

# Operating Agencies

## COMMUNITY DEVELOPMENT

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# Office of Housing

**Mission Statement:** The mission of the Office of Housing is to preserve and expand decent, safe and affordable housing opportunities for City residents, primarily low & moderate-income families; to monitor compliance with fair housing laws and requirements for relocation assistance to tenants displaced by condominium conversions; to facilitate compliance with state and local laws affecting landlord tenant rights & responsibilities; and to encourage residential and commercial revitalization.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Personnel	\$1,688,331	\$1,788,808	\$1,669,723	-6.7%
Non-Personnel	5,014,665	3,844,045	4,922,505	28.1%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b>\$6,702,996</b>	<b>\$5,632,853</b>	<b>\$6,592,228</b>	<b>17.0%</b>
<b>Less Revenues</b>				
CDBG, NSP and Home New Revenue	\$605,763	\$2,164,110	\$980,032	-54.7%
CDBG, NSP and Home Carryover Revenue	1,070,527	318,000	1,682,784	429.2%
CDBG, NSP and Home Program Income	1,003,576	255,000	186,000	-27.1%
ARRA New Revenue	0	0	0	0.0%
ARRA Carryover Revenue	330,503	208,000	0	-100.0%
Housing Trust Fund New Revenue	549,442	511,500	993,966	94.3%
Housing Trust Fund Carryover Revenue	472,159	461,960	595,477	28.9%
Other Non-Federal New Revenue	0	6,540	0	-100.0%
Other Non-Federal Carryover Revenue	0	56,038	0	-100.0%
Affordable Housing Bonds & Dedicated Revenue Carryover*	1,018,979	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$5,050,949</b>	<b>\$3,981,148</b>	<b>\$4,438,259</b>	<b>11.5%</b>
<b>Net General Fund Expenditures</b>	<b>\$1,652,047</b>	<b>\$1,651,705</b>	<b>\$2,153,969</b>	<b>30.4%</b>

Note: Carryover monies are shown in the FY 2011 Actual and FY 2012 & 2013 Budgets to provide more accurate information on expenditures from year to year. Carryover monies are included for non-General Fund sources (CDBG and HOME Grants, ARRA, Housing Trust Fund, Other Non-Federal Revenue and Affordable Housing Bonds and Dedicated Revenue.)

### Highlights

- In FY 2013 the General Fund budget for Housing increases by \$502,264 or 30.4%. The increase in general fund expenditures includes \$87,542 for personnel and operating expenses and \$414,722 in dedicated real estate tax revenue to be used for affordable housing projects. There is additionally \$272,000 that could be used for some portion of debt service or for other affordable housing projects. This totals \$686,722 and represents the difference between the current value of 0.6 cents of the City's real estate tax and the amount needed to pay for debt that has already been issued.
- FY 2013 total personnel costs decrease by \$119,085 or 6.7% due to the loss of two positions, one vacant and one currently filled position, offset with merit-step and benefit increases.
- FY 2013 total non-personnel costs increase by \$1,118,666 or 29.1% due to increases in the federal HOME carryover revenue and projected Housing Trust Fund (HTF) revenues based on increased development activity (HTF contributions are received at Certificate of Occupancy).

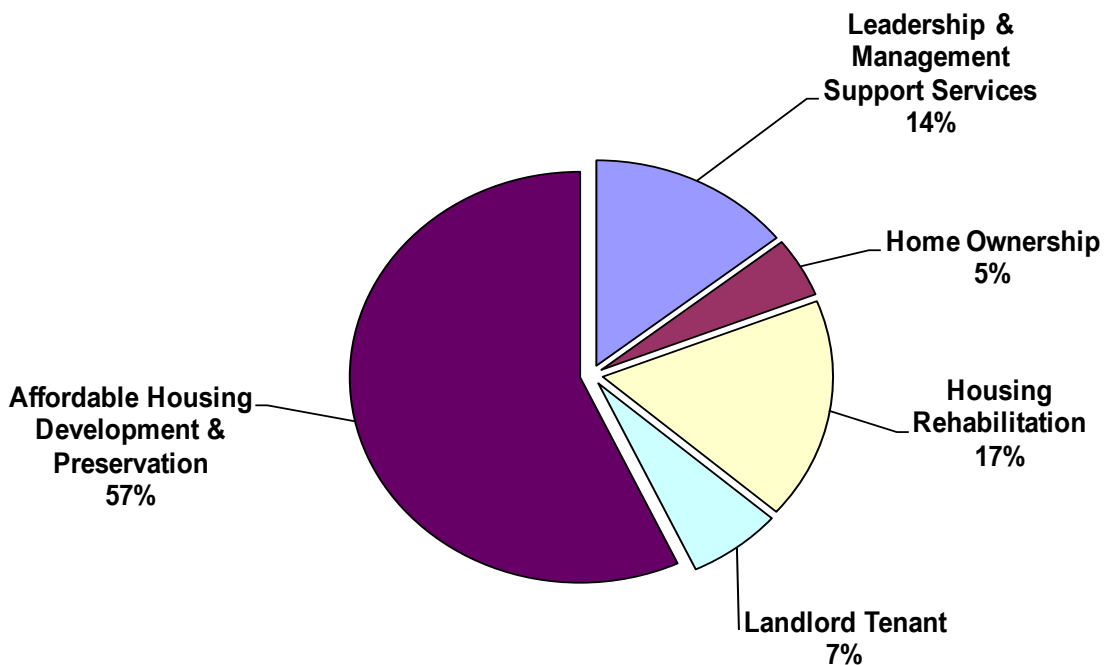
## Highlights, continued

- Compared to the FY 2012 budgeted amount, the CDBG and HOME federal grant revenues reflect a loss of \$1,184,078 or 54.7%, attributable to a combination of federal budget reductions and grant formula adjustments based on Census data. In actuality, the FY 2012 approved budget reflects a significantly higher estimate than the final grant amounts received by the City in FY 2012. The actual grant loss from FY 2012 to the estimate for FY 2013 is \$905,611 or 46.4%.
- The result of the federal fund reduction is the minimizing of the Home Ownership Program which will only operate based on loan repayments and minimal projected carryover funds from FY 2012. As a result the total amount budgeted for the Homeownership Program will decrease by 84% from \$1,987,602 in FY 2012 to \$309,584 in FY 2013, and two positions will be eliminated. The Home Ownership Program consists of three down payment assistance programs and homeownership counseling. Home purchase assistance will be provided only for resale of previously assisted resale-restricted units and special projects.
- The dedicated 0.6 cents of the City's real estate tax rate, which supports affordable housing is projected to be continued into FY 2013. A portion of the dedicated funds are allocated to existing and projected debt service on City issued bonds whose proceeds have been or will be used for affordable housing lending and the remainder of these funds are proposed to be used for the same purposes.

## Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
# of participants served in home buyer training and education opportunities	156	200	0
Total # of households receiving homeownership loans	35	41	8
Total # of rehabilitation loan or grants obligated	4	17	12
# landlord tenant disputes mediated	1,176	1,000	1,000
% of tenant issues successfully resolved	98%	95%	95%
# of affordable units pledged by developers	0	10	10
# of Lending projects financed (counted at City loan approval)	2	1	2

## FY 2013 Proposed Expenditures by Program



# Office of Housing

## Activity Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Leadership & Management Support Services*	\$1,310,968	\$956,418	\$943,117	-1.4%
Home Ownership	\$2,516,222	\$1,987,602	\$309,584	-84.4%
Housing Rehabilitation	\$620,598	\$1,330,345	\$1,147,785	-13.7%
Landlord Tenant	\$376,874	\$391,574	\$437,014	11.6%
Affordable Housing Development & Preservation	\$1,878,334	\$966,914	\$3,754,728	288.3%
<b>Total Expenditures</b>	<b>\$6,702,996</b>	<b>\$5,632,853</b>	<b>\$6,592,228</b>	<b>17.0%</b>

\*FY 2011 figure includes Housing Master Plan and ARHA Strategic Plan.

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Leadership & Management Support Services	5.3	5.3	5.3	0.0%
Home Ownership	4.2	4.2	0.8	-81.0%
Housing Rehabilitation	2.2	2.2	1.9	-13.6%
Landlord Tenant Relations	3.3	3.3	3.3	0.0%
Affordable Housing Development & Preservation	2.0	2.0	3.7	85.0%
<b>Total full time equivalents (FTE's)</b>	<b>17.0</b>	<b>17.0</b>	<b>15.0</b>	<b>-11.8%</b>

### Housing Programs and Activities

### Dept Info

#### Leadership & Mgmt Support Services

Leadership & General Management  
Grant & Financial Management

#### Home Ownership

Lending & Loan Management  
Counseling & Training  
Sales & Marketing

#### Housing Rehabilitation

Financing & Loan/Grant Management  
Counseling & Training  
Sales & Marketing

#### Landlord Tenant Relations

Landlord Tenant Mediation & Education  
Fair Housing Enforcement & Education

#### Affordable Housing Development & Preservation

Securing & Fostering Affordable Unit  
Development  
Lending

#### Department Contact Info

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#### Department Head

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#### Department Staff

Helen McIlvaine, Deputy Director  
Melodie Seau, Division Chief, Landlord-  
Tenant Relations  
Shane Cochran, Division Chief, Program  
Implementation  
Eric Keeler, Division Chief, Program  
Administration  
Vacant, Fiscal Officer

# Office of Housing

## Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively, and to work effectively with members of the public and with state and regional bodies to heighten awareness of Alexandria's housing goals, in order to advance the realization of the City's affordable housing goals.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	19.6%	17.0%	14.3%
Total Expenditures	1,310,967	\$956,418	\$943,117
CDBG, and Home New Revenue	176,400	334,678	167,143
CDBG, and Home Carryover Revenue	137,356	5,000	0
Affordable Housing Bonds and Dedicated Revenue Carryover	475,324	0	0
Net General Fund Expenditures	521,886	\$616,740	\$775,974
<b>Program Outcomes</b>			
% of activities achieving target service levels	90%	100%	100%

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to ensure the efficient administration of departmental activities, provide support to City-appointed citizen bodies, provide input to regional or statewide housing bodies, and inform the public about housing issues and Office of Housing programs.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	896,260	\$485,357	\$588,854
FTE's	1.6	1.6	1.6
# of departmental FTEs supported	17.0	17.0	15.0
# of activities managed	10	10	10
# educational presentations made	22	20	20

GRANT AND FINANCIAL MANAGEMENT – The goal of the Grant and Financial Management Activity is to secure, monitor, and report on federal, state and local funds for housing and community development activities in order to provide adequate funding for housing programs.			
Expenditures	414,707.36	\$471,061	\$354,263
FTE's	3.8	3.8	3.8
\$ amount of federal funds awarded	\$2,280,989	\$2,164,110	\$980,032
# of federal applications and reports produced	14	12	10
% funding sources administered within budget	100%	100%	100%

## Home Ownership Program

The goal of the Homeownership Program is to provide financing, training, and counseling in order to make home ownership possible for low and moderate income Alexandria residents and workers.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	37.5%	35.3%	4.7%
Total Expenditures	\$2,516,222	\$1,987,602	\$309,584
CDBG, NSP and Home New Revenue	397,427	885,475	0
CDBG, NSP and Home Carryover Revenue	458,238	0	0
CDBG, NSP and Home Program Income	876,408	55,000	61,000
Housing Trust Fund New Revenue	4,545	276,500	61,500
Housing Trust Fund Carryover Revenue	269,977	377,460	150,000
Other Non-Federal New Revenue	0	4,500	0
Net General Fund Expenditures	509,628	\$388,667	\$37,084
<b>Program Outcomes</b>			
% of lender-ready applicants receiving City loan assistance	51%	30%	30%

### Activity Data

<b>LENDING &amp; LOAN MANAGEMENT – The goal of the Lending and Loan Management Activity is to provide home purchase loans to low and moderate income Alexandria workers and residents in order to improve their economic stability.</b>	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	2,294,394.20	\$1,754,834	\$283,911
FTE's	3.3	3.3	0.4
Total # of households receiving homeownership loans	35	41	8
Cost per household receiving homeownership loan	\$65,554	\$42,801	\$35,489
% of loans closed within 60 days of receipt of loan package	100%	100%	100%

<b>COUNSELING &amp; TRAINING – The goal of the Counseling and Training Activity is to provide home buyer training and education opportunities to low and moderate income Alexandria workers and residents in order to improve their readiness for home ownership.</b>			
Expenditures	\$91,535	\$116,022	\$0
FTE's	0.4	0.4	0.0
# of participants served in home buyer training and education opportunities	156	200	0
Cost per participant served	\$587	\$580	\$0
% of prescreened applicants completing home buyer training curriculum	44%	40%	0%

<b>SALES AND MARKETING – The goal of the Sales and Marketing Activity is to place eligible buyers in committed long term affordable units in order for the community to remain economically diverse.</b>			
Expenditures	\$130,293	\$116,746	\$25,673
FTE's	0.5	0.5	0.4
# of sales units placed under contract (including resale)	8	2	8
Cost per unit under contract	\$16,287	\$58,373	\$3,209
% of units under contract within 6 months of listing	88%	100%	100%

## Housing Rehabilitation Program

The goal of the Housing Rehabilitation Program is to provide finance, consulting and project management in order to improve the quality of the City's existing housing stock and maintain accessible, decent, safe and sanitary housing for low income City residents.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	9.3%	23.6%	17.4%
Total Expenditures	\$620,598	\$1,330,345	\$1,147,785
CDBG and Home New Revenue	0	577,845	464,867
CDBG and Home Carryover Revenue	458,430	305,000	440,817
CDBG and Home Program Income	127,168	200,000	125,000
ARRA Carryover Revenue	0	208,000	0
Housing Trust Fund New Revenue	0	35,000	0
Housing Trust Fund Carryover Revenue	35,000	4,500	3,000
Net General Fund Expenditures	\$0	\$0	\$114,101
<b>Program Outcomes</b>			
% of applicants with improved housing conditions	100%	100%	100%

### Activity Data

<b>FINANCING &amp; LOAN/GRANT MANAGEMENT – The goal of Financing and Loan/Grant Management is to provide home rehabilitation loans to low income Alexandria home owners to improve the condition or accessibility of their housing. Accessibility improvements are available to Alexandria renters.</b>	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$620,598	\$1,330,345	\$1,147,785
FTE's	2.3	2.3	1.9
Total # of rehabilitation loan or grants obligated	4	17	12
Total # of home rehabilitation loan subordinated	4	4	4
Cost per loan transaction	\$77,575	\$63,350	\$71,737
% of non-lead based projects completed within 6 months of contract execution	67%	100%	90%
% of lead based projects completed within 9 months of contract execution	100%	90%	90%



## Landlord Tenant Relations Program

The goal of Landlord Tenant Relations is to mediate disputes, provide counseling, referrals, and information regarding the rights and responsibilities of both landlords and tenants in order to foster positive relations and prevent evictions where appropriate.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	5.6%	7.0%	6.6%
Total Expenditures	\$376,874	\$391,574	\$437,014
CDBG and Home New Revenue	31,936	46,112	11,383
CDBG and Home Carry over Revenue	16,502	8,000	10,000
Net General Fund Expenditures	\$328,436	\$337,462	\$415,631
Program Outcomes			
% of tenant issues successfully resolved	98%	95%	95%

### Activity Data

LANDLORD TENANT MEDIATION & EDUCATION – The goal of Landlord Tenant Mediation and Education is to provide information and mediation to landlords and tenants based on legal rights and responsibilities, and to provide oversight of condominium conversions in order to enhance the understanding of landlord and tenant rights and responsibilities, resolve disputes satisfactorily, and ensure compliance with state and local laws regarding condominium conversion.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$295,592	\$303,716	\$376,067
FTE's	2.6	2.6	2.6
# landlord tenant disputes mediated	1,176	1,000	1,000
# of clients served for information and referral	4,825	4,000	4,000
Program cost per 1,000 Alexandria rental units	\$9,334	\$9,591	\$11,876

FAIR HOUSING ENFORCEMENT & EDUCATION – The goal of Fair Housing Enforcement and Education is to eliminate housing discrimination through testing, training of housing industry professionals and educating consumers regarding their fair housing rights.			
Expenditures	\$81,282	\$87,858	\$60,947
FTE's	0.8	0.8	0.8
# testing reports completed	1	1	1
Cost per housing unit in the City	\$518	\$560	\$388
% positive evaluation by participants of training	100%	100%	100%

# Office of Housing

## Affordable Housing Development & Preservation Program

The goal of Affordable Housing Development and Preservation is produce and preserve a range of permanent affordable housing types for low and moderate income Alexandria workers and residents in order to promote a diverse and vibrant community.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	28.0%	17.2%	57.0%
Total Expenditures	\$1,878,334	\$966,914	\$3,754,728
CDBG and Home New Revenue	0	320,000	336,639
CDBG and Home Carryover Revenue	0	0	1,231,967
ARRA Carryover Revenue	330,503	0	0
Housing Trust Fund New Revenue	544,897	200,000	932,466
Housing Trust Fund Carryover Revenue	167,183	80,000	442,477
Affordable Housing Bonds and Dedicated Revenue Carryover	543,654	0	0
Other Non-Federal Carryover Revenue	0	58,078	0
Net General Fund Expenditures	\$292,098	\$308,836	\$811,179
<b>Program Outcomes</b>			
% of all residential/mixed-use development activity resulting in committed affordable units	0%	33%	33%

### Activity Data

<b>SECURING &amp; FOSTERING AFFORDABLE UNIT DEVELOPMENT – The goal of Securing and Fostering Affordable Unit Development is to work with private developers to facilitate commitments of funds for affordable housing and/or commitments of on-site affordable units in new developments, and to provide affordable housing developers technical assistance, project oversight, and construction supervision, as required, to ensure that all available financial resources are leveraged to maximize opportunities for quality affordable housing production.</b>	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$261,398	\$272,558	\$318,391
FTE's	1.3	1.3	1.7
# of affordable units pledged by developers	0	10	10
# of units resulting from technical assistance provided by the City	119	30	30
Total # of affordable units (rental & sales) pledged or receiving city technical assistance	119	40	40
\$ contributed to Housing Trust Fund by developers	\$598,722	\$400,000	\$900,000
% of affordable units of total units developed	100%	100%	100%

<b>LENDING – The goal of Lending is to provide City-secured funds to non profit development organizations and private developers to subsidize the costs of producing and/or preserving affordable rental or special needs housing.</b>			
Expenditures (1)	\$1,616,936	\$694,357	\$3,436,337
FTE's	0.7	0.7	2.0
# of projects financed (1&2)	2	1	2
# of units committed (1&2)	121	10	56
Average loan amount committed per unit financed	\$13,363	\$69,436	\$61,363
% of loans approved or denied within 60 days of application	100%	100%	100%

(1) FY 2011 expenditures include AHDC acquisition of the three properties from another non-profit and grant funds for public housing replacement units acquisition. FY 2013 includes a potential project for which funds would have to be carried over from FY2012. Excludes additional \$1.6 million in bond capacity.

(2) Counted at City loan approval

# Office of Housing

## FY 2013 Housing Program Sources and Uses

Program Activity (Uses) Funding (Sources)	Home Ownership			Housing Rehab.	Landlord Tenant		Affordable Housing Development & Preservation		Leadership & Mgmt Support Services		Totals
	Lending & Loan Management	Counseling & Training	Sales & Marketing	Financing & Loan/Grant Management	Landlord Tenant Mediation & Education	Fair Housing Enforcement & Education	Securing & Fostering Affordable Development	Lending	Leadership & General Management	Grant & Financial Management	
<b>CDBG</b>											
New Grant	0	0	0	464,867	0	11,383	0	0	37,543	92,443	606,236
Program Income	25,000	0	0	125,000	0	0	0	0	0	0	150,000
Carryover	0	0	0	440,817	0	10,000	0	0	0	0	450,817
	25,000			1,030,684		21,383			37,543	92,443	<b>1,207,053</b>
	<b>1 Loan</b>			<b>9 HPRLP Loans 1 RAMP</b>		<b>1 Testing Round</b>					
<b>HOME</b>											
New Grant		0	0	0	0	0	0	336,639	0	37,157	373,796
Program Income	36,000	0	0	0	0	0	0	0	0	0	36,000
Carryover											0
Carryover HOME Match								1,231,967			1,231,967
	36,000							1,568,606	0	37,157	<b>1,641,763</b>
	<b>1 Loan</b>							<b>1 Project Financed</b>			
<b>GENERAL FUND</b>											
New	11,411		25,673	114,101	376,067	39,564	246,987	543,113	551,311	224,663	2,132,890
New HOME Match	0	0	0	0	0	0	0	21,079	0	0	21,079
	11,411		25,673	114,101	376,067	39,564	246,987	564,192	551,311	224,663	<b>2,153,969</b>
	<b>Admin Support for Homeownership Program</b>		<b>8 units placed under contract</b>		<b>1,000 disputes mediated &amp; 4,000 clients served</b>		<b>10 Pledged Units Completed</b>				
<b>Housing Trust Fund</b>											
New	61,500	0	0	0	0	0	0	932,466	0	0	993,966
Carryover	150,000		0	3,000	0	0	71,404	200,000	0	0	424,404
HOME Match (Carryover)	0	0	0	0	0	0	0	71,073	0	0	71,073
Reserved for FY 2014 HOME Match	0	0	0	0	0	0	0	100,000	0	0	100,000
	211,500							1,303,539			<b>1,589,443</b>
	<b>6 Loans</b>			<b>2 Mini- RAMP Grants</b>				<b>1 Project Financed</b>			
<b>ALL FUNDS</b>	<b>283,911</b>	<b>0</b>	<b>25,673</b>	<b>1,147,785</b>	<b>376,067</b>	<b>60,947</b>	<b>318,391</b>	<b>3,436,337</b>	<b>588,854</b>	<b>354,263</b>	<b>6,592,228</b>

## Miscellaneous Information

Proposed Housing Trust Fund (HTF) expenditures include a new allocation of up to \$242,477 in estimated carryover Housing Trust Fund monies for the following ongoing programs:

- \$71,404 for the Housing Opportunities Fund; and
- \$173,073 for HOME Match for the Housing Opportunities Fund

In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2013 will be used to supplement the following ongoing program:

- \$900,000 for the Housing Opportunities Fund

The FY 2013 Housing Opportunities Fund (HOF) includes \$291,000 for the Alexandria Housing Development Corporation (AHDC).

# Office of Housing

## Expenditure Reductions

Activity	Reduction	FTE's	FY 2013 Proposed
<b>Various</b>	<i>Loss of Federal Funding</i>	<b>-2.00</b>	<b>(\$905,611)</b>
<p>Due to federal funding reductions from the U.S. Department of Housing and Urban Development (HUD) the Office of Housing will be losing approximately 46.4% of their CDBG and HOME grants (after taking into account receipt of a lower FY 2012 grant amount than budgeted), of which 22.5% is attributed to federal budget reductions and 23.9% is formula adjustments from Census data. As a result of this reduction the Home Ownership Program will be reduced by two positions (one filled and one vacant). The Homeownership Assistance Program (HAP), Moderate Income Homeownership Program (MIHP) and Employee Homeownership Incentive Program (EHIP) will only operate based on loan repayments and minimal carryover from FY 2012 to assist very low income purchasers participating in the City Affordable Set-aside Sales Units Program, as well as resale set-aside units already in the City's portfolio of long-term affordable sales units. The homebuyer training and counseling programs will be terminated.</p> <p>Note: Although MIHP, EHIP and Homeownership Counseling are funded with Housing Trust Fund (HTF) monies rather than federal grants, their elimination is attributed to grant reductions. Specifically, HTF monies have been used to replace General Fund monies that were needed to replace formerly grant-funded personnel, rent and operating costs that are subject to grant administrative ceilings that declined along with the grants. In addition, the elimination of the two staff positions severely limits the capacity to process loans.</p>			

# Planning & Zoning

**Mission Statement:** The mission of Planning and Zoning is to involve the community in creating a shared vision for Alexandria's future, and to ensure that all new development reflects this vision.

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Personnel	\$5,008,831	\$5,150,896	\$5,469,652	6.2%
Non-Personnel	496,323	354,769	223,363	-37.0%
Capital Goods Outlay	599	0	0	0.0%
<b>Total Expenditures</b>	<b>\$5,505,753</b>	<b>\$5,505,665</b>	<b>\$5,693,015</b>	<b>3.4%</b>
<b>Less Revenues</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	170,196	0	95,776	0.0%
<b>Total Designated Funding Sources</b>	<b>\$170,196</b>	<b>\$0</b>	<b>\$95,776</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$5,335,557</b>	<b>\$5,505,665</b>	<b>\$5,597,239</b>	<b>1.7%</b>
<b>Total Department FTE's</b>	<b>47.5</b>	<b>47.5</b>	<b>48.0</b>	<b>1.1%</b>

## Highlights

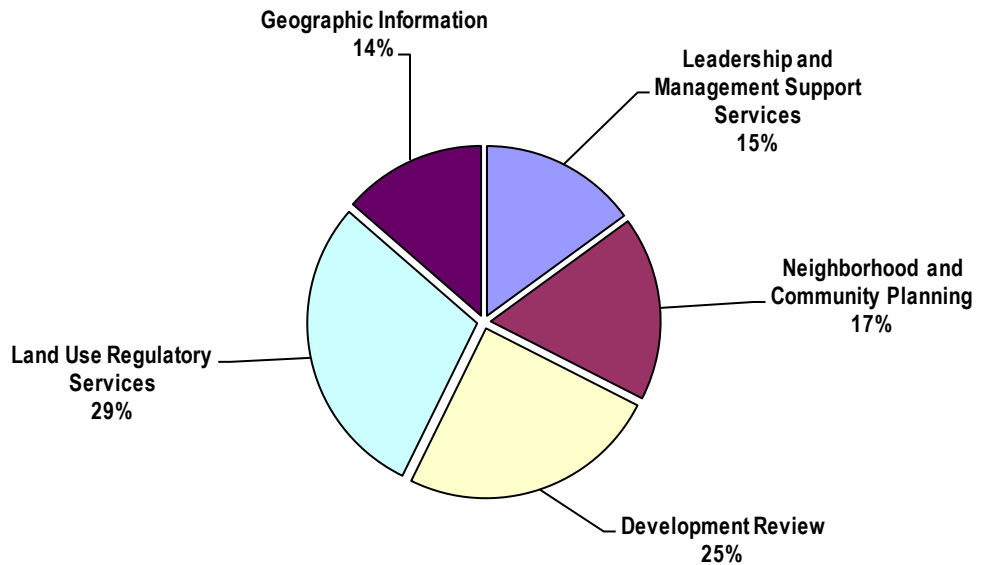
- In the FY 2013 proposed budget the General Fund budget increases by \$91,574 or 1.7%.
- FY 2013 personnel costs increase by \$318,756 (6.2%) as a result of merit-step increases for employees and the rising cost of benefits, particularly for healthcare as several employees who were not previously covered by a City sponsored healthcare plan have elected to enroll in a plan. Personnel costs also increase due to the conversion of a part-time seasonal Urban Planner III to a part-time regular Urban Planner III position (0.5 FTE) in FY 2013, created through the reallocation of existing non-personnel funds.
- Total non-personnel costs decrease by \$131,406 or 37.0%. This is due to the reallocation of various non-personnel funds to support a new part-time position (\$31,991) and the elimination of generic funding for outside technical expertise (\$100,000). These decreases are offset by the addition of \$585 for increased lease costs in FY 2013.
- Starting in FY 2013, the cost of one Urban Planner II position (\$95,776) will be funded with special revenue from the Code Enterprise Fund. The Department of Code Administration is projecting to have sufficient revenue to support this position which works in the City's multi-department Permit Center. Funding this position with special revenue results in a reduction to Planning & Zoning's General Fund budget of \$95,776.
- The proposed budget increases the revenue budget for land use and development fees by \$150,000 to better align the budget with anticipated revenue collections. The rates for land use and development fees have not been increased. The budget also assumes a decrease of some fees related to historic preservation which will decrease revenue by \$25,000 in FY 2013. The details of this fee decrease are being developed. The net impact of these two changes will be an increase of \$125,000 to the revenue budget for planning and zoning fees.
- It should be noted that \$200,000 of FY 2012 fund balance has been assigned for the Landmark/Van Dorn and Waterfront plans. Of this amount, \$100,000 will provide outside technical expertise to the Landmark/Van Dorn plan. The remaining \$100,000 is identified as a contingency for other studies related to the Waterfront Plan Implementation. Both of these assignments are considered one-time funding sources.

## Selected Performance Measures

	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
# of items docketed	32	25	35
# of development reviews	183	250	250
# of Neighborhood Planning initiatives in progress	4	3	5
# of items docketed for PC, BAR, and BZA (excluding development items)*	N/A	N/A	260
# of administrative zoning applications processed	113	N/A	100
# of Historic Preservation administrative applications processed	165	1,100	350
% of targets met	69%	75%	70%

\*This is a new measure in FY 2013.

## FY 2013 Proposed Expenditures by Program



# Planning & Zoning

## Expenditure and Staffing Summary

### Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Leadership and Management Support Services	\$858,275	\$896,454	\$851,524	-5.0%
Neighborhood and Community Planning	1,149,794	991,366	998,072	0.7%
Development Review	1,242,582	1,289,985	1,409,892	9.3%
Land Use Regulatory Services	1,561,517	1,608,328	1,658,979	3.1%
Geographic Information	693,585	719,532	774,548	7.6%
<b>Total Expenditures</b>	<b>\$5,505,753</b>	<b>\$5,505,665</b>	<b>\$5,693,015</b>	<b>3.4%</b>

### Staffing Summary\*

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Leadership and Management Support Services	6.6	6.2	6.0	-4.0%
Neighborhood and Community Planning	7.9	7.7	8.1	5.2%
Development Review	11.2	11.5	11.3	-1.3%
Land Use Regulatory Services	15.9	16.1	16.6	3.1%
Geographic Information	6.0	6.1	6.1	0.0%
<b>Total FTE's</b>	<b>47.5</b>	<b>47.5</b>	<b>48.0</b>	<b>1.1%</b>

\*Columns may not total due to rounding.

### Planning & Zoning Programs and Activities

<p><b>Leadership &amp; Mgmt Support Services</b> Leadership &amp; General Management</p> <p><b>Neighborhood and Community Planning</b> Small Area Plans, Special Studies &amp; Citywide Projects Plan Implementation</p> <p><b>Development Review</b> Plan &amp; Development Review</p> <p><b>Land Use Regulatory Services</b> Administrative Support to P&amp;Z Boards and Commission Zoning Administration Historic Preservation</p>	<p><b>Geographic Information Systems</b> Data Development Application and User Support</p>
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### Dept Info

<p><b>Department Contact Info</b> 703.746.4333 <a href="http://alexandriava.gov/planning/">http://alexandriava.gov/planning/</a></p> <p><b>Department Head</b> Faroll Hamer, Director 703.838.4666 <a href="mailto:Faroll.Hamer@alexandriava.gov">Faroll.Hamer@alexandriava.gov</a></p> <p><b>Department Staff</b> Cicely Woodrow, Supv. Admin. Officer <a href="mailto:Cicely.Woodrow@alexandriava.gov">Cicely.Woodrow@alexandriava.gov</a></p>
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# Planning & Zoning

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide assistance to planning staff, other department staff, and the public by keeping people informed about important planning activities.

	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
<b>Program Totals</b>			
% of All Funds Budget	15.6%	16.3%	15.0%
Total Expenditures	\$858,275	\$896,454	\$851,524
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$858,275	\$896,454	\$851,524
<b>Program Outcomes</b>			
% of program targets met	90%	90%	90%

### Activity Data

<b>LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and Management Support Services is to set strategic goals for the department, manage the department and staff efficiently to achieve those goals, and provide assistance to other City staff and the public through communication about important planning activities</b>	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$858,275	\$896,454	\$851,524
FTE's	6.6	6.2	6.0
# of FTE's supported	47.5	47.5	47.5
% of effectiveness targets met	90%	90%	80%
Council and Freedom Of Information Act (FOIA) requests processed	377	350	375
Leadership and General Management expenditures as % of departmental total	15.6%	16.3%	15.0%

# Planning & Zoning

## Neighborhood and Community Planning Program

The goal of the Neighborhood and Community Planning Program is to work with City residents to create neighborhood plans, and to build consensus on a vision for the future that reflects community goals and expectations.

<b>Program Totals</b>	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	20.9%	18.0%	17.5%
Total Expenditures	\$1,149,794	\$991,366	\$998,072
Less Revenues	\$170,196	\$0	\$0
Net General Fund Expenditures	\$979,598	\$991,366	\$998,072
<b>Program Outcomes</b>			
% of targets met	100%	100%	100%

### Activity Data

<b>SMALL AREA PLANS, SPECIAL STUDIES &amp; CITYWIDE PROJECTS – The goal of Small Area Plans, Special Studies &amp; Citywide Projects is to create a plan for an identified area that provides a vision and formulate recommendations for implementation to improve the quality of the community.</b>	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$749,095	\$552,408	\$541,743
FTE's	4.0	3.8	4.2
# of Neighborhood Planning initiatives in progress*	4	3	5
Cost per plan or study	\$187,274	\$184,136	\$108,349
% of docketed Neighborhood Planning Initiatives approved by decision making body	100%	100%	95%

\*The planning initiatives for FY 2011 were: Beauregard, Waterfront, Potomac Yard and Wayfinding.

The planning initiatives for FY 2013 include: Eisenhower West, Gen-On, King Street, Census/Demographics and Public Engagement Process

<b>PLAN IMPLEMENTATION – The goal of Plan Implementation is to improve the quality of the community by implementing the approved small area plans.</b>			
Expenditures	\$400,699	\$438,958	\$456,329
FTE's	3.9	3.8	3.8
# of Plan Implementations in progress *	4	5	5
Cost per plan implementation	\$100,175	\$87,792	\$91,266
% of implementation completed within projected time frame	90%	90%	90%

\*The plan implementations for FY 2011 were: Wayfinding, Arlandria/Mt. Vernon, Braddock Road, and King Street Retail.

The FY 2013 plan implementations include: Arlandria, Beauregard Corridor, Braddock, Landmark/Van Dom, and Waterfront.

# Planning & Zoning

## Development Review Program

The goal of the Development Review Program is to retain and enhance Alexandria's quality of life by ensuring that development proposals are consistent with the Master Plan and Zoning Ordinance, consist of quality building design, urban design and site planning, and provide an overall public benefit.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	22.6%	23.4%	24.8%
Total Expenditures	\$1,242,582	\$1,289,985	\$1,409,892
Less Revenues	\$0	\$0	\$95,776
Net General Fund Expenditures	\$1,242,582	\$1,289,985	\$1,314,116
Program Outcomes			
% of targets met	95%	95%	95%

### Activity Data

PLAN & DEVELOPMENT REVIEW - The goal of Plan and Development Review is to ensure that high quality development meets regulatory obligations and involves the community at the formative stage of each project.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$1,242,582	\$1,289,985	\$1,409,892
FTE's	11.2	11.5	11.3
# of items docketed	32	25	35
Docketed items per FTE	2.9	2.2	3.1
# of permits reviewed	521	650	650
Permit reviews per FTE	46.5	56.8	57.5
% of permits reviewed by scheduled date	95%	95%	95%
% of preliminary plans docketed within 90 days	98%	95%	95%
# of development reviews	183	250	250
Cost per development review	\$6,790	\$5,160	\$5,640
Development reviews per FTE	16	22	22

# Planning & Zoning

## Land Use Regulatory Services Program

The goal of the Land Use Regulatory Services Program is to administer and enforce zoning and subdivision regulations, review and approve construction permits and business licenses for compliance with the Zoning Ordinance, and respond to citizen complaints and inspect property for zoning compliance.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	28.4%	29.2%	29.1%
Total Expenditures	\$1,561,517	\$1,608,328	\$1,658,979
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,561,517	\$1,608,328	\$1,658,979
Program Outcomes			
% of scheduled targets met	95%	95%	95%

### Activity Data

ADMINISTRATIVE SUPPORT TO P&Z BOARDS AND COMMISSION – The goal of Administrative Support to Boards and Commission is to manage dockets, publish staff reports and materials, maintain official meeting minutes and case files, and prepare and certify legal notices for the Planning Commission, Board of Architectural Review, and Board of Zoning Appeals.*	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures**	\$531,510	\$589,606	\$595,499
FTE's**	4.3	6.4	2.9
# of items docketed for PC, BAR, and BZA (excluding development items)***	N/A	N/A	260
# of items docketed per FTE***	N/A	N/A	91

\*In FY 2013 the Permit & License Review activity was renamed Administrative Support to P&Z Boards and Commission to create an activity that more accurately reflects the Department's work supporting the planning and zoning boards and commissions. For FY 2013, expenditures and FTEs associated with the zoning enforcement and administration functions of the department perviously budgeted in Permit & License Review have been reallocated to the Zoning Administration Activity.

\*\*Expenditures and FTE's in FY 2013 reflect only the new Administrative Support activity. Prior year expenditures and FTEs represent the prior Permit & License Review activity which included some expenditures and FTE's associated with zoning functions that were reallocated to the Zoning Administration activity in FY 2013.

\*\*\*This is a new measure for FY 2013.

# Planning & Zoning

## Land Use Regulatory Services Program, con't

### Activity Data

<b>ZONING ADMINISTRATION – The goal of Zoning Administration is to ensure compliance with the Zoning Ordinance and applicable regulations through review and approval of permit and license applications, review of grading plans, and enforcement of provisions of the ordinance, regulations, and special use permits.*</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Expenditures	\$557,732	\$562,204	\$515,811
FTE's	7.3	5.4	8.4
# of administrative zoning applications processed	113	N/A	100
# of permits/licenses/grading plans processed	3,319	4,750	3,100
Cost per permit/license/grading plan processed	\$168.04	\$118.36	\$166.39
% of permits processed within established schedule	97%	90%	95%
# of customers served	23,310	21,000	21,000
Cost per customer served	\$23.93	\$26.77	\$24.56
Customers served per FTE	3,215	3,925	2,515
# of zoning enforcement activities	831	650	750

\*In FY 2013 certain expenditures, FTEs and performance measures related to the department's zoning enforcement and administration functions that were previously associated with the Permit & License Review activity have been reallocated to this activity.

<b>HISTORIC PRESERVATION – The goal of Historic Preservation is to maintain the high quality, reputation and character of the City's historic buildings, and to ensure compliance with historic district requirements through the review and approval of applications for changes to structures in the City's historic districts.</b>			
Expenditures	\$472,275	\$456,518	\$547,669
FTE's	4.3	4.4	5.4
# of Historic Preservation administrative applications processed	165	1,100	350
Historic Preservation administrative applications processed per FTE	38	250	65
# of Historic Preservation permits processed	954	N/A	950
Historic Preservation permits processed per FTE	222	N/A	176
# of Historic Preservation special projects in process	6	3	4

# Planning & Zoning

## Geographic Information Program

The goal of the Geographic Information Program is to enable the City to improve communication and decision-making to ultimately better serve the public through the innovative use of Geographic Information Systems Technology.

	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
<b>Program Totals</b>			
% of All Funds Budget	12.6%	13.1%	13.6%
Total Expenditures	\$693,585	\$719,532	\$774,548
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$693,585	\$719,532	\$774,548
<b>Program Outcomes</b>			
% of targets met	69%	75%	70%

### Activity Data

	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
<b>DATA DEVELOPMENT – The goal of the Data Development activity is to create and maintain the City's geospatial infrastructure, the City's definitive source for geographic information. This system models real world features and the relationships between them to provide the foundation for Division's User Support Activities.</b>			
Expenditures	\$233,696	\$242,188	\$250,419
FTE's	2.0	2.0	2.0
# of data layers maintained	90	95	95
# of data initiatives in process	7	10	2
Cost per data layer maintained	\$2,597	\$2,549	\$2,636
% of layer updates made within prescribed deadlines	75%	75%	75%
<b>APPLICATION AND USER SUPPORT – The Goal of the Application and User Support activity is to ensure departments such as Planning and Zoning, Public Safety, Real Estate Assessments, and Transportation and Environmental Services can fulfill critical aspects of their missions through an array of geospatial tools including applications, studies and maps.</b>			
Expenditures	\$459,889	\$477,344	\$524,129
FTE's	4.0	4.0	4.0
# of GIS application activities undertaken	6	10	1
# of City staff users accessing the GIS	300	500	700
# of GIS applications supported	17	19	19
Cost per user supported	\$1,533	\$955	\$749
User supported per FTE	75.0	124.4	174.1
# hits on GIS internet map server application	76,510	65,000	70,000
% of application customizations delivered on time	50%	80%	100%
# of map requests completed	55	40	40
# of GIS projects in process	10	15	5
Cost per GIS projects processed	\$8,362	\$11,934	\$13,103
GIS projects processed per FTE	2.5	3.7	1.2
% of requests completed within agreed timeline	75%	75%	75%

# Planning & Zoning

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTE Impact	FY 2013 Proposed
<b>Historic Preservation</b>	<i>Reallocation of Funds for New Part-time Urban Planner</i>	<b>0.5</b>	<b>\$0</b>
<p>The FY 2013 Proposed Budget reallocates \$48,889 of personnel and non-personnel funds to convert a seasonal Urban Planner III position in the Historic Preservation activity to a regular full-time position. This position will provide support to staff on special historic preservation and Board of Architectural Review projects, which are currently performed on a part-time basis by a seasonal employee. Adding 0.5 FTE in FY 2013 is cost neutral due to the reallocation of \$16,898 currently budgeted to fund the seasonal position and \$31,991 from various non-personnel sources.</p>			

### FY 2013 Proposed Budget Reductions

Activity	Reduction	FTE Impact	FY 2013 Proposed
<b>Small Area Plans</b>	<i>Elimination of Funding for Outside Expertise</i>	<b>0.0</b>	<b>(\$100,000)</b>
<p>This reduction eliminates funding for planning and development consulting services provided by outside expertise. This reduction will result in the department not being able to fund new studies or special projects in FY 2013, and will require the department to utilize City staff when responding to any City Council requests. This will impact the quality of services provided by the department and will increase the amount of time required to respond to City Council requests.</p>			
<b>Various</b>	<i>Fund Urban Planner II with Special Revenue</i>	<b>0.0</b>	<b>(\$95,776)</b>
<p>In FY 2013 the cost of one full-time Urban Planner II position will be funded with special revenue from the Code Enterprise Fund within the Department of Code Administration. This change reduces the General Fund budget for Planning &amp; Zoning by \$95,776 in FY 2013. Code is projecting to have sufficient revenue to support departmental operations and this position, which currently works within the City's multi-department Permit Center. There will be no change to service as a result of this cost transfer.</p>			

# Planning & Zoning

## Summary of Budget Changes

### Proposed Fee Adjustments

Activity	Fee Adjustment	FY 2013 Proposed
<b>Zoning Administration</b>	<i>Land Use &amp; Development Fee Revenue Adjustment</i>	<b>\$150,000</b>
<p>After several years of slow growth, development throughout Alexandria will likely increase during 2012 and 2013 based on the number of projects approved during FY 2012. As a result, revenue collections from the City's land use and development fees is anticipated to increase. The FY 2013 proposed budget increases the revenue budget for land use and development fees by \$150,000 from \$450,000 to \$575,000 (offset by the \$25,000 decrease in revenue described below) to better align the budget with projected revenue collections. It should be noted that as of mid-FY 2012 the City is projecting to collect at least \$600,000 in revenue from land use and development fees in FY 2012.</p>		
<b>Historic Preservation</b>	<i>Historic Preservation Fee Adjustments</i>	<b>(\$25,000)</b>
<p>The proposed budget decreases various fees related to historic preservation resulting in \$25,000 less General Fund revenue for FY 2013. This adjustment is aimed at making some of the historic preservation fees more fair and less burdensome to Alexandria's residents and businesses, especially those within the historic districts. The details of this fee decrease are being being developed. This decrease partially offsets the \$150,000 increase described above.</p>		



# Economic Development Activities

**Mission Statement:** Economic Activities encompasses City contributions to organizations that provide economic development activities that benefit Alexandria residents.

## FY 2013 Proposed Organization Summary Information (reflects City and non-City funding)

Expenditure By Program*	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change '12 to '13
Alexandria Convention and Visitors Association (ACVA)	\$2,625,816	\$2,944,470	\$3,103,528	5.4%
Alexandria Economic Development Partnership (AEDP)	\$1,466,364	\$1,425,020	\$1,365,285	-4.2%
Alexandria Small Business Development Center (SBDC)	\$343,222	\$372,119	\$406,171	9.2%
Marketing Fund	\$76,532	\$185,000	\$185,000	0.0%
First Night	\$45,000	\$45,000	\$45,000	0.0%
<b>Total Expenditures</b>	<b>\$4,556,934</b>	<b>\$4,971,609</b>	<b>\$5,104,984</b>	<b>2.7%</b>
<b>Less: Revenues and Retained Earnings</b>	<b>\$837,701</b>	<b>\$315,442</b>	<b>\$372,401</b>	<b>18.1%</b>
<b>Total General Fund Expenditures</b>	<b>\$3,719,233</b>	<b>\$4,656,167</b>	<b>\$4,732,583</b>	<b>1.6%</b>

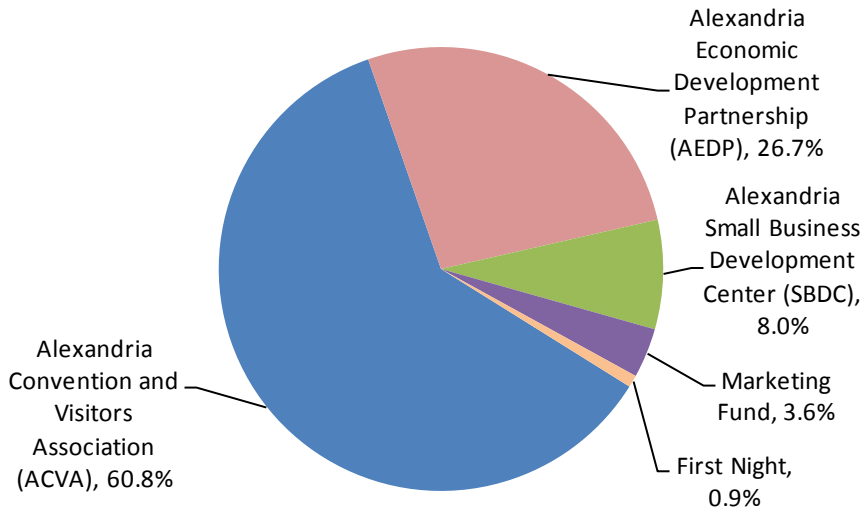
\*The funding above reflects the total investment in Economic Development activities, including City General Fund contributions, federal grants, membership fees, retained earnings, Industrial Development Authority fees and other income. Program expenditures shown are those submitted to the City in organizational financial statements. The City General Fund expenditures includes all General Fund support to each agency.

## Highlights

- The proposed budget increases the City's overall General Fund contribution to economic development activities by \$76,416 or 1.6%.
- The General Fund contribution to ACVA increases by \$139,058 of which \$39,058 is for current services adjustments related to salary and benefit cost increases and higher lease expenses. The remaining \$100,000 funds an increase in the Destination Advertising Campaign which serves to generate overnight stays in Alexandria by targeting a key demographic within a 5-hour drive through strategic advertising placements. The \$100,000 increase in advertising is expected to generate at least \$200,000 in additional revenue, making this supplemental a cost gain because it returns \$100,000 to the General Fund in FY 2013 and higher amounts in FY 2014 and beyond.
- The City's contribution to AEDP decreases by \$54,183 or 3.9%. The proposed budget provides AEDP with \$29,185 to cover current services adjustments related to increasing personnel costs and lease expenses. This increase is offset by a \$83,368 reduction to AEDP's advertising budget.
- The proposed budget decreases SBDC's General Fund budget by \$8,459 (2.9%) due to a reduction in funding for individualized client consulting services. This reduction is partially offset by current services adjustments (\$8,805) resulting from increased personnel and lease costs.
- The FY 2012 approved budget provided funding to co-locate ACVA, AEDP and SBDC into new leased space for the purpose of creating a multi-agency economic development center focused on business growth, development and retention within the City. The combined center is beginning to result in greater synergy among the City's three economic development partners and has created a venue that brings together members of Alexandria's tourism, development and business community.
- First Night Alexandria (\$45,000) and the Marketing Fund (\$185,000) are funded at FY 2012 levels in the FY 2013 proposed budget.

# Economic Development Activities

## FY 2013 Proposed Expenditures by Organization



### Economic Development Activities

#### Economic Development Activities

Alexandria Convention & Visitors Association  
 Alexandria Economic Development Partnership, Inc.  
 Alexandria Small Business Development Center  
 First Night Alexandria  
 Marketing Fund

### Contact Information

#### Alexandria Convention and Visitors Association

Stephanie Brown, President and CEO  
 VisitAlexandriava.com  
 sbrown@visitAlexva.com

#### Alexandria Economic Development Partnership, Inc.

Val Hawkins, President and CEO  
 www.alexecon.org  
 hawkins@alexecon.org

#### Alexandria Small Business Development Center

Bill Reagan, Executive Director  
 www.alexandriasbdc.org  
 billr@alexandriasbdc.org

# Economic Development Activities

## ACVA Program

The goal of the Alexandria Convention and Visitors Association is to generate tourism and conventions that increase business revenues and City taxes, as well as promote the City of Alexandria and its assets.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Total Expenditures	\$2,625,816	\$2,944,470	\$3,103,528
Less Revenues	\$211,944	\$195,500	\$215,500
Use of/Contributions to Retained Earnings*	\$53,849	\$0	\$0
Net General Fund Expenditures	\$2,360,022	\$2,748,970	\$2,888,028
<b>Program Outcomes</b>			
Change in hotel transient lodging tax (6.5%)	3.9%	3.0%	6.0%
Change in lodging fee (\$1 per room per night)	7.0%	4.5%	2.0%

\*Subject to change by ACVA in FY 2012

## Activity Data

<b>CONVENTION SALES AND MEETING SUPPORT – The goal of Convention Sales and Meeting Support is to attract conventions, meetings and other groups to the City to generate revenue, thereby reducing the tax burden on residents.</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Total Expenditures	\$525,163	\$588,894	\$620,706
\$ of actualized revenue for businesses including hotels	\$2,946,949	\$3,900,000	\$4,000,000
Qualified group tourism leads	895	950	1,000
<b>ADVERTISING/MARKETING – The goal of the paid advertising campaign is to generate visitor spending through leisure visitors, with an emphasis on overnight guests.</b>			
Total Expenditures	\$1,575,490	\$1,766,682	\$1,862,117
Total Lodging Tax Generated	\$11,245,201	\$12,000,000	\$12,400,000
Total Visitor Spending	\$657,445,751	\$630,000,000	\$660,000,000
Website Visits	779,686	900,000	1,000,000
<b>ALEXANDRIA VISITORS CENTER AT RAMSAY HOUSE – The goal of the Visitor Center is to provide visitors to the City with a central location to gather information and plan their visit.</b>			
Total Expenditures	\$262,582	\$294,447	\$310,353
Number of visitors	76,810	77,000	78,000
<b>PUBLIC RELATIONS – The goal of Public Relations is to generate earned media, and provide tourism industry professional and marketing support.</b>			
Total Expenditures	\$210,065	\$235,558	\$248,282
Total number of stories placed (print, online and broadcast)	796	400	800
<b>TOURISM INDUSTRY SUPPORT – The goal of Tourism Industry Support is to provide networking and professional development opportunities for Alexandria's tourism industry in order to improve their ability to serve visitors to the City.</b>			
Total Expenditures	\$52,516	\$58,889	\$62,071
Total jobs supported by visitor spending (calendar year)	5,958	6,025	6,025
Number of members	337	350	350

# Economic Development Activities

## Alexandria Economic Development Partnership, Inc.

The goal of the AEDP Program is to increase economic development activity that will result in a more equitable distribution of the real estate tax burden between commercial and residential properties and will ensure a sustainable economic future for Alexandria.

Program Totals		FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
	Total Expenditures	\$1,466,364	\$1,425,020	\$1,365,285
	Retained Earnings	\$123,922	\$0	\$0
	IDA Funds	\$240,749	\$24,052	\$0
	Other Funding	\$75,515	\$11,500	\$30,000
	Net General Fund Expenditures	\$1,026,178	\$1,389,468	\$1,335,285
Program Outcomes				
	% of real property tax base representing commercial property	43.5%	43.5%	42.0%

### Activity Data

MARKETING – The goal of Marketing is to promote Alexandria as a premiere location for business thereby enhancing the City's tax revenue and increasing employment opportunities.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Total Expenditures	\$611,474	\$594,233	\$569,324
FTE's	1.5	1.5	1.5
% increase in commercial tax base	-1.9%	3.8%	6.6%
% increase in level of employment	0.1%	2.0%	4.0%
Visits to Alexecon.org website	50,357	50,000	60,000
Alexecon.org page views	154,521	190,000	200,000

BUSINESS RETENTION & EXPANSION.- The goal of Business Retention and Expansion is to retain existing businesses in existing or more suitable locations within the City, to maintain and expand the commercial tax base and the City's employment opportunities, and to ensure a diverse quality of life for both the business and residential communities.			
Total Expenditures	\$335,797	\$326,330	\$312,650
FTE's	1.5	1.5	1.5
# of jobs retained	129	600	475
Square feet of commercial space leased - retention or expansion	154,673	120,000	150,000

BUSINESS ASSISTANCE – The goal of Business Assistance is to provide Alexandria business with support, in the form of grants, regulatory process expertise and general information, to enable them to function in full compliance and awareness of the requirements and opportunities available to them.			
Total Expenditures	\$259,546	\$252,229	\$241,655
FTE's	1.5	1.5	1.5
# of applications for Façade Improvement grants	0	5	2
Mayor's Local Business Outreach Program (MLBOP) visits	16	20	20
# of businesses assisted	225	175	200

# Economic Development Activities

## Alexandria Economic Development Partnership, Inc., continued

<b>BUSINESS ATTRACTION - The goal of Business Attraction is to work with property owners, developers, real estate professionals, brokers and tenants to attract new businesses to the City that create new economic activity and employment opportunities.</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Total Expenditures	\$259,546	\$252,229	\$241,655
FTE's	1.5	1.5	1.5
# of jobs attracted	328	4,500	2,000
Square feet of commercial space leased - new	107,344	675,000	300,000
Commercial (office) vacancy rate*	12.4%	10.5%	11.0%
Commercial (office) average rental rate	\$30.68	\$34.00	\$32.50

\*FY 2011 Actuals are as of June 30, 2012. FY 2013 represents the projected vacancy rate for June 30, 2013.

### Alexandria Small Business Development Center:

The Alexandria Small Business Development Center strengthens small businesses and promotes economic growth by providing quality services such as management consulting, educational programs and access to business resources.

<b>Program Totals</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Total Expenditures	\$343,222	\$372,119	\$406,171
Use of Retained Earnings*	\$0	\$1,390	\$24,901
Less Revenues	\$131,722	\$83,000	\$102,000
Net General Fund Expenditures	\$211,500	\$287,729	\$279,270
<b>Program Outcomes</b>			
# of clients assisted	395	400	425

\*Subject to change by SBDC in FY 2011

### Activity Data

<b>BUSINESS ASSISTANCE - INDIVIDUAL CONSULTATIONS - The goal of Business Assistance - Individual Consultations is to provide individual and confidential guidance to existing business owners and new entrepreneurs to help them solve problems, overcome obstacles, connect to resources, identify new opportunities, and strengthen their potential for success and growth.</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Total Expenditures	\$279,726	\$303,277	\$331,029
FTE's	3.1	3.1	3.1
# of clients assisted	395	400	1,000
# of clients assisted with economic downturn issues	55	25	25
Increased sales by client companies	\$13,207,148	\$6,000,000	\$10,000,000
Increased jobs (created and retained)	385	250	300
New capital investment by client companies	\$ 3,887,950	\$ 2,000,000	\$ 2,500,000

<b>BUSINESS ASSISTANCE - INDIVIDUAL INQUIRIES/INFORMATIONAL MATERIALS - The goal of Business Assistance - Individual Inquiries/Information Materials is to provide timely answers to initial inquiries from existing business owners and new entrepreneurs to help them with the issues that concern them and to help determine what resources, including the SBDC, can be helpful to them.</b>			
Total Expenditures	\$63,496	\$68,842	\$75,142
FTE's	0.7	0.7	0.7
# of information mailings/e-mails	301	600	400
# of training events/attendees	21/445	30/600	41/1052

# Economic Development Activities

## Other Economic Development Activities

	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
<b>Program Totals</b>			
Total Expenditures	\$121,532	\$230,000	\$230,000
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$121,532	\$230,000	\$230,000
<b>Program Outcomes</b>			
No Program Outcomes	N/A	N/A	N/A

### Activity Data

<b>Marketing Fund - The Marketing Fund is a matching grant program designed to leverage private matching dollars and increase cooperation and coordination among multiple businesses and organizations to promote Alexandria as a destination for visiting, shopping, dining and doing business.</b>	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Total Expenditures	\$76,532	\$185,000	\$185,000
Non-City funding	\$0	\$0	\$0
City funding	\$76,532	\$185,000	\$185,000
<b>First Night Alexandria</b>			
Expenditures*	\$45,000	\$45,000	\$45,000

\*In addition to the \$45,000 allocated directly to First Night Alexandria, the organization received \$2,200 from the Marketing Fund and \$11,433 from the Arts Commission in FY 2011.

# Economic Development Activities

## Summary of Budget Changes

### Adjustments to Maintain Current Services

Agency	Adjustment	FY 2013 Proposed
<b>ACVA</b>		<b>\$39,058</b>
Personnel costs increase as a result of a 3% merit for ACVA staff and non-personnel costs increase by \$2,771 to cover the inflationary-based lease adjustment for office space.		
<b>AEDP</b>		<b>\$29,185</b>
This adjustment accommodates merit increases for AEDP staff as well as increased costs associated with employee benefits. The increase also covers an increase in occupancy costs.		
<b>SBDC</b>		<b>\$8,805</b>
This increase provides for a merit increase to SBDC staff and covers SBDC's share of the increased cost for office space.		

### Expenditure Reduction

Agency	Reduction Option	FY 2013 Proposed
<b>AEDP</b>	<i>Reduction to AEDP Advertising Budget</i>	<b>(\$83,368)</b>
In FY 2011 and FY 2012, AEDP created an Alexandria brand ( <i>Alexandria Ideal</i> ) which has been launched across an array of marketing and advertising mediums throughout the region and nationally within targeted industries. This reduction will decrease the amount of industry-specific print, Internet and broadcast advertising conducted by AEDP to help promote Alexandria to existing and prospective business audiences. To help offset this reduction, the AEDP team intends to increase personal outreach/networking with brokers, developers and potential tenants and owners.		
<b>SBDC</b>	<i>Reduction to Small Business Consulting Services</i>	<b>(\$17,264)</b>
This reduction partially reduces the level of individual client consulting hours provided by outside expertise to Alexandria small business owners. Current SBDC staff and additional SCORE counselors, who provide services at no cost, will help to offset this reduction.		

### Supplemental Adjustment

Agency	Adjustment	FY 2013 Proposed
<b>ACVA</b>	<i>Additional Investment for Destination Advertising</i>	<b>\$100,000</b>
The Destination Advertising Campaign serves to generate overnight stays by targeting a key demographic within a 5-hour drive radius through advertising placements in culinary and lifestyle publications, direct mailings and online advertising. A third-party study commissioned by the City and ACVA in 2010 concluded that \$1 spent on advertising resulted in \$133 of visitor spending or \$4 in tax revenue for the City. The FY 2012 Approved budget provided an additional \$300,000 for destination advertising which doubled the programs budget to the current level of \$601,306. This additional investment was also expected to double the economic impact of the advertising campaign from \$40 million to \$80 million per year, while also generating at least \$300,000 in revenue for the City. Increasing the destination advertising budget by \$100,000 in FY 2013 will add frequency to the current campaign's schedule and will have an additional economic impact of up to \$13 million. This City anticipates the \$100,000 investment will be offset by at least \$200,000 in revenue as a result of increased visitor spending in FY 2013 and a larger amount in FY 2014 and beyond.		

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