

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 and responsibilities; and to encourage residential and commercial revitalization.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$1,547,781	\$1,683,599	\$1,859,800	10.5%
Non-Personnel	7,920,688	4,922,505	7,778,954	58.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	\$9,468,469	\$6,606,104	\$9,638,754	45.9%
Less Revenues				
CDBG, NSP and HOME New Revenue	\$770,639	\$980,032	\$980,032	0.0%
CDBG, NSP and HOME Carryover Revenue	1,288,008	1,682,784	585,069	-65.2%
CDBG, NSP and HOME Program Income	536,897	186,000	222,448	19.6%
ARRA New Revenue	0	0	0	0.0%
ARRA Carryover Revenue	75,280	0	0	0.0%
Housing Trust Fund New Revenue - Earmarked*	298,175	993,966	1,960,000	97.2%
Housing Trust Fund New Revenue - Not Earmarked	0	0	565,000	NA
Housing Trust Fund Carryover Revenue - Earmarked*	1,933,800	595,477	870,000	46.1%
Housing Trust Fund Carryover Revenue - Not Earmarked	0	0	542,977	NA
Affordable Housing Bonds - Earmarked*	1,500,000		1,600,000	NA
Dedicated Revenue Carryover	880,491	0	0	N/A
Total Designated Funding Sources	\$7,283,290	\$4,438,259	\$7,325,526	65.1%
Net General Fund Expenditures	\$2,185,179	\$2,167,845	\$2,313,228	6.7%
Total Department FTE's	17.3	15.0	16.0	6.7%

*FY 2014 reflects \$4,430,000 previously earmarked by City Council through the Braddock and Beauregard Small Area Plans for affordable housing within those plan areas.

Note: Carryover monies are shown in the FY 2012 Actual and FY 2013 and FY 2014 Approved 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 2014, the approved General Fund budget increases by \$145,383, or 6.7%.
- FY 2014 personnel costs increase by \$176,201, or 10.5%. A majority of this increase is due to the addition of a full-time Housing Relocation Advisor II position (\$85,988) to manage the Beauregard Small Area Plan relocation process described on the following pages. The remaining increase of \$90,213 will pay for employee step adjustments, offset by decreases in healthcare costs and the 1% increase in pay to offset the 1% shift in the VRS contribution rate from the employer to the employee for impacted employees.

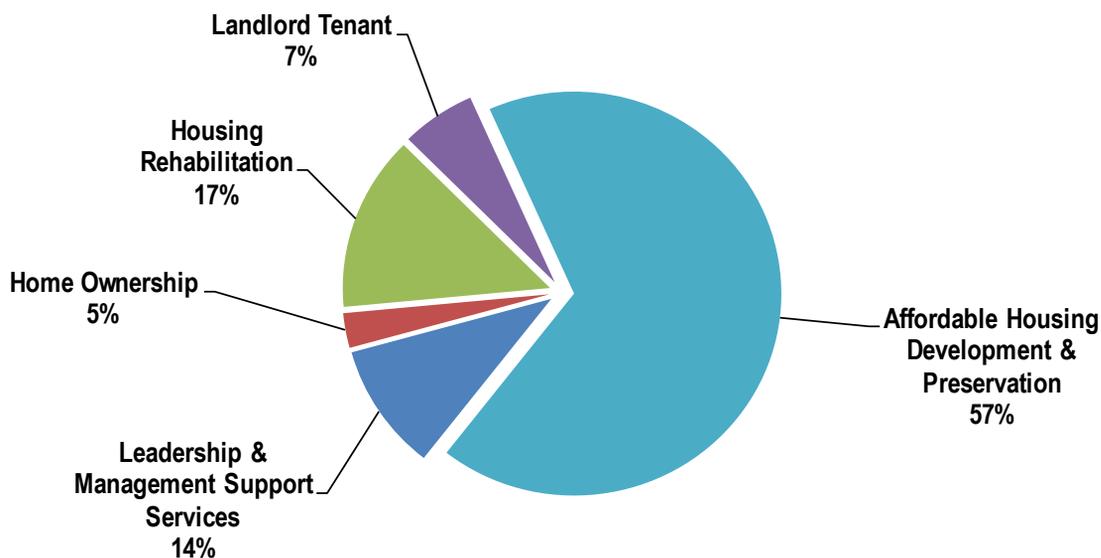
Highlights, continued

- FY 2014 total non-personnel costs increase by \$2,856,449, or 58.0%. Of this, \$52,849 impacts the General Fund and is due to an increase in rent of \$10,446 as well as a \$42,403 increase in the resources available for affordable housing projects from the dedicated real estate tax rate, due to slight increases in assessments. The remaining increase of \$2,803,600 is part of the \$4,430,000 that has already been earmarked by City Council action to be used for the Beauregard and Braddock Small Area Plan affordable housing implementation.
- As part of the Add/Delete process, City Council approved an additional \$174,235 in Contingent Reserves to fund affordable housing initiatives in the City. The funds will be appropriated to the Housing budget during FY 2014.
- On June 11, 2013, City Council adopted the resolution (RES. NO. 2565) to reaffirm the continuation of the dedicated set-aside for the Affordable Housing Initiatives Account. The dedicated \$0.006 per \$100 of assessed value is used for existing and projected debt service on City issued bonds whose proceeds have been, or will be, used for affordable housing and the remaining funds are available for affordable housing initiatives.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of participants served in home buyer training and education opportunities	151	NA	NA
Total # of households receiving homeownership loans	36	8	4
Total # of rehabilitation loan or grants obligated	13	12	13
# of landlord tenant disputes mediated	1,215	1,000	1,000
% of tenant issues successfully resolved	96%	95%	95%
# of affordable units pledged by developers	61	10	10
# of lending projects financed (counted at City loan approval)	1	2	3

FY 2014 Approved Expenditures by Program



Office of Housing

Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & Management Support Services*	\$1,018,080	\$954,217	\$980,255	2.7%
Home Ownership	\$2,195,220	\$309,584	\$267,762	-13.5%
Housing Rehabilitation	\$785,162	\$1,147,785	\$1,350,704	17.7%
Landlord Tenant Relations	\$341,578	\$437,014	\$559,511	28.0%
Affordable Housing Development & Preservation	\$5,128,429	\$3,757,504	\$6,480,522	72.5%
Total Expenditures	\$9,468,469	\$6,606,104	\$9,638,754	45.9%

*FY 2012 figure includes Housing Master Plan and ARHA Strategic Plan.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & Management Support Services	5.4	5.3	5.3	0.0%
Home Ownership	4.2	0.8	0.8	0.0%
Housing Rehabilitation	2.3	1.9	1.9	0.0%
Landlord Tenant Relations	3.4	3.3	4.3	30.3%
Affordable Housing Development & Preservation	2.0	3.7	3.7	0.0%
Total full time equivalents (FTE's)	17.3	15.0	16.0	6.7%

Housing Programs and Activities

<p>Leadership & Mgmt Support Services Leadership & General Management Grant & Financial Management</p> <p>Home Ownership Lending & Loan Management Counseling & Training Sales & Marketing</p> <p>Housing Rehabilitation Financing & Loan/Grant Management Counseling & Training Sales & Marketing</p> <p>Landlord Tenant Relations Landlord Tenant Mediation & Education Fair Housing Enforcement & Education</p>	<p>Affordable Housing Development & Preservation Securing & Fostering Affordable Unit Development Lending</p>
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Dept Info

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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 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	10.8%	14.4%	10.2%
Total Expenditures	\$1,018,080	\$954,217	\$980,255
CDBG, and HOME New Revenue	206,178	167,143	167,093
CDBG, and HOME Carryover Revenue	108,721	0	0
Affordable Housing Bonds and Dedicated Revenue Carryover	102,756	0	0
Net General Fund Expenditures	\$600,425	\$787,074	\$813,162
Program Outcomes			
% of activities achieving target service levels	60%	100%	100%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of the Leadership and General Management activity 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 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$569,844	\$596,486	\$616,726
FTE's	1.6	1.6	1.6
# of departmental FTEs supported	17.0	15.0	16.0
# of activities managed	10	10	10
# educational presentations made	21	20	20

GRANT & 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.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$448,236	\$357,731	\$363,529
FTE's	3.8	3.8	3.8
\$ amount of federal funds awarded	\$1,957,643	\$980,032	\$980,032
# of federal applications and reports produced	12	10	10
% funding sources administered within budget	100%	100%	100%

Office of Housing

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 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	23.2%	4.7%	2.8%
Total Expenditures	\$2,195,220	\$309,584	\$267,762
CDBG, NSP and HOME New Revenue	545,685	0	0
CDBG, NSP and HOME Carryover Revenue	470,742	0	0
CDBG, NSP and HOME Program Income	180,089	61,000	61,000
Housing Trust Fund New Revenue	123,175	61,500	65,000
Housing Trust Fund Carryover Revenue	458,977	150,000	100,000
Other Non-Federal New Revenue	0	0	0
Net General Fund Expenditures	\$416,552	\$37,084	\$41,762
Program Outcomes			
% of lender-ready applicants receiving City loan assistance	74%	30%	30%

Activity Data

LENDING & LOAN MANAGEMENT – The goal of the Lending and Loan Management activity is to provide home purchase loans to low and moderate income Alexandria workers and residents in order to improve their economic stability.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,012,960	\$283,911	\$238,850
FTE's	3.3	0.4	0.4
Total # of households receiving homeownership loans	36	8	4
Cost per household receiving homeownership loan	\$55,916	\$35,489	\$59,713
% of loans closed within 60 days of receipt of loan package	100%	100%	100%

COUNSELING & TRAINING – The goal of the Counseling and Training activity is to provide home buyer training and education opportunities to low and moderate income Alexandria workers and residents in order to improve their readiness for home ownership.*	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$69,013	NA	NA
FTE's	0.4	NA	NA
# of participants served in home buyer training and education opportunities	151	NA	NA
Cost per participant served	\$457	NA	NA
% of prescreened applicants completing home buyer training curriculum	42%	NA	NA

*The Counseling & Training activity was terminated in FY 2013, due to reductions in Federal CDBG and HOME grants.

SALES & 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.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$113,247	\$25,673	\$28,912
FTE's	0.5	0.4	0.4
# of sales units placed under contract (including resale)	0	8	4
Cost per unit under contract	NA	\$3,209	\$7,228
% of units under contract within 6 months of listing	NA	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 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	8.3%	17.4%	14.0%
Total Expenditures	\$785,162	\$1,147,785	\$1,350,704
CDBG and HOME New Revenue	0	464,867	467,638
CDBG and HOME Carryover Revenue	301,039	440,817	575,069
CDBG and HOME Program Income	356,808	125,000	125,000
ARRA Carryover Revenue	75,280	0	0
Housing Trust Fund New Revenue	0	0	0
Housing Trust Fund Carryover Revenue	52,035	3,000	54,500
Net General Fund Expenditures	\$0	\$114,101	\$128,497
Program Outcomes			
% of applicants with improved housing conditions	100%	100%	100%

Activity Data

FINANCING & LOAN/GRANT MANAGEMENT – The goal of the Financing and Loan/Grant Management activity is to provide home rehabilitation loans to low income Alexandria home owners to improve the condition or accessibility of their housing. Accessibility improvements are available to Alexandria renters.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$785,162	\$1,147,785	\$1,350,704
FTE's	2.3	1.9	1.9
Total # of rehabilitation loan or grants obligated	13	12	13
Total # of home rehabilitation loan subordinated	4	4	4
Cost per loan transaction	\$46,186	\$71,737	\$79,453
% of non-lead based projects completed within 6 months of contract execution	80%	90%	90%
% of lead based projects completed within 9 months of contract execution	100%	90%	90%

Office of Housing

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 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	3.6%	6.6%	5.8%
Total Expenditures	\$341,578	\$437,014	\$559,511
CDBG and HOME New Revenue	18,776	11,383	11,322
CDBG and HOME Carryover Revenue	11,948	10,000	10,000
Net General Fund Expenditures	\$310,854	\$415,631	\$538,189
Program Outcomes			
% of tenant issues successfully resolved	96%	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 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$279,769	\$376,067	\$495,218
FTE's	2.6	2.6	3.6
# of landlord tenant disputes mediated	1,215	1,000	1,000
# of clients served for information and referral	3,000	4,000	4,000
Program cost per 1,000 Alexandria rental units	\$8,835	\$11,876	\$15,638

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.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$61,809	\$60,947	\$64,293
FTE's	0.8	0.8	0.8
# testing reports completed	1	1	1
Cost per housing unit in the City	\$394	\$388	\$402
% of positive evaluation by training participants	100%	100%	100%

Office of Housing

Affordable Housing Development & Preservation Program

The goal of Affordable Housing Development and Preservation is to 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 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	54.2%	56.9%	67.2%
Total Expenditures	\$5,128,429	\$3,757,504	\$6,480,522
CDBG and HOME New Revenue	0	336,639	333,979
CDBG and HOME Carryover Revenue	395,558	1,231,967	0
CDBG and HOME Program Income	0	0	36,448
Housing Trust Fund New Revenue	175,000	932,466	2,460,000
Housing Trust Fund Carryover Revenue	1,422,788	442,477	1,258,477
Affordable Housing Bonds and Dedicated Revenue Carryover	2,380,491	0	1,600,000
Other Non-Federal Carryover Revenue	0	0	0
Net General Fund Expenditures	\$754,592	\$813,955	\$791,618
Program Outcomes			
% of all residential/mixed-use development activity resulting in committed affordable units	50%	33%	33%

Activity Data

SECURING & FOSTERING AFFORDABLE UNIT DEVELOPMENT – The goal of Securing and Fostering Affordable Unit Development is to work with private developers to facilitate commitments of funds for affordable housing and/or commitments of on-site affordable units in new developments, and to provide affordable housing developers technical assistance, project oversight, and construction supervision as required, to ensure that all available financial resources are leveraged to maximize opportunities for quality affordable housing production.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$270,638	\$319,779	\$3,977,738
FTE's	1.3	1.7	1.7
# of affordable units pledged by developers	61	10	10
# of units resulting from technical assistance provided by the City	0	30	47
Total # of affordable units (rental & sales) pledged or receiving city technical assistance	61	40	57
\$ contributed to Housing Trust Fund by developers*	\$350,000	\$900,000	\$2,460,000
% of affordable units of total units developed	0%	100%	100%

*This activity includes funds reserved for Beauregard Small Plan Area housing units in FY 2014.

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.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (1)	\$4,857,791	\$3,437,725	\$2,502,784
FTE's	0.7	2.0	2.0
# of projects financed (1&2)	1	2	3
# of units committed (1&2)	10	56	40
Average loan amount committed per unit financed	\$30,000	\$61,388	\$62,570
% of loans approved or denied within 60 days of application	100%	100%	100%

(1) FY 2012 expenditures includes funds for 14 condominium replacement units related to the James Bland Replacement units. FY 2013 includes a potential project for which funds would have to be carried over from FY2012. FY2014 includes funds set aside for the Braddock Metro Area Plan. The Plan calls for 50% of developer contributions received in the area to be reserved to fund replacement housing sites.

(2) Counted at City loan approval.

Office of Housing

FY 2014 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	
	CDBG										
New Grant	0	0	0	467,638	0	11,322	0	0	37,600	92,547	609,107
Program Income	25,000	0	0	125,000	0	0	0	0	0	0	150,000
Carryover	0	0	0	575,069	0	10,000	0	0	0	0	585,069
	25,000	0	0	1,167,707	0	21,322	0	0	37,600	92,547	1,344,176
	One Loan			Nine HPRLP Loans One RAMP		One Testing Round					
HOME											
New Grant		0	0	0	0	0	0	333,979	0	36,946	370,925
Program Income	36,000	0	0	0	0	0	0	36,448	0	0	72,448
Carryover	0	0	0	0	0	0	0	0	0	0	0
	36,000	0	0	0	0	0	0	370,427	0	36,946	443,373
	One Loan							One Project Financed			
GENERAL FUND											
New Dedicated Revenue	12,850	0	28,912	128,497	409,230	42,971	264,334	125,738	579,126	234,036	1,825,694
New HOME Match	0	0	0	0	0	0	0	28,089	0	0	28,089
	12,850	0	28,912	128,497	495,218	42,971	264,334	527,284	579,126	234,036	2,313,228
	Admin Support for Homeownership Program		TBD units placed under contract		1,000 disputes mediated & 4,000 clients served		10 Developer Pledged Units				
HOUSING TRUST FUND											
New	65,000	0	0	0	0	0	1,500,000	960,000	0	0	2,525,000
Carryover	100,000	0	0	54,500	0	0	613,404	574,000	0	0	1,341,904
HOME Match (Carryover)	0	0	0	0	0	0	0	71,073	0	0	71,073
	165,000	0	0	54,500	0	0	2,113,404	1,605,073	0	0	3,937,977
	Two Loans			Three Mini-RAMP Grants			Beauregard Funds	Two Project Financed			
GO BONDS FOR BEAUREGARD	0	0	0	0	0	0	1,600,000	0	0	0	1,600,000
ALL FUNDS	238,850	0	28,912	1,350,704	495,218	64,293	3,977,738	2,502,784	616,726	363,529	9,638,754

Note: \$460,000 of the new HTF will be allocated to the Braddock Fund and \$374,000 of the HTF carryover funds are in the same fund. \$3.6 million of the HTF and Bond funds are allocated for Beauregard.

Office of Housing

Miscellaneous Information

The approved Housing Opportunities Fund (HOF) allocation to the Alexandria Housing Development Corporation of \$279,000 includes both General Fund and Housing Trust Fund HOF monies.

Approved Housing Trust Fund (HTF) expenditures for FY 2014 include a new allocation of up to \$864,000 in estimated carryover Housing Trust Fund monies for the following programs:

\$314,000	Housing Opportunities Fund (HOF): Not yet designated
\$50,000	Rebuilding Together Alexandria
<u>\$500,000</u>	Beauregard Small Area Plan Housing Fund
\$864,000	Total

In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2014 will be used to supplement the following programs:

\$500,000	Housing Opportunities Fund (HOF): Not yet designated
\$1,500,000	Beauregard Small Area Plan Housing Fund
<u>\$460,000</u>	Braddock Metro Small Area Plan Housing Fund
\$2,460,000	Total

Office of Housing

Supplemental Request

Activity	Supplemental Request	FTE's	FY 2014 Approved
Landlord Tenant Mediation and Education	<i>Relocation Advisor II</i>	1.0	\$85,988
<p>This initiative will add a Relocation Advisor II position to primarily manage the Beauregard Small Area Plan relocation process. The relocation process will assist displaced households to relocate to safe and affordable housing that aligns with the households needs. In FY 2014, the main body of work for this position will be to begin to develop better tenant information through a detailed survey to begin establishing the databases and to apply the approved tenant relocation scoring criteria in order to prioritize tenants for eventual relocation once redevelopment becomes imminent.</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 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$5,302,967	\$5,506,083	\$5,841,895	6.1%
Non-Personnel	385,091	223,363	243,916	9.2%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	\$5,688,058	\$5,729,446	\$6,085,811	6.2%
Less Revenues				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	112,557	96,424	271,827	181.9%
Total Designated Funding Sources	\$112,557	\$96,424	\$271,827	181.9%
Net General Fund Expenditures	\$5,575,501	\$5,633,022	\$5,813,984	3.2%
Total Department FTE's	47.5	48.0	50.0	4.1%

Highlights

- In FY 2014, the General Fund budget increases by \$180,962, or 3.2%.
- In FY 2014, the personnel budget increases by \$335,812, or 6.1%, attributable to employee step adjustments, decreases in healthcare costs and the 1% increase in pay to offset the 1% shift in the VRS contribution rate from the employer to the employee for impacted employees.
- The personnel budget increase is also due to the addition of one full time Urban Planner III in the Development Division. The new position was created to support increases in development review related activities and to maintain or enhance current levels of service in the department. Additionally, one existing Urban Planner III position equivalent (\$126,874) will be funded with Permit Center fees (reflected above as Special Revenue Funds). The Department of Code Administration is projecting to have sufficient revenue to support this position as well as the cost of one Urban Planner II position (\$96,515 in FY 2014) funded in FY 2013, both of which will work in support of the City's multi-department Permit Center. Funding the position with special revenue results in a reduction to Planning & Zoning's General Fund budget of \$126,874. Special Revenue will also fund 1.0 FTE hired for half of FY 2014 (\$53,788) to support GIS functions related to on-going implementation of the City's Permit Plan System.
- Total non-personnel costs increase by \$20,553, or 9.2%, mostly due to an adjustment to maintain current levels of service (\$18,000) related to GIS software capabilities to support Cityworks, CAD and GARI - which are programs used throughout the City - as well as an increase in office space leasing costs (\$1,676) for the GIS functions of the department.
- The approved budget increases the revenue budget for land use and development fees by \$422,000 due to increases in base fee rates for development cases and increases to the maximum cap charged on development cases. These fee increases will better align service with cost of administration, ensuring that the department can meet the needs of applicants, as well as offset the addition of the one Urban Planner III for development review.

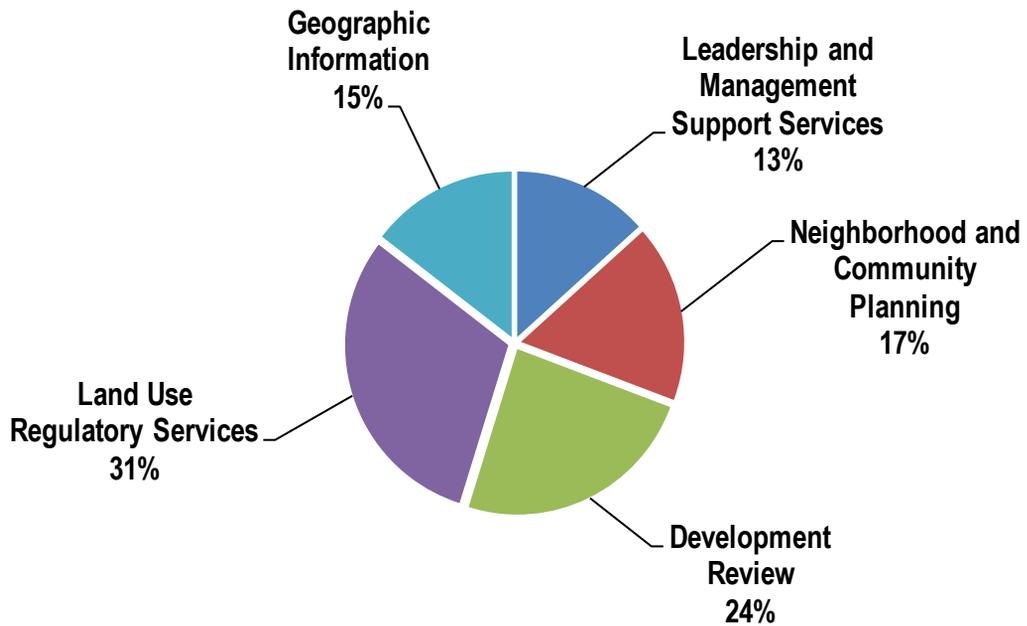
Planning & Zoning

Selected Performance Measures

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of items docketed	23	35	30
# of development reviews	215	250	225
# of Neighborhood Planning initiatives in progress	5	5	5
# of items docketed for PC, BAR, and BZA (excluding development items)	208	260	200
# of administrative zoning applications processed	88	100	100
# of Historic Preservation administrative applications processed	253	350	300
% of targets met*	86%	92%	92%

* Reflects department-wide average

FY 2014 Approved Expenditures by Program



Planning & Zoning

Expenditure and Staffing Summary

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership and Management Support Services	\$889,716	\$859,683	\$814,432	-5.3%
Neighborhood and Community Planning	1,076,981	1,003,788	1,054,369	5.0%
Development Review*	1,347,034	1,323,970	1,468,039	10.9%
Land Use Regulatory Services*	1,624,179	1,763,559	1,859,855	5.5%
Geographic Information Systems	750,148	778,446	889,116	14.2%
Total Expenditures	\$5,688,058	\$5,729,446	\$6,085,811	6.2%

*FY 2013 approved expenditures have been changed from previously published documents to reflect more reporting.

Staffing Summary*

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership and Management Support Services	6.2	6.0	6.0	0.0%
Neighborhood and Community Planning	7.7	8.1	8.1	0.0%
Development Review	11.5	11.3	13.1	15.9%
Land Use Regulatory Services	16.1	16.6	15.8	-4.8%
Geographic Information Systems	6.1	6.1	7.0	16.2%
Total FTE's	47.5	48.0	50.0	4.1%

*Columns may not total due to rounding.

Planning & Zoning Programs and Activities

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

<p>Department Contact Info 703.746.4666 http://alexandriava.gov/planning/</p> <p>Department Head Faroll Hamer, Director 703.746.4666 Faroll.Hamer@alexandriava.gov</p> <p>Department Staff Cicely Woodrow, Management Analyst III Cicely.Woodrow@alexandriava.gov</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 2012 Actual	FY 2013 Approved	FY 2014 Approved
Program Totals			
% of All Funds Budget	15.6%	15.0%	13.4%
Total Expenditures	\$889,716	\$859,683	\$814,432
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$889,716	\$859,683	\$814,432
Program Outcomes			
% of program targets met	100%	100%	100%

Activity Data

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
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.			
Expenditures	\$889,716	\$859,683	\$814,432
FTE's	6.2	6.0	6.0
Citizen, Council and Freedom Of Information Act (FOIA) requests processed	438	375	425

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.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	18.9%	17.5%	17.3%
Total Expenditures	\$1,076,981	\$1,003,788	\$1,054,369
Less Revenues	\$112,557	\$0	\$0
Net General Fund Expenditures	\$964,424	\$1,003,788	\$1,054,369
Program Outcomes			
% of targets met	100%	100%	100%

Activity Data

SMALL AREA PLANS, SPECIAL STUDIES & CITYWIDE PROJECTS – The goal of Small Area Plans, Special Studies & Citywide Projects is to create a plan for an identified area that provides a vision and formulate recommendations for implementation to improve the quality of the community.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$627,691	\$545,509	\$570,296
FTE's	3.8	4.2	4.2
# of Neighborhood Planning initiatives in progress*	5	5	5

*The planning initiatives for FY 2013 were: Beauregard, Waterfront, Potomac Yard, Public Engagement Process, and Wayfinding.

Planning initiatives for FY 2014 will include Eisenhower West, Del Ray Historic Preservation Plan, and Parking Standards for New Development.

PLAN IMPLEMENTATION – The goal of Plan Implementation is to improve the quality of the community by implementing the approved small area plans.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$449,290	\$458,279	\$484,073
FTE's	3.8	3.8	3.8
# of Plan Implementations in progress*	4	5	5

*The plan implementations for FY 2013 were: Wayfinding, Arlandria, Braddock Road, and King Street Retail.

The FY 2014 plan implementations include: Arlandria, Beauregard Corridor, Braddock, Landmark/Van Dorn, 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 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	23.7%	23.1%	24.1%
Total Expenditures	\$1,347,034	\$1,323,970	\$1,468,039
Less Revenues	\$0	\$0	\$121,522
Net General Fund Expenditures	\$1,347,034	\$1,323,970	\$1,346,517
Program Outcomes			
% of targets met	60%	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 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,347,034	\$1,323,970	\$1,468,039
FTE's	11.5	11.3	13.1
# of items docketed	23	35	30
# of permits reviewed	810	650	725
% of permits reviewed by scheduled date	95%	95%	95%
% of preliminary plans docketed within 90 days	95%	95%	95%
# of development reviews	215	250	225

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 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	28.6%	30.8%	30.6%
Total Expenditures	\$1,624,179	\$1,763,559	\$1,859,855
Less Revenues	\$0	\$96,424	\$96,516
Net General Fund Expenditures	\$1,624,179	\$1,667,135	\$1,763,339
Program Outcomes			
% of scheduled targets met	90%	95%	95%

Activity Data

ADMINISTRATIVE SUPPORT TO Planning and Zoning (P&Z) BOARDS AND COMMISSIONS – The goal of Administrative Support to Boards and Commissions 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 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures**	\$552,897	\$599,899	\$311,018
FTE's**	5.4	2.9	2.8
# of items docketed for PC, BAR, and BZA (excluding development items)	208	260	200

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

**FTEs 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. FY 2014 expenditures reflect corrected expenditures adjustment for the FY 2013 reorganization.

Planning & Zoning

Land Use Regulatory Services Program, cont.

Activity Data

ZONING ADMINISTRATION – The goal of Zoning Administration is to ensure compliance with the Zoning Ordinance and applicable regulations through review and approval of permit and license applications, review of grading plans, and enforcement of provisions of the ordinance, regulations, and special use permits.*	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$573,748	\$616,002	\$978,789
FTE's	6.4	8.4	7.9
# of administrative zoning applications processed	88	100	100
# of permits/licenses/grading plans processed	4,474	3,100	3,500
# of customers served	24,873	21,000	22,000
# of zoning enforcement activities	1,257	750	1,000

*FY 2014 expenditures, FTEs and performance measures reflect the reorganization related to the department's zoning enforcement and administration functions that were previously associated with the Permit & License Review activity.

Activity Data

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.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$497,534	\$547,658	\$570,048
FTE's	4.4	5.4	5.2
# of Historic Preservation administrative applications processed	253	350	300
# of Historic Preservation permits processed	1352	950	950
# of Historic Preservation special projects in process	5	4	4

Planning & Zoning

Geographic Information Systems Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	13.2%	13.6%	14.6%
Total Expenditures	\$750,148	\$778,446	\$889,116
Less Revenues	\$0	\$0	\$53,789
Net General Fund Expenditures	\$750,148	\$778,446	\$835,327
Program Outcomes			
% of targets met	80%	70%	70%

Activity Data

DATA DEVELOPMENT – The goal of the Data Development activity is to create and maintain the City's geospatial infrastructure, the City's definitive source for geographic information. This system models real world features and the relationships between them to provide the foundation for Division's User Support activities.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$244,292	\$251,544	\$261,501
FTE's	2.0	2.0	2.0
# of data layers maintained	95	95	107

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.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$505,856	\$526,902	\$627,615
FTE's	4.0	4.0	5.0
# of City staff users accessing the GIS	650	700	800
# of GIS applications supported	19	19	20
# of hits on GIS internet map server application	65,500	70,000	70,000
# of GIS projects in process	5	5	5

Planning & Zoning

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTE Impact	FY 2014 Approved
Application & User Support	<i>Increased software licensure cost</i>	0.0	\$18,000
<p>The FY 2014 Budget provides an additional \$18,000 to maintain current services related to GIS software capabilities to support Cityworks, CAD and GARI, which are programs used throughout the City. The adjustment is due to increased licensure costs for ESRI software that provides the basis for the three City computer programs.</p>			

Supplemental Requests

Activity	Supplemental Request	FTE Impact	FY 2014 Approved
Development Review Program	<i>One new Urban Planner III</i>	1.0	\$109,122
<p>Development applications are projected to increase into FY 2014, necessitating the addition of a development review position to maintain current departmental performance levels, specifically in regard to processing time. The cost of this position will be offset in the General Fund with increased revenue from land use and development fees.</p>			
Application & User Support	<i>One new GIS Analyst III</i>	1.0	\$0
<p>The cost of this position in FY 2014 is \$53,788 and will be funded by Permit Center fees reflected in the Special Revenue Fund. While the personnel impact is the addition of one FTE, the position is only funded for one half of FY 2014. This position will support GIS functions related to on-going implementation and maintenance of the City's Permit Plan System, which is integral to the performance and on-going operation of the City's multi-departmental Permit Center.</p>			

Budget Reductions

Activity	Reduction	FTE Impact	FY 2014 Approved
Development Review Program	<i>Fund portion of Program with Special Revenue</i>	0.0	(\$126,874)
<p>In FY 2014, the funding for one existing Urban Planner III equivalent will be transferred from the General fund to the Special Revenue Fund. This position equivalent to be funded with Permit Center fees, reduces the approved General Fund budget for Planning & Zoning by \$126,874. Code is projecting to have sufficient revenue to support departmental operations and the related duties would become part of the permit center expanded operations.</p>			

Planning & Zoning

Summary of Budget Changes

Approved Fee Adjustments

Activity	Fee Adjustment	FY 2014 Approved
Zoning Administration	<i>Land Use & Development Fee Revenue Adjustment</i>	\$422,000
<p>The positive real estate and development trend for FY 2013 is projected to continue into FY 2014. As a result, revenue collections from the City's land use and development fees is anticipated to increase. The increase in revenue shown will also come due to fee increases approved, including increases in base fee rates for development cases and increases to the maximum cap charged on development cases. These fee increases will better align service with cost of administration, ensuring that the department can meet the needs of applicants. Some fees for smaller projects will also be decreased to better align with the level of service provided by the City.</p>		

Economic Development Activities

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

FY 2014 Approved Organization Summary Information (reflects City and non-City funding)

Expenditure By Program*	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Alexandria Convention and Visitors Association (ACVA)	\$3,017,580	\$3,114,028	\$3,374,683	8.4%
Old Town Marketing and Advertising Banners (ACVA)	\$0	\$25,000	\$0	-100.0%
Alexandria Economic Development Partnership (AEDP)	\$1,473,587	\$1,692,520	\$1,680,945	-0.7%
Alexandria Small Business Development Center (SBDC)	\$443,201	\$406,171	\$418,974	3.2%
Marketing Fund	\$176,346	\$185,000	\$135,000	-27.0%
First Night	\$45,000	\$45,000	\$45,000	0%
Holiday Lights (Moved from RPCA in FY 2014)	\$0	\$0	\$71,900	100.0%
Total Expenditures	\$5,155,714	\$5,467,719	\$5,726,502	4.7%
Less: Revenues and Retained Earnings	\$296,315	\$626,767	\$640,778	2.2%
Total General Fund Expenditures	\$4,859,399	\$4,840,952	\$5,085,724	5.1%

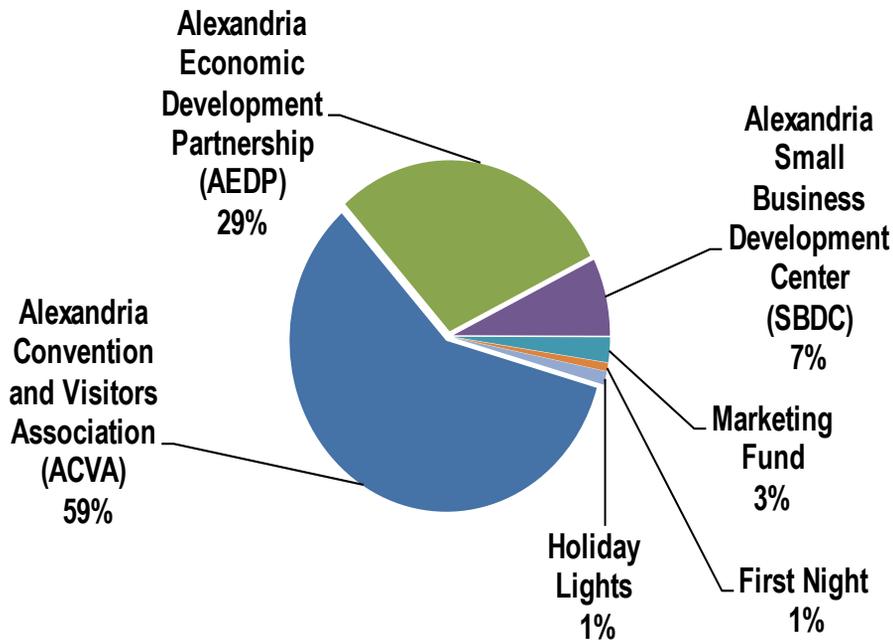
*The funding above reflects the total investment in Economic Development activities, including City General Fund contributions, federal grants, membership fees, retained earnings, Industrial Development Authority fees and other income. Program expenditures shown are those submitted to the City in organizational financial statements. The City General Fund expenditures includes all General Fund support to each agency. SBDC 2012 Actuals are reported by Calendar Year (CY 2011).

Highlights

- The FY 2014 approved budget increases the City's overall General Fund contribution to economic development activities by \$244,772 or 5.1%.
- The General Fund contribution to ACVA increases by \$248,655 or 8.5%. This increase is attributed to \$88,655 for salary and benefit cost increases and higher lease expenses; a \$200,000 increase in Advertising to include \$125,000 for Destination Advertising, \$50,000 for International Marketing and \$25,000 for Convention and Meeting Sales; partially offset by the elimination of \$15,000 for Visitor Center operation during non-peak seasonal periods. \$25,000 in FY 2013 one time funding for King Street banners is not part of the FY 2014 approved budget. The increased funding for Destination Advertising serves to generate overnight stays in Alexandria by targeting a key demographic within a 5-hour drive through strategic advertising placements and is expected to generate at least \$500,000 in additional City revenues. In addition, some international advertising will be initiated in key markets in a joint program with other jurisdictions.
- The General Fund contribution to AEDP decreases by \$1,087 or 0.7%. The net decrease includes \$38,914 for salary and benefit cost increases, higher lease and management costs. The FY 2014 approved budget eliminates \$25,000 in funding for the Greater Washington Initiative marketing program – which is no longer occurring – and \$15,000 in funds for business façade improvements in Arlandria.
- The General Fund contribution to SBDC's budget reflects three changes. First, the SBDC approved budget includes \$24,592 for salary and benefit cost increases and higher lease costs. Second, the FY 2014 approved budget eliminates \$49,288 due to operational efficiencies. This decrease is more than offset by \$60,000 in FY 2014 CIP IT Plan funding for a website overhaul to improve client processing, education and outreach, and leverage support from AEDP.
- First Night Alexandria (\$45,000) is funded at FY 2013 levels in the FY 2014 budget. The Marketing Fund has been reduced by \$50,000 from FY2013 levels, to \$135,000, however, the fund will now be allowed to carryover fund balances of up to \$50,000 per year.
- The FY 2014 approved budget includes funding for King Street Holiday Lights (\$71,900) as a new Economic Development Activity. This funding was previously allocated to Recreation, Parks & Cultural Activities, which will remain responsible for installing and maintaining the Holiday Lights. An additional \$6,750 is included in Contingent Reserves as a 50% match for private fund raising to extend the lighting through June 2014.

Economic Development Activities

FY 2014 Approved Expenditures by Organization



Economic Development Activities

Economic Development Activities

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

Contact Information

Alexandria Convention and Visitors Association

Patricia Washington, President and CEO
 VisitAlexandriava.com
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Alexandria Economic Development Partnership, Inc.

Val Hawkins, President and CEO
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Alexandria Small Business Development Center

Bill Reagan, Executive Director
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 billr@alexandriasbdc.org

Economic Development Activities

Alexandria Convention and Visitors Association 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 2012 Actual*	FY 2013 Approved***	FY 2014 Approved
Total Expenditures	\$3,017,580	\$3,139,028	\$3,374,683
Less Revenues	\$238,364	\$226,000	\$213,000
Use of/Contributions to Retained Earnings**	-\$19,754	\$0	\$0
Net General Fund Expenditures	\$2,798,970	\$2,913,028	\$3,161,683
Program Outcomes			
Change in hotel transient lodging tax (6.5%)	1.9%	6%	3.8%
Change in lodging fee (\$1 per room per night)	2.4%	2%	1%

*Net General Fund Expenditures include \$50,000 allocated in Council's Contingent Reserves.

** Subject to change by ACVA in FY2013.

*** Includes additional \$25,000 for Banners in FY 2013 above the base contribution of \$2,888,028.

Activity Data

CONVENTION SALES AND MEETING SUPPORT – The goal of Convention Sales and Meeting Support is to attract conventions, meetings and other groups to the City to generate revenue, thereby reducing the tax burden on residents.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$603,516	\$622,806	\$674,937
\$ of actualized revenue for businesses including hotels	\$3,805,097	\$4,000,000	\$4,200,000
Qualified group tourism leads	850	1,000	925

ADVERTISING/MARKETING – The goal of the paid advertising campaign is to generate visitor spending through leisure visitors with an emphasis on overnight guests.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$1,901,075	\$1,893,417	\$2,126,050
Total Lodging Tax Generated	11,519,776	\$12,400,000	\$12,871,200
Total Visitor Spending	\$711,000,000	\$660,000,000	\$769,017,600
Website Visits	1,009,128	1,000,000	1,525,801

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.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$211,231	\$311,403	\$236,228
Number of visitors	79,755	78,000	80,000

PUBLIC RELATIONS – The goal of Public Relations is to generate earned media, and provide tourism industry professional and marketing support.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$241,406	\$249,122	\$269,975
Total number of stories placed (print, online and broadcast)	609	800	800

TOURISM INDUSTRY SUPPORT – The goal of Tourism Industry Support is to provide networking and professional development opportunities for Alexandria's tourism industry in order to improve their ability to serve visitors to the City.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$60,352	\$62,281	\$67,494
Total jobs supported by visitor spending (calendar year)	6,067	6,025	6,067
Number of members	350	350	350

Economic Development Activities

Alexandria Economic Development Partnership, Inc.

The goal of the Alexandria Economic Development Partnership 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 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$1,473,587	\$1,692,520	\$1,680,945
Retained Earnings	(\$140,468)	\$15,490	\$0
IDA Funds	\$24,052	\$50,000	\$50,000
Other Funding	\$535	\$208,376	\$213,378
Net General Fund Expenditures*	\$1,589,468	\$1,418,654	\$1,417,567
Program Outcomes			
% of real property tax base representing commercial property	43.2%	42%	42.9%

* FY 2012 Actual includes \$200,000 in contingent reserves.

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 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$614,486	\$705,781	\$700,954
FTE's	1.5	1.5	1.5
% increase in commercial tax base	-0.7%	6.6%	2%
% increase in level of at-place employment	9.4%	4%	4%
Visits to Alexecon.org website	39,521	60,000	75,000
Alexecon.org page views	178,924	200,000	250,000

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.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$337,451	\$387,587	\$384,936
FTE's	1.5	1.5	1.5
# of jobs retained	1340	475	1000
Square feet of commercial space leased - retention or expansion	262,504	150,000	200,000

BUSINESS ASSISTANCE – The goal of Business Assistance is to provide Alexandria business with support, in the form of grants, regulatory process expertise and general information, to enable them to function in full compliance and awareness of the requirements and opportunities available to them.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$260,825	\$299,576	\$297,527
FTE's	1.5	1.5	1.5
# of applications for Façade Improvement grants*	4	2	0
# of bond financing applicants & total bonds issued (\$)	4/\$26,105,000	N/A	3/\$20,000,000
# of businesses assisted	210	200	300

*Façade Improvement program has been eliminated for FY 2014.

Economic Development Activities

Alexandria Economic Development Partnership, Inc., continued

Activity Data

BUSINESS ATTRACTION - The goal of Business Attraction is to work with property owners, developers, real estate professionals, brokers and tenants to attract new businesses to the City that create new economic activity and employment opportunities.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$260,825	\$299,576	\$297,527
FTE's	1.5	1.5	1.5
# of jobs attracted	6,165	2,000	3,000
Square feet of commercial space leased - new	1,757,171	300,000	300,000
Commercial (office) vacancy rate*	15.3%	11%	14%
Commercial (office) average rental rate	\$30.45	\$32.50	\$32.00

*FY 2012 Actuals are as of June 30, 2012. FY 2014 represents the projected vacancy rate for June 30, 2014.

Alexandria Small Business Development Center

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

Program Totals	FY 2012 Actual*	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$443,201	\$406,171	\$418,974
Use of Retained Earnings*	\$0	\$24,901	\$0
Less Revenues	\$193,586	\$102,000	\$164,400
Net General Fund Expenditures	\$249,615	\$279,270	\$254,574
Program Outcomes			
# of individuals assisted	569	425	700

*FY 2012 actual figures are reported by calendar year (CY 2011).

Activity Data

BUSINESS ASSISTANCE - INDIVIDUAL CONSULTATIONS - The goal of Business Assistance - Individual Consultations is to provide individual and confidential guidance to existing business owners and new entrepreneurs to help them solve problems, overcome obstacles, connect to resources, identify new opportunities, and strengthen their potential for success and growth.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$361,208	\$331,029	\$341,464
FTE's	3.1	3.1	2.5
# of individuals counseled/total counseling hours	350/1126	1,000	500/1500
Increased sales by client companies	\$19,030,811	\$10,000,000	\$20,000,000
Increased jobs (created and retained)	239/472	300	250/475
# of loans procured/value of loans by clients - with SBDC assistance*	17/\$7,000,000	N/A	25/\$10,000,00

*This is a new measure for FY 2013.

BUSINESS ASSISTANCE - INDIVIDUAL INQUIRIES/INFORMATIONAL MATERIALS - The goal of Business Assistance - Individual Inquiries/Informational 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.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$81,992	\$75,142	\$77,510
FTE's	0.7	0.7	0.5
# of tailored start-up packets created and distributed	349	400	450
# of training events/attendees	37/680	41/1052	45/1125

Note: as of July 1, 2012, the SBDC has transitioned to a fiscal year of July-June to align with the City's fiscal year. Many of the metrics above are reported on a calendar year basis (2011 or 2012 if available).

Economic Development Activities

Other Economic Development Activities,

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Program Totals			
Total Expenditures	\$221,346	\$230,000	\$251,900
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$221,346	\$230,000	\$251,900
Program Outcomes			
No Program Outcomes	N/A	N/A	N/A

Activity Data

Marketing Fund - The Marketing Fund is a matching grant program designed to leverage private matching dollars and increase cooperation and coordination among multiple businesses and organizations to promote Alexandria as a destination for visiting, shopping, dining and doing business.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved *
Total Expenditures	\$176,346	\$185,000	\$135,000
Non-City funding	\$0	\$0	\$0
City funding	\$176,346	\$185,000	\$135,000

* The Marketing Fund will be allowed carry over of fund balances up to \$50,000 per year beginning in FY 2014.

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
First Night Alexandria			
Expenditures	\$45,000	\$45,000	\$45,000

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Holiday Lights*			
Expenditures	\$0	\$0	\$71,900

*Holiday Lights funding has been transferred from the Recreation Parks & Cultural Activities budget to Economic Development for FY 2014. Recreation Parks & Cultural Activities will remain responsible for light installation and maintenance.

Economic Development Activities

Summary of Budget Changes

Adjustments to Maintain Current Services		
Agency	Adjustment	FY 2014 Approved
ACVA		\$88,655
Personnel costs increase due to salary and benefits adjustment. Non-personnel costs increase by \$3,000 to cover the inflationary-based lease adjustment for office space, as well as a 3% increase office management expenses.		
AEDP		\$38,914
This adjustment will accommodate merit and benefit increases for existing staff, as well as the annual increase in occupancy costs and organizational costs (eg. Insurance).		
SBDC		\$24,592
This increase provides for a merit increase to SBDC staff and covers SBDC's share of the increased cost for office space.		
Holiday Lights		\$71,900
This a transfer of funding previously included in the Recreation Parks & Cultural Activities Budget.		

Expenditure Reductions		
Agency	Reduction Option	FY 2014 Approved
ACVA	<i>Reduction to Visitor Center at Ramsay House</i>	(\$15,000)
This reduction results from closing the Visitors Center at 5pm (instead of 8pm) Sunday through Wednesday for 14 weeks beginning early December through mid-March, in addition to augmenting paid staff with volunteers.		
AEDP	<i>Cost Savings and Reduction to Business Assistance</i>	(\$40,000)
This reduction reflects the elimination of AEDP's participation in the Greater Washington Initiative Marketing Program. This program has been terminated, resulting in savings to AEDP of \$25,000. The reduction also includes the elimination of \$15,000 in funding for the Facade Improvement Program related to Arlandria/Enterprise Zone area properties.		
SBDC	<i>Reduction to Small Business Consulting Services</i>	(\$49,288)
This reduction reflects ongoing operational efficiencies to be implemented within the agency which will be balanced by synergistic support from AEDP and offset by \$60,000 in FY 2014 Capital Improvement IT Plan funding dedicated to an agency website overhaul. This website overhaul will improve client intake performance through the creation of an online portal for education and processing.		
Marketing Fund	<i>Reduction to Marketing Fund</i>	(\$50,000)
This reduction reduces the Marketing Fund by \$50,000, from \$185,000 in FY 2013 to \$135,000 in FY 2014; however, the fund will now allow for the carryover of fund balances of up to \$50,000 per year to ensure sustainability of the program.		

Economic Development Activities

Summary of Budget Changes (Continued)

Supplemental Adjustment

Agency	Adjustment	FY 2014 Approved
ACVA	<i>Additional Investment for Destination Advertising</i>	\$200,000
<p>The Destination Advertising Campaign serves to generate overnight stays by targeting a high value audience within a five-hour drive radius, through advertising in print, broadcast and digital media. A third-party ROI study commissioned by the City and ACVA in 2010 concluded that \$1 spent on advertising resulted in \$133 of visitor spending and \$4 in tax revenue for the City. In last year's FY 2013 budget, an additional \$100,000 increased the program's budget to the current level of \$701,216 thus increasing the economic impact of the campaign from \$80 million to \$93 million while generating \$200,000 in revenue for the City. In FY 2014, the budget provides for a \$200,000 increase to be invested in domestic advertising (\$125,000), international advertising (\$50,000) (through a collaboration with the Capital Regional USA, the Northern Virginia DMOs, and Virginia Tourism Corporation), and advertising for conventions and meetings (\$25,000). The City anticipates the additional investment will be offset by at least \$500,000 in City general fund revenue generated. The additional investment will also increase the economic impact of the campaign by at least \$26.6 million in additional visitor spending.</p>		

Office of Project Implementation

Mission Statement: The goal of the Office of Project Implementation is to facilitate the work of City Departments, contractors and external governmental organization, from plan approval to project completion, ensuring the successful development and completion of the most complex and highest priority capital projects, to maximize the efficiency and benefit to all stakeholders.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual *	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	N/A	\$308,967	\$327,568	6.0%
Non-Personnel	N/A	10,000	10,000	100.0%
Capital Goods Outlay	N/A	0	0	0.0%
Total Expenditures	N/A	\$318,967	\$337,568	5.8%
Funding Sources				
Internal Service	N/A	\$0	\$0	0.0%
Total Designated Funding Sources	N/A	\$0	\$0	0.0%
Net General Fund Expenditures	N/A	\$318,967	\$337,568	5.8%
Total Department FTEs	N/A	2.0	2.0	0.0%

* Office of Project Implementation was established in FY 2013

Highlights

- In FY 2014, the General Fund budget increases by \$18,601, or 5.8%.
- In FY 2014, the personnel budget increases by \$18,601, or 6.0%. The increase is attributed to a higher cost of benefits and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.
- In FY 2014, the non-personnel budget is funded at the same level as FY 2013. The Office of Project Implementation was created in FY 2013 as a Non-Departmental expenditure (\$318,967). Staff expects the first full year of functional operation in FY 2014.

Office of Project Implementation

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual *	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Office of Project Implementation	N/A	\$318,967	\$337,568	5.8%
Total Expenditures	N/A	\$318,967	\$337,568	5.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual *	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Office of Project Implementation	N/A	2.0	2.0	0.0%
Total Authorized Posistions (FTE's) by Program	N/A	2.0	2.0	0.0%

* Office of Project Implementation was established in FY 2013

Office of Project Implementation Programs and Activities

Office of Project Implementation
Project Implementation

Waterfront Small Area Plan
Implementation

Dept Info

Department Contact Info
703.746.4300

Department Head
Vacant

Office of Project Implementation

Project Implementation:

The goal of the Project Implementation activity is to facilitate the implementation of high priority capital projects, including the recently adopted Waterfront Plan, flood mitigation and other complex capital plans.

Program Totals	FY 2012 Actual*	FY 2013 Approved	FY 2014 Approved
Total Expenditures	N/A	\$318,967	\$337,568
Less Revenues	N/A	\$0	\$0
Net General Fund Expenditures	N/A	\$318,967	\$337,568

PROJECT IMPLEMENTATION – The goal of the Project Implementation activity is to facilitate the implementation of high priority capital projects, including the recently adopted Waterfront Plan, flood mitigation and other complex capital plans.	FY 2012 Actual*	FY 2013 Approved	FY 2014 Approved
Expenditures	N/A	\$318,967	\$337,568
FTE's	N/A	2.0	2.0

* Office of Project Implementation was established in FY 2013

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