Legislative References

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 at least 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

WILLIAM D. EUILLE MAYOR

ATTEST:

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. <u>Authorized Financial Dealers and Institutions</u>

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. <u>Safekeeping and Collateralization</u>

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. <u>Perfected Security Interest</u>

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. <u>Performance Evaluation and Reporting</u>

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.

<u>Long-Term Planning for All Liabilities of Government</u>

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.