the waste stream diverted	42.0%	32.0%	42.0%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,170,918	$1,221,957	$1,240,837
FTE's	3.7	3.7	3.6
Tons of residential recycling collected	6,360	7,500	6,760
Cost per residential ton recycled	$184	$163	$184
% of waste stream diverted	41%	24%	45%
% of recycling complaints resolved within one business day	99%	100%	100%

COMMERCIAL & MULTI-FAMILY COLLECTION – The goal of the Commercial and Multi-family Collection program is to establish implementation plans for recycling in commercial and multi-family establishments in order to divert materials from the waste stream.			
Expenditures	$129,441	$143,671	$147,025
FTE's	1.3	1.3	1.1
Tons of commercial and multi-family recycling reported	60,596	42,000	61,202
Cost per commercial and multi-family recycling plan monitored	$2.14	$3.42	$2.40
% of waste stream diverted	37%	28%	38%

Recycling Program, continued

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.	FY 2011 Approved	FY 2012 Approved	FY 2013 Approved
Expenditures	$320,656	$346,450	$347,760
FTE's	0.2	0.1	0.1
Tons of other items collected	1,019	1,800	1,300
Cost per ton of other items collected	$314.68	$192.47	$267.51
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	13.2%	10.8%	11.8%
Total Expenditures	$5,215,692	$5,417,019	$5,407,772
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$5,215,692	$5,417,019	$5,407,772
Program Outcomes			
% of customers who rate refuse collection as good to excellent	N/A	98.0%	98.0%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$695,327	$730,594	$736,862
FTE's	6.4	6.3	6.0
Tons of commercial trash collected	5,188	3,000	5,500
Cost per ton of commercial trash collected	$134	$244	$134
% 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	$4,439,829	$4,506,542	$4,595,432
FTE's	28.5	28.5	27.6
Tons of residential curbside trash collected	18,912	19,600	22,000
Cost per ton of residential curbside trash collected	$235	$230	$209
Refuse/recycling fee (100% cost recovery rate)	$336	$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	$80,536	$179,883	$75,478
FTE's	0.8	0.7	0.7
Tons of trash collected	248	400	650
Cost per ton of trash collected	$325	$450	$116
% of neighborhoods completed on schedule	100%	100%	100%

Street Cleaning Program

The goal of Street Cleaning is to provide litter and leaf collection, street cleaning and special event support in order to divert litter from the waste stream, provide clean and sanitary streets, and reduce the amount of debris collected in storm drains.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	5.1%	3.8%	4.0%
Total Expenditures	$2,022,723	$1,886,583	$1,849,775
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,022,723	$1,886,583	$1,849,775
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,427,928	$1,266,775	$1,231,517
FTE's	13.1	14.2	13.8
# of lane miles swept and flushed	41,840	49,000	51,000
Cost per lane mile swept and flushed	$34.13	$25.85	$24.15
% of complaints resolved within one business day	98%	98%	98%

SPECIAL EVENTS – The goal of Special Events is to provide a clean environment for event participants.			
Expenditures	$0	$37,501	$21,412
FTE's	0.3	0.1	0.1
Tons of material collected	21	22	22
Cost per ton of material collected	$21	$1,705	$21,434
% of customers satisfied with special event clean up	90%	85%	90%

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	$499,093	$434,490	$448,106
FTE's	4.6	4.2	4.3
Cubic yards of leaves collected	31,050	33,500	34,700
Cost per cubic yard of leaves collected	$16.07	$12.97	$12.91
% of streets cleaned on schedule	96%	96%	96%

Street Cleaning Program, continued

The goal of Street Cleaning is to provide litter and leaf collection, street cleaning and special event support in order to divert litter from the waste stream, provide clean and sanitary streets, and reduce the amount of debris collected in storm drains.

Activity Data

KING STREET CLEANING – The goal of King Street Cleaning is to provide a desirable environment that will attract visitors to the City's historic district of shops and restaurants.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$95,702	$147,817	$148,740
FTE's	2.4	2.3	2.2
# of blocks cleaned per day	18	18	19
Cost per block cleaned per day	$20	$32	$30
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	3.1%	2.5%	2.4%
Total Expenditures	$1,211,069	$1,230,750	$1,219,180
Less Revenues	$167,451	$50,903	$50,367
Net General Fund Expenditures	$1,043,618	$1,179,847	$1,168,813
Program Outcomes			
% of complaints closed in 30 days	95%	95%	95%

Activity Data

AIR QUALITY – The goal of Air Quality is to investigate complaints, monitor air quality and inspect regulated facilities in order to administer and enforce the City Air Pollution Control Code (Title 11,Chapter 1) to enhance air quality.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$564,888	$456,445	$476,836
FTE's	2.7	3.2	2.9
# of inspections conducted	24	28	28
# of complaints responded to	13	20	20
Cost per capita of air quality activity	$4.04	$2.92	$3.05
% complaints closed within 30 days	100%	80%	80%

WATER QUALITY – The goal of Water Quality is to conduct reviews and inspections of City site plans and ensure regulatory requirements are met for City permits in order to protect and manage the watershed.			
Expenditures	$392,660	$459,572	$461,457
FTE's	3.5	3.5	3.2
# of site plans reviewed	321	300	315
# of complaints resolved	22	20	20
Cost per capita of water quality activity	$2.81	$2.94	$2.95
% 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	$122,302	$137,144	$88,732
FTE's	1.1	1.1	0.7
# of complaints responded to	56	45	45
Cost per capita of noise quality activity	$0.87	$0.88	$0.57
% of noise complaints resolved satisfactorily within 30 days	92%	100%	90%

* Decrease in expenses & FTEs reflect the lower number of noise complaints and noise permits issued.

Environmental Quality Program, continued

The goal of Environmental Quality is to provide air, water, noise and land quality services in order to protect and enhance the public's health and welfare and the City's environment.

Activity Data

CONTAMINATED LAND – The goal of Contaminated Land is to administer the contaminated land ordinance, manage City contaminated sites, and insure that the development of contaminated sites is done in a safe and responsible manner.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$131,219	$177,589	$192,155
FTE's	1.6	1.1	1.6
# of contaminated sites reviewed	22	15	15
Cost per capita of contaminated land activity	$0.94	$1.14	$1.23
% of site plans reviewed on schedule	90%	90%	90%

*Increase in expenses & FTEs reflect the increase in duties charged to Virginia Paving SUP, & Gen-On Potomac River Generating Station

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	5.3%	4.1%	4.1%
Total Expenditures	$2,071,760	$2,078,911	$2,040,281
Less Revenues	$186	$0	$22,617
Net General Fund Expenditures	$2,071,574	$2,078,911	$2,017,664
Program Outcomes			
% of plans reviewed on schedule	95%	95%	95%

Activity Data

SITE PLAN REVIEW - The goal of Site Plan Review is to review private development plans for conformance with T&ES design requirements.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$689,275	$681,395	$668,243
FTE's	6.7	6.5	5.3
# of plan submittals reviewed	502	450	450
Cost per plan submittal reviewed	$1,373	$1,514	$1,485
% of submittals reviewed by two-week deadline	95%	95%	95%

In FY 2013, a portion of one Civil Engineer I is funded from permit center fee revenue.

DEVELOPMENT SITE INSPECTION – The goal of Development Site Inspection is to conduct inspections to insure construction of public infrastructure for conformance with T&ES requirements.			
Expenditures	$869,580	$890,890	$823,204
FTE's	8.8	8.8	7.3
# of erosion and sediment control inspections conducted	976	1,200	1,000
Cost per site monitored	$891	$742	$823
% of erosion and sediment control inspections conducted on schedule	100%	100%	100%

PERMITTING – The goal of Permitting is to issue permits for construction activities within the public right-of-way and review building permits for impact on the public right-of-way for conformance with T&ES requirements.			
Expenditures	$475,696	$456,735	$503,492
FTE's	5.3	5.5	5.4
# of T&ES permits issued	2,717	2,800	2,750
# of Code Enforcement permits reviewed	3,689	3,800	3,700
# of Reserved Parking Parking request issued	2,550	N/A	2,550
Cost per T&ES permit issued	$100.00	$100.00	$100.00
% of Code Enforcement permits reviewed within three days	100%	100%	100%

Plan Review & Permitting Program, continued

The goal of Plan Review and Permitting is to provide site plan, development site, inspection and other services to the citizens, contractors and developers in a timely manner to insure compliance with T&ES standards.

Activity Data

FLOOD PLAIN MANAGEMENT – The goal of Flood Plain Management is to comply with the National Flood Insurance program and maintain the City's participation in the community rating system in order to provide City property owners with access to discounted flood insurance.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$37,209	$49,891	$45,342
FTE's	0.4	0.4	0.3
# of acres of floodplain managed	614	614	645
Cost per acre of floodplain managed	$60.60	$81.26	$70.30
$ saved in flood insurance programs	162,919	150,000	162,919

Transportation Management

The goal of Traffic Operations is to provide the infrastructure needed on the City's right-of-way in order to ensure an efficient flow of traffic for residents and travelers in Alexandria in order to enhance safety for all users and to reduce air pollution.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	13.1%	10.7%	10.7%
Total Expenditures	$5,158,944	$5,366,305	$5,341,492
Less Revenues	$141,580	$0	$0
Net General Fund Expenditures	$5,017,364	$5,366,305	$5,341,492
Program Outcomes			
% of plans reviewed on schedule	95%	95%	95%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$2,327,904	$2,170,965	$2,256,206
FTE's	18.9	18.9	18.6
# of signals maintained	289	289	289
Cost per signal maintained	$8,055	$7,512	$7,807
% of signal outages responded to within one hour	95%	95%	95%

METERS – The goal of Metering is to provide parking management to assure that there is adequate turnover of parking spaces to give motorists the opportunity of finding a place to park.			
Expenditures	$697,042	$730,734	$738,557
FTE's	4.6	4.6	3.9
# 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 MANAGEMENT - The goal of Traffic Management is to ensure quality development that is consistent with the City's Strategic Plan goal and that complies with federal, state and local regulations for traffic management.			
Expenditures	$273,417	$380,058	$285,622
FTE's	0.0	0.0	2.1
# of development submittals reviewed	7	20	20
Cost per submittal reviewed	$862	$3,038	$2,951
% of site plan submittal reviews completed on schedule	100%	100%	100%

Transportation Management, continued

The goal of Traffic Operations is to provide the infrastructure needed on the City's right-of-way in order to ensure an efficient flow of traffic for residents and travelers in Alexandria in order to enhance safety for all users and to reduce air pollution.

Activity Data

SPECIAL EVENTS – The goal of Special Events is to assure traffic flow during times that City streets will be more crowded than usual, which will support economic development in the community.			
Expenditures	$16,168	$59,026	$49,805
FTE's	0.3	0.1	0.1
# 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%

STREET LIGHTING – The goal of Street Lighting is to pay for electricity and report outages to Dominion Virginia Power for repair.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,466,040	$1,484,878	$1,460,366
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%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	3.6%	3.1%	2.5%
Total Expenditures	$1,398,876	$1,567,606	$1,239,252
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,398,876	$1,567,606	$1,239,252
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,233,945	$1,373,701	$1,080,719
FTE's	17.2	13.9	10.2
# of design projects in process	47	60	58
Average cost per design	$26,254	$22,895	$18,633
% of design task orders completed on time	90%	95%	90%
% of design task orders completed within budget	100%	100%	100%

*In FY 2013 Design Management expenses were reduced by $292,982, or 27.1% . This reduction is largely due to the reallocation of an Engineer Aide II position to the Sanitary Sewers Maintenance fund.

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	$144,960	$158,507	$121,170
FTE's	1.2	1.2	0.8
# of construction projects managed	12.0	9.0	11.0
$ value of construction projects managed	$14,410,292	$12,000,000	$13,000,000
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	$19,971	$35,398	$37,363
FTE's	0.3	0.3	0.3
# of bridges inspected	13	14	13
Cost per bridge inspected	$1,536	$2,528	$2,874
% of bridges in satisfactory condition	100%	100%	100%

Regional Transportation Systems

The goal of Regional Transportation Systems is to provide bus and rail services which benefit residents, workers and visitors to Alexandria through a combination of regional subsidies and direct operations, and to plan and construct transit facilities which will improve these operations.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	2.0%	2.2%	3.1%
Total Expenditures	$801,394	$1,108,186	$1,558,916
Less Revenues	$385,571	$510,380	$910,380
Net General Fund Expenditures	$415,823	$597,806	$648,536
Program Outcomes			
Citizen satisfaction with the ease of traveling through the City	N/A	70%	70%

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 2011 Actual**	**FY 2012 Approved**	**FY 2013 Approved**
Expenditures	$694,387	$483,624	$515,875
FTE's	4.1	4.7	3.6
# of grants secured by Transit Services	6	3	4
$ of grant revenues secured by Transit Services	$3,000,000	$1,720,000	$3,100,000
% of Transit Services expenditures funded by grants	76%	75%	75%

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.			
Expenditures	$107,007	$114,182	$132,661
FTE's	1.1	1.1	1.2
# of trips	54,193	59,849	54,000
Average cost per trip	$22.57	$22.56	$22.56
Complaints received as a percentage of total trips	0.04%	0.08%	0.04%

This activity includes only the department staff and non-personnel costs associated with managing the DOT paratransit program. The City subsidy for DOT is funded in the Transit Subsidies budget.

Regional Transportation Systems continued

The goal of Regional Transportation Systems is to provide bus and rail services which benefit residents, workers and visitors to Alexandria through a combination of regional subsidies and direct operations, and to plan and construct transit facilities which will improve these operations.

POTOMAC YARD METRORAIL STATION FINANCING – The goal of Potomac Yard Metrorail Station Financing is to establish a diverse revenue stream, including developer contributions, developer contributions, and net new General Fund revenues from an increased tax base, in order to fund the construction of a new Metrorail station at Potomac Yard without impacting the City's base General Fund budget.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$0	$510,380	$910,380
FTE's	0.0	1.0	1.0

Transportation Planning & Support

The goal of Transportation Planning & Support is to develop and administer plans and programs that encourage residents and employees to use alternative transportation by implementing complete streets and multi-modal facilities that reduce traffic congestion and improve air quality.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	7.0%	2.7%	3.6%
Total Expenditures	$2,773,586	$1,366,705	$1,808,260
Less Revenues	$1,244,441	$363,080	$363,080
Net General Fund Expenditures	$1,529,145	$1,003,625	$1,445,180
Program Outcomes			
Citizen satisfaction with the ease of traveling through the City	N/A	70%	70%

Activity Data

TRANPORTATION PLAN REVIEW - The goal of Transportation Plan Review is to ensure quality development and redevelopment that is consistent with the City's strategic plan and that complies with federal, state, and local regulations for transportation management. This activity also includes transportation planning and parking planning.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$199,569	$94,748	$500,564
FTE's	2.9	3.1	2.7
# of plan submittals reviewed	TBD	TBD	100
Cost per plan submittal reviewed	TBD	TBD	$9,619
% of submittals reviewed by two-week deadline	TBD	TBD	95%

Reorganized in FY 2013 to reflect activity associated with Transportation Planning Division

Transportation Planning & Support, continued

The goal of Transportation Planning & Support is to develop and administer plans and programs that encourage residents and employees to use alternative transportation by implementing complete streets and multi-modal facilities that reduce traffic congestion and improve air quality.

ALTERNATIVE TRANSPORTATION PROMOTION & PLAN REVIEW – The goal of Alternative Transportation Promotion and Plan Review is to administer City employee, City resident, and private employer incentive programs and ensure that all major development projects include Transportation Management Plans (TMP) for alternative transportation in order to decrease congestion and improve air quality.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,537,277	$973,737	$1,016,139
FTE's	4.9	5.0	4.4
Amount obligated by TMPs from July 2010-July 2011	$2,026,256	$2,107,306	$2,191,598
# of City employees receiving transit benefit	300	225	375
Cost per transit benefit provided	N/A	$68.00	$68.00
% of non-single occupied vehicle mode share for Transportation Management Plan (Residential)	56%	57%	58%
% of non-single occupied vehicle mode share for Transportation Management Plan (Commercial)	30%	32%	34%
% of City workforce that participates in transit benefit program	8.30%	9.3%	9.0%

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	$1,036,740	$298,220	$291,557
FTE's	2.3	2.3	1.9
Number of pedestrian and bicycle spot improvements	30	70	35
Number of projects completed from Master Bicycle and Pedestrian Plan	25	28	29
Cost per linear foot added to the bikeway network	$0.75	$0.75	$0.75
% of bike commuters	2.70%	2.97%	3.12%

Transportation Expansion Program

The goal of the Transportation Expansion Program is to establish an ongoing and predictable source of revenue in order to improve the City's transportation and transit systems through the use of local funds and leveraged outside funding sources.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	0.0%	21.8%	14.6%
Total Expenditures	$0	$10,914,009	$6,688,646
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$0	$10,914,009	$6,688,646
Program Outcomes			
[1]Planned total 10-year investment in transportation improvements funded through the real estate tax reservation	N/A	$144,835,013	$143,847,889

[1] FY 2013 10-year investment reduced by $987,124 based on revised growth rate assumptions to the real estate tax base over the 10-year plan.

Activity Data

TRANSPORTATION IMPROVEMENT PROGRAM – The goal of the Transportation Improvement Program is to establish an ongoing and predictable source of revenue in order to improve the City's transportation and transit systems through the use of local funds and leveraged outside funding sources.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$0	$10,914,009	$6,688,646
FTE's	0.0	1.0	1.0
[1]Planned 10-year operating service investment (excluding debt service)	N/A	$ 33,635,719	$ 61,506,024
[2]Planned 10-year capital investment on general obligation bonds	N/A	$ 15,142,564	$ 16,778,063
[3]Planned 10-year capital investment (including cash capital and general obligation bonds)	N/A	$ 96,056,730	$ 65,563,802

[1] Significant increase in operating service investment due to more thorough analysis of projected operating costs over the 10-year plan. Operating costs associated with DASH & Trolley/Circulator Expansion, Potomac Yard, BRT (Bus Rapid Transit), Beauregard Corridor BRT, and Transit Implementation staff are included in the FY 2013-2022 Transportation Improvement Projection.

[2]Debt service increases due to adding FY2022 payments into the 10-year plan.

[3]Decrease in Capital investment due to increase in Operating services investment.

Summary of Budget Changes, continued

Adjustments to Maintain Current Service Levels

Activity	Current Services Adjustment	FY 2013 Approved
Street Maintenance	*Street Maintenance Contract Adjustment*	**$94,341**
The cost to purchase crushed stone, asphalt, and other road construction and maintenance materials are expected to increase. As a result, suppliers have quoted the City at higher prices for the materials, and an increase is necessary to account for rising costs.		
Signs, Signals, & Markings	*Pavement Markings Contract Adjustment*	**$104,100**
Expenses related to the City's contract with a vendor for pavement marking is expected to receive a 4.1% increase (tied to the CPI-U) in FY 2013.		
Residential Recycling	*Residential Recycling Contract Adjustment*	**$36,080**
Expenses related to the City's contract with a vendor for residential recycling collection is anticipated to receive a 4.1% increase (tied to the CPI-U) in FY 2013 per contractual pricing.		
Several	*CPI-U Contract Adjustments*	**$30,450**
Contract costs related to storm sewer maintenance, sanitary sewer maintenace, commercial refuse collection, commercial recycling collection,and the employee transit benefit are all anticipated to receive a 4.1% increase (tied to the CPI-U) in FY 2013 per contractual pricing.		
Meters	*Meters Management Contract Adjustment*	**$73,075**
This contract adjustment allows $70,000 for the increased operating costs to maintain new parking meters within the City. Additionally, a $3,075 contract adjustment allows for a 4.1% CPI-U increase for FY 2013.		

Supplemental Adjustments

Activity	Adjustment	FY 2013 Approved
Street Maintenance	*Traffic Calming/Complete Streets*	**$182,000**
During the Add/Delete phase of the FY 2013 budget process, City Council added funding to the City's Traffic Calming program. This included $82,000 for a Traffic Calming Coordinator position (1.0 FTE), $100,000 for operating materials, and $350,000 added for traffic calming projects to the City's CIP.		

Summary of Budget Changes, continued

Expenditure Reductions

Reduction Item	FTEs	FY 2013 Approved
Engineering Aide II - Personnel Allocation	**1.0**	**($55,264)**
One (1.0 FTE) vacant Engineering Aide II position will be reallocated to the Stormwater Management Fund as part of a City-wide reduction option. The reallocation will allow for more appropriate accounting of stormwater-related duties performed.		
Equipment Operator I - Vacancy Savings	**1.0**	**($41,945)**
A vacant Equiptment Operator I position is proposed for elimination in FY 2013. Duties associated with this position will be performed by other refuse collection staff.		
Traffic Survey Tech - Position Elimination	**1.0**	**($82,692)**
A Traffic Survey Tech position is proposed for elimination in FY 2013. This position's duties included responding to citizen requests, conducting traffic studies, and providing technical support to other transportation staff. These duties will be handled by traffic management and central management staff. Additionally due to traffic management staffing levels, the traffic signal system may occasionally be unmonitored.		
Civil Engineer I - Personnel Allocation		**($21,998)**
The budgeted expenditures for one quarter (0.25 FTE) Civil Engineer I position will be charged to permit center fees. The position is budgeted in T&ES, but works within the City's multi-departmental Permit Center. The position will remain under the supervision of T&ES staff. No reduction of service as a result of this transfer.		
Air Quality		**($15,000)**
The City's Air Quality program will reduce expenses associated with fees for professional services in FY13. No reduction of service will occur from this reduction option.		
Personnel Allocations to Sanitary Sewer /Stormwater		**($834,784)**
A portion of the total budgeted expenditures for forty (40.0 FTE) T&ES positions will be charged to the Sanitary Sewer & Stormwater Maintenance fund. The transfer will more appropriately account for the Sanitary and Storm sewer duties performed by T&ES staff. No reduction of service will occur as a result of these transfers.		
Project Implementation Office		**($123,389)**
Beginning in FY 2013, a Principal Planner position (1.0 FTE) previously associated with BRAC will be reallocated to another office designed to help facilitate the implementation of the waterfront small area plan and other high priority capital projects.		

Refuse Collection and Sanitary Sewer Cost Recovery Tables

Residential Refuse Collection Fee	FY 2012 Approved	FY 2013 Approved
Residential Refuse Collection	$4,055,795	$4,126,245
Residential Curbside Recycling	$829,742	$846,057
Spring Clean-up	$161,891	$67,715
Leaf Collection	$391,032	$401,324
Indirect Costs (City Administrative Support)	$461,315	$465,645
Total Expenditures	$5,899,775	$5,906,986
Residences Served	17,555	17,555
Residential Refuse Fee	$336	$336

Sanitary Sewer Fund Sources & Uses	FY 2012 Approved	FY 2013 Approved
Operating Costs - Inspections, Cleaning & Maintenance	$2,557,229	$3,240,886
Cash Capital Funding for CIP Sanitary Sewer Projects at the Current Sewer Usage Fee Rate ($1.25)	$3,547,868	$2,404,612
Debt Service - Bond Financing Costs for CIP Projects	$1,394,903	$1,854,502
Total Expenditures	$7,500,000	$7,500,000
Sewer Usage Fee Generated by the Current Rate of $1.25 per 1,000 Gallons	$6,700,000	$6,500,000
Sewer Connection Fee	$800,000	$1,000,000
Use of Sewer Fund Balance	$0	$0
Total Revenues	$7,500,000	$7,500,000

Transportation Improvement Program Operating Sources and Uses

Transportation Improvement Program Sources & Uses	FY 2012 Approved	FY 2013 Approved
Operating Costs - Project Management & Planning	$164,009	$149,701
Operating Costs - Expanded Trolley Service	$700,000	$700,000
Operating Costs - Expanded DASH Service	$0	$1,000,000
Cash Capital Funding for CIP Projects	$12,700,000	$6,501,230
Debt Service - Bond Financing Costs for CIP Projects	$0	$117,688
Total Expenditures	$13,564,009	$8,468,619
Transportation Improvement Reserved Real Estate Tax	$10,704,965	$7,475,774
Transportation Improvement Cash Capital	$909,044	$909,044
Reallocated State Urban Funds	$1,950,000	$0
Use of Fund Balance	$0	$80,201
Total Revenues	$13,564,009	$8,465,019

Transit Subsidies

Mission Statement: The mission of Transit Subsidies is to provide cost-effective transit services to address the public transportation needs of Alexandria's residents, workers and visitors by subsidizing the operation of the DASH, DOT paratransit, King Street Trolley, Virginia Railway Express (VRE) and Washington Metropolitan Area Transit Authority (WMATA) transit systems.

Expenditure and Revenue Summary

Highlights

• In FY 2013, the General Fund budget increases by $1,844,956, or 11.1%, due to DASH base operating cost increases and the following adjustments:

• A $285,006 net increase in the City's Metrobus, Metrorail, and MetroAccess General Fund operating subsidy. The total subsidy increase was $1,941,081, but that was mostly offset by a $1,478,128 increase in the use of State transit and regional gas tax revenues available at the Northern Virginia Transportation Commission (NVTC) and a $177,947 increase in the enhanced Pentagon to Mark Center BRAC-133 Metrobus 7M express bus service funded by the Department of Defense.

• The addition of $1,000,000 in expanded DASH bus service funded by the 2.2 cent real estate tax reservation for transportation improvements and DASH bus savings of $180,000 from the elimination of less-productive service. The DASH Board of Directors determined the service changes as part of a request for budget reduction options to be Saturday, weekday midday, and weekday evening AT4 service and restructuring of the Saturday AT1/7 route. A portion of the overall DASH budget increase includes the new King Street Metrorail Station to Mark Center BRAC-133 bus shuttle service expense and offsetting reimbursement from the Department of Defense.

• A $100,000 reduction in DOT paratransit service costs based on recent expenditure history.

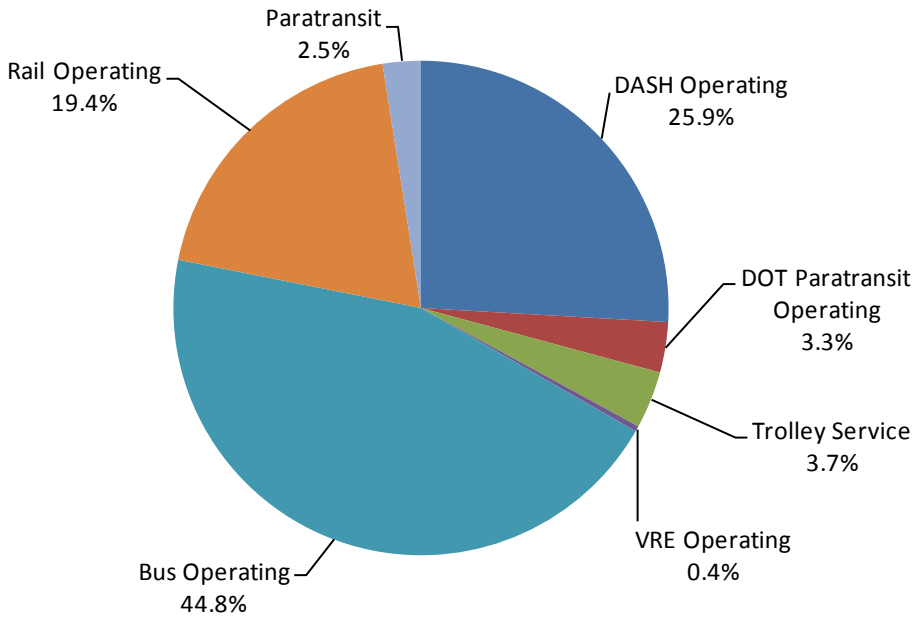
• A $3,950 increase in the City's contribution to the Virginia Railway Express (VRE).

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
DASH trips*	3,805,551	3,988,000	3,878,000
Metrobus trips	TBD	2,900,000	TBD
Metrorail trips	TBD	12,600,000	TBD

* The FY 2013 estimate is for base service excluding proposed service expansion and reductions.

FY 2013 Approved Transit Subsidies



Activity Level Subsidy Information

Transit Operating Subsidies	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Chg FY12/11
DASH Operating	8,178,196	8,028,000	9,684,000	20.6%
DOT Paratransit Operating	1,212,996	1,330,328	1,230,328	-7.5%
King Street Trolley	680,538	700,000	700,000	0.0%
Expanded Trolley	0	700,000	700,000	0.0%
VRE Operating	130,974	129,944	133,894	3.0%
WMATA Operating*	20,323,983	22,985,443	24,926,524	8.4%
Total Operating Subsidies	**30,526,687**	**33,873,715**	**37,374,746**	**10.3%**
Use of NVTC Revenues	14,253,652	16,538,974	18,055,322	9.2%
Metrobus Pentagon to Mark Center Service Revenue*	0	707,099	885,046	25.2%
Transit Subsidies Budget	**16,273,035**	**16,627,642**	**18,434,378**	**10.9%**

* Relfects partial year Pentagon to Mark Center service in FY 2012 and a full year of service for FY 2013.

Transit Subsidies Agencies

Transit Subsidies

- DASH
- DOT Paratransit
- King Street Trolley
- Virginia Railway Express (VRE)
- WMATA

Department Information

Department Contact Info
703.746.4075
www.alexandriava.gov/transit

Department Head
Rich Baier, Director of T&ES
703.746.4025
rich.baier@alexandriava.gov

Department Staff
Abi Lerner, Deputy Director
Jim Maslanka, 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$16,273,035	$16,589,422	$18,434,378
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$16,273,035	$16,589,422	$18,434,378
Program Outcomes			
DASH trips	3,805,551	3,988,000	3,878,000
Metrobus trips	TBD	2,900,000	TBD
Metrorail trips	TBD	12,600,000	TBD

Activity Data

DASH - The goal of DASH is to supplement the regional rail and bus service provided by WMATA and provide local bus service that is designed to support specific community objectives; safe, reliable, convenient, comfortable, and courteous; efficient in the use of resources, whatever their source.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
General Fund Subsidy	$8,178,196	$8,028,000	$9,684,000
FTE's	N/A	N/A	N/A
Miles of service*	1,380,075	1,608,000	1,586,000
DASH trips*	3,805,551	3,988,000	3,878,000
Operating ratio (% of costs recovered through fares and other revenue)	35.9%	35.5%	34.9%

* FY 2013 estimate reflects base service excluding service expansion and reductions.

DOT Paratransit - The goal of DOT is to provide specialized transportation service for residents of Alexandria and visitors who cannot use regular transit buses or rail due to their disability.			
General Fund Subsidy	$1,212,996	$1,330,328	$1,230,328
FTE's	N/A	N/A	N/A
Total trips	TBD	58,980	TBD
Average cost per trip	TBD	$22.56	TBD

Trolley Service - The goal of Trolley Service is to offer free land shuttle service to serve tourists, businesses, day time workers, and residents in order to promote economic development and enhance the character of Alexandria.			
Expenditures	$680,538	$1,400,000	$1,400,000
FTE's	N/A	N/A	N/A
# of riders*	437,544	500,000	700,000
Cost per rider	$1.56	$2.80	$2.00

* In FY 2012, $1.4 million was budgeted for expanded trolley service. Additional vehicles were purchased during the course of the fiscal year, so an entire year of expanded service is not reflected in the ridership. The expanded service was funded by revenues reserved for transportation improvements. Any amount unspent in FY 2012 will be available for future trollley service or other transporttation improvements.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
General Fund Subsidy	$130,974	$129,944	$133,894
FTE's	N/A	N/A	N/A

WMATA - The goal of WMATA is to be an integral part of the Washington metropolitan area by ensuring the best in safe, reliable, cost-effective and responsive transit services, by promoting regional mobility and by contributing toward the social, economic and environmental well-being of the community.			
General Fund Subsidy	$6,070,331	$5,701,150	$5,986,156
FTE's	N/A	N/A	N/A
Metrobus trips	TBD	2,900,000	TBD
Metrobus operating ratio	TBD	26%	TBD
Metrorail trips	TBD	12,600,000	TBD
Metrorail operating ratio	TBD	81%	TBD

Summary of Budget Changes

Supplemental Adjustments

Activity	Adjustment	FTEs	Amount
DASH	*Service Expansion*		**1,000,000**

The FY 2013 budget includes $1,000,000 from the 2.2 cent real estate tax reservation for transportation improvements to implement a new crosstown route (AT9) between Mark Center and Potomac Yard via Southern Towers, Bradlee Shopping Center, Park Fairfax, Del Ray, and Arlandria and to increase peak period service frequency from 30 minutes to 15 minutes on the AT6 route from King Street Metro to the Northern Virginia Community College.

Activity	Adjustment	FTEs	Amount
WMATA	*Service Expansion*		**113,500**

As a result of Metrorail overcrowding on the Orange Line and to accomdate opening of the Silver Line, WMATA has reduced Blue Line rail service between the Pentagon and Rossyln stations. To compensate for this reduced rail service, 10E bus service from the Braddock Road station to the Pentagon via Mount Vernon Avenue has been extended to continue from the Pentagon to Rosslyn. The total $227,000 cost of the service expansion is being shared

Summary of Budget Changes

Expenditure Reductions

Activity	Adjustment	FTEs	Amount
DASH	*Service Reduction*		**180,000**
The FY 2013 budget includes $180,000 in General Fund subsidy reductions. The DASH Board of Directors, as part of a request for budget reductions, eliminated less productive service on the Saturday, weekday midday, and weekday evening AT4 routes and restructured the Saturday AT1/7 route.			

Activity	Adjustment	FTEs	Amount
DOT	*Efficiency Reduction*		**-100,000**
The FY 2013 budget for the DOT paratransit service is reduced by $100,000 based on recent expenditure history.			

Additional Information

DASH Bus Operating Budget	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Chg FY12/13
Operating Revenues	4,167,654	4,539,000	4,962,000	9.3%
Operating Expenses	12,637,376	12,357,000	14,489,000	17.3%
Net Operating Subsidy	**8,469,722**	**7,818,000**	**9,527,000**	**21.9%**
Capital Outlay Items	0	210,000	157,000	-25.2%
Total City Subsidy	**8,469,722**	**8,028,000**	**9,684,000**	**20.6%**

WMATA Operating Subsidy	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Chg FY12/11
Bus Operating	14,657,000	14,938,995	16,752,126	12.1%
Rail Operating	4,798,000	5,875,696	7,244,504	23.3%
Paratransit	869,000	1,005,560	929,894	-7.5%
Prior Year Audit Adjustment	0	419,873	0	-100.0%
Total Operating Subsidy	**20,324,000**	**22,240,124**	**24,926,524**	**12.1%**
Capital Subsidy	7,024,523	7,000,000	6,200,000	-11.4%
Total Subsidy	**27,348,523**	**29,240,124**	**31,126,524**	**6.5%**

Operating Agencies

PUBLIC WORKS

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

Transportation & Environmental Services

Mission Statement: The mission of Transportation & Environmental Services is to provide excellent multimodal transportation services and facilities, and to protect and enhance the natural environment to improve the quality of life for those who live in, work in, and visit the city of Alexandria.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	17,179,578	17,914,254	18,893,205	5.5%
Non-Personnel	14,920,795	13,357,997	13,691,312	2.5%
Capital Goods Outlay	16,375	1,199,438	557,943	-53.5%
Interfund Transfers	7,262,209	17,661,608	12,775,784	-27.7%
Debt Service	0	0	117,688	NA
Total Expenditures	$39,378,957	$50,133,297	$46,035,932	-8.2%
Less Revenues				
Internal Services	608,570	1,193,438	551,943	-53.8%
ARRA - Stimulus Funds	1,005,272	0	0	NA
Sanitary Sewer Fund	6,234,787	7,500,000	7,500,000	0.0%
Stormwater Management Fund	2,223,500	1,621,459	1,699,040	4.8%
Potomac Yard Metrorail Station Financing	0	510,380	910,380	78.4%
Special Revenue Funds	933,957	413,983	436,064	5.3%
Total Designated Funding Sources	$11,006,086	$11,239,260	$11,097,427	-1.3%
Net General Fund Expenditures	**$28,372,871**	**$38,894,037**	**$34,938,505**	**-10.2%**
Total Department FTE's	207.0	210.0	208.5	-0.7%

Highlights

- In FY 2013 General Fund expenditures will decrease by $3,955,532 or 10.2%.

- Personnel costs will increase in FY 2013 by $978,951, or 5.5%. This increase can be attributed largely to a merit-step increase, a benefits increase and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is partially offset by the elimination of one equipment operator position and one traffic survey technician position and the transfer of one transportation planner (the former BRAC overhire) to the proposed project implementation office. In its new capacity, the position will be responsible for assisting in the implementation of major planned development projects such as the Waterfront Small Area Plan.

- Capital Goods Outlay will decrease by $641,495, or 53.5%. This is due largely to non-General Fund vehicle replacement costs in the equipment replacement fund. The year-to-year decrease is due to FY 2013 having a smaller than average number of vehicles scheduled for replacement compared to FY 2012.

- Interfund transfers decrease due to a reduction of revenue in the Transportation Improvement Program (TIP). Interfund transfers represent the transfer of revenues reserved for sanitary sewers, storm water management, and the TIP to the Capital Projects Fund for cash-funded capital improvements and the General Fund for Debt Service related to bond financed capital improvements. The TIP is funded primarily by a 2.2 cent reservation on the real estate property tax. When the reservation was created in May 2011, the corresponding tax rate increase produced surplus FY 2011 tax revenues that were applied to the FY 2012 budget along with FY 2012 revenues. The FY 2013 budget includes only revenues collected in FY 2013, hence triggering a decreased TIP budget.

- In FY 2012, the Alternative Transportation Planning & Support program reorganized into both the Transit Services program and the Transportation Planning & Support program. This reorganization was necessary in order to better align office functions, and account for appropriate expenditures. As part of the reorganization, Regional Transportation, Paratransit Services, and the Potomac Yard Metro Station Planning activities all operate within the Transit Services program . Alternative Transportation Promotion and Bicycle & Pedestrian Coordination activities operate within the Transportation Planning & Support program. Additionally, a new Transportation Plan Review activity was also created within Transportation Planning & Support.

- The sanitary sewer line maintenance charge of $1.25 per 1,000 gallons and the residential solid waste collection rate of $336 per year is changing in FY 2013.

- During the FY 2013 Budget process City Council added funding to the City's Traffic Calming program. This included $82,000 for a Traffic Calming Coordinator position (1.0 FTE), $100,000 for operating materials, and $350,000 added for traffic calming projects to the City's CIP.

T&ES Programs and Activities

Leadership & Management Support Services
- Leadership and General Management

Streets & Sidewalk Maintenance
- Street Maintenance
- Sidewalk, Curb & Gutter Maintenance
- Snow Plowing & De-Icing

Sewer Maintenance
- Sanitary Sewer Maintenance
- Storm Sewer Maintenance
- Fire Hydrant Maintenance

Recycling
- Residential Recycling Collection
- Commercial Recycling
- Other Recycling

Capital Project Management
- Design Management
- Construction Management
- Bridge Inspection & Maintenance

Transportation Management
- Signals, Signs & Markings
- Parking Meters
- Traffic Management
- Special Events
- Street Lighting
- Impound Lot

Refuse Collection
- Commercial Refuse Collection
- Residential Refuse Collection
- Spring Clean-Up

Street Cleaning
- Street Sweeping
- Special Events
- Leaf Collection
- King Street Cleaning

Environmental Quality
- Air Quality
- Water Quality
- Noise Quality
- Contaminated Land

Plan Review & Permitting
- Site Plan Review
- Development Site Inspection
- Permitting
- Flood Plain Management

Regional Transportation Systems
- Regional Transportation
- Paratransit Services
- Potomac Yard Metro Station Financing

Transportation Planning & Support
- Transportation Plan Review
- Alternative Transportation Promotion
- Bicycle & Ped Coordination

Transportation Improvement Program
- Transportation Improvement Program

Dept Info

Department Contact Info
703.746.4025
www.alexandriava.gov/tes

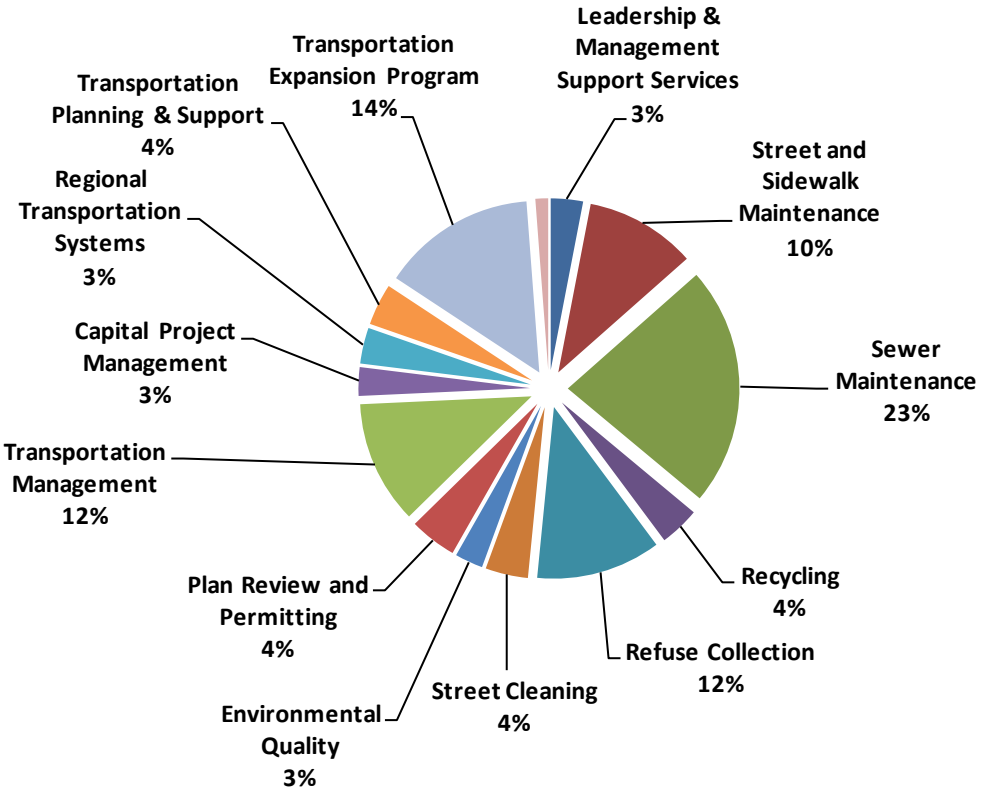
Department Head
Rich Baier, Director
703.746.4025
rich.baier@alexandriava.gov

Department Staff
Emily Baker, City Engineer
Abi Lerner, Deputy Director for Transportation
Yon Lambert, Deputy Director for Operations
Bill Skrabak, Deputy Director, Office of Environmental Quality
Antonio Baxter, Administrative Services Division Chief

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of department-wide performance outcomes and goals achieved	69%	60%	70%
% of streets and sidewalks in good to excellent condition	N/A	90%	90%
% of sanitary sewers operational	100%	100%	100%
% of storm sewer repairs completed within 3 working days	85%	85%	90%
% of citizens who use alternative transportation as indicated through a bi-annual survey	N/A	N/A	35%
% of the waste stream diverted by recycling	42%	32%	42%
% of customers who rate refuse collection as good to excellent	N/A	98%	98%

FY 2013 Approved Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	$1,494,650	$1,147,211	$1,395,651	21.7%
Street and Sidewalk Maintenance	$4,659,321	$4,852,582	$4,810,025	-0.9%
Sewer Maintenance	$10,341,357	$10,291,914	$10,389,117	0.9%
Recycling	$1,621,015	$1,712,078	$1,735,622	1.4%
Refuse Collection	$5,215,692	$5,417,019	$5,407,772	-0.2%
Street Cleaning	$2,022,723	$1,886,583	$1,849,775	-2.0%
Environmental Quality	$1,211,069	$1,230,750	$1,219,180	-0.9%
Plan Review and Permitting	$2,071,760	$2,078,911	$2,040,281	-1.9%
Transportation Management	$5,158,944	$5,366,305	$5,341,492	-0.5%
Capital Project Management	$1,398,876	$1,567,606	$1,239,252	-20.9%
Regional Transportation Systems	$801,394	$1,108,186	$1,558,916	40.7%
Transportation Planning & Support	$2,773,586	$1,366,705	$1,808,260	32.3%
Transportation Expansion Program	$0	$10,914,009	$6,688,646	-38.7%
Vehicle Replacement	$608,570	$1,193,438	$551,943	-53.8%
Total Expenditures	**$39,378,957**	**$50,133,297**	**$46,035,932**	**-8.2%**

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 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	7.8	8.3	11.3	35.7%
Street and Sidewalk Maintenance	20.6	20.5	15.8	-23.2%
Sewer Maintenance	25.3	28.9	39.6	37.0%
Recycling	5.1	5.0	4.8	-4.4%
Refuse Collection	35.7	35.5	34.4	-3.2%
Street Cleaning	20.3	20.9	20.4	-2.1%
Environmental Quality	8.9	8.9	8.4	-5.6%
Plan Review and Permitting	21.1	21.1	18.3	-13.3%
Transportation Management	27.7	27.6	28.6	3.7%
Capital Project Management	18.6	15.3	11.2	-26.6%
Regional Transportation Systems	5.2	6.8	5.8	-14.1%
Transportation Planning & Support	10.0	10.4	9.0	-13.5%
Transportation Expansion Program	n/a	1.0	1.0	0.0%
Total FTE's[1]	**206.2**	**210.0**	**208.5**	**-0.7%**

1 In November 2011 the Department received a grant that was appropriated by City Council in April 2012 for Ridesharing Enhancements. The funds will be used in part to fund a 50% FTE to assist with fiscal and program compliance. The new position is reflected in the FY 2013 Approved Budget. It will be eliminated when the grant funds are exhausted. Any other 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	3.8%	3.8%	3.0%
Total Expenditures	$1,494,650	$1,147,211	$1,395,651
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,494,650	$1,147,211	$1,395,651
Program Outcomes			
% of department-wide performance outcomes and goals achieved	69%	60%	70%
T&ES operating expenditures per capita	$281	$321	$295

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,494,650	$1,147,211	$1,395,651
FTE's	7.8	8.3	11.3
# of department FTEs managed	207	210	209
$ amount of departmental expenditures	$39,378,957	$50,133,297	$46,035,932
Leadership & Management Support Services expenditures as % of department total	3.8%	2.3%	3.0%
% of departmental effectiveness targets met	69%	70%	70%

Program expenses will increase $238,712, or 20.8% in FY 2013. This expenditure increase is largely due to personnel costs associated with a reallocation of 3.5 FTEs. Positions moved to Leadership & Gerenal Management include Contract Specialist II (1.0 FTE), HR Technician I (1.0 FTE), and Account Clerk III (0.5 FTE.)

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	11.8%	9.7%	10.5%
Total Expenditures	$4,659,321	$4,852,582	$4,810,025
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$4,659,321	$4,852,582	$4,810,025
Program Outcomes			
% of streets and sidewalks in good to excellent condition	N/A	90%	90%
Average pavement condition rating	70%	70%	60%

Activity Data

STREET MAINTENANCE – The goal of Street Maintenance is to repair potholes within 24 hours of notification, maintain the riding surface of streets and alleys in a safe condition by resurfacing them on an as-needed basis, and restore to City standards the public right-of-way disturbed by utility companies and private contractors within 30 days of permanent underground installation.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$3,525,799	$4,491,004	$4,451,648
FTE's	19.0	20.5	15.7
# of lane miles resurfaced	25	23	20
Cost per lane mile resurfaced	$141,032	$195,261	$222,582
% of residents rating the condition of local roads as good	N/A	90%	N/A
Average pavement condition rating	70%	70%	60%

Streets & Sidewalks Program, continued

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures[1]	$358,118	$361,578	$358,377
FTE's	0.1	0.1	0.1
# of sidewalks replaced (square yards)	2,289	5,635	5,600
Cost per square yard of sidewalk replaced	$156.45	$64.17	$64.00
# of curb and gutter replaced (linear feet)	1,295	2,700	2,700
Cost per linear foot of curb and gutter replaced	$276.54	$133.92	$132.73
% of residents who rate the conditions of sidewalk, curb and gutter as good[2]	N/A	75%	75%

[1] Sidewalk, curb and gutter maintenance capacity has been reduced in recent years. In the last three fiscal years, expenditures in this activity have been reduced by $586,049, or 61.8% .

[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 2011.

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	$775,404	0	0
FTE's	1.5	0.0	0.0
# of lane miles plowed	6,500	N/A	N/A
# of snow events responded to	20	N/A	N/A
# of inches of snow fall annually	12	N/A	N/A
Cost per lane mile plowed	$21,539	N/A	N/A
% of residents rating City snow removal operations as good	80%	N/A	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 finds be transfered 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	26.3%	20.5%	22.5%
Total Expenditures	$10,341,357	$10,291,914	$10,389,117
Less Revenues	$8,458,287	$9,121,459	$9,199,040
Net General Fund Expenditures	$1,883,070	$1,170,455	$1,190,077
Program Outcomes			
% of sanitary sewers operational	100%	100%	100%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$6,234,787	$7,500,000	$7,500,000
FTE's	16.7	19.2	26.5
# of linear feet of sanitary sewers cleaned and inspected	975,750	675,000	990,000
Cost per linear foot of sewer cleaned and inspected	$6.39	$11.11	$7.58
% of linear feet of sewers cleaned and inspected on schedule	98%	98%	98%

In FY 2013, Sanitary Sewer Maintenance personnel will increase by 7.3 FTEs. This increase is due in large part to a reallocation of T&ES staff from the General Fund. The reallocation is necissary in order to more accurately reflect the costs associated with this activity.

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	$3,866,170	$2,570,614	$2,671,343
FTE's	8.4	9.5	13.0
# of repair work orders completed for storm sewers	120	200	225
Cost per repair completed	$32,218	$12,853	$11,873
% of storm water repairs completed within three working days	85%	85%	90%

In FY 2013, Sanitary Sewer Maintenance expenses will increase $100,729, or 3.8% . This increase is due in large part to additional operating costs, and a reallocation of personnel from the General Fund. The reallocation is necissary in order to more accurately reflect the expenses associated with this activity.

Sewer Maintenance Program, continued

The goal of Sewer Maintenance is to provide inspection, cleaning and repair to the City's sanitary and storm water collection and conveyance systems to minimize property damage, health hazards and pollution of surrounding water areas.

Activity Data

FIRE HYDRANT MAINTENANCE – The goal of Fire Hydrant Maintenance is to repair existing and install new City fire hydrants in order to keep fire hydrants in working order.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$240,400	$221,300	$217,774
FTE's	0.2	0.2	0.2
# of fire hydrants repaired overhauled	700	700	675
Cost per fire hydrant repaired overhauled	$343	$316	$323
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	4.1%	3.4%	3.8%
Total Expenditures	$1,621,015	$1,712,078	$1,735,622
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,621,015	$1,712,078	$1,735,622
Program Outcomes			
% of the waste stream diverted	42.0%	32.0%	42.0%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,170,918	$1,221,957	$1,240,837
FTE's	3.7	3.7	3.6
Tons of residential recycling collected	6,360	7,500	6,760
Cost per residential ton recycled	$184	$163	$184
% of waste stream diverted	41%	24%	45%
% of recycling complaints resolved within one business day	99%	100%	100%

COMMERCIAL & MULTI-FAMILY COLLECTION – The goal of the Commercial and Multi-family Collection program is to establish implementation plans for recycling in commercial and multi-family establishments in order to divert materials from the waste stream.			
Expenditures	$129,441	$143,671	$147,025
FTE's	1.3	1.3	1.1
Tons of commercial and multi-family recycling reported	60,596	42,000	61,202
Cost per commercial and multi-family recycling plan monitored	$2.14	$3.42	$2.40
% of waste stream diverted	37%	28%	38%

Recycling Program, continued

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.	FY 2011 Approved	FY 2012 Approved	FY 2013 Approved
Expenditures	$320,656	$346,450	$347,760
FTE's	0.2	0.1	0.1
Tons of other items collected	1,019	1,800	1,300
Cost per ton of other items collected	$314.68	$192.47	$267.51
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	13.2%	10.8%	11.8%
Total Expenditures	$5,215,692	$5,417,019	$5,407,772
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$5,215,692	$5,417,019	$5,407,772
Program Outcomes			
% of customers who rate refuse collection as good to excellent	N/A	98.0%	98.0%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$695,327	$730,594	$736,862
FTE's	6.4	6.3	6.0
Tons of commercial trash collected	5,188	3,000	5,500
Cost per ton of commercial trash collected	$134	$244	$134
% 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	$4,439,829	$4,506,542	$4,595,432
FTE's	28.5	28.5	27.6
Tons of residential curbside trash collected	18,912	19,600	22,000
Cost per ton of residential curbside trash collected	$235	$230	$209
Refuse/recycling fee (100% cost recovery rate)	$336	$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	$80,536	$179,883	$75,478
FTE's	0.8	0.7	0.7
Tons of trash collected	248	400	650
Cost per ton of trash collected	$325	$450	$116
% of neighborhoods completed on schedule	100%	100%	100%

Street Cleaning Program

The goal of Street Cleaning is to provide litter and leaf collection, street cleaning and special event support in order to divert litter from the waste stream, provide clean and sanitary streets, and reduce the amount of debris collected in storm drains.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	5.1%	3.8%	4.0%
Total Expenditures	$2,022,723	$1,886,583	$1,849,775
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,022,723	$1,886,583	$1,849,775
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,427,928	$1,266,775	$1,231,517
FTE's	13.1	14.2	13.8
# of lane miles swept and flushed	41,840	49,000	51,000
Cost per lane mile swept and flushed	$34.13	$25.85	$24.15
% of complaints resolved within one business day	98%	98%	98%

SPECIAL EVENTS – The goal of Special Events is to provide a clean environment for event participants.			
Expenditures	$0	$37,501	$21,412
FTE's	0.3	0.1	0.1
Tons of material collected	21	22	22
Cost per ton of material collected	$21	$1,705	$21,434
% of customers satisfied with special event clean up	90%	85%	90%

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	$499,093	$434,490	$448,106
FTE's	4.6	4.2	4.3
Cubic yards of leaves collected	31,050	33,500	34,700
Cost per cubic yard of leaves collected	$16.07	$12.97	$12.91
% of streets cleaned on schedule	96%	96%	96%

Street Cleaning Program, continued

The goal of Street Cleaning is to provide litter and leaf collection, street cleaning and special event support in order to divert litter from the waste stream, provide clean and sanitary streets, and reduce the amount of debris collected in storm drains.

Activity Data

KING STREET CLEANING – The goal of King Street Cleaning is to provide a desirable environment that will attract visitors to the City's historic district of shops and restaurants.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$95,702	$147,817	$148,740
FTE's	2.4	2.3	2.2
# of blocks cleaned per day	18	18	19
Cost per block cleaned per day	$20	$32	$30
% 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	3.1%	2.5%	2.4%
Total Expenditures	$1,211,069	$1,230,750	$1,219,180
Less Revenues	$167,451	$50,903	$50,367
Net General Fund Expenditures	$1,043,618	$1,179,847	$1,168,813
Program Outcomes			
% of complaints closed in 30 days	95%	95%	95%

Activity Data

AIR QUALITY – The goal of Air Quality is to investigate complaints, monitor air quality and inspect regulated facilities in order to administer and enforce the City Air Pollution Control Code (Title 11,Chapter 1) to enhance air quality.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$564,888	$456,445	$476,836
FTE's	2.7	3.2	2.9
# of inspections conducted	24	28	28
# of complaints responded to	13	20	20
Cost per capita of air quality activity	$4.04	$2.92	$3.05
% complaints closed within 30 days	100%	80%	80%

WATER QUALITY – The goal of Water Quality is to conduct reviews and inspections of City site plans and ensure regulatory requirements are met for City permits in order to protect and manage the watershed.			
Expenditures	$392,660	$459,572	$461,457
FTE's	3.5	3.5	3.2
# of site plans reviewed	321	300	315
# of complaints resolved	22	20	20
Cost per capita of water quality activity	$2.81	$2.94	$2.95
% 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	$122,302	$137,144	$88,732
FTE's	1.1	1.1	0.7
# of complaints responded to	56	45	45
Cost per capita of noise quality activity	$0.87	$0.88	$0.57
% of noise complaints resolved satisfactorily within 30 days	92%	100%	90%

* Decrease in expenses & FTEs reflect the lower number of noise complaints and noise permits issued.

Environmental Quality Program, continued

The goal of Environmental Quality is to provide air, water, noise and land quality services in order to protect and enhance the public's health and welfare and the City's environment.

Activity Data

CONTAMINATED LAND – The goal of Contaminated Land is to administer the contaminated land ordinance, manage City contaminated sites, and insure that the development of contaminated sites is done in a safe and responsible manner.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$131,219	$177,589	$192,155
FTE's	1.6	1.1	1.6
# of contaminated sites reviewed	22	15	15
Cost per capita of contaminated land activity	$0.94	$1.14	$1.23
% of site plans reviewed on schedule	90%	90%	90%

*Increase in expenses & FTEs reflect the increase in duties charged to Virginia Paving SUP, & Gen-On Potomac River Generating Station

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	5.3%	4.1%	4.1%
Total Expenditures	$2,071,760	$2,078,911	$2,040,281
Less Revenues	$186	$0	$22,617
Net General Fund Expenditures	$2,071,574	$2,078,911	$2,017,664
Program Outcomes			
% of plans reviewed on schedule	95%	95%	95%

Activity Data

SITE PLAN REVIEW - The goal of Site Plan Review is to review private development plans for conformance with T&ES design requirements.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$689,275	$681,395	$668,243
FTE's	6.7	6.5	5.3
# of plan submittals reviewed	502	450	450
Cost per plan submittal reviewed	$1,373	$1,514	$1,485
% of submittals reviewed by two-week deadline	95%	95%	95%

In FY 2013, a portion of one Civil Engineer I is funded from permit center fee revenue.

DEVELOPMENT SITE INSPECTION – The goal of Development Site Inspection is to conduct inspections to insure construction of public infrastructure for conformance with T&ES requirements.			
Expenditures	$869,580	$890,890	$823,204
FTE's	8.8	8.8	7.3
# of erosion and sediment control inspections conducted	976	1,200	1,000
Cost per site monitored	$891	$742	$823
% of erosion and sediment control inspections conducted on schedule	100%	100%	100%

PERMITTING – The goal of Permitting is to issue permits for construction activities within the public right-of-way and review building permits for impact on the public right-of-way for conformance with T&ES requirements.			
Expenditures	$475,696	$456,735	$503,492
FTE's	5.3	5.5	5.4
# of T&ES permits issued	2,717	2,800	2,750
# of Code Enforcement permits reviewed	3,689	3,800	3,700
# of Reserved Parking Parking request issued	2,550	N/A	2,550
Cost per T&ES permit issued	$100.00	$100.00	$100.00
% of Code Enforcement permits reviewed within three days	100%	100%	100%

Plan Review & Permitting Program, continued

The goal of Plan Review and Permitting is to provide site plan, development site, inspection and other services to the citizens, contractors and developers in a timely manner to insure compliance with T&ES standards.

Activity Data

FLOOD PLAIN MANAGEMENT – The goal of Flood Plain Management is to comply with the National Flood Insurance program and maintain the City's participation in the community rating system in order to provide City property owners with access to discounted flood insurance.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$37,209	$49,891	$45,342
FTE's	0.4	0.4	0.3
# of acres of floodplain managed	614	614	645
Cost per acre of floodplain managed	$60.60	$81.26	$70.30
$ saved in flood insurance programs	162,919	150,000	162,919

Transportation Management

The goal of Traffic Operations is to provide the infrastructure needed on the City's right-of-way in order to ensure an efficient flow of traffic for residents and travelers in Alexandria in order to enhance safety for all users and to reduce air pollution.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	13.1%	10.7%	10.7%
Total Expenditures	$5,158,944	$5,366,305	$5,341,492
Less Revenues	$141,580	$0	$0
Net General Fund Expenditures	$5,017,364	$5,366,305	$5,341,492
Program Outcomes			
% of plans reviewed on schedule	95%	95%	95%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$2,327,904	$2,170,965	$2,256,206
FTE's	18.9	18.9	18.6
# of signals maintained	289	289	289
Cost per signal maintained	$8,055	$7,512	$7,807
% of signal outages responded to within one hour	95%	95%	95%

METERS – The goal of Metering is to provide parking management to assure that there is adequate turnover of parking spaces to give motorists the opportunity of finding a place to park.			
Expenditures	$697,042	$730,734	$738,557
FTE's	4.6	4.6	3.9
# 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 MANAGEMENT - The goal of Traffic Management is to ensure quality development that is consistent with the City's Strategic Plan goal and that complies with federal, state and local regulations for traffic management.			
Expenditures	$273,417	$380,058	$285,622
FTE's	0.0	0.0	2.1
# of development submittals reviewed	7	20	20
Cost per submittal reviewed	$862	$3,038	$2,951
% of site plan submittal reviews completed on schedule	100%	100%	100%

Transportation Management, continued

The goal of Traffic Operations is to provide the infrastructure needed on the City's right-of-way in order to ensure an efficient flow of traffic for residents and travelers in Alexandria in order to enhance safety for all users and to reduce air pollution.

Activity Data

SPECIAL EVENTS – The goal of Special Events is to assure traffic flow during times that City streets will be more crowded than usual, which will support economic development in the community.			
Expenditures	$16,168	$59,026	$49,805
FTE's	0.3	0.1	0.1
# 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%

STREET LIGHTING – The goal of Street Lighting is to pay for electricity and report outages to Dominion Virginia Power for repair.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,466,040	$1,484,878	$1,460,366
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%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	3.6%	3.1%	2.5%
Total Expenditures	$1,398,876	$1,567,606	$1,239,252
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,398,876	$1,567,606	$1,239,252
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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,233,945	$1,373,701	$1,080,719
FTE's	17.2	13.9	10.2
# of design projects in process	47	60	58
Average cost per design	$26,254	$22,895	$18,633
% of design task orders completed on time	90%	95%	90%
% of design task orders completed within budget	100%	100%	100%

*In FY 2013 Design Management expenses were reduced by $292,982, or 27.1% . This reduction is largely due to the reallocation of an Engineer Aide II position to the Sanitary Sewers Maintenance fund.

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	$144,960	$158,507	$121,170
FTE's	1.2	1.2	0.8
# of construction projects managed	12.0	9.0	11.0
$ value of construction projects managed	$14,410,292	$12,000,000	$13,000,000
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	$19,971	$35,398	$37,363
FTE's	0.3	0.3	0.3
# of bridges inspected	13	14	13
Cost per bridge inspected	$1,536	$2,528	$2,874
% of bridges in satisfactory condition	100%	100%	100%

Regional Transportation Systems

The goal of Regional Transportation Systems is to provide bus and rail services which benefit residents, workers and visitors to Alexandria through a combination of regional subsidies and direct operations, and to plan and construct transit facilities which will improve these operations.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	2.0%	2.2%	3.1%
Total Expenditures	$801,394	$1,108,186	$1,558,916
Less Revenues	$385,571	$510,380	$910,380
Net General Fund Expenditures	$415,823	$597,806	$648,536
Program Outcomes			
Citizen satisfaction with the ease of traveling through the City	N/A	70%	70%

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 2011 Actual**	**FY 2012 Approved**	**FY 2013 Approved**
Expenditures	$694,387	$483,624	$515,875
FTE's	4.1	4.7	3.6
# of grants secured by Transit Services	6	3	4
$ of grant revenues secured by Transit Services	$3,000,000	$1,720,000	$3,100,000
% of Transit Services expenditures funded by grants	76%	75%	75%

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.			
Expenditures	$107,007	$114,182	$132,661
FTE's	1.1	1.1	1.2
# of trips	54,193	59,849	54,000
Average cost per trip	$22.57	$22.56	$22.56
Complaints received as a percentage of total trips	0.04%	0.08%	0.04%

This activity includes only the department staff and non-personnel costs associated with managing the DOT paratransit program. The City subsidy for DOT is funded in the Transit Subsidies budget.

Regional Transportation Systems continued

The goal of Regional Transportation Systems is to provide bus and rail services which benefit residents, workers and visitors to Alexandria through a combination of regional subsidies and direct operations, and to plan and construct transit facilities which will improve these operations.

POTOMAC YARD METRORAIL STATION FINANCING – The goal of Potomac Yard Metrorail Station Financing is to establish a diverse revenue stream, including developer contributions, developer contributions, and net new General Fund revenues from an increased tax base, in order to fund the construction of a new Metrorail station at Potomac Yard without impacting the City's base General Fund budget.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$0	$510,380	$910,380
FTE's	0.0	1.0	1.0

Transportation Planning & Support

The goal of Transportation Planning & Support is to develop and administer plans and programs that encourage residents and employees to use alternative transportation by implementing complete streets and multi-modal facilities that reduce traffic congestion and improve air quality.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	7.0%	2.7%	3.6%
Total Expenditures	$2,773,586	$1,366,705	$1,808,260
Less Revenues	$1,244,441	$363,080	$363,080
Net General Fund Expenditures	$1,529,145	$1,003,625	$1,445,180
Program Outcomes			
Citizen satisfaction with the ease of traveling through the City	N/A	70%	70%

Activity Data

TRANPORTATION PLAN REVIEW - The goal of Transportation Plan Review is to ensure quality development and redevelopment that is consistent with the City's strategic plan and that complies with federal, state, and local regulations for transportation management. This activity also includes transportation planning and parking planning.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$199,569	$94,748	$500,564
FTE's	2.9	3.1	2.7
# of plan submittals reviewed	TBD	TBD	100
Cost per plan submittal reviewed	TBD	TBD	$9,619
% of submittals reviewed by two-week deadline	TBD	TBD	95%

Reorganized in FY 2013 to reflect activity associated with Transportation Planning Division

Transportation Planning & Support, continued

The goal of Transportation Planning & Support is to develop and administer plans and programs that encourage residents and employees to use alternative transportation by implementing complete streets and multi-modal facilities that reduce traffic congestion and improve air quality.

ALTERNATIVE TRANSPORTATION PROMOTION & PLAN REVIEW – The goal of Alternative Transportation Promotion and Plan Review is to administer City employee, City resident, and private employer incentive programs and ensure that all major development projects include Transportation Management Plans (TMP) for alternative transportation in order to decrease congestion and improve air quality.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$1,537,277	$973,737	$1,016,139
FTE's	4.9	5.0	4.4
Amount obligated by TMPs from July 2010-July 2011	$2,026,256	$2,107,306	$2,191,598
# of City employees receiving transit benefit	300	225	375
Cost per transit benefit provided	N/A	$68.00	$68.00
% of non-single occupied vehicle mode share for Transportation Management Plan (Residential)	56%	57%	58%
% of non-single occupied vehicle mode share for Transportation Management Plan (Commercial)	30%	32%	34%
% of City workforce that participates in transit benefit program	8.30%	9.3%	9.0%

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	$1,036,740	$298,220	$291,557
FTE's	2.3	2.3	1.9
Number of pedestrian and bicycle spot improvements	30	70	35
Number of projects completed from Master Bicycle and Pedestrian Plan	25	28	29
Cost per linear foot added to the bikeway network	$0.75	$0.75	$0.75
% of bike commuters	2.70%	2.97%	3.12%

Transportation Expansion Program

The goal of the Transportation Expansion Program is to establish an ongoing and predictable source of revenue in order to improve the City's transportation and transit systems through the use of local funds and leveraged outside funding sources.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	0.0%	21.8%	14.6%
Total Expenditures	$0	$10,914,009	$6,688,646
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$0	$10,914,009	$6,688,646
Program Outcomes			
[1]Planned total 10-year investment in transportation improvements funded through the real estate tax reservation	N/A	$144,835,013	$143,847,889

[1] FY 2013 10-year investment reduced by $987,124 based on revised growth rate assumptions to the real estate tax base over the 10-year plan.

Activity Data

TRANSPORTATION IMPROVEMENT PROGRAM – The goal of the Transportation Improvement Program is to establish an ongoing and predictable source of revenue in order to improve the City's transportation and transit systems through the use of local funds and leveraged outside funding sources.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	$0	$10,914,009	$6,688,646
FTE's	0.0	1.0	1.0
[1]Planned 10-year operating service investment (excluding debt service)	N/A	$ 33,635,719	$ 61,506,024
[2]Planned 10-year capital investment on general obligation bonds	N/A	$ 15,142,564	$ 16,778,063
[3]Planned 10-year capital investment (including cash capital and general obligation bonds)	N/A	$ 96,056,730	$ 65,563,802

[1] Significant increase in operating service investment due to more thorough analysis of projected operating costs over the 10-year plan. Operating costs associated with DASH & Trolley/Circulator Expansion, Potomac Yard, BRT (Bus Rapid Transit), Beauregard Corridor BRT, and Transit Implementation staff are included in the FY 2013-2022 Transportation Improvement Projection.

[2]Debt service increases due to adding FY2022 payments into the 10-year plan.

[3]Decrease in Capital investment due to increase in Operating services investment.

Summary of Budget Changes, continued

Adjustments to Maintain Current Service Levels

Activity	Current Services Adjustment	FY 2013 Approved
Street Maintenance	*Street Maintenance Contract Adjustment*	**$94,341**
The cost to purchase crushed stone, asphalt, and other road construction and maintenance materials are expected to increase. As a result, suppliers have quoted the City at higher prices for the materials, and an increase is necessary to account for rising costs.		
Signs, Signals, & Markings	*Pavement Markings Contract Adjustment*	**$104,100**
Expenses related to the City's contract with a vendor for pavement marking is expected to receive a 4.1% increase (tied to the CPI-U) in FY 2013.		
Residential Recycling	*Residential Recycling Contract Adjustment*	**$36,080**
Expenses related to the City's contract with a vendor for residential recycling collection is anticipated to receive a 4.1% increase (tied to the CPI-U) in FY 2013 per contractual pricing.		
Several	*CPI-U Contract Adjustments*	**$30,450**
Contract costs related to storm sewer maintenance, sanitary sewer maintenace, commercial refuse collection, commercial recycling collection,and the employee transit benefit are all anticipated to receive a 4.1% increase (tied to the CPI-U) in FY 2013 per contractual pricing.		
Meters	*Meters Management Contract Adjustment*	**$73,075**
This contract adjustment allows $70,000 for the increased operating costs to maintain new parking meters within the City. Additionally, a $3,075 contract adjustment allows for a 4.1% CPI-U increase for FY 2013.		

Supplemental Adjustments

Activity	Adjustment	FY 2013 Approved
Street Maintenance	*Traffic Calming/Complete Streets*	**$182,000**
During the Add/Delete phase of the FY 2013 budget process, City Council added funding to the City's Traffic Calming program. This included $82,000 for a Traffic Calming Coordinator position (1.0 FTE), $100,000 for operating materials, and $350,000 added for traffic calming projects to the City's CIP.		

Summary of Budget Changes, continued

Expenditure Reductions

Reduction Item	FTEs	FY 2013 Approved
Engineering Aide II - Personnel Allocation	**1.0**	**($55,264)**
One (1.0 FTE) vacant Engineering Aide II position will be reallocated to the Stormwater Management Fund as part of a City-wide reduction option. The reallocation will allow for more appropriate accounting of stormwater-related duties performed.		
Equipment Operator I - Vacancy Savings	**1.0**	**($41,945)**
A vacant Equiptment Operator I position is proposed for elimination in FY 2013. Duties associated with this position will be performed by other refuse collection staff.		
Traffic Survey Tech - Position Elimination	**1.0**	**($82,692)**
A Traffic Survey Tech position is proposed for elimination in FY 2013. This position's duties included responding to citizen requests, conducting traffic studies, and providing technical support to other transportation staff. These duties will be handled by traffic management and central management staff. Additionally due to traffic management staffing levels, the traffic signal system may occasionally be unmonitored.		
Civil Engineer I - Personnel Allocation		**($21,998)**
The budgeted expenditures for one quarter (0.25 FTE) Civil Engineer I position will be charged to permit center fees. The position is budgeted in T&ES, but works within the City's multi-departmental Permit Center. The position will remain under the supervision of T&ES staff. No reduction of service as a result of this transfer.		
Air Quality		**($15,000)**
The City's Air Quality program will reduce expenses associated with fees for professional services in FY13. No reduction of service will occur from this reduction option.		
Personnel Allocations to Sanitary Sewer /Stormwater		**($834,784)**
A portion of the total budgeted expenditures for forty (40.0 FTE) T&ES positions will be charged to the Sanitary Sewer & Stormwater Maintenance fund. The transfer will more appropriately account for the Sanitary and Storm sewer duties performed by T&ES staff. No reduction of service will occur as a result of these transfers.		
Project Implementation Office		**($123,389)**
Beginning in FY 2013, a Principal Planner position (1.0 FTE) previously associated with BRAC will be reallocated to another office designed to help facilitate the implementation of the waterfront small area plan and other high priority capital projects.		

Refuse Collection and Sanitary Sewer Cost Recovery Tables

Residential Refuse Collection Fee	FY 2012 Approved	FY 2013 Approved
Residential Refuse Collection	$4,055,795	$4,126,245
Residential Curbside Recycling	$829,742	$846,057
Spring Clean-up	$161,891	$67,715
Leaf Collection	$391,032	$401,324
Indirect Costs (City Administrative Support)	$461,315	$465,645
Total Expenditures	$5,899,775	$5,906,986
Residences Served	17,555	17,555
Residential Refuse Fee	$336	$336

Sanitary Sewer Fund Sources & Uses	FY 2012 Approved	FY 2013 Approved
Operating Costs - Inspections, Cleaning & Maintenance	$2,557,229	$3,240,886
Cash Capital Funding for CIP Sanitary Sewer Projects at the Current Sewer Usage Fee Rate ($1.25)	$3,547,868	$2,404,612
Debt Service - Bond Financing Costs for CIP Projects	$1,394,903	$1,854,502
Total Expenditures	$7,500,000	$7,500,000
Sewer Usage Fee Generated by the Current Rate of $1.25 per 1,000 Gallons	$6,700,000	$6,500,000
Sewer Connection Fee	$800,000	$1,000,000
Use of Sewer Fund Balance	$0	$0
Total Revenues	$7,500,000	$7,500,000

Transportation Improvement Program Operating Sources and Uses

Transportation Improvement Program Sources & Uses	FY 2012 Approved	FY 2013 Approved
Operating Costs - Project Management & Planning	$164,009	$149,701
Operating Costs - Expanded Trolley Service	$700,000	$700,000
Operating Costs - Expanded DASH Service	$0	$1,000,000
Cash Capital Funding for CIP Projects	$12,700,000	$6,501,230
Debt Service - Bond Financing Costs for CIP Projects	$0	$117,688
Total Expenditures	$13,564,009	$8,468,619
Transportation Improvement Reserved Real Estate Tax	$10,704,965	$7,475,774
Transportation Improvement Cash Capital	$909,044	$909,044
Reallocated State Urban Funds	$1,950,000	$0
Use of Fund Balance	$0	$80,201
Total Revenues	$13,564,009	$8,465,019

Transit Subsidies

Mission Statement: The mission of Transit Subsidies is to provide cost-effective transit services to address the public transportation needs of Alexandria's residents, workers and visitors by subsidizing the operation of the DASH, DOT paratransit, King Street Trolley, Virginia Railway Express (VRE) and Washington Metropolitan Area Transit Authority (WMATA) transit systems.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Transit Operations	$28,456,663	$21,128,422	$23,396,378	10.7%
Total Expenditures	$28,456,663	$21,128,422	$23,396,378	10.7%
Less Revenues				
Special Revenues	$35,611	$0	$0	-
DASH cash balance	$680,538	$0	$0	-
DASH operating revenues	$12,148,017	$4,539,000	$4,962,000	9.3%
Total Designated Funding Sources	$12,864,166	$4,539,000	$4,962,000	9.3%
Net General Fund Expenditures	**$15,592,497**	**$16,589,422**	**$18,434,378**	**11.1%**
Total City FTEs	**0.0**	**0.0**	**0.0**	**0.0%**

Highlights

• In FY 2013, the General Fund budget increases by $1,844,956, or 11.1%, due to DASH base operating cost increases and the following adjustments:

• A $285,006 net increase in the City's Metrobus, Metrorail, and MetroAccess General Fund operating subsidy. The total subsidy increase was $1,941,081, but that was mostly offset by a $1,478,128 increase in the use of State transit and regional gas tax revenues available at the Northern Virginia Transportation Commission (NVTC) and a $177,947 increase in the enhanced Pentagon to Mark Center BRAC-133 Metrobus 7M express bus service funded by the Department of Defense.

• The addition of $1,000,000 in expanded DASH bus service funded by the 2.2 cent real estate tax reservation for transportation improvements and DASH bus savings of $180,000 from the elimination of less-productive service. The DASH Board of Directors determined the service changes as part of a request for budget reduction options to be Saturday, weekday midday, and weekday evening AT4 service and restructuring of the Saturday AT1/7 route. A portion of the overall DASH budget increase includes the new King Street Metrorail Station to Mark Center BRAC-133 bus shuttle service expense and offsetting reimbursement from the Department of Defense.

• A $100,000 reduction in DOT paratransit service costs based on recent expenditure history.

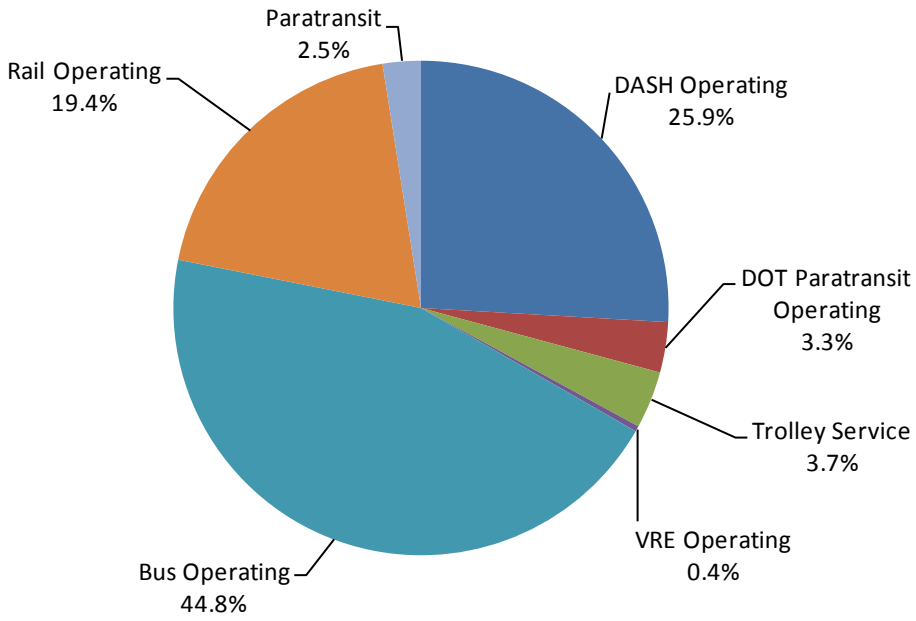
• A $3,950 increase in the City's contribution to the Virginia Railway Express (VRE).

Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
DASH trips*	3,805,551	3,988,000	3,878,000
Metrobus trips	TBD	2,900,000	TBD
Metrorail trips	TBD	12,600,000	TBD

* The FY 2013 estimate is for base service excluding proposed service expansion and reductions.

FY 2013 Approved Transit Subsidies



Activity Level Subsidy Information

Transit Operating Subsidies	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Chg FY12/11
DASH Operating	8,178,196	8,028,000	9,684,000	20.6%
DOT Paratransit Operating	1,212,996	1,330,328	1,230,328	-7.5%
King Street Trolley	680,538	700,000	700,000	0.0%
Expanded Trolley	0	700,000	700,000	0.0%
VRE Operating	130,974	129,944	133,894	3.0%
WMATA Operating*	20,323,983	22,985,443	24,926,524	8.4%
Total Operating Subsidies	**30,526,687**	**33,873,715**	**37,374,746**	**10.3%**
Use of NVTC Revenues	14,253,652	16,538,974	18,055,322	9.2%
Metrobus Pentagon to Mark Center Service Revenue*	0	707,099	885,046	25.2%
Transit Subsidies Budget	**16,273,035**	**16,627,642**	**18,434,378**	**10.9%**

* Relfects partial year Pentagon to Mark Center service in FY 2012 and a full year of service for FY 2013.

Transit Subsidies Agencies

Transit Subsidies

- DASH
- DOT Paratransit
- King Street Trolley
- Virginia Railway Express (VRE)
- WMATA

Department Information

Department Contact Info
703.746.4075
www.alexandriava.gov/transit

Department Head
Rich Baier, Director of T&ES
703.746.4025
rich.baier@alexandriava.gov

Department Staff
Abi Lerner, Deputy Director
Jim Maslanka, 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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Total Expenditures	$16,273,035	$16,589,422	$18,434,378
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$16,273,035	$16,589,422	$18,434,378
Program Outcomes			
DASH trips	3,805,551	3,988,000	3,878,000
Metrobus trips	TBD	2,900,000	TBD
Metrorail trips	TBD	12,600,000	TBD

Activity Data

DASH - The goal of DASH is to supplement the regional rail and bus service provided by WMATA and provide local bus service that is designed to support specific community objectives; safe, reliable, convenient, comfortable, and courteous; efficient in the use of resources, whatever their source.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
General Fund Subsidy	$8,178,196	$8,028,000	$9,684,000
FTE's	N/A	N/A	N/A
Miles of service*	1,380,075	1,608,000	1,586,000
DASH trips*	3,805,551	3,988,000	3,878,000
Operating ratio (% of costs recovered through fares and other revenue)	35.9%	35.5%	34.9%

* FY 2013 estimate reflects base service excluding service expansion and reductions.

DOT Paratransit - The goal of DOT is to provide specialized transportation service for residents of Alexandria and visitors who cannot use regular transit buses or rail due to their disability.			
General Fund Subsidy	$1,212,996	$1,330,328	$1,230,328
FTE's	N/A	N/A	N/A
Total trips	TBD	58,980	TBD
Average cost per trip	TBD	$22.56	TBD

Trolley Service - The goal of Trolley Service is to offer free land shuttle service to serve tourists, businesses, day time workers, and residents in order to promote economic development and enhance the character of Alexandria.			
Expenditures	$680,538	$1,400,000	$1,400,000
FTE's	N/A	N/A	N/A
# of riders*	437,544	500,000	700,000
Cost per rider	$1.56	$2.80	$2.00

* In FY 2012, $1.4 million was budgeted for expanded trolley service. Additional vehicles were purchased during the course of the fiscal year, so an entire year of expanded service is not reflected in the ridership. The expanded service was funded by revenues reserved for transportation improvements. Any amount unspent in FY 2012 will be available for future trollley service or other transporttation improvements.

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
General Fund Subsidy	$130,974	$129,944	$133,894
FTE's	N/A	N/A	N/A

WMATA - The goal of WMATA is to be an integral part of the Washington metropolitan area by ensuring the best in safe, reliable, cost-effective and responsive transit services, by promoting regional mobility and by contributing toward the social, economic and environmental well-being of the community.			
General Fund Subsidy	$6,070,331	$5,701,150	$5,986,156
FTE's	N/A	N/A	N/A
Metrobus trips	TBD	2,900,000	TBD
Metrobus operating ratio	TBD	26%	TBD
Metrorail trips	TBD	12,600,000	TBD
Metrorail operating ratio	TBD	81%	TBD

Summary of Budget Changes

Supplemental Adjustments

Activity	Adjustment	FTEs	Amount
DASH	*Service Expansion*		**1,000,000**

The FY 2013 budget includes $1,000,000 from the 2.2 cent real estate tax reservation for transportation improvements to implement a new crosstown route (AT9) between Mark Center and Potomac Yard via Southern Towers, Bradlee Shopping Center, Park Fairfax, Del Ray, and Arlandria and to increase peak period service frequency from 30 minutes to 15 minutes on the AT6 route from King Street Metro to the Northern Virginia Community College.

Activity	Adjustment	FTEs	Amount
WMATA	*Service Expansion*		**113,500**

As a result of Metrorail overcrowding on the Orange Line and to accomdate opening of the Silver Line, WMATA has reduced Blue Line rail service between the Pentagon and Rossyln stations. To compensate for this reduced rail service, 10E bus service from the Braddock Road station to the Pentagon via Mount Vernon Avenue has been extended to continue from the Pentagon to Rosslyn. The total $227,000 cost of the service expansion is being shared

Summary of Budget Changes

Expenditure Reductions

Activity	Adjustment	FTEs	Amount
DASH	*Service Reduction*		**180,000**
The FY 2013 budget includes $180,000 in General Fund subsidy reductions. The DASH Board of Directors, as part of a request for budget reductions, eliminated less productive service on the Saturday, weekday midday, and weekday evening AT4 routes and restructured the Saturday AT1/7 route.			

Activity	Adjustment	FTEs	Amount
DOT	*Efficiency Reduction*		**-100,000**
The FY 2013 budget for the DOT paratransit service is reduced by $100,000 based on recent expenditure history.			

Additional Information

DASH Bus Operating Budget	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Chg FY12/13
Operating Revenues	4,167,654	4,539,000	4,962,000	9.3%
Operating Expenses	12,637,376	12,357,000	14,489,000	17.3%
Net Operating Subsidy	**8,469,722**	**7,818,000**	**9,527,000**	**21.9%**
Capital Outlay Items	0	210,000	157,000	-25.2%
Total City Subsidy	**8,469,722**	**8,028,000**	**9,684,000**	**20.6%**

WMATA Operating Subsidy	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Chg FY12/11
Bus Operating	14,657,000	14,938,995	16,752,126	12.1%
Rail Operating	4,798,000	5,875,696	7,244,504	23.3%
Paratransit	869,000	1,005,560	929,894	-7.5%
Prior Year Audit Adjustment	0	419,873	0	-100.0%
Total Operating Subsidy	**20,324,000**	**22,240,124**	**24,926,524**	**12.1%**
Capital Subsidy	7,024,523	7,000,000	6,200,000	-11.4%
Total Subsidy	**27,348,523**	**29,240,124**	**31,126,524**	**6.5%**