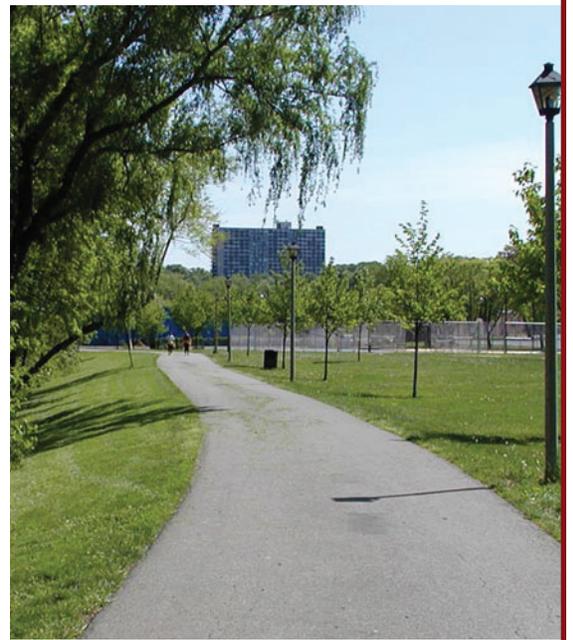


City of Alexandria, Virginia

APPROVED OPERATING BUDGET



— FISCAL YEAR 2014 —

JULY 1, 2013 – JUNE 30, 2014

City of Alexandria

FY 2014 Approved Operating Budget

ALEXANDRIA CITY COUNCIL

William D. Euille, Mayor

Allison Silberberg, Vice Mayor

John T. Chapman

Timothy B. Lovain

Redella S. Pepper

Paul C. Smedberg

Justin M. Wilson

CITY MANAGER

Rashad M. Young

Debra R. Collins, Deputy City Manager

Michele Evans, Deputy City Manager

Tom Gates, Deputy City Manager / Chief of Staff

Mark B. Jinks, Deputy City Manager

Laura Triggs, Chief Financial Officer

Bryan Page, Acting Director of Real Estate Assessments

Nelsie L. Smith, Budget Director

Prepared by the Office of Management and Budget

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Kendel Taylor, Assistant Budget Director

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Alex Braden, Budget / Management Analyst

Paul Doku, Budget / Management Analyst

OMB staff wish to acknowledge the General Services staff in the Mail Services Division and the City's Electronic Publishing staff in the Office of Communications for their assistance in the preparation of this budget document.

GFOA



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Alexandria
Virginia**

For the Fiscal Year Beginning

July 1, 2012

Handwritten signature of Christopher P. Morill in cursive.

President

Handwritten signature of Jeffrey R. Egan in cursive.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alexandria, Virginia for its annual budget for the fiscal year beginning July 1, 2012.

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

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

Alexandria's Strategic Plan

In fall 2004 the Alexandria City Council adopted a Strategic Plan for 2004-2015 and its vision of what it believed that Alexandria could become by the year 2015. The Council developed the Strategic Plan and Vision with collaboration and in partnership with the Alexandria Community. The plan was adopted by City Council on September 14, 2004 and revised on January 21, 2006 and June 22, 2010. The Strategic Plan is the City Council's road map to fulfill its Vision, which it believes can be achieved by working together on common goals. The Strategic Plan was used to prioritize the funding choices in the FY 2014 budget.

Alexandria Vision 2015

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

Alexandria Plan for 2009 - 2010/Goals 2010

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

Mission of Alexandria City Government

Alexandria City Government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for the future.

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OFFICE OF THE CITY MANAGER

301 King Street, Suite 3500
Alexandria, Virginia 22314-3211

RASHAD M. YOUNG
City Manager

703.746.4300
Fax: 703.838.6343

June 28, 2013

To all residents of the City of Alexandria:

As we present the final budget for Fiscal Year (FY) 2014, the City of Alexandria continues to align our work with the City's Strategic Plan while striking a prudent balance between reductions in expenditure and revenue growth. We have maintained our core services, invest in targeted priorities, and created operational efficiencies wherever possible in the FY 2014 budget.

We began the FY 2014 budget development process with a \$31 million funding shortfall. Simply stated, the cost of delivering our current services to citizens exceeds the amount of revenue we currently receive. The approved budget is in fiscal alignment and addresses rising enrollment in our public schools, needed investment in capital improvements, enhanced transportation and transit services, and employee compensation. Developing a budget that balances the cost of service delivery with the tax burden on our citizens required some sacrifice from all. We will continue to remain focused on achieving the outcomes desired by the community as stated in the City's Strategic Plan.

Budget Highlights

The City Council voted unanimously on May 6, 2013 to adopt a \$624.8 million General Fund Operating Budget for the fiscal year (FY) 2014, which begins July 1, 2013. This budget includes a real estate tax rate increase of 4.0 cents to \$1.038 per \$100 of assessed value, and a vehicle personal property tax increase to \$5 per \$100 of assessed value. The additional revenue will be used to fund Alexandria City Public Schools (ACPS), capital investments, aquatics and transit expansion and improvements. The Capital Improvement Program includes a total of \$1.23 billion in capital investment over the next 10 years; prioritizing ACPS capacity needs, aquatics, fire equipment and apparatus, facility maintenance, and transportation capital investments. The operating budget transfer to ACPS increased 3.4% (\$6.1 million) from the FY 2013 approved budget.

Taxes and Fees

The FY 2014 budget includes a real estate property tax rate increase of 4 cents, or \$1.038 per \$100 of assessed value. The motor vehicle personal property tax rate increased 25 cents to \$5.00 per \$100 of assessed value, the first increase of this type in many years. Both the real estate property tax and the motor vehicle personal property tax rate increases are necessary to maintain funding for ACPS, transit, prior and current capital commitments (debt service and cash capital), and core City services.

Changes to the tax rates notwithstanding, many homeowners will see an increase in their residential real estate assessment. The average residential real estate assessment growth is 2.72%. When combined, assessment growth and tax rate growth will result in the average residential homeowner experiencing a tax bill increase of \$314.

With regard to the motor vehicle personal property tax, for vehicles valued at \$17,999 or less, there will no impact from the increased vehicle tax rate. However, if a vehicle is assessed above \$18,000, there will be an estimated increase of \$72 to \$110 annually.

The approved budget includes other miscellaneous changes to our tax and fee revenue stream, including an increase in the tobacco tax, which will increase by 20 cents per pack to \$1.00 per pack. User fee increases, structured to align with the market and/or recoup the City's costs for providing a particular service, are recommended. These include changes to Fire Department permit and inspection fees, City parking meter hours, public parking garages, development fees and recreation and marina fees.

Expanded Capital Investments

The budget includes a \$1.23 billion capital investment to fund our Capital Improvement Program (CIP) over the next 10 years. Our total investment for the FY 2014 Capital Budget is \$76.7 million, representing an additional \$17.4 million over the previously planned funding for FY 2014 in last year's approved CIP.

The 10-year CIP includes initial funding to prepare for both sanitary and stormwater sewer infrastructure system needs related to compliance with federal and State mandates for Combined Sewer Overflow (CSO)/Municipal Separate Storm Sewer Systems (MS4). These increased needs are based upon federal and State requirements to separate our combined sanitary system, deal with sanitary sewer system capacity issues and separate requirements to further treat stormwater runoff and reduce pollutant loads to receiving water bodies.

The Council's capital funding priorities, school capacity needs, transportation infrastructure, and maintenance of existing facilities and infrastructure, are reflected in the budget. To more precisely assess capital projects that merit funding consideration, a CIP Process Improvement Team was established during FY 2013. The CIP Team developed a scoring tool to evaluate projects to be funded in the CIP based on how well they align with the Strategic Plan. This year,

new projects for the FY 2014 Capital Budget were evaluated using the scoring tool, which incorporated Council Guidance. Next year, all projects in the CIP will be evaluated using the scoring tool and additional formatting changes to the CIP document will be made.

Commitment to Education and Transportation

The budget reflects the City's commitment to meeting the operating and capital needs of our schools, particularly as it relates to enrollment. It includes \$6.1 million in additional funding for ACPS' operating budget in FY 2014.

To meet the increasing cost of our transportation commitments, the budget also provides more operational funding for transit operations, including resources for the regional Metrorail and bus systems and for the City's local DASH bus system, representing a \$2.5 million increase from last year. The additional \$2.0 million in revenue from the motor vehicle personal property tax increase provides most of the funding for this increase.

Investments in Our Workforce

The City's workforce is dedicated and committed to the superior delivery of public services. This budget reflects upon the quality of our workforce and includes a full merit increase and merit-based payment for those employees at the top of the pay scale. The budget also includes additional funding for expanded career ladders and for enhancing compensation for critical public safety positions where pay is not appropriately aligned with the market.

However, given our fiscal constraints, our ability to enhance the pay of our employees is limited and only made possible by decisions that we have made to enact changes in our healthcare plan designs and pension program costs. Changes in healthcare plans are meant to encourage greater accountability of our employees as they access the healthcare system and in turn, help us contain upwardly spiraling costs that are unsustainable in the long term. Plan design changes include new deductibles that will cost employees more as their use of the healthcare system increases.

Assumed in the budget, with regard to our employee pension programs, police and firefighters will contribute 2% more to their pensions to share the burden of the increasing cost of their plan. This will bring their total contribution to 10% of their salary. We are continuing to look at ways to make the pension plans more financially sustainable and may make plan design changes in lieu of the increased contribution, if the changes produce similar financial results. Benefits related to the plan are unchanged. Requiring an increase in employee contributions to the pension for police and firefighter employees is similar to the requirement previously made of other employees who participate in the Virginia Retirement System (VRS).

Where this budget includes service cuts, there are corresponding reductions in staff positions. Included in this budget is the elimination of 20.6 full-time equivalent positions, 7.2 of which were filled with an employee.

Performance Management: Our Accountability to Your Taxpayer Investment

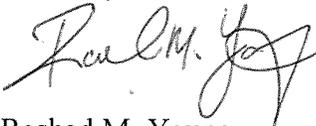
Quality performance management and accountability are key components of our City's Guiding Principles. It is our intention to use a data-driven process to operationally evaluate our work, analyze information that helps us deliver services more effectively, and look at outcomes as we make choices about how to allocate resources efficiently. Most importantly, we want to ensure that our taxpayers clearly understand how their investment in government services is delivering results for them.

It is important to have the structure and internal coordination in place to support organizational accountability. This coordination includes internal efforts within each department as well as inter-departmental collaboration with each other throughout the City. In order to achieve the goal of quality performance management, in FY 2013, the Office of Performance Accountability (OPA) was established. OPA is identifying and implementing tools that help the City approach performance management from an organizational perspective while aligning our outcomes interdepartmentally with the Strategic Plan. In FY 2013, OPA launched AlexStat, an effort to collect and analyze data to help us make outcome-driven decisions and to improve the quality of our departmental operations. Over the next year, AlexStat and other results-driven processes will be used to shape the way we develop our budget, prioritize resources, and report on our progress toward achieving outcomes in the City's Strategic Plan.

Financial Sustainability for the Future

As we manage the FY 2014 budget throughout this year, we will have a better understanding as to how the federal government's sequestration will affect our local economy, the revenues we receive from local taxes, and the direct support from the federal and State governments. If we lose direct local aid from the State and federal governments, we will have to reevaluate the programs that these funds support to determine if we should continue providing them. We will continue to monitor our revenue projections and collections very closely and adjust our spending accordingly in the event that our revenue assumptions do not materialize. We will keep City Council and the community informed on how the sequestration may affect the City and its residents and what steps the City government will take to ensure fiscal strength and prudence.

Sincerely,



Rashad M. Young
City Manager

City of Alexandria, Virginia

MEMORANDUM

DATE: MAY 8, 2013

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

THROUGH: RASHAD M. YOUNG, CITY MANAGER 

FROM: NELSIE L. SMITH, DIRECTOR, MANAGEMENT AND BUDGET 

SUBJECT: BUDGET MEMO #38: FY 2014 BUDGET ADOPTION - ACTIONS TAKEN
MONDAY, MAY 6, 2013

The following represents the budget actions taken during budget adoption on Monday, May 6, 2013. City Council adopted the FY 2014 General Fund Revenue and Expenditure Operating Budget in the amount of \$624,848,747, including the FY 2014 cash capital share of the Capital Improvement Program of \$6,750,613. This budget is based on the City Manager's FY 2014 Proposed Budget in the amount of \$626,629,791 with the following amendments derived from the FY 2014 General Fund Operating Budget Final Add/Delete (Attachment 1) and Capital Improvement Program Final Add/Delete (Attachment 2) spreadsheets, which are attached.

Note: The actions taken by City Council and the impacts on Departmental budgets will be presented in detail in the FY 2014 Approved Operating Budget and FY 2014 to FY 2023 Capital Improvement Program documents which will be published by early July.

This memorandum is organized into eight sections as follows:

- I. Expenditure Budget Changes
 - a. Technical Adjustments
 - b. Changes to Proposed General Fund Operating Budget
- II. Revenue Budget Changes
 - a. Technical Adjustments
 - b. Changes to Proposed General Fund Operating Budget
- III. Fund Balance Commitments
- IV. Contingent Reserves
- V. Capital Improvement Program (CIP)
 - a. Changes in funding levels for the FY 2014 Capital Budget
 - b. Changes in borrowing for the FY 2014 Capital Budget
- VI. Comparisons to FY 2013 Approved and FY 2014 Proposed Budgets

I. Expenditure Budget Changes:

a.

Technical Expenditure Adjustments to Proposed Budget (Budget Memo #25)	
\$ 35,000	Northern Virginia Regional Commission Energy Strategy Contribution - Non-Departmental
\$ (32,000)	Reduction of one-time funds allocated for Northern Virginia Family Services in FY 2013 - Community and Human Services
\$ (85,000)	City Supplement decrease for State employees in the Court Service Unit - Court Service Unit
\$ (35,000)	City Supplement decrease for State employees in the Adult Probation and Parole and the Public Defender's Office - Other Public Safety
\$ 125,067	Increase in the City Appropriation to the Alexandria City Public Schools to transfer pre-school classroom money appropriated in FY 2013
\$ (125,067)	Decrease in the appropriation to the Department of Community and Human Services to transfer pre-school classroom money appropriated in FY 2013
\$ 180,000	Establish budget authority in the Alexandria Police Department for operating expenses associated with the Red Light Camera Traffic Enforcement Program
\$ 22,999	Increase in costs for Community Services Act cases - DCHS
\$ 85,999	Total Technical Expenditure Adjustments

b.

City Council Changes to Proposed City General Fund Operating Budget Expenditures	
\$ 85,000	Gang IPE Position
\$ 92,000	Reopen Warwick pool for one year - Recreation, Parks and Cultural Activities
\$ 140,000	Retain King Street Trolley at Current Headways - Transit Subsidies
\$ 121,995	Restore funding for Alexandria Fund for Human Services
\$ 56,000	Restore Library materials funding
\$ 160,000	Expand parking meters in Old Town (cash capital transfer to CIP)
\$ 99,680	Restore domestic violence social worker in Police
\$ (250,000)	Eliminate Council Contingent Reserve
\$ 174,235	Contingent Reserves - Affordable Housing Initiatives
\$ 210,000	Contingent Reserves - Recycling Initiatives
\$ 10,000	Contingent Reserves - Car Seat Installation - Sheriff
\$ 35,000	Contingent Reserves - Smoking Cessation Programs
\$ 950,000	Contingent Reserves - Childcare Fee Subsidy Waiting List
\$ 6,750	Contingent Reserves - King Street Lights
\$ 42,900	Contingent Reserves - Senior Mental Health Therapist
\$ (10,551,216)	Reduction of 3-cents for capital option included in the Proposed Budget
\$ 6,750,613	Increase in Cash Capital Contribution for Capital Budget
\$ (1,867,043)	Net City Expenditure Increases and Reductions (Total)

\$ (1,781,044) Total Expenditure Budget Adjustments (a +b)

II. Revenue Budget Changes:

a. **Technical Revenue Re-estimates to Proposed Budget (Budget Memo #25)**

\$ 1,099,999	Increase in Real Property Tax revenue
\$ (200,000)	Decrease in Personal Property Tax revenue
\$ 29,725	Increase in Bank Franchise Tax revenue
\$ 200,000	Increase in Recordation Tax revenue
\$ 50,000	Increase in Fines and Forfeiture revenue
\$ 839,628	Increase in Intergovernmental revenue
\$ (101,977)	Decrease for commitment to Financial Policies
\$ 20,194	Increase in Use of Fund Balance based on revenue re-estimates
\$ 1,937,569	Total FY 2014 Technical Revenue Re-estimates

b. **City Council Changes in Proposed Tax and Fee Rates and New Revenues**

\$ (10,551,216)	Reduction of 3-cents for capital option included in the Proposed Budget
\$ 5,227,053	Increase in Real Estate tax rate of 1.5 cents
\$ 300,000	Tobacco Tax Increase of 10 cents
\$ 210,000	Residential Refuse Fee increased to \$328
\$ 1,100,000	Raise Residential Utility Cap and Increase Commercial Utility to 10%
\$ 160,000	Parking meter expansion in Old Town
\$ (320,000)	End parking meter hours at 7 pm
\$ 45,000	Increase Outdoor Pool Fees
\$ 67,650	Increase Use of Fund Balance
\$ 42,900	Federal Prisoner Per Diem
\$ (3,718,613)	Total Increase in Tax and Fee Rates and New Revenues
<u>\$ (1,781,044)</u>	Total Revenue Increases (a+b)

III. Fund Balance Commitments

City Council Fund Balance Commitments (requires Super majority)

<u>Commitments</u>	
\$ 1,700,000	Existing Encumbrances
\$ 6,187,633	Fund Balance to support the FY 2014 Operating Budget
\$ 3,484,702	Fund Balance to support the CIP (additional revenue in June 2013 from tax rate increase)
\$ 242,000	Indirect costs of the Transportation Improvement Program

IV. Contingent Reserves

City Council Changes and Reservations of City Council Contingent Reserves	
\$ (250,000)	Elimination of City Council undesignated Contingency
\$ 950,000	Childcare Fee Subsidy Waiting List
\$ 174,235	Affordable Housing Initiatives
\$ 42,900	Senior Mental Health Therapist at the Jail
\$ 210,000	Recycling Initiatives
\$ 6,750	King Street Lights
\$ 10,000	Car Seat Installation
\$ 35,000	Smoking Cessation Program
\$ 1,178,885	Increase in Contingent Reserves

V. Capital Improvement Program Budget Changes

a.

City Council Changes in the FY 2014 Proposed CIP	
\$ 48,900	E. Del Ray Avenue Pocket Park (includes \$21,500 in private contribution)
\$ 4,114,302	Alexandria City Public Schools
\$ 639,469	Sidewalk/Shared Use Paths Maintenance
\$ 920,679	Additional Street Resurfacing
\$ 500,000	Complete Streets
\$ 160,000	One-time Cash Capital adjustment for expanded parking meters
\$ 35,000	Route 1 at E. Reed Intersection Improvement
\$ 1,000,000	Prior Year Debt Service Pay Down
\$ 1,414,570	Self-Contained Breathing Apparatus (SCBA) Replacement
\$ 1,083,895	Additional Cash Capital for Planned/Existing Projects
\$ 500,000	Chinquapin Aquatics Center w/50 Meter Pool
\$ 10,416,815	Total FY 2014 Increases to the CIP

b.

City Council Changes in Borrowing for the CIP	
\$ (1,083,895)	General Obligation (G.O.) Bond Adjustment based on Approved CIP
\$ (1,083,895)	Total FY 2013 Borrowing Increase to the CIP

VI. Comparisons to FY 2014 Proposed and FY 2013 Approved

Summary of Growth in FY 2014 Budget	
\$ 626,629,791	FY 2014 Proposed General Fund Operating Revenues and Expenditures
\$ 624,848,747	FY 2014 Approved General Fund Operating Revenues and Expenditures
\$ (1,781,044)	Total Change in City General Fund Operating Budget Expenditures over Proposed
-0.3%	Percent change compared to Proposed Budget

Summary of Growth in FY 2014 Budget	
\$587,861,196	FY 2013 Approved General Fund Operating Budget
\$624,848,747	FY 2014 Approved General Fund Operating Budget
\$36,987,551	Total Change in City General Fund Operating Budget Expenditures over FY 2013
6.3%	Percent change compared to FY 2013 Approved Budget

1 **FY 2014 General Fund Operating Budget Final Add/Delete**

2

	Budget Memo #	Approved Budget
3 FY 2014 Add/Delete		
4 Real Estate Tax Rate Increase (in Cents)(Max is 4.0 cents)		4.0
5 Real Estate Tax Rate (per \$100 of assessed value)		1.038
6 Operating Surplus/(Shortfall)		(0)
7 Revenues		
8 April Revenue Re-estimate	25	1,937,569
9		
10 Real estate tax rate: value of one cent		3,484,702
13 Rate increase for additional CIP cash capital		2.00
14		
15 Other Revenue Adjustments		
16 Elimination of Highest Income Level for Elderly Real Estate Tax Relief	24	0
17 Tobacco Tax Increase (\$.90 cents in the Proposed Budget)	10	300,000
18 Business Licenses for 2-4 Rental Dwellings (BPOL) Net	24	0
19 Reduction/Elimination of Field Use Fees for Qualifying Scholarship Youth	12	0
20 Residential Refuse Fee at \$328	4 & 10	210,000
21 Increase Outdoor Pool Fees	24	45,000
22 Raise Residential Utility Cap & Increase Commercial Utility 10%	8	1,100,000
23 Parking meter expansion in Old Town	20	160,000
24 End parking meter hours at 7:00 pm	Budget	(320,000)
25 Increase Federal Prisoner Per Diem for Senior Mental Health Therapist	3	42,900
36 Net Revenue Increase/(Decrease)		8,702,522
37 Use of Fund Balance (1% of Revenues)		67,650
38 Total Sources		8,770,172
39 Expenditures		
40 Technical Expenditure Adjustments Net Increase	25	85,999
41		
42 Expenditure Adds:		
43 Additional Cash Capital for CIP (2.0 cents from Line 13 less \$218,791)	2	6,750,613
44 Additional affordable housing - Contingent Reserves	10 & 12	174,235
45 Restore Gang IPE (Intervention, Prevention, Education) Program (replace a portion of grant money that ended) in the Court Service Unit		85,000
46 Reopen Warwick Pool for one year only	5 & 6	92,000
47 SBDC New Business Mailing	5	0
48 Clear Childcare Fee Subsidy Waiting List - Contingent Reserves	9	950,000
49 Retain King Street Trolley at Current Headways	3	140,000
50 Sheriff Funds for Car Seat Installation - Contingent Reserves	4	10,000
51 Recycling Initiatives (funded by Residential Refuse Fee) - Contingent Reserves	4 & 10	210,000
52 Additional Smoking Cessation (Contingent Reserves--to be identified by Public Health Committee)	12	35,000
53 Restore Funding for Human Services Fund	20	121,995
54 Restart Titans lounge (after school program)	10	0

1 **FY 2014 General Fund Operating Budget Final Add/Delete**

2

	Budget Memo #	Approved Budget
3 FY 2014 Add/Delete		
4 Real Estate Tax Rate Increase (in Cents)(Max is 4.0 cents)		4.0
5 Real Estate Tax Rate (per \$100 of assessed value)		1.038
6 Operating Surplus/(Shortfall)		(0)
55 Restore DASH bus fare to \$1.50 from \$1.60 proposed by DASH		0
56 Alexandria Symphony Orchestra for City Birthday Celebration	3	0
Senior Mental Health Therapist - Sheriff (funded by fed per diem) - Contingent		
57 Reserve	3	42,900
58 Restore Library materials funding	5	56,000
59 Provide funding for Employee compensation	26	0
60 Expand parking meters in Old Town	20	160,000
61 Restore domestic violence social worker in Police	14	99,680
62 Retain Existing 80/20 Healthcare Split	26	Yes
63 Burial grounds Fort Ward	24	0
64 Road paving (potholes) in Old Town		0
65 King Street white lights (keep lights on April - June) - Contingent Reserves		6,750
66 Brick sidewalk repair in Old Town		0
67 Contingent Reserves for Capital Projects		0
72 Total Expenditure Increases		9,020,172
73		
74 Expenditure Deletes:		
75 Council Contingency	3	(250,000)
76 Reduce Contribution to Inova Alexandria Hospital for Indigent Transfers	Budget	0
77 Delay hiring of proposed Urban Planner III	30	0
78 Eliminate Old Town Transit Store	27	0
79 Reduce/Eliminate City-owned vehicle use	27	0
80 Eliminate inmate work detail program	Budget	0
81 Slow BikeShare implementation	5 & 20	0
82 Eliminate Burke Library contract security	Budget	0
83 Reduce Caseload at Job Link	23	0
84 Hold Vacant 2 Future APD Patrol Positions	24	0
94 Total Expenditure Decreases		(250,000)
95		
96 Net Expenditure Adjustments		8,770,172
97		
98 Revenue & Expenditure Surplus/(Shortfall)		(0)

Capital Improvement Program (CIP) Final Add/Delete

Staff recommends additional funding for FY 2019 - 2023 be added to a "Projects to be Determined" category to be prioritized and presented to City Council for consideration as part of the FY 2015 - 2024 Capital Improvement Program development process. Funding for those years is

			FINAL BUDGET
Revenue Category			FY 2014 - 2018
Additional Tax Rate for Capital Projects			2.00
Total Revenues Available (2 cents from above less \$218,791 in FY 2014)			\$40,213,523
Surplus/Deficit (May be off by one dollar)			\$0
*If no cost listed, project is scalable; any additional funding can be utilized.			
Item	CIP Category/Project	*EST. COST	FY 2014 - 2018
Alexandria City Public Schools			
1	ACPS - FY 2014 ONLY	\$4,114,302	\$4,114,302
2	ACPS - FY 2015 - 2018	\$50,059,388	\$6,547,533
Community Development			
3	Waterfront Plan - Design & Engineering Only	\$1,500,000	
Recreation & Parks			
4	Open Space Acquisition	\$0	
5	Four Mile Run Park Expansion & Duron Building	\$300,000	
6	Chinquapin Aquatics Center - w/50 Meter Pool	\$20,000,000	\$17,500,000
7	Chinquapin Aquatics Center - w/25 Meter Pool	\$10,700,000	
8	Aquatics Facilities - TBD		\$5,000,000
9	Ewald Sprayground/Park Re-Design	\$2,100,000	
10	Old Town Pool (Phase I) - New Recreation Pool	\$2,500,000	
11	Warwick Sprayground/Community Building	\$2,500,000	
12	Warwick Pool/Community Building	\$3,500,000	
13	Colasanto Sprayground/Splash Pad	\$800,000	
14	Lee Center - Therapeutic Facilities	\$3,500,000	
15	E. Del Ray Avenue Pocket Park	\$27,400	\$27,400
Transportation Infrastructure			
16	Additional Street Resurfacing	\$0	\$920,679
17	Additional Bridge Repairs	\$0	
18	Additional Street & Alley Reconstructions	\$0	
19	Sidewalk/Shared-Use Paths Maintenance	\$0	\$1,139,469
20	Bus Shelters and Benches	\$75,000	
21	Complete Streets	\$0	\$750,000
22	Route 1 at E Reed Intersection Imprv.	\$385,000	\$385,000
Debt Service			
23	Prior Year Debt Service Pay Down	\$0	\$1,000,000
Public Safety			
24	Self Contained Breathing Apparatus (SCBA) Replacement	\$2,829,140	\$2,829,140

Capital Improvement Program (CIP) Final Add/Delete

Staff recommends additional funding for FY 2019 - 2023 be added to a "Projects to be Determined" category to be prioritized and presented to City Council for consideration as part of the FY 2015 - 2024 Capital Improvement Program development process. Funding for those years is

		FINAL BUDGET
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	Additional Tax Rate for Capital Projects	2.00
	Total Revenues Available (2 cents from above less \$218,791 in FY 2014)	\$40,213,523
	Surplus/Deficit (May be off by one dollar)	\$0
*If no cost listed, project is scalable; any additional funding can be utilized.		
	Other City Council Projects	
25	Additional Funding to Contingent Reserves	
26	**Hensley Turf Conversion (Move to FY 2014)	\$1,800,000
27	Aquatics Master Plan Planning/Implementation	\$0
28	**4 Mile Run/Brookvalley Playgrounds	\$366,000
	Total Capital Projects	\$125,056,230
		\$40,213,523

**Depending on the final tax rate for capital, this may be able to be accomplished without additional funding. Funding is already planned in the CIP.

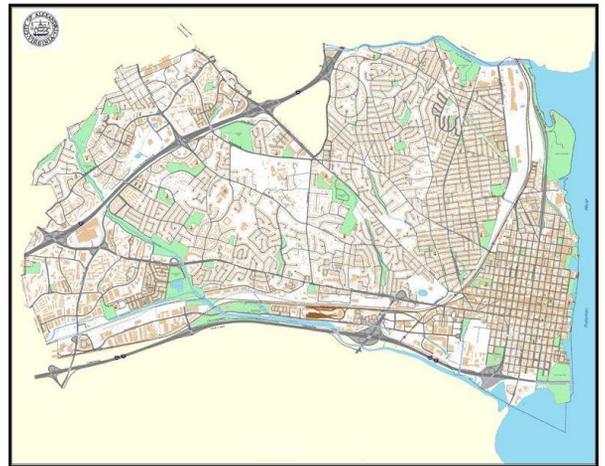
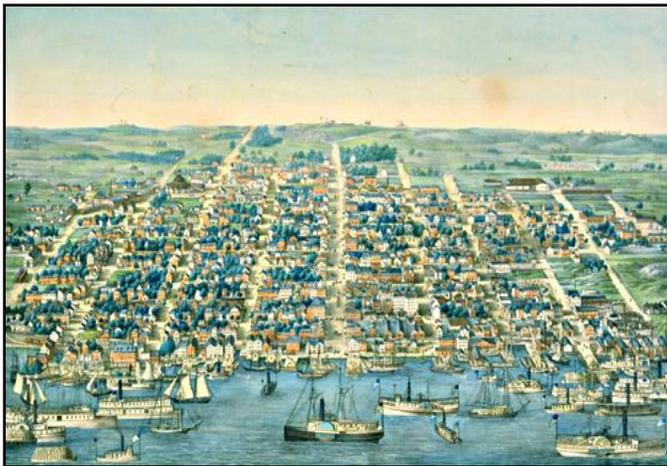
however, it cannot be determined if this will work until the final tax rate for capital is set.

HISTORY

Alexandria is an independent City in Northern Virginia, just across the Potomac River from Washington, DC. Rich in history and diversity, Alexandria is nationally recognized as one of the best places to live and do business on the east coast.



Alexandria was established on May 11, 1749 by an Act of the Virginia General Assembly, and was later incorporated in 1779. The City was named after its landowners, the Alexanders. The charter, which currently governs the City, was adopted in 1922.



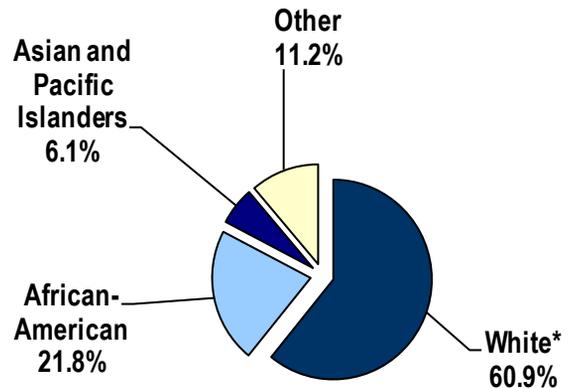
OVERVIEW

As illustrated in the chart to the right, Alexandria is home to a diverse population, totaling is 139,966 according to the 2010 U.S. Census. Alexandria's population has grown by 9.1% since the 2000 Census.

The 2010 US Census estimated Alexandria's median household income at \$77,793. There are a total of 72,376 households according to the 2010 U.S. Census, with an average size of 1.93 persons per unit.

Race and Ethnicity

Source: U.S. Census Bureau, 2010 U.S. Census



* 16.1% of Alexandrians are of Hispanic or Latino ethnicity (of any race)



GOVERNANCE

In 1921, the overwhelming majority of Alexandrians voted, by referendum, to implement the Council-Manager form of city government. As a result, legislative authority and responsibility are centralized in the elected City Council, while administrative authority resides with the City Manager.



Council Members from Left to Right: Timothy B. Lovain, John Taylor Chapman, Vice Mayor Allison Silberberg (seated), Paul C. Smedberg, Mayor William D. Euille (seated), Justin M. Wilson, and Redella S. “Del” Pepper.

The City Council (current city council pictured above) is comprised of the Mayor and six at-large Council Members who are responsible for appointing the City Manager, City Clerk, and City Attorney. The City Manager serves as the Chief Executive Officer and is responsible for the daily operations of the City.

The City of Alexandria also has a strong commitment to citizen participation, which is evidenced by the 77 citizen boards and commissions established by City Council. These bodies compose a formal system through which citizens can advise City Council on major issues. Boards and commissions are responsible to City Council, and appointments are made by Council at their regular legislative meetings.

ECONOMY

Alexandria is home to over 12,000 thriving businesses and organizations, which includes a large representation of technology companies, the fourth-largest concentration of professional associations in the country, the United States Patent and Trademark Office (PTO), and a tourism industry that hosts nearly 3.3 million visitors and brings in over \$700 million in visitor spending each year. The chart to the right displays the City's largest employers.

Employers with 1,000+ Employees:

- U.S. Department of Commerce (PTO)
- U.S. Department of Defense
- City of Alexandria
- Alexandria Public Schools
- The Alexandria Hospital
- ABM Janitorial Services, Inc.
- CNA Corporation
- Gali Service Industries

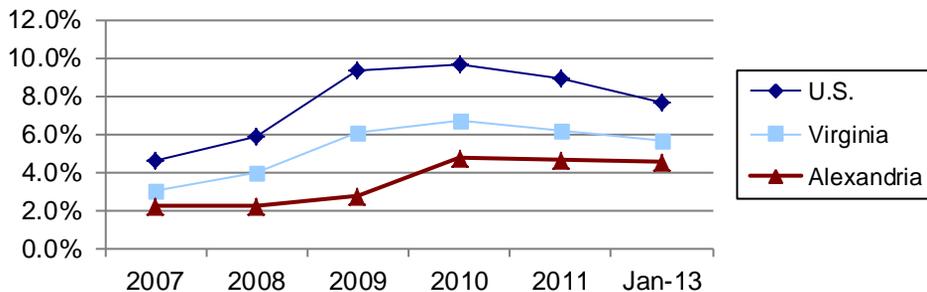
Employers with 500 – 999 Employees:

- WMATA
- NOVA Community College
- U.S. Department of Agriculture

Alexandria's unemployment continues to improve and, as of January 2013, the rate had decreased to 4.5 percent. Alexandria's rate continues to be lower than Virginia's rate of 5.6 percent and the national rate of 7.6 percent (displayed in the graph below).

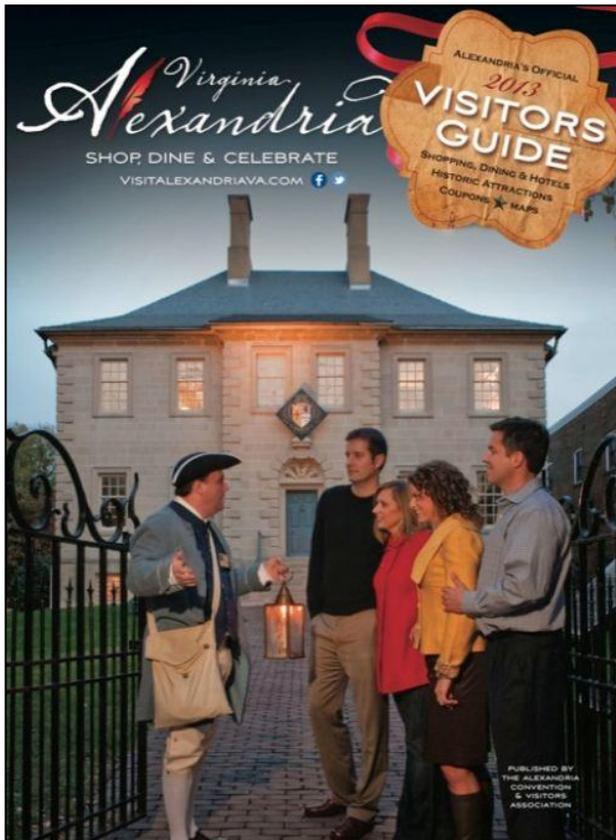
Unemployment Rate

(Source: BLS, seasonally adjusted yearly average)



There are approximately 22 million square feet of office space and over 11 million square feet of retail space existing in the City today. As of the first quarter of 2013, the office space vacancy rate was 16.2 percent, while Northern Virginia's rate was 15.0 percent and the Washington, D.C. Metro Area's rate was 12.9 percent. For 2012, total retail sales in the City equaled \$2.52 billion.

TOURISM



Alexandria's storied setting and cosmopolitan scene attracts more than 3.3 million visitors annually. Visitor spending totaled \$711 million in 2011, an increase of 8.1%, generating \$23.1 million in city tax revenue, the sixth highest in the Commonwealth of Virginia. Acclaimed for its enviable quality of life, Alexandria boasts a variety of historic sites, a vibrant arts scene, the Potomac River Waterfront and offers eateries helmed by award-winning chefs, a shopping scene of unique boutiques with carefully selected collections, and an array of accommodations to meet every need.

The tourism industry supports 25 hotels with 4,655 rooms within the City of Alexandria supporting 6,067 jobs with a payroll of \$118 million. For FY 2012, the average occupancy rate was 68.9 percent. For the same time period, the average daily rate for hotel rooms in the City was \$145.

The City of Alexandria own and operates seven of the premier historic sites in Alexandria, including the Black History Museum, the Alexandria Archaeology Museum, Fort Ward Museum and Historic Park, Friendship Firehouse (pictured to the right), Gadsby's Tavern, the Lyceum, and the Stabler-Leadbeater Apothecary Museum. During FY 2012, 189,395 residents and tourists visited these historic sites, which were honored by the American Alliance of Museums designation as one of eight municipal "Accredited Museum Systems" in the United States.



Community Profile

HOUSING

The City of Alexandria has several housing programs to assist low to moderate income households with home purchase, home rehabilitation and accessibility improvements. In addition, the City provides conciliation of complaints from tenants and landlords concerning rental housing issues, information and counseling for persons seeking suitable rentals in the city and administers a fair housing testing program.

The City assists non-profit housing organizations, as well as the Alexandria Redevelopment and Housing Authority, by providing loans to preserve or expand multi-family rental housing. In the area of new development, the City receives voluntary developer contributions of cash or units in order to provide new affordable rental or ownership units.

The number of housing units in Alexandria is 72,376 (2010 U.S. Decennial Census), which includes 22,196 single-family units, 19,844 condominium units, 29,186 rental apartments, and 1,150 public housing and public housing replacement units. According to the U.S. Census Bureau (2010 U.S. Decennial Census), approximately 43 percent of housing units are owned and 57 percent are rented.

RECREATION AND PARKS

The City of Alexandria contains 974 acres of public parks and open space, resulting in a per capita total of about 7 acres per 1,000 residents.

In recent years, the City has adopted an Open Space Plan and has been actively acquiring property for new or expanded parks, as well as regaining open space as an element of new development projects.

There are 36 playground areas, 7 swimming pools, 16 gymnasiums, 19 outdoor basketball courts, 36 tennis courts, 52 athletic fields, 8 neighborhood recreation centers, 1 nature center, and 1 adult/arts activity center.

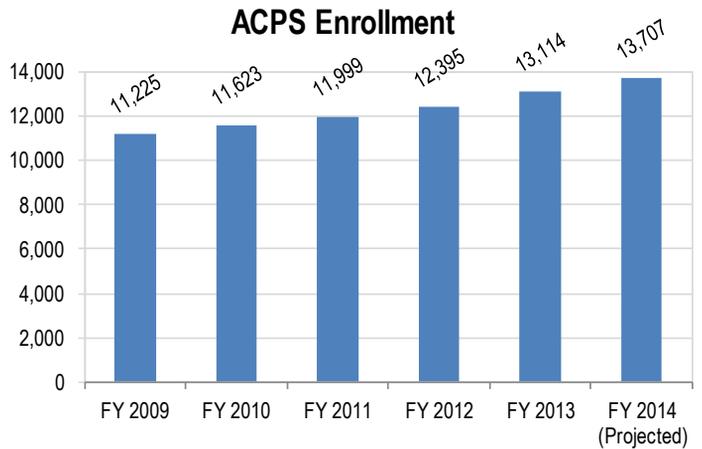


EDUCATION

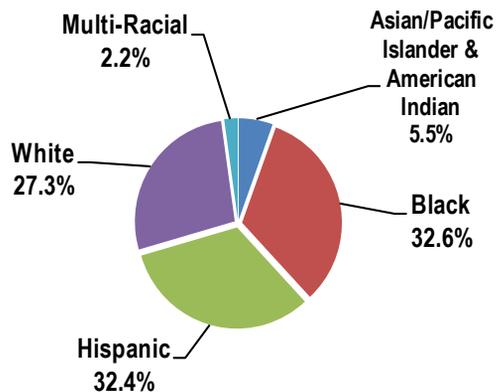
The Alexandria City Public School System provides elementary and secondary education for the City's youth. It currently has one high school (T.C. Williams High School pictured) with a separate campus for ninth grade, one Alternative high school, two middle schools, and thirteen elementary schools.



The number of students enrolled for the FY 2013 school year is 13,114, which represents a 16.8% increase in public school enrollment since 2009.



ACPS Student Profile FY 2013



Alexandria City Public Schools is one of the most economically and racially diverse school systems in the country. Students come from more than 110 different countries, and speak more than 138 native languages. The high value placed on education in the community is shown by the involvement of citizens in Alexandria schools.

TRANSPORTATION

The City has an extensive transportation system. Passenger rail service is provided by Amtrak and the Virginia Railway Express (VRE). There is also an extensive public transportation system, which includes Alexandria's local bus system (DASH), one regional Metro bus system, the Fairfax County REX service and Metrorail subway service (4 stations and 2 lines).



Domestic and international air service is provided by Ronald Reagan National Airport, just 5 minutes away from downtown Alexandria, Dulles International Airport, located 33 miles away from the City, and Baltimore / Washington International (BWI) airport, located 38.5 miles away. All major domestic and international carriers service these airports.



In 2008, the City began a free trolley service between the waterfront and the King Street Metro Station. This service focuses on providing residents and visitors access to the popular King Street corridor. Since its inception, the King Street Trolley has transported more than two million residents and visitors.



Community Profile

MISCELLANEOUS STATISTICAL DATA

Date of Incorporation	1779
Date of City Charter	1922
Form of Government	Council-Manager
Number of Full-Time City Positions (FY 2013) (Other than Schools)	2,557
Number of Full-Time Equivalent School Positions	2,033
Land Area	15.75 Square Miles
Elevation	30 Feet above Sea Level
Location	38.8210 N....77.0861 W
Climate	Average January Temperature 36°
.....	Average July Temperature 80°

Transportation

Major Highways:

Capital Beltway (I-95), I-395 (Shirley Highway), U.S. Route 1, George Washington Memorial Parkway

Rail:

Amtrak and Virginia Railway Express provide commuter service between Alexandria, Washington, D.C., Fredericksburg, and Manassas, Virginia. Freight lines entering the City are Conrail, CSX Transportation, and Norfolk Southern Company.

Washington Metropolitan Area Transit Authority (WMATA) provides light rail transit.

Air:

Ronald Reagan Washington National Airport and Dulles International Airport provides international and longer domestic travel.

Ground:

The City is served by local bus service provided by the Alexandria Transit Company.

The City is served by the local and express buses of the Washington Metropolitan Area Transit Authority (WMATA) and the Fairfax Connector. Individualized service is available through privately owned taxicab fleets.

Port Facilities:

The port of Alexandria has two docks for ocean-going freighters and two major public docks. The 24-foot deep Potomac River channel runs the length of the Alexandria waterfront.

Population

2010 Resident Population (2010 U.S. Decennial Census)	139,966
Number of Housing Units (2010 U.S. Decennial Census)	72,376
Household Size (2000 Census)	1.93 persons/unit
2010 Population by Race (2010 U.S. Census):	
White	60.9%
Black	21.8%
Native American	0.4%
Asian and Pacific Islanders	6.1%
Multi-Racial	10.8%
Hispanic (All Races)	16.1%

2010 Population by Age (2010 U.S. Census):

(1-17)	17.1%
(18-24)	6.9%
(25-64)	69.9%
(65 +)	9.1%
Active Registered Voters, January 2013	88,037

Temporary Assistance to Needy Families (Cases)	473
Monthly Average, 2012	
Food Stamps (Cases)	4,898
Monthly Average, 2012	
Medicaid (Cases)	8,377
Monthly Average, 2012	

Economy (As of February 2013)

Employed Residents	86,326
Unemployed Residents	4,044
Unemployment Rate	4.5%
Washington PMSA Inflation Rate, based on Consumer Price Index	1.4%

Community Profile

Housing

Type of Single-Family Housing
(January 2013, Dept. of Real Estate Assessments)

Detached	9,131
Semi-Detached	5,722
Rowhouse	6,448
Condo Townhouse	1,081
Total Single-Family	22,382

Condominium Units	19,559
Rental Apartments	29,186
Public Housing and Public Housing Replacement Units	1,150

Average Assessed Value of Single Family Homes	\$651,468
Average Assessed Value of Condominiums	\$273,664

2012 Average Market Rents

Efficiency	\$1,110
1 Bedroom Apartment	\$1,430
2 Bedroom Apartment	\$1,776
3 Bedroom Apartment	\$1,949

Communications

Television:
All major networks plus cable
Local Newspapers:
Alexandria Gazette Packet (weekly)
Alexandria Times (weekly)

Regional Newspapers:

Washington Post
Washington Times
Washington Examiner

Radio:
50 major and minor radio stations in metropolitan area

Lane Miles of Streets, Sidewalks and Alleys

Paved	560.0
Sidewalks	319.0
Alleys, Paved	20.56

Utilities

Electric	Dominion Virginia Power
Gas	Washington Gas
Water	Virginia - American Water Company
Sewer	Alexandria Sanitation Authority
Cable	Comcast Communications

Public Recreation

Acreage	974
Facilities:	
Playground Areas	36
Swimming Pools	7
Gymnasiums	16
Basketball Courts (outdoor)	19
Tennis Courts	36
Playing Fields	52

Medical Facilities

	<u>Beds</u>
<u>Hospital:</u>	
INOVA Alexandria Hospital	318
<u>Nursing Homes:</u>	
Goodwin House	80
Hermitage Retirement Community	204
Woodbine Rehabilitation & Healthcare Center	307
Washington House	55
Integrated Health Services of Northern Virginia	111

Libraries

Central Library	1
Full service branches	3
Local History – Special Collections	1

Education

Primary Schools:

Elementary	13
Middle	2
Ninth Grade Center	1
High School	1
Secondary Training Educational Program	1
Parochial and Private Schools	11

Higher Education:
Located within the City are the Alexandria campus of Northern Virginia-Community College, Regent University, and the Episcopal Theological Seminary. Nearby institutions include George Mason, George Washington, American, Catholic, Georgetown, and Howard Universities.

Financial Institutions

Commercial Banks	14
Credit Unions	9

Hotels and Motels

Hotels and Motels	25
Total Rooms	4,655

Performance Management and Outcomes

Performance Management and Outcomes

OVERVIEW

The City of Alexandria, led by City Manager Rashad M. Young, has defined four guiding principles that both shape and drive the efforts of City government.

The guiding principles are:

1. Aligning our work with the City's Strategic Plan;
2. Executing against our strategy and ensuring accountability for our results;
3. Promoting and encouraging a culture of leadership and ownership at all levels of the organization; and
4. Promoting a culture of service excellence, creativity and entrepreneurship.

4 Guiding PRINCIPLES

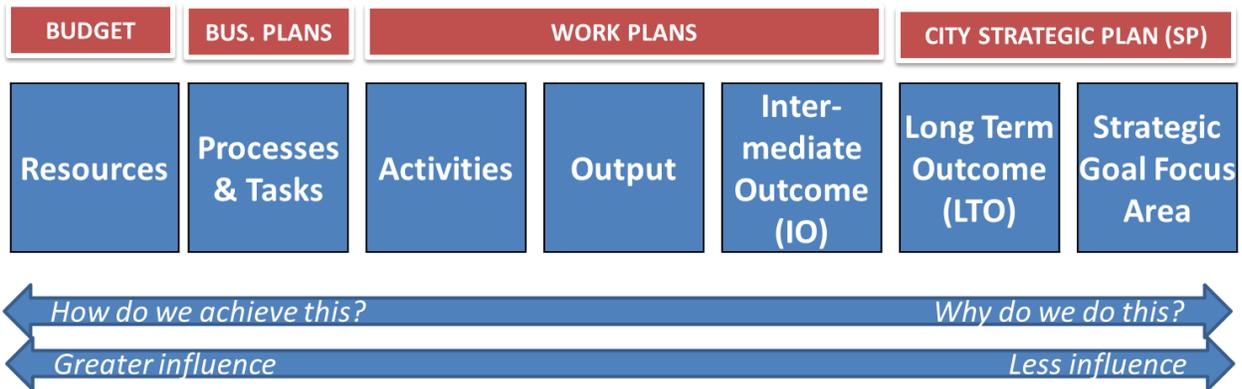
1. Aligning the work we do with our strategic plan
2. Executing against our strategy and ensuring accountability for our results
3. Promoting and encouraging a culture of leadership and ownership at all levels of the organization
4. Promoting a culture of service excellence, creativity and entrepreneurship

As part of the effort to focus the City organization on the guiding principles, in October 2012, the City Manager began implementation of a performance management system. Although in its infancy, this section of the budget document provides a description of the vision for the performance management system, an overview of what the City has accomplished so far, and an explanation about how this tool informs the budget process.

THE VISION FOR THE CITY'S PERFORMANCE MANAGEMENT SYSTEM

The City's performance management system is based upon a logic model approach. A logic model is a map that interconnects the City's resources, processes and tasks, activities, outputs, outcomes, and strategic goal focus areas. This model enables the City to better understand how our budget and day-to-day work interconnect and impact our ability to accomplish the goals of our City Strategic Plan. The City's performance management system is based upon this approach. Below is an illustration of the logic model.

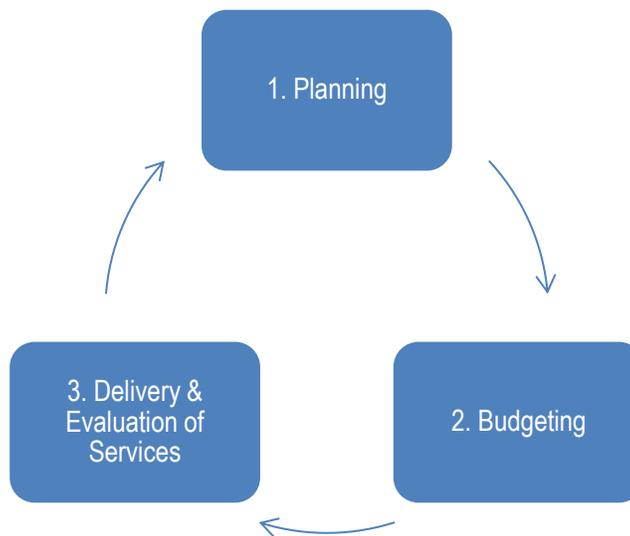
Logic Model



Utilizing the logic model approach, the City's performance management system is focused on improving service delivery through a continuous improvement process. The process is illustrated on the following page and described in the subsequent sections.

Performance Management and Outcomes

CONTINUOUS IMPROVEMENT PROCESS



1. PLANNING

The City has three planning components: (1) City's Strategic Plan; (2) departmental work plans; and (3) business plans.

City Strategic Plan

The City's Strategic Plan is a document that specifies the City's "destination." The City's Strategic Plan was most recently updated on June 2010 and can be found online at: <http://alexandriava.gov/>. The Strategic Plan includes many components including a City-wide vision, goals, and objectives. As the City has begun to operationalize the Strategic Plan to be used for the other elements of the continuous improvement process, there have been minor adjustments to the goal statements included in the plan; these adjustments are necessary to recognize the varied and complex connections that exist between the City's strategic goals. Below are the City's current Strategic Plan goals:

1. Alexandria has quality development and redevelopment, support for local businesses and a strong, diverse and growing local economy.
2. Alexandria respects, protects and enhances the health of its residents and the quality of its natural environment.
3. Alexandria has a multimodal transportation network that supports sustainable land use and provides internal mobility and regional connectivity for Alexandrians.
4. Alexandria is a caring community that supports and enhances the well-being, success, and achievement of the City's residents.
5. Alexandria is financially sustainable, efficient, community-oriented and values its employees.
6. The City protects the safety and security of its residents, businesses, employees and visitors.
7. Alexandria is an inclusive community and one that values its rich diversity, history and culture.

Departmental Work Plans

As the City continues to develop our performance management system, departmental work plans will also be created. Work plans will serve as the touchstone for how the City will work to accomplish the City's Strategic Plan. Work plans are the next phase of the City's performance management effort. The development of departmental work plans expand upon the City's Managing for Results Initiative (MFRI). The current budget document is presented in a MFRI arrangement but will be updated for the FY2015 budget to reflect the full implementation of the work planning effort.

Performance Management and Outcomes

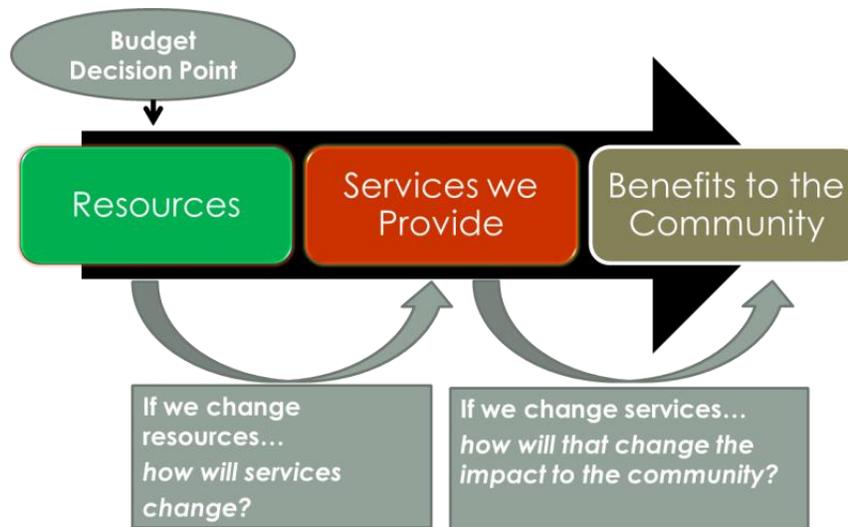
Business Plans

Business plans typically highlight specific department processes and tasks that are planned and executed by operational department. Business plans directly support department work plans which in turn support the City's strategic goals.

2. BUDGETING

The FY 2014 General Fund budget process is the first of a multi-year initiative to consider budget decisions based on the degree to which they affect the City's ability to accomplish the City's Strategic Plan. As the City develops our planning tools, the intention is to use a logic model to refine our understanding of the connections between resources, services delivered, and the outcomes (benefits to the community) which result. This process is data-driven and oriented toward fostering discussion about how the allocation of resources impacts our community. An illustration of our outcome-focused budget process is illustrated below.

Budgeting Focused on Outcomes



The Budget Process

FY 2014 was our first year of a multi-year initiative to align and understand budget changes in the context of their impact on the City's Strategic Plan. In order to accomplish this, the City's initial effort adjusted the budget development and review process. In future years, the budget process will further be refined to integrate of our budget process and performance management system. The following actions were taken in the FY 2014 budget process to identify how the budget affected the City's desired outcomes:

1. City Manager's Office, Office of Performance and Accountability (OPA) and departments defined what the City's Strategic Plan means operationally.
2. Office of Management and Budget (OMB) determined the available funding for FY 2014.
3. Departments with related and/or like-missioned services (e.g. Public Safety) developed and submitted budget proposals that met their FY 2014 funding targets. These proposals were analyzed within the context of how the budget change would impact the City's Strategic Plan.
4. OMB and OPA analyzed proposals to ensure that their strategic connections, performance impacts, and expenditure and revenues for FY14 were accurate and reasoned.
5. Department heads, collectively, discussed proposals within the context of balancing the budget, determined how budget changes would impact service delivery, and considered the extent those changes would impact the City's ability to accomplish the goals within the City's Strategic Plan.

Performance Management and Outcomes

To guide this process, all General Fund budget changes were evaluated and discussed using the sample form below. It includes the City's Strategic Plan's Goal (A), the goal's outcomes (B), the anticipated impact that the budget change will have on the outcome (C), and an explanation of the performance (D).

General Fund Budget Evaluation Form

A	Name of the item	Description	Dept.	Anticipated impact on our outcomes	Performance Explanation	Expenditures	Revenues	F T E S
Goal 6. The City protects the safety and security of its residents, businesses, employees and visitors								
Decrease the loss of property from criminal acts Increase convictions of those who commit property crimes								
B	City Marina Security Reduction	Reduce after hour contracted marina security from 8 hours to 6 hours (from 9 pm-5 am to 10 pm-4 am)	RPCA	C No impact	Reduce annual after hour security from 2,920 hours to 2,190 hours. which is anticipated to have no impact on any intermediate outcomes in FY14.	D (15,000)		

3. DELIVERY AND EVALUATION OF SERVICES

The City's strategic plan, work plans, and the budgeting process are all ways of planning the services the City will deliver. In order to evaluate the efficiency and effectiveness of these services, the City has implemented a program and problem solving review process called AlexStat. AlexStat is a collaborative performance evaluation method to analyze the efficiency and effectiveness of City services within the context of improving intermediate and long term outcomes in the City's Strategic Plan.

Operationally, AlexStat is a set of regularly scheduled internal meetings focused on a variety of management topics and facilitated by OPA. Participants in the AlexStat process include the City Manager and staff of the City Manager's Office, City departments, OMB, and other key stakeholders. The meetings are internal to ensure an open and collaborative environment to discuss and solve the City's issues candidly. However, once the AlexStat process has been fully implemented and tested, meeting materials will be made available to the public.

Status of AlexStat

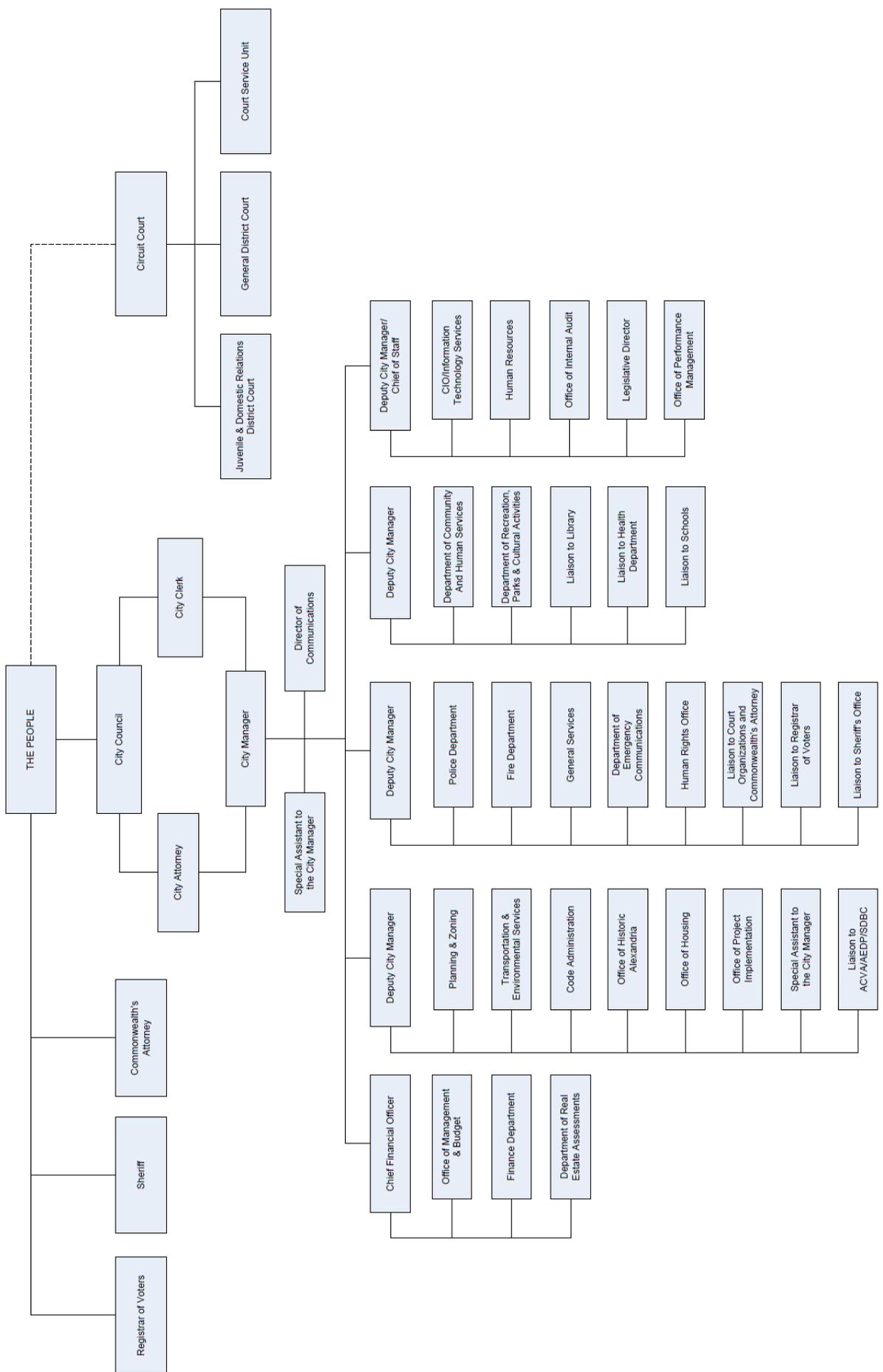
At the time the Approved Budget was published, AlexStat has held eight meetings. Examples of some of the topics that have been analyzed are: staffing needs of the Department of Emergency Communications (DEC), vehicle fuel costs, Fire/EMS and City overtime, and take-home vehicles. Through the process and analysis of AlexStat, 74 recommendations have been made. Most of the proposed recommendations resulting from these analyses have been accepted for implementation by the City Manager.



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Understanding the City's Operating Budget

City of Alexandria



Understanding the Budget

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

FISCAL PLAN

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

POLICY DOCUMENT

Second, the budget is a policy and management tool. The budget process provides an opportunity for the City Manager, department directors and agency heads to evaluate the City's services and recommend the best means of allocating resources to prioritize and provide effective and efficient services. As a management tool, the budget serves to establish accountability for the effective and efficient operation of programs and activities and to locate responsibility for the delivery of City services. Beginning with City Council's establishment of a long-term vision and a set of major goals for the City of Alexandria, combined with a public hearing to gather citizen input in October and an economic outlook of the City presented by staff in December, continuing through the adoption of the FY 2014 budget on May 6, 2013, the budget process weighs short and long term objectives of stakeholders against the available financial resources.

OPERATIONS GUIDE

The budget describes the activities, services and functions carried out within each organizational unit. Every Department within in the City is characterized by Programs and Activities and includes both financial and personnel resources necessary to carry out the functions of the government. Programs and activities within each department provide a map detailing what each department does with their resources, for whom these activities are undertaken and why. Performance data are associated with each activity and help to the measure each activity in terms of output, effectiveness and quality.

FY 2014 Budget Planning

On January 8, 2013, City Council passed a resolution establishing the budget guidance for the entire General Fund budget. The guidance allowed for a City operating budget to be built based on any increased operating or capital project expense being demonstrated as necessary to meet the strategic goals and objectives of the City, and/or demonstrated to diminish a specific risk to the community. The budget was also to incorporate a transfer to the Schools budget that may vary from the FY 2013 approved appropriation specifically to address anticipated changes in student enrollment. The guidance was based on preliminary forecasts of revenues, expenditures, and capital needs presented at the City Council work session on December 11, 2012. City Council also directed the City Manager to consider other taxes, fines, fees and charges, as well as reductions in programs and activities through efficiencies and reduced service levels, as necessary in order to propose a balanced budget.

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

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

Understanding the Budget

These objectives were coupled with existing policies and guidelines for developing the budget, including the City's Compensation Philosophy and the Debt-related Financial Policies. These other policies are described below.

Other Continuing Policy Guidance and Planning

Strategic Planning Process: The City Council Strategic Planning Process has provided the most significant impact on the City's budget process in FY 2014. In June 2010, City Council adopted its Strategic Plan, following nearly a year of collaboration and partnership with the Alexandria community. The City Council has directed that City staff consider the Strategic Plan when developing, implementing and reviewing the delivery of public services, and in presenting requests for fiscal resources. The approved Strategic Plan is available on the City's website at:

<http://alexandriava.gov/uploaded/Files/council/info/ApprovedStrategicPlan.pdf>.

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

Compensation Philosophy: On June 22, 2010, City Council adopted the City of Alexandria's Compensation Philosophy, which is intended to provide a broad framework to help City Council, management, employees and the citizens understand and guide decisions that affect City employee pay. The Compensation Philosophy is printed in the Appendices section of this document. Approved FY 2014 employee compensation adjustments are recommended based on the guidance provided by the Compensation Philosophy.

Youth Policy: The Youth Policy Commission was established by City Council in 1997 to emphasize delinquency prevention and to target activities that effectively promote positive outcomes for youth and support families through optimal use of existing funds, development of new resources and engagement of the community. Initiatives that require new or reallocated funding are proposed in the annual budget process and the Commission monitors success in achieving goals for youth through a biennial Community Report Card.

The chart on the following page identifies the budget process as it relates to the various stakeholders in the City.

Understanding the Budget

City of Alexandria FY 2014 Budget Process

MONTH	RESIDENTS	MAYOR & CITY COUNCIL	CITY ADMINISTRATION
JULY			Strategic Plan Cluster Group Meetings
AUGUST			Staff from departments collaborated through cluster groups to identify the steps necessary to implement the plan and achieve the community's strategic goals.
SEPTEMBER			
OCTOBER	<p>Budget Hearing</p> <p>The fall budget hearing officially kicks off the budget process for members of the public. City Council communicates overall goals and objectives for the upcoming budget process. Members of the public communicate thoughts and feelings on the budget.</p>		<p>Strategic Plan Cluster Group Initiatives</p> <p>Cluster groups develop intermediate and long term outcomes for the upcoming fiscal year as well as future years.</p>
NOVEMBER		<p>City Council Work Session</p> <p>City Council holds a planning work session. The upcoming budget process is discussed in detail. City staff presents information on the overall budget situation, including revenues, planned expenditures and economic conditions.</p>	<p>Strategic Plan Initiative Analysis</p> <p>Proposed initiatives and reductions are evaluated by OMB and cluster groups. Initial recommendations are provided to the City Manager.</p>
DECEMBER			<p>Proposed Budget Development</p> <p>OMB works with the CMO to begin developing the Proposed Budget that fits within the City Council budget guidance. This involves prioritizing Department requests and developing expenditure reduction options.</p>
JANUARY		<p>Budget Guidance</p> <p>City Council gives City staff guidance on overall expenditure and revenue limits. This guidance drives the decisions of the City Manager.</p>	
FEBRUARY	<p>BFAAC Review</p> <p>Resident advisory committee holds weekly meetings to review the budget and provide City Council with feedback.</p>	<p>Budget Work Sessions</p> <p>City staff meets with City Council to provide background information on the Proposed Budget. City Council requests additional information on specific budget issues from staff through Budget Memos.</p>	<p>PROPOSED BUDGET PRESENTATION</p> <p>The City Manager presents the Proposed Budget to City Council.</p>
MARCH	<p>Budget Public Hearings</p> <p>Members of the public are welcomed to comment on the Proposed Budget and offer suggestions to City Council for the Approved Budget through the Spring public hearing or the City web site.</p>		<p>Budget Memos</p> <p>OMB and other City staff respond to inquiries from City Council through Budget Memos.</p>
APRIL			
MAY		<p>FINAL BUDGET ADOPTION</p> <p>City Council makes final decisions and adopts the official City of Alexandria Budget for the upcoming fiscal year.</p>	<p>Approved Budget</p> <p>OMB produces the Approved Budget document and begins to develop Budget Guidelines for the next fiscal year.</p>
JUNE			

Understanding the Budget

Organization of the Budget Document

In addition to presenting the City's financial plan, the budget document is intended to be a resource and reference guide, providing information on City programs and services. The budget document has been divided into two volumes: one containing the Operating Budget document and the other containing the Capital Improvement Program document.

- The Operating Budget document groups City operating departments together by general government program areas, using the program categories defined by the Auditor of Public Accounts for the Commonwealth of Virginia (APA) as a guide. This organization is offered to assist the public in gaining an understanding of the total resources provided in a particular program area.

Section I contains the Table of Contents. Section II includes the City Manager's Message. Section III is the "Community Profile," which provides a description and basic statistical information on the City. Section IV describes the performance and outcomes of City Programs and Activities, their relation to the City's Strategic Plan and the impact they have on the budget process. Section V provides the reader with a guide to understanding the budget. Sections VI through X include multi-year revenue and expenditure forecast scenarios revenue and expenditure summaries, various charts and schedules that provide overall information on the City's finances, personnel summaries and fund balance information.

Sections XI through XIX present budget information for each department. The major elements in these sections are described at the end of this section.

Section XX provides an overview of the Capital Improvement Program (CIP), its impact upon the operating budget and an explanation of the City's debt ratio policies. Section XXI is provides a glossary of relevant budget terms.

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

- The Capital Improvement Program document describes each capital project that the City plans to undertake over the next ten years. This description includes a justification for each project, the priority assigned to the project and the estimated impact of each capital project on the City's budget throughout the six-year period. (Detailed information on individual school capital projects is presented in the Alexandria City Public Schools 2014-2023 Capital Budget, available from the Office of the Assistant Superintendent for Administrative Services, 2000 North Beauregard Street, Alexandria, Virginia.)
- The Information Technology Plan describes the City's commitment to building and maintaining an essential information and technology infrastructure. The plan will enhance information technology services and build on existing City hardware, networks and software that have been implemented over the past decade.

Budget Amendments

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

Understanding the Budget

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

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

Budgetary Accounting

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

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

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

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

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

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

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

Understanding the Budget

Finance Department

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

Mission Statement: The mission of the Finance Department is to ensure the City's financial health through effective expenditure control, reliable and equitable revenue collection practices, sound cash and debt management policies, and responsible accounting, purchasing and pension administration practices.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	7,330,718	8,272,770	8,782,548	6.2%
Non-Personnel	4,142,837	3,064,918	2,979,785	-2.8%
Capital Goods Outlay	0	26,185	26,185	0.0%
Total Expenditures	\$11,473,555	\$11,363,873	\$11,788,518	3.7%
Less Revenues				
Internal Service				
Special Revenue Fund				
Total Designated Funding Sources				
Net General Fund Expenditures				
Total Department FTE's	90.5	91.5	92.5	1.1%

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

Highlights

- In FY 2014 the General Fund budget increases \$363,350 or 3.4%.
- In FY 2014 personnel costs increase by \$509,778 or 6.2%. This is due to the addition of a new Compliance Officer position, anticipated to increase City revenue by at least \$140,000 from delinquent tax collection, which exceeds the cost of the position. Additional increases resulted from the reclassification of several positions to reflect an expansion in responsibilities and to address internal and external salary inequities in compensation when compared to the market. The increase is also attributable to employee step adjustments, decreased pay to offset the 1% shift in the VRS contribution rate from the employer.
- Non-personnel costs decrease by \$85,136 or -2.8%. The City has eliminated a parking adjudication contract (\$134,580). The remaining responsibility will be shifted back to the General District Court. This decrease is partially offset by three current service adjustments: \$10,044 in publication and outreach materials for the Pension Administration Division; \$21,291 for the department's share of the maintenance cost of the new Enterprise Resource Planning (ERP) system; and a \$13,958 increase in lease agreements.
- The increase in the Special Revenue Fund will support the increases associated with benefit cost increases and the 1% shift in the pay scale described above for those employees who are funded by the City's pension plan (individuals who are responsible for plan administration).

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

Understanding the Budget

Finance Department

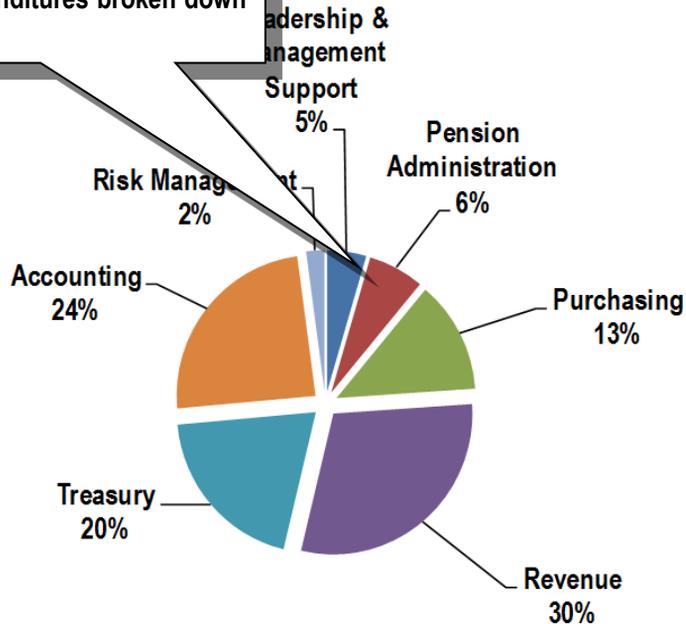
Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Bond ratings achieved with each bond issue	AAA/Aaa	AAA/Aaa	AAA/Aaa
% of compliance with City adopted debt policies in last fiscal year	100%	100%	100%
Overall collection rate for current year taxes	99%	99%	99%
% of GFOA standards met in fiscal reporting	100%	100%	100%

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

FY 2014 Approved Expenditures by Program

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



Understanding the Budget

Finance Department

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership and Management Support				13.7%
Pension Administration				17.3%
Purchasing				56.5%
Revenue				-2.9%
Treasury	2,312,488	2,388,472	2,338,293	-9.7%
Accounting	2,691,144	2,923,136	2,864,153	-2.0%
Risk Management	332,539	137,965	250,118	81.3%
Total Expenditures	\$11,473,555	\$11,363,873	\$11,788,518	3.7%

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

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership and Management Support	2.8	3.2	3.3	18.9%
Pension Administration	3.0	3.0	3.0	0.0%
Purchasing	8.0	8.0	11.2	39.4%
Revenue	37.3	35.7	33.1	-7.2%
Treasury	17.5	17.5	17.3	-1.4%
Accounting	19.5	20.7	19.7	-4.8%
Risk Management	2.5	1.0	2.2	126.3%
Total full time employees	90.5	91.5	92.5	1.1%

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

Final Departmental Listing	Dept Info
Leadership & Mgmt Support Leadership & General Administration Cash Management/ Investment	Department Contact Info 703.746.3900 http://alexandriava.gov/finance/ Department Head Laura Triggs, CPA, Chief Financial Officer 703.746.3900 laura.triggs@alexandriava.gov Department Staff Debbie Kidd, JD, Dep. Dir. of Finance - Revenue Ray Welch, Comptroller Steven Bland, Retirement Administrator David Clark, Assistant Dir. of Finance - Treasury Stephen Taylor, Acting Purchasing Agent
Pension Administration Pension Investment Retirement Plan Administration	
Revenue Business & Personal Property Tax Assessment Delinquent Tax Collection Tax Audit, Research & Administration Taxpayer Assistance/ Collections Relations	
Accounting Financial Reporting Paying & Billing Vendors/Employee Reconciliations	
Purchasing Purchasing Management Workers Comp Claims Management	

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

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

Understanding the Budget

Finance Department

Each individual Program section starts with the goal statement.

Revenue Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	28.0%	31.8%	29.8%
Total Expenditures	\$3,210,115	\$3,619,383	\$3,515,053
Less Revenues	\$814	\$73,778	\$75,566
Net General Fund Expenditures	\$3,209,301	\$3,545,605	\$3,439,487
Program Outcomes			
Total tax revenue generated for the City			\$17,944,045

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

Activity Data

BUSINESS & PERSONAL PROPERTY TAX ASSESSMENT – The goal of Business & Personal Property Tax Assessment is to identify tax basis and accurately and uniformly assess the appropriate tax in order to maximize City revenues.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,361,713	\$1,551,754	\$1,519,921
FTE's	15.4	14.6	13.3
# of tax transactions processed	1,885,596	1,954,529	1,923,308
Cost per tax transaction processed	\$0.72	\$0.79	\$0.79
% of tax assessments processed by due date	100%	100%	100%

DELINQUENT TAX COLLECTION – The goal of Delinquent Tax Collections is to collect delinquent taxes in order to reduce the outstanding tax balance and increase the City's general fund revenue.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$655,773	\$647,429	\$641,906
FTE's	7.09	6.49	6.42
# of demands for payment action sent	164,552	173,608	167,843
Cost per demand for payment action			\$3.82
% of delinquent tax collected annually			97.0%

Each Activity within a Program has its own table that contains total expenditures, FTE counts, and Activity performance measures for output, efficiency and service quality. These tables also include the Activity goal statement.

TAX AUDIT, RESEARCH & ANALYSIS – The goal of Tax Audit, Research and Analysis is to ensure that all business tax returns are filed accurately and to identify unregistered businesses in order to maximize City revenues and taxpayer compliance.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$289,182	\$289,182	\$289,182
FTE's	4.3	3.5	2.7
# of tax accounts reviewed/audited	89,572	99,811	91,364
Costs of tax accounts reviewed/audited	\$3.38	\$3.56	\$3.17
\$ amount of revenue generated from audits and compliance activity	\$1,254,716	\$1,200,000	\$1,320,000
Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities	24.1%	29.6%	21.9%

Understanding the Budget

Finance Department

Summary of Budget Changes

Adjustments to Maintain Current Service Levels		
Activity	Adjustment	FY 2014 Approved
<p>The Summary of Budget Changes section contains descriptions of any base budget adjustments to maintain current services, supplemental adjustments, expenditure reductions and fee increases.</p>	<p>tion and Outreach Materials.</p> <p>the Pension office.</p>	\$10,044
	<p>RP System Maintenance</p> <p>This is an increase of \$21,291 from the previous amount spent (\$17,176) on the Performance Accounting, Performance Asset Management, and eProcure systems, which will now be spent for the Finance Department's share of the new Enterprise Resource Planning system.</p>	\$21,291

Supplemental Adjustments

Activity	Adjustment	FY 2014 Approved
Delinquent Tax Collections	<p>Creation of New Position to Improve Tax Compliance for Self-Reporting Taxes</p> <p>1.0 FTE</p>	\$69,345
<p>With the addition of a new Compliance Officer position the department will be able to address non-compliant businesses and residents and reach out to educate and bring them into compliance. This is anticipated to increase self-reporting tax collections.</p>		

Each adjustment to the budget contains a brief description and explanation. These tables also display the total value and the Activity to which the adjustment applied.

Expenditure Reductions

Activity	Reduction	FY 2014 Approved
Parking Adjudication	<p>Shift of Costs to Courts</p>	(\$134,580)
<p>This reduction will eliminate the current parking adjudication contract. Going forward all parking ticket disputes will be taken to the General District Court for consideration.</p>		

Understanding the Budget

FY 2014 Budget Schedule

Budget Schedule

Members of the public were invited to participate in a public hearing on the budget held on Monday, March 11, 2013 at 4:00 pm.

City Council held a series of public work sessions denoted to the right, followed by adoption on May 6, 2013.

2/26	Proposed Budget Presentation (7:00 pm, Location: Council Chambers)
3/4	Work Session: Performance Management (5:30 pm, Location: Sister Cities Conference Room #1101)
3/4	Work Session: Revenues/Expenditures (7:30 pm, Location: Sister Cities Conference Room #1101)
3/11	Budget Public Hearing (4:00 pm, Location: Council Chambers)
3/12	Introduce Tax Rate Ordinances (7:00 pm, Location: Council Chambers)
3/13	Public Presentation of the Budget (7:00 pm, Location: Council Chambers)
3/20	Work Session: Capital Improvement Program (CIP) (5:30 pm, Location: George Washington Middle School Library)
3/20	Work Session: Joint Work Session with ACPS #1 (7:30 pm, Location: George Washington Middle School Library)
4/3	Work Session: Aquatics Master Plan (6:00 pm, Location: Sister Cities Conference Room #1101)
4/4	Work Session: Employee Compensation (6:30 pm, Location: Sister Cities Conference Room #1101)
4/13	Public Hearing on Tax Rate Ordinance and Effective Tax Rate (9:30 am, Location: Council Chambers)
4/15	Work Session: Budget and Fiscal Affairs Advisory Committee Report (6:30 pm, Location: Sister Cities Conference Room #1101)
4/23	Work Session: Joint Work Session with ACPS #2 (5:30 pm, Location: City Council Work Room)
4/29	Work Session: Preliminary Add/Delete (6:30 pm, Location: City Council Work Room)
5/6	Work Session: Final Add/Delete (6:00 pm, Location: Council Chambers)
5/6	Budget Adoption (7:00 pm, Location: Council Chambers)

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Multi-Year Revenue and Expenditure Forecast Scenarios

Forecast Scenarios

Multi-Year Revenue and Expenditure Projections

Multi-year General Fund revenue and expenditure projections have been developed as estimates of future City surpluses and shortfalls in order to examine how decisions made in the current budget could affect the City's future financial situation in a variety of potential revenue scenarios.

The tables and graphs on the following pages show the budget surpluses or shortfalls that would occur over the next ten fiscal years as a result of low, medium, and high revenue growth scenarios relative to projected expenditures. All estimates include policy changes included in the FY 2014 budget.

Each of the scenarios shows a shortfall for FY 2015 ranging from -\$17.4 million in the low growth scenario to -\$6.9 million in the high growth scenario. By the tenth year of the projections, the shortfall is -\$184.5 million in the low growth scenario and -\$70.6 million in the high growth scenario.

In the medium growth scenario, the shortfall is -\$12.2 million in FY 2015 and -\$130.2 million in FY 2023. These projected shortfalls provide an order of magnitude of the amount of expenditure reductions and/or revenue increases needed to balance the budget in any given year.

Forecast Scenarios

Low Growth Scenario

Revenues	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Real Estate Property	357,840,000	364,281,000	370,838,000	377,513,000	384,309,000	391,226,000	398,268,000	405,437,000	412,735,000	420,164,000
Personal Property	41,340,000	41,836,000	42,338,000	42,846,000	43,360,000	43,881,000	44,407,000	44,940,000	45,479,000	46,025,000
Penalties & Interest	2,375,000	2,375,000	2,375,000	2,375,000	2,375,000	2,375,000	2,375,000	2,375,000	2,375,000	2,375,000
Local Sales Tax	27,340,000	27,613,000	27,890,000	28,168,000	28,450,000	28,735,000	29,022,000	29,312,000	29,605,000	29,901,000
Business License Tax	33,000,000	33,594,000	34,199,000	34,814,000	35,441,000	36,079,000	36,728,000	37,389,000	38,062,000	38,748,000
Transient Lodging Tax	12,510,000	12,760,000	13,015,000	13,276,000	13,541,000	13,812,000	14,088,000	14,370,000	14,657,000	14,951,000
Restaurant Food Tax	17,550,000	17,989,000	18,438,000	18,899,000	19,372,000	19,856,000	20,353,000	20,861,000	21,383,000	21,918,000
Other Misc. Taxes	39,114,000	39,701,000	40,296,000	40,901,000	41,514,000	42,137,000	42,769,000	43,410,000	44,062,000	44,723,000
Other Revenues	87,694,000	88,133,000	88,573,000	89,016,000	89,461,000	89,908,000	90,358,000	90,810,000	91,264,000	91,720,000
Use of Fund Balance	6,086,000	6,283,000	6,380,000	6,478,000	6,578,000	6,680,000	6,784,000	6,889,000	6,996,000	7,105,000
Total Revenues	624,849,000	634,565,000	644,342,000	654,286,000	664,401,000	674,689,000	685,152,000	695,793,000	706,618,000	717,630,000
Expenditures										
City Personnel	206,673,000	214,940,000	223,537,000	232,479,000	241,778,000	251,449,000	261,507,000	271,967,000	282,846,000	294,160,000
City Non-Personnel	84,749,000	86,444,000	88,173,000	89,936,000	91,735,000	93,570,000	95,441,000	97,350,000	99,297,000	101,283,000
Grants Match	47,034,000	47,974,000	48,934,000	49,912,000	50,911,000	51,929,000	52,968,000	54,027,000	55,107,000	56,210,000
Cash Capital	22,679,000	22,509,000	22,826,000	22,260,000	22,150,000	23,096,000	23,437,000	23,710,000	24,011,000	24,334,000
Debt Service	57,027,000	64,045,000	68,533,000	73,310,000	91,937,000	97,443,000	98,926,000	101,686,000	102,908,000	106,769,000
Transit Subsidies	21,076,000	23,942,000	27,199,000	30,898,000	35,100,000	39,873,000	45,296,000	51,456,000	58,454,000	66,404,000
Schools	185,611,000	192,108,000	198,832,000	205,791,000	212,993,000	220,448,000	228,164,000	236,150,000	244,415,000	252,969,000
Total Expenditures	624,849,000	651,962,000	678,034,000	704,586,000	746,604,000	777,808,000	805,739,000	836,346,000	867,038,000	902,129,000
Surplus/(Shortfall)	0	-17,397,000	-33,692,000	-50,300,000	-82,203,000	-103,119,000	-120,587,000	-140,553,000	-160,420,000	-184,499,000

Forecast Scenarios

Medium Growth Scenario

Revenues	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Real Estate Property	357,840,000	366,428,000	375,222,000	384,228,000	393,449,000	402,892,000	412,561,000	422,463,000	432,602,000	442,985,000
Personal Property	41,340,000	42,249,000	43,179,000	44,129,000	45,100,000	46,092,000	47,106,000	48,142,000	49,201,000	50,284,000
Penalties & Interest	2,375,000	2,387,000	2,399,000	2,411,000	2,423,000	2,435,000	2,447,000	2,459,000	2,472,000	2,484,000
Local Sales Tax	27,340,000	27,887,000	28,445,000	29,013,000	29,594,000	30,186,000	30,789,000	31,405,000	32,033,000	32,674,000
Business License Tax	33,000,000	33,990,000	35,010,000	36,060,000	37,142,000	38,256,000	39,404,000	40,586,000	41,803,000	43,058,000
Transient Lodging Tax	12,510,000	12,885,000	13,272,000	13,670,000	14,080,000	14,503,000	14,938,000	15,386,000	15,847,000	16,323,000
Restaurant Food Tax	17,550,000	18,252,000	18,982,000	19,741,000	20,531,000	21,352,000	22,206,000	23,095,000	24,018,000	24,979,000
Other Misc. Taxes	39,114,000	39,896,000	40,694,000	41,508,000	42,338,000	43,185,000	44,049,000	44,930,000	45,828,000	46,745,000
Other Revenues	87,694,000	89,448,000	91,237,000	93,062,000	94,923,000	96,821,000	98,758,000	100,733,000	102,748,000	104,803,000
Use of Fund Balance	6,086,000	6,334,000	6,484,000	6,638,000	6,796,000	6,957,000	7,123,000	7,292,000	7,466,000	7,643,000
Total Revenues	624,849,000	639,756,000	654,924,000	670,460,000	686,376,000	702,679,000	719,381,000	736,491,000	754,018,000	771,978,000
Expenditures										
City Personnel	206,673,000	214,940,000	223,537,000	232,479,000	241,778,000	251,449,000	261,507,000	271,967,000	282,846,000	294,160,000
City Non-Personnel	84,749,000	86,444,000	88,173,000	89,936,000	91,735,000	93,570,000	95,441,000	97,350,000	99,297,000	101,283,000
Grants Match	47,034,000	47,974,000	48,934,000	49,912,000	50,911,000	51,929,000	52,968,000	54,027,000	55,107,000	56,210,000
Cash Capital	22,679,000	22,509,000	22,826,000	22,260,000	22,150,000	23,096,000	23,437,000	23,710,000	24,011,000	24,334,000
Debt Service	57,027,000	64,045,000	68,533,000	73,310,000	91,937,000	97,443,000	98,926,000	101,686,000	102,908,000	106,769,000
Transit Subsidies	21,076,000	23,942,000	27,199,000	30,898,000	35,100,000	39,873,000	45,296,000	51,456,000	58,454,000	66,404,000
Schools	185,611,000	192,108,000	198,832,000	205,791,000	212,993,000	220,448,000	228,164,000	236,150,000	244,415,000	252,969,000
Total Expenditures	624,849,000	651,962,000	678,034,000	704,586,000	746,604,000	777,808,000	805,739,000	836,346,000	867,038,000	902,129,000
Surplus/(Shortfall)	0	-12,206,000	-23,110,000	-34,126,000	-60,228,000	-75,129,000	-86,358,000	-99,855,000	-113,020,000	-130,151,000

Forecast Scenarios

High Growth Scenario

Revenues	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Real Estate Property	357,840,000	368,933,000	380,370,000	392,161,000	404,318,000	416,852,000	429,775,000	443,098,000	456,834,000	470,996,000
Personal Property	41,340,000	42,663,000	44,028,000	45,437,000	46,891,000	48,391,000	49,940,000	51,538,000	53,187,000	54,889,000
Penalties & Interest	2,375,000	2,387,000	2,399,000	2,411,000	2,423,000	2,435,000	2,447,000	2,459,000	2,472,000	2,484,000
Local Sales Tax	27,340,000	28,160,000	29,005,000	29,875,000	30,771,000	31,695,000	32,645,000	33,625,000	34,633,000	35,672,000
Business License Tax	33,000,000	34,320,000	35,693,000	37,121,000	38,605,000	40,150,000	41,756,000	43,426,000	45,163,000	46,969,000
Transient Lodging Tax	12,510,000	13,010,000	13,531,000	14,072,000	14,635,000	15,220,000	15,829,000	16,462,000	17,121,000	17,806,000
Restaurant Food Tax	17,550,000	18,340,000	19,165,000	20,027,000	20,929,000	21,870,000	22,855,000	23,883,000	24,958,000	26,081,000
Other Misc. Taxes	39,114,000	40,092,000	41,094,000	42,121,000	43,175,000	44,254,000	45,360,000	46,494,000	47,657,000	48,848,000
Other Revenues	87,694,000	90,763,000	93,940,000	97,228,000	100,631,000	104,153,000	107,798,000	111,571,000	115,476,000	119,518,000
Use of Fund Balance	6,086,000	6,387,000	6,592,000	6,805,000	7,024,000	7,250,000	7,484,000	7,726,000	7,975,000	8,233,000
Total Revenues	624,849,000	645,055,000	665,817,000	687,258,000	709,402,000	732,270,000	755,889,000	780,282,000	805,476,000	831,496,000
Expenditures										
City Personnel	206,673,000	214,940,000	223,537,000	232,479,000	241,778,000	251,449,000	261,507,000	271,967,000	282,846,000	294,160,000
City Non-Personnel	84,749,000	86,444,000	88,173,000	89,936,000	91,735,000	93,570,000	95,441,000	97,350,000	99,297,000	101,283,000
Grants Match	47,034,000	47,974,000	48,934,000	49,912,000	50,911,000	51,929,000	52,968,000	54,027,000	55,107,000	56,210,000
Cash Capital	22,679,000	22,509,000	22,826,000	22,260,000	22,150,000	23,096,000	23,437,000	23,710,000	24,011,000	24,334,000
Debt Service	57,027,000	64,045,000	68,533,000	73,310,000	91,937,000	97,443,000	98,926,000	101,686,000	102,908,000	106,769,000
Transit Subsidies	21,076,000	23,942,000	27,199,000	30,898,000	35,100,000	39,873,000	45,296,000	51,456,000	58,454,000	66,404,000
Schools	185,611,000	192,108,000	198,832,000	205,791,000	212,993,000	220,448,000	228,164,000	236,150,000	244,415,000	252,969,000
Total Expenditures	624,849,000	651,962,000	678,034,000	704,586,000	746,604,000	777,808,000	805,739,000	836,346,000	867,038,000	902,129,000
Surplus/(Shortfall)	0	-6,907,000	-12,217,000	-17,328,000	-37,202,000	-45,538,000	-49,850,000	-56,064,000	-61,562,000	-70,633,000

Forecast Scenarios

Revenue Growth Assumptions

Three different scenarios of General Fund revenue growth have been developed for the period of FY 2014 through FY 2023 based on varying assumptions about the rate of increase for each of the revenue categories listed below. Each scenario is based on FY 2014 Proposed tax and fee rates. All projected increases over the next ten years are generated by economic growth or the impact of inflation on goods or services that are taxed. In none of the scenarios does revenue growth match or exceed the projected 4.2% rate of expenditure growth.

Category	Growth Rate Assumption		
	Low	Medium	High
Real Estate Property	1.8%	2.4%	3.1%
Personal Property	1.2%	2.2%	3.2%
Penalties & Interest	0.0%	0.5%	0.5%
Local Sales Tax	1.0%	2.0%	3.0%
Business License Tax	1.8%	3.0%	4.0%
Transient Lodging Tax	2.0%	3.0%	4.0%
Restaurant Food Tax	2.5%	4.0%	4.5%
Other Misc. Taxes	1.5%	2.0%	2.5%
Other Revenues	0.5%	2.0%	3.5%
Use of Fund Balance	*	*	*
Total Weighted Growth Rate	1.6%	2.4%	3.2%

* Use of Fund Balance is 1% of Total Revenues in each Fiscal Year

Forecast Scenarios

Expenditure Growth Assumptions

The General Fund expenditure growth rate of 4.2% is the same in all three scenarios. It assumes City personnel, Transit Subsidies and the Schools transfer will continue to grow at the same rate as in the FY 2014 budget and non-personnel and matching funds for State and federal grants will grow at an inflationary rate of 2.0%.

City Personnel	4.0%
City Non-Personnel	2.0%
Grants Match	2.0%
Cash Capital	*
Debt Service	*
Transit Subsidies	13.6%
Schools	3.5%

* Cash Capital and Debt Service
reflect the planned CIP

Multi-Year Revenue and Expenditure Projections

Impact of FY 2014 and Prior Year Decisions of Future Budgets

In addition to the projected base expenditure growth shown on the previous pages, future City General Fund operating budgets will be affected by decisions made in the FY 2014 or previous budgets.

Personnel –

In the FY 2014 Approved Budget, 20.6 positions were eliminated and 23.1 were added for a new FTE increase of 2.5. In addition, a merit increase was approved for all eligible employees. Decisions to increase the workforce and increase the pay of the existing workforce have long term impacts on future budgets. Conversely, the plan design changes to the City's healthcare benefits will have a long-term positive impact on future budgets by helping to reduce the overall cost to the city by shifting costs to employees in the form of higher deductibles and higher cost for services.

Capital –

Decisions in the CIP to expand buildings and facilities ultimately impact the operating budget in the form of utilities, staffing needs and ongoing maintenance. On page 20-28 the operating impacts of CIP decisions are described in a table.

Revenues

Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved
General Fund				
General Property Tax Revenue				
Real property tax	323,765,182	333,929,291	338,796,380	357,840,033
Personal property tax	37,897,526	37,500,000	39,300,000	41,340,000
Penalties and Interest	2,092,390	2,375,000	2,375,000	2,375,000
<i>Total general property tax revenue</i>	<i>363,755,098</i>	<i>373,804,291</i>	<i>380,471,380</i>	<i>401,555,033</i>
Other local tax revenue				
Local sales tax	24,949,593	24,900,000	26,100,000	27,340,000
Utility tax	10,322,623	11,100,000	10,500,000	11,400,000
Business licenses	31,468,958	33,000,000	31,900,000	33,000,000
Motor vehicle licenses	3,348,075	3,400,000	3,400,000	3,400,000
Recordation	5,152,593	4,900,000	5,400,000	5,400,000
Cigarette	2,674,157	2,600,000	2,600,000	3,234,000
Transient Lodging	11,375,121	12,400,000	12,000,000	12,510,000
Restaurant food	16,313,765	16,900,000	16,900,000	17,550,000
Admissions	1,093,182	1,000,000	1,000,000	1,000,000
Communications service	11,030,711	11,300,000	11,300,000	11,300,000
Other miscellaneous	3,372,456	3,350,275	3,380,000	3,380,000
<i>Total other local tax revenues</i>	<i>121,101,234</i>	<i>124,850,275</i>	<i>124,480,000</i>	<i>129,514,000</i>
Non-tax revenue				
Licenses, permits, and fees	2,373,448	2,157,975	2,157,975	2,519,975
Fines forfeitures	4,869,294	4,664,000	4,944,000	5,322,000
Use of money and property	3,947,856	3,420,000	3,460,000	3,995,000
Charges for services	16,474,123	15,891,959	15,691,959	16,694,959
Intergovernmental revenues (PPTRA)	23,578,531	23,578,531	23,578,531	23,578,531
Intergovernmental revenues	31,905,603	30,018,125	30,399,421	31,665,267
Miscellaneous ¹	74,650,324	782,000	782,000	782,000
<i>Total non-tax revenue</i>	<i>157,799,179</i>	<i>80,512,590</i>	<i>81,013,886</i>	<i>84,557,732</i>
Total General Fund Revenues	642,655,511	579,167,156	585,965,266	615,626,765
Other financing sources (uses)				
Appropriations from Fund Balances				
City Fund Balance prior year surplus	-	6,839,538	-	6,327,653
Transfer from special revenue acct. ²		1,854,502	1,854,502	2,894,329
Total Fund Balance Appropriations	1,394,903	8,694,040	1,854,502	9,221,982
Total General Fund Revenues and Other Sources	644,050,414	587,861,196	587,819,768	624,848,747

¹ FY 2012 Miscellaneous revenue includes \$73,454,828 bond refinancing proceeds, which are recorded as General Fund revenue. Total FY 2012 General Fund revenue excluding refinancing was \$570,595,586.

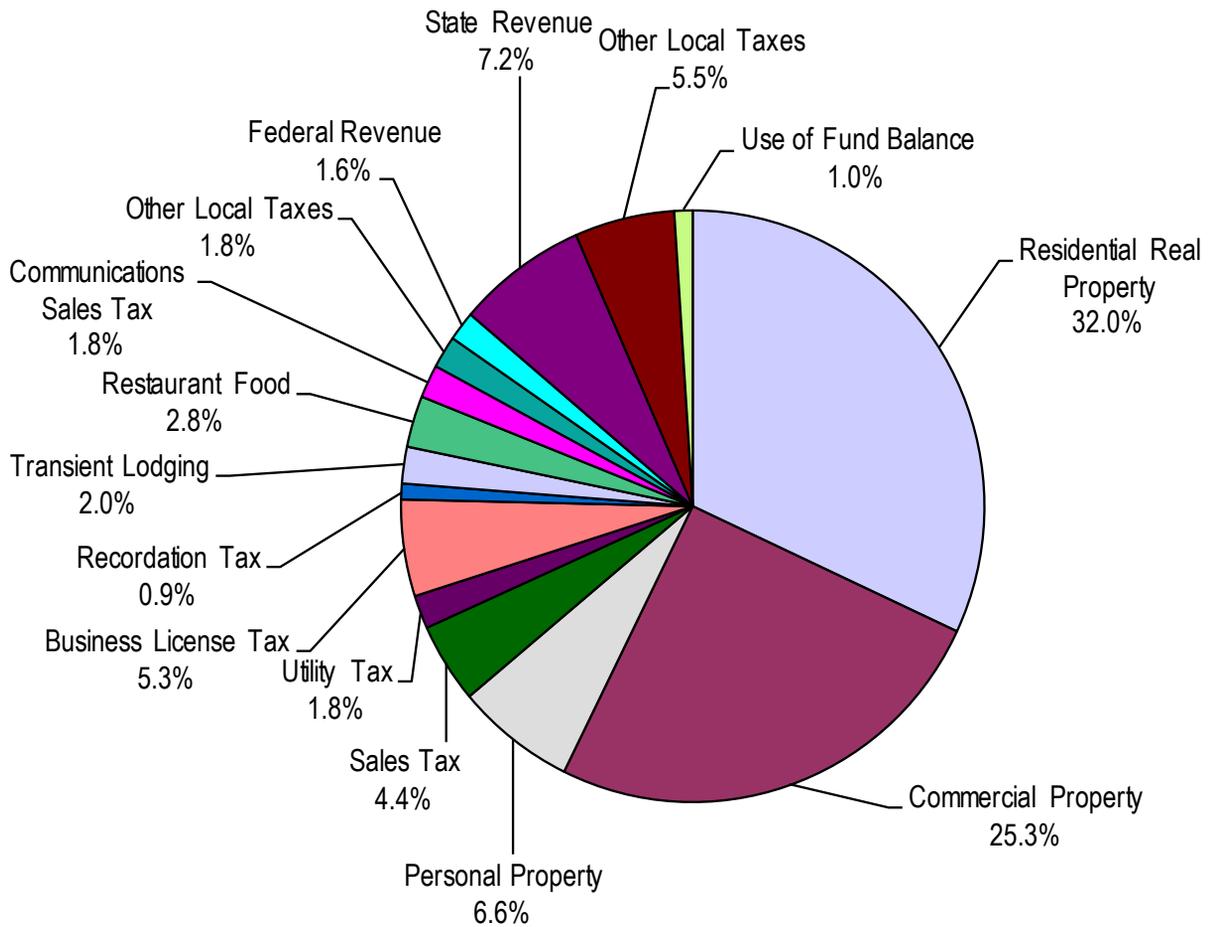
² Transfers from special revenue accounts include sanitary sewer fee revenue transferred to the General Fund to pay for sanitary sewer debt service budgeted in the General Fund and transfers from the sanitary sewer fund, storm waster fund, and Transportation Improvement Program for indirect costs.

Revenues

General Fund Revenue Distribution

FY 2014 Approved Budget

The pie chart below shows the distribution of estimated General Fund revenues for FY 2014 of \$624,848,747.



Significant Changes in Taxes, Fees, Fines, and Service Charges

The FY 2014 budget includes the following tax, fee, fine and service charge rate adjustments:

Major General Fund Tax & Fee Rate Changes

- **Real Estate Property Tax +4.0 cents, \$14.9 million**

The real estate tax rate is increased from \$0.998 per \$100 of assessed value to \$1.038. The amount of revenue generated by the rate increase is \$14.9 million, of which \$6.75 million (nearly the equivalent of 2.0 cents on the tax rate) was adopted by City Council for capital improvements beyond those included in the FY 2014-2013 proposed CIP. The total real estate tax revenue increase including the rate increase and assessments is \$23.9 million. The impact of the rate increase alone on the average residential property tax bill is a \$188 increase. The average residential property tax bill increase when combining the rate and assessment increases is \$314.

- **Personal Property Tax +.25%, \$2.0 million**

The personal property tax rate is increased from 4.75% to 5.00% and would have no impact on vehicles worth \$10,000 or less. The revenue generated by the tax rate increase funds \$2.0 million of the City's \$2.5 million increase for transit. Previously, the personal property tax rate had not been increased since 1989.

- **Utility Tax + \$0.3 million**

The monthly cap on the residential electric and natural gas utility tax is increased from \$2.40 to \$3.00 per month for a maximum increase of \$7.20 per year per household, and the non-residential electric utility tax is increased by approximately 10%, from \$0.97 plus \$0.004610 per kilowatt hour (kWh) to \$1.07 plus \$0.005071 per kWh for commercial consumers and from \$0.97 plus \$0.003755 per kWh to \$1.07 plus \$0.004131 per kWh for industrial consumers.

- **Tobacco Tax +20 cents, \$634,000**

The tax on tobacco products is increased from 80 cents to \$1.00 per pack. Historically, this has had the impact of increasing revenue and reducing sales, and this trend was accounted for in the revenue assumption.

- **Residential Refuse Collection Fee -\$8 per household, -\$140,000**

The fee charged to households receiving curbside refuse collection is reduced from \$336 per household per year to \$328 as a result of the reduced cost of disposal at the Waste-to-Energy plant in the City's new waste disposal contract approved by City Council in January 2012.

Significant Changes in Taxes, Fees, Fines, and Service Charges

The FY 2014 budget includes the following tax, fee, fine and service charge rate adjustments:

Other General Fund Tax & Fee Rate Changes

- **Parking Rates at City-owned Lots and Garages, \$472,000**

The budget includes market-based rate increases in the monthly parking rate of approximately 25% (from \$80-\$145 to \$100-\$170 depending on location), the hourly parking rate from \$2.00 to \$2.50, and the maximum rate for hourly parkers entering after 5:00 p.m. from \$2 to \$4. It also includes an increase in employee monthly parking rates from \$25 to \$30 at the Pitt-Oronoco surface lot and \$75 to \$90 at all other City parking facilities.

- **Parking Meters and Free Parking Proclamations, \$188,000**

The budget includes the addition of new metered spaces in currently unmetered areas of Old Town and the elimination of individual free parking proclamations issued by ACVA.

- **Development Special Use Permit Fees, \$422,000**

The budget includes 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 the cost of administering the permits and fee rates in neighboring jurisdictions.

- **Fire Prevention and Life Safety System Fees, \$259,000**

The budget includes increases and changes in the way the fee is charged for several Fire Protection System inspection fees including increases in the retesting fee from \$112 per hour/inspector to \$125 per hour/inspector, cancelations of re-testing inspections from \$175/inspection to \$125 per hour/inspector, initial Fire Prevention Permit (FPP) inspections from \$175 to \$200 and FPP re-inspections from \$62.50/inspection to \$125 per hour/inspector. Additionally, a new faulty fire alarm inspection fee has been added at a rate of \$125 per hour/inspector as well as a new private fire hydrant inspection fee of the same amount.

- **Reserved Parking Fees, \$103,000**

The fee for residents to temporarily reserve street parking spaces is increased by \$10, from the current rates of \$30 to \$40 for metered spaces and \$20 to \$30 for non-metered spaces.

- **Recreation, Marina and Out of School Time Fees, \$318,000**

The budget includes a variety of fee increases for marina usage, recreational services, and out-of-school time programs the are detailed in the Recreation, Parks & Cultural Activities section of this document. This includes an increase in outdoor pool fees to support the continued operation of Warwick Pool for FY 2014.

Significant Changes in Taxes, Fees, Fines, and Service Charges

The FY 2014 budget includes the following tax, fee, fine and service charge rate adjustments:

Other General Fund Tax & Fee Rate Changes

- **Commercial Refuse Collection Fee, \$80,000**

The fee for commercial properties receiving refuse collection services is increased from the current rate of \$217 per unit of service to \$328 per unit of service to be equivalent with the residential fee. Commercial properties may be charged for multiple units of service based on the volume of waste disposed, while residential properties pay one flat fee per household.

- **Impound Lot Fees, \$48,000**

The impound lot one-time service fee is increased from \$80 to \$90 per vehicle, and the storage fee is increased from \$40 to \$50 per day for each day the vehicle is stored at the impound lot.

- **Excavation Permit Fees, \$42,000**

The permit fee for reviewing construction plans involving excavation is increased by \$50, from \$200 to \$250 per city block excavated.

- **Farmers' Market Fee, \$20,000**

The Farmers' Market vendor fee is increased to fully recover the cost of staffing, materials and marketing. The Department of General Services will work with the existing vendors to determine the specifics.

- **Mulch Delivery Fee, \$3,000**

The fee for residents to have mulch delivered to their homes is increased by \$10, from \$40 to \$50 per load.

Significant Changes in Taxes, Fees, Fines, and Service Charges

The FY 2014 budget includes the following tax, fee, fine and service charge rate adjustments:

Other Significant General Fund Revenue Increases

- **Tourism from Increased ACVA Advertising, \$500,000**

The Alexandria Convention and Visitors Association (ACVA) advertising expenditure budget is increased by \$200,000, which is expected to generate \$500,000 in additional sales, transient lodging and meals tax revenues through increased tourism.

- **Indirect Cost Reimbursement from Special Revenue Funds, \$600,000**

A reimbursement has been added to the budget for administrative expenditures incurred in the General Fund in support of the Sanitary Sewer Fund, Storm Water Fund, and Transportation Improvement Program (TIP). Together these programs receive direct revenue of approximately \$20 million. \$600,000 has been budgeted as General Fund revenue from these sources as reimbursement from these programs.

- **Increased Parking Enforcement, \$308,000**

The budget for the Alexandria Police Department includes funding for two additional parking enforcement officers to support parking regulations and management that are expected to generate \$308,000 in increased parking violation fine revenue.

- **Increased Real Estate and Personal Property Tax Collections, \$260,000**

The budget for the Departments of Finance and Real Estate Assessments include one new real estate appraiser position and one new self-reporting tax compliance officer position, which are expected to increase real estate and business personal property tax collections by \$260,000 combined.

Significant Changes in Taxes, Fees, Fines, and Service Charges

The FY 2014 budget includes the following tax, fee, fine and service charge rate adjustments:

Base General Fund Revenue Adjustments

- **Real Estate Property Assessed Values, \$8.8 million**

The real estate property tax revenue increase due to growth in assessed values is \$8.8 million. The impact is a \$126 increase in the real estate property tax on the average residential property.

- **Personal Property Values, \$1.9 million**

The personal property tax increase due to growth in personal property values is \$1.9 million in FY 2014 due to changes in personal property values.

- **Sales Tax Revenue Re-estimate, \$2.4 million**

Sales tax revenues are estimated to increase by \$2.4 million in FY 2014.

- **Local Aid to the State, \$1.0 million**

Cancellation of the State program requiring localities to deduct a portion of their revenues received from the State results in a \$1.0 million increase in revenue from the State.

- **Federal Prisoner Per Diem, -\$0.2 million**

As part of the FY 2014 budget shortfall reduction, the Sheriff's Office agreed to house an additional 13 federal prisoners more than their contractual obligation to generate an additional \$390,000 in revenue plus generate an additional \$42,900 in order to continue funding for a mental health therapist at the Adult Detention Center that was previously eliminated from the budget. Total revenue including the \$475,800 increase is \$173,000 less than the amount budgeted in FY 2013 because the amount of federal prisoners is less than the number housed in FY 2013.

- **Use of Fund Balance, -\$0.5 million**

FY 2014 revenues include the use of fund balance in the amount of 1% of total revenues, or \$6.3 million, which is \$0.5 million less than the amount adopted in FY 2013. In FY 2013, the Use of Fund Balance was slightly greater than 1%. Returning to the recommended usage of only 1% has resulted in a decline in FY 2014.

Significant Changes in Taxes, Fees, Fines, and Service Charges

The FY 2014 budget includes the following tax, fee, fine and service charge rate adjustments:

Non-General Fund Tax & Fee Rate Increases

- **Building Permit Fees, \$200,000**

The budget includes an expansion of the inter-departmental Permit Center funded by a combination of increased revenue at current fee rates due to increased development activity and a set of permit fee adjustments, which would increase fees for large scale projects and reduce fees for smaller projects and generate an estimated \$200,000 in additional revenue.

- **Sanitary Sewer Multi-Family Connection Fees, \$247,545**

The sewer connection for multi-family development projects is increased from 50% of the single family connection fee to 90% to reflect typical sanitary sewer usage. The sewer connection fee is used to fund sanitary sewer construction projects in the CIP.

Revenues

Real Property Tax Revenues

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
\$323,765,182	\$333,929,291	\$338,796,380	\$357,840,033	5.6%

The FY 2014 budget reflects a Real Property Tax Rate of \$1.038 per \$100, an increase of 4.0 cents over the FY 2013 rate of \$0.998. The General Fund budget for FY 2014 also includes an increase of \$120,000 in additional revenue to be generated by the addition of one appraiser position in the Department of Real Estate Assessments. The FY 2014 rate of \$1.038 includes the following set asides for specific programs:

- Transportation Improvements 2.2 cents (General Fund Reservation)
- Affordable Housing 0.6 cents (General Fund Dedication)
- Storm Water Improvements 0.5 cents (Non-General Fund Dedication)
- The set aside for Open Space of 0.3% of real property tax revenues, which is currently only used to pay for existing date service was removed by City Council on June 15, 2013.

As required by State law, all real estate parcels in the City are annually assessed at 100 percent of estimated fair market value. As detailed in the Calendar Year 2013 Real Property Assessment Report, the City's overall real property tax base increased 2.79% from the January 1, 2012 assessment to January 1, 2013, or \$942.4 million from \$33.78 billion in CY 2012 to \$34.72 billion in CY 2013.

Assumptions

General Fund real property tax revenues for the first half of FY 2014 (the second half of calendar year 2013) are based on the 2013 real property assessment, a tax rate of \$1.033 (the total rate less the \$0.05 storm water Non-General Fund dedication), and a 49.75 percent collection rate for the second half of the 2012 tax levy. Real property tax revenues for the second half of FY 2014 (the first half of calendar year 2014) assume an increase of 2.40% in real property assessments in 2014 and no change in the tax rate. This projection is a best mid-point estimate based on a stable residential real estate market, a modestly improving commercial real estate market, and limited new construction.

The real property tax estimate for FY 2014 has been reduced by approximately \$3.3 million to reflect the costs of the senior citizen, disabled persons and veterans tax relief program.

In December, 2010, City Council approved the Tier I Special Services Tax District for Land Bay F, G, and H and the multi-family portion of Land Bay I in Potomac Yard. The Tax District will help providing funding for improvements in Potomac Yard, including the development of a metro rail station. In addition, City Council has approved legislation to set aside a portion of the appreciation on real estate in Potomac Yard to support the Metrorail development. Approximately \$1.5 million has been set aside in the Potomac Yard Fund in FY 2014 for this appreciation.

Revenues

City of Alexandria, Virginia

STATEMENT OF ESTIMATED REAL PROPERTY TAX REVENUES

For the fiscal years ending June 30, 2013 and June 30, 2014

	Due Date	Assessed Value (thousands)	Tax rate* (per \$100)	Tax Year Gross Levy	Estimated Collection rate	Net Tax revenue	Value of 1 cent
Fiscal Year 2013							
Second half tax year 2012							
Locally assessed real property	11/15/2012	32,954,289	0.993	327,236,092	49.75%	162,799,956	1,639,476
Non-locally assessed property	11/15/2012	828,409	0.993	8,226,099	49.75%	4,092,484	41,213
Total second half tax year 2012		33,782,698		335,462,191		166,892,440	1,680,689
First half tax year 2013							
Locally assessed real property	6/15/2013	34,090,792	1.033	352,157,879	49.75%	175,198,545	1,696,017
Non-locally assessed property	6/15/2013	634,278	1.033	6,552,095	49.75%	3,259,667	31,555
Total first half tax year 2013		34,725,070		358,709,974		178,458,212	1,727,572
Total fiscal year 2013 revenue						345,350,652	3,408,261
Less projected senior citizen and disability tax relief						-3,300,000	
Less Potomac Yard special tax district						-1,371,441	
Plus delinquent FY 2012 and prior year real estate tax revenues collected in FY 2013						500,000	
Total FY 2013 revenue after adjustments						<u>341,179,211</u>	
Fiscal Year 2014							
Second half tax year 2013							
Locally assessed real property	11/15/2013	34,090,792	1.033	352,157,879	49.75%	175,658,545	1,700,470
Non-locally assessed property	11/15/2013	634,278	1.033	6,552,095	49.75%	3,259,667	31,555
Total second half tax year 2013		34,725,070		358,709,974		178,918,212	1,732,025
First half tax year 2014							
Locally assessed real property	6/15/2014	34,940,567	1.033	360,936,058	49.75%	180,025,054	1,742,740
Non-locally assessed property	6/15/2014	618,421	1.033	6,388,293	49.75%	3,178,176	30,766
Total first half tax year 2014		35,558,988		367,324,351		183,203,229	1,773,507
Total fiscal year 2014 revenue						362,121,441	3,505,532
Less projected senior citizen and disability tax relief						-3,300,000	
Less Potomac Yard special tax district						-1,481,408	
Plus delinquent FY 2013 and prior year real estate tax revenues collected in FY 2014						500,000	
Total FY 2014 revenue after adjustments						<u>357,840,033</u>	

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

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Revenues

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

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

Sources: Assessment Values are from the 2001-2013 Real Property Assessment Reports.

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

Revenues

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	2007	2008	2009	2010	2011	2012	2013
Residential Single Family	13,810,784	13,770,377	13,343,094	12,884,281	13,064,551	13,401,631	13,883,445
Residential Condominium	6,394,580	6,252,379	5,648,101	5,233,544	5,186,478	5,150,726	5,352,589
Vacant Residential*		116,858	161,323	153,080	179,702	163,350	148,618
Commercial Multi-Family	4,102,178	4,383,780	4,443,230	4,101,241	4,483,882	5,276,996	5,726,021
Office/Retail Property	8,386,548	9,165,161	9,001,670	7,970,599	8,433,635	8,544,988	8,579,097
Other Commercial	694,879	522,208	489,796	423,355	438,957	416,596	401,022
Public Service Corporation	854,062	892,054	876,985	883,390	844,746	828,408	634,278
Total	34,243,031	35,102,817	33,964,198	31,649,490	32,631,952	33,782,696	34,725,071
Residential Single Family	40.3%	39.2%	39.3%	40.7%	40.0%	39.7%	40.0%
Residential Condominium	18.7%	17.8%	16.6%	16.5%	15.9%	15.2%	15.4%
Vacant Residential			0.5%	0.5%	0.6%	0.5%	0.4%
Commercial Multi-Family	12.0%	12.5%	13.1%	13.0%	13.7%	15.6%	16.5%
Office/Retail Property	24.5%	26.1%	26.5%	25.2%	25.8%	25.3%	24.7%
Other Commercial	2.0%	1.5%	1.4%	1.3%	1.3%	1.2%	1.2%
Public Service Corporation	2.5%	2.5%	2.6%	2.8%	2.6%	2.5%	1.8%
Total	100%						
Residential**	59.0%	57.4%	56.4%	57.7%	56.5%	55.4%	55.8%
Commercial***	41.0%	42.6%	43.6%	42.3%	43.5%	44.6%	44.2%
Residential including Commercial Multi-Family****	71.0%	69.5%	69.5%	70.7%	70.2%	71.0%	72.3%
Commercial excluding Commercial Multi-Family****	29.0%	30.1%	30.5%	29.3%	29.8%	29.0%	27.7%

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

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

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

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

Sources: Assessment Values are from the 2001-2013 Real Property Assessment Reports.

Revenues

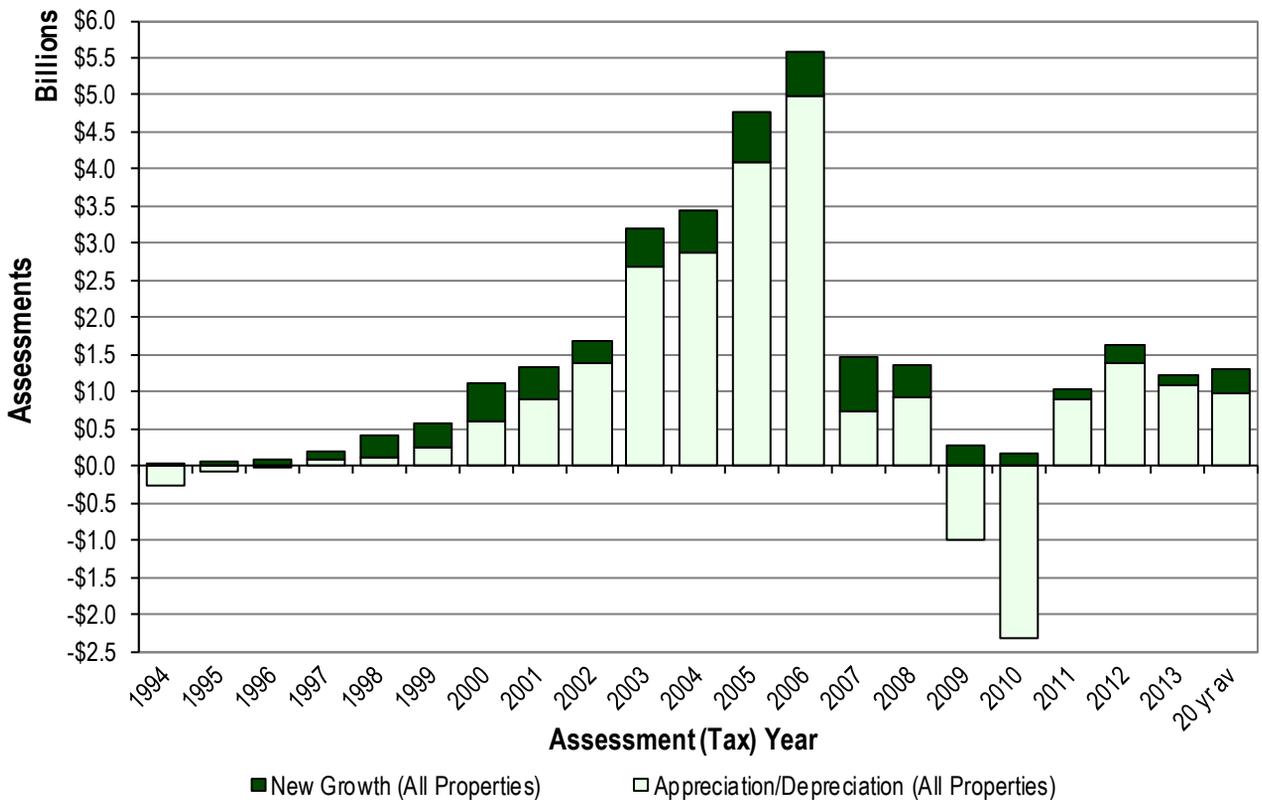
Real Property Tax Base

Change in Total Tax Base Years 1992-2013

The following chart compares the total appreciation of existing properties with total new construction. As shown in the graph, increases to the tax base have been primarily the result of appreciation. From tax years 2001 to 2006, appreciation significantly exceeded the value of new construction. The residential real estate market slowed in 2007 and the commercial real estate market followed in 2008.

Change in Total Tax Base

Tax Year 1994-2013



Revenues

Real Estate Tax Rates

Regional Tax Rates Tax Years 1986-2013 (Approved)

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

Tax Year	Alexandria	Arlington	Fairfax	Loudoun	Pr. William
1986	1.380	0.940	1.35	1.02	1.420
1987	1.340	0.920	1.32	0.88	1.300
1988	1.250	0.890	1.30	0.95	1.380
1989	1.100	0.780	1.19	0.88	1.380
1990	1.045	0.765	1.11	0.85	1.360
1991	1.045	0.765	1.11	0.94	1.360
1992	1.045	0.820	1.16	0.96	1.360
1993	1.070	0.860	1.16	1.00	1.360
1994	1.070	0.897	1.16	1.02	1.360
1995	1.070	0.940	1.16	0.99	1.360
1996	1.070	0.960	1.23	1.03	1.360
1997	1.070	0.986	1.23	1.06	1.360
1998	1.110	0.998	1.23	1.11	1.360
1999	1.110	0.998	1.23	1.11	1.360
2000	1.110	1.023	1.23	1.08	1.340
2001	1.110	1.023	1.23	1.08	1.310
2002	1.080	0.993	1.21	1.05	1.230
2003	1.035	0.978	1.16	1.11	1.160
2004	0.995	0.958	1.13	1.1075	1.070
2005	0.915	0.878	1.00	1.04	0.974
2006	0.815	0.818	0.89	0.89	0.8071
2007	0.830	0.818	0.89	0.96	0.8379
		<u>Res/Comm 1</u>	<u>Res/Comm 1</u>		
2008	0.845	0.848/0.973	0.92/1.03	1.14	0.97
2009	0.903	0.875/1.00	1.05/1.16	1.245	1.288
2010	0.978	.958/1.083	1.121/1.231	1.3	1.3146
2011	0.998 ²	.958/1.083	1.101/1.211	1.285	1.2806
2012	0.998	0.971/1.096	1.111/1.221	1.235	1.2859
2013	1.038	1.006/1.131 ³	1.106/1.231 ⁴	1.205	1.2562 ⁵

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

² In CY 2011, Alexandria added an add-on rate of 0.5 cents for stormwater management initiatives.

³ Arlington County's rate includes a stormwater add on tax of 1.3 cents, and a transportation add-on tax on commercial property of 12.5 cents.

⁴ Fairfax County's rate includes add-on tax rates of 2.0 cents for stormwater management initiatives and 0.1 cents for pest infestations and a transportation add-on tax on commercial property of 12.5 cents.

and 0.1 cents for pest infestations, and a transportation add-on tax on commercial property of 11 cents.

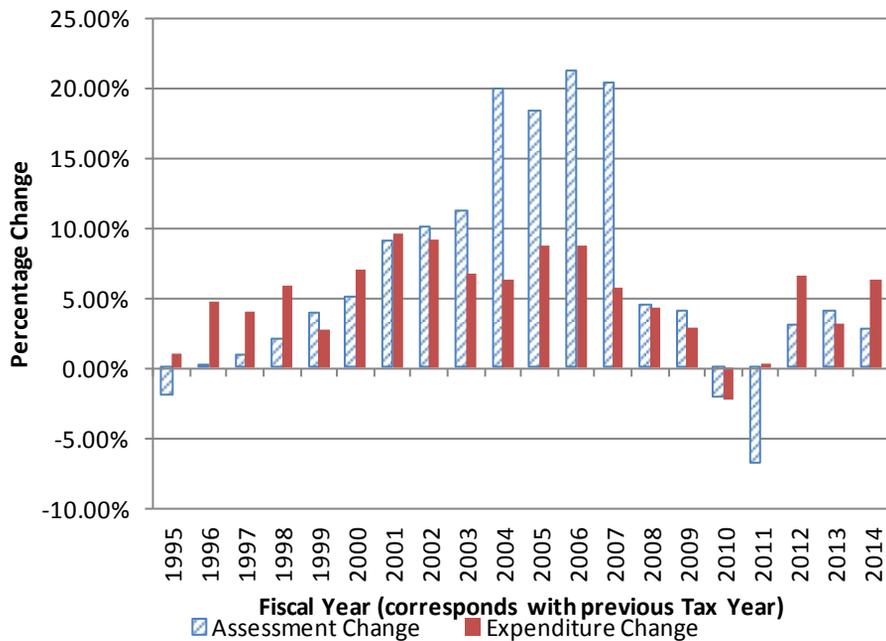
⁵ Prince William includes a fire rescue levy of 7.27 cents and 0.25 cents for pest infestations.

Revenues

Real Property Assessments Compared to General Fund Expenditures

Fiscal Years 1995-2014

The following graph compares the growth in the City's Real Property Tax Base (all sources) with the growth of the overall General Fund budget (including the appropriation to the Schools and cash capital funding of the Capital Improvement Program budget.)



Revenues

Personal Property Tax

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
61,476,057	61,078,531	62,878,531	64,918,531	3.2%

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

Vehicular Personal Property Tax

	FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
Personal Property Tax	21,301,002	20,900,000	22,900,000	24,400,000	1,500,000
<i>State Reimbursement</i>	<i>23,578,531</i>	<i>23,578,531</i>	<i>23,578,531</i>	<i>23,578,531</i>	<i>0</i>
Total	44,879,533	44,478,531	46,478,531	47,978,531	1,500,000

Alexandria's vehicle tax rate is \$5.00 per \$100 of the vehicle's value. This is a \$0.25 cent increase over the FY 2013 rate of \$4.75 per \$100. The last previous rate increase occurred in 1989. The City computes the value of vehicles using trade-in-value, which equals 86% of the National Automobile Dealers Association (N.A.D.A.) retail value. Thus, the effective rate on vehicles is \$4.30 per \$100 retail value. Since 1999, the Commonwealth of Virginia has reimbursed all localities in Virginia for part of the vehicle portion of the personal property tax as part of the Personal Property Tax Relief Act (PPTRA). (See italicized line above). Beginning in CY 2006, the State began to reimburse localities a fixed amount based on the CY 2004 level of State reimbursement. For Alexandria, this totals \$23,578,531. From CY 2002 to CY 2005, the reimbursement amount was 70% of the first \$20,000 of a vehicle's assessed tax bill. From CY 2006 to CY 2008, the reimbursement amount was 69%. The reimbursement rate was 73% in 2009, 69% in CY 2010, 63% in CY 2011, and 61% in CY 2012. For CY 2013, a tiered reimbursement rate structure was adopted in which the rates are 62% for vehicles valued between \$1,001 and \$20,000, 52% on the first \$20,000 for vehicles valued between \$20,001 and \$25,000, and 42% on the first \$20,000 for vehicles valued \$25,001 and higher.

Business Personal Property Tax

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
16,596,524	16,600,000	16,400,000	16,940,000	3.3%

Business tangible equipment is valued using established depreciation tables based on original cost. Business personal property consists of motor vehicles, machinery, computers, and furniture. The self-assessing tax return is due to the City on May 1. As with vehicular personal property, the tax on business property is due by October 5.

Revenues for FY 2014 are based on collections through January, 2013 and include an increase of \$140,000 in additional revenue expected to be generated by the addition of one self-reporting tax compliance officer to improve collections.

Revenues

Intergovernmental Revenues

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
55,484,134	53,596,656	53,977,952	55,243,798	2.3%

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

STATE AID	FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved
HB 599 (law enforcement aid)	\$ 5,380,492	\$ 5,380,536	\$ 5,380,536	\$ 5,380,536
Personal Property Tax Reimbursement	23,578,531	23,578,531	23,578,531	23,578,531
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	7,457,766	6,949,748	7,431,044	7,212,575
Compensation Board Reimbursements for Treasury & Revenue Administration	326,368	492,674	492,674	515,358
State Prisoner Per Diem	507,885	462,272	462,272	453,452
State Aid for Road Maintenance	6,871,819	6,625,769	6,625,769	6,625,769
Other State Aid	1,861,633	1,530,000	1,430,000	1,430,000
Local Aid to the State	-1,280,514	-1,080,514	-1,080,514	0
TOTAL STATE AID	\$ 44,703,980	\$ 43,939,016	\$ 44,320,312	\$ 45,196,221

FEDERAL AID	FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved
Federal Prisoner Per Diem	\$ 6,902,105	\$ 6,735,337	\$ 6,735,337	\$ 6,562,337
State Criminal Alien Assistance Program	123,447	175,000	175,000	175,000
Build America Bonds Subsidy	1,713,303	1,713,303	1,713,303	1,576,239
Other Federal Aid (Including indirect costs recovered from federal grants)	2,041,299	1,034,000	1,034,000	1,734,000
TOTAL FEDERAL AID	\$ 10,780,154	\$ 9,657,640	\$ 9,657,640	\$ 10,047,576
TOTAL INTERGOVERNMENTAL AID	\$ 55,484,134	\$ 53,596,656	\$ 53,977,952	\$ 55,243,797

Revenues

Intergovernmental Revenues

Sources of General Fund Intergovernmental Revenues – State Aid

HB599 Aid. The City receives funding from the Commonwealth of Virginia to help defray the costs of the Police Department.

Personal Property Tax Reimbursement. Since 1999, the Commonwealth of Virginia has paid a portion of Alexandria's personal property tax on vehicles in Alexandria, the "car tax." For additional information about the reimbursement, see the previous description of the personal property tax.

Compensation Board Reimbursement. The City receives assistance from the Virginia Compensation Board to help defray part of the cost of office operations for Constitutional Officers, including the Sheriff, the Commonwealth's Attorney, the Clerk of Court, and the Registrar. The City also receives assistance to fund part of the cost of the Finance Department.

State Prisoner Per Diem. The City receives per diem compensation from the Commonwealth of Virginia for State prisoners maintained in the Alexandria Detention Center.

Sources of General Fund Intergovernmental Revenues – Federal Aid

State Aid for Road Maintenance. The City receives State aid for local maintenance of its primary and secondary roads based on a formula including reimbursement rate and locally maintained lane miles.

Local Aid to the State. The General Assembly reduced aid to localities across the board beginning in the FY 2010 and continuing through to FY 2013. The City of Alexandria's share of the reduction is approximately \$1.1 million in FY 2013. The aid reduction was discontinued by the State for FY 2014.

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

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

Build American Bonds Subsidy. The City receives a reimbursement from the federal government for taxable bonds (in lieu of tax exempt bonds) issued in June 2009 and June 2010.

Express Bus Service from the Pentagon to Mark Center. The City is budgeted to receive \$700,000 as reimbursement from the Department of Defense for express Metrobus service funded by the City through the Washington Metropolitan Area Transit Authority (WMATA).

Revenues

Business License Taxes

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
30,309,499	33,000,000	31,900,000	33,000,000	3.4%

The Business License (BPOL) tax is levied on those doing business in the City and is a fixed fee of \$50 for businesses with gross receipts ranging from \$10,000 to \$100,000. For business with gross receipts of \$100,000 or more, the Business License tax is assessed as a percentage of the gross receipts at rates ranging from .0005 (wholesale merchants) to .0058 (professionals, such as doctors and lawyers). The progressively increasing rates by class of business make the BPOL tax function much like a value added tax (VAT). Businesses will pay tax on \$100,000 in minimum gross receipts collected by a licensable business. Businesses earning less than \$100,000 pay an administrative fee of \$50.

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

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

Revenues projected for FY 2013 are based on collections through January 2013.

Sales Tax Revenues

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
24,949,593	24,900,000	26,100,000	27,340,000	4.8%

Sales tax revenues are collected by businesses and remitted to the State. The FY 2014 sales tax rate for most sales in Alexandria is 6.0% (grocery store food sales are taxed at a rate of 2.5%). The statewide sales tax is 5.3% (increased from 5.0% in FY 2014). It includes a 1.0% local levy, which is unchanged in FY 2014, and a State sales tax of 4.3%, which increased from 4.0%. Revenue generated by the increase is dedicated for transportation purposes. Of the total 4.3% State sales tax, 1.0% is allocated to education statewide, 0.8% is allocated to transportation projects statewide, and the balance finances other State funded programs and services. The allocation for transportation is planned to grow to 9.75% over four years. In addition to the statewide tax, another 0.7% is levied in Northern Virginia, remitted to the State, and a distributed by the Northern Virginia Transportation Authority for regional transportation improvements.

Revenues projected for FY 2013 are based on actual revenues through March of 2013. For FY 2014, an increase of \$1.0 million has been included based on recent growth and \$240,000 has been included for increased tourism resulting from a \$200,000 increase in ACVA advertising expenditures. The City's share of revenue generated by the regional 0.7% rate is not reflected but will be appropriated in the Fall. That revenue will not be deposited in the City's General Fund as it is dedicated for transportation improvements and required to be deposited in a special fund.

Revenues

Restaurant Meals Tax Revenues

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
16,313,765	16,900,000	16,900,000	17,550,000	3.8%

Alexandria's restaurant meals tax rate is 4%. It was last increased from 3% in FY 2009. The tax is in addition to a 6% sales tax (4.3% State sales tax, 0.7% regional transportation tax, and 1% local option).

Revenues projected for FY 2013 are based on actual revenues through March of 2013. For FY 2014, an increase of \$150,000 has been included due to increased tourism resulting from an increase in ACVA advertising expenditures.

Transient Lodging Tax Revenues

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
11,375,121	12,400,000	12,000,000	12,510,000	4.3%

The amount of local tax levied on hotel and motel rooms is 8.5% of the room charge plus a \$1 per night lodging fee. The rate includes a 2.0% tax created in FY 2014 to provide regional transportation funding to Northern Virginia jurisdictions via the Northern Virginia Transportation Authority and a 6.5% local rate with a \$1 per room per night local lodging fee. The local rate was last increased in FY 2009 by 1% from 5.5% plus \$1 per night. The rate of 5.5% plus \$1 per room per night was established in FY 2000. Prior to that, the City levied a tax of 5.65% on the room charge and assessed no per night room charge.

Revenues projected for FY 2013 are partially based on actual revenues through March of 2013. For FY 2014, an increase of \$110,000 has been included due to increased tourism resulting from a \$200,000 increase in ACVA advertising expenditures.

Revenues

Communications Sales and Use Tax

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
11,030,711	11,300,000	11,300,000	11,300,000	0.0%

Virginia HB 568 replaced many of the telephone and cable television taxes previously collected by the City with a State administered Communications Sales and Use Tax and a uniform statewide E-911 tax on landline telephone service. Taxes previously collected by the City such as the utility tax on phone service, the E-911 service tax, the cable franchise fee, and part of the gross receipts tax on telecommunications companies are now collected by Virginia and remitted to Alexandria. The tax of 5% on all communications services including landline phones, cell phones, cable television, and satellite television service went into effect on January 1, 2007. The E-911 fee rose from \$0.50 per line per month to \$0.75 per line per month.

The implementation of the new State collected tax was designed to be initially revenue neutral for local governments. Based on information provided to Virginia about Alexandria's collection of existing taxes in FY 2006 which equate to 2.6% of taxes collected statewide, the City receives approximately 2.6% of the State's total Communication Sales and Use tax revenues. If total Communications Taxes increase statewide, the City would receive 2.6% of any new tax revenues. The same is true if taxes decline. Revenues projected in FY 2013 are based on revenues collected through March of 2013. There has been no growth in this revenue source since its inception in FY 2007, and revenues are expected to remain flat in FY 2014.

Utility Tax Revenues

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
10,322,623	11,100,000	10,500,000	11,400,000	8.6%

The consumer utility tax is levied on all residential and commercial users of water, natural gas, and electricity. In FY 2014, the monthly cap on residential electric and natural gas taxes is increased from \$2.40 to \$3.00 with no change in the tax rate for a maximum increase of \$7.20 per year, the electricity tax on commercial properties increased from \$0.97 plus \$0.00461 per kilowatt hour (kWh) to \$1.07 plus \$0.005071 per kWh, and the electricity tax on industrial properties increased from \$0.97 plus \$0.003755 per kWh to \$1.07 plus \$0.004131 per kWh. The utility tax rates are detailed in the table titled "FY 2014 Approved Tax Rates for Major Revenue Sources" at the end of this section. Until the end of calendar year 2006, the tax on landline telephone service was also included in this category. Effective on January 1, 2007, state law was changed and the state assumed responsibility for collecting a flat 5% tax on landline telephone service. For additional information, see the section on the Communication Sales and Use tax.

Revenues projected for FY 2013 are based on actual revenues and rate changes from water, natural gas, and electricity through February of 2013.

Revenues

Motor Vehicle License Revenues

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
3,348,075	3,400,000	3,400,000	3,400,000	0.0%

The City levies an annual vehicle license tax on all motor vehicles, trailers, and semitrailers and issues a vehicle license decal as proof that the license tax has been paid. In 2007, Virginia HB 3202 was signed into law, giving localities the ability to increase the license tax to fund transportation needs. In May 2007, City Council passed an ordinance increasing the City's license tax from \$25 to \$33 for passenger vehicles and from \$15 to \$21 for motorcycles.

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

Recordation Tax Revenues

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
5,152,593	4,900,000	5,400,000	5,400,000	0.0%

Alexandria's recordation tax rate is assessed at a rate of \$0.083 per \$100 of value for all transactions, including the recording of deeds, deeds of trust, mortgages, and contracts admitted to record by the Clerk of the Circuit Court. The City's recordation tax rate was increased from \$0.050 to \$0.083, effective September 1, 2004, as a result of General Assembly action increasing the State's rate. By law, Alexandria and other Virginia cities may impose a recordation tax of up to 1/3 of the State's tax rate, which is currently \$0.25 per \$100.

Revenues projected for FY 2013 are based on actual revenues through December of FY 2012. For FY 2013, it is expected that this revenue will remain flat.

Cigarette Tax Revenues

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
2,674,157	2,600,000	2,600,000	3,234,000	24.4%

The local cigarette tax for FY 2014 is levied at a rate of \$1.00 per pack of 20 cigarettes sold in the City. This represents a 20 cent increase from the FY 2013 rate of \$0.80. The rate was increased from \$0.70 to \$0.80 in FY 2010.

Revenues projected for FY 2013 are based on actual revenues through March of 2013. For FY 2014, revenues are increased by \$634,000 due to the tax rate increase.

Revenues

Charges for Services

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
16,474,123	15,891,959	15,691,959	16,694,959	6.4%

In FY 2014, this category includes the refuse user charge (\$6.1 million), parking meter receipts (\$3.3 million), ambulance charges (\$2.2 million), development fees (\$1.4 million), recreation fees (\$2.4 million) and other user charges. The City Council's general user fee guidelines, adopted in FY 1994, provide that the City's user fees and charges for service shall be set in consideration of the City's ability (a) to recover the cost of providing the service, except in cases where the City's economic development goals or the income levels of affected residents or other market considerations have a bearing on fee setting, and (b) to maintain comparability with fees and charges in neighboring jurisdictions. FY 2013 is expected to decrease based on actual revenues received to date in which ambulance charges are \$300,000 below budget and parking meter receipts are \$100,000 higher than budget. The FY 2014 budget includes revenue increases due to extended parking meter hours, increased recreation and development fees, and reduced refuse collection fees.

Licenses, Permits, and Fees

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
2,373,448	2,157,975	2,157,975	2,519,975	16.8%

This category includes Taxi Fees (\$0.3 million), Fire Retesting Program and Prevent Permit fees (\$1.2 million), and parking permits and reserved parking fees (\$0.9 million). The FY 2014 budget includes increases in Fire retesting and permit fees and reserved parking fees.

Revenues from the Use of Money and Property

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
3,947,856	3,420,000	3,460,000	3,995,000	15.5%

This category includes interest on General Fund investments (\$0.7 million) and parking garage revenues (\$2.4 million). The FY 2014 budget includes increased revenues due to market-based rate increases in the monthly parking rate of approximately 25% (from \$80-\$145 to \$100-\$170 depending on location), the hourly parking rate from \$2.00 to \$2.50, and the maximum rate for hourly parkers entering after 5:00 p.m. from \$2 to \$4. It also includes an increase in employee monthly parking rates from \$25 to \$30 at the Pitt-Oronoco surface lot and \$75 to \$90 at all other City parking facilities.

Revenues

Fines and Forfeitures

FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	\$ Chg. FY13 Proj/ FY14 Appr
4,869,294	4,664,000	4,944,000	5,322,000	7.6%

This category includes parking fines (\$3.9 million), and court fines (\$0.9 million), and red light camera violations (\$0.4 million). The FY 2014 includes an increase in parking fine revenue due to the addition of two parking enforcement officers in the Police Department budget.

Other Revenues	FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Approved	% Chg. FY13 Proj/ FY14 Appr
Other Miscellaneous Taxes	4,531,945	3,350,275	3,380,000	3,380,000	0.0%
Admissions Tax	1,093,182	1,000,000	1,000,000	1,000,000	0.0%
Misc. Non-Tax Revenue	74,650,324	782,000	782,000	782,000	0.0%
Transfers from Other Funds	1,394,903	1,854,502	1,854,502	2,894,329	56.1%
Use of Fund Balance	0	6,839,538	0	6,327,654	NA

Other Miscellaneous Taxes - This category includes the State's telecommunications tax, bank and other franchise taxes, and the daily rental tax.

Admissions Tax - Equal to 10% of the admissions fee up to 50 cents, this tax is levied on the sale of movie and live theatre tickets. It was implemented by the City during FY 2006.

Miscellaneous Non-Tax Revenue - This category includes revenue sources such as payment in lieu of taxes, insurance and damage recoveries, offsets to expenditures, impound lot revenues, and Freedom of Information Act fees. FY 2012 includes \$73.5 million in bond proceeds due to refinancing.

Transfers from Other Funds - This category includes revenues received in the General Fund from the sanitary sewer fund as reimbursement for sanitary sewer capital project debt service budgeted and expended in the General Fund as well as receipts from the sanitary sewer fund, storm water fund and transportation improvement program as indirect cost reimbursements for administrative support provided by the General Fund.

Use of Fund Balance - The FY 2014 budget includes the use of fund balance in the amount of 1% of total revenues.

Revenues

FY 2014 Approved Tax Rates for Major Revenue Sources

	City Approved Rate	Virginia Code Reference	Maximum Rate Allowable by State
Real Estate Tax	\$1.038 per \$100 assessed value	58.1-3200	None
Personal Property Tax	\$4.50 per \$100 assessed value (machinery and tools)	58.1-3507	None
	\$5.00 per \$100 assessed value (tangible personal property)	58.1-3506-b	None
	\$3.55 per \$100 assessed value (handicap vehicles)	58.1-3506.1	None
Utility Tax (for residential users)	15% of water service charge	58.1-3814	20% on 1 st \$15
	\$1.12 plus \$.012075 for each kWh (\$3.00 max)	58.1-3814	\$3.00
	\$1.28 plus \$0.124444 of each CCF of gas delivered (\$3.00 max)	58.1-3814	\$3.00
	\$1.28 plus \$0.050909 of each CCF of gas delivered to group meter customers (\$3.00 max)	58.1-3814	\$3.00
	\$1.28 plus \$0.023267 of each CCF of gas delivered to group meter interruptible consumers (\$3.00 max)	58.1-3814	\$3.00
Utility Tax (for commercial users)	15% of first \$150 of water service charge		20%
(Commercial consumer)	\$1.07 plus \$0.005071 of each kWh delivered	58.1-3814	20%
(Industrial consumer)	\$1.07 plus \$0.004131 of each kWh delivered	58.1-3814	Various
(Commercial or industrial)	\$1.42 plus \$0.050213 of each CCF of gas delivered	58.1-3814	Various
(Non-residential interruptible gas consumer)	\$4.50 plus \$0.00367 of each CCF of gas delivered	58.1-3814	Various
Business and Professional Licenses		58.1-3700	
Gross Receipts Greater than \$10,000	\$50.00	58.1-3703	\$50.00
And less than \$100,000		through	
Amusement and Entertainment	\$0.36 per \$100 gross receipts	58.1-3735	\$0.36
Professional	\$0.58 per \$100 gross receipts		\$0.58
Renting of Residential Property	\$0.50 per \$100 gross receipts		**
Renting of Commercial Property	\$0.35 per \$100 gross receipts		**
Finance Services	\$0.35 per \$100 gross receipts (\$0.58 per \$100 gross receipts for Payday & Car Title lending)		\$0.58
Personal, Business, & Repair Services	\$0.35 per \$100 gross receipts		\$0.36
Retail Merchants and Restaurants	\$0.20 per \$100 gross receipts		\$0.20
Filling Stations	\$0.20 per \$100 gross receipts		\$0.20
Contractors	\$0.16 per \$100 gross receipts		\$0.16
Wholesale Merchants	\$0.05 per \$100 gross receipts		\$0.05
Alcoholic Beverages	\$5-\$1,500 (flat fee assessed as part of business license for sales of alcoholic beverages; fee is dependent upon seating capacity and/or type of license)	4.1-233	Various
Public Utilities:			
Telephone Company	\$0.50 per \$100 gross receipts	58.1-2960	**
Water	\$0.50 per \$100 gross receipts	58.1-3731	\$0.50
Telecommunications Right of Way Tax	\$0.61 per line per month	56-468.1	Minimum of \$0.50 per line per month; annual rate calculated by VDOT
Electric Consumption Tax	\$0.0038/kWh	58.1-2900	
Natural Gas Consumption Tax	\$0.004/CCF	58.1-2904	
Communications Sales and Use Tax	5% of all communications services including landline phones and cell phones	58.1-648	
	E-911 tax of \$0.75 per landline per month	58.1-1730	
Admissions Tax	10% of gross admissions, not to exceed \$0.50 per admission		
Cigarette Tax	\$1.00 on each package of 20 cigarettes	58.1-3830	None
Daily Rental Tax	1.0% of gross receipts	58.1-3510.1	1%
Local Sales Tax	1.0% added to the rate of the State tax imposed	58.1-605	1%
Transient Lodging Tax	6.5% of total amount paid for room rental, plus \$1 per night lodging fee	58.1-3819	None
Restaurant Meals Tax	4.0% on all food and drink sold in the City	58.1-3840	
Recordation Tax:			
Deed of Bargain and Sale		58.1-3800	
Grantor	\$0.83 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Grantee	\$0.83 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Deed of Trust	\$0.83 per \$1,000 of loan amount (equals State max)	58.1-3916	1/3 of State Chrgs
Tax Penalty	10% or \$10, whichever is greater	58.1-3916	10% or \$10
Tax Interest	10% per annum until January 1, 2000; after January 1, 2000		10%
	10% per annum for 1 st year, 5% per annum thereafter. Equals refund rates.		

** The City's existing tax rate exceeds state cap. The State cap was established after the City had set this rate.

Grant Funding and Special Revenue Funds

Summary of Major Revenue Sources

Total All Funds Revenues

	FY 2013 Approved	FY 2014 Approved	% Change FY 13 - FY 14
General Fund	\$587,861,196	\$624,848,747	6.3%
Non-general fund			
State	\$55,195,409	\$55,914,510	1.3%
Federal	\$29,479,399	\$28,384,505	-3.7%
Charges, Donations and Other Sources	\$34,590,855	\$33,909,405	-2.0%
Total Special Revenue Funds	\$119,265,663	\$118,208,420	-0.9%
Schools Fund Balance	\$3,984,150	\$6,464,346	62.3%
Equipment Replacement Fund	\$4,189,469	\$6,661,403	59.0%
Total All Funds	\$715,300,478	\$756,182,916	5.7%

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

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

Types of Funding (examples of City programs)

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

Grant Funding and Special Revenue Funds

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

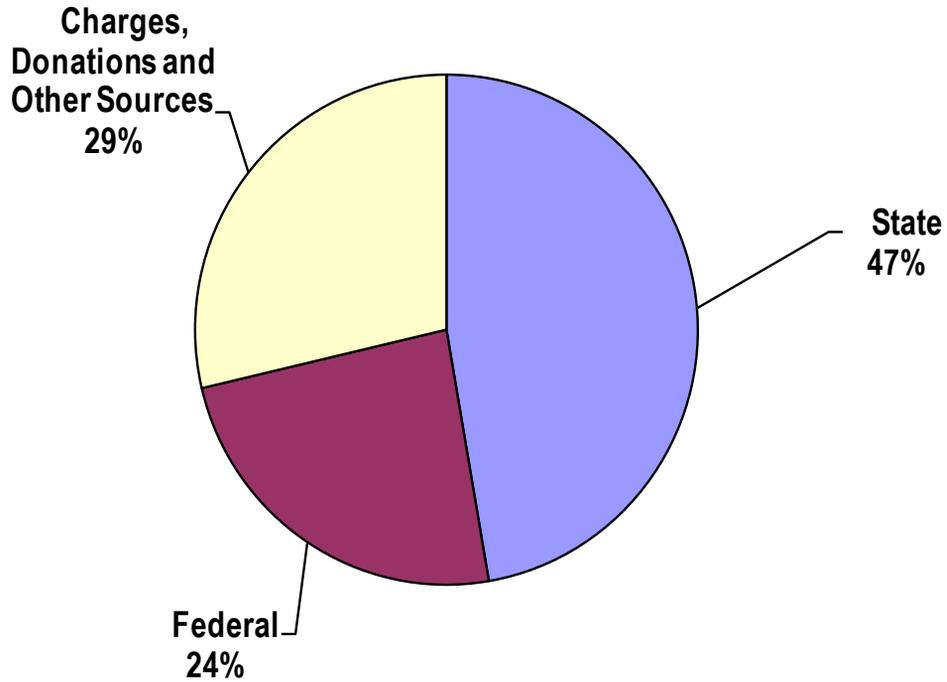
- Fully-funded or partially funded – There is no expectation of City funding.
- Level effort/minimum level spending – The City is expected to continue to provide the same level of funding as it did prior to receiving special revenue.
- Mandatory city match – There is a percentage share of program costs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

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

As shown in the pie chart on the following page the City's Special Revenue Fund budget of \$118.2 million consists primarily of State Aid, Federal Aid and discretionary State and federal grants (\$84.3 million) and charges for fees, donations and other sources (\$33.9 million). This compares to the FY 2013 approved Special Revenue Fund budget of \$119.3 million. State and federal revenue is decreasing by \$0.4 million in DCHS due to the elimination of funds for a childcare program now being operated entirely by the state, offset by new grants for teen pregnancy prevention and parent education. The Fire SAFER grant has ended and the cost of 12 previously grant-funded fire fighters are now paid from the General Fund. The loss in special revenue is \$0.8 million. The Schools are anticipating additional revenue from Sales Tax receipts but a loss of federal revenue associated with the American Recovery and Reinvestment Act (ARRA). In total, the change for State and federal revenue is decreasing of \$0.4 million

Additional permitting fees, identified as Special Revenue, are anticipated in Code Administration and will be used to fund positions in TES, Historic Alexandria, Planning and Zoning, Finance and ITS that support the Permit Center that were previously supported by General Fund revenue. In total Charges, Donations and Other Sources for all City agencies are increasing \$1.4 million. Significant decreases of \$2.1 million are estimated by the Schools in the Grants and Special Projects Fund related to this category of revenue. In total, the decrease in Charges, Donations and Other Sources is \$0.7

**FY 2014 Estimated Special Revenue Funds
\$118.2 million**



Grant Funding and Special Revenue Funds

Summary of Major Special Revenue Sources by Department

Total Special Revenues

	FY 2013 Approved	FY 2014 Approved	% Change FY 13 - FY 14
Schools	\$53,215,716	\$51,846,006	-2.6%
DCHS	\$38,495,665	\$37,974,605	-1.4%
Housing	\$980,032	\$980,032	0.0%
TES	\$10,545,484	\$11,954,768	13.4%
Code Administration	\$5,083,499	\$5,373,877	5.7%
Transit Subsidies/DASH	\$4,962,000	\$4,460,000	-10.1%
Fire	\$1,308,504	\$459,666	-64.9%
Other City Agencies	\$4,674,763	\$5,159,466	10.4%
Total Special Revenue Funds	\$119,265,663	\$118,208,420	-0.9%

Total Charges, Donations and Other Sources

	FY 2013 Approved	FY 2014 Approved	% Change FY 13 - FY 14
Schools	\$5,954,305	\$3,857,399	-35.2%
DCHS	\$6,219,965	\$6,080,380	-2.2%
Code Administration	\$5,083,499	\$5,373,877	5.7%
TES	\$10,239,464	\$11,648,748	13.8%
Transit Subsidies/DASH	\$4,962,000	\$4,460,000	-10.1%
Other City Agencies	\$2,131,622	\$2,489,001	16.8%
Total Donations, Fees and Charges for Services	\$34,590,855	\$33,909,405	-2.0%

Total State and Federal Funds

	FY 2013 Approved	FY 2014 Approved	% Change FY 13 - FY 14
Schools	\$47,261,411	\$47,988,607	1.5%
DCHS	\$32,275,700	\$31,894,225	-1.2%
Housing	\$980,032	\$980,032	0.0%
Fire	\$1,306,004	\$457,166	-65.0%
Other City Agencies	\$2,851,661	\$2,978,985	4.5%
Total State and Federal Funds	\$84,674,808	\$84,299,015	-0.4%

Grant Funding and Special Revenue Funds

Summary of Major Special Revenue Sources by Department

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

Table VIII provides a list of grant programs currently proposed FY 2014. City Council approval of the FY 2014 budget provides authorization to apply for the grants to pursue these funds. Adjustments to the grant budgets described will be made through the supplemental appropriations ordinances once the grant award is received and accepted.

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

	Federal Funds	FY 2013 Approved Budget Estimate	FY 2014 Approved Budget Estimate	% Change FY13 - FY 14
Mental Health Programs	Block Grant for Community Mental Health Services - Serious Emotionally Disturbed Children	\$224,427	\$252,748	12.6%
	Block Grant for Community Mental Health Services - Serious Mental Illness (Adults)	\$227,201	\$316,442	39.3%
	Projects for Assistance in Transition from Homelessness	\$104,020	\$104,020	0.0%
	Welfare TANF Foster Care (Title IV-E)	\$0	\$0	N/A
MH and SA Programs	U.S. Department of Housing and Urban Development	\$322,359	\$292,544	-9.2%
Substance Abuse (SA) Programs	Substance Abuse Residential Purchase of Services (SARPOS)	\$137,284	\$137,284	0.0%
	Substance Abuse Federal Block Grant - Alcohol & Drug Treatment	\$548,951	\$529,665	-3.5%
	Substance Abuse Federal Block Grant - Primary Prevention	\$205,768	\$205,768	0.0%
	Substance Abuse Prevention Coalition of Alexandria	\$120,918	\$120,918	0.0%
	High Intensity Drug Trafficking Area Treatment Grant - Residential	\$159,924	\$159,924	0.0%
Intellectual Disability Programs	Grants for Infants and Toddlers with Disabilities	\$155,304	\$248,985	60.3%
	Total Federal Funds	\$2,206,156	\$2,368,298	7.3%

Grant Funding and Special Revenue Funds

Summary of Major Special Revenue Sources by Department

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

	State Funds	FY 2013 Approved Budget Estimate	FY 2014 Approved Budget Estimate	% Change FY13 - FY 14
Mental Health Programs	Crisis Stabilization	\$160,128	\$0	-100.0%
	MH Law Reform	\$210,194	\$210,194	0.0%
	DAP - Discharge Assistance	\$183,085	\$183,085	0.0%
	MH Initiative - SED Children State	\$77,033	\$77,033	0.0%
	MH DAD/Wintex	\$113,229	\$113,229	0.0%
	Transformation	\$70,000	\$70,000	0.0%
	System of Care	\$369,930	\$369,930	0.0%
	Juvenile Detention	\$111,730	\$111,730	0.0%
	Pharmacy	\$0	\$338,397	N/A
	Recovery	\$0	\$130,000	N/A
	Regional Discharge Assistance Plan (RDAP)	\$0	\$108,398	N/A
	Jail Diversion	\$0	\$228,879	N/A
	Other State Aid	\$3,056,704	\$2,224,338	-27.2%
Substance Abuse (SA) Programs	Substance Abuse Residential Purchase of Services (SARPOS)	\$29,645	\$29,645	0.0%
	MH Law Reform	\$55,000	\$55,000	0.0%
	Other State Aid	\$1,337,881	\$1,371,428	2.5%
Intellectual Disability Programs	Other State Aid	\$158,860	\$232,927	46.6%
	Total State Funds	\$5,933,419	\$5,854,213	-1.3%

Grant Funding and Special Revenue

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

Federal Funds	FY 2013 Approved Budget Estimate	FY 2014 Approved Budget Estimate	% Change FY13 to FY14
VDSS (Virginia Dept. of Social Services (Operating Funds))	\$597,944	\$431,989	-27.8%
VDSS Eligibility Determination	\$1,925,560	\$1,934,920	0.5%
VDSS Child Welfare Administration	\$1,899,147	\$2,151,886	13.3%
VDSS Adult Services Administration	\$172,197	\$335,687	94.9%
VDSS Early Childhood Administration	\$322,832	\$311,743	-3.4%
VDSS CSA Administration	\$65,756	\$0	-100.0%
Foster Care IV - E	\$858,043	\$858,043	0.0%
Adoption Subsidy	\$879,706	\$777,141	-11.7%
Welfare Special Adoption	\$0	\$101,249	N/A
Other VDSS	\$0	\$60,766	N/A
TANF/View Child Care and Wrap Around	\$765,288	\$0	-100.0%
Virginia Department of Aging	\$356,780	\$388,748	9.0%
VDSS In-Home Services to Companion	\$303,713	\$303,713	0.0%
Head Start	\$1,996,828	\$2,197,051	10.0%
Transitional Apartment Planning & Eviction Storage (CDBG)	\$93,526	\$52,000	-44.4%
Winter Shelter (CDBG)	\$20,000	\$20,000	0.0%
Shelter Grants (Federal Shelter & ESG Winter Shelter)	\$53,463	\$115,969	116.9%
Community Services Block Grant (CSBG\BASIC)	\$53,701	\$120,237	123.9%
Virginia Refugee Resettlement Program (VRRP)	\$118,905	\$93,559	-21.3%
VDSS Refugee Resettlement Program (VRRP)	\$85,000	\$140,000	64.7%
WIA (Workforce Investment Board)	\$388,558	\$395,849	1.9%
VIEW (Virginia Initiative for Employment not Welfare)	\$196,514	\$212,638	8.2%
Childcare Joblink	\$0	\$49,429	N/A
Domestic Violence & Sexual Assault	\$0	\$374,654	N/A
Competitive Personal Responsibility Education Program (PREP)	\$0	\$290,494	N/A
All other Federal grants (includes individual program grants under \$100,000)	\$285,537	\$205,359	-28.1%
Total Federal Funds	\$11,438,998	\$11,923,124	4.2%

Grant Funding and Special Revenue

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

State Funds	FY 2013 Approved Budget Estimate	FY 2014 Approved Budget Estimate	% Change FY13 to FY14
Auxiliary Grants	\$236,454	\$236,454	0.0%
Americorps at Brent Place	\$66,500	\$0	-100.0%
Foster Care IV - E	\$833,048	\$833,048	0.0%
Adoption Subsidy	\$674,576	\$777,141	15.2%
Special Needs Adoption	\$1,560,076	\$1,458,827	-6.5%
TANF/VIEW Child Care	\$619,520	\$0	-100.0%
VDSS (Virginia Department of Social Services) Operating Funds	\$381,851	\$247,148	-35.3%
VDSS Eligibility Determination	\$1,231,126	\$1,231,126	0.0%
VDSS Child Welfare Administration	\$1,102,340	\$1,248,178	13.2%
VDSS Early Childhood Administration	\$166,399	\$168,205	1.1%
Comprehensive Services Act	\$4,264,539	\$4,291,161	0.6%
Shelter Support Grant	\$90,689	\$138,000	52.2%
Homeless Intervention	\$246,000	\$250,000	1.6%
Other VDSS Client Services	\$292,937	\$13,781	-95.3%
VIEW	\$0	\$124,882	0.0%
Childcare JobLink	\$0	\$29,034	0.0%
Virginia Preschool Initiative	\$96,000	\$0	-100.0%
VDSS Companion Program	\$44,860	\$44,860	0.0%
VDSS Aging Administration	\$101,132	\$197,150	94.9%
Virginia Department of Aging (VDA)	\$191,683	\$151,343	-21.0%
WIA Disability Initiative	\$40,000	\$40,000	0.0%
Domestic Violence and Sexual Assault	\$0	\$55,678	0.0%
All other State grants (includes individual program grants under \$100,000)	\$216,373	\$114,893	-46.9%
Total State Funds	\$12,456,103	\$11,650,909	-6.5%

Grant Funding and Special Revenue

Addendum Table VI Office of Housing Federally Funded Programs

State Funds	FY 2013 Approved Budget Estimate	FY 2014 Approved Budget Estimate	% Change FY13 to FY14
CDBG Program Administration	\$125,232	\$125,232	0.0%
HOME HAP Loans	\$0	\$0	0.0%
CDBG Hap Loans	\$0	\$0	0.0%
CDBG Rehabilitation Loans	\$203,553	\$203,553	0.0%
CDBG HAP Administration	\$0	\$0	0.0%
CDBG Rehabilitation Administration	\$264,185	\$264,185	0.0%
HOME Housing Opportunities Fund/Housing Development Assistance	\$333,979	\$333,979	0.0%
All other Federal grants (includes individual program grants under \$100,000)	\$53,083	\$53,083	0.0%
Total Federal Funds	\$980,032	\$980,032	0.0%

Grant Funding and Special Revenue

Addendum Table VII

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	12,850	0	28,912	128,497	409,230	42,971	264,334	125,738	579,126	234,036	1,825,694
Dedicated Revenue					85,988			373,457			459,445
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.

City Agency FY 2014 Estimated Special Revenue Funds

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

Addendum Table VI – Department Grant-funded Programs

<u>TITLE/DESCRIPTION</u>	<u>GRANTOR AGENCY</u>	<u>FTE</u>	<u>Revenue</u>	<u>General Fund</u>	<u>Cash Match</u>	<u>Total Program Funding</u>
Commonwealth's Attorney						
Victim Witness Assistance Program	VA Department of Criminal Justice Services	3.0	\$186,767	\$72,611	\$0	\$259,378
Funds are provided by the VA Department of Criminal Justice Services to achieve three goals: to ensure the rights of Alexandria's crime victims; to provide community education and establish coordinated services; and to assist prosecutors in gaining cooperation of victims and witness to better ensure their cooperation throughout the criminal justice process..						
Violence Against Women Act Funds (V-Stop)						
	VA Department of Criminal Justice Services	1.0	\$70,803	\$0	\$0	\$70,803
Funds are provided by the Department of Criminal Justice Services to provide services to victims of domestic violence cases, including court advocacy, follow-up services and data collection and to encourage victims to participate in the prosecution.						
Sheriff						
CCCA (Pre-trial and Local Services)	State Department of Criminal Justice	6.0	\$459,209	\$307,716	\$0	\$766,925
Funds are provided through the Comprehensive Community Corrections Act to enhance public and community safety by providing supervision services through a variety of intermediate sanctions and punishments regarding local probation and the Pretrial Services Act which provides defendant background information and recommendations that assist judicial officers in determining or reconsidering bail decisions and conditions.						

City Agency FY 2014 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
CSU and Other Public Safety						
VJCCCA Sheltercare	State Department of Juvenile Justice		\$184,177	\$927,844	\$0	\$1,112,021
The State Department of Juvenile Justice provides funds for caseworkers as well as daily meals, supplies and expenses for youths in the Juvenile Justice program for the Youth Shelter.						
VJCCCA Court Service Unit	State Department of Juvenile Justice	4.0	\$63,081	\$220,613	\$95,575	\$379,269
The State Department of Juvenile Justice provides funds for caseworkers as well as daily meals, supplies and expenses for youths in the Juvenile Justice program for the Youth Shelter.						
Juvenile Accountability Block Grant	Federal Department of Criminal Justice	1.0	\$27,220	\$0	\$3,024	\$30,244
JABG is a high level accountability program that provides after hours supervision to youth released on Court ordered conditions and are awaiting final disposition.						
Human Rights						
Fair Employment Practices Agency Program - EEOC	Federal Equal Employment Opportunity Commission	0.5	\$42,965	\$0	\$0	\$42,965
Funds are provided for investigating and closing EEOC cases. The City receives \$600 per closed case approved by the Equal Employment Opportunity Commission.						

City Agency FY 2014 Estimated Special Revenue Funds

<u>TITLE/DESCRIPTION</u>	<u>GRANTOR AGENCY</u>	<u>FTE</u>	<u>Revenue</u>	<u>General Fund</u>	<u>Cash Match</u>	<u>Total Program Funding</u>
TES						
Transportation Demand Management	Virginia Department of Rail and Transportation	2.0	\$228,240	\$0	\$59,696	\$287,936
Funds are provided for outreach and staff to manage the City's Rideshare Program.						
Employer Outreach	Federal Highway Administration (FHWA) - Regional Surface Transportation Program Projects		\$77,780	\$0	\$0	\$77,780
Funds are provided through a contract with the Virginia Department of Transportation to complete outreach and encourage employers to participate in programs that decrease the number of single occupancy vehicles.						

City Agency FY 2014 Estimated Special Revenue Funds

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

City Agency FY 2014 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	<u>Total Program Funding</u>
Recreation						
USDA After School Snack	United States Department of Agriculture		\$133,000	\$0	\$0	\$133,000
The USDA provides reimbursement to the City for after school snacks to the seven full time recreation centers, six part-time after school centers and the two therapeutic recreation after school programs during the school year.						
USDA Summer Food	United States Department of Agriculture		\$107,700	\$0	\$0	\$107,700
The USDA provides reimbursement to the City for up to two meals per day at 26 summer program sites that are located in a geographical area served by a school in which 50 percent or more of the enrolled children are eligible for free or reduce priced meals.						
Litter Control	Virginia Department of Environmental Quality, Litter Prevention and Recycling Program		\$20,000	\$0	\$0	\$20,000
The Virginia Department of Environmental Quality provides non-competitive grant funding to support the Adopt-a-Park Litter Control program						
Local Government Challenge	Virginia Commission for the Arts		\$5,000	\$0	\$0	\$5,000
The Virginia Commission for the Arts provides matching funds, up to \$5,000, to be allocated to arts organizations and artists who have submitted requests for funding to the Alexandria Commission for the Arts.						

City Agency FY 2014 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	<u>Total Program Funding</u>
Community and Human Services						
Transitional and Supportive Housing Programs	U.S. Department of Housing and Urban Development		\$293,502	\$354,905	\$87,763	\$736,170
Funds are provided for supportive services, operations and administration in mental health and substance abuse residential programs. In addition to the funds shown above, \$474,377 of state revenue, client fees and other revenues are used to provide total program funds of \$1,124,465.						
High Intensity Drug Trafficking Area Treatment (HIDTA)	U.S. Office of National Drug Control Policy		\$27,361	\$0	\$0	\$27,361
Funds are provided for substance abuse treatment services for individual involved in the justice system.						
Grants for Infants and Toddlers with Disabilities (Part C)	U.S. Department of Education and Virginia Department of Behavioral Health and Disability Services		\$481,912	\$408,330	\$0	\$890,242
Funds are provided for early intervention services to young children deemed to have an established condition or at-risk of a developmental delay. Though there is no cash match required, there is a maintenance of effort requirement for these funds at a state-wide level. In addition to the general funds contributed to this program, \$37,200 of state revenue is used for a total program budget of \$927.442.						
Jail Diversion	Virginia Department of Behavioral Health and Disability Services	1.0	\$228,879	\$5,735	\$0	\$234,614
Funds are provided for treatment services to decrease crime and recidivism among persons with mental illness.						

City Agency FY 2014 Estimated Special Revenue Funds

<u>TITLE/DESCRIPTION</u>	<u>GRANTOR AGENCY</u>	<u>FTE</u>	<u>Revenue</u>	<u>General Fund</u>	<u>Cash Match</u>	<u>Total Program Funding</u>
Sexual Assault Response and Awareness (SARA) - Violence Against Women Act Funds	Virginia Department of Criminal Justice Services	1.0	\$42,376	\$49,220	\$0	\$91,596
Funds are provided through the Violence Against Women Act for comprehensive services to Spanish speaking victims of sexual assault in Alexandria and educational outreach.						
Rape Victims Companion Program - Sexual Assault Response and Awareness	Virginia Department of Criminal Justice Services	3.0	\$188,062	\$30,315	\$0	\$218,377
Funds are provided through the federal Victims of Crime Act for rape crisis centers to provide direct services for victims of sexual violence.						
Domestic Violence	Virginia Department of Social Services	3.0	\$178,855	\$59,121	\$0	\$237,976
Funds are provided through the Federal Family Violence Prevention Act and Victims of Crime Act for services to victims of domestic violence, including a 24-hour hotline, emergency shelter, emergency transportation and other services.						
Federal Shelter	State Department of Housing and Community Development		\$9,039	\$0	\$0	\$9,039
Funds are provided to pay for utilities at the battered women's shelter.						

City Agency FY 2014 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Project Discovery	State of Virginia	1.0	\$62,700	\$17,272	\$0	\$79,972
Funds are provided to motivate and encourage students to pursue post-secondary educational and/or training opportunities by conduction outreach activities and providing support for students who may be at risk of not pursuing or enrolling in post secondary education/training.						
Headstart	Department of Health and Human Services		\$2,197,051	\$0	\$196,541	\$2,393,592
Funds are provided to promote school readiness by enhancing the social and cognitive development of children through the provision of education, health, nutritional, social and other services to enrolled children and families. Alexandria contracts with The Campagna Center to administer this program and achieve goals as required by Headstart.						
Emergency Solutions Preventing Homelessness	VA Department of Housing and Community Development and Community Services Block Grant	4.0	\$358,771	\$168,073	\$0	\$526,844
Funds to prevent immediate homelessness through case management and financial assistance to avoid the need for sheltering activities.						
Homeless Shelter Programs	VA Department of Housing and Community Development		\$273,969	\$0	\$0	\$273,969
Funds are provided to support homeless sheltering and case management efforts to rapidly rehouse shelter residents.						
Community Services Block Grant	Virginia Department of Social Services, Office of Community Services	2.0	\$120,237	\$129,092	\$0	\$249,329
Funds are provided to support efforts in preventing homelessness through counseling, education and financial assistance.						
Virginia Cares	Virginia Cares	1.0	\$27,453	\$60,815	\$0	\$88,268
Funds are provided to community agencies to assist ex-offenders in re-entry into the community without returning to a life of crime.						

Statement of Estimated General Fund Balance

Commitments and Assignments in the Approved Fiscal Year 2014 Budget

The fiscal year 2014 Operating Budget contains the following commitments and assignments of fund balances estimated to be available as of June 30, 2013:

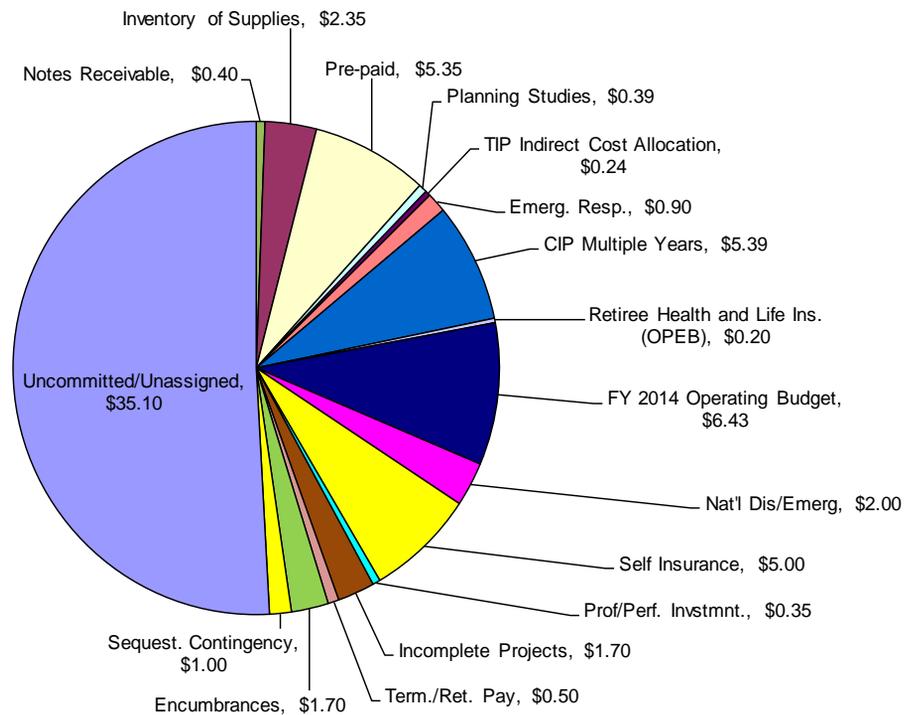
- \$6,429,631 to fund the FY 2014 Operating Budget (this amount is offset by a planned contribution to fund balance of estimated FY 2014 revenues of \$101,977 to maintain our commitment to our financial policies and ensure the minimum limits of uncommitted and unassigned fund balance as a percentage of projected revenues);
- \$200,000 for partially off-setting the City's liability for post-employment retiree health and life insurance benefits in response to new national accounting standards. This amount will be supplemented by \$2.3 million included in the FY 2014 budget from general fund revenues;
- \$5,388,948 to fund capital projects contained in multiple years of the FY 2014 – FY 2023 Capital Improvement Program budget;
- \$385,000 for Planning Studies;
- \$5,000,000 for the City's self-insurance reserve;
- \$2,000,000 for Natural Disasters or Emergencies;
- \$1,700,000 for incomplete projects (estimated based on prior years' experience);
- \$1,700,000 for encumbrances obligated at the end of the year;
- \$1,000,000 to establish a sequestration contingency;
- \$354,000 for professional and performance investment;
- \$900,000 for emergency response;
- \$500,000 to address termination and retirement pay; and
- \$242,000 to provide for indirect costs in support of the Transportation Improvement Program.

These commitments and assignments total \$25.8 million. When combined with the portion of fund balance that has not been assigned or committed by anyone for any purpose, this total amount is called "spendable" fund balance. Despite being designated for a particular purpose, the funds identified here are considered "spendable." Based on projected revenues and expenditures in fiscal year 2013, the uncommitted/unassigned General Fund balance at June 30, 2013 is currently estimated to be \$35.1 million or 5.8 percent of projected FY 2013 General Fund revenues. The spendable General Fund balance is estimated to be \$60.9 million or 10.1 percent of projected General Fund revenues. The uncommitted and spendable General Fund balance ratio is in accord with the minimum limits established by the debt policy guidelines.

Statement of Estimated General Fund Balance

The following pie chart shows all of the components of General Fund balance estimated as of June 30, 2013. With the exception of \$0.4 million in Notes Receivable, \$2.35 in inventory of supplies, and \$5.35 million in pre-paid expenditures, all of the components shown below are considered spendable fund balance.

Fund Balance as of June 30, 2013 \$69.0 million



Statement of Estimated General Fund Balance

Spendable General Fund Balance is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures — often referred to as "surplus" — that is available for appropriation by City Council. This is in comparison to the Unspendable General Fund Balance that represents monies that have been reserved to pay for legal obligations of the City such as for certain purchase order encumbrances. Maintaining a prudent level of spendable General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. Spendable General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

A portion of the spendable fund balance is committed or assigned (designated) for future specific uses on a contingency basis. In order to be available, the funds still must be appropriated by City Council in a future appropriations ordinance. Following this section is an Appendix entitled "Layperson's Guide to Fund Balance" originally written by the City's Budget and Fiscal Affairs Advisory Committee (and updated for new terminology) to explain these financial terms for those not involved regularly in local government finance. This appendix has been updated to reflect revisions in new accounting terms.

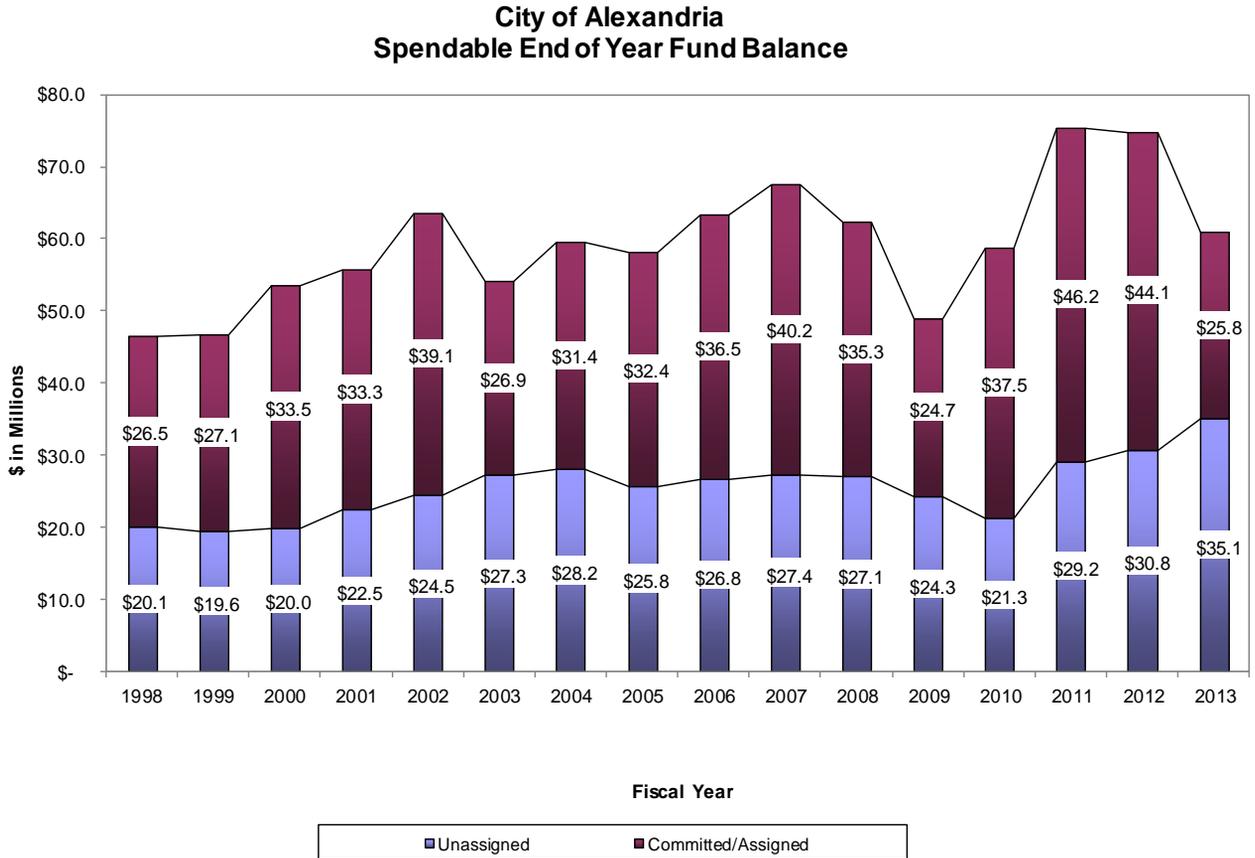
Committed and Assigned fund balances are funds "earmarked" to help the City offset the cost of a specific type of obligation. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager or the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

The graph on the following page shows total actual General Fund balance from FY 1998 through FY 2012, and projected fund balance at the close of FY 2013. The FY 2014 budget includes the commitment of a certain portion of estimated General Fund balances for capital projects, in addition to pay-as-you-go capital funding from current revenues. Spendable fund balance (the total amount available for appropriation, regardless of assignments and commitments) is projected to be \$60.9 million as of June 30, 2013, which represents 5.8 percent of FY 2013 projected General Fund revenues. Uncommitted and unassigned fund balance provides \$35.1 million in funds that help to protect against future budget uncertainties.

The details of commitments and assignments from FY 2008 through the proposed assignments of FY 2013 are shown in the table on page 5. It should be noted that commitments have been established by City Council. The City Manager can propose or recommend assignments. Either of these designations is still considered spendable fund balance.

Statement of Estimated General Fund Balance

The chart below shows the history of fund balance at the end of the year, including the actual balance through FY 2012 and an estimate balance at the end of June 30, 2013. This does not reflect reserved (unspendable) fund balance, but is considered “spendable”: regardless of whether it is committed or assigned.



Statement of Estimated General Fund Balance

HISTORY OF END OF YEAR FUND BALANCE

ACTUAL 2008 THROUGH 2012 ESTIMATED AS OF JUNE 30, 2013

	2008	2009	2010	2011	2012	2013
Spendable Fund Balance End of Year	\$ 62,320,401	\$ 49,048,509	\$ 58,806,355	75,350,879	74,883,080	60,902,399
Commitments						
FY 2009 Operating Budget	\$ 4,600,000					
FY 2010 Operating Budget	\$ 1,285,347	\$ 2,315,347				
FY 2011 Operating Budget		\$ 3,600,000	\$ 4,744,291			
FY 2012 Operating Budget			\$ 2,000,000	3,625,000		
FY 2013 Operating Budget					6,839,538	
FY 2014 Operating Budget						6,429,631
Subsequent CIP (FY 2009-2013)	\$ 8,376,958	\$ 226,958	\$ 10,971,240	\$ 19,109,737	15,240,503	1,720,000
Subsequent CIP (FY 2014 and beyond)					1,755,000	3,668,948
Self Insurance	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	5,000,000	5,000,000	5,000,000
Assignments						
Projects	\$ 2,902,820	\$ 1,694,734	\$ 2,255,523	2,300,000	1,723,717	1,700,000
Retiree Health and Life (OPEB)	\$ 10,700,000	\$ 6,500,000	\$ 3,700,000	2,100,000	900,000	200,000
Equipment Replacement					255,762	
BRAC Contingency Funds				1,000,000		
Revenue Shortfall				4,000,000		
Gang IPE Position					75,661	
Professional and Performance Investment					450,000	354,000
Planning Studies and One Time Studies					535,000	385,000
Encumbrances				1,788,689	2,588,843	1,700,000
Transportation/Stormwater Fund			\$ 7,836,602	3,636,139	6,891,427	242,000
Natural Disasters/Emergencies			\$ 1,000,000	2,000,000	1,300,000	2,000,000
Sequestration Contingency						1,000,000
Termination/Retirement Pay						500,000
Emergency Response		\$ 4,309,397		1,600,000	900,000	900,000
Total Commitments & Assignments	\$ 35,270,125	\$ 24,721,436	\$ 37,532,656	\$ 46,159,565	44,455,451	25,799,579
Uncommitted/Unassigned Fund Balance	\$ 27,050,276	\$ 24,327,073	\$ 21,273,699	\$ 29,191,314	\$ 30,427,629	\$ 35,102,820
Unassigned Fund Balance and Revenue Shortfall Reserve EOY	\$ 27,050,276	\$ 28,636,470	\$ 21,273,699	\$ 33,191,314	\$ 30,427,629	\$ 35,102,820
Reservations/nonspendable	\$ 3,167,640	\$ 4,258,482	\$ 4,235,016	5,509,288	8,099,925	8,099,925
Total Fund Balance (End of Year)	\$ 65,488,041	\$ 53,306,991	\$ 63,041,371	\$ 80,860,167	\$ 82,983,005	\$ 69,002,324
General Fund Operating Budget	\$ 520,459,051	\$ 527,918,656	\$ 530,436,316	\$ 548,970,859	571,615,475	605,494,916
Estimated Uncommitted/Unassigned Fund Balance as % of General Fund Revenues	5.2%	4.61%	4.01%	5.32%	5.32%	5.80%
Estimated Uncommitted/Unassigned Fund Balance and Revenue Shortfall Reserve as % of General Fund Revenues	5.2%	5.42%	4.01%	6.05%	5.32%	5.80%
Target = 5.5%; Limit = 4.0%						
Estimated Spendable Fund Balance as % of General Fund Revenues Limit = 10%	12.0%	9.29%	11.09%	13.73%	13.10%	10.06%

Statement of General Fund Balance

Governmental Funds			Proprietary Funds		
	Special Revenue Fund	Capital Projects Fund ^{/3}		Internal Services Fund (Equipment Replacement Fund)	Sanitary Sewer Enterprise Fund
Beginning Fund Balance 7/1/12 ^{/1}	\$19,515,139	\$97,523,662	Beginning Net Assets 7/1/12	\$26,017,195	\$11,134,645
Plus FY 2013 Budgeted Revenues	\$119,265,663	\$134,504,335	Plus FY 2013 Budgeted Revenues ^{/4}	\$5,059,675	\$7,500,000
Less FY 2013 Budgeted Expenditures	\$119,265,663	\$134,504,335	Less FY 2013 Budgeted Expenses	\$4,189,469	\$7,500,000
Projected Fund Balance 6/30/13	\$19,515,139	\$97,523,662	Projected Net Assets 6/30/2013	\$26,887,401	\$11,134,645
Plus FY 2014 Budgeted Revenues ^{/2}	\$118,208,420	\$76,735,227	Plus FY 2014 Budgeted Revenues	\$5,517,040	\$8,068,865
Less FY 2014 ^{/3} Budgeted Expenditures	\$118,208,420	\$76,735,227	Less FY 2014 Budgeted Expenses	\$6,661,403	\$8,068,865
Projected Fund Balance ³	\$19,515,139	\$97,523,662	Projected Net Assets 6/30/14	\$25,743,038	\$11,134,645

^{/1} City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2012.

^{/2} City of Alexandria, Virginia, Operating Budget and Capital Improvement Program, Fiscal Year 2014.

^{/3} In all likelihood a large portion of Capital Projects, including Sanitary Sewers, will not be expended in FY 2013 and FY 2014, as many capital projects are multi-year in execution.

^{/4} FY 2014 Budgeted Revenues are based on current estimates, which are subject to change.

Statement of Estimated General Fund Balance

- The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2012, the Special Revenue Fund total fund balance was \$19,515,139. Because monies budgeted within the Special Revenue Fund are generally legally restricted to specific activities or programs, these monies are not considered available for appropriation to meet general expenditure requirements. Unexpended Special Revenue Fund monies are generally due to intergovernmental grant timing differences (e.g., a grant awarded to the City for a program operated under the federal fiscal year of October 1 to September 30), and remaining Special Revenue funds at June 30 are reappropriated for use in the subsequent City fiscal year for the continuation of the designated programs. The total projected Special Revenue Fund fund balance, for GFOA reporting purposes, as of June 30, 2013 is \$19,515,139.
- The Capital Projects Fund accounts for all financial resources used for the acquisition or construction of major capital facilities not being financed by proprietary funds. As of June 30, 2012, the Capital Projects Fund had a total fund balance of \$97,523,662. This funding is dedicated to the completion of approved capital projects, and is therefore not available to meet general expenditure requirements. The total projected Capital Projects Fund fund balance as of June 30, 2012, would be \$0 assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans and their multi-year nature, many of these capital projects will not be completed by June 30, 2013.
- The Internal Services Fund accounts for the financing of goods or services provided by one department to other departments or agencies of the City on a cost-reimbursement basis. The City established the Equipment Replacement Fund for purposes of providing for the accumulation of money to replace capital equipment items used in City operations. This fund derives its revenues from periodic equipment rental charges assessed to the user departments in the governmental funds. These revenues are then used to finance charges and associated expenditures to replace capital equipment. As of June 30, 2012, the Equipment Replacement Internal Services Fund had Total Net Assets of \$26,017,195. Equipment Replacement monies are accrued for the scheduled replacement of capital equipment, and thus are not available for appropriation to meet general expenditure requirements. The projected Equipment Replacement Fund Total Net Assets, for GFOA reporting purposes, as of June 30, 2013 is \$25,743,038.
- The Sanitary Sewers Enterprise Fund accounts for sanitary sewer revenues and expenditures apart from the General Fund. This fund, established in mid FY 2006, was created for the purpose of achieving revenue self-sufficiency for sanitary sewer maintenance and construction and to be supported by sewer line maintenance fee and sewer connection fee revenues. As of June 30, 2012, the Sanitary Sewers Enterprise Fund had Total Fund Balance of \$11,134,645. It includes Transportation and Environmental Services (T&ES) operating expenditures for maintenance as well as cash capital and debt service expenditures associated with CIP reconstruction, rehabilitation and expansion projects. The total projected Sanitary Sewer Enterprise Fund balance as of June 30, 2013, would be \$7,398,185 assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans and their multi-year nature, many of these capital projects will not be completed by June 30, 2013.

Statement of Estimated General Fund Balance

Fund Balance Classification System

GASB Statement #54

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

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

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

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

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

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

E.g. Self Insurance Balance.

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

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

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

E.g. Incomplete Projects.

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

E.g. Undesignated General Fund balance.

Statement of Estimated General Fund Balance

Appendix

Layperson's Guide to Fund Balance

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

The Importance of Explaining the General Fund Balance

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

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

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

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

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

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

Statement of Estimated General Fund Balance

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

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

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

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

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

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

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

Statement of Estimated General Fund Balance

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

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

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

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

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

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

Statement of Estimated General Fund Balance

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

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

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

(Non-spendable) Reserved General Fund Balance

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

(Committed and Assigned) Designated Fund Balance

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

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

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

Statement of Estimated General Fund Balance

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

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

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

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

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Expenditure Summaries

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

Expenditure Summary by Department

Classification Department/Agency	General Fund				All Funds	
	Actual FY 2012	Approved FY 2013	Approved FY 2014	Share FY 2014	Approved FY 2014	Share FY 2014
LEGISLATIVE & EXECUTIVE						
City Council	497,056	533,685	527,725	0.1%	527,725	0.1%
City Manager	1,756,510	2,396,761	2,432,507	0.4%	2,432,507	0.3%
City Attorney	2,458,522	2,601,400	2,715,438	0.4%	2,715,438	0.4%
City Clerk	396,879	454,224	463,282	0.1%	463,282	0.1%
TOTAL - LEGISLATIVE & EXECUTIVE	5,108,967	5,986,070	6,138,952	1.0%	6,138,952	0.8%
COURTS AND CONSTITUTIONAL OFFICERS						
18th Circuit Court	1,388,120	1,517,597	1,609,069	0.3%	1,609,069	0.2%
Court Service Unit	1,525,169	1,683,795	1,611,095	0.3%	1,831,995	0.2%
Juvenile & Domestic Relations Court	26,548	36,129	36,129	0.0%	36,129	0.0%
18th General District Court	62,399	62,452	62,452	0.0%	62,452	0.0%
Clerk of the Courts	1,552,633	1,673,653	1,665,830	0.3%	1,665,830	0.2%
Commonwealth's Attorney	2,510,070	2,762,765	2,810,724	0.4%	3,068,294	0.4%
Law Library	115,935	120,855	121,287	0.0%	177,452	0.0%
Registrar of Voters	1,164,911	1,336,170	1,215,161	0.2%	1,215,161	0.2%
Other Public Safety/Judicial Activities	5,329,287	5,436,145	5,460,936	0.9%	5,645,113	0.7%
Office of Sheriff	27,332,942	28,443,290	28,950,325	4.6%	29,876,297	4.0%
TOTAL - COURTS AND CONSTITUTIONAL OFFICERS	41,008,014	43,072,851	43,543,008	7.0%	45,187,792	6.0%
GENERAL GOVERNMENT						
Finance	11,093,840	10,762,119	11,127,469	1.8%	11,788,518	1.6%
Internal Audit/Performance and Accountability	242,569	514,533	723,098	0.1%	723,098	0.1%
General Services	12,300,200	12,197,863	12,512,518	2.0%	12,589,431	1.7%
Human Rights Office	600,750	645,804	651,097	0.1%	697,584	0.1%
Management and Budget	1,011,270	1,053,192	1,277,825	0.2%	1,277,825	0.2%
Information Technology Services	7,066,319	8,028,291	8,255,909	1.3%	8,384,972	1.1%
Human Resources	2,876,757	3,064,623	3,011,789	0.5%	3,011,789	0.4%
Real Estate Assessments	1,591,528	1,693,888	1,856,591	0.3%	1,856,591	0.2%
Office of Communications and Public Information	1,766,826	1,833,848	1,913,177	0.3%	1,913,177	0.3%
TOTAL - GENERAL GOVERNMENT	38,550,059	39,794,161	41,329,473	6.6%	42,242,985	5.6%

Expenditure Summary by Department

Classification Department/Agency	General Fund				All Funds	
	Actual FY 2012	Approved FY 2013	Approved FY 2014	Share FY 2014	Approved FY 2014	Share FY 2014
NON-DEPARTMENTAL						
General Debt Service	43,473,295	48,514,314	56,036,003	9.0%	56,036,003	7.4%
Insurance, City Memberships, Etc.	15,241,230	10,356,327	10,304,314	1.6%	11,304,314	1.5%
Contingent Reserves	0	484,983	1,448,885	0.2%	1,448,885	0.2%
Cash Capital	9,709,629	6,955,483	17,757,911	2.8%	17,757,911	2.3%
TOTAL NON-DEPARTMENTAL	68,424,154	66,311,107	85,547,113	13.7%	86,547,113	11.4%
OPERATING AGENCIES						
Fire	36,999,844	38,719,113	42,260,975	6.8%	44,982,126	5.9%
Code Administration	766,446	899,220	822,975	0.1%	6,363,114	0.8%
Emergency Communications	5,979,384	6,267,240	6,699,221	1.1%	6,699,221	0.9%
Police	51,293,312	51,939,755	55,021,466	8.8%	57,274,501	7.6%
Health	6,657,094	7,032,965	6,851,046	1.1%	6,875,561	0.9%
Other Health	1,176,100	1,324,000	1,374,000	0.2%	1,374,000	0.2%
Community and Human Services	48,875,291	50,725,608	51,264,702	8.2%	89,429,695	11.8%
Housing	2,185,178	2,167,845	2,313,228	0.4%	3,293,260	0.4%
Planning and Zoning	5,575,501	5,633,022	5,813,984	0.9%	6,085,811	0.8%
Project Implementation	0	0	337,568	0.1%	337,568	0.0%
Economic Development Activities	4,655,792	4,840,951	5,085,724	0.8%	5,085,724	0.7%
Historic Alexandria	2,800,518	2,769,909	2,690,087	0.4%	3,265,142	0.4%
Rec, Parks & Cultural Activities	18,983,844	20,339,392	21,258,187	3.4%	21,928,592	2.9%
Other Recreation Activities	288,814	288,814	272,729	0.0%	272,729	0.0%
Library	6,145,662	6,878,164	6,849,914	1.1%	7,289,752	1.0%
Transit Subsidies	15,937,959	18,434,378	21,076,010	3.4%	25,536,010	3.4%
Trans. & Environmental Services	32,859,847	34,938,505	32,675,128	5.2%	46,039,659	6.1%
TOTAL - OPERATING AGENCIES	241,180,586	253,198,881	262,666,944	42.0%	332,132,465	43.9%
EDUCATION						
Schools	174,956,420	179,486,405	185,611,472	29.7%	243,921,824	32.3%
Other Educational Activities	12,288	11,721	11,785	0.0%	11,785	0.0%
TOTAL - EDUCATION	174,968,708	179,498,126	185,623,257	29.7%	243,933,609	32.3%
GRAND TOTAL	569,240,488	587,861,196	624,848,747	100%	756,182,916	100%

Expenditure Summary

Budget and Fiscal Affairs Advisory Committee FY 2014 Approved All Funds Expenditures by Category

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

Salaries – Full-time, part-time, overhire and seasonal employee salaries and overtime

Fringe Benefits – Social security, retirement contributions, group life insurance, health insurance, allowances, unemployment, recruitment, employee assistance, long term disability, dental insurance, and transit benefits

Contractual Services – Professional contract services for advertising, temporary services, health services, maintenance, landscaping, construction, architecture, engineering, and other consulting and contractual services.

Internal Services – City vehicular maintenance and in-house print services

Commodities – Office, janitorial, and other operating supplies

Office Furniture & Equipment – Purchases and lease charges for furniture and equipment

Vehicular Equipment – Purchases and lease charges for vehicles

Operational Equipment – Purchase and lease charges for other operating equipment

Utilities – Payment for electricity, gas, water and fuel oil at City facilities

Travel and Education – Conference registrations and regional and long distance travel

Leases and Rentals – Leased office space and vehicle and equipment rental costs

Subsidies and Contributions – City contributions to non-profit public service providers, community partnerships, and public administration professional associations

Other Charges – Waste-to-Energy Trust Fund expenditures, postal and messenger services, telecommunications, memberships and subscriptions, insurance, workers compensation, group health for retired employees, claims and liability insurance, pension supplements, bus discounts, day care, special events, legal expenses, client assistance payments, computer hardware and software, and other non-personnel expenditures

Contingent Reserves – Funding set aside for unforeseen contingencies

Cash Capital – General Fund transfers to support the CIP

Debt Service – Principal and interest payments on City debt obligations

Enterprise Fund – General Fund subsidy transfer to support DASH bus operations

Expenditure Summary

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

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

Expenditure Summary

FY 2014 Approved BFAAC Table – All Departments (All Funds)

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Non-Departmental	Operating Agencies	Education	Total
Salaries	3,868,386	23,780,405	21,057,572	450,329	149,643,406	153,049,453	351,849,551
Fringe Benefits	1,397,950	10,124,695	8,304,698	1,795,000	64,794,724	51,774,236	138,191,303
Contractual Services	608,722	4,287,612	7,340,002	948,166	34,103,354	13,333,931	60,621,787
Internal Services	32,621	211,574	377,950	0	7,105,529	8,000	7,735,674
Commodities	63,539	538,384	3,012,181	167,455	9,313,772	14,162,764	27,258,095
Office Furniture & Equipment	0	10,000	23,985	0	13,700	2,327,694	2,375,379
Vehicular Equipment	0	187,556	2,000	0	5,943,147	0	6,132,703
EDP Equipment	0	6,094	2,200	15,000	901,543	0	924,837
Operational Equipment	0	0	0	0	65,000	170,000	235,000
Utilities	0	0	1,498,410	0	4,394,122	0	5,892,532
Travel and Education	42,761	97,186	177,909	196,400	1,403,286	0	1,917,542
Leases & Rental	28,063	703,256	1,296,783	79,738	4,302,628	0	6,410,468
Subsidies & Contributions	0	4,281,154	7,000	264,681	28,609,802	11,785	33,174,422
EDP Software Development	0	0	0	0	7,778	0	7,778
Other Charges	96,910	861,277	-857,705	7,387,545	10,016,508	9,095,746	26,600,281
Contingent Reserves	0	0	0	1,448,885	0	0	1,448,885
Grant Match	0	98,599	0	0	59,696	0	158,295
Other Special Revenue Funds	0	0	0	0	4,070,885	0	4,070,885
Bond Interest General	0	0	0	24,045,133	970,429	0	25,015,562
Bond Principal General	0	0	0	31,990,870	20,828	0	32,011,698
Capital Projects	0	0	0	17,757,911	6,392,328	0	24,150,239
Total	6,138,952	45,187,792	42,242,985	86,547,113	332,132,465	243,933,609	756,182,916

Expenditure Summary

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

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

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

Expenditure Summary

FY 2014 Approved BFAAC Table – Operating Agencies (All Funds)

Expense Category	Fire	Police	Health	Community & Human Services	Housing	Planning & Zoning	Economic Development Activities	Historic Alexandria	Recreation, Park, & Cultural Activities	Library	T&ES ¹	Emergency Communications	Office of Project Implementation	Code Administration	Total
Salaries	24,271,669	31,531,695	1,197,899	38,334,105	1,337,229	4,219,948	0	1,874,438	11,982,192	4,295,974	22,824,308	3,820,697	247,705	3,705,547	149,643,406
Fringe Benefits	12,161,913	16,392,573	699,458	15,082,508	522,571	1,621,947	0	614,543	4,014,096	1,592,543	9,046,923	1,477,225	79,863	1,488,561	64,794,724
Contractual Services	979,847	1,882,984	4,718,529	3,876,742	73,900	110,219	37,000	349,869	2,680,246	334,874	18,000,789	471,222	0	587,133	34,103,354
Internal Services	1,653,537	2,541,261	15,126	323,544	6,652	17,504	0	19,022	452,429	9,889	1,848,341	15,870	0	202,354	7,105,529
Commodities	2,048,606	946,646	107,787	1,214,905	6,260	27,490	23,900	165,914	1,176,726	59,526	3,415,456	46,476	10,000	64,080	9,313,772
Office Furniture & Equipment	0	0	0	0	0	0	0	4,500	4,000	0	1,000	4,200	0	0	13,700
Vehicular Equipment	2,021,885	1,663,035	24,515	190,388	0	0	0	0	153,799	0	1,731,763	0	0	157,762	5,943,147
EDP Equipment	239,704	602,835	0	3,030	0	0	0	0	14,450	0	5,000	2,711	0	33,813	901,543
Operational Equipment	0	15,000	0	0	0	0	0	0	0	0	50,000	0	0	0	65,000
Utilities	228,422	352,431	37,350	392,682	0	0	11,000	183,146	833,498	292,920	2,062,673	0	0	0	4,394,122
Travel and Education	577,401	76,505	18,017	421,596	3,421	6,789	0	5,615	26,799	1,000	149,135	78,609	0	38,399	1,403,286
Leases & Rental	151,581	470,729	2,620	3,031,888	261,649	50,902	0	16,616	65,284	0	233,451	6,775	0	11,133	4,302,628
Subsidies & Contributions	0	0	1,374,000	20,610,623	1,070,664	0	5,013,824	0	447,916	0	92,775	0	0	0	28,609,802
EDP Software Development	0	4,455	0	0	0	0	0	0	3,323	0	0	0	0	0	7,778
Other Charges	284,779	794,352	54,260	5,947,684	10,914	31,012	0	31,479	346,563	703,026	962,671	775,436	0	74,332	10,016,508
Grant Match	0	0	0	0	0	0	0	0	0	0	59,696	0	0	0	59,696
Other Special Revenue Funds	0	0	0	0	0	0	0	0	0	0	4,070,885	0	0	0	4,070,885
Bond Interest General	341,954	0	0	0	0	0	0	0	0	0	628,475	0	0	0	970,429
Bond Principal General	20,828	0	0	0	0	0	0	0	0	0	0	0	0	0	20,828
Capital Projects	0	0	0	0	0	0	0	0	0	0	6,392,328	0	0	0	6,392,328
Total	44,982,126	57,274,501	8,249,561	89,429,695	3,293,260	6,085,811	5,085,724	3,265,142	22,201,321	7,289,752	71,575,669	6,699,221	337,568	6,363,114	332,132,465

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

Expenditure Summary by Strategic Plan Goal Area

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

Department	Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change
Planning and Zoning	Leadership & Mgmt Support Services	889,716	859,683	814,432	-5.3%
Planning and Zoning	Neighborhood and Community Planning	964,424	1,003,788	1,054,369	5.0%
Planning and Zoning	Development Review Program	1,347,034	1,323,970	1,346,517	1.7%
Planning and Zoning	Land Use Regulatory Services	1,624,179	1,667,135	1,763,339	5.8%
Planning and Zoning	Geographic Information	750,148	778,446	835,327	7.3%
Economic Development Activities	Economic Development	4,655,792	4,840,951	5,085,724	5.1%
Project Implementation	Project Implementation	0	0	337,568	0.0%
Transportation and Environmental Services	Plan Review and Permitting	2,042,172	2,017,664	1,831,880	-9.2%
Transportation and Environmental Services	Transportation Management Plan Review	357,654	285,622	293,871	2.9%
Code Administration	Property Maintenance	764,824	899,220	822,975	-8.5%
Total Land Use and Economic Development		13,395,943	13,676,479	14,186,002	3.7%

Expenditure Summary by Strategic Plan Goal Area

Health and Environment - General Fund Budget and Expenditures by Program

Department	Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change
Transportation and Environmental Services	Sewer Maintenance	1,190,029	1,190,077	1,239,069	4.1%
Transportation and Environmental Services	Recycling	1,316,859	1,735,622	1,774,915	2.3%
Transportation and Environmental Services	Refuse Collection	5,669,033	5,407,772	4,427,366	-18.1%
Transportation and Environmental Services	Street Cleaning	1,888,269	1,849,775	2,314,520	25.1%
Transportation and Environmental Services	Environmental Quality	1,074,246	1,168,813	1,182,060	1.1%
Other Health Services	Other Health Services	1,176,100	1,324,000	1,374,000	3.8%
Alexandria Health	Leadership & General Mgt Support Service	455,162	441,541	331,772	-24.9%
Alexandria Health	Communicable Disease Prev. and Control	157,520	175,832	179,841	2.3%
Alexandria Health	Maternal/Child Health Care	536,964	375,295	378,533	0.9%
Alexandria Health	Adult Health	695,100	673,334	685,067	1.7%
Alexandria Health	Environmental Health	212,899	236,201	259,115	9.7%
Alexandria Health	City Supplemental to State	4,215,963	4,455,289	4,454,616	0.0%
Non-Departmental	Waste Energy Program	933,211	290,000	290,000	0.0%
Community and Human Services	Admin Leadership and General Mgt.	7,444,592	6,875,589	7,975,570	16.0%
Community and Human Services	Community Partnership Fund	848,902	848,910	848,910	0.0%
Community and Human Services	Adult Leadership and General Mgt.	1,349,145	1,384,301	1,536,486	11.0%
Community and Human Services	Adult Mental Health and Substance Abuse	7,037,886	7,699,113	7,423,560	-3.6%
Community and Human Services	Emergency & Crisis Response	463,889	476,978	483,708	1.4%
Community and Human Services	Intellectual Disability Services for Adults	3,136,845	3,463,937	3,471,515	0.2%
Community and Human Services	Aging and Adult Services	2,873,330	4,061,119	4,180,473	2.9%
Total Health and Environment		42,675,944	44,133,498	44,811,096	1.5%

Expenditure Summary by Strategic Plan Goal Area

Transportation - General Fund Budget and Expenditures by Program

Department	Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change
Transportation and Environmental Services	Leadership & Management Support Services	1,775,174	1,395,651	1,616,235	15.8%
Transportation and Environmental Services	Capital Projects	1,465,311	1,239,252	1,297,738	4.7%
Transportation and Environmental Services	Streets and Sidewalks	4,937,200	4,710,025	3,616,883	-23.2%
Transportation and Environmental Services	Transportation Management	5,125,478	5,253,920	4,984,873	-5.1%
Transportation and Environmental Services	Regional Transportation Systems	716,423	648,536	624,854	-3.7%
Transportation and Environmental Services ¹	Transportation Improvement	0	69,728	302,857	334.3%
Transportation and Environmental Services	Transportation Planning and Support	1,193,499	1,347,130	1,618,711	20.2%
Transportation and Environmental Services	Transit Subsidies	15,937,959	18,434,378	21,076,010	14.3%

¹ The numbers reflected here do not include the amounts budgeted for cash capital and debt service in TES for the Transportation Improvement Program. Cash capital budgeted in TES is \$4,108,500 in FY 2012, \$6,501,230 in FY 2013 and \$4,920,821 in FY 2014. Debt service budgeted in TES in FY 2013 is \$117,688 and \$628,475 in FY 2014. These amounts are reflected else here in the budget document in TES, but for comparison purposes of CIP related expenditures they are reflected in the CIP-related section of this summary.

Total Transportation	31,151,044	33,098,620	35,138,161	6.2%
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Expenditure Summary by Strategic Plan Goal Area

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

Department	Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change
Police	School Resource Officers	705,238	725,474	793,946	9.4%
Alexandria Health	Adolescent Services	383,486	569,465	446,664	-21.6%
Recreation, Parks and Cultural Activities	Youth Activities	2,108,731	2,242,459	1,983,838	-11.5%
Recreation, Parks and Cultural Activities	Neighborhood Recreation Centers	3,682,106	3,891,995	3,830,251	-1.6%
Alexandria City Public Schools	Schools	174,956,420	179,486,405	185,611,472	3.4%
Other Educational Activities/NVCC	Other Educational Activities	12,288	11,721	11,785	0.5%
Community and Human Services	Children's Fund	899,452	907,202	907,202	0.0%
Community and Human Services	Youth Fund	272,240	277,147	277,147	0.0%
Community and Human Services	Children Leadership and General Mgt.	323,895	615,522	553,751	-10.0%
Community and Human Services	Early Childhood	4,300,572	4,181,431	4,026,785	-3.7%
Community and Human Services	Child Welfare	4,127,535	3,774,966	3,480,206	-7.8%
Community and Human Services	Comprehensive Services Act	5,180,270	4,889,462	4,906,872	0.4%
Community and Human Services	Youth Development	1,107,711	1,114,265	1,071,925	-3.8%
Community and Human Services	Child and Family Treatment	412,110	909,109	1,203,947	32.4%
Total Children, Youth, Families		198,472,054	203,596,623	209,105,791	2.7%

Expenditure Summary by Strategic Plan Goal Area

Financial Sustainability - General Fund Budget and Expenditures

Department	Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change
City Council	City Council Program	497,056	533,685	527,725	-1.1%
City Manager's Office	City Council Policy Support Program	247,699	379,276	372,955	-1.7%
City Manager's Office	Organizational Management	598,596	769,768	762,233	-1.0%
City Manager's Office	Econ. and Community Development	288,083	312,331	323,176	3.5%
City Manager's Office	Responsive Government	221,890	541,141	557,740	3.1%
City Manager's Office	Intergovernmental Relations	400,242	394,245	416,403	5.6%
Management and Budget	Budget and Management Services	1,011,270	1,053,192	1,277,825	21.3%
Human Rights	Enforcement	431,743	463,943	464,072	0.0%
Human Rights	Community Inclusiveness and Awareness	169,007	181,861	187,025	2.8%
Performance Accountability/Internal Audit	Internal Audit Program	242,569	514,533	327,064	-36.4%
Performance Accountability/Internal Audit	Performance Management	0	0	396,034	0.0%
Information Technology Services	Leadership and Mgmt Support Services	1,481,175	1,128,314	1,169,604	3.7%
Information Technology Services	Security	204,655	326,406	327,473	0.3%
Information Technology Services	IT Project Management	882,444	748,278	766,108	2.4%
Information Technology Services	Customer Services	668,625	974,549	1,006,119	3.2%
Information Technology Services	Network Operations	1,859,462	2,182,871	2,268,023	3.9%
Information Technology Services	Enterprise Business Systems Support	1,281,587	1,834,000	1,812,387	-1.2%
Information Technology Services	Communications Support	688,371	833,873	906,195	8.7%
Information Technology Services	Public Information and Internal Support	1,766,826	1,833,848	1,913,177	4.3%
City Clerk	City Clerk and Clerk of Council	396,879	454,224	463,282	2.0%
Finance	Leadership and Mgmt Support Services	1,246,053	426,390	490,907	15.1%
Finance	Accounting	2,691,144	2,923,136	2,864,153	-2.0%
Finance	Treasury	2,312,456	2,588,472	2,338,255	-9.7%
Finance	Revenue	3,209,301	3,545,605	3,439,487	-3.0%
Finance	Purchasing	1,133,131	971,674	1,520,370	56.5%
Finance	Pension Administration	169,216	168,877	224,179	32.7%
Finance	Risk Management	332,539	137,965	250,118	81.3%
Real Estate Assessments	Real Estate Assessment	1,591,528	1,693,888	1,856,591	9.6%
Human Resources	Leadership and Mgt Support Services	636,944	693,112	778,312	12.3%
Human Resources	Employee Relations/Talent Management	1,099,644	981,375	904,037	-7.9%

Expenditure Summary by Strategic Plan Goal Area

Financial Sustainability (continued)

Department	Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change
Human Resources	Total Compensation	405,416	551,451	573,904	4.1%
Human Resources	Benefits and Records	734,753	838,685	755,536	-9.9%
City Attorney	Office of the City Attorney	2,458,522	2,601,400	2,715,438	4.4%
Registrar of Voters	Registrar of Voters	1,164,911	1,336,170	1,215,161	-9.1%
General Services	Leadership and Mgt Support Services	1,744,865	1,702,714	1,747,926	2.7%
General Services	Energy Management	1,610,200	1,831,857	1,627,132	-11.2%
General Services	Facilities Management	6,173,152	5,885,411	6,152,629	4.5%
General Services	Fleet Management	2,473,195	2,447,541	2,639,905	7.9%
General Services	Communications Services	298,788	330,340	344,926	4.4%
Non-Departmental	Insurance Charges	4,142,534	4,469,155	5,200,170	16.4%
Non-Departmental	Other Expenditures	6,050,472	4,896,821	4,055,496	-17.2%
Non-Departmental	OPEB	3,400,149	0	0	0.0%
Non-Departmental	City Memberships	284,961	280,774	324,071	15.4%
Non-Departmental	Contingent Reserves	0	484,983	1,448,885	198.7%
Total Financial Sustainability		58,702,053	57,248,134	59,712,208	4.3%

Expenditure Summary by Strategic Plan Goal Area

Public Safety - General Fund Budget and Expenditures by Program

Department	Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change
18th Circuit Court	Justice	1,388,120	1,517,597	1,609,069	6.0%
18th General District Court	18th Gen Dist Court	62,399	62,452	62,452	0.0%
18th Juvenile & Domestic Relations Court	Juvenile & Domestic Relations	26,548	36,129	36,129	0.0%
Commonwealth's Attorney	Prosecution of Cases	2,510,070	2,762,765	2,810,724	1.7%
Sheriff	Leadership & Management Support Services	3,900,559	3,865,387	3,963,013	2.5%
Sheriff	Detention Center Security	12,150,103	12,151,683	13,077,698	7.6%
Sheriff	Detention Center Support Services	3,004,856	3,418,612	3,254,892	-4.8%
Sheriff	Field Operations	1,191,088	1,279,690	967,992	-24.4%
Sheriff	Judicial Services	2,662,937	2,745,928	2,761,193	0.6%
Sheriff	Inmate Services	4,423,399	4,981,990	4,925,537	-1.1%
Clerk of the Courts	Court Support	725,589	777,563	786,361	1.1%
Clerk of the Courts	Land Records	399,140	443,411	416,476	-6.1%
Clerk of the Courts	Public Services	427,904	452,679	462,993	2.3%
Law Library	Law Library	115,935	120,855	121,287	0.4%
Other Criminal & Justice Activities	Other Criminal & Justice Activ	5,329,287	5,436,145	5,460,936	0.5%
Court Service Unit	Leadership and Management Support	525,946	540,990	512,286	-5.3%
Court Service Unit	Probation	885,992	984,666	925,392	-6.0%
Court Service Unit	Intake	113,231	158,139	173,417	9.7%

Expenditure Summary by Strategic Plan Goal Area

Public Safety (continued)

Department	Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change
Fire	Fire Protection Systems	734,235	779,575	799,410	2.5%
Fire	Property Maintenance and Fire Prevention	548,127	506,592	505,915	-0.1%
Fire	Investigations	930,475	935,193	996,845	6.6%
Fire	Leadership and Mgmt	3,438,895	2,642,357	2,624,032	-0.7%
Fire ¹	Fire Emergency Services	18,114,915	19,910,280	22,449,379	12.8%
Fire	Emergency Medical Services	7,918,707	9,253,333	9,893,565	6.9%
Fire	Fire Communications	21,994	0	0	0.0%
Fire	Emergency Mgmt	454,217	534,865	534,768	0.0%
Fire	Logistics	988,988	851,334	837,614	-1.6%
Fire	Information Technology	733,081	892,348	891,544	-0.1%
Fire	Fire and EMS Training	1,319,215	917,242	903,173	-1.5%
Fire	Special Ops	725,545	633,929	491,881	-22.4%
Fire	Vehicle Ops and Maintenance	1,073,072	862,065	970,067	12.5%
Health	Public Health Emergency Planning	0	106,008	115,438	8.9%
Non-Departmental	City Wide Radio Maintenance	429,906	419,577	434,577	3.6%
Police	Leadership and Mgt Support Services	3,678,576	3,238,019	3,359,975	3.8%
Police	Central Support Services	6,620,218	6,290,769	6,363,298	1.2%
Police	Information Services	1,870,063	1,871,996	2,133,694	14.0%
Police	Police Communications	316,742	0	0	0.0%
Police	Patrol	21,093,701	22,310,781	24,022,479	7.7%
Police	Public Services	504,764	522,942	529,283	1.2%
Police	Criminal Investigations	9,304,547	10,261,990	10,869,785	5.9%
Police	Traffic and Parking	4,968,351	4,415,125	4,506,377	2.1%
Police	Special Events	2,231,112	2,302,659	2,442,629	6.1%
Emergency Communications	Leadership and Management Services	418,934	480,486	508,048	5.7%
Emergency Communications	Operations	5,560,450	5,786,754	6,191,173	7.0%

¹ The numbers reflected here do not include \$362,782 for debt service in the Fire Department in FY 2014 for debt-financed Fire apparatus. These amounts are reflected elsewhere in the budget document in the Fire Department, but for comparison purposes of CIP-related expenditures they are reflected in the CIP-related section of this summary.

Total Public Safety	133,841,933	138,462,900	145,702,796	5.2%
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Expenditure Summary by Strategic Plan Goal Area

Caring Community General Fund Budget and Expenditures by Program

Department	Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change
Historic Alexandria	Historic Resources	2,800,518	2,769,909	2,690,087	-2.9%
Recreation, Parks and Cultural Activities	Leadership and Mgmt Support Services	1,846,978	1,894,552	1,820,379	-3.9%
Recreation, Parks and Cultural Activities	Park Ops and Capital Development	7,940,410	8,732,399	9,645,198	10.5%
Recreation, Parks and Cultural Activities	Recreation Services Leadership and General Mgt.	0	0	722,831	0.0%
Recreation, Parks and Cultural Activities	Adult Activities	687,542	760,474	565,416	0.0%
Recreation, Parks and Cultural Activities	Aquatics	1,590,582	1,575,017	1,565,391	-0.6%
Recreation, Parks and Cultural Activities	Cultural Activities	1,127,495	1,242,496	1,124,883	-9.5%
Recreation, Parks and Cultural Activities	Other Recreation	288,814	288,814	272,729	-5.6%
Libraries	Libraries	6,145,662	6,878,164	6,849,914	-0.4%
Community and Human Services	Domestic Violence and SA Services	1,024,925	1,084,656	1,000,352	-7.8%
Community and Human Services	Economic Leadership and General Mgt.	569,004	563,955	493,297	-12.5%
Community and Human Services	Community Services	5,099,654	4,774,875	4,876,964	2.1%
Community and Human Services	JobLink Employment Services	2,403,334	2,823,071	2,546,032	-9.8%
Housing	Leadership and Mgmt Support Services	1,052,951	787,074	813,162	3.3%
Housing	Affordable Housing Development	404,845	813,955	791,618	-2.7%
Housing	Housing Rehabilitation	0	114,101	128,497	12.6%
Housing	Landlord Tenant	310,854	415,631	538,189	29.5%
Housing	Home Ownership	416,552	37,084	41,762	12.6%
Total Caring Community		33,710,120	35,556,227	36,486,701	2.6%

Expenditure Summary by Strategic Plan Goal Area

CIP Related General Fund Budget and Expenditures by Program

Department	Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change
Non-Departmental ¹	Capital Improvement	13,818,129	13,456,713	22,678,732	68.5%
Non-Departmental ¹	General Debt Service	43,473,292	48,632,002	57,027,260	17.3%
Total CIP-Related		57,291,421	62,088,715	79,705,992	28.4%
City-wide Total	All Programs	569,240,512	587,861,196	624,848,747	6.3%

¹ The numbers reflect here include not only the amounts that are budgeted in Non-D for cash capital and debt service, but also the amounts in TES budgeted in the Transportation Improvement Program and Fire for debt-financed apparatus. Cash capital budgeted in TES is \$4,108,500 in FY 2012, \$6,501,230 in FY 2013 and \$4,976,199 in FY 2014. Debt service budgeted in TES in FY 2013 is \$117,688 and \$628,475 in FY 2014. In addition, there is \$362,782 of debt service budgeted in the Fire Department for Fire apparatus purchased in FY 2013. These amounts are reflected elsew here in the budget document in TES and the Fire Department, but for comparison purposes of CIP related expenditures they are reflected here.

FY 2014

Summary Table

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

Revenue and Expenditure Summary Tables

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

Description	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved	% Change
<u>Source of Revenue</u>				
General Property Tax	\$366,239,021	\$376,413,711	\$404,708,572	7.5%
Other Local Taxes	121,101,233	124,850,275	129,514,000	3.7%
Permits, Fees and Licenses	8,811,811	7,531,974	8,782,974	16.6%
Fines and Forfeitures	4,869,294	4,664,000	5,322,000	14.1%
Intergovernmental Revenue	133,703,128	144,288,214	150,834,812	4.5%
Charges for Services	44,775,302	43,714,467	45,026,764	3.0%
Revenue from Use of Money and Property	4,406,776	3,670,000	5,890,000	60.5%
Miscellaneous Revenue	11,946,373	5,571,177	8,145,588	46.2%
Bond Proceeds - Future Sale	69,950,000	94,086,000	24,876,105	-73.6%
Sale of Land	621,345			
Issuance of Refunding Bonds	63,625,000			
Bond Premium (Discount)	14,287,394			
Transfers In	61,730,035			
Spendable Fund Balance - General Fund		6,839,538	18,138,196	165.2%
Spendable Fund Balance - Capital Projects Fund		13,120,665	250,000	-98.1%
Spendable Fund Balance - Stormwater Fund		246,388	1,133,113	359.9%
Spendable Fund Balance - Code Administration Fund		89,620	500,000	457.9%
Spendable Fund Balance - Transportation		3,984,150	812,000	-79.6%
Spendable Fund Balance - Internal Service		904,768	604,600	-33.2%
<u>Total Estimated Revenue</u>	<u>\$906,066,712</u>	<u>\$829,974,947</u>	<u>\$804,538,724</u>	<u>-3.1%</u>
<u>Object of Expenditures</u>				
General Fund	\$517,162,621	\$587,861,196	\$624,848,747	6.3%
Special Revenue Fund	85,075,888	87,759,570	88,443,842	0.8%
Housing Special Revenue Fund	9,571,326	3,147,877	3,293,260	4.6%
Sewer Special Revenue Fund	2,027,367	7,500,000	8,068,865	7.6%
Stormwater Special Revenue Fund	151,320	1,699,040	1,682,033	-1.0%
Capital Projects Fund	75,315,450	134,504,335	76,735,227	-42.9%
Equipment Replacement Internal Service Fund	4,160,279	4,189,469	6,661,403	59.0%
Alexandria City Public Schools	231,316,230	236,686,271	243,921,824	3.1%
Library	6,793,511	7,338,570	7,289,752	-0.7%
Alexandria Transit Company	14,407,884	16,046,000	16,045,632	0.0%
Payment to Refunded Bonds Escrow Agent	73,150,035			
Less: Interfund Transfers	<u>-65,190,258</u>	<u>-256,757,381</u>	<u>-272,451,861</u>	6.1%
<u>Total Appropriations</u>	<u>\$953,941,653</u>	<u>\$829,974,947</u>	<u>\$804,538,724</u>	<u>-3.1%</u>

Fund Balance for FY 2012 that is illustrated in the Comprehensive Annual Financial Report (CAFR). FY 2012 actuals attempts to combine all sources and uses of City resources, how ever they are not reflected in this manner in the City's CAFR, where component units are reflected separately.

Personnel & Compensation Summary

Personnel & Compensation Highlights

Compensation up 3.9% overall

\$4.0 million in funding provided for merit-based pay increases

In FY 2013, 113 General Schedule and Public Safety employees were elevated as part of the process to improve the City's career ladder program. In FY 2014, \$0.9 million is allocated to continue to fund career ladders

1% was added to the General Schedule pay scale to offset changes in Virginia Retirement System contributions

20.6 positions are eliminated and 23.1 new positions are added

- All Funds total compensation for City staff increases by \$11.3 million or 3.9%. The two primary drivers of this are increased costs associated with employee health insurance and retirement.
- The budget includes \$3.6 million for the merit-based pay increases for eligible employees in FY 2014. The budget also includes \$0.4 million in funding for a 2.3% one-time pay supplement (the equivalent of one step) for all employees at the top of their grade if warranted by performance. Employees eligible on a merit basis for a pay increase will receive salary increases ranging from 2.3% – 5.0% of salary.
- There will be no across-the-board pay increase for City employees for the sixth straight year, however, the General Schedule pay scale will be increased by 1% to offset the 1% shift in the VRS contribution rate from the employer to the employee.
- In FY 2013, City Council allocated \$900,000 to enhance the City's career ladder program and to begin to address pay compression issues among sworn public safety personnel. In FY 2014 the City has allocated an additional \$900,000 to continue to enhance the career ladder program for General Schedule employees and to bring the Fire Department's Firefighters, Medics, and Deputy Fire Marshal's salaries more in line with the market, as part of the initial phase to expand the Department's career ladder program.
- On a net basis, the City workforce is nearly the same compared to the number of FTEs approved in FY 2013. As a result of grant funding and other current year adjustments, the FTE count increased by 2.5 FTEs. The budget eliminates 20.6 funded full and part-time FTEs but these reductions are offset by the addition of 23.1 FTEs. Of the 20.6 FTE reductions, 7.2 FTEs are filled, while the remaining 13.4 FTEs are vacant.
- There are no reallocations of FTEs between any City departments in the FY 2014 Approved budget.
- The total number of FTEs in FY 2014 is -3.5% lower than peak FY 2009 levels.

Personnel & Compensation Summary

Personnel & Compensation Highlights

Increased VRS rates continues to have a significant cost impact

State law requires changes to employee retirement contribution rates

All employees are now contributing a minimum of 2% toward their retirement plans

Premiums will decrease by 1.8% for plans under United Healthcare and by 5.5% for the Kaiser Permanente plan.

Initial estimates for healthcare premiums included 10% increases in premium costs. Significant plan design changes, requiring more employee out of pocket expenses for plan utilization reduced these costs considerably.

All employees contribute a minimum of 20% toward their health care premiums

\$2.6 million budgeted for retiree healthcare and life insurance liabilities (OPEB)

- In April 2012 the Virginia General Assembly passed legislation impacting contribution rates for the Virginia Retirement System. The employee share can no longer be paid by the employer, but must be contributed by the employee.
- The City will be phasing in the shift of the contribution rates for the next 5 years until all members of VRS are contributing at least 5% towards their retirement. Beginning in FY 2014 all members will contribute at least 2%. The retirement costs for General Schedule employees is decreasing by \$0.7 million, but this decrease is offset by an increase in total compensation for General Schedule employees.
- The City's cost for retirement increases by \$3.7 million and is driven by increases in the liability cost for the Police/Fire Pension. This increase is offset by an increase in the employee's share of the pension costs. Public Safety employees (sworn Fire & Police) will be paying 2% more of their salary towards their pensions than they did in FY 2013, changing from 8% to 10% in FY 2014. This change will save the City approximately \$0.6 million.
- Healthcare insurance premiums are currently projected to decrease by 1.8% for plans under United Healthcare and 5.5% for plans under Kaiser Permanente. The retiree health insurance subsidy annual maximum of \$3,120 will remain unchanged in FY 2014.
- The budget continues to fund the multi-year plan to address unfunded liabilities for future benefits to City employees after retirement. The budget provides \$2.4 million in new funding in FY 2014 and \$0.2 million from fund balance to the Other Post Employment Benefit Trust Fund (OPEB) towards the City's future OPEB obligations.
- The living wage will continue to be frozen at the FY 2009 level of \$13.13/hour.

Personnel & Compensation Summary

Personnel Budget

Personnel expenditures account for 55.7% of the All Funds budget

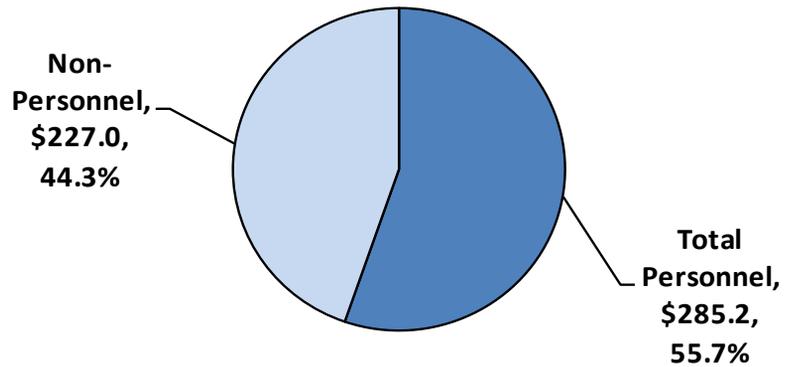
Of the \$285.2 million personnel budget, \$198.8 million, or 69.7%, is for salaries, and about \$86.4 million, or 30.3%, is for fringe benefits

Retirement and Healthcare are the largest components of fringe benefit costs

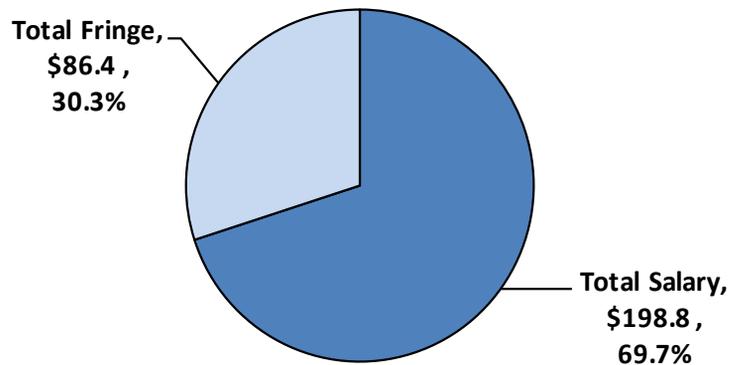
Retirement costs include Pension, Line of Duty and Other Post Employment Benefit liability costs

Retirement accounts for 52.0% of the fringe benefit costs, and healthcare 27.3%

FY 2014 Approved All Funds Budget
(excludes Schools)
\$515.3 M



FY 2014 Approved All Funds Personnel Budget
(excludes Schools)
\$285.2 M



Personnel & Compensation Summary

Personnel Budget

Total All Funds compensation increases by \$11.3 million, or 3.9%. The budget for salaries increases by \$2.8 million (1.4%) and total fringe benefits increases by \$8.5 million (9.8%)

Increases to the cost of fringe benefits are mainly driven by the rising cost of retirement, which has more than doubled over the past decade

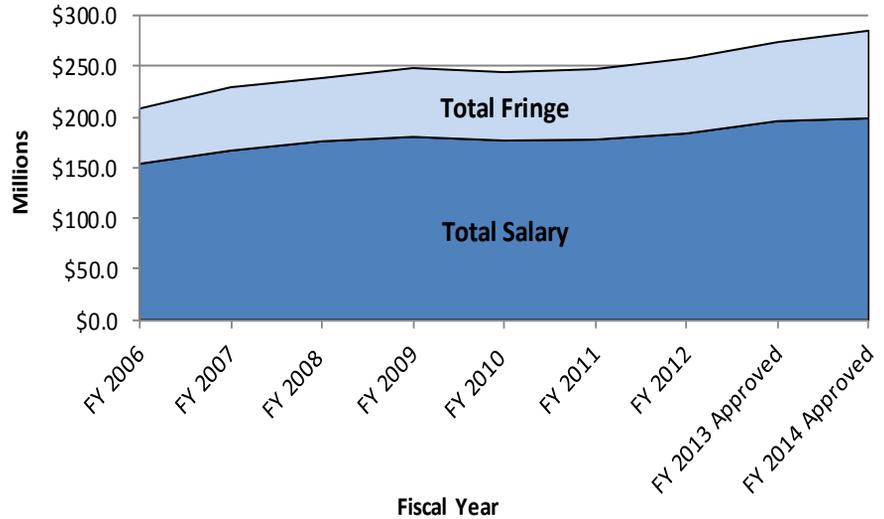
With the exception of FY 2010, the cost of salary increases is the result of funding for merit-based pay increases for employees. In FY 2010, the City froze employee salaries at FY 2009 levels due to fiscal pressures resulting from the recent economic crisis

All Funds Budget in millions (Excludes Schools)

Title	FY 2013	FY 2014	\$Change	%Change
	Approved	Approved	FY13/14	FY13/14
Total Salary	\$196.0	\$198.8	\$2.8	1.4%
<u>Fringe</u>				
FICA	13.7	15.0	\$1.3	8.7%
Retirement	41.2	44.9	\$3.7	8.3%
Health	21.0	23.6	\$2.6	11.0%
Other*	2.0	2.9	\$0.9	30.8%
Total Fringe	77.9	86.4	\$8.5	9.8%
Total Personnel	\$274.0	\$285.2	\$11.3	3.9%

*Includes Group Life; Workers Compensation; Clothing/Car Allowances; Unemployment; Recruitment ;LT Disability

History of Salary and Fringe Benefits



Personnel & Compensation Summary

Personnel Budget

\$3.4 million is budgeted for turnover savings, an increase of \$0.5 million from the FY 2013 turnover savings amount

Turnover Savings

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

Since FY 2010, the City has been reducing the amount budgeted for turnover savings in order to better align the budget with the turnover being experienced within departments. Most mid- and large-sized departments have a turnover savings factor applied to their personnel budget of 2%. The Police Department and Sheriff's Office have 1% savings applied. DCHS experiences the most turnover and was given a rate increase from 2% to 2.25% in FY 2014 based on prior year experience. Smaller departments or departments with very little historical turnover do not have turnover savings taken from their budget.

The table below shows the budget for turnover savings from FY 2011 – FY 2014.



Personnel & Compensation Summary

City Workforce by Full-time Equivalent (FTE)

Through mid-year adjustments, the City added 7.0 FTEs and eliminated of 3.5 FTEs

FTE Summary	FY 2013 Mid-Year FTE Changes					
	FY 2013 Approved	Positions Added	Positions Deleted	FY 2013 Amended	Change # %	
Full-time	2,398.0	7.0	(1.0)	2,404.0	6.0	0.3%
Part-time	146.6	0.0	(2.5)	144.1	(2.5)	-1.7%
Total FTE	2,544.6	7.0	(3.5)	2,548.1	3.5	0.1%

The FY 2014 Approved budget eliminates 20.6 FTEs and adds 23.1 FTEs for a net change of 2.5 FTEs (0.1%)

FTE Summary	FTE Changes from FY 2013 - FY 2014 Approved					
	FY 2013 Amended	Positions Added	Positions Deleted	FY 2014 Approved	Change # %	
Full-time	2,404.0	22.0	(17.0)	2,409.0	5.0	0.2%
Part-time	144.1	1.1	(3.6)	141.6	(2.5)	-1.7%
Total FTE	2,548.1	23.1	(20.6)	2,550.6	2.5	0.1%

No positions are being reallocated between departments in FY 2014

Note: 1.00 FTE represents a position working full-time at 80 hours per pay period. FTE's that are less than 1.00 represent a position that works less than full-time hours

Personnel & Compensation Summary

City Workforce by Full-time Equivalent (FTE)

The table to the right shows the position reductions and additions in the FY 2014 budget

The FY 2014 budget eliminates 20.6 FTEs and adds 23.1 FTEs for a net increase of 2.5 FTEs

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

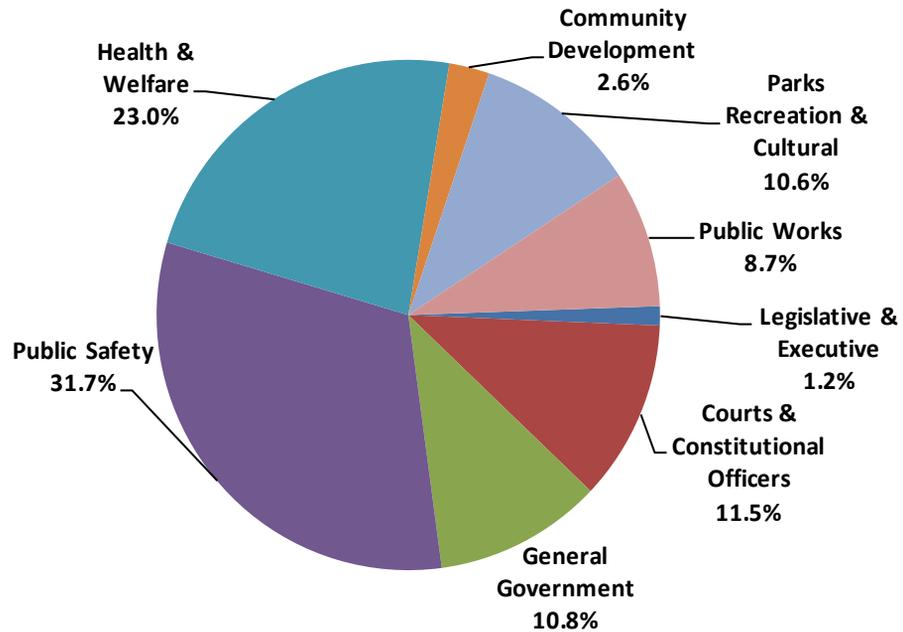
FY 2014 Approved Position Reductions and Additions		FTE
Department	Position	(Increase/Decrease)
CSU	Coord/ Youth Services	-1.000
DCHS	Cook	-0.750
DCHS	Employment & Training Spec.	-1.000
DCHS	Health & Comm Education Spec.	-1.000
DCHS	HS Benefits Program Tech	-1.000
DCHS	Regis Nurse	-0.800
DCHS	Residential Counselor	-0.500
DCHS	Residential Counselor	-0.450
DCHS	Soc Worker II	-1.000
DCHS	Recreation Coordinator	-1.000
DCHS	Therapist Supervisor	-1.000
DCHS	Senior Therapist	-1.000
DCHS	Therapist Supervisor	-1.000
General Services	Space Planner	-1.000
Library	Librarian I	-0.375
Library	Librarian I	-0.250
Library	Library Associate I	-1.000
OHA	Public Information Spec	-0.500
Police	Police Officer I	-5.000
Sheriff	Deputy Sheriff I	-1.000
Total Reductions		-20.6
Code	Administrative Assistant	0.625
Code	Assistant Director	1.000
Code	Plans Examiner I - Site Plan Coordinator	1.000
Finance	Management Analyst I	1.000
Housing	Relocation Advisor II	1.000
P&Z	Urban Planner III (Development Review)	1.000
P&Z	New half-year GIS Permit Plan Support Position	1.000
Police	Parking Enforcement Officer I	1.000
Police	Parking Enforcement Officer I	1.000
Real Estate	Appraiser	1.000
RPCA	Laborer II	1.000
RPCA	Laborer III	1.000
T & ES	Admin Analyst	1.000
T & ES	Civil Engineer I	1.000
T & ES	Civil Engineer III	1.000
T & ES	Civil Engineer III	1.000
T & ES	Civil Engineer IV	1.000
T & ES	Civil Engineer IV	1.000
T & ES	Civil Engineer IV	1.000
T & ES	Contract Specialist I	1.000
T & ES	Equipment Operator II	0.500
T & ES	Equipment Operator II	1.000
T & ES	Principal Planner	1.000
T & ES	Equipment Operator I	1.000
Total Additions		23.1
Net Change		2.5

Personnel & Compensation Summary

City Workforce by Line of Business

In the FY 2014 Approved Budget, 54.7% of total FTEs work in the Public Safety and Health & Welfare lines of business

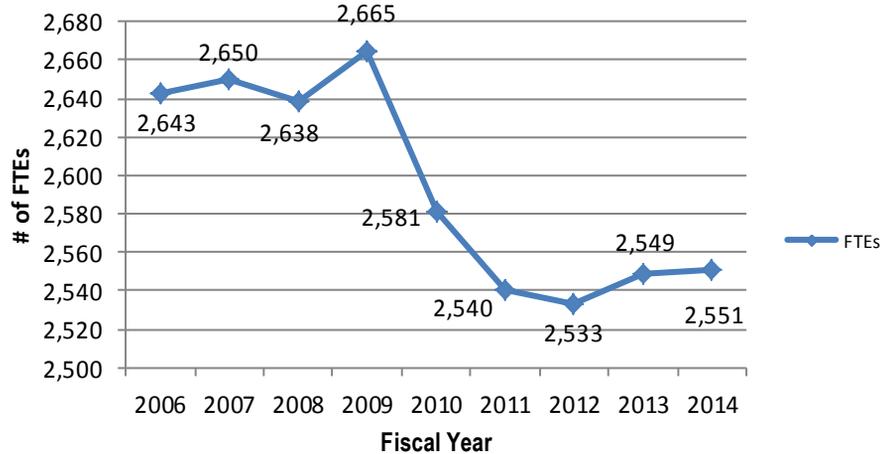
FY 2014 Approved FTEs by Line of Business



From FY 2006-FY 2009 the City averaged about 2,650 total FTEs. This was followed by a 4.1% decrease in FTEs over the next two years (FY 2010 and FY 2011) as a result of the economic downturn. FY 2013 saw a slight increase of 0.4%

In FY 2014, total FTEs decrease by 0.2% remaining well below levels experienced in the years prior to FY 2010

Historic Citywide FTEs



Personnel & Compensation Summary

City Workforce Totals from FY 2012 – FY 2014

In the FY 2014 Approved budget, total FTEs increase by 2.5 (0.1%) over FY 2013

Since the FY 2013 Approved budget, a net of 5.5 FTEs have been added to reflect new grant revenues and other operational changes

	Total FTEs			
	Amended FY 2012	Approved FY 2013	Amended FY 2013	Approved FY 2014
<u>Legislative & Executive</u>				
City Council	1.0	1.0	1.0	1.0
City Manager	10.0	12.0	12.0	12.0
City Attorney	14.0	14.0	14.0	14.0
City Clk & Clk of Council	4.0	4.0	4.0	4.0
Subtotal	29.0	31.0	31.0	31.0
<u>Courts & Constitutional Officers</u>				
18th Circuit Court	13.0	13.0	13.0	13.0
Clerk of Court	22.0	22.0	22.0	22.0
Commonwealth's Attorney	27.0	27.0	27.0	27.0
Court Services Unit	9.5	9.5	9.5	8.5
Law Library	1.0	1.0	1.0	1.0
Registrar of Voters	6.6	6.6	6.6	6.6
Sheriff	215.0	215.0	215.0	214.0
Subtotal	294.1	294.1	294.1	292.1
<u>General Government</u>				
Office of Communications	13.5	13.5	13.5	13.5
Finance	90.5	91.5	91.5	92.5
General Services	70.0	67.0	65.0	64.0
Human Rights	5.5	5.5	5.5	5.5
Human Resources	22.0	22.0	23.0	23.0
ITS	42.0	43.0	43.0	43.0
OPA	2.0	5.0	5.0	5.0
OMB	11.0	10.0	11.0	11.0
Non-Departmental	-	2.0	2.0	2.0
Real Estate	15.0	14.0	14.0	15.0
Subtotal	271.5	273.5	273.5	274.5
<u>Public Safety</u>				
Police	415.0	415.0	416.3	413.3
Fire	272.0	290.0	290.0	290.0
Code	47.5	48.0	48.0	50.6
Emergency Communications	55.0	55.0	55.0	55.0
Subtotal	789.5	808.0	809.3	808.9
<u>Health & Welfare</u>				
DCHS	584.8	579.8	581.1	570.6
Health	18.3	16.8	16.8	16.8
Subtotal	603.1	596.6	597.9	587.4
<u>Community Development</u>				
Housing	17.0	15.0	15.0	16.0
Planning & Zoning	47.5	48.0	48.0	50.0
Subtotal	64.5	63.0	63.0	66.0
<u>Parks, Recreation & Cultural</u>				
Historic Alexandria	26.0	26.2	26.2	25.7
Library	75.4	73.2	73.2	71.5
Rec Parks & Ctr'l Actv'ts	169.6	170.6	170.6	172.6
Subtotal	271.0	269.9	269.9	269.8
<u>Public Works</u>				
Transp & Envir Svc's	210.5	208.5	209.5	221.0
Subtotal	210.5	208.5	209.5	221.0
Grand Total	2,533.2	2,544.6	2,548.1	2,550.6

Personnel & Compensation Summary

City Workforce Changes for FY 2014 Proposed

The FY 2014 Approved Budget includes a net increase of 2.5 FTEs (0.1%)

	FY 2013 Amended FTE's	FY 2014 Approved			Change FY 13 to #
		Full- Time	Part- Time	Total (FTE)	
<u>Legislative & Executive</u>					
City Council	1.0	1.0	-	1.0	-
City Manager	12.0	12.0	-	12.0	-
City Attorney	14.0	14.0	-	14.0	-
City Clk & Clk of Council	4.0	4.0	-	4.0	-
Subtotal	31.0	31	-	31.0	-
<u>Courts & Constitutional Officers</u>					
18th Circuit Court	13.0	13.0	-	13.0	-
Clerk of Court	22.0	22.0	-	22.0	-
Commonwealth's Attorney	27.0	26.0	1.0	27.0	-
Court Services Unit	9.5	8.0	0.5	8.5	(1.0)
Law Library	1.0	1.0	-	1.0	-
Registrar of Voters	6.6	6.0	0.6	6.6	-
Sheriff	215.0	214.0	-	214.0	(1.0)
Subtotal	294.1	290	2.1	292.1	(2.0)
<u>General Government</u>					
Office of Communications	13.5	13.0	0.5	13.5	-
Finance	91.5	89.0	3.5	92.5	1.0
General Services	65.0	65.0	(1.0)	64.0	(1.0)
Human Rights	5.5	5.0	0.5	5.5	-
Human Resources	23.0	23.0	-	23.0	-
ITS	43.0	43.0	-	43.0	-
OPA	5.0	5.0	-	5.0	-
OMB	11.0	11.0	-	11.0	-
Non-Departmental	2.0	2.0	-	2.0	-
Real Estate	14.0	15.0	-	15.0	1.0
Subtotal	273.5	271.0	3.5	274.5	1.0
<u>Public Safety</u>					
Police	416.3	411.0	2.3	413.3	(3.0)
Fire	290.0	290.0	-	290.0	-
Code	48.0	49.0	1.6	50.6	2.6
Emergency Communications	55.0	55.0	-	55.0	-
Subtotal	809.3	805.0	3.9	808.9	(0.4)
<u>Health & Welfare</u>					
DCHS	581.1	513.0	57.6	570.6	(10.5)
Health	16.8	13.0	3.8	16.8	-
Subtotal	597.9	526.0	61.4	587.4	(10.5)
<u>Community Development</u>					
Housing	15.0	16.0	-	16.0	1.0
Planning & Zoning	48.0	49.0	1.0	50.0	2.0
Subtotal	63.0	65.0	1.0	66.0	3.0
<u>Parks, Recreation & Cultural</u>					
Historic Alexandria	26.2	16.0	9.7	25.7	(0.5)
Library	73.2	54.0	17.5	71.5	(1.6)
Rec Parks & Ctr'l Actv's	170.6	131.0	41.6	172.6	2.0
Subtotal	269.9	201.0	68.8	269.8	(0.1)
<u>Public Works</u>					
Transp & Envir Svc's	209.5	220.0	1.0	221.0	11.5
Subtotal	209.5	220.0	1.0	221.0	11.5
Grand Total	2,548.1	2,409	142	2,550.6	2.5

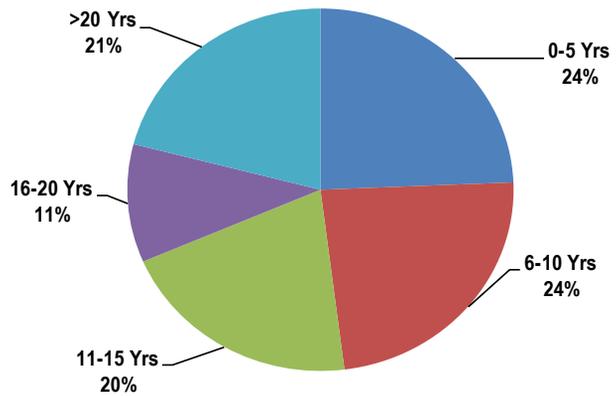
Personnel & Compensation Summary

City Workforce Years of Service

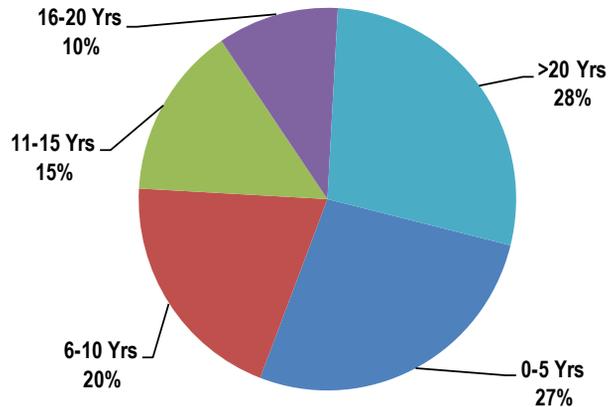
About half of the current General Schedule workforce has been employed with the City for 10 years or less. 21% have worked for the City for 20 years or more

A little less than half of the current Public safety workforce has been employed with the City for 10 years or less. 28% have worked for the City for 20 years or more

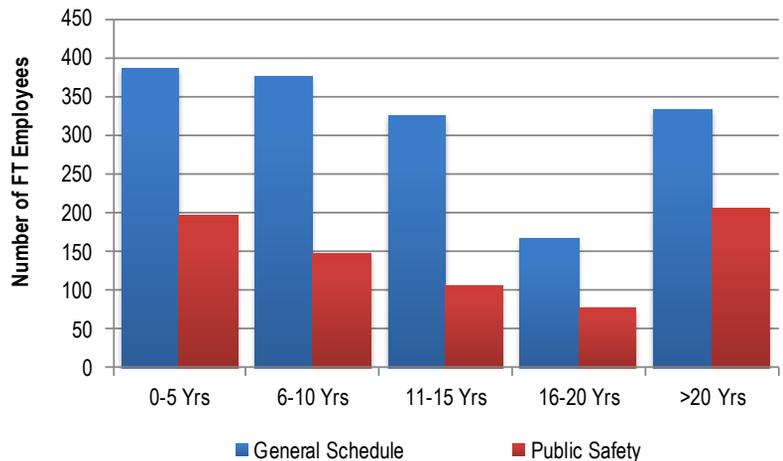
Full Time General Scedhule Years of Service



Full Time Public Safety Years of Service



Full Time Employees Years of Service



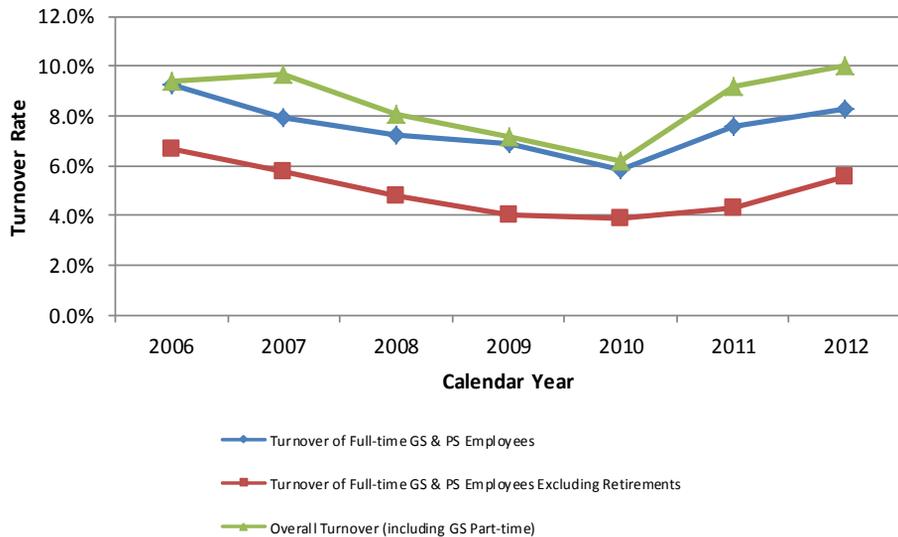
Personnel & Compensation Summary

City Workforce Turnover and Retirements

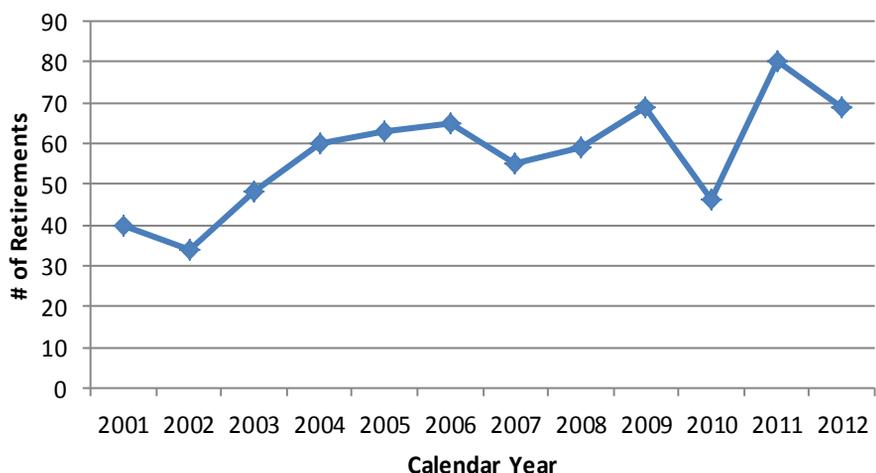
In CY 2012, overall employee turnover increased by 7.3%, or 263 employees. CY 12 levels are nearly equal to the previous peak in CY 2007 of 269 employees. The lowest number of employees leaving the City (165) occurred in CY 2010. This matches the national trend during the same time period as a result of a restrained economy (<http://www.bls.gov/jlt>)

A total of 69 employees retired from city service in CY 2012, a decrease of almost 14% from the prior year

Historic Citywide Full-Time Employee Turnover



Employee Retirements CY 2001 - 2012



Personnel & Compensation Summary

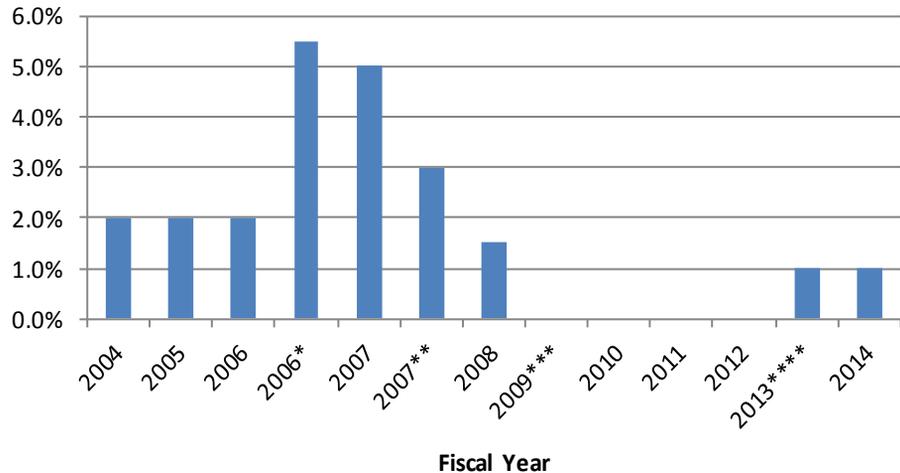
Aligning Pay Scales to Compensate for VRS Changes

The budget recommends and funds adjustments to the General Schedule pay scale as a result of the changes to VRS

The FY 2014 Approved budget includes funding for a merit-based step increase for qualified employees

Employees at the top of their grade will be eligible for a one-time 2.3% pay supplement

Across-the-Board Salary Adjustments



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

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

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

****Beginning in FY 2013, a 1% salary increase each year for five years will be applied to the General Schedule pay scale and the Sheriff pay scale, which includes Deputy Sheriffs, Fire Marshals and Medics to offset the 1% increase over 5 years in the employee contribution to the Virginia Retirement System.

Personnel & Compensation Summary

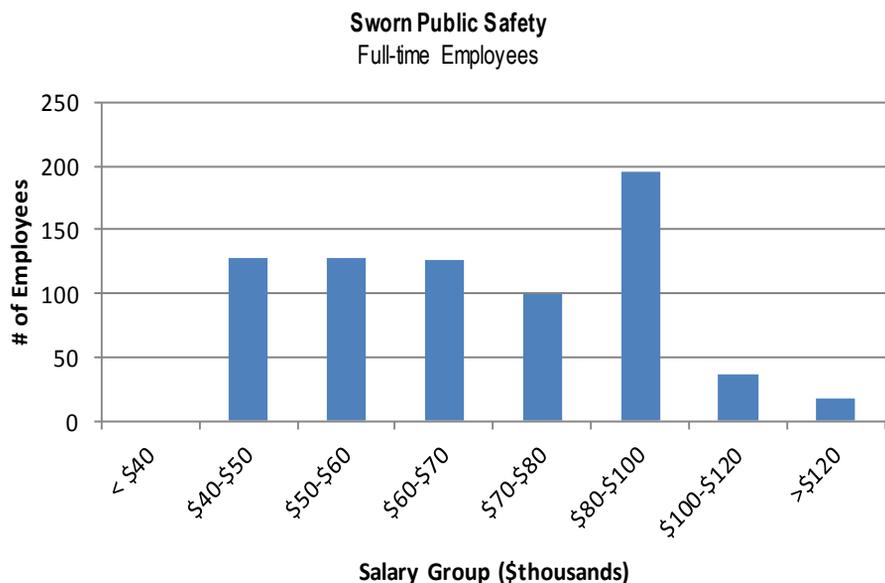
The table to the right shows the average salary (as of January 1, 2013) of City employees

	Average Salary as of 1/1/2013
General Schedule (FT)	\$67,212
Public Safety (FT)	\$70,583
General Schedule (PT)	\$31,437

The majority of current General Schedule full-time employees earn between \$40,000 to \$100,000 annually. About half earn less than the average salary for GS full-time employees (\$67,212). About 9.0% earn more than \$100,000



A little more than half of all sworn Public Safety employees earn less than the average salary of that group (\$70,583). About 7.7% earn more than \$100,000



Personnel & Compensation Summary

Employee Compensation – Retirement

FICA payments by the City increase by \$1.3 million (8.7%) in FY 2014 due to funding for salary increases

Retirement costs for the City are \$44.9 million in the FY 2014 Budget, a \$3.7 million (8.3%) increase from the prior year

The General Assembly now requires that all employees pay at least 2% of the VRS contribution rate to be phased in to 5%. Prior to this legislation, the City paid the employee contribution for employees that were hired before July 1, 2009

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

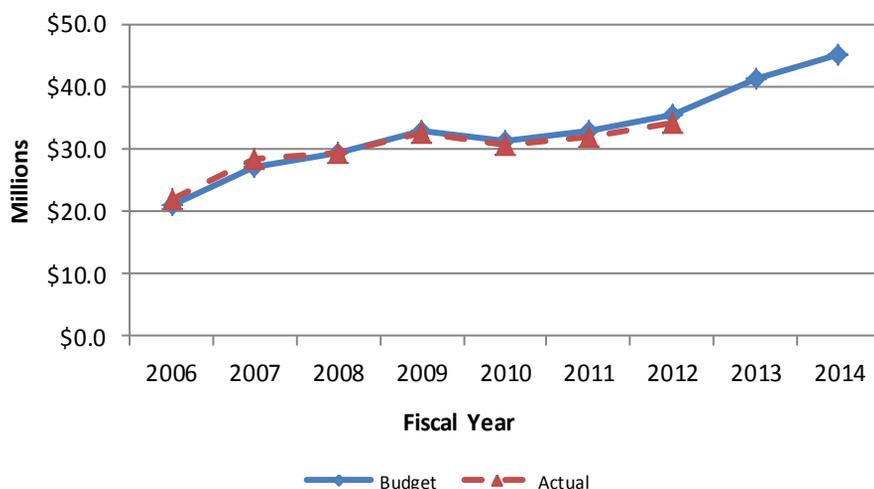
Federal Insurance Contributions Act (FICA)

This represents the City share of Social Security and Medicare tax which is budgeted at \$13.7 million in FY 2014. The CY 2013 maximum earnings cap increases by \$3,600 to \$113,700 from the CY 2012 level of \$110,100. Earnings above this amount will not be taxed for Social Security, but are still subject to Medicare.

Retirement

The FY 2014 retirement budget represents the contribution that the City pays towards employee retirement plans. The chart below shows actual retirement costs from FY 2006 – 2012 and the budgeted costs for retirement from FY 2006 – 2014. The chart on the following page details the planned contribution rates the City and employees pay.

City Retirement Budget and Costs FY 2006 - FY 2014 Approved



FY 2014 City Paid Retirement Rate Increases (employees hired before July 2009)

	Rate as % of Salary		Percentage	
	FY 2013	FY 2014	Point Change	% Change
Virginia Retirement System (VRS)	14.3	13.3	-1	-7.0%
City Supplemental Plan	6.94	7.05	0.11	1.6%
Deputy Sheriffs/EMTs (VRS and Supplemental)	25.14	24.26	-0.88	-3.5%
Police/Fire Pension Plan* (Pension and Disability)	30.4	34.93	4.53	14.9%

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

Personnel & Compensation Summary

Employee Compensation – Retirement

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

The table to the right shows the FY 2013 and FY 2014 retirement contribution rates

Depending on their date of hire, General Schedule employees' contribute 2% to 7% towards retirement

Sheriff Deputies, Fire Marshals and EMTs contribute 2% to 5% towards retirement, depending on an employee's hiring date

Sworn Public Safety Employees contribute 10% of salary towards their pensions

Employee Type Based on Hire Date	FY 2013			FY 2014		
	City Share	Employee Share	Total Retirement Contributions	City Share	Employee Share	Total Retirement Contributions
Full-Time General Government Hired Pre-FY 2010						
VRS	14.30%	1.00%	15.30%	13.30%	2.00%	15.30%
<u>City Supplemental¹</u>	<u>6.94%</u>	<u>0.00%</u>	<u>6.94%</u>	<u>7.05%</u>	<u>0.00%</u>	<u>7.05%</u>
Total	21.24%	1.00%	22.24%	20.35%	2.00%	22.35%
Full-Time General Government Hired FY 2010						
VRS	14.30%	1.00%	15.30%	13.30%	2.00%	15.30%
<u>City Supplemental²</u>	<u>4.94%</u>	<u>2.00%</u>	<u>6.94%</u>	<u>5.05%</u>	<u>2.00%</u>	<u>7.05%</u>
Total	19.24%	3.00%	22.24%	18.35%	4.00%	22.35%
Full-Time General Government Hired FY 2011						
VRS ³	10.30%	5.00%	15.30%	10.30%	5.00%	15.30%
<u>City Supplemental</u>	<u>4.94%</u>	<u>2.00%</u>	<u>6.94%</u>	<u>5.05%</u>	<u>2.00%</u>	<u>7.05%</u>
Total	15.24%	7.00%	22.24%	15.35%	7.00%	22.35%
Part-Time General Government Hired Pre FY 2010						
VRS	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<u>City Supplemental</u>	<u>6.94%</u>	<u>0.00%</u>	<u>6.94%</u>	<u>7.05%</u>	<u>0.00%</u>	<u>0.00%</u>
Total	6.94%	0.00%	6.94%	7.05%	0.00%	7.05%
Part-Time General Government Hired Post FY 2010						
VRS	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<u>City Supplemental</u>	<u>4.94%</u>	<u>2.00%</u>	<u>6.94%</u>	<u>5.05%</u>	<u>2.00%</u>	<u>7.05%</u>
Total	4.94%	2.00%	6.94%	5.05%	2.00%	7.05%
Deputy Sheriff's/ERTs/Fire Marshals Hired Pre FY 2011						
VRS	14.30%	1.00%	15.30%	13.30%	2.00%	15.30%
<u>Supplemental</u>	<u>10.84%</u>	<u>0.00%</u>	<u>10.84%</u>	<u>10.96%</u>	<u>0.00%</u>	<u>10.96%</u>
Total	25.14%	1.00%	26.14%	24.26%	2.00%	26.26%
Deputy Sheriff's/ERTs/Fire Marshals Hired FY 2011						
VRS	10.30%	5.00%	15.30%	10.30%	5.00%	15.30%
<u>Supplemental</u>	<u>10.84%</u>	<u>0.00%</u>	<u>10.84%</u>	<u>10.96%</u>	<u>0.00%</u>	<u>10.96%</u>
Total	21.14%	5.00%	26.14%	21.26%	5.00%	26.26%
Public Safety (Fire/Police)						
Pension ⁴	25.34%	7.20%	32.54%	28.77%	9.20%	37.97%
<u>Disability</u>	<u>5.06%</u>	<u>0.80%</u>	<u>5.86%</u>	<u>6.16%</u>	<u>0.80%</u>	<u>6.96%</u>
Total	30.40%	8.00%	38.40%	34.93%	10.00%	44.93%

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

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

³In FY 2012 the Virginia General Assembly enacted changes to the VRS that requires localities to phase in a 5% shift in the employee share and requires that employees pay this. Prior to this legislative change, the City paid the employee share for employees hired before July 1, 2009. Beginning in July 2012, employees hired after July 1, 2009, will pay the 5% employee contribution to VRS. Employees hired before July 1, 2009, who are in VRS (General Schedule employees, Deputy Sheriffs, Fire Marshals and Emergency Rescue Technicians) will pay a 2% employee share. This shift was partially offset by a mandatory 2% increase in the pay scales for these employees. This will be phased in 1% per year through FY 2017.

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

Personnel & Compensation Summary

Employee Compensation – Health

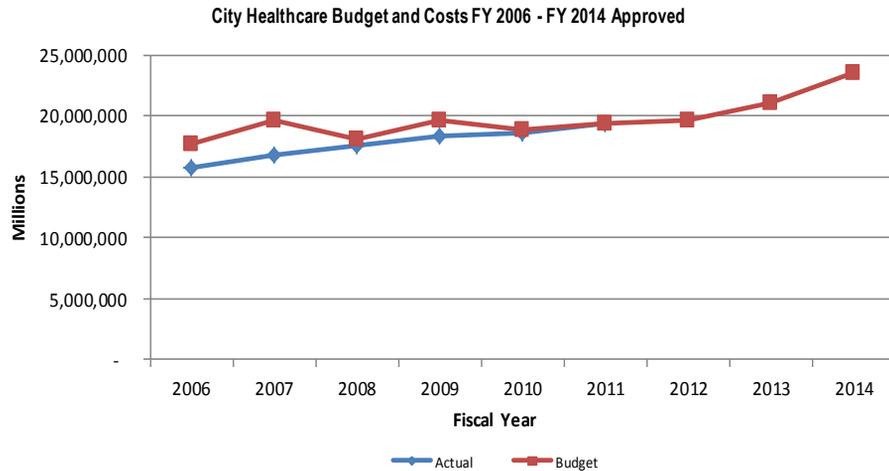
Healthcare budgeted costs increase by \$2.6 million, or 12.3% in FY 2014

In FY 2014, all employees are contributing a minimum of 20% towards their health care premium costs

Approved health insurance plan designs introduce deductibles and increase costs for certain copays in FY 2014

Healthcare

Healthcare represents the share that the City pays for employee healthcare benefits. The chart below shows actual healthcare costs from FY 2006 – FY 2012, and the budgeted amount for healthcare from FY 2006 – FY 2014.



Employee Cost Sharing

Starting in FY 2007, the City began to incrementally phase-in employee contributions to healthcare premiums until employees were paying a minimum 20% share of health insurance premiums by FY 2013. The most recent adjustments to the employee's contribution to premiums helped the City maintain a 5.1% overall growth rate in healthcare costs from FY 2011-2013. No changes to cost sharing will occur in FY 2014.

Containing Healthcare Cost Growth

The approved budget includes plan design changes that introduce a new deductible provision and increase certain copays. These approved changes will decrease healthcare premiums by an average of 3.7% compared to FY 2013 rates. In addition, the plan design changes shift the costs of health care to employees who more extensively use it and begin to prepare the City for federal healthcare reform which will take effect in FY 2015, while keeping the City's benefits competitive with the labor market.

Personnel & Compensation Summary

Employee Compensation – Health

Initial estimates for healthcare premiums included 10% increases in premium costs

Significant plan design changes, requiring more employee out of pocket expenses for plan utilization reduced this costs considerably

Premiums are currently projected to decrease by 1.8% for plans under United Healthcare and by 5.5% for the Kaiser Permanente plan

Full-time Employee Healthcare Costs

The chart below shows the FY 2014 monthly healthcare premium rates paid by the City and full-time employees. The chart shows all employees contributing a minimum of 20% of health care premium costs.

FY 2014 Health Insurance Premiums
Regular Full-Time Employees

CITY PLANS	HMO (In Plan Coverage Only)					POS Coverage (In Plan or out of Plan Coverage)				
	TOTAL COST	CITY COST	CITY SHARE	EMPLOYEE COST	EMPLOYEE SHARE	TOTAL COST	CITY COST	CITY SHARE	EMPLOYEE COST 20% + POS	EMPLOYEE SHARE
<u>Kaiser Permanente Individual</u>										
Monthly	\$480	\$384	80.0%	\$96	20.0%					
Bi-Weekly				\$48						
<u>Employee + One</u>										
Monthly	\$960	\$768	80.0%	\$192	20.0%					
Bi-Weekly				\$96						
<u>Family</u>										
Monthly	\$1,224	\$979	80.0%	\$245	20.0%					
Bi-Weekly				\$122						
<u>United Health Care Individual</u>										
Monthly	\$575	\$460	80.0%	\$115	20.0%	\$687	\$460	67.0%	\$227	33.0%
Bi-Weekly				\$58					\$113	
<u>Employee + One</u>										
Monthly	\$1,150	\$920	80.0%	\$230	20.0%	\$1,452	\$920	63.4%	\$532	36.6%
Bi-Weekly				\$115					\$266	
<u>Family</u>										
Monthly	\$1,478	\$1,182	80.0%	\$296	20.0%	\$1,866	\$1,182	63.4%	\$684	36.6%
Bi-Weekly				\$148					\$342	

Personnel & Compensation Summary

Employee Compensation – Health

Part-time Employee Healthcare Costs

The chart below shows the FY 2014 monthly healthcare premium rates paid by the City and part-time employees.

FY 2014 Health Insurance Premiums For Regular Part-Time Employees

CITY PLANS	HMO (In Plan Coverage Only)						POS Coverage (In Plan or out of Plan Coverage)				
	TOTAL COST	CITY COST	CITY SHARE	EMPLOYEE COST	EMPLOYEE 50% SHARE		TOTAL COST	CITY COST	CITY SHARE	EMPLOYEE COST 50% + POS	EMPLOYEE SHARE
<u>Kaiser Permanente Individual</u>											
Monthly	\$480	\$240	50.0%	\$240	50.0%						
Bi-Weekly				\$120							
<u>Employee + One</u>											
Monthly	\$960	\$480	50.0%	\$480	50.0%						
Bi-Weekly				\$240							
<u>Family</u>											
Monthly	\$1,224	\$612	50.0%	\$612	50.0%						
Bi-Weekly				\$306							
<u>United Health Care Individual</u>											
Monthly	\$575	\$288	50.0%	\$288	50.0%	\$687	\$288	41.9%	\$399	58.1%	
Bi-Weekly				\$144					\$200		
<u>Employee + One</u>											
Monthly	\$1,150	\$575	50.0%	\$575	50.0%	\$1,452	\$575	39.6%	\$877	60.4%	
Bi-Weekly				\$288					\$439		
<u>Family</u>											
Monthly	\$1,478	\$739	50.0%	\$739	50.0%	\$1,866	\$739	39.6%	\$1,127	60.4%	
Bi-Weekly				\$369					\$564		

Personnel & Compensation Summary

Employee Compensation – Security

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

The FY 2014 Approved Budget provides \$2.4 million in new funding for the City's OPEB obligations

Other Post-Employment Benefits (OPEB)

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

Dollars in millions

	Estimated Unfunded Liability	Annual Required Contribution (ARC)
City ^{1,2,3}	\$82.5	\$10.3
Schools ⁴	\$13.4	\$1.7

1 As of December 31, 2010.

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

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

4 Source: ACPS FY 2012 Comprehensive Annual Financial Report (CAFR)

CASH FLOW PROJECTIONS

Other Post Employment Benefits Plan for Funding

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

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

Personnel & Compensation Summary

Employee Compensation – Security

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

Group Life Insurance Benefit & Long Term Disability Coverage

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

Standard Insurance Company

Group Life and Accidental Death & Dismemberment Coverage:

Basic - City Funded (hired before 7/1/2009)	2x Annual Salary
Basic - City Funded (hired after 7/1/2009)	1x Annual Salary
Supplemental - Employee Paid	2x Annual Salary

Line of Duty Coverage:

Police Officers and Firefighters Only - City Funded	\$200,000
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Long Term Disability*

120 Day Plan - City Funded	City Pays \$0.266 percent of Insured Earnings
90 Day Plan - City & Employee Funded	Employee Pays \$0.10 percent of Insured Earnings. City Pays Remaining Cost

*Rates are effective as of 03/1/2012

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

Paid Time Off*

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

*Prorated for part-time employees

Employee Compensation – Paid Time Off

Personnel & Compensation Summary

Creative Forms of Compensation

The City Manager continues to explore creative forms of compensation to reward employees. The benefits below represent a portion of the forms of compensation that meet this criteria which will be available to staff in FY 2014.

Transit benefit to remain at \$75 per month

To encourage transit use and vanpooling, and in order to meet the region's air quality standards, the City will continue to offer its transit incentive program to employees in FY 2014. Regular City employees are eligible to receive \$75 per month with an option to contribute \$155 of their own money on a pre-tax basis. Given the large number of City employees who commute to Alexandria from outside jurisdictions each day, this benefit helps to offset commuting costs.

Telecommuting program to continue in FY 2014

The City's telecommuting policy will continue unchanged in FY 2014. The policy encourages interested employees to establish a telecommuting agreement with their supervisor and department head.

Tuition assistance for education and training provided to employees

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

Wellness Program

The goal of the City's Wellness Program is to provide wellness opportunities to employees in an effort to enhance their overall health and well being and to promote a long term health promotion strategy to reduce health care costs. The Wellness Program is administered by the Human Resources Department (HRD). Since FY 2011, the City has been partnering INOVA Healthworks to develop and implement wellness activities specific to the City of Alexandria workforce. The FY 2014 budget will be eliminating the wellness coordinator contract, but the department will continue to perform these services using existing staff.

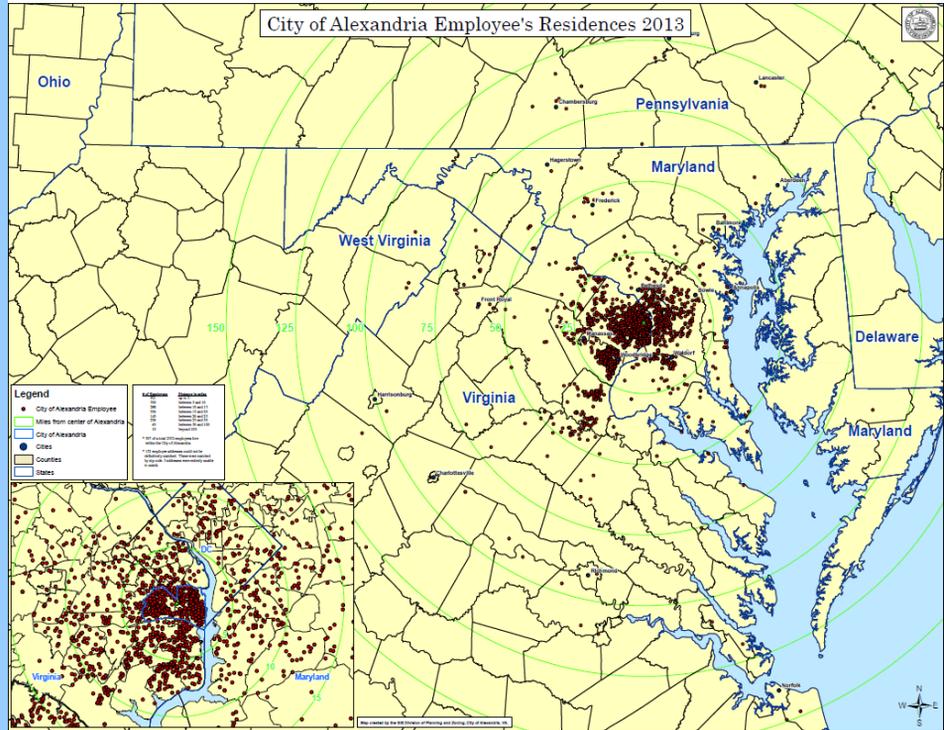
Awards and Recognition Programs

The City has several awards and recognition programs designed to acknowledge employees who work above and beyond expectations, who provide excellent customer service, who reach education milestones, who work well in team environments, and to honor employees who have worked for the City for an extended period of time.

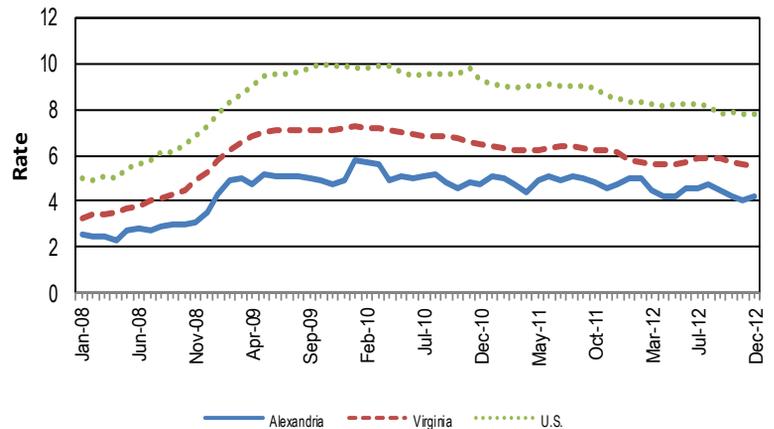
Personnel & Compensation Summary

Labor Market Data

The map to the right shows the dispersion of City employee residences. The majority of Alexandria City employees live outside the City. As a consequence, Alexandria competes in the regional labor market for workers



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



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

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

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Legislative and Executive

City Council.....	11-2
City Manager.....	11-4
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City Clerk and Clerk of Council.....	11-19

City Council

Mission Statement: To provide strategic and policy direction so that the Alexandria City Government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for the future.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$448,629	\$480,103	\$462,954	-3.6%
Non-Personnel	\$48,427	\$53,582	\$64,771	20.9%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
Total Expenditures	\$497,056	\$533,685	\$527,725	-1.1%
Funding Sources				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	\$0	\$0	\$0	0.0%
Total Designated Funding Sources	\$0	\$0	\$0	0.0%
Net General Fund Expenditures	\$497,056	\$533,685	\$527,725	-1.1%
Total Department FTE's*	1.0	1.0	1.0	0.0%

*This department has a total of 14 positions, seven are attributed to the seven City Councilmembers and six are attributed to the City Councilmember's aides. These positions are paid for by a stipend and do not count towards the departments total FTE count. The only full time permanent position is the Mayor's aide.

Highlights

- In FY 2014, the General Fund budget for the City Council decreases by \$5,960, or -1.1%.
- Personnel expenses decrease by \$17,149, or -3.6%, due to a decline in health insurance participation and the shift of one full time administrative aide position to a lower step as a result of employee turnover. This is partially offset by an increase in pay to offset the 1% shift in the VRS contribution rate from the employer to the employee for impacted employees.
- Non-personnel expenses increased by \$11,189, or 20.9%, due to an increase in the cost of telecommunications and computer equipment.

City Council

Program Level Summary Information

Expenditure Summary

Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
City Council	\$497,056	\$533,685	\$527,725	-1.1%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
City Council	1.0	1.0	1.0	0.0%

City Council Programs and Activities

City Council
City Council Operations

Dept Info

Department Contact Info

703.746.4500
www.alexandriava.gov/council

City Council Members

William D. Eulle, Mayor
Allison Silberberg, Vice Mayor
John T. Chapman, Councilman
Timothy B. Lovain, Councilman
Redella S. Pepper, Councilwoman
Paul C. Smedberg, Councilman
Justin Wilson, Councilman

City Manager

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

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$1,684,763	\$2,269,215	\$2,294,373	1.1%
Non-Personnel	\$71,747	\$127,546	\$138,134	8.3%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	\$1,756,510	\$2,396,761	\$2,432,507	1.5%
Less Revenues				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	\$0	\$0	\$0	0.0%
Net General Fund Expenditures	\$1,756,510	\$2,396,761	\$2,432,507	1.5%
Total Department FTE's	10.0	12.0	12.0	0.0%

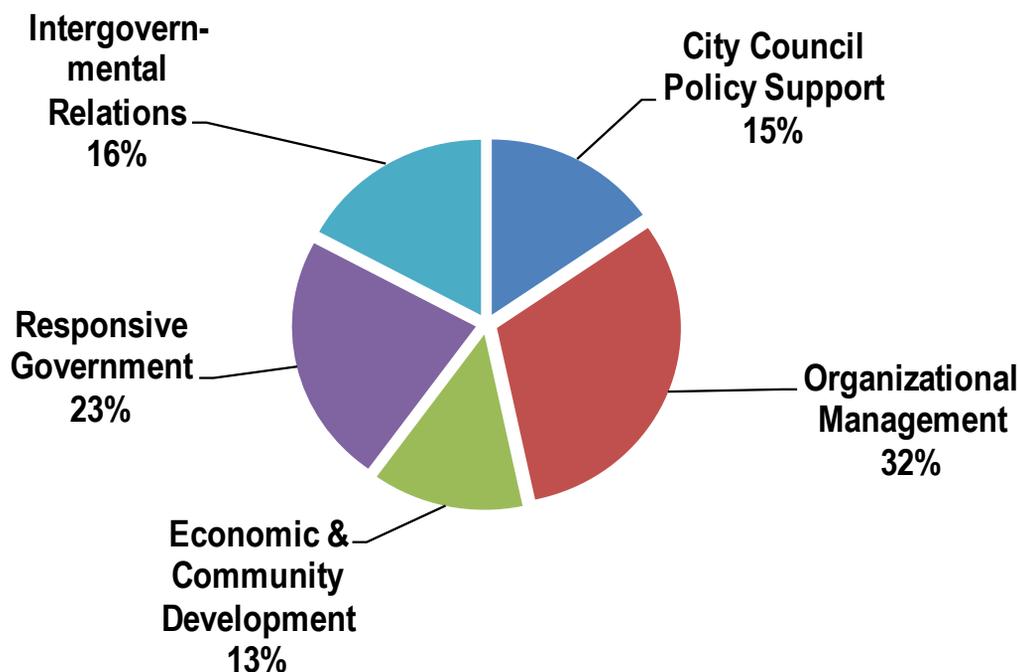
Highlights

- In FY 2014, the General Fund budget for the City Manager's Office increases by \$35,746 or 1.5%.
- Personnel costs increase by \$25,158, or 1.1%, due 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.
- Non-personnel costs increase by \$10,588, or 8.3%, due to the increased cost for membership fees and an increase in travel costs.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of City Council meetings supported	34.0	30.0	30.0
# of City Council work sessions, budget work sessions, and legislative subcommittee meetings supported	30.0	35.0	30.0
# of City FTEs managed	2,533.2	2,544.6	2,544.5
\$ value of City budget managed (All Funds in millions)	689.3	715.3	756.2
# of City Sponsored Boards and Commissions	74.0	74.0	74.0

FY 2014 Approved Expenditures by Program



City Manager

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
City Council Policy Support	\$247,699	\$379,276	\$372,955	-1.7%
Organizational Management	\$598,596	\$769,768	\$762,233	-1.0%
Economic & Community Development	\$288,083	\$312,331	\$323,176	3.5%
Responsive Government	\$221,890	\$541,141	\$557,740	3.1%
Intergovernmental Relations	\$400,242	\$394,245	\$416,403	5.6%
Total Expenditures	\$1,756,510	\$2,396,761	\$2,432,507	1.5%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
City Council Policy Support	1.6	1.5	1.5	0.0%
Organizational Management	3.2	3.6	3.6	0.0%
Economic & Community Development	1.5	1.5	1.5	0.0%
Responsive Government	1.1	3.0	3.0	0.0%
Intergovernmental Relations	2.6	2.5	2.5	0.0%
Total FTE's	10.0	12.0	12.0	0.0%

City Manager Programs and Activities

City Council Support

City Council Support

Organizational Management

Organizational Management

Economic & Community Development

Economic & Community Development

Responsive Government

Responsive Government

Intergovernmental Relations

Legislative Coordination

Regional Coordination

Dept. Info

Department Contact Info

703.746.4300

www.alexandriava.gov/manager

Department Head

Rashad M. Young, City Manager

703.746.4300

Department Staff

Tom Gates, Deputy City Manager, Chief of Staff

Michele Evans, Deputy City Manager

Mark Jinks, Deputy City Manager

Debra Collins, Deputy City Manager

Jerome Fletcher, Special Assistant to the City Manager

Rose Boyd, Special Assistant to the City Manager

City Council Policy Support Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	14%	16%	15%
Total Expenditures	\$247,699	\$379,276	\$372,955
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$247,699	\$379,276	\$372,955
Program Outcomes			
# of City Council meetings supported	34	30	30
# of City Council work sessions, budget work sessions, and legislative subcommittee meetings supported	30	35	30

Activity Data

CITY COUNCIL POLICY SUPPORT - The goal of City Council Policy Support is to introduce Council to, and assist with, policy issues by developing agendas, reviewing and approving docket items, and producing memos and managing work sessions during budget season.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$247,699	\$379,276	\$372,955
FTE's	1.6	1.5	1.5
# of City Council meetings supported	34	30	30
# of City Council work sessions, budget work sessions, and legislative subcommittee meetings supported	30	35	30

Organizational Management Program

The goal of Organizational Management is to provide leadership for departments through budget development and execution, human resource management and organizational development.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	34%	32%	31%
Total Expenditures	\$598,596	\$769,768	\$762,233
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$598,596	\$769,768	\$762,233
Program Outcomes			
# of City FTEs managed	2,533.2	2,544.6	2,544.5
\$ value of City budget managed (All Funds in millions)	\$689.3	\$715.3	\$756.2

Activity Data

ORGANIZATIONAL MANAGEMENT – The goal of Organizational Management is to provide leadership for departments through budget development and execution, human resource management and organizational development.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$598,596	\$769,768	\$762,233
FTE's	3.2	3.6	3.6
# of City FTEs managed	2,533.2	2,544.6	2,544.5
\$ value of City budget managed (All Funds in millions)	\$689.3	\$715.3	\$756.2

Economic & Community Development Program

The goal of Economic and Community Development is to work with committees, neighborhoods and community and business leaders to facilitate and manage appropriate economic and development growth and provide economic sustainability through the appropriate growth of the local economy.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	16%	13%	13%
Total Expenditures	\$288,083	\$312,331	\$323,176
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$288,083	\$312,331	\$323,176

Activity Data

ECONOMIC & COMMUNITY DEVELOPMENT – The goal of Economic and Community Development is to work with committees, neighborhoods and community and business leaders to facilitate and manage appropriate economic development and provide economic sustainability through the appropriate growth of the local economy.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$288,083	\$312,331	\$323,176
FTE's	1.5	1.5	1.5
# of business associations in the City	9	9	9
# of 144 Economic Sustainability recommendations initiated or in process	77	100	69
# of 144 Economic Sustainability recommendations implemented	57	55	65
\$ amount of City General Fund support to economic development organizations	\$4,655,792	\$4,840,951	\$5,085,724

Responsive Government Program

The goal of Responsive Government is to coordinate committees, task forces and other community-oriented organizations to address special issues, respond to citizen inquiries and engage stakeholders in public policy development.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	13%	23%	23%
Total Expenditures	\$221,890	\$541,141	\$557,740
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$221,890	\$541,141	\$557,740
Program Outcomes			
# of City Sponsored Boards and Commissions	74	74	74

Activity Data

RESPONSIVE GOVERNMENT – The goal of Responsive Government is to coordinate committees, task forces and other community-oriented organizations to address special issues, respond to citizen inquiries and engage stakeholders in public policy development.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$221,890	\$541,141	\$557,740
FTE's	1.1	3.0	3.0
# of City Sponsored Boards and Commissions	74	74	74

Intergovernmental Relations Program

The goal of Intergovernmental Relations is to work with state and federal partners, on behalf of the City, to ensure the City is connected to and represented by other levels of government.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	23%	16%	17%
Total Expenditures	\$400,242	\$394,245	\$416,403
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$400,242	\$394,245	\$416,403

Activity Data

LEGISLATIVE COORDINATION (STATE & FEDERAL) - The goal of Legislative Coordination is to prepare the City's annual legislative package for consideration by the City Council and to monitor legislative items before the General Assembly and Congress, and advocate for issues on behalf of the City.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$326,230	\$325,055	\$344,343
FTE's	2.3	2.2	2.2

REGIONAL COORDINATION - The goal of Regional Coordination is to coordinate Alexandria city government activities with the regional bodies and to provide a point of contact for communications.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$74,012	\$69,190	\$72,060
FTE's	0.3	0.3	0.3
# of regional organizations and initiatives staffed	7	7	7

City Manager

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTE's	FY 2014 Approved
Travel Expenses	<i>Long Distance Travel</i>		\$2,000
The City Manager is a member of the Board of Directors for the National Forum for Black Public Administrators (NFBPA) and is required to attend a number of meetings throughout the year which usually require long distance travel.			
Memberships	<i>Membership Cost Increase</i>		\$8,500
The cost of memberships to various organizations, including NFBPA and ICMA, are increasing both due to an increase in participation and an increase in membership prices which are based on the salary of each member.			

City Attorney

Mission Statement: The mission of the City Attorney's Office is to protect the legal interests of the City as a municipal corporation, and of its officers and entities, and to ensure that the City's programs and activities are executed in compliance with applicable laws and regulations.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$1,925,813	\$1,966,946	\$2,067,644	5.1%
Non-Personnel	\$532,709	\$634,454	\$647,794	2.1%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
Total Expenditures	<u>\$2,458,522</u>	<u>\$2,601,400</u>	<u>\$2,715,438</u>	4.4%
Less Revenues				
Internal Services	\$0	\$0	\$0	\$0
Special Revenue Funds	\$0	\$0	\$0	\$0
Total Designated Funding Sources	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Net General Fund Expenditures	<u>\$2,458,522</u>	<u>\$2,601,400</u>	<u>\$2,715,438</u>	4.4%
Total Department FTEs	14.0	14.0	14.0	0.0%

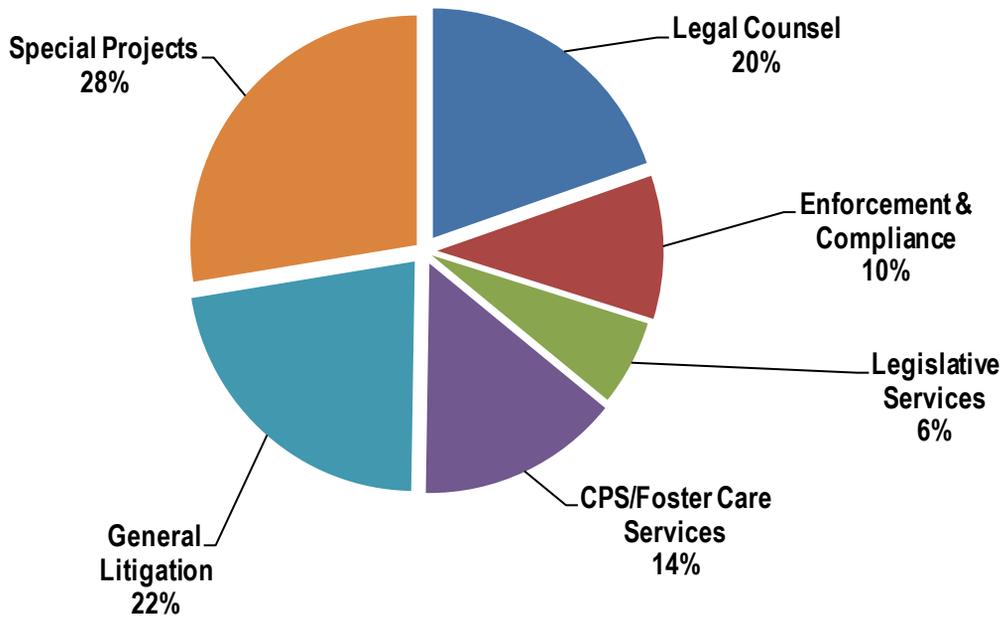
Highlights

- In FY 2014, the approved General Fund budget increases by \$114,038, or 4.4%.
- Personnel costs increase by \$100,698, or 5.1% due 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.
- Non-personnel costs increase by \$13,340, or 2.1% due to a \$5,000 increase in the annual maintenance and licensing contract to manage the office's legal files and an \$8,304 increase in the annual maintenance and licensing contract for FOIA software.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of formal and informal legal opinions issued and advice rendered	323	280	300
Attorney hours expended per request for legal counsel	75	75	75
% of enforcement & compliance cases satisfactorily resolved within 12 months	95%	90%	90%
Attorney hours expended per request for drafted or reviewed legislation	25	25	25

FY 2014 Approved Expenditures by Activity



City Attorney

Expenditure Summary

Expenditure By Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Legal Counsel	\$503,672	\$506,295	\$534,930	5.7%
Enforcement & Compliance	\$267,718	\$261,977	\$274,136	4.6%
Legislative Services	\$161,089	\$155,696	\$164,251	5.5%
CPS/Foster Care Services	\$289,538	\$371,921	\$391,283	5.2%
General Litigation	\$727,336	\$585,891	\$602,508	2.8%
Special Projects	\$509,169	\$719,620	\$748,330	4.0%
Total Expenditures	\$2,458,522	\$2,601,400	\$2,715,438	4.4%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Legal Counsel	3.2	3.2	3.2	0.0%
Enforcement & Compliance	2.2	2.2	2.2	0.0%
Legislative Services	0.9	0.9	0.9	0.0%
CPS/Foster Care Services	2.7	2.7	2.7	0.0%
General Litigation	3.3	3.3	3.3	0.0%
Special Projects	1.8	1.8	1.8	0.0%
Total full time employees	14.0	14.0	14.0	0.0%

City Attorney Programs and Activities

<p>Office of the City Attorney</p> <ul style="list-style-type: none"> Legal Counsel Enforcement & Compliance Legislative Services CPS/Foster Care Services General Litigation Special Projects 	
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Dept Info

Department Contact Info
 703.746.3750
<http://alexandriava.gov/cityattorney/>

Department Head
 James L. Banks, City Attorney
 703.746.3750
james.banks@alexandriava.gov

City Attorney

Office of the City Attorney

The goal of the Office of the City Attorney is to provide timely and effective legal counsel to the City Council, the City Manager, and all departments, agencies, boards and commissions of the City; to represent the City and its officers and employees in general civil litigation; to prosecute successfully civil violations of City ordinances, nuisance abatement actions, and delinquent tax collection cases; and to represent effectively the governmental interest in civil proceedings arising from child abuse and neglect incidents and foster care placements.

Program Totals		FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
	Total Expenditures	\$2,458,522	\$2,601,400	\$2,715,438
	Less Revenues	\$0	\$0	\$0
	Net General Fund Expenditures	\$2,458,522	\$2,601,400	\$2,715,438
Program Outcomes				
	% of requests responded to within required time frame	90%	90%	90%

Activity Data

LEGAL COUNSEL – The goal of Legal Counsel is to provide advice and legal counsel to City officers and employees.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$503,672	\$506,295	\$534,930
FTE's	3.2	3.2	3.2
# of formal and informal opinions issued and advice rendered	323	280	300
Attorney hours expended per request	75	75	75
% of requests responded to within required time frame	90%	90%	90%

ENFORCEMENT & COMPLIANCE – The goal of Enforcement and Compliance is to enforce compliance with City ordinances, regulations and revenue collections.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$267,718	\$261,977	\$274,136
FTE's	2.2	2.2	2.2
# of enforcement cases handled administratively or through litigation	310	250	250
Attorney hours expended per request	80	80	80
% of cases satisfactorily resolved within 12 months	95%	90%	90%

LEGISLATIVE SERVICES – The goal of Legislative Services is to draft legislation for consideration by City Council, and review proposed state and federal legislation and regulations.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$161,089	\$155,696	\$164,251
FTE's	0.9	0.9	0.9
# legislation drafted/reviewed	64	60	60
Attorney hours expended per request	25	25	25
% of requests responded to within required time frame	100%	100%	100%

Office of the City Attorney, continued

Activity Data

CPS/FOSTER CARE SERVICES – The goal of CPS/Foster Care Services is to seek and enforce civil protections against child abuse and neglect, and initiate foster care placements.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$289,538	\$371,921	\$391,283
FTE's	2.7	2.7	2.7
# of CPS/foster care cases handled	250	250	250
Attorney hours expended per request	75	75	75
% of cases satisfactorily resolved within required statutory period	100%	100%	100%

GENERAL LITIGATION – The goal of Litigation is to defend civil actions brought against the City, its officers and employees.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures*	\$727,336	\$585,891	\$602,508
FTE's	3.3	3.3	3.3
# of cases defended	55	50	50
Attorney hours expended per case	40	40	40
% of cases satisfactorily resolved within 12 months	100%	100%	100%

SPECIAL PROJECTS – The goal of Special Projects is to provide specialized legal and related services in connection with specific City initiatives and undertakings.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures *	\$509,169	\$719,620	\$748,330
FTE's	1.8	1.8	1.8
# of projects handled	50	50	50
Attorney hours expended per project	30	30	30
% of projects satisfactorily resolved within required time frame	100%	100%	100%

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

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTEs	Amount
FOIA Software Maintenance Contract An increase in the annual maintenance and licensing contract for the Freedom of Information Act software.	<i>Special Projects</i>		\$8,340
Legal Files Software Maintenance Contract An increase in the annual maintenance and licensing contract for the office's legal documents.	<i>Special Projects</i>		\$5,000

City Clerk

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

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$374,796	\$432,307	\$441,365	2.1%
Non-Personnel	\$22,083	\$21,917	\$21,917	0.0%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
Total Expenditures	\$396,879	\$454,224	\$463,282	2.0%
Funding Sources				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	\$0	\$0	\$0	0.0%
Total Designated Funding Sources	\$0	\$0	\$0	0.0%
Net General Fund Expenditures	\$396,879	\$454,224	\$463,282	2.0%
Total Department FTE's	4.0	4.0	4.0	0.0%

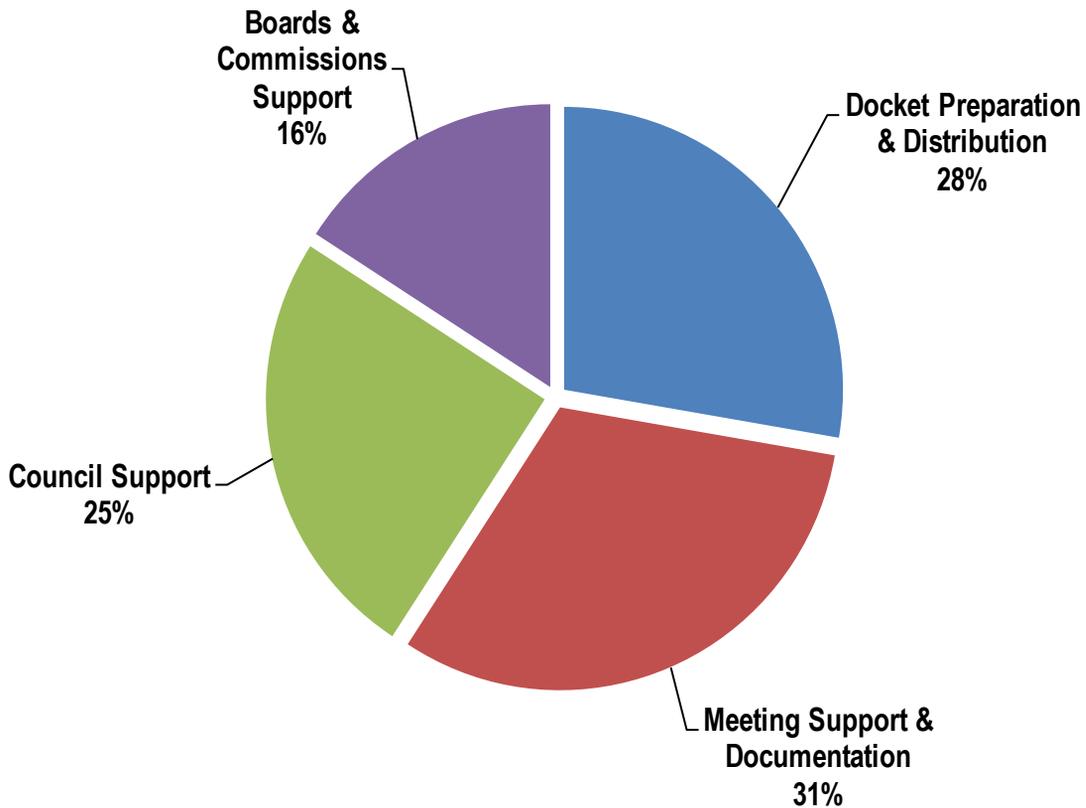
Highlights

- In FY 2014 the City Clerk's General Fund budget increases by \$9,058 or 2.0%.
- Personnel costs increase by \$9,058, or 2.1%, due 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.
- Non-personnel costs are unchanged compared to FY 2013.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of docket items processed	489	700	700
Cost per docket item processed	\$235	\$182	\$210
Cost per Council meeting supported	\$4,857	\$3,616	\$4,480
% of meeting minutes completed within 2 weeks of Council meeting	100%	100%	100%

FY 2014 Approved Expenditures by Activity



City Clerk

Program Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Docket Preparation & Distribution	\$114,859	\$127,302	\$128,407	0.9%
Meeting Support & Documentation	\$155,415	\$144,641	\$145,866	0.8%
Council Support	\$111,115	\$113,706	\$115,382	1.5%
Boards & Commissions Support	\$15,490	\$68,575	\$73,627	7.4%
Total Expenditures	\$396,879	\$454,224	\$463,282	2.0%

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Docket Preparation & Distribution	1.0	1.0	1.0	0.0%
Meeting Support & Documentation	1.0	1.0	1.0	0.0%
Council Support	1.0	1.0	1.0	0.0%
Boards & Commissions Support	1.0	1.0	1.0	0.0%
Total Expenditures	4.0	4.0	4.0	0.0%

City Clerk Programs and Activities

City Clerk and Clerk of Council

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

Department Information

Department Contact Info

703.746.4550
<http://alexandriava.gov/CityClerk>

Department Head

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

Department Staff

Gloria Sitton, Deputy City Clerk

City Clerk

City Clerk & Clerk of Council Program

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

Program Totals		FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
	Total Expenditures	\$396,879	\$454,224	\$463,282
	Less Revenues	\$0	\$0	\$0
	Net General Fund Expenditures	\$396,879	\$454,224	\$463,282
Program Outcomes				
	% of meeting minutes completed within two weeks of Council meeting	100%	100%	100%

Activity Data

DOCKET PREPARATION & DISTRIBUTION – The goal of Docket Preparation is to prepare and distribute items for Council consideration to members of Council and the public, and to notify the public of items scheduled before Council in accordance with state and local laws.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$114,859	\$127,302	\$128,407
FTE's	1.0	1.0	1.0
# of docket items processed	489	700	700
Cost per docket item processed	\$235	\$182	\$210
% of docket items sent to Council four or more days in advance of meeting	100%	100%	100%

MEETING SUPPORT & DOCUMENTATION – The goal of Meeting Support and Documentation is to maintain a permanent record of official City Council actions in a prompt and accurate manner.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$155,415	\$144,641	\$145,866
FTE's	1.0	1.0	1.0
# of City Council meetings supported	32	40	40
Cost per City Council meeting supported	\$4,857	\$3,616	\$4,480
% of meeting minutes completed within two weeks of Council meeting	100%	100%	100%

COUNCIL SUPPORT – The goal of Council Support is to provide reception, records research, general office support and budget administration services in order to support Council's effective operation.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$111,115	\$113,706	\$115,382
FTE's	1.0	1.0	1.0
# of hours of administrative support provided	8,328	8,328	8,328
# of record research requests filled	80	75	75
Cost per hour of administrative support	\$13	\$14	\$12
% of record research requests filled within one day	100%	100%	100%

City Clerk & Clerk of Council Program, Continued

Activity Data

BOARDS & COMMISSIONS SUPPORT – The goal of Boards & Commissions Support is to process City Boards and Commissions applications, oaths and manage, advertise and fill vacancies on boards and commissions.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures*	\$15,490	\$68,575	\$73,627
FTE's	1.0	1.0	1.0
# of applications processed	379	370	370
# of vacancies filled	263	250	250
Cost per application processed	\$41	\$185	\$185

*An Administrative Support V position was vacated in FY12 and since that time the work has been performed by existing staff and supplemental support as needed.

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Courts and Constitutional Officers

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18th Circuit Court

Mission Statement: The mission of the Circuit Court is to conduct proceedings for all criminal and civil cases before the 18th Circuit Court in accordance with the Code of Virginia.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$1,310,124	\$1,425,039	\$1,451,511	1.9%
Non-Personnel	\$77,996	\$92,558	\$157,558	70.2%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
Total Expenditures	<u>\$1,388,120</u>	<u>\$1,517,597</u>	<u>\$1,609,069</u>	6.0%
Funding Sources				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	\$0	\$0	\$0	0.0%
Total Designated Funding Sources	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	0.0%
Net General Fund Expenditures	<u>\$1,388,120</u>	<u>\$1,517,597</u>	<u>\$1,609,069</u>	6.0%
Total Department FTEs	13.0	13.0	13.0	0.0%

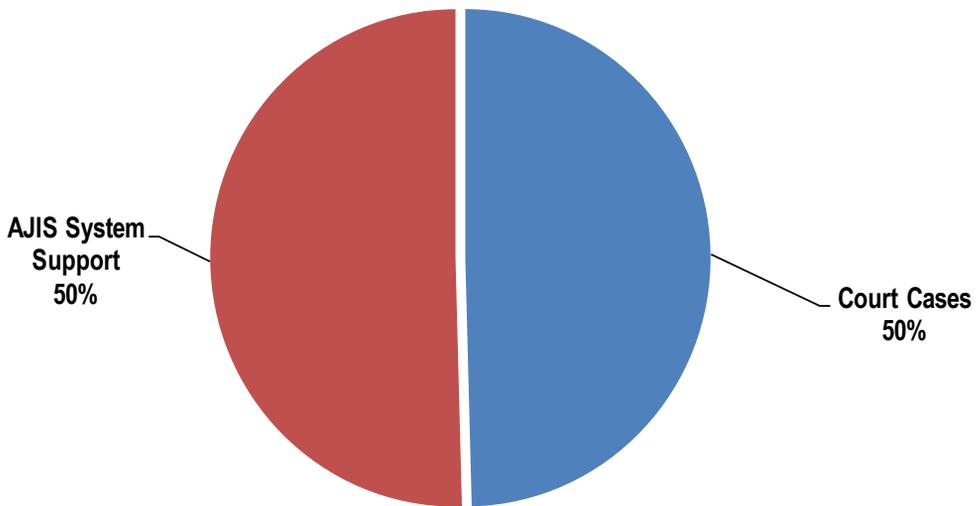
Highlights

- In FY 2014 the General Fund budget increased by \$91,472, or 6.0%.
- Personnel costs are increasing by \$26,472, or 1.9%, due 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.
- Non-personnel costs are increasing by 70.2%, due to a transfer of \$65,000 from the Capital Improvement Plan to the General Fund to more appropriately account for the costs of the Alexandria Justice Information System (AJIS), such as scanner and software maintenance, hardware warranties and AJIS application maintenance. Circuit Court staff oversee the operation of the AJIS system, which services all of the agencies in the Alexandria Criminal Justice System.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Number of civil and criminal cases closed	6,313	6,136	6,300
City cost per case closed	\$111.48	\$127.04	\$126.64
Number of qualified jurors identified	7,475	7,414	7,400
City cost per hour AJIS is available	\$77.99	\$82.74	\$92.19

FY 2014 Approved Expenditures by Activity



18th Circuit Court

Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Court Cases	\$703,796	\$779,513	\$797,806	2.3%
AJIS Support	\$684,324	\$738,084	\$811,263	9.9%
Total Expenditures	\$1,388,120	\$1,517,597	\$1,609,069	6.0%

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Court Cases	7.0	7.0	7.0	0.0%
AJIS Support	6.0	6.0	6.0	0.0%
Authorized Positions (FTE's) by Activity	13.0	13.0	13.0	0.0%

18th Circuit Court Programs and Activities

Justice Program
 Court Cases
 AJIS Support

Dept Info

Department Contact Info
 703.746.4123
<http://alexandriava.gov/circuitcourt/>

Department Head
 Lisa B. Kemler, Chief Judge
 703.746.4123
lisa.kemmler@alexandriava.gov

Department Staff
 Diane P. Fiske, Court Administrator
 703.746.4123
diane.fiske@alexandriava.gov

Lori A. Knoernschild, Deputy Court Administrator
 703.746.4123
lori.knoernschild@alexandriava.gov

18th Circuit Court

Justice Program

The goal of the Justice Program is to adjudicate Alexandria civil and criminal cases in a timely manner.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$1,388,120	\$1,517,597	\$1,609,069
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,388,120	\$1,517,597	\$1,609,069
Program Outcomes			
% of cases closed within timeframes	97%	100%	97%

Activity Data

COURT CASES - The goal of Court Cases is to provide qualified jurors and administer the timely closing of court cases, including civil and criminal cases, in order to achieve due process.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$703,796	\$779,513	\$797,806
FTE's	7.0	7.0	7.0
# of civil and criminal cases closed	6,313	6,136	6,300
# of qualified jurors identified	7,475	7,414	7,400
City cost per case closed	\$111	\$127	\$127
% of criminal cases closed within 120 days of indictment	98%	100%	98%
% of civil cases closed within one year of initial filing date	97%	100%	97%
ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS) SUPPORT – The goal of AJIS Support is to provide computer-related hardware, software and database support to the Circuit Court and other Alexandria justice agencies in a timely and accurate manner.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$684,324	\$738,084	\$811,263
FTE's	6.0	6.0	6.0
# of hours AJIS available	8,774	8,920	8,800
City cost per hour AJIS available	\$77.99	\$82.74	\$92.19
% of customers satisfied with AJIS	100%	100%	100%

18th General District Court

Mission Statement: The mission of the 18th General District Court is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$0	\$0	\$0	0%
Non-Personnel	57,503	62,452	62,452	0%
Capital Goods Outlay	4,896	0	0	0%
Total Expenditures	<u>\$62,399</u>	<u>\$62,452</u>	<u>\$62,452</u>	0%
Funding Sources				
Internal Service	\$0	\$0	\$0	0%
Special Revenue Fund	0	0	0	0%
Total Designated Funding Sources	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	0%
Net General Fund Expenditures	<u>\$62,399</u>	<u>\$62,452</u>	<u>\$62,452</u>	0%

Highlights

- In FY 2014, the General Fund budget for the General District Court is the same as the amount budgeted for FY 2013.
- The State establishes and pays the salaries of the General District Court Judges and Court staff. City funding is provided for non-personnel costs including professional services, office supplies, telecommunications and other miscellaneous non-personnel costs.

18th General District Court

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
General District Court	\$62,399	\$62,452	\$62,452	0%
Total Expenditures	\$62,399	\$62,452	\$62,452	0%

Staffing Summary

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
General District Court	0.0	0.0	0.0	0%
Total authorized positions	0.0	0.0	0.0	0%

18th General District Court Programs and Activities

18th General District Court
18th General District Court

Dept Info

Department Contact Info

703.746.4010
www.alexandriava.gov/districtcourt/

Department Head

Becky J. Moore, Chief Judge
703.746.4010
becky.moore@alexandriava.gov

Department Staff

JeAnne Rosson, Clerk
703.746.4010
Jeanne.rosson@alexandriava.gov

18th General District Court

18th General District Court

The goal of the 18th General District Court is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$62,399	\$62,452	\$62,452
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$62,399	\$62,452	\$62,452

Activity Data

18th General District Court Activity – The goal of the 18th General District Court activity is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$62,399	\$62,452	\$62,452
FTE's	0.0	0.0	0.0
# of traffic cases filed	N/A	21,000	21,000
# of civil cases filed	N/A	9,000	9,000
# of criminal cases filed	N/A	5,300	5,300

Clerk of the Court

Mission Statement: The mission of the Clerk of the Court is to serve as the recorder of all deeds, wills and other legal documents filed in the City; provide clerical assistance to the Circuit Court judges in courtroom proceedings; and process all civil and criminal cases filed with the court.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$1,484,628	\$1,583,262	\$1,575,439	-0.5%
Non-Personnel	147,993	90,391	90,391	0.0%
Capital Goods Outlay	25,954	0	0	0.0%
Total Expenditures	<u>\$1,658,575</u>	<u>\$1,673,653</u>	<u>\$1,665,830</u>	-0.5%
Less Revenues				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	105,942	0	0	0.0%
Total Designated Funding Sources	<u>\$105,942</u>	<u>\$0</u>	<u>\$0</u>	0.0%
Net General Fund Expenditures	<u>\$1,552,633</u>	<u>\$1,673,653</u>	<u>\$1,665,830</u>	-0.5%
Total Department FTE's	22.0	22.0	22.0	0.0%

Highlights

- In FY 2014, the General Fund budget is decreasing by \$7,823, or -0.5%.
- The total personnel budget is decreasing by \$7,823, which represents a -0.5% decrease. The decrease is attributed to turnover savings and lower healthcare costs, which is partially offset by the 1% increase in the General government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee.
- The non-personnel budget is unchanged compared to FY 2013.

Clerk of the Court

Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership and Management	\$375,867	\$420,379	\$429,606	2.2%
Court Support	\$349,722	\$357,184	\$356,755	-0.1%
Land Records	\$399,140	\$443,411	\$416,476	-6.1%
Public Services	\$427,904	\$452,679	\$462,993	2.3%
Total Expenditures	\$1,552,633	\$1,673,653	\$1,665,830	-0.5%

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership and Management	3.8	3.8	3.8	0.0%
Court Support	5.4	5.4	5.4	0.0%
Land Records	6.4	6.4	6.4	0.0%
Public Services	6.5	6.5	6.5	0.0%
Total full time equivalentents (FTE's)	22.0	22.0	22.0	0.0%

Clerk of the Court Programs and Activities

Clerk of the Court

Leadership and Management
 Court Support
 Land Records
 Public Services

Dept Info

Department Contact Info

703.746.4044
<http://www.alexandriava.gov/clerkofcourt/>

Department Head

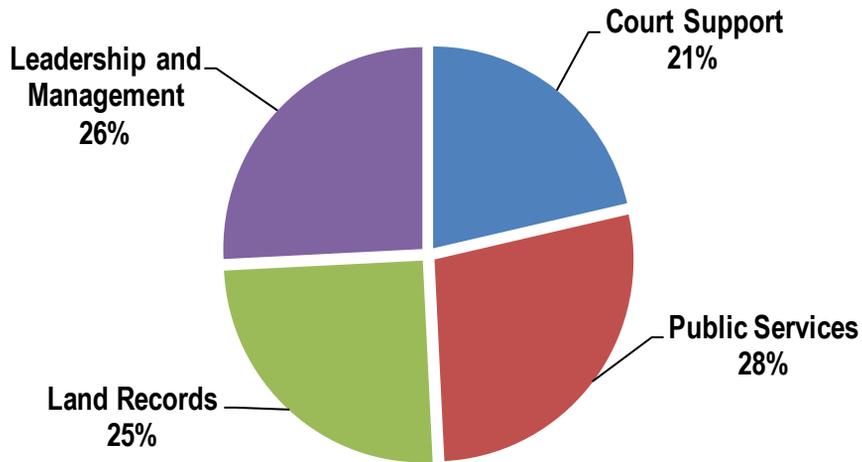
Ed Semonian, Clerk of the Court
 703.746.4044
Ed.Semonian@alexandriava.gov

Clerk of the Court

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of criminal cases processed	1,645	1,700	1,650
# of court support inquiries handled	10,417	10,500	10,500
# of land document transactions processed (total)	22,598	25,000	29,000
# of land records inquiries handled	52,070	52,500	55,000
# of public services inquiries handled	69,167	70,000	70,000

FY 2014 Approved Expenditures by Activity



Clerk of the Court

Clerk of the Court

The goal of the Clerk of the Court is to provide assistance at court proceedings, process criminal cases, process all civil and criminal pleadings and orders, process civil case filings, and maintain all land record documents.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$1,658,575	\$1,673,653	\$1,665,830
Less Revenues	105,942	-	-
Net General Fund Expenditures	\$1,552,633	\$1,673,653	\$1,665,830

Activity Data

LEADERSHIP AND MANAGEMENT - The goal of Leadership and Management is to plan, organize, direct and coordinate all activities of the department in order to achieve its goals effectively and efficiently.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$375,867	\$420,379	\$429,606
FTE's	3.8	3.8	3.8
# of activities managed	4	4	4
Cost per activity	\$93,967	\$105,095	\$107,402
% of department activities achieving effectiveness objectives	100.0%	100.0%	100.0%

COURT SUPPORT - The goal of Court Support is to provide assistance at court proceedings, process criminal cases, process all civil and criminal pleadings and orders, and issue and process probate related qualifications to support the effective operation of the Circuit Court.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$349,722	\$357,184	\$356,755
FTE's	5.4	5.4	5.4
# of criminal cases processed	1,645	1,700	1,650
# of court support inquiries handled	10,417	10,500	10,500

LAND RECORDS - The goal of Land Records is to calculate, receipt, scan, index, verify indexing and maintain all land record documents in order to maintain a permanent legal record for the City including but not limited to: deeds, deed of trust, assignments, certificates of satisfaction, power of attorneys, financing statements, judgments and plats and easements.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$399,140	\$443,411	\$416,476
FTE's	6.4	6.4	6.4
# of land document transactions processed (total)	22,598	25,000	29,000
# of land records inquiries handled	52,070	52,500	55,000

PUBLIC SERVICES - The goal of Public Services is to process all civil case filings, issue licenses, certificates and permits to the general public as mandated by the Code of Virginia.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$427,904	\$452,679	\$462,993
FTE's	6.5	6.5	6.5
# civil case filings processed	4,975	5,250	5,000
# of public services inquiries handled	69,167	70,000	70,000

Clerk of the Court

Miscellaneous

"Net City Share" of Clerk of Court Operations

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
General Fund Expenditures			
Personnel	\$ 1,484,628	\$ 1,583,262	\$ 1,575,439
Non-Personnel	\$ 147,993	\$ 90,391	\$ 90,391
Capital Goods	\$ 25,954	-	-
<i>Total General Fund Expenditures</i>	<i>\$ 1,658,575</i>	<i>\$ 1,673,653</i>	<i>\$ 1,665,830</i>
General Fund Revenues ¹¹			
State Reimbursement for Personnel Costs	\$ 777,468	\$ 907,605	\$ 907,605
Excess Clerks' Fees Collected	330,572	150,000	150,000
<i>Total General Fund Revenues</i>	<i>\$ 1,108,039</i>	<i>\$ 1,057,605</i>	<i>\$ 1,057,605</i>
Net City Share (General Fund Expenditures less General Fund Revenues)	\$ 550,536	\$ 616,048	\$ 608,225

¹¹ In addition to the General Fund revenues reflected here, the Clerk of Courts collects Real Estate Recordation taxes, which as of September 1, 2004, are generally assessed at a total rate of \$0.3333 per \$100 of value of the deed or documentation being recorded. Of the total \$0.3333 per \$100 of value of the deed, \$0.08333 per \$100 is remitted to the City (budgeted as General Fund revenue) and \$0.25 per \$100 is remitted to the State. In FY 2014, it is estimated that the City will receive \$5.2 million for this tax. A portion of the recordation taxes returned to the State from Northern Virginia jurisdictions is pledged as the debt service payment for the State transportation bonds that have been previously issued for a series of high priority Northern Virginia transportation projects.

The office also collects court fines and forfeitures and remits these to the City or the State as appropriate under applicable laws.

Office of the Commonwealth's Attorney

Mission Statement: The mission of the Office of the Commonwealth's Attorney is to protect the safety of the community and the rights of its citizens by just enforcement of the law.

Expenditure and Revenue Summary

Expenditures By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$2,664,876	\$2,916,662	\$2,963,767	1.6%
Non-Personnel	\$93,410	\$102,173	\$103,027	0.8%
Capital Goods Outlay	\$991	\$1,500	\$1,500	0.0%
Total Expenditures	<u>\$2,759,277</u>	<u>\$3,020,335</u>	<u>\$3,068,294</u>	1.6%
Funding Sources				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	\$249,207	\$257,570	\$257,570	0.0%
Total Designated Funding Sources	<u>\$249,207</u>	<u>\$257,570</u>	<u>\$257,570</u>	0.0%
Net General Fund Expenditures	<u>\$2,510,070</u>	<u>\$2,762,765</u>	<u>\$2,810,724</u>	1.7%
Total Department FTE's	27.0	27.0	27.0	0.0%

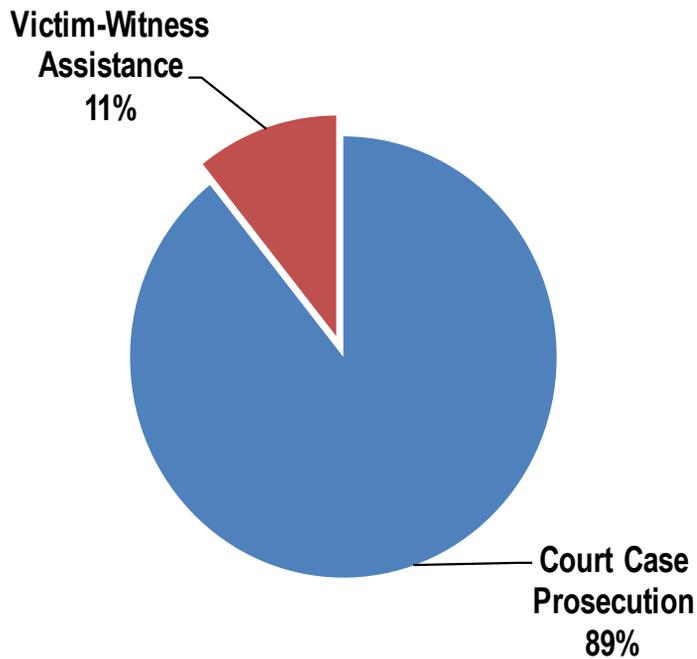
Highlights

- In FY 2014, the General Fund budget is increasing by \$47,959, or 1.7%.
- Personnel costs are increasing by \$47,105, or 1.6%, due 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.
- Total non-personnel costs are increasing by \$854 or 0.8%. The increase is attributable to an increase in the cost of membership dues for the Virginia Bar Association, an increase in the cost of the contract for legal research assistance, an increase in the cost of office supplies and an increase in the cost of the copier contract.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Overall Conviction Rate	93%	93%	93%
% of cases concluded within time guidelines	90%	89%	90%
Conviction rate for DWI cases	96%	96%	96%

FY 2014 Approved Expenditures by Activity



Office of the Commonwealth's Attorney

Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Court Case Prosecution	\$2,469,793	\$2,692,923	\$2,738,113	1.7%
Victim-Witness Assistance	\$289,484	\$327,412	\$330,181	0.8%
Total Expenditures	\$2,759,277	\$3,020,335	\$3,068,294	1.6%

Staffing Summary

Authorized Positions (FTEs) by Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Court Case Prosecution	23.0	23.0	23.0	0.0%
Victim-Witness Assistance	4.0	4.0	4.0	0.0%
Total full time employees	27.0	27.0	27.0	0.0%

Commonwealth's Attorney Programs and Activities

Prosecution of Cases

Court Case Prosecution
Victim-Witness Assistance

Dept Info

Department Contact Info

703.746.4100
www.alexandriava.gov/commatty

Department Head

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703.746.4100
randy.sengel@alexandriava.gov

Office of the Commonwealth's Attorney

Prosecution of Cases

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$2,759,277	\$3,020,335	\$3,068,294
Less Revenues	\$249,207	\$257,570	\$257,570
Net General Fund Expenditures	\$2,510,070	\$2,762,765	\$2,810,724
Program Outcomes			
Conviction rate for felony cases	92%	92%	92%
Anticipated percentile ranking within the state of VA for concluding cases within prescribed time guidelines	1	1	1

Activity Data

COURT CASE PROSECUTION – The goal of Court Case Prosecution is to prosecute all felony and misdemeanor cases to assure offenders are quickly brought to justice and held accountable.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,469,793	\$2,692,923	\$2,738,113
FTE's	23.0	23.0	23.0
# of cases concluded	12,050	12,600	12,225
Conviction rate for felony cases	92%	92%	92%
Conviction rate for DWI cases	96%	96%	96%
Conviction rate for juvenile felony cases	90%	90%	90%
% of cases concluded within prescribed time guidelines	90%	89%	90%
VICTIM-WITNESS ASSISTANCE – The goal of Victim-Witness Assistance is to help victims and witnesses of crime by providing them with support, guidance, and information concerning the criminal justice system, including assistance with restitution and support services.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$289,484	\$327,412	\$330,181
FTE's	4.0	4.0	4.0
# of victims and witnesses served	3,747	4,000	4,000
% of cases in which prosecutors rate the services provided as favorable	96%	96%	96%

Miscellaneous

"Net City Share" of Commonwealth's Attorney Operations

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
General Fund Expenditures			
Personnel	\$ 2,664,876	\$ 2,916,662	\$ 2,963,767
Non-Personnel	\$ 93,410	\$ 102,173	\$ 103,027
Capital Goods	\$ 991	1,500	1,500
<i>Total General Fund Expenditures</i>	<u>\$ 2,759,277</u>	<u>\$ 3,020,335</u>	<u>\$ 3,068,294</u>
General Fund Revenues			
State Reimbursement for Personnel Costs	\$ 1,001,970	\$ 1,195,347	\$ 1,256,839
<i>Total General Fund Revenues</i>	<u>\$ 1,001,970</u>	<u>\$ 1,195,347</u>	<u>\$ 1,256,839</u>
Net City Share (General Fund Expenditures less General Fund Revenues)	<u><u>\$ 1,757,307</u></u>	<u><u>\$ 1,824,988</u></u>	<u><u>\$ 1,811,455</u></u>

Court Service Unit

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

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$1,506,296	\$1,675,771	\$1,520,551	-9.3%
Non-Personnel	250,611	98,325	212,845	116.5%
Capital Goods Outlay	314	0	0	0.0%
Interfund Transfer*	96,350	98,599	98,599	0.0%
Total Expenditures**	<u>\$1,853,571</u>	<u>\$1,872,695</u>	<u>\$1,831,995</u>	-2.2%
Less Revenues				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	232,052	90,301	122,301	35.4%
Interfund Transfer*	96,350	98,599	98,599	0.0%
Total Designated Funding Sources	<u>\$328,402</u>	<u>\$188,900</u>	<u>\$220,900</u>	16.9%
Net General Fund Expenditures	<u>\$1,525,169</u>	<u>\$1,683,795</u>	<u>\$1,611,095</u>	-4.3%
Total Department FTE's***	<u>9.5</u>	<u>9.5</u>	<u>8.5</u>	-10.5%

*The interfund transfer reflects required City general fund support for special revenue funded grants, or grant match. The programs and activities with grants include the entire grant budget, which includes the special revenue, as well as the interfund transfer from the General Fund.

** Includes City expenditures only. The Court Service Unit is also funded by the Commonwealth of Virginia. The Commonwealth contributed \$1,607,612 in FY 2013 and is estimated to contribute approximately the same in FY 2014.

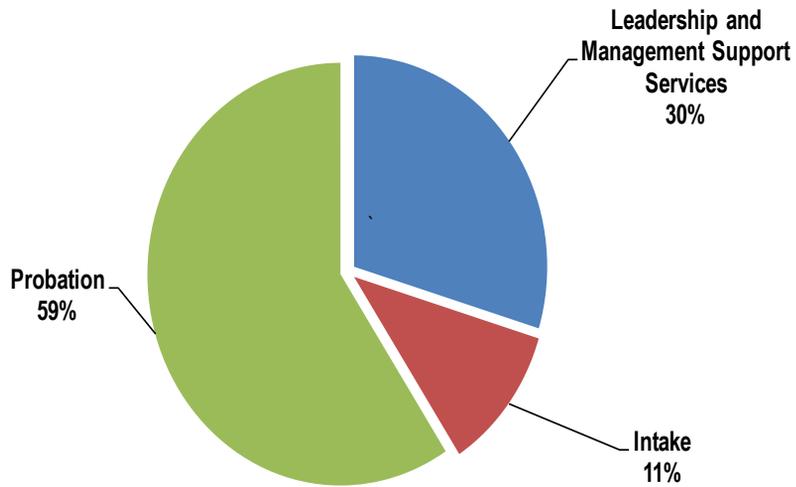
Highlights

- In FY 2014, the approved general fund budget decreases by \$72,700 or -4.3%. This decrease is due to a position elimination, turnover savings and non-personnel budget reduction.
- Personnel costs decrease by \$155,220 or -9.3%. Of this reduction, \$72,156 is from the elimination of one vacant position in the Intensive Case Management activity, which was captured as part of the City's expenditure reduction plan. There is an additional savings of \$85,000 due to a decrease in City General Fund obligations to support State employee personnel costs within the Court Service Unit (CSU). An additional \$28,843 was captured from increased turnover savings. Offsetting these reductions, CSU received an increase 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. This is the second year of a phased approach to bring the employee share to 5%.
- Non-personnel costs increased by \$114,520 or 116.5%. This increase includes \$85,000 in General Fund for the restoration of the Gang IPE Coordinator position. Additionally, \$22,885 was added to cover increased costs for operating supplies and equipment replacement for future replacement of vehicles. These increases were offset with a reduction of \$7,479 in contracted services and operating supplies that was captured as part of the City's expenditure reduction plan.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of cases served	48	50	50
% of cases successfully completing conditions	90%	100%	90%
Number of petitions filed	1,171	1,200	1,100
% of probable cause determinations not appealed	80%	100%	80%

FY 2014 Approved Expenditures by Program



Court Service Unit

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership and Management Support Services	\$596,193	\$540,990	\$544,286	0.6%
Intake	\$123,387	\$188,383	\$203,661	8.1%
Probation	\$1,133,991	\$1,143,322	\$1,084,048	-5.2%
Total Expenditures	\$1,853,571	\$1,872,695	\$1,831,995	-2.2%

Staffing Summary¹

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership and Management Support Services	1.1	1.1	1.1	0.0%
Intake	1.4	1.4	1.4	0.0%
Probation	7.0	7.0	6.0	-14.3%
Total full-time equivalents	9.5	9.5	8.5	-10.5%

¹ The Court Service Unit is comprised of 8 full time City employees and one part-time (0.5 FTE) position. Additionally, there are 23 State employees working in the Court Service Unit. State funds and State-funded employees are not reflected in the City's operating budget.

Court Service Unit Programs and Activities

<p>Leadership and Management Support Leadership and General Management Gang Prevention and Intervention</p> <p>Intake School Suspension Services New Complaint Legal Determination Diversion On-Call Services</p> <p>Probation Probation/Parole Investigation, Screen and Report Writing Mental Health Services Skills Development Intensive Case Management</p>	
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Dept Info

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

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

Court Service Unit

Leadership and Management Support Services Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	32.2%	28.9%	29.7%
Total Expenditures	\$596,193	\$540,990	\$544,286
Less Revenues	\$70,247	\$0	\$32,000
Net General Fund Expenditures	\$525,946	\$540,990	\$512,286
Program Outcomes			
% of activity goals achieved	100%	100%	100%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, planning, analysis and support services to the court, staff, public and other city agencies to facilitate mandated operations of the Court Service Unit.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$283,394	\$309,101	\$277,399
FTE's	0.1	0.1	0.1
# of activities managed	13	13	11
# of FTE's managed	9.5	9.5	8.5
\$ value of City budget managed	\$1,853,571	\$1,872,695	\$1,831,995
Leadership and General Management as % of Total Expenditures	15.3%	16.5%	15.1%

GANG PREVENTION & INTERVENTION – The goal of Gang Prevention and Intervention is to coordinate City agencies and provide information to the public in order to deter at-risk youth from joining or remaining in a gang. ¹	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$312,799	\$231,889	\$266,887
FTE's	1.0	1.0	1.0
# of gang prevention/intervention initiatives managed	9	9	7
# of outreach cases served	65	50	50
# of outreach contacts	2,465	1,800	2,000
# of mentors recruited	388	200	0
Cost per initiative managed	\$34,755	\$25,765	\$38,127
% of outreach cases connected to positive youth activities (annually)	50%	50%	50%

¹ FY 2012 Actuals includes grant funding for the Gang Intervention, Prevention and Education program (IPE) and for one Alexandria Mentoring Partnership Coordinator. Grant funding for IPE was scheduled to end in FY 2013; however, City Council elected to provide one-time funding at a reduced rate through the add-delete process, which reduced the number of outreach cases served. In FY 2014, City Council elected to make the funding provided in FY 2013 continuous.

Court Service Unit

Intake Program

The goal of the Intake Program is to provide a first point of contact for law enforcement, the public and other agencies in order to process matters through the juvenile and domestic court system.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	6.7%	10.1%	11.1%
Total Expenditures	\$123,387	\$188,383	\$203,661
Less Revenues	\$30,244	\$30,244	\$30,244
Net General Fund Expenditures	\$93,143	\$158,139	\$173,417
Program Outcomes			
% of actions completed within 30 days	90%	90%	90%

Activity Data

PRE-TRIAL SERVICES – The goal of Pre-Trial Services is to provide after hours supervision for juveniles awaiting Court action in order to prevent further delinquent behavior.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$29,418	\$54,747	\$55,846
FTE's	0.6	0.6	0.6
# of cases served	48	50	50
Cost per case served	\$613	\$1,095	\$1,117
% of cases successfully completing conditions	90%	100%	90%

NEW COMPLAINT LEGAL DETERMINATION – The goal of New Complaint Legal Determination is to determine probable cause and whether there are sufficient facts to support the complaint in order to submit the petition to the court.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$48,595	\$67,459	\$74,221
FTE's	0.5	0.5	0.5
# of petitions filed	1,171	1,200	1,100
Cost per petition filed	\$41	\$56	\$67
% of probable cause determinations not appealed	80%	100%	80%

DIVERSION – The goal of Diversion is to provide appropriate services to juveniles, to the extent possible, to minimize the number of juveniles appearing in court.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$20,724	\$31,217	\$34,548
FTE's	0.2	0.2	0.2
# of diversion cases served	216	190	200
Cost per case served	\$96	\$164	\$173
% of juveniles who successfully complete the diversion plan	90%	100%	90%

ON CALL SERVICES – The goal of On Call Services is to provide information to the public, agencies and law enforcement officials and make probable cause and detention decisions.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$24,650	\$34,960	\$39,046
FTE's	0.2	0.2	0.2
# of police inquiries responded to	260	300	280
Cost per inquiry responded to	\$95	\$117	\$139
% of inquiries responded to within one hour	100%	100%	100%

Court Service Unit

Probation Program

The goal of the Probation Program is to provide counseling and supervision for juveniles on probation and/or parole, and adults ensuring public safety and reducing delinquency.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	61.2%	61.1%	59.2%
Total Expenditures	\$1,133,991	\$1,143,322	\$1,084,048
Less Revenues	\$247,999	\$158,656	\$158,656
Net General Fund Expenditures	\$885,992	\$984,666	\$925,392
Program Outcomes			
Re-conviction rate	25%	25%	25%

Activity Data

PROBATION/PAROLE – The goal of Probation/Parole is to provide supervision and treatment monitoring for juveniles in order to improve their community functioning.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$247,094	\$278,463	\$276,906
FTE's	0.6	0.6	0.6
# of cases served (average)	276	310	280
Cost per case served	\$895	\$898	\$989
% of cases served with no new offenses	94%	100%	95%

INVESTIGATION SCREENING & REPORT WRITING – The goal of Investigation, Screening and Report Writing is to complete a thorough investigation for the court in order to provide written recommendations for supervision and services.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$116,499	\$132,654	\$133,793
FTE's	0.3	0.3	0.3
# of reports written	112	185	130
Cost per report written	\$1,040	\$717	\$1,029
# of custody reports written	8	12	12
# of custody and visitation petitions taken	819	850	850
# of parenting education participants served (FOCUS)*	213	70	70
% of cases served within court ordered timeframes	100%	100%	100%
% of reports written within court ordered timeframe	100%	100%	100%

* Participants of FOCUS classes are referred at the discretion of the judges. During FY 2012, at the request of the judges, the class was reduced from three to two sessions. This policy change reduced the number of referrals to FOCUS classes.

Court Service Unit

Probation Program, Continued

The goal of the Probation Program is to provide counseling and supervision for juveniles on probation and/or parole, and adults ensuring public safety and reducing delinquency.

Activity Data

MENTAL HEALTH SERVICES – The goal of Mental Health Services is to provide therapy and education programs for juveniles and adults in order to improve their functioning.	FY 2012	FY 2013	FY 2014
	Actual	Approved	Approved
Expenditures	\$235,262	\$251,669	\$251,052
FTE's	2.0	1.0	1.0
# of cases served (average)	24	28	26
Cost per case served	\$9,803	\$8,988	\$9,656
% of cases closed successfully	92%	80%	92%

SKILLS DEVELOPMENT – The goal of Skills Development is to provide educational programs for juveniles in order to improve their competency.	FY 2012	FY 2013	FY 2014
	Actual	Approved	Approved
Expenditures*	\$119,540	\$43,440	\$43,028
FTE's	0.1	0.1	0.1
# of participants served (actual)	105	60	60
Cost per participant served	\$1,138	\$724	\$717
% of participants successfully completing program	96%	95%	100%

* FY 2012 Actuals include a federally-funded program, providing after-school math enrichment classes, specifically designed to prepare young people for jobs becoming available in the electrical and plumbing trades.

INTENSIVE CASE MANAGEMENT – The goal of Intensive Case Management is to provide a structured environment for juveniles in order to improve their social and academic functioning.	FY 2012	FY 2013	FY 2014
	Actual	Approved	Approved
Expenditures	\$415,596	\$437,096	\$379,269
FTE's	4.0	5.0	4.0
# of participants enrolled (average)	34	35	25
Cost per participant	\$12,223	\$12,488	\$15,171
% of participants successfully completing program	85%	73%	80%

Court Service Unit

Summary of Budget Changes

Expenditure Reductions			
Activity	Adjustment	FTE	FY 2014 Approved
Intensive Case Management	<i>Coordinator Of Youth Services</i>	-1.0	(\$72,156)
Eliminates the position of Coordinator of Youth Services, which is currently vacant. The Coordinator of Youth Services provides case management services to adjudicated truant youth in order to improve school attendance. This reduction is estimated to discontinue services to 26-28 adjudicated youth.			
Intensive Case Management	<i>Non-Personnel Expenses</i>	0.0	(\$6,000)
Reduces non-personnel expenses used for intervention and prevention programs such as: Shoplifters Alternative, Space of Her Own, and Youth Community Services. This reduction is tied to the reduction listed above as the Coordinator of Youth Services staffed these programs. This reduction discontinues these services to an estimated 30 youth. In addition to this General Fund reduction, there is a non-personnel reduction of \$1,479 associated with the Juvenile Accountability grant for contracted services that will no longer be able to be covered with flat grant revenue and will not be funded with general funds.			

Supplemental Adjustment			
Activity	Adjustment	FTE	FY 2014 Approved
Gang Prevention	<i>Gang IPE Case Manager</i>	0.0	\$85,000
As part of the City Council Add/Delete process, Council added funding to the Court Service Unit in order to restore the Gang IPE Case Manager, position contracted through a non-profit organization. This position was previously funded with federal revenue. The federal revenue was lost two years ago but Council has elected to supplant that loss with City General Fund.			

Juvenile & Domestic Relations District Court

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

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$0	\$0	\$0	0.0%
Non-Personnel	\$26,548	\$36,129	\$36,129	0.0%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
Total Expenditures	<u>\$26,548</u>	<u>\$36,129</u>	<u>\$36,129</u>	0.0%
Funding Sources				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	\$0	\$0	\$0	0.0%
Total Designated Funding Sources	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	0.0%
Net General Fund Expenditures	<u>\$26,548</u>	<u>\$36,129</u>	<u>\$36,129</u>	0.0%

Highlights

- In FY 2014, the General Fund budget for the Juvenile and Domestic Relations Court is the same as the amount budgeted for FY 2013.
- The State establishes and pays the salaries of the Juvenile and Domestic Relations Court judges and Court administrative staff. The City pays for court-appointed lawyers, interpreters and expert witnesses in cases initiated by the City, telecommunications charges, office equipment and other non-personnel expenditures.

Juvenile & Domestic Relations District Court

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of juvenile cases docketed	2,764	3,400	3,100
# of juvenile cases concluded	3,300	3,000	3,300
# of domestic relations cases docketed	2,024	2,400	2,200
# of domestic relations cases concluded	2,697	2,450	2,700

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Juvenile and Domestic Relations District Court	\$26,548	\$36,129	\$36,129	0.0%
Total Expenditures	\$26,548	\$36,129	\$36,129	0.0%

Staffing Summary

Staffing By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Juvenile and Domestic Relations District Court	0.0	0.0	0.0	0.0%
Total Staffing Summary	0.0	0.0	0.0	0.0%

Juvenile and Domestic Relations Programs & Activities

Dept Info

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

Juvenile & Domestic Relations District Court

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$26,548	\$36,129	\$36,129
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$26,548	\$36,129	\$36,129

Activity Data

JUVENILE AND DOMESTIC RELATIONS COURT – The goal of Juvenile and Domestic Relations Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$26,548	\$36,129	\$36,129
FTE's	0.0	0.0	0.0
# of juvenile cases docketed	2,764	3,400	3,100
# of juvenile cases concluded	3,300	3,000	3,300
# of domestic relations cases docketed	2,024	2,400	2,200
# of domestic relations cases concluded	2,697	2,450	2,700

Law Library

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

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$94,325	\$98,196	\$100,632	2.5%
Non-Personnel	76,139	76,820	76,820	0.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	\$170,464	\$175,016	\$177,452	1.4%
Funding Sources				
Internal Service	\$0	\$0	\$0	0.0%
Other Special Revenue (Law Library Fees)	56,165	54,161	56,165	3.7%
Total Designated Funding Sources	\$56,165	\$54,161	\$56,165	3.7%
Net General Fund Expenditures	\$114,299	\$120,855	\$121,287	0.4%
Total Department FTEs	1.0	1.0	1.0	0.0%

Highlights

- In FY 2014, the General Fund budget increases by \$432, or 0.4%.
- Revenues from Law Library fees are estimated to increase by \$2,004 or 3.7%, based on FY 2012 actual fees collected. Fees are collected for the assembly and mailing of information packets related to divorce cases, expunging criminal charges and photocopying and faxing materials.
- The personnel budget is increasing by \$2,436. The increase is attributed 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.

Law Library

Program Level Summary Information

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Law Library	\$170,464	\$175,016	\$177,452	1.4%
Total Expenditures	\$170,464	\$175,016	\$177,452	1.4%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Law Library	1.0	1.0	1.0	0.0%
Total Authorized Posistions (FTE's) by Program	1.0	1.0	1.0	0.0%

Law Library Programs and Activities

Law Library
Law Library

Dept Info

Department Contact Info
703.746.4077

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

Law Library

Law Library

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$170,464	\$175,016	\$177,452
Less Revenues	\$56,165	\$54,161	\$56,165
Net General Fund Expenditures	\$114,299	\$120,855	\$121,287

LAW LIBRARY – The goal of the Law Library activity is to provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$170,464	\$175,016	\$177,452
FTE's	1.0	1.0	1.0
# of assists provided	3,941	3,800	3,800
# of visitors to the library	9,817	11,000	11,000
City costs per assist	\$43.25	\$46.06	\$46.70

Other Public Safety and Justice

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

Expenditure and Revenue Summary

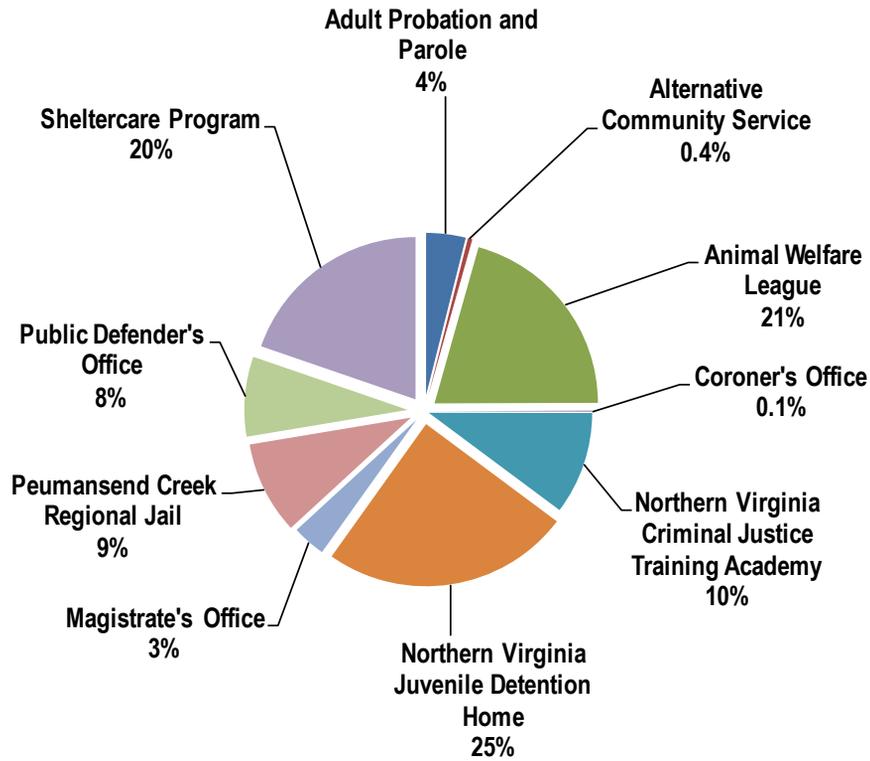
Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel *	\$377,442	469,566	529,574	12.8%
Non-Personnel	5,136,022	5,110,756	5,115,539	0.1%
Capital Goods Outlay	0	40,000	0	-100.0%
Total Expenditures	<u>\$5,513,464</u>	<u>\$5,620,322</u>	<u>\$5,645,113</u>	0.4%
Funding Sources				
Internal Service	\$0	\$0	\$0	N/A
Special Revenue Fund	\$184,177	\$184,177	\$184,177	0.0%
Total Designated Funding Sources	<u>\$184,177</u>	<u>\$184,177</u>	<u>\$184,177</u>	0.0%
Net General Fund Expenditures	<u>\$5,329,287</u>	<u>\$5,436,145</u>	<u>\$5,460,936</u>	0.5%

* Personnel expenditures are salary supplements, plus Social Security benefits, provided to employees in the Adult Probation and Parole Office, the Office of the Magistrate and the Office of the Public Defender.

Highlights

- In FY 2014, the General Fund Budget increases by \$24,791, or 0.5%.
- Personnel costs increase by \$60,008, or 12.8%, primarily due to an increase in the cost of the City supplement to the salaries paid by the State for employees in the Office of the Public Defender (\$46,693) and the Office of the Magistrate (\$14,390). This is offset by savings in the supplement for the Office of Adult Probation and Parole (\$1,075). The City supplement is provided to pay state employees in these agencies with the equivalent City salary.
- FY 2014 non-personnel costs increase \$4,783, or 0.1%. This is primarily due to a minor increase in the City's contribution to the Peumansend Creek Regional Jail (\$5,162) and an increase in the Public Defender's office space rent (\$6,183). This is partially offset by reductions in the City's contribution to the Northern Virginia Juvenile Detention Home (\$3,521) and the Northern Virginia Criminal Justice Academy (\$3,021).
- Capital goods outlay decreased by \$40,000, or -100%, due to the reduction of funds budgeted in FY 2013 for the one-time purchase of new computers, systems and software for the Alexandria Animal Welfare League in FY 2013.
- Special revenues remained unchanged from FY 2013 at \$184,177.

FY 2014 Approved Expenditures by Program



Other Public Safety and Justice

Summary Information

Expenditure Summary

Expenditures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Other Public Safety and Justice	\$5,513,464	\$5,620,322	\$5,645,113	0.4%

Other Public Safety and Justice Programs	Contact Information
<ul style="list-style-type: none"> • Adult Probation and Parole • Alternative Community Service Program • Animal Welfare League of Alexandria • Coroner's Office • Northern Virginia Criminal Justice Training Academy • Northern Virginia Juvenile Detention Home • Office of the Magistrate • Peumansend Creek Regional Jail • Public Defender's Office • Sheltercare Program 	<ul style="list-style-type: none"> • Adult Probation and Parole : Lisa Stapleton, Chief Probation Officer – 703-518.8000 lisa.stapleton@vadoc.virginia.gov • Alternative Community Service Program : Marion Brunken – 703-836-2176 mbrunken@volunteeralexandria.org • Animal Welfare League of Alexandria : Joy Wilson, Acting Executive Director – 703-838-4774 JWilson@AlexandriaAnimals.org • Coroner's Office: Northern District State Medical Examiner Virginia Department of Health – 703-530-2600 • Northern Virginia Criminal Justice Training Academy: Thomas R. Fitzpatrick, Deputy Director, Administrator 703-729-4299 – tfitzpatrick@nvcja.org • Northern Virginia Juvenile Detention Home: Krystal Kimrey, Executive Director – 703-842-2282 kkimrey@jdcnv.org • Office of the Magistrate: George F. Ball Jr., Chief Magistrate 5th Magisterial Region 703-746-4515 – George.BallJr@alexandriava.gov • Peumansend Creek Regional Jail : William Ayers, Deputy Superintendent – 804-633-0043 ayers@pcrj.org • Public Defender's Office: Melinda Douglas, Public Defender – 703-746-4477 Melinda.Douglas@alexandriava.gov • Sheltercare Program: Susan Lumpkin, Director – 703-370-0208 lumpkin27@hotmail.com

Other Public Safety and Justice

Other Public Safety and Justice

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$5,513,462	\$5,620,322	\$5,645,113
Less Revenues	\$184,177	\$184,177	\$184,177
Net General Fund Expenditures	\$5,329,285	\$5,436,145	\$5,460,936

Program Data

ADULT PROBATION AND PAROLE – The goal of Adult Probation and Parole is to provide supervision of, and assistance and counseling to, parolees and persons on probation who live within the City.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$196,420	\$221,572	\$220,497
FTE's*	0	0	0
# of Clients Served through Supervision Services (average)	606	650	575
Pre-sentence reports written for Court	91	130	120
% of Supervision cases discharged without revocation at or before scheduled expiration	65%	60%	67%

ALTERNATIVE COMMUNITY SERVICE PROGRAM – The goal of the Alternative Community Service Program is to assist individuals with performing court-mandated community service within the City.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures*	\$14,385	\$25,000	\$25,000
FTE's	0	0	0
Total clients served**	220	230	230
Cost per client***	\$105	\$109	\$109
Assigned volunteer client hours	11,060	12,164	12,000
Average hours per client	85	53	52
Public Defender referrals	42	63	65
% age of clients that fully complete their community service hours.	89%	93%	90%

*FY 2012 actual expenditures represent 137 City clients served at \$105 per client.

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

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

ANIMAL WELFARE LEAGUE OF ALEXANDRIA – The goal of the Animal Welfare League of Alexandria is to educate the community about animals, promote responsible pet care, prevent animal abuse, provide animal adoption services and operate an affordable spay/neuter program. The League contracts with the City to operate the Vola Lawson Animal Shelter.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,247,090	\$1,202,753	\$1,162,753
FTE's	0	0	0

CORONER'S OFFICE – The goal of the Coroner's Office is to investigate all accidental or unattended deaths within the City.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures*	\$880	\$4,500	\$4,500
FTE's*	0	0	0

*Expenditures represent City's contract with the Virginia Department of Health Coroner's Office to investigate an unattended death. No City staff are required for this activity.

Other Public Safety and Justice

Other Public Safety and Justice, continued

Program Data

NORTHERN VIRGINIA CRIMINAL JUSTICE TRAINING ACADEMY – The goal of the Northern Virginia Criminal Justice Training Academy is to provide certified training for sworn Police and Sheriff personnel and other law enforcement staff in 17 local governments and government-sanctioned organizations.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$592,007	\$579,482	\$576,461
FTE's		0	0
NORTHERN VIRGINIA JUVENILE DETENTION HOME – The goal of the Northern Virginia Juvenile Detention Home is to confine juveniles from Alexandria, Arlington County and Falls Church who are awaiting disposition of their cases by the Juvenile and Domestic relations District Court, awaiting transfer to a State facility, serving sentences of six months or less, or awaiting release into a work program.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,390,954	\$1,390,956	\$1,387,435
FTE's	0	0	0
Number of Alexandria clients served	174	200	200
% of post-dispositional juveniles receiving individual counseling	100%	100%	100%
% of post-dispositional juveniles involved in group counseling	100%	100%	100%
OFFICE OF THE MAGISTRATE – The goal of the Office of the Magistrate is to issue arrest warrants, summonses, subpoenas, and civil warrants and conduct bond hearings to set bail for individuals charged with a criminal offense in Alexandria.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$163,967	\$171,842	\$186,232
FTE's	0	0	0
PEUMANSEND CREEK REGIONAL JAIL – The goal of the Peumansend Creek Regional Jail is to house low-risk, non-violent inmates in a minimum security setting so local jail space can house higher-risk inmates.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$516,128	\$516,127	\$521,289
FTE's	0	0	0

Other Public Safety and Justice

Other Public Safety and Justice, continued

Program Data

PUBLIC DEFENDER – The goal of the Public Defender is to serve as legal counsel for indigent Alexandria residents, both juveniles and adults, who have been charged with jailable offenses.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$317,076	\$396,269	\$449,125
FTE's	0	0	0
# of adult crime cases filed*	2,581	3,235	2,651
# of adult crime cases appealed	12	24	10
% age of adult crime cases appealed	46.0%	0.7%	0.2%
# of juvenile crime cases filed*	128	159	171
# of juvenile crime cases appealed	0	6	4
% age of juvenile crime cases appealed	0.0%	3.8%	2.3%

*Crime cases include felonies and misdemeanors.

SHELTERCARE PROGRAM – The goal of the Sheltercare Program is to provide counseling services for troubled youth, runaways and abused children from Alexandria.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,074,555	\$1,111,821	\$1,111,821
FTE's	0	0	0
Number of Alexandria clients served	82	65	70
Number of Alexandria childcare days utilized	3,958	3,800	3,900
% age of Alexandria bed space utilized	79%	85%	80%

Office of Voter Registration and Elections

Mission Statement: The mission of the Office of Voter Registration and Elections is to administer elections in accordance with federal and state laws and local policies to ensure the legitimate and orderly transfer of power.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$795,477	\$901,071	\$804,154	-10.8%
Non-Personnel	\$369,434	\$435,099	\$411,007	-5.5%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
Total Expenditures	\$1,164,911	\$1,336,170	\$1,215,161	-9.1%
Funding Sources				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	\$0	\$0	\$0	0.0%
Total Designated Funding Sources	\$0	\$0	\$0	0.0%
Net General Fund Expenditures	\$1,164,911	\$1,336,170	\$1,215,161	-9.1%
Total Department FTE's	6.6	6.6	6.6	0.0%

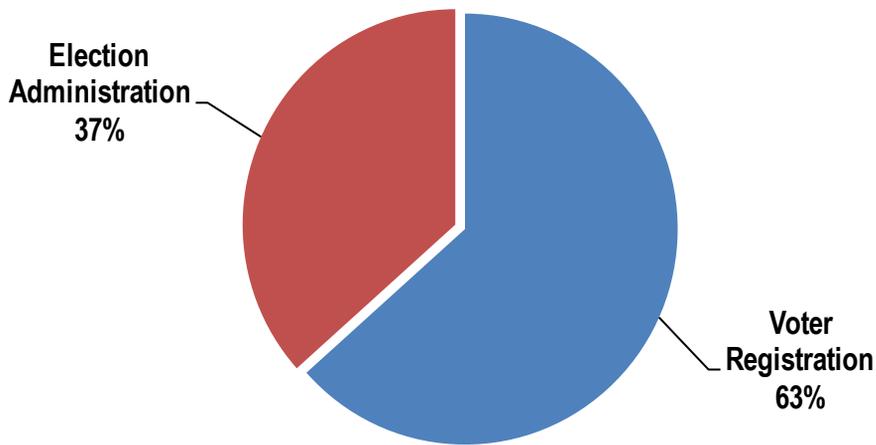
Highlights

- In FY 2014 the General Fund budget decreases by \$121,009, or -9.1%, due to the reduction of one-time costs associated with the 2012 presidential election in FY 2013. This is offset by increased salary and benefit costs, 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.
- Personnel costs decrease by \$96,917, or -10.8%, due to an FY 2014 reduction in part-time and overtime costs associated with the 2012 presidential election budgeted in FY 2013 offset by 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%.
- Non-personnel costs decrease by \$24,092, or 5.5%, due to an FY 2014 reduction in costs associated with the 2012 presidential election budgeted in FY 2013.
- The FY 2014 budget also includes \$55,000 held in fund balance as a contingency for a primary election. It is unknown whether there will be a primary election held in FY 2014. Rather than include funding in the operating budget for this uncertain event, \$55,000 will be assigned in fund balance as a contingency. Should a primary be held, the funds will be available for City Council appropriation.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of registered voters	101,802	107,000	105,000
# of voter registration transactions	79,802	136,000	80,000
Cost of Voter Registration per registered voter	\$6.46	\$7.90	\$7.34
# of elections administered	4	2	1
Cost of Election Administration per registered voter served (precincts and absentee voting)	\$10.68	\$6.19	\$12.36

FY 2014 Approved Expenditures by Activity



Office of Voter Registration and Elections

Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Voter Registration	\$657,726	\$838,668	\$770,286	-8.2%
Election Administration	\$507,185	\$497,502	\$444,875	-10.6%
Total Expenditures	\$1,164,911	\$1,336,170	\$1,215,161	-9.1%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Voter Registration	4.6	4.6	4.6	0.0%
Election Administration	2.0	2.0	2.0	0.0%
Total Full-time Equivalents	6.6	6.6	6.6	0.0%

Voter Registration & Elections Programs and Activities

Voter Registration & Elections
 Voter Registration
 Election Administration

Dept Info

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

General Registrar
 Tom Parkins
tom.parkins@alexandriava.gov

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

Office of Voter Registration and Elections

Voter Registration & Elections Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$1,164,911	\$1,336,170	\$1,215,161
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,164,911	\$1,336,170	\$1,215,161
Program Outcomes			
% of Voter Registration & Election Administration activities in compliance with Election Board, state and federal laws and regulations.	100.00%	99.99%	99.99%

Activity Data

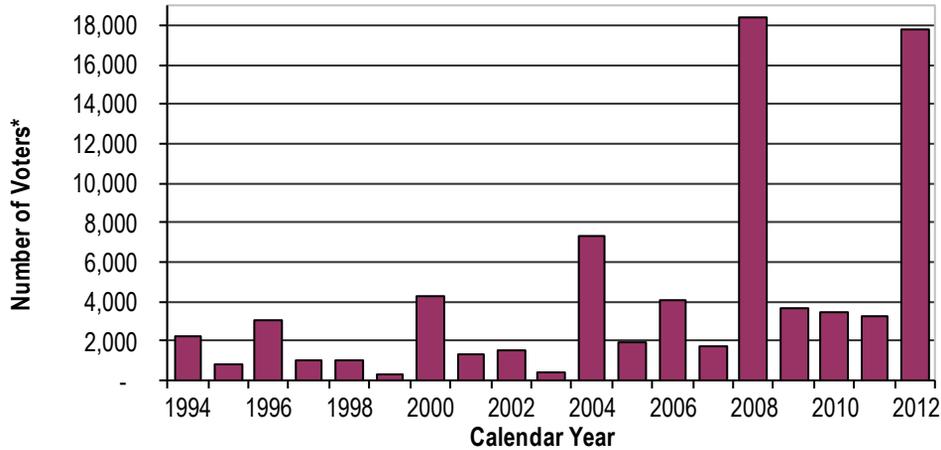
VOTER REGISTRATION – The goal of the Voter Registration activity is to maintain an accurate list of City of Alexandria Voters, verify voters who present themselves to vote either at the polling place or by absentee application, and to educate and inform voters on a range of electoral issues through direct contact, via the internet, social media, and by mail.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$657,726	\$838,668	\$770,286
FTE's	4.6	4.6	4.6
# of voter registration transactions ¹	79,802	136,000	80,000
# of registered voters	101,802	107,000	105,000
Cost of Voter Registration per registered voter	\$6.46	\$7.90	\$7.34
% of Active registered voters vs. Inactive	79%	79%	79%

¹FY 2013 includes the November 2012 presidential election, which included significantly more voter activity than in non-presidential election years.

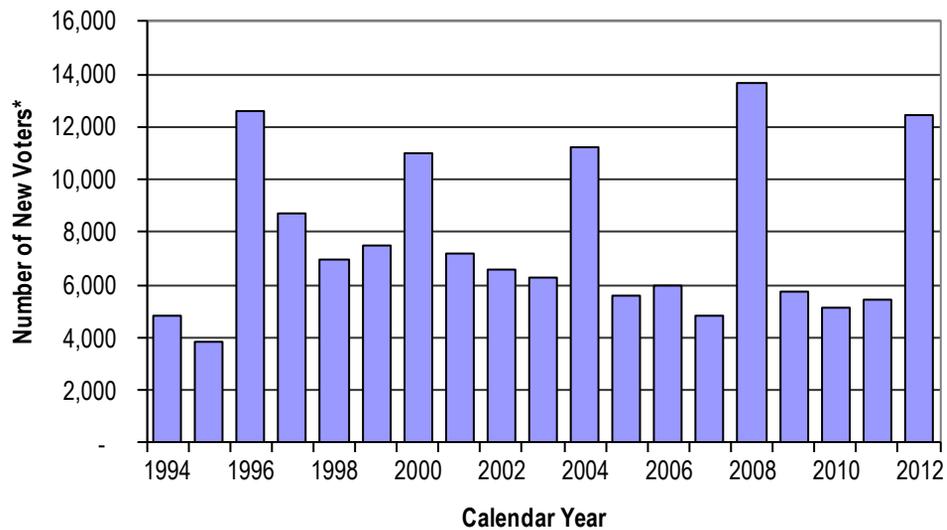
ELECTION ADMINISTRATION – The goal of Elections Administration is to conduct local, state, and federal elections for citizens of Alexandria; to fairly elect leadership for our government; and to ensure that all candidates file accurate finance reports, comply with filing deadlines, and provide full disclosure of the campaign's financial activities to the public.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$507,185	\$497,502	\$444,875
FTE's	2.0	2.0	2.0
# of elections administered	4	2	1
# of absentee voters (in-person, ballots mailed and emailed) served ¹	3,558	16,621	3,000
# of registered voters served (precincts and absentee voting) ¹	47,496	80,308	36,000
Cost of Election Administration per registered voter served (precincts and absentee voting)	\$10.68	\$6.19	\$12.36
# of finance reports filed	198	230	84
% of results reported within 2 hours of poll closing	100%	96%	100%

¹FY 2013 includes the November 2012 presidential election, which included significantly more voter activity than in non-presidential election years.

Absentee Voters in Federal and Statewide Elections
1994-2012



New Alexandria Voters Registered
1994-2012



*Voter registration follows a cyclical pattern, with the largest increase in new voters registered occurring in Presidential election years (1992, 1996, 2000, 2004, 2008 and 2012).

"Net City Share" of Registrar's Office			
	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
General Fund Expenditures			
Personnel	\$ 795,477	\$ 901,071	\$ 804,154
Non-Personnel	\$ 369,434	\$ 435,099	\$ 411,007
Capital Goods	\$ -	\$ -	\$ -
<i>Total General Fund Expenditures</i>	<i>\$ 1,164,911</i>	<i>\$ 1,336,170</i>	<i>\$ 1,215,161</i>
General Fund Revenues ¹¹			
State Reimbursement for Personnel Costs	\$ 94,101	\$ 60,246	\$ 60,246
Net City Share (General Fund Expenditures less General Fund Revenues)			
	\$ 1,070,810	\$ 1,275,924	\$ 1,154,915

¹¹ These revenues are not reflected in the Registrar's budget. This revenue from the Commonwealth is for the Registrar's and Electoral Board's salaries. The Registrar's salary is supplemented by the City.

Sheriff's Office

Mission Statement: The mission of the Sheriff's Office is to maintain the safety and security of City residents and those committed to the care of the Sheriff's Office; to discharge all duties and obligations mandated by the Constitution of the United States, the Constitution of the Commonwealth of Virginia, and the Alexandria City Charter.

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$23,829,630	\$24,411,002	\$24,959,472	2.2%
Non-Personnel	\$4,163,956	\$4,673,105	\$4,714,675	0.9%
Capital Goods Outlay	\$5,323	\$111,256	\$202,150	45.0%
Interfund Transfers	\$0	\$0	\$0	NA
Total Expenditures	<u>\$27,998,909</u>	<u>\$29,195,363</u>	<u>\$29,876,297</u>	2.3%
Less Revenues				
Internal Service	\$171,037	\$96,662	\$187,556	48.5%
Special Revenue Funds	\$657,878	\$655,411	\$738,416	11.2%
ARRA Stimulus Funds	\$2,806	\$0	\$0	
Total Designated Funding Sources	<u>\$831,721</u>	<u>\$752,073</u>	<u>\$925,972</u>	18.8%
Net General Fund Expenditures	<u>\$27,167,188</u>	<u>\$28,443,290</u>	<u>\$28,950,325</u>	1.8%
Total Department FTE's	215.0	215.0	215.0	0.0%

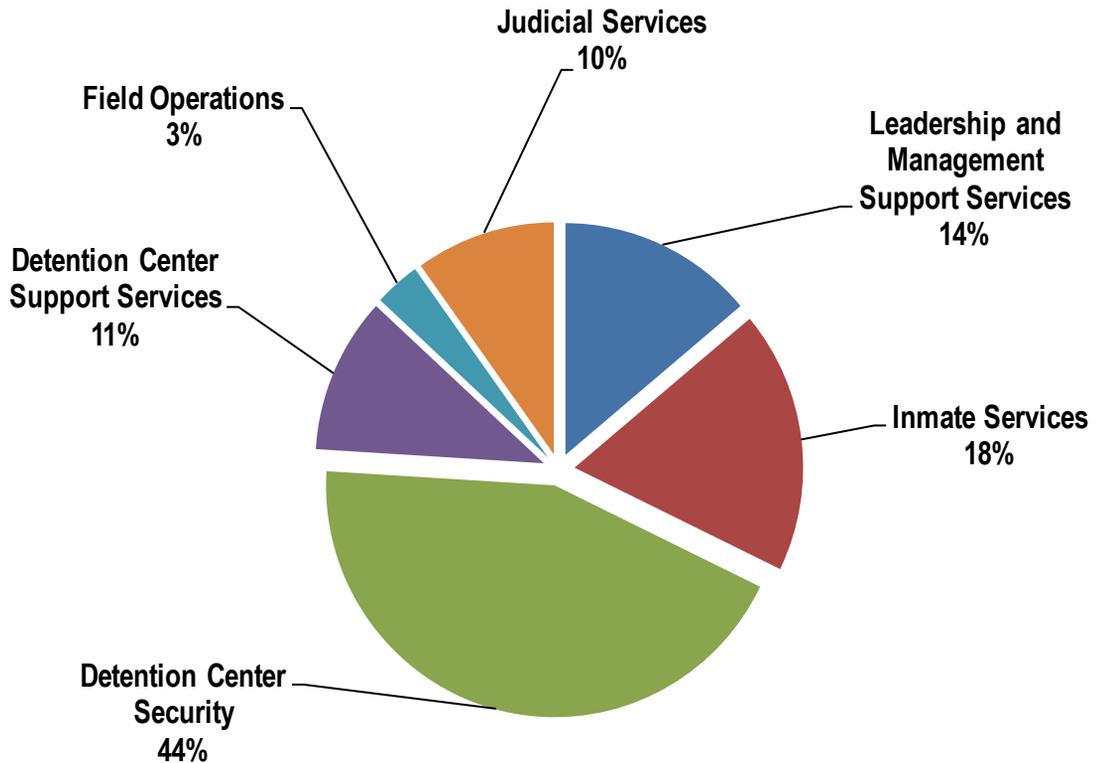
Highlights

- In FY 2014, the General Fund budget for the Sheriff's Office increases by \$507,035, or 1.8%.
- The FY 2014 personnel budget increases by \$548,470, or 2.2%. The increase is partially attributed to employee step adjustments 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 increase is offset by the elimination of one vacant sworn Deputy Sheriff I position (1.0 FTE and \$75,839) in the Community Work Detail Program and vacancy savings from holding one Deputy Chief Sheriff position vacant for six months (\$98,472).
- Non-Personnel costs increase by \$41,570, or 0.9%, primarily due to increases in contract costs associated with janitorial services at the detention center, contract costs with the Alexandria City Public Schools (ACPS) to provide General Education Development (GED) teacher services to the inmate population and costs for fuel to more accurately reflect current prices.
- The Capital Goods Outlay is increasing by \$90,894, or 45.0%. This is due to non-General Fund vehicle replacement costs in the Equipment Replacement Fund, also reflected in the Internal Service Fund. The Department is replacing a larger number of vehicles in FY 2014 than previously budgeted in FY 2013.
- A Mental Health Senior Therapist position contracted with the Department of Community and Human Services (DCHS) was proposed for elimination. Through the Add/Delete process the service has been restored and partial funding (\$42,900) was added to contingent reserves in the Non-Departmental account. Staff will return with a proposal for Council consideration that identifies full funding of the position through a combination of existing DCHS resources and the increased federal prisoner per diem.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Average daily population served	430	430	430
% of inmates held without escape	100%	100%	100%
Security operations - cost per inmate served per day	\$77.41	\$77.42	\$83.32
# of meals served per day	1,350	1,350	1,375
Food service-cost per meal served	\$1.24	\$1.52	\$1.49
Facility support-cost per inmate served per day	\$8.03	\$9.23	\$8.45
# of Courthouse users screened annually	273,589	285,000	276,000

FY 2014 Approved Expenditures by Program



Sheriff's Office

Program Level Summary Information

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014 ¹
Leadership and Management Support Services	\$3,910,529	\$3,962,049	\$4,150,569	4.5%
Inmate Services	\$4,861,186	\$5,441,199	\$5,470,303	0.5%
Detention Center Security	\$12,150,103	\$12,151,683	\$13,077,698	7.1%
Detention Center Support Services	\$3,004,856	\$3,418,612	\$3,254,892	-5.0%
Field Operations	\$1,192,085	\$1,279,690	\$967,992	-32.2%
Judicial Services	\$2,880,150	\$2,942,130	\$2,954,843	0.4%
Total Expenditures	\$27,998,909	\$29,195,363	\$29,876,297	2.3%

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014 ¹
Leadership and Management Support Services	27.0	27.0	27.0	0.0%
Inmate Services	23.9	22.9	23.0	0.4%
Detention Center Security	109.1	109.1	115.0	5.1%
Detention Center Support Services	22.2	22.2	19.8	-12.1%
Field Operations	9.5	9.5	7.0	-35.7%
Judicial Services	23.3	24.3	23.2	-4.7%
Total Full-time Equivalents	215	215.0	215.0	0.0%
Sworn Personnel	173.0	173.0	172.0	-0.6%
Non-sworn Personnel	42.0	42.0	43.0	2.3%
Total Full-time Equivalents	215.0	215.0	215.0	0.0%

¹ The change from FY 2013 to FY 2014 reflects career ladder adjustments, promotions, and reassignments within the Sheriff's Office.

Sheriff Programs and Activities	
<p>Leadership and Management Leadership and General Management Information Technology Management Training Planning and Project Management Fleet & Uniform Management</p> <p>Inmate Services Inmate Programs Inmate Alternative Programs Inmate Classification Medical Services Mental Health Services</p> <p>Detention Center Security Security Operations</p>	<p>Detention Center Support Services Records Facility Support Food Services Community Work Detail</p> <p>Field Operations Transportation Warrant Service Gang Intelligence</p> <p>Judicial Services Courthouse Security Legal Process Service</p>

Department Information
<p>Department Contact Info 703.746.4114 http://alexandriava.gov/sheriff/</p> <p>Department Head Dana Lawhorne, Sheriff 703.746.4114 Dana.Lawhorne@alexandriava.gov</p>

Sheriff's Office

Leadership and Management Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	14.0%	13.6%	13.9%
Total Expenditures	\$3,910,529	\$3,962,049	\$4,150,569
Less Revenues	\$9,970	\$96,662	\$187,556
Net General Fund Expenditures	\$3,900,559	\$3,865,387	\$3,963,013
Program Outcomes			
% of effectiveness targets achieved	100%	100%	100%

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, planning and support services to facilitate the operations of the Sheriff's Office.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,641,664	\$1,827,960	\$1,821,411
FTE's	12.00	12.00	12.00
# of departmental FTE's managed	215	215	215
# of citizen complaints relating to Internal Affairs	20	25	24
# of litigation management hours	40	120	100
# of background investigations	194	150	225
Leadership & General Management support services cost as a % of department expenditures	5.9%	6.3%	6.1%
% of dept. effectiveness targets met in all programs	100%	100%	100%

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to provide computer (hardware/software) support for Sheriff's Office staff to ensure effective and efficient Sheriff's Office operations.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$505,794	\$484,898	\$580,982
FTE's	3.5	3.5	3.5
# of requests responded to for computer and technical issues	725	950	820
Cost per system user	\$2,353	\$2,255	\$2,702
% of requests responded to	100%	100%	100%

TRAINING – The goal of Training is to coordinate training for all staff, meet state mandated standards, and provide the City and Sheriff's Office with the most highly trained and professional work force possible.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$830,251	\$734,586	\$732,590
FTE's	5.6	5.6	5.6
# of training hours provided	24,168	20,000	24,000
Cost per training hour	\$34.35	\$36.73	\$30.52
% of sworn staff receiving a minimum of 40 hours of training annually	100%	100%	100%

Sheriff's Office

Leadership and Management Support Services Program, continued

Activity Data

PLANNING AND PROJECT MANAGEMENT – The goal of Planning and Project Management is to provide for on going assessment of Office strengths and weaknesses, defend lawsuits, improve staff morale, and provide for a safe productive work environment.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures ¹	\$313,579	\$356,247	\$506,480
FTE's ¹	3.7	3.7	4.1
# of Accreditations maintained	4	4	4
# of community events/activities	92	100	110
Cost for daily management of accreditation standards ¹	\$214.78	\$244.00	\$346.90
% of community requests for attendance accommodated	100%	100%	100%
% of successful audits	100%	100%	100%

FLEET AND UNIFORM MANAGEMENT – The goal of Fleet and Uniform Management is to manage the fleet, uniforms, and equipment for the Sheriff's Office.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures ¹	\$619,241	\$558,358	\$509,106
FTE's ¹	2.2	2.2	1.8
# of Sworn FTE's	173	173	172
# of department vehicles maintained	40	40	42
% of staff adequately equipped	100%	100%	100%
Daily cost per FTE to equip and maintain in a ready status vehicles and equipment	\$9.81	\$8.84	\$8.11

¹ The change from FY 2013 to FY 2014 reflects the transfer of staff costs from the Fleet and Uniform Management activity to the Planning and Project Management activity. These costs are also reflected in the "cost of daily management of accreditation standards" performance measure.

Sheriff's Office

Inmate Services Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	17.4%	18.6%	18.3%
Total Expenditures	\$4,861,186	\$5,441,199	\$5,470,303
Less Revenues	\$437,787	\$459,209	\$459,209
Net General Fund Expenditures	\$4,423,399	\$4,981,990	\$5,011,094
Program Outcomes			
% of programs utilized (regular and alternative)	100%	100%	100%

Activity Data

INMATE PROGRAMS – The goal of Inmate Programs is to recruit, coordinate, and oversee volunteers and programs to include educational, spiritual, life skills, substance abuse, job skills for the purpose of inmate rehabilitation.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$424,060	\$436,269	\$472,665
FTE's	3.5	3.5	3.5
# of volunteers*	75	NA	75
# of volunteer hours provided to inmates	2,869	2,400	3,250
Daily Cost to maintain program opportunities for inmate population per inmate	\$2.70	\$2.78	\$3.01
% of volunteer program hours provided which served to meet inmate rehabilitative needs	100%	100%	100%

*New measure in FY 2014. Data became available after the FY 2013 budget was published.

INMATE ALTERNATIVE PROGRAMS – The goal of Alternative Programs is to provide sentencing alternatives to the local judiciary for individuals who meet local and state requirements such as home electronic monitoring, work release, modified work release, weekenders, pre-trial and local probation.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,151,421	\$1,279,778	\$1,333,733
FTE's**	11.2	10.2	10.5
# of alternative programs maintained	6.0	5.0	6.0
# of jail days diverted*	65,600	NA	65,000
% of individuals completing alternative programs	100%	100%	100%

**One civilian Mental Health Probation Officer position (1.0 FTE & \$85,830) added after the FY 2013 budget was approved, was eliminated in FY 2014 as part of a City-wide reduction option.

INMATE CLASSIFICATION – The goal of Inmate Classification is to evaluate inmates to determine appropriate housing and services in order to safely and securely manage inmates within the Detention	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$919,244	\$952,487	\$934,140
FTE's	9.0	9.0	9.0
# of Objective Classification interviews	3,248	3,600	3,250
# of inmates involved in physical altercations (assaults or fights)	37	35	35
Cost per inmate served (ADP) per day	\$5.86	\$6.07	\$5.95
% of inmates classified who were not involved in a physical altercation (assaults or fights)	99%	99%	99%

Sheriff's Office

Inmate Services Program, continued

Activity Data

MEDICAL SERVICES – The goal of Medical Services is to provide medical care and treatment to the inmate population.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,991,206	\$2,328,168	\$2,328,168
FTE's	0.10	0.10	0.00
Cost per inmate per day	\$12.69	\$14.83	\$14.83
% of mandatory medical standards met	100%	100%	100%

MENTAL HEALTH SERVICES – The goal of Mental Health Services is to provide mental health care and treatment to the inmate population.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$375,255	\$444,497	\$401,597
FTE's	0.10	0.10	0.00
# of inmates receiving Mental Health services	818	750	750
Cost per inmate per day	\$2.39	\$2.83	\$2.56
% of inmates who do not commit suicide during incarceration	100%	100%	100%

Sheriff's Office

Detention Center Security Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	43.4%	41.6%	43.8%
Total Expenditures	\$12,150,103	\$12,151,683	\$13,077,698
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$12,150,103	\$12,151,683	\$13,077,698
Program Outcomes			
% of inmates held without escape from the Detention Center Population	100%	100%	100%

Activity Data

SECURITY OPERATIONS – The goal of security operations is to coordinate the management/supervision of all inmates (high and medium security); to minimize risk to staff, visitors, other inmates, themselves, and the general public.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$12,150,103	\$12,151,683	\$13,077,698
FTE's	109.1	109.1	115.0
# of intakes	7,417	7,200	7,700
% of inmates held without escape	100%	100%	100%
Cost per inmate served (ADP) per day	\$77.41	\$77.42	\$83.32

Sheriff's Office

Detention Center Support Services Program

The goal of Detention Center Support Services is to provide daily operational support to all divisions of the Sheriff's Office through safety and health inspections, procurement services, general maintenance, telephone services and custodial services.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	10.7%	11.7%	10.9%
Total Expenditures	\$3,004,856	\$3,418,612	\$3,254,892
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$3,004,856	\$3,418,612	\$3,254,892
Program Outcomes			
% effectiveness of targets achieved	100%	100%	100%

Activity Data

RECORDS – The goal of Records is to process and maintain all required information on inmates committed to the custody of the Sheriff's Office in accordance with State of Virginia Code.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$843,753	\$876,321	\$900,030
FTE's	10.30	10.30	10.30
# of inmate records processed annually	51,477	35,000	50,000
Cost per inmate record	\$16.39	\$25.04	\$18.00
% of successful LIDS audits (Local Inmate Data System)	100%	100%	100%
% of incarcerations without improper detentions or erroneous releases	100%	100%	100%

FACILITY SUPPORT – The goal of Facility Support is to maintain detention center building components, provide maintenance, logistical support, supervise and coordinate inmate work details inside the Detention Center to provide a safe and secure environment.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,261,005	\$1,448,364	\$1,326,243
FTE's	8.7	8.7	7.4
Square footage supported	143,604	143,604	143,604
Cost per inmate served (ADP) per day to maintain upkeep of PSC	\$8.03	\$9.23	\$8.45
% of DOC Standards met (Department of Corrections)	100%	100%	100%
% of ACA Standards met (American Correctional Association)	96%	96%	96%

Sheriff's Office

Detention Center Support Services Program, continued

Activity Data

FOOD SERVICES – The goal of Food Services is to provide meals for inmates within the Detention Center.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$611,527	\$750,000	\$750,000
FTE's	0.2	0.2	0.0
# of meals served per day	1,350	1,350	1,375
Cost per meal served	\$1.24	\$1.52	\$1.49
% of ACA Standards met (American Correctional Association)	100%	100%	100%
% of DOC Standards met (Department of Corrections)	100%	100%	100%

COMMUNITY WORK DETAIL – The goal of the Community Work Detail activity is to provide community service through the use of inmate labor to the City of Alexandria to supplement City services.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$288,571	\$343,927	\$278,619
FTE's*	3.0	3.0	2.1
# of service hours provided	5,475	9,000	7,500
\$ value of inmate hours provided	\$150,015	\$246,600	\$205,500
Cost per inmate hours	\$52.71	\$38.21	\$37.15
% of Community Requests responded to	100%	100%	100%

* One Sworn Deputy Sheriff I position (1.0 FTE & \$75,839) was eliminated in FY 2014. The FY 2014 total position count reflects the reallocation of 10% of a supervisor's time to this activity to more accurately account for the cost of this function.

Sheriff's Office

Field Operations Program

The goal of Field Operations is to provide for prisoner transportation for all inmates requiring transportation to required proceedings and/or services; to conduct field investigations to arrest known offenders based on criminal capias' and warrants; and to coordinate intelligence gathering on inmates connected to gangs or gang affiliation.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	4.3%	4.4%	3.2%
Total Expenditures	\$1,192,085	\$1,279,690	\$967,992
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,192,085	\$1,279,690	\$967,992
Program Outcomes			
% of prisoner transports completed without incident	100%	100%	100%

Activity Data

TRANSPORTATION – The goal of Transportation is to safely transport prisoners to and from other jails, prison facilities, hospitals, mental institutions, and per Court order.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$518,387	\$543,163	\$399,670
FTE's	4.0	4.0	2.8
# of transports completed	1,618	2,000	1,900
Cost per transport	\$320.39	\$271.58	\$210.35
% of prisoner transports completed without incident	100%	100%	100%

WARRANT SERVICE – The goal of Warrant Service is to investigate and apprehend offenders on arrest warrants (capiases) issued by the courts.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$493,279	\$542,130	\$397,151
FTE's	4.0	4.0	2.8
# of arrest warrants processed	4,261	5,200	5,000
# of arrest warrants executed	771	1,200	1,000
Cost per arrest warrant processed	\$115.77	\$104.26	\$79.43
# of individuals arrested	623	800	800

GANG INTELLIGENCE – The goal of Gang Intelligence is to gather information and maintain information necessary to effectively classify and house inmates with gang affiliations in a safe and secure manner.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$180,419	\$194,397	\$171,171
FTE's	1.5	1.5	1.4
# of inmate investigations related to gang activity conducted	5,046	5,300	5,300
Cost per inmate served (ADP) per day	\$1.15	\$1.24	\$1.09
% of Gang related incidents in the Facility	0.0%	0.0%	0.0%

Sheriff's Office

Judicial Services Program

The goal of Judicial Services is to provide Courthouse and Courtroom security for all activities and proceedings taking place in the Alexandria Courthouse; to ensure the safe and secure transport of all prisoners whose presence is required at Courthouse proceedings; and to provide effective service of all legal documents.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	10.3%	10.1%	9.9%
Total Expenditures	\$2,880,150	\$2,942,130	\$2,954,843
Less Revenues	\$218,210	\$196,202	\$193,650
Net General Fund Expenditures	\$2,661,940	\$2,745,928	\$2,761,193
Program Outcomes			
% of prisoners in custody in the courthouse without escape or security incident	100%	100%	100%

Activity Data

COURTHOUSE SECURITY – The goal of Courthouse Security is to screen all entrants and deliveries, maintain prisoner lockup and provide security surveillance and response in order to ensure the safety of all personnel, visitors, and prisoners in the Alexandria Courthouse.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,049,076	\$2,083,522	\$2,112,625
FTE's	16.4	17.4	16.5
# of screenings conducted	273,589	285,000	276,000
# of prisoners secured in the Courthouse	1,891	2,000	2,000
# of court proceedings held	75,693	77,250	76,500
Cost of Security per Courthouse user and inmate held	\$5.83	\$5.72	\$5.96
% of prisoners in custody in the courthouse held without escape	100%	100%	100%
% of proceedings held without security incident	100%	100%	100%

LEGAL PROCESS SERVICE – The goal of Legal Process Service is to properly execute or serve all legal documents.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$831,074	\$858,608	\$842,218
FTE's	6.9	6.9	6.7
# of valid documents received	18,900	21,000	20,500
# of attempted services	7,112	7,250	7,100
# of documents served including attempted services	26,012	28,450	27,900
Cost per document received	\$43.97	\$40.89	\$41.08
% of documents served	100%	100%	100%

Sheriff's Office

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2014 Approved
Detention Center Support Services	<i>Janitorial Services</i>	\$8,627
This adjustment will fund increased janitorial contract hours from 6 hours per day to 8 hours per day, resulting in increased contract costs of \$8,627 (from \$35,880 to \$44,507).		
Inmate Services	<i>GED Teacher Contract</i>	\$13,311
This adjustment will fund anticipated increased contract costs with the Alexandria City Public Schools (ACPS) to provide General Education Development (GED) teacher services to the inmate population. This brings the total GED teacher contract with ACPS to \$92,350.		

Sheriff's Office

Summary of Budget Changes

Reduction Option			
Activity	Reduction Option	FTE's	FY 2014 Approved
Community Work Detail	<i>Eliminate One Sworn Deputy Sheriff I Position</i>	(1.00)	(\$75,839)
<p>One vacant sworn Deputy Sheriff I position in the Inmate Work Detail (IWD) Program has been eliminated as part of a City-wide reduction option.</p>			
Leadership & Management Support Services	<i>Vacancy Savings</i>	0.00	(\$98,472)
<p>The Department plans to hold the Chief Deputy position vacant for six months, when the incumbent retires during FY 2013. This will cause the scope of supervision for one of the four Bureaus within the Sheriff's Office to be weakened during the period when the position is held vacant.</p>			

Revenue Option			
Activity	Revenue Option		FY 2014 Approved
Intergovernmental Revenue	<i>Federal Per Diem Revenue</i>		\$436,735
<p>The City contracts with the Federal Government to house federal prisoners. A guaranteed reimbursement is based on an average daily population of 150 federal prisoners. The Sheriff's Office has committed to carrying 14.4 additional federal prisoners over the base contract of 150 for FY2014. Due to the increased number of prisoners held, intermediate outcomes will reflect a propensity for an increased level of incidents within the Detention Center that involve inmate on inmates assaults and/or inmate staff assaults.</p>			

Sheriff's Office

Miscellaneous Department Information

Net City Share of Sheriff's Office Operations

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
General Fund Expenditures	\$27,167,188	\$28,443,290	\$28,950,325
Sheriff Related General Fund Revenues			
Federal Prisoner Per Diem ¹	\$6,902,105	\$6,735,337	\$6,562,337
State Compensation Board	\$4,009,421	\$3,706,036	\$4,958,580
State Prisoner Per Diem	\$507,885	\$462,272	\$453,452
State Criminal Alien Assistance Program	\$123,447	\$175,000	\$175,000
Sheriff's Fees	\$12,101	\$14,000	\$14,000
Weekenders Fees	\$9,709	\$8,000	\$8,000
Work Release Fees	\$6,656	\$13,000	\$13,000
Medical Co-Pays	\$6,295	\$4,000	\$4,000
Total	\$11,577,619	\$11,117,645	\$12,188,369
Net City Share (General Fund Exp Less Related Revenues)	\$15,589,569	\$17,325,645	\$16,761,956

¹ FY 2013 Federal Prisoner Per Diem assumes a commitment of 170 prisoners per day by the U.S. Marshals Service. The contract with the US Marshals Service is for a guaranteed commitment of no less than 150 prisoners per day. Actual experience has been 170 to 175 Federal Prisoners on average in FY 2010, FY 2011, and FY 2012. To date in FY 2013, the average is 167. The Sheriff has agreed that an estimated 164.4 prisoners per day may be used for the FY 2014 revenue estimate.

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General Government

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Finance Department

Mission Statement: The mission of the Finance Department is to provide long-term financial stability to the City through effective expenditure control, reliable and equitable revenue collection practices, sound cash and debt management policies, and responsible accounting, purchasing and pension administration practices.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	7,330,718	8,272,770	8,782,548	6.2%
Non-Personnel	4,142,837	3,064,918	2,979,785	-2.8%
Capital Goods Outlay	0	26,185	26,185	0.0%
Total Expenditures	\$11,473,555	\$11,363,873	\$11,788,518	3.7%
Less Revenues				
Internal Service	129,438	44,600	44,600	0.0%
Special Revenue Fund	250,277	557,154	616,449	10.6%
Total Designated Funding Sources	\$379,715	\$601,754	\$661,049	9.9%
Net General Fund Expenditures	\$11,093,840	\$10,762,119	\$11,127,469	3.4%
Total Department FTE's	90.5	91.5	92.5	1.1%

Highlights

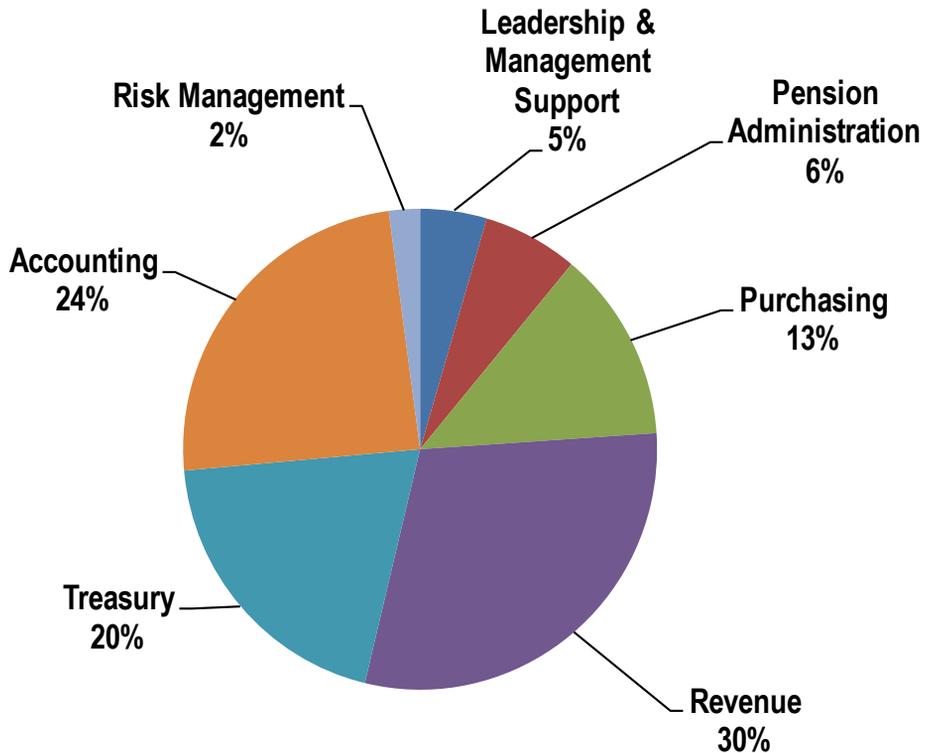
- In FY 2014, the General Fund budget increases \$363,350 or 3.4%.
- Personnel costs increase by \$509,778 or 6.2%. This is due to the addition of a new Compliance Officer position, anticipated to increase City revenue by at least \$140,000 from delinquent tax collection, which exceeds the \$69,345 cost of the position. Additional increases resulted from the reclassification of several positions to reflect an expansion of responsibilities and to address internal and external salary inequities in compensation when compared to the market. The increase is also 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.
- Non-personnel costs decrease by \$85,133 or -2.8%. The City has modified the parking adjudication process and is eliminating a parking adjudication contract (\$134,580). The remaining responsibility will be shifted back to the General District Court. This decrease is partially offset by three current service adjustments: \$10,044 in publication and outreach materials for the Pension Administration Division; \$21,291 for the department's share of the maintenance cost of the new Enterprise Resource Planning (ERP) system; and a \$13,958 increase in lease agreements.
- The increase in the Special Revenue Fund will support the increases associated with benefit cost increases and the 1% shift in the pay scale described above for those employees who are funded by the City's pension plan (individuals who are responsible for plan administration).

Finance Department

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Bond ratings achieved with each bond issue	AAA/Aaa	AAA/Aaa	AAA/Aaa
% of compliance with City adopted debt policies in last fiscal year	100%	100%	100%
Overall collection rate for current year taxes	99%	99%	99%
% of GFOA standards met on financial reporting	100%	100%	100%

FY 2014 Approved Expenditures by Program



Finance Department

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership and Management Support	\$1,375,491	\$470,990	\$535,507	13.7%
Pension Administration	418,679	652,253	765,062	17.3%
Purchasing	1,133,131	971,674	1,520,370	56.5%
Revenue	3,210,115	3,619,383	3,515,053	-2.9%
Treasury	2,312,456	2,588,472	2,338,255	-9.7%
Accounting	2,691,144	2,923,136	2,864,153	-2.0%
Risk Management	332,539	137,965	250,118	81.3%
Total Expenditures	\$11,473,555	\$11,363,873	\$11,788,518	3.7%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership and Management Support	2.8	2.7	3.2	18.9%
Pension Administration	3.0	6.0	6.0	0.0%
Purchasing	8.0	8.0	11.2	39.4%
Revenue	37.3	35.7	33.1	-7.2%
Treasury	17.5	17.5	17.3	-1.4%
Accounting	19.5	20.7	19.7	-4.8%
Risk Management	2.5	1.0	2.2	126.3%
Total full time employees	90.5	91.5	92.5	1.1%

Finance Department Programs and Activities		Dept Info
<p>Leadership & Mgmt Support Services Leadership & General Mgmt</p> <p>Pension Administration Pension Investment Retirement Plan Admin.</p> <p>Revenue Business & Personal Property Tax Assessment Delinquent Tax Collections Tax Audit, Research & Analysis Taxpayer Assistance/ Customer Relations</p> <p>Purchasing Purchasing</p>	<p>Treasury Payment Processing Tax Billing Cash Management/ Investment</p> <p>Accounting Financial Reporting Paying & Billing Vendors/Employees Reconciliations</p> <p>Risk Management Tort Claims Management Workplace & General Safety Management Liability/Property Insurance Management Workers Comp Claims Management</p>	<p>Department Contact Info 703.746.3900 http://alexandriava.gov/finance/</p> <p>Department Head Laura Triggs, CPA, Chief Financial Officer 703.746.3900 laura.triggs@alexandriava.gov</p> <p>Department Staff Debbie Kidd, JD, Dep. Dir. of Finance - Revenue Ray Welch, Comptroller Steven Bland, Retirement Administrator David Clark, Assistant Dir. of Finance Treasury Stephen Taylor, Acting Purchasing Agent</p>

Finance Department

Leadership and Management Support Services Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	12.0%	4.1%	4.5%
Total Expenditures	\$1,375,491	\$470,990	\$535,507
Less Revenues	\$129,438	\$44,600	\$44,600
Net General Fund Expenditures	\$1,246,053	\$426,390	\$490,907
Program Outcomes			
Demonstrate long-term financial stability by maintaining bond rating	AAA/Aaa	AAA/Aaa	AAA/Aaa

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT: The goal of Leadership and General Management is to maintain the City's standard of financial excellence by providing citizens, City Council, vendors and employees with competent and comprehensive financial services, sound financial policy recommendations and reporting, and oversight of the collection and disbursement of City funds.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,375,491	\$470,990	\$535,507
FTE	2.8	2.7	3.2
\$ amount of revenue collected and funds disbursed	\$2,347,329,666	\$2,088,276,825	\$2,347,329,666
\$ amount of funds disbursed (all funds)	\$1,158,108,796	\$1,002,490,799	\$1,158,108,796
Ratio of Finance Department costs to City budget	1.0%	1.0%	1.0%
% compliance with City adopted debt policies in last fiscal year	100%	100%	100%

Finance Department

Pension Administration Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	3.6%	5.7%	6.5%
Total Expenditures	\$418,679	\$652,253	\$765,062
Less Revenues	\$249,463	\$483,376	\$540,883
Net General Fund Expenditures	\$169,216	\$168,877	\$224,179
Program Outcomes			
Ratio of annual pension administration program costs to City employer annual contributions	1.9%	2.9%	3.4%

Activity Data

PENSION INVESTMENT – The goal of Pension Investment is to provide investment earnings for each of the five pension plans in order to meet actuarial assumptions.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$58,839	\$83,023	\$71,618
FTE's	0.3	0.2	0.2
Funds invested at fiscal year end in millions of dollars	\$350.0	\$370.0	\$399.4

RETIREMENT PLAN ADMINISTRATION – The goal of Retirement Plan Administration is to provide suggestions for plan improvements and to manage the outside pension administrator, investment consultant, actuarial, legal counsel and other consultants for the City in order to control pension costs.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$359,840	\$569,230	\$693,444
FTE's	2.8	5.8	5.8
# of plans administered	8	7	8
# of employee/retirees consulting sessions	1,456	1,456	1,456
Cost per employee/retiree served	\$287.55	\$232.64	\$525.45
Ratio of annual pension administration costs to fund assets	0.10%	0.15%	0.17%

Finance Department

Revenue Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	28.0%	31.8%	29.8%
Total Expenditures	\$3,210,115	\$3,619,383	\$3,515,053
Less Revenues	\$814	\$73,778	\$75,566
Net General Fund Expenditures	\$3,209,301	\$3,545,605	\$3,439,487
Program Outcomes			
Total tax revenue generated for the City in compliance with City regulations	\$487,340,254	\$495,809,214	\$517,944,045

Activity Data

BUSINESS & PERSONAL PROPERTY TAX ASSESSMENT – The goal of Business and Personal Property Tax Assessment is to identify tax basis and accurately and uniformly assess the appropriate tax in order to maximize City revenues.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,361,713	\$1,551,754	\$1,519,921
FTE's	15.4	14.6	13.3
# of tax transactions processed	1,885,596	1,954,529	1,923,308
Cost per tax transaction processed	\$0.72	\$0.79	\$0.79
% of tax assessments processed by due date	100%	100%	100%

DELINQUENT TAX COLLECTION – The goal of Delinquent Tax Collections is to collect delinquent taxes in order to reduce the outstanding tax balance and increase the City's general fund revenue.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$655,773	\$647,429	\$641,906
FTE's	7.1	6.5	6.4
# of demands for payment action sent	164,552	173,608	167,843
Cost per demand for payment action	\$3.99	\$3.73	\$3.82
% of delinquent tax collected annually	97.0%	91.0%	97.0%

TAX AUDIT, RESEARCH & ANALYSIS – The goal of Tax Audit, Research and Analysis is to ensure that business tax returns are filed accurately and to identify unregistered businesses and vehicles in order to maximize City revenues and taxpayer compliance.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$302,483	\$355,770	\$289,182
FTE's	4.3	3.5	2.7
# of tax accounts reviewed/audited	89,572	99,811	91,364
Costs of tax accounts reviewed/audited	\$3.38	\$3.56	\$3.17
\$ amount of revenue generated from audits and compliance activity	\$1,254,716	\$1,200,000	\$1,320,000
Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities	24.1%	29.6%	21.9%

Revenue Program (continued)

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

TAXPAYER ASSISTANCE/CUSTOMER RELATIONS – The goal of the Taxpayer Assistance and Customer Relations is to administer tax relief programs and provide assistance to taxpayers in order to accommodate their needs pertaining to City and State taxes.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$890,146	\$1,064,430	\$1,064,044
FTE's	10.6	11.1	10.8
# of applications processed for tax relief programs	1,342	1,389	1,300
# of taxpayers assisted on State tax issues	300	300	300
Cost per application processed	\$26.02	\$25.98	\$30.39
% of applications approved for tax relief	98.0%	98.0%	98.0%
% of survey participants reporting satisfaction with customer service	99%	99%	99%

Finance Department

Treasury Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	20.2%	22.8%	19.8%
Total Expenditures	\$2,312,456	\$2,588,472	\$2,338,255
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,312,456	\$2,588,472	\$2,338,255
Program Outcomes			
Maintain an overall collection rate for current year taxes greater than 95%	Yes	Yes	Yes

Activity Data

PAYMENT PROCESSING – The goal of Payment Processing is to process City revenues in a manner that maximizes interest earnings and promotes high quality customer service.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,235,124	\$1,318,797	\$1,404,389
FTE's	9.5	9.6	9.6
# of tax payments processed	218,500	217,000	220,000
# of electronic payments	177,900	169,260	183,700
# of manual payments	40,600	47,740	36,300
# of tax payments processed per FTE	23,000	22,604	23,037
% of tax payments processed electronically	81.4%	78.0%	83.5%

TAX BILLING – The goal of Tax Billing is to maximize revenues while providing high quality customer service by mailing accurate and timely tax bills.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$576,341	\$698,615	\$652,899
FTE's	7.4	7.3	7.1
% of current year personal property tax collected	94.9%	93.8%	95.0%
% of current year real estate tax collected	99.8%	99.6%	99.8%
% of current year business property tax collected (including statutory assessments)	91.8%	91.2%	92.0%

Treasury Program (continued)

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

CASH MANAGEMENT/INVESTMENT – The goal of Cash Management and Investment is to invest City funds in a manner that safeguards principal, ensures liquidity and earns a reasonable rate of return. This function is largely contracted out.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$315,474	\$326,895	\$280,967
FTE's	0.7	0.7	0.7
Average month end portfolio dollar balance	\$140,000,000	\$110,000,000	\$145,000,000
City's rate of return	0.5%	0.5%	0.5%

PARKING ADJUDICATION-The goal of Parking Case Adjudication is to provide an efficient and convenient method of adjudicating parking infractions as an alternative to Court adjudication.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved*
Expenditures	\$185,517	\$244,165	\$0
FTE's	0.0	0.0	0.0
# of cases concluded	4,500	7,000	0
% of cases adjudicated without appeal	98.5%	99.9%	0.0%

*In FY14 the City has modified the parking adjudication process by eliminating the parking adjudication contract and shifting the remaining responsibility back to the General District Court.

Finance Department

Accounting Program

The goal of the Accounting Program is to provide the City Manager, City Council, employees, departments and the public with internal controls and financial information to support effective financial management decisions.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	23.5%	25.7%	24.3%
Total Expenditures	\$2,691,144	\$2,923,136	\$2,864,153
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,691,144	\$2,923,136	\$2,864,153
Program Outcomes			
% GFOA standards met without comment on Financial Reporting	100%	100%	100%

Activity Data

FINANCIAL REPORTING – The goal of Financial Reporting is to provide financial information for City stakeholders in order to make financial decisions and comply with laws and reporting requirements.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,149,714	\$1,285,970	\$1,357,282
FTE's	4.3	5.2	5.7
# of audit reports issued	4	4	4
% of audit reports issued by due date	100%	100%	100%

PAYING & BILLING EMPLOYEES/VENDORS – The goal of Paying and Billing Vendors and Employees is to provide receipt and payment processing and control for City departments, employees and vendors in order to appropriately manage their own finances.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,197,628	\$1,230,955	\$1,218,378
FTE's	11.6	11.5	10.9
# of employees processed annually	4,847	4,300	4,300
# of transactions processed	478,432	485,000	488,001
Cost per transaction	\$2.50	\$2.54	\$2.50
% of payrolls processed within required time frame	100%	100%	100%
% of vendors paid within required time frame	97.0%	97.0%	97.0%

RECONCILIATIONS – The goal of Reconciliation is to provide internal controls over financial information for City stakeholders in order to accurately report the results of the City's financial transactions comply with laws and reporting requirements.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$343,802	\$406,211	\$288,493
FTE's	3.6	4.0	3.1
# of capital, debt, bank, health and workers comp reconciliations produced	2,690	2,802	2,914
Cost per reconciliation produced	\$127.81	\$144.97	\$99.00
% of reconciliations issued within a desired timeframe	99.0%	99.0%	99.0%

Risk Management Program

The goal of Risk Management is to review safety, handle claims, manage cases, manage the City's insurance policies, and provide loss control for the City and the public in order to preserve City assets.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	2.9%	1.2%	2.1%
Total Expenditures	\$332,539	\$137,965	\$250,118
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$332,539	\$137,965	\$250,118

Activity Data

TORT CLAIMS MANAGEMENT – The goal of Tort Claims Management is to provide courteous, expeditious and fair handling of routine claims by residents and others against the City.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$34,152	\$0	\$0
FTE's	0.3	0.0	0.0
# of claims handled	81	110	100
Administrative cost per claim	\$422	\$0	\$0
% of claims settled within 6 months	9000%	90%	9000%
WORKPLACE & GENERAL SAFETY MANAGEMENT – The goal of Workplace and General Safety Management is to assist City operating departments in maintaining a safe, and OSHA and CDL compliant, work environment, and in identifying and reducing liability exposure from City operations and properties.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$167,697	\$93,993	\$213,451
FTE's	1.0	0.7	1.9
# of safety consultations	140	125	130
Cost per request	\$1,198	\$752	\$1,642
% of requests resolved within 7 work days	80%	87%	85%
LIABILITY/PROPERTY INSURANCE MANAGEMENT – The goal of Liability/Property Insurance Management is to efficiently procure and administer the City's casualty insurance and liability reinsurance policies and programs.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$66,370	\$28,744	\$25,217
FTE's	0.5	0.2	0.2
# of policies obtained	13	15	15
Administrative cost per policy	\$5,105	\$1,916	\$1,681
% of exposure reduced through insurance/reinsurance	50%	50%	50%
WORKERS COMP CLAIMS MANAGEMENT – The goal of Workers Comp Claims Management is to efficiently administer the City's Workers Compensation program.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$64,320	\$15,228	\$11,450
FTE's	0.8	0.1	0.1
# of claims handled	280	235	240
Administrative cost per claim	\$230	\$65	\$48
% of claims closed within 12 months	90%	90%	90%

Finance Department

Purchasing Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	9.9%	8.6%	12.9%
Total Expenditures	\$1,133,131	\$971,674	\$1,520,370
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,133,131	\$971,674	\$1,520,370
Program Outcomes			
Percentage of significant contracting actions executed for clients within mutually agreed time frames	85.0%	85.0%	85.0%

Activity Data

PURCHASING – The goal of Purchasing is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,133,131	\$971,674	\$1,520,370
FTE's	8.0	8.0	11.2
# of significant contracts administered	469	550	500
Staff cost per # of significant contracts administered	\$2,416	\$1,767	\$3,041
Percentage of significant contracting actions executed for clients within mutually agreed time frames	85%	85%	85%
Revenue generated from sales of surplus property and impounded vehicles and procurement card rebates	\$679,930	\$800,000	\$700,000
Percentage of the number of vendor payments made with procurement cards	44.0%	45.0%	48.0%

Finance Department

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment		FY 2014 Approved
Pension Administration	<i>Publication and Outreach Materials.</i>		\$10,044
Increased non-personnel costs associated with the additional staff in the Pension office. Positions were added in FY 2013 and the full non-personnel cost was not addressed at that time.			
Various	<i>ERP System Maintenance</i>		\$21,291
This is an increase of \$21,291 from the previous amount spent (\$147,176) on the Performance Accounting, Performance Asset Management, and eProcure systems, which will now be spent for the Finance Department's share of the new Enterprise Resource Planning (ERP) system.			

Supplemental Adjustment

Activity	Adjustment		FY 2014 Approved
Delinquent Tax Collections	<i>Creation of New Position to Improve Tax Compliance for Self-Reporting Taxes</i>	1.0 FTE	\$69,345
With the addition of a new Compliance Officer position, the department will be able to audit and identify non-compliant businesses and residents and reach out to educate and bring them into compliance. This is anticipated to increase self-reporting tax collection by approximately \$140,000.			

Expenditure Reduction

Activity	Reduction		FY 2014 Approved
Parking Adjudication	<i>Shift of Costs to Courts</i>		(\$134,580)
This reduction will eliminate the current parking adjudication contract. Going forward all parking ticket disputes will be taken to the General District Court for consideration.			

Department of General Services

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

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$5,756,546	\$6,392,429	\$6,687,307	4.6%
Non-Personnel	6,928,673	5,870,827	5,900,124	0.5%
Capital Goods Outlay	60,485	302,168	2,000	-99.3%
Interfund Transfers	77,931	0	0	0.0%
Total Expenditures	\$12,823,635	\$12,565,424	\$12,589,431	0.2%
Less Revenues				
Internal Service	\$17,705	\$300,168	\$0	-100.0%
ARRA - Stimulus	349,142	0	0	0.0%
Special Revenue Fund	156,588	67,393	76,913	14.1%
Total Designated Funding Sources	\$523,435	\$367,561	\$76,913	-79.1%
Net General Fund Expenditures	\$12,300,200	\$12,197,863	\$12,512,518	2.6%
Total Department FTE's	70.0	67.0	66.0	-1.5%

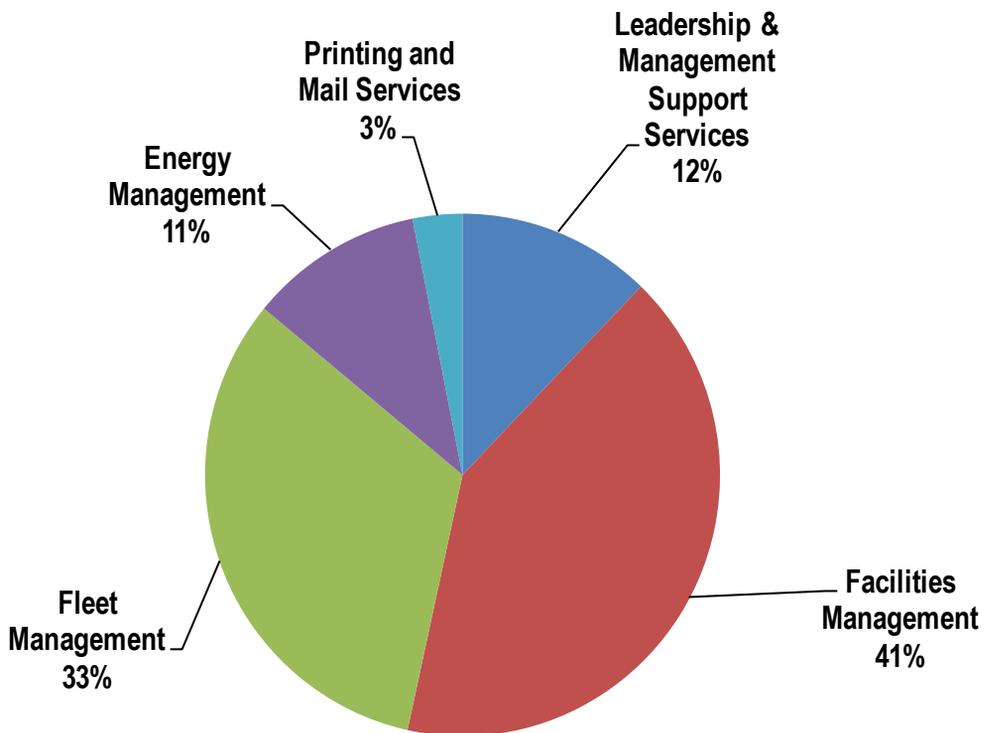
Highlights

- In FY 2014, the General Fund budget will increase by \$314,655, or 2.6%.
- Personnel costs increase by \$294,878, or 4.6%, 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 increasing costs have been offset by the elimination of a Space Planner position (-\$51,932). The work performed by this full time position will be shifted to as-needed contract support.
- Total non-personnel costs increase by \$29,297, or 0.5%. Contract adjustments for building maintenance, custodial services and office space rental (\$73,973) are offset by the shift of the marina security contract (-\$59,871) to the Department of Recreation, Parks and Cultural Activities, where it is more closely aligned with their activities related to the City's marina. Additional adjustments include adjustments in fuel costs to cover anticipated price per gallon increases (\$42,904); and increases in electricity (\$86,437) offset by decreases in gas (-\$113,925) and water (-\$23,638) to reflect anticipated market rate adjustments for utilities in FY 2014. Additional resources have been added to the non-personnel budget for future vehicle replacement (\$34,495). The automation of several City-owned parking lots is expected to produce a savings of \$100,000. All significant non-personnel adjustments are described more fully in the Summary of Budget Changes at the end of this Department's section.
- In FY 2014, there are no General Services vehicles scheduled for replacement. As a result, the budget for the Internal Service Fund is reduced to \$0.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of square feet of property managed	2,482,107	2,305,102	2,489,809
Processing and Delivery Cost per Piece of Mail (U.S. Post Office & Inter-Office mail)	\$0.24	\$0.24	\$0.26
Number of vehicle equivalents per technician (Best practice is 110 or more)	115	129	115

FY 2014 Approved Expenditures by Program



Department of General Services

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & General Management	\$1,880,776	\$2,070,275	\$1,818,451	-12.2%
Facilities Management	\$6,211,534	\$5,885,411	\$6,159,017	4.6%
Fleet Management	\$5,158,838	\$3,949,629	\$4,861,426	23.1%
Energy Management	\$1,881,411	\$1,831,857	\$1,627,132	-11.2%
Printing and Mail Services	\$455,054	\$450,340	\$464,926	3.2%
Less Recovered Costs For Printing Services	-\$156,266	-\$120,000	-\$120,000	0.0%
Less Recovered Costs For Fleet Management	-\$2,607,712	-\$1,502,088	-\$2,221,521	47.9%
Total Expenditures	\$12,823,635	\$12,565,424	\$12,589,431	0.2%

Staffing Summary

Authorized Positions (FTE's) by Program ¹	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & General Management	10.2	10.6	10.4	-2.4%
Facilities Management	32.4	32.3	31.9	-1.4%
Fleet Management	21.5	18.1	19.0	5.0%
Energy Management	1.3	2.3	0.8	-65.2%
Printing and Mail Services	4.9	3.9	4.0	2.6%
Total full time employees	70.0	67.0	66.0	-1.5%

¹ The fluctuation in FTEs between FY 2013 and FY 2014 reflects a reallocation of positions, most significantly 1.7 FTEs in the Energy Management Program to activities within the Facilities Management Program to more accurately depict their responsibilities. Facilities Management is reduced by one FTE to reflect the elimination of the Space Planner position. Other fluctuations between programs and activities reflect reallocations of existing positions, not an overall change in the Department's FTE level.

General Services Programs and Activities

<p>Leadership & Mgmt Support Services Leadership and General Management Contracts Management Real Estate Management</p> <p>Fleet Management Fleet Operations Parts Fuel Acquisition</p> <p>Energy Management Energy & Consumption Management</p>	<p>Facilities Management Support Services Planning and Design Portfolio Management Parking Management</p> <p>Printing & Mail Services Printing Services Self-Service Copy Management Mail Distribution</p>
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Dept Info

Department Contact Info

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

Department of General Services

Leadership and Management Support Services Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds budget	12.1%	14.6%	12.2%
Total Expenditures	\$1,880,776	\$2,070,275	\$1,818,451
Less Revenues	\$135,911	\$367,561	\$70,525
Net General Fund Expenditures	\$1,744,865	\$1,702,714	\$1,747,926
Program Outcomes			
% of customers who rate the service provided by the Department of satisfactory or better General Services	71%	85%	80%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the General Services Department.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,222,460	\$1,552,636	\$1,347,106
FTE's	6.6	7.9	7.9
# of personnel managed	70.0	67.0	66.0
Number of Full Time Employees	70.0	70.0	66.0
% of departmental service delivery programs within approved budget	98%	90%	90%

CONTRACTS MANAGEMENT – The goal of Contracts Management is to provide procurement and contracting support to line divisions in relation to solicitation, award, and administration of contracts assuring compliance with City, State and federal procurement policies and procedures.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$324,080	\$136,502	\$139,508
FTE's	2.5	1.6	1.3
# of contracts managed	64	25	80
% of contracts awarded and maintained without dispute or lapse	90%	90%	100%

REAL ESTATE MANAGEMENT - The goal of the Real Estate Management activity is to provide for leased space to departments and agencies that require such space in support of their missions, programs and activities.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$334,236	\$381,137	\$331,837
FTEs	1.1	1.1	1.3
Average cost per square foot of leased space managed by the City	\$25	\$26	\$27
% of leases maintained in compliance with lease terms and conditions	100%	100%	100%

Department of General Services

Facilities Management Program

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

In FY 2013, General Services undertook a significant reorganization to improve their ability to monitor the cost of maintaining and managing City facilities. The fluctuations in FTEs between activities in this Program are the result of further refinements stemming from this reorganization. The only FTE reduction occurred in the Planning and Design Activity with the elimination of the Space Planning position.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	39.8%	41.5%	41.2%
Total Expenditures	\$6,211,510	\$5,885,411	\$6,159,017
Less Revenues	\$38,382	\$0	\$6,388
Net General Fund Expenditures	\$6,173,128	\$5,885,411	\$6,152,629
Program Outcomes			
% of customers who rate service provision satisfactory or better	75%	80%	88%

Activity Data

SUPPORT SERVICES – The goal of Support Services is to support the Farmers Market, special events at City Hall, and both scheduled and non-scheduled City meetings, as well as to quickly provide minor, unplanned facility upkeep services in order to make available quality meeting, event and office spaces for City operations.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$214,660	\$625,944	\$413,158
FTE's	4.5	6.7	4.7
# of events managed	354	357	370
Cost per managed event	\$606	\$800	\$1,117
% of customers who rate service provision satisfactory or better	90%	90%	90%
% of work orders that are repair versus preventative	65%	60%	65%

PLANNING & DESIGN – The goal of Planning & Design is to provide for the development and management of capital improvement projects as submitted by City Departments and agencies; and to provide for space planning services to departments and agencies in support of their missions, programs and activities.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$746,566	\$838,694	\$585,407
FTE's	9.2	8.6	3.7
CIP Development - New Building/New Design and Construction			
# of projects for consideration in the Capital Improvement Program	16	10	14
Project Management			
# of projects managed	17	15	14
% of projects completed on schedule	60%	95%	100%
% of projects completed on budget	80%	95%	100%

Department of General Services

Facilities Management Program (continued)

Activity Data

PORTFOLIO MANAGEMENT – The goal of Portfolio Management is to provide property management services for City-owned and leased buildings, including preventative maintenance and management services; capital repairs, maintenance, and renewal projects; customer service; and work order requests in order to ensure safe, reliable, and professional public facilities.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$4,296,037	\$3,521,528	\$4,330,272
FTE's	18.6	17.0	23.5
# of square feet of property managed	2,482,107	2,305,102	2,489,809
Total cost per square foot of property managed	\$0.58	\$0.65	\$0.57
% of customers who rate services satisfactory or better	62%	70%	70%

PARKING MANAGEMENT - The goal of Parking Management is to provide management services and safe and accessible parking spaces for the operation of City-owned surface and garage lots assuring maximum parking availability to prospective users.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$954,247	\$899,245	\$830,180
FTE's	0.1	0.0	0.0
# of spaces managed and maintained*	1,022	1,022	1,022
Revenue collected per space maintained	\$2,135	\$2,300	\$2,300
% of spaces utilized and maintained	100%	100%	100%

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

Department of General Services

Fleet Management Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Fund Budget	33.1%	27.8%	32.6%
Total Operating Expenditures	\$5,158,838	\$3,949,629	\$4,861,426
Less Revenues	\$77,931	\$0	\$0
Net General Fund Expenditures	\$5,080,907	\$3,949,629	\$4,861,426
Program Outcome			
Average maintenance cost per unit	N/A	\$1,595.00	\$1,595.00

*New measure.

Activity Data

FLEET OPERATIONS – The goal of Fleet Operations is to provide new vehicle commissions; inspections; preventative maintenance and repair; emergency response; decommissioning and disposals of units; and specifications and acquisition support in order to ensure City Departments have a safe, reliable, and efficient vehicle fleet to support their missions.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,409,567	\$2,183,561	\$2,252,944
FTE's	17.4	16.4	17.0
# of units in the fleet	866	819	900
# of vehicle equivalents	1,034	1,042	1,100
Number of vehicle equivalents per technician (Best practice is 110 or more)	115	129	115
Shop rate below commercial sector rates for the region	44%	12%	44%

PARTS – The goal of Parts Room is to maintain an inventory of parts in-house that are used regularly and routinely to repair and/or maintain City vehicles and related equipment and have them available and in full operating condition for City staff when required.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$346,863	\$228,694	\$236,704
FTE's	3.5	1.3	1.3
# of parts maintained	20,581	18,000	20,000
Parts turnover ratio of inventory value over a year (Best practice is 3 minimum)	2.0	1.8	2.0

Fleet Management Program (continued)

Activity Data

FUEL ACQUISITION & PROVISIONING – The goal of Fuel Acquisition is to acquire and store gasoline and diesel fuel and distribute the fuel for use in City fleet via the City's two refueling stations and monitor the distribution of the fuel through the use of City issued fueling cards.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,402,408	\$1,537,374	\$2,371,778
FTE's	0.6	0.4	0.8
Cost of fuel	\$2,308,619	\$2,356,250	\$2,500,000
# of gallons purchased	752,661	725,000	750,000
Cost per gallon of fuel	\$3.07	\$3.25	\$3.33

RECOVERED COSTS FROM DEPARTMENTS	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Fleet Management Recovered Costs from Departments	\$ (2,607,712)	\$ (1,502,088)	\$ (2,221,521)

Energy Management Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	12.1%	12.9%	10.9%
Total Expenditures	\$1,889,890	\$1,831,857	\$1,627,132
Less Revenues	\$271,211	\$0	\$0
Net General Fund Expenditures	\$1,618,679	\$1,831,857	\$1,627,132
Program Outcomes			
Average % reduction in energy units consumed	6.0%	2.0%	2.0%

Activity Data

ENERGY MANAGEMENT PROGRAM – The goal of Energy Management Program is to audit and remit for Electric, Natural Gas, and Water/Sewer services consumed by all City facilities and operations to ensure reliable, efficient utilities provision; and provide engineering services and employee outreach and training to reduce utility consumption.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,889,890	\$1,831,857	\$1,627,132
FTE's ¹	1.3	2.3	0.8
# Of Utility Accounts Managed	363	359	463
Cost per account managed	\$432	\$425	\$425
# of square feet of building space managed	2,390,421	2,390,421	2,430,123
# of square feet of green building space managed	342,476	342,476	382,178
Amount of Electricity Consumed [kWh]*	34,084,000	31,300,000	34,000,000
Amount of Natural Gas [therms]	645,000	610,000	640,000
Amount of Water Consumed [gallons]	66,321,000	70,000,000	65,000,000
Energy Use Index (EUI) [kBtu/ft ²]**	75.6	70.2	74.1
Percentage Change in Energy Use Index	6%	-2%	-2%
Amount of Renewable Energy Consumed (kWh)***	15%	15%	16%

¹ The fluctuation in FTEs between FY 2013 and FY 2014 reflects a reallocation of 1.7 FTEs to activities within the Facilities Management Program to more accurately depict their responsibilities.

* Does not include Street- and Traffic-lighting.

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

1) EUI is a measurement index considering total energy consumption for facility operations divided by gross square feet. EUI is a measure of energy efficiency.

EUI normalizes total energy use by gross square feet to accommodate for changes in gross square feet from fiscal year to fiscal year. While other normalizing parameters (weather, occupancy, information technology infrastructure, etc.) drive energy consumption more so than gross square foot, normalizing by square footage

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

Department of General Services

Printing and Mail Services Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	2.9%	3.2%	3.1%
Total Expenditures	\$455,054	\$450,340	\$464,926
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$455,054	\$450,340	\$464,926
Program Outcomes			
% of customers rating printing services as satisfactory or better ¹	98%	90%	90%

Activity Data

PRINTING – The goal of Printing is to provide printing solutions to City departments and agencies in-house through the use of high-speed copiers or through appropriate third party vendors.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$329,519	\$278,796	\$328,161
FTE's	3.2	2.0	2.2
# of print jobs processed	241	250	400
# of work requests per FTE daily	2	4	2
Cost per high-speed copy (black & white)	\$0.07	\$0.07	\$0.08
Cost per high-speed copy (color)	\$0.23	\$0.23	\$0.24

SELF-SERVICE COPY MANAGEMENT – The goal of Self-Service Copy Management is to maintain the walk-up, self service satellite copiers located in City Hall and to ensure that all copiers are operational and all resources and supplies are provided so that City agencies can complete independent copy jobs in a timely manner.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$34,443	\$55,920	\$31,808
FTE's	0.4	0.5	0.4
# of copies made	65,152	130,000	60,000
# of copy machines operated	3	3	2
Cost per copy (black & white)	\$0.06	\$0.06	\$0.07
Cost per copy (color)	\$0.29	\$0.25	\$0.29

Printing and Mail Services Program continued

Activity Data

MAIL DISTRIBUTION – The goal of Mail Distribution is to provide mail collection, processing and distribution services for all City agencies in a timely manner.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$91,092	\$115,624	\$104,957
FTE's	1.3	1.4	1.4
# of pieces processed and delivered (U.S. Post Office & Inter-Office mail)	375,250	400,000	400,000
Processing and Delivery Cost per Piece of Mail (U.S. Post Office & Inter-Office mail)	\$0.24	\$0.24	\$0.26

RECOVERED COSTS FROM DEPARTMENTS	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
High Speed Copying	(\$156,266)	(\$120,000)	(\$120,000)

Department of General Services

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2014 Approved
Parking Management	<i>Republic Parking Contract Adjustment</i>	\$36,259
<p>Costs related to parking management are estimated to increase by \$36,259 due to an adjustment of 1.4%, reflected in the contract..</p>		
Facilities Maintenance	<i>CPI-U Contract Adjustments</i>	\$18,093
<p>Contract costs related to facility maintenance and custodial services will increase in FY 2014 per contractual pricing.</p>		
Fleet Management	<i>Future vehicle replacement</i>	\$34,495
<p>Based on the Department's multi-year fleet replacement plan, the contribution needed to fund future vehicle replacements needs to be increased by \$34,495 in FY 2014. It should be noted that no vehicles are anticipated to be replaced in FY 2014.</p>		
Marina Operations	<i>Marina Security</i>	-\$59,871
<p>The contract for maintaining security at the City's Marina is being shifted to the Recreation Department in FY 2014. Management of the marina, including security, is more closely aligned with activities within the Recreation Department, not General Services.</p>		
Market Square Set Up	<i>Support Services</i>	\$11,676
<p>In FY 2011, the City piloted a vendor cart program, including tables and chairs provided on Market Square for outdoor lunch space. Vendor cart revenue has not materialized to offset the cost of setting up, maintaining and replacing the tables and chairs on Market Square. To continue the service, \$11,676 has been added in the General Fund to support the initiative based on actual costs incurred in FY 2012,</p>		
Fuel Acquisition	<i>Oils and lubricants</i>	\$19,402
<p>In FY 2013, a comprehensive review through AlexStat was conducted of City-wide fuel consumption, as well as per gallon costs for both unleaded and diesel fuel. City-wide, an additional \$572,022 has been added in a Non-Departmental account and distributed by Department for the FY 2014 Approved Budget to cover the increased cost of fuel per gallon. Part of this analysis revealed the need for an increase in the budget for oils and lubricants, which are budgeted in General Services.</p>		
Various	<i>Office Space Rental</i>	\$7,945
<p>The cost of the lease for the office space occupied by the General Services will increase in FY 2014 by \$7,945.</p>		

Department of General Services

Summary of Budget Changes

Expenditure Reductions

Reduction Item	FTEs	FY 2014 Approved
Space Planning	-1.0	(\$51,932)
The City's Space Planning efforts are approved to be revised in FY 2014. Rather than dedicating a full-time position to space planning, the position will be eliminated, saving approximately \$112,000, and \$60,000 will be budgeted to purchase contracted space planning expertise on an as needed basis. The net savings to the City is \$51,932.		
Automated Parking Lots	0.0	(\$100,000)
Entry and exit into several City-owned parking lots will be handled through an automated system, which will save approximately \$100,000. The automated lots are located at Cameron/St. Asaph Streets, South Henry Street and the Thompson's Alley garage.		

Human Resources Department

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

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$2,383,888	\$2,571,881	\$2,581,753	0.4%
Non-Personnel	523,821	498,742	430,036	-13.8%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	\$2,907,709	\$3,070,623	\$3,011,789	-1.9%
Funding Sources				
Special Revenue Fund	30,952	6,000	0	-100.0%
Total Designated Funding Sources	\$30,952	\$6,000	\$0	-100.0%
Net General Fund Expenditures	\$2,876,757	\$3,064,623	\$3,011,789	-1.7%
Total Department FTE's	22.0	22.0	23.0	4.5%

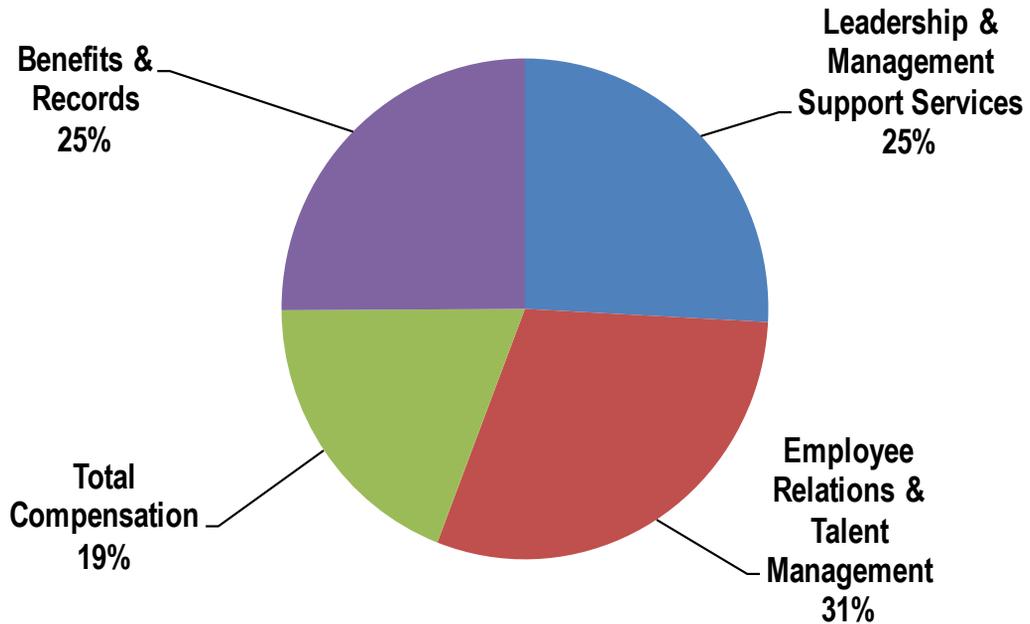
Highlights

- In FY 2014, the General Fund budget decreases by \$52,834 or -1.7%.
- Personnel costs increase by \$9,872, or 0.4%, 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. Additionally, a mid-year adjustment was made which converted a seasonal Administrative Support III position to a full time permanent position (\$51,720). These increases were partially offset by a \$15,000 reduction in the personnel budget for Job Fair Recruitment, as the department will no longer be attending various job fairs as part of employee recruitment. Non-personnel funds (\$34,862) were also transferred to the personnel budget, to partially cover the costs of the mid-year adjustment. The remaining costs for this mid-year adjustment will be realized from anticipated vacancy savings in FY14.
- Non-personnel costs decrease by \$68,706, or -13.8%, as a result of a \$60,000 reduction to the non-personnel budget for the employee wellness program. Wellness coordination will no longer be outsourced, but rather will be handled by existing staff. After the \$60,000 reduction there will be a city-wide wellness budget of \$84,753 remaining. In addition, \$34,862 was transferred to the personnel budget from non-personnel funds budgeted for printing, copying, food, operating supplies, postal costs, and memberships to partially fund an additional position that was created as part of a mid-year adjustment. These reductions are partially offset by a \$26,156 current services adjustment for the department's share of the maintenance cost for the Enterprise Resource Planning (ERP) system which will be implemented in FY14.
- Special revenues decrease by \$6,000, or -100%, due to the elimination of the Frank Mann fund. The money in this fund has been entirely expended, therefore no remaining balance will carry over to FY14.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of employees attending training classes	926	1,400	1,200
# of wellness participants served	8,761	2,200	5,000
# of full-time and part-time employees served in the Current Employee Benefit Program	2,184	2,455	2,400

FY 2014 Approved Expenditures by Program



Human Resources Department

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & Management Support Services	\$667,896	\$699,112	\$778,312	11.3%
Employee Relations & Talent Management	1,099,644	981,375	904,037	-7.9%
Total Compensation	405,416	551,451	573,904	4.1%
Benefits & Records	734,753	838,685	755,536	-9.9%
Total Expenditures	\$2,907,709	\$3,070,623	\$3,011,789	-1.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & Management Support Services	5.0	5.0	7.0	40.0%
Employee Relations & Talent Management	7.2	7.3	6.3	-13.8%
Total Compensation	5.0	5.0	5.0	0.0%
Benefits & Records	4.8	4.8	4.8	0.0%
Total full time equivalents (FTE's)	22.0	22.0	23.0	4.5%

Human Resources Department Programs and Activities

Leadership & Mgmt Support Services

Leadership & General Management

Employee Relations & Talent Management

Disciplinary & Grievance Process
Administration
Training & Development
Recruitment & Selection Support

Total Compensation

Classification
Compensation

Benefits & Records

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

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Human Resources Department

Leadership & Management Support Services Program

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

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership & General Management is to administer departmental resources effectively.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$667,896	\$699,112	\$778,312
FTE's*	5.0	5.0	7.0
# of departmental FTEs managed	23.0	22.0	22.0
\$ amount of departmental budget managed (in millions)	\$3.00	\$3.07	\$3.07
Leadership & Management Support Services cost as a % of total departmental expenditures	22.1%	22.8%	22.8%

*In FY 2014 one FTE was transferred from the Employee Relations & Talent Management Program as part of the departments reallocation of responsibilities and one FTE was added as part of a mid-year adjustment which converted a seasonal hire to a full time permanent position.

Human Resources Department

Employee Relations & Talent Management Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	37.8%	32.0%	30.0%
Total Expenditures	\$1,099,644	\$981,375	\$904,037
Less Revenues	0	0	0
Net General Fund Expenditures	\$1,099,644	\$981,375	\$904,037

Activity Data

DISCIPLINARY & GRIEVANCE PROCESS ADMINISTRATION – The goal of Disciplinary and Grievance Process Administration is to provide critical guidance and support to employees, managers, and supervisors regarding disciplinary and grievance issues. Ensuring that discipline is applied fairly and equitably, according to established policies and practices is essential.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$293,299	\$193,495	\$196,643
FTE's	1.6	1.6	1.6
# of disciplinary actions	80	80	80
# of grievances processed	20	10	15
Cost per disciplinary action	\$1,833	\$1,209	\$1,229
Cost per grievance processed	\$7,332	\$9,675	\$6,555
% of grievances resolved before passing from management control (HR Director and CMO)	50.0%	90.0%	90.0%

Human Resources Department

Employee Relations & Talent Management Program, continued

Activity Data

TRAINING & DEVELOPMENT – The goal of Training and Career Development is to provide high quality training and educational programs to increase and improve employee knowledge, skills and abilities in order to meet the expectations of their position. Job satisfaction and career potential, as well as higher learning and educational opportunities are also supported by this unit.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$350,814	\$301,774	\$331,010
FTE's	1.8	1.8	1.8
# of employees receiving tuition assistance	140	155	148
% of employees using tuition assistance that complete the course and receive a passing grade.	90.0%	96.0%	96.0%
# of employees attending training classes	926	1,400	1,200
Cost per employee per training class	\$379	\$216	\$276
% of employee class evaluation scores 3.5 or above on a scale of 1-5 (5 is most satisfied)	100.0%	100.0%	100.0%

RECRUITMENT & SELECTION SUPPORT – The goal of Recruitment and Selection is to support departments with innovative, cost effective and efficient recruitment and selection processes that attract highly qualified and diverse candidates for a strong, talented workforce.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$455,531	\$486,106	\$376,384
FTE's*	3.8	3.8	2.8
# of total regular (benefited part-time and full-time) position requisitions received and processed**	240	270	250
# of total applications received	25,959	25,000	26,000
Average # of total applications reviewed per Human Resources Analyst	6,831	6,527	9,187
# of regular (benefited part-time and full-time) positions filled	205	135	170
Cost per regular (benefited part-time and full-time) requisition received and processed	\$1,898	\$1,800	\$1,506

*In FY 2014 one FTE was transferred to the Leadership & Management Support Services Program.

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

Human Resources Department

Total Compensation Program

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	13.9%	18.0%	19.1%
Total Expenditures	\$405,416	\$551,451	\$573,904
Less Revenues	0	0	0
Net General Fund Expenditures	\$405,416	\$551,451	\$573,904

Activity Data

CLASSIFICATION – The goal of Classification is to review positions through job audits, and to determine the most appropriate class and grade for the level and scope of work assigned to each class of positions.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$282,418	\$275,730	\$286,957
FTE's	2.5	2.5	2.5
# of total positions audits or classification specifications reviewed and completed	65	100	85
# of total positions audits or classification specifications reviewed and completed per FTE	26.0	40.0	34.0

COMPENSATION – The goal of Compensation is to periodically review the competitiveness of salaries & benefits in order to compensate employees fairly & retain qualified employees.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$122,998	\$275,721	\$286,947
FTE's	2.5	2.5	2.5
# of external surveys completed (surveys completed by staff for other jurisdictions)	50	25	50
# of internal surveys completed (surveys requested to be completed by other jurisdiction's staff)	20	10	20
Average # of internal and external surveys completed per FTE	28.0	14.0	28.0

Human Resources Department

Benefits & Records Program

The goal of the Benefits and Records Program is to provide City employees and retirees with the most cost effective comprehensive benefit programs and provide pay and records administration that complies with City policies and applicable State and Federal laws.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	25.3%	27.3%	25.1%
Total Expenditures	\$734,753	\$838,685	\$755,536
Less Revenues	0	0	0
Net General Fund Expenditures	\$734,753	\$838,685	\$755,536
Program Outcomes			
Avg. survey score of employees satisfied with the City's benefit program (1-5, where 5 is very satisfied)	4.25	4.25	4.25

Activity Data

CURRENT EMPLOYEE BENEFIT PROGRAM ADMINISTRATION – The goal of Current Employee Benefit Program Administration is to implement cost effective benefit plans, ensure accurate communications about the plans and enrollment options, and to process enrollments/changes for all active employees.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$294,611	\$336,892	\$334,088
FTE's	1.5	1.5	1.5
# of full-time and part-time employees served in the Current Employee Benefit Program	2,184	2,455	2,400
Cost per employee served in the Current Employee Benefit Program	\$135	\$137	\$139

RETIREE/TERMINATED BENEFIT ADMINISTRATION – The goal of Retiree/Terminated Benefit Administration is to collect insurance premium payments from retirees and COBRA participants, pay retiree health insurance reimbursements, and process Long Term Disability and death claims for retirees and separated employees.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$141,233	\$165,817	\$163,116
FTE's	1.5	1.5	1.5
# of employees participating in exit interviews	11	190	100

Human Resources Department

Benefits & Records Program, continued

Activity Data

EMPLOYEE RECORDS & PAYROLL ADMINISTRATION – The goal of Employee Records and Payroll Administration is to accurately manage the personnel records, payroll action and employee files for City employees in accordance with applicable legal requirements.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$121,456	\$126,772	\$117,784
FTE's	1.3	1.3	1.3

EMPLOYEE WELLNESS – The goal of Employee Wellness is to provide health-related information and resources to current employees and retirees.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$177,453	\$209,204	\$140,548
FTE's	0.50	0.50	0.50
# of wellness participants served*	8,761	2,200	5,000
Cost per participant	\$20	\$95	\$28

*Actual numbers are higher than approved and proposed because attendance is tracked by count not by name, therefore, one participant may be counted multiple times if they attend more than one event.

Human Resources Department

Summary of Budget Changes

Adjustment to Maintain Current Service Levels

Activity	Adjustment	FY 2014 Approved
Employee Development	<i>Maintenance Contract</i>	\$26,156
Increase in the cost of the maintenance contract for the department's share of the new Enterprise Resource Planning system.		

Expenditure Reductions

Activity	Reduction	FY 2014 Approved
Recruitment and Selection	<i>Elimination of Job Fair Recruitment</i>	(\$15,000)
This is the cost to attend various job fairs which City personnel will no longer be attending. The decision to not attend job fairs is strategic, as it supports Goal 5's objective of being fiscally responsible, as the return on the investment in the fairs has not impacted our recruitment efforts.		
Employee Wellness	<i>Wellness Coordinator Contract</i>	(\$60,000)
Wellness coordination will no longer be outsourced but instead will be handled by existing staff. For the past three fiscal years this program was contracted out to a third party but for FY 2014 it will be brought back in house. In FY12, \$57,500 was added to the employee wellness program for a total of \$142,253. For FY14, there will be a city-wide wellness budget of \$84,753 remaining.		

Office of Human Rights

Mission Statement: The mission of the Office of Human Rights is to enable everyone to share equally in Alexandria's quality of life, provide services to make the City more welcoming to all people, and strive to make City government more reflective of our community.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$554,980	\$603,097	\$608,075	0.8%
Non-Personnel	\$84,817	\$85,769	\$89,509	0.3%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	<u>\$639,797</u>	<u>\$688,866</u>	<u>\$697,584</u>	<u>1.3%</u>
Funding Sources				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	\$39,047	\$43,062	\$46,487	8.0%
Total Designated Funding Sources	<u>\$39,047</u>	<u>\$43,062</u>	<u>\$46,487</u>	<u>8.0%</u>
Net General Fund Expenditures	<u>\$600,750</u>	<u>\$645,804</u>	<u>\$651,097</u>	<u>0.8%</u>
Total Department FTE's	5.5	5.5	5.5	0.0%

Highlights

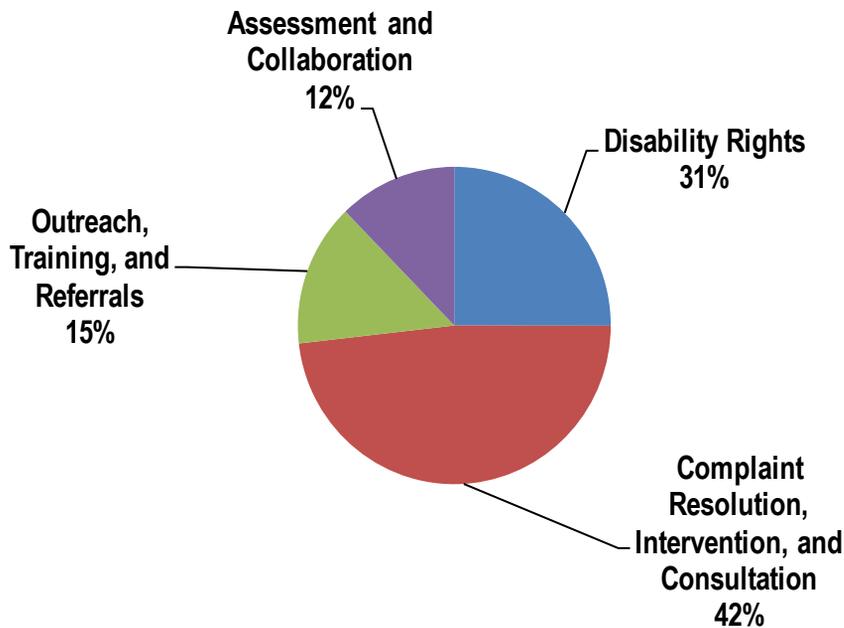
- In FY 2014, the approved net General Fund budget for the Office of Human Rights increases by \$5,293 or 0.8%, attributable to employee step adjustments, decreases in healthcare costs and the 1% increase in pay to offset the 1% shift in the VRS contribution rate from the employer to the employee for impacted employees. .
- Personnel costs increase by \$4,978, or 0.8%. This 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%.
- Non-personnel costs increase by \$3,740 or 0.3%. Of this increase \$1,804 for increased rent obligations is offset by a transfer of \$1,586 in the education and training budget. The remainder, \$3,522, is related to the administration of the of Alexandria Commission on Persons with Disabilities, and is offset by revenues described below. The net non-personnel costs increase is \$218.
- Special revenues received for the investigation and closing of EEOC cases is expected to remain relatively flat for FY 2014. However, overall revenues increase in FY 2014 by \$3,425 or 8%, due to an accounting adjustment of revenues related to the Commission on Persons with Disabilities – shifting revenue from the Department of Community and Human Services (DCHS) to the Office of Human Rights - in order to accurately reflect the activities associated with these revenues.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of cases worked ¹	257	280	275
cost per case worked	\$1,220	\$1,164	\$1,222
% of cases closed within 180 days	90%	85%	85%

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

FY 2014 Approved Expenditures by Activity



Office of Human Rights

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Enforcement	\$470,790	\$507,005	\$510,559	0.7%
Community Inclusiveness and Awareness	\$169,007	\$181,861	\$187,025	2.8%
Total Expenditures	\$639,797	\$688,866	\$697,584	1.3%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Enforcement	3.9	3.9	3.9	0.0%
Community Inclusiveness and Awareness	1.6	1.6	1.6	0.0%
	5.5	5.5	5.5	0.0%

Office of Human Rights Programs and Activities

Enforcement

Disability Rights
Complaint Resolution,
Intervention and Consultation

Community Inclusiveness & Collaboration

Outreach, Training and Referrals
Assessment And Collaboration

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Office of Human Rights

Enforcement

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

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	73.6%	73.6%	73.2%
Total Expenditures	\$470,790	\$507,005	\$510,559
Less Revenues	\$39,047	\$43,062	\$46,487
Net General Fund Expenditures	\$431,743	\$463,943	\$464,072
Program Outcomes			
% of complaints resolved within 180 days	90%	85%	85%

Activity Data

DISABILITY RIGHTS – The goal of Disability Rights is to advocate for the rights of persons with disabilities, educate the public on laws protecting persons with disabilities, and act as liaison to the community and government resources.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$157,309	\$181,141	\$174,536
FTE's	0.9	0.9	0.9
# of contacts	3,382	2,400	3,000
Cost per contact	\$47	\$75	\$71
% of contacts responded to by close of business next day	98%	95%	95%

COMPLAINT RESOLUTION, INTERVENTION AND CONSULTATION – The goal of Complaint Resolution, Intervention and Consultation is to facilitate resolution of disputes, stop discrimination, if it has occurred, and counsel public and private entities to ensure compliance with the law.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$313,481	\$325,864	\$336,023
FTE's	3.0	3.0	3.0
# of cases worked ¹	257	280	275
Cost per case worked	\$1,220	\$1,164	\$1,222
% of cases resolved through alternative dispute resolution	35%	30%	30%
% of cases closed within 180 days	90%	85%	85%

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

Community Inclusiveness and Awareness

The goal of Community Inclusiveness and Awareness is to educate the public and private sectors on inclusive best practices and to promote understanding, tolerance and celebration of our City's diversity, including the most vulnerable.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	26.4%	26.4%	26.8%
Total Expenditures	\$169,007	\$181,861	\$187,025
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$169,007	\$181,861	\$187,025
Program Outcomes			
% survey respondents reporting knowledge of City's diversity and inclusiveness efforts ¹	0%	85%	0%

¹ No citizen survey was conducted.

Activity Data

OUTREACH, TRAINING, and REFERRALS – The goal of Outreach, Training and Referrals is to promote understanding of rights and responsibilities, and ensure that everyone shares equally in Alexandria's quality of life.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$91,283	\$98,605	\$101,593
FTE's	0.8	0.8	0.8
# of contacts	3,524	3,000	3,000
Cost per contact	\$26	\$33	\$34
# of individuals trained ²	102	125	100
% of contacts responded to by close of business next day	90%	90%	90%

ASSESSMENT AND COLLABORATION – The goal of Assessment and Collaboration is to assess social conditions that might lead to discrimination, make the City more welcoming to all people, and collaborate with other agencies.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$77,724	\$83,256	\$85,432
FTE's	0.8	0.8	0.8
# of collaborations ³	85	125	100

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

³ # of collaborations is driven by capability of staff and coordination with Alexandria Human Rights Commission.

Information Technology Services

Mission Statement: The mission of the Information Technology Services Department is to effectively manage the City's information and technology assets to guarantee a reliable computer infrastructure, deliver timely and effective responses to customer requirements, and to provide information services to City departments and the public that are credible, accurate and accessible.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$4,748,958	\$5,309,853	\$5,460,475	2.8%
Non-Personnel	2,340,961	2,816,119	2,924,497	3.8%
Capital Goods Outlay	200	0	0	0.0%
Total Expenditures	<u>\$7,090,119</u>	<u>\$8,125,972</u>	<u>\$8,384,972</u>	<u>3.2%</u>
Less Funding Sources				
Internal Services	\$23,800	\$0	\$0	0.0%
Internal Services - Fund Balance	0	0	0	0.0%
Special Revenue Funds	0	97,681	129,063	32.1%
Total Designated Funding Sources	<u>\$23,800</u>	<u>\$97,681</u>	<u>\$129,063</u>	<u>32.1%</u>
Net General Fund Expenditures	<u>\$7,066,319</u>	<u>\$8,028,291</u>	<u>\$8,255,909</u>	<u>2.8%</u>
Total Department FTE's	42.4	43.0	43.0	0.0%

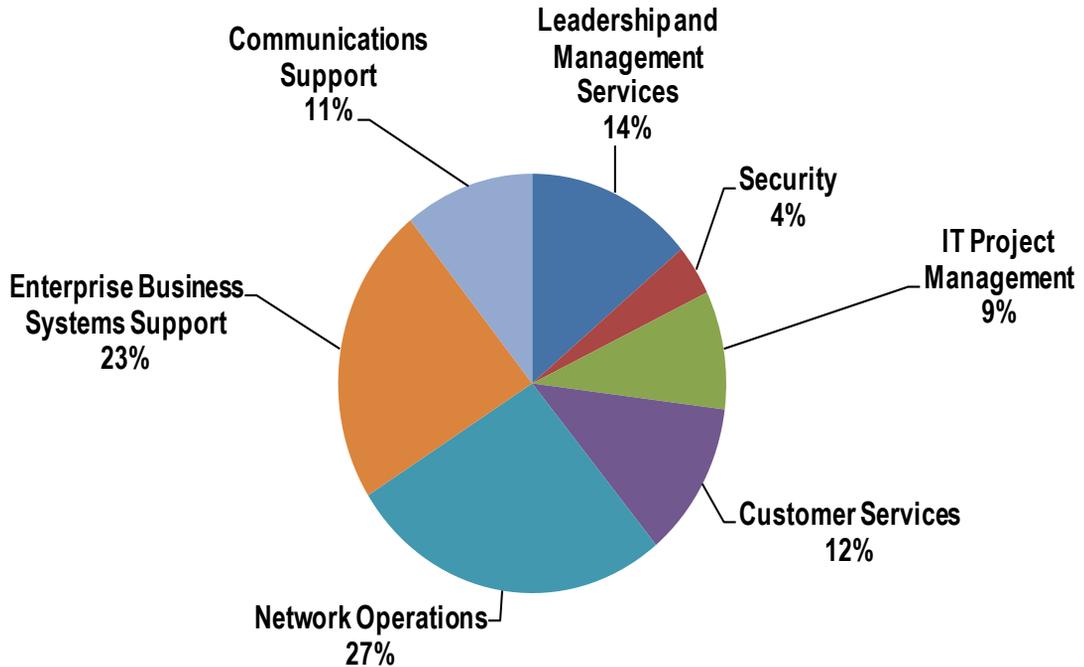
Highlights

- In FY 2014 the General Fund budget increases by \$227,618, or 2.8%.
- Personnel costs increase by \$150,622 or 2.8% due 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.
- Non-personnel costs increase by \$108,378 or 3.8%. Contributing to the increase is the addition of \$163,627 to fund the increased costs of general maintenance and support of existing IT devices and systems, and \$25,467 to fund the increased cost of rent. The offsetting reduction includes \$66,000 for the database support of the Integral support system, which is scheduled to go off-line as the Enterprise Resource Planning System comes on line in FY 2013, and \$15,000 for off-site tape storage which will now be stored on-site.
- In FY 2014, a database administrator (\$129,063), will continue to be dedicated to Permit Center Support and will be funded by developer fee revenue.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Cost per department supported by ITS	\$186,582	\$213,841	\$220,657
% of Help Desk work requests resolved within 24 hours of receipt	40%	30%	40%
Number of applications supported	160	160	150
Number of databases under management	187	190	190

FY 2014 Approved Expenditures by Program



Information Technology Services

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership and Management Services	\$1,481,175	\$1,128,314	\$1,169,604	3.7%
Security	204,655	326,406	327,473	0.3%
IT Project Management	882,444	748,278	766,108	2.4%
Customer Services	692,425	974,549	1,006,119	3.2%
Network Operations	1,859,462	2,182,871	2,268,023	3.9%
Enterprise Business Systems Support	1,281,587	1,931,681	1,941,450	0.5%
Communications Support	688,371	833,873	906,195	8.7%
Total Expenditures	\$7,090,119	\$8,125,972	\$8,384,972	3.2%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actuals	FY 2013 Approved ¹	FY 2014 Approved	% Change 2013-2014
Leadership and Management Services	7.6	7.2	7.2	0.0%
Security	1.2	1.2	1.2	0.0%
IT Project Management	5.6	4.3	4.3	0.0%
Customer Services	5.1	6.1	6.1	0.0%
Network Operations	8.4	8.4	8.4	0.0%
Enterprise Business Systems Support	9.9	11.5	11.5	0.0%
Communications Support	4.6	4.6	4.6	0.0%
Total full time equivalents	42.4	43.0	43.0	0.0%

¹ There is one additional position in the Enterprise Business Systems Support Program to support the Code Administration Permit Center. Additional fluctuations in Authorized Positions by Program reflect the reallocation of existing positions.

ITS Programs and Activities

Leadership and General Management

Leadership and General Management
Financial Management

Security

Security Operations

IT Project Management

Project Management

Customer Service

Help Desk
Equipment Replacement
Training

Network Operations

Wide Area Network (WAN) Support
Server Maintenance & Support
Data Center

Enterprise Business Systems Support

Programming Support
Data Management & Support

Communications Support

Data & Email Communications
Voice Communications

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Curtis Ney, Division Chief
James Colevas, Acting Division Chief
Suellen Savukas, Division Chief

Information Technology Services

Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide coordination, communication, staff direction and stewardship for internal and external stakeholders.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	20.9%	13.9%	13.9%
Total Expenditures	\$1,481,175	\$1,128,314	\$1,169,604
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,481,175	\$1,128,314	\$1,169,604
Program Outcomes			
% of customers who rate IT Services as good to excellent	95%	96%	95%

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and general support services to facilitate the operations of the Information Technology Services Department.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,185,949	\$790,792	\$824,942
FTE's	5.1	4.7	4.7
# of departments supported	38	38	38
\$ amount of departmental expenditures	\$7,090,119	\$8,125,972	\$8,384,972
Cost per department supported	\$186,582	\$213,841	\$220,657
Leadership & General Management expenditures as a % of total department	20.9%	13.9%	13.9%
% of customers who rate ITS understanding of business needs as good to excellent	95%	94%	95%

FINANCIAL MANAGEMENT – The goal of Financial Management is to provide financial support services to the Department in order to efficiently and effectively monitor fiscal resources and facilitate operations.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures	\$295,226	\$337,522	\$344,662
FTE's	2.5	2.5	2.5
# of IT purchases processed	1,400	1,400	1,400
Cost per IT purchase processed	\$211	\$241	\$246
% customers rating hardware/software procurement services as good to excellent	95%	98%	95%

Security

The goal of Security is to engage in activities (including security planning, security management, contract management, quality assurance, and general consulting services) provided to internal (departmental) and external (other departments and agencies) users in order to develop, promote and grow a secure enterprise-wide IT environment.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	2.9%	4.0%	3.9%
Total Expenditures	\$204,655	\$326,406	\$327,473
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$204,655	\$326,406	\$327,473
% of network clients updated with City standard Symantec security software*	98%	100%	98%

*100% of the City's Windows clients are protected by Symantec Anti-Virus. There are some network clients/appliances for which anti-virus protection is not applicable.

Activity Data

SECURITY OPERATIONS – The goal of Security Operations is to execute policies, plans and procedures for all City IT users to ensure the ongoing security of the City's IT environment.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures	\$204,655	\$326,406	\$327,473
FTE's	1.2	1.2	1.2
# of network clients protected with the latest security patches and software	2,800	2,800	2,800
# of electronic software distribution packages deployed for security compliance	15	18	15
# of procedures, policies, and plans used in the production environment	8	8	8
Cost per client protected	\$73	\$117	\$117

IT Project Management

The goal of IT Project Management is to provide coordination, communication, staff direction, and stewardship of IT projects for internal and external stakeholders.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	12.4%	9.2%	9.1%
Total Expenditures	\$882,444	\$748,278	\$766,108
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$882,444	\$748,278	\$766,108
Program Outcomes			
% of customers rating IT Project Management as good to excellent	93%	93%	93%

Activity Data

PROJECT MANAGEMENT – The goal of Project Management is to provide IT project management, project planning, contract management, and quality assurance to clients either within ITS or elsewhere in the City in order to get better value out of Approved City projects and processes.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures	\$882,444	\$748,278	\$766,108
FTE's	5.6	4.3	4.3
# of projects provided assistance	14	20	14
# of hours of support provided	11,648	8,944	8,944
Cost per staff hour of support	\$76	\$84	\$86
% rating ITS project management as good to excellent	93%	93%	93%

Information Technology Services

Customer Service

The goal of Customer Service is to provide courteous, responsive, and effective technical support to all City computer and telecommunications users to better assist the City of Alexandria in its use of computer and telecommunications technology.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	9.8%	12.0%	12.0%
Total Expenditures	\$692,425	\$974,549	\$1,006,119
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$692,425	\$974,549	\$1,006,119
Program Outcomes			
% of customers who rate Technical Support Services as good to excellent	95%	95%	95%

Activity Data

TECHNICAL SUPPORT SERVICES – The goal of the Technical Support Services is to provide first and second level support for City computer and telecommunications customers.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures	\$549,451	\$731,841	\$757,263
FTE's	4.5	5.8	5.8
# of incidents and requests resolved by ITS	10,023	10,000	10,000
# of incidents and requests resolved by Technical Support Services	4,168	10,000	4,200
% of incidents and requests resolved same day by Technical Support Services	40%	30%	40%
# incidents and requests submitted via self-service portal*	5,000	N/A	7,000
# of telephone calls to the Help Desk**	13,200	15,000	11,200

* FY12 three months average as self service portal began 2nd quarter FY12. Anticipate FY14 higher usage as customers familiarity with system increase.

** It is anticipated that this number will decrease as the self-service portal usage increases.

EQUIPMENT REPLACEMENT – The goal of Equipment Replacement is to ensure that City departments and agencies have reliable and efficient computer workstations.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures	\$71,744	\$105,679	\$108,641
FTE's	0.3	0.0	0.0
# of workstations replaced and inventoried	258	280	300
Cost per workstation replaced and inventoried	\$278	\$377	\$362
% of workstations currently under manufacturer warranty	35%	80%	75%

TRAINING – The goal of Training is to provide computer and application training for City users so that they are better-equipped to use City supported software and applications.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures	\$71,230	\$137,029	\$140,215
FTE's	0.3	0.3	0.3
# of seats trained***	1,470	800	1,800
Cost per seat trained	\$48	\$171	\$78
% of students who rated computer training as good or excellent	96%	96%	96%

*** Increase in the number of seats trained in FY 2014 is due to the implementation of the Enterprise Resource Planning System.

Information Technology Services

Network Operations

The goal of Network Operations is to manage the City's technology infrastructure in order to provide a stable platform for City applications, data, and other business processes.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	26.2%	26.9%	27.0%
Total Expenditures	\$1,859,462	\$2,182,871	\$2,268,023
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,859,462	\$2,182,871	\$2,268,023

Activity Data

WAN SUPPORT – The goal of Wide Area Network Support is to manage and maintain the City's Institutional network (I-Net) including Internet access and secure wireless network access to ensure reliable and robust connectivity across City facilities in order to allow employees to share in the advantages of the City's technology infrastructure.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures	\$924,433	\$1,148,275	\$1,164,665
FTE's	3.0	3.0	3.0
# of existing connections supported	129	92	129
Cost per existing connection supported	\$7,166	\$12,481	\$9,028
# of existing I-Net wireless access points (WAP's)	30	18	30
% of network uptime	99.99%	99.99%	99.99%

SERVER MAINTENANCE & SUPPORT – The goal of Server Maintenance & Support is to provide file and print services and create the network environment necessary for the hosting of data and user applications.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures	\$605,979	\$583,829	\$675,483
FTE's	3.0	3.0	3.0
# of servers managed*	280	200	280
Cost per server managed	\$2,164	\$2,919	\$2,412
% rating server management as good to excellent	98%	96%	98%

*The implementation of the City's new SAN allows for the reduction in the number of file servers in use in FY 13.

ENTERPRISE DATA STORAGE MANAGEMENT & SUPPORT – The goal of Enterprise Data Storage Management & Support is to provide reliable data storage for the City's information including backup, restoration, and e-discovery services.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures	\$329,050	\$450,767	\$427,875
FTE's	2.4	2.4	2.4
Volume of data backed up and stored (in Terabytes)*	34	32	40
Cost per Terabyte of data backed up and stored	\$9,678	\$14,086	\$10,697

* This number will increase due to the implementation of the City's new ERP system.

Enterprise Business Systems Support

The goal of Enterprise Business Systems Support is to maintain, develop, and upgrade application software, as well as maintain the integrity of the data associated with those applications for all City departments and employees.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	18.1%	23.8%	23.2%
Total Expenditures	\$1,281,587	\$1,931,681	\$1,941,450
Less Revenues	\$0	\$97,681	\$125,176
Net General Fund Expenditures	\$1,281,587	\$1,834,000	\$1,816,274
Program Outcomes			
% of customers rating ITS Applications Support as good to excellent	77%	96%	95%

Activity Data

PROGRAMMING SUPPORT – The goal of Programming Support is to provide City departments with stable and effective applications, including maintenance, development, and customization of in-house, third-party, and collaboration applications in order to facilitate the performance of their duties.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures*	\$951,753	\$1,417,025	\$1,390,987
FTE's	8.4	8.6	8.6
# of applications supported*	160	160	150
Cost per application supported	\$5,948	\$8,856	\$9,273

* It is anticipated that this number will decrease due to the implementation of the City's new ERP system.

DATA MANAGEMENT & SUPPORT – The goal of Data Management & Support is to provide City employees with the reliable and accessible data required by computer applications for the performance of their duties.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures	\$329,834	\$514,656	\$550,463
FTE's	1.5	3.0	3.0
# of databases under management	187	190	190
Volume of data under management (in Terabytes)	3.8	3.8	4
Cost per database under management	\$1,764	\$2,709	\$2,897

Information Technology Services

Communications Support

The goal of Communications Support is to provide for the reliable and unhindered exchange of electronic information among City employees.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	9.7%	10.3%	10.8%
Total Expenditures	\$688,371	\$833,873	\$906,195
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$688,371	\$833,873	\$906,195

Activity Data

MESSAGING AND COLLABORATION – The goal of Messaging and Collaboration is to support and manage the City's hosted messaging and collaboration environment including the provisioning of accounts and systems access for all City employees.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures	\$300,737	\$380,239	\$436,315
FTE's	1.7	1.7	1.7
# of email accounts managed	3,000	3,200	3,400
# of collaboration sites administered	40	40	40
Cost per email account managed	\$100	\$119	\$128
% rating City management of messaging services as good to excellent	95%	92%	95%

TELECOMMUNICATIONS SERVICES– The goal of Telecommunications Services is to manage the City's voice and data networks (excluding I-Net network) including provisioning of new devices, services, and billing.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Approved
Expenditures	\$387,634	\$453,634	\$469,880
FTE's	2.9	2.9	2.9
# of desk phones supported	4,200	4,000	4,200
# of wireless devices (cell phones, smartphones, broadband service) supported	2,500	2,700	2,500
# of sites supported for telephony services	85	N/A	85
# of sites supported for VOIP	59	N/A	59
# of media gateways	47	N/A	47
Cost per desk phone supported	\$92	\$113	\$112
Cost per wireless device supported	\$155	\$168	\$188
% rating City management of voice services as good to excellent	96%	95%	96%

Information Technology Services

Summary of Budget Changes

Adjustments to Maintain Current Service Levels			
Activity	Adjustment		FY 2014 Approved
Network Support	<i>VMware Maintenance</i>		\$71,027
This adjustment provides funding for virtual server maintenance, support, and access.			
Communications Support	<i>Mobile Device Manager/Mobile Security</i>		\$49,000
This adjustment provides funding to secure and protect the City's fleet of smartphones and tablets.			
Various	<i>Microsoft O365</i>		\$16,000
This adjustment will leverage the City's investment in the Microsoft Enterprise Agreement.			
Network Support	<i>SAN Maintenance</i>		\$12,000
This adjustment will allow the City to continue to provide enterprise data storage for City staff.			
Various	<i>TSL Internet Connection</i>		\$9,600
This adjustment will pay for the operation, maintenance, and support of the Internet connection for all City staff.			
Security	<i>Network Access Control</i>		\$6,000
This adjustment provides funding for maintenance and support for an essential component of the City's enterprise security portfolio which provides automated systems monitoring of potential threats.			

Expenditure Reductions			
Activity	Reduction	FTE's	FY 2014 Approved
Network Support	<i>Database Support</i>		(\$66,000)
This reduction will eliminate costs associated with maintenance and support of the current <i>Integral</i> system. With the new <i>Enterprise Resource Planning</i> system coming online this fiscal year the <i>Integral</i> system will no longer be needed.			
Network Support	<i>Off-Site Data Storage</i>		(\$15,000)
This reduction will eliminate the off-site storage of backup data tapes, drivers and other forms of data. Backups will now be stored on-site.			

Internal Audit/Performance & Accountability

Mission Statement: The mission of the Office of Internal Audit and Performance & Accountability is to provide an independent appraisal function to evaluate City programs and activities for compliance with City policies and procedures and to prevent fraud, waste, and abuse; as well as provide a performance management system to improve the efficiency and effectiveness of City operations.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Amended*	FY 2014 Approved	% Change 2013-2014
Personnel	\$224,565	\$475,109	\$669,644	40.9%
Non-Personnel	\$18,004	\$299,424	\$53,454	-82.1%
Capital Goods Outlay	\$0	\$0	\$0	0%
Total Expenditures	\$242,569	\$774,533	\$723,098	-6.6%
Funding Sources				
Internal Services	\$0	\$0	\$0	0%
Special Revenue Funds	\$0	\$0	\$0	0%
Total Designated Funding Sources	\$0	\$0	\$0	0%
Net General Fund Expenditures	\$242,569	\$774,533	\$723,098	-6.6%
Total Department FTE's	2.0	5.0	5.0	0%

Highlights

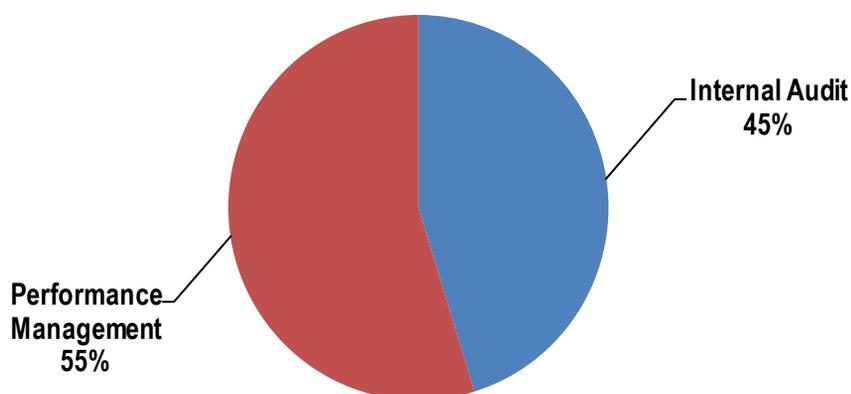
- In FY 2014 the General Fund budget decreases by \$51,435, or -6.6%.
- FY 2013 marked the establishment of the Office of Performance & Accountability, created to expand the scope of Internal Audit to enhance City-wide operational performance and increase the accountability of the organization. Through the June Appropriation Ordinance, \$260,000 was allocated for use by the Office of Performance & Accountability to establish an Innovation Fund (\$200,000). This will support the implementation of ideas brought forward by employees to help the City become a more effective organization. In addition, \$50,000 was provided to establish the performance management system known as AlexStat, and \$10,000 (through the December Appropriation Ordinance) to fund the non-personnel start-up costs of the Office.
- In FY 2014, the personnel budget increases by \$194,535, or 40.9%. This increase results from four reclassifications within the department, which better reflect the roles and responsibilities of those positions (\$181,172). The remainder is 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.
- In FY 2014, the non-personnel budget decreases by \$245,970, or -82.1%. The FY 2014 approved budget categorizes the department into the Internal Audit and Performance & Accountability functions. Budgeted funds are now allocated to the two programs independently, as opposed to FY 2013 when both programs were shown under the Internal Audit function.

Internal Audit/Performance & Accountability

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of City Departments/Agencies assisted annually	50%	50%	50%
# of recommendations and concerns tracked	49	50	45
# of audits completed	21	20	15
Cost per audit	\$11,898	\$25,727	\$22,091
# of AlexStat meetings held	N/A	8	24

FY 2014 Approved Expenditures by Activity



Internal Audit Programs and Activities

Internal Audit

Internal Audit
Performance & Accountability

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Internal Audit/Performance & Accountability

Internal Audit Program

The goal of Internal Audit is to evaluate internal controls to provide reasonable assurance to City staff and City Council that (a) funds are used, and activities are conducted, consistent with laws, regulations, and policies; (b) resources are safeguarded against waste, loss, fraud, abuse and misuse; (c) program activities are efficiently and effectively carried out, and (d) reports contain reliable data.

Program Totals	FY 2012 Actual	FY 2013 Amended	FY 2014 Approved
Total Expenditures	\$242,569	\$514,533	\$331,372
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$242,569	\$514,533	\$331,372

Program Outcomes			
% of City Departments/Agencies assisted annually	50%	50%	50%

Activity Data

AUDITS – The goal of Audits is to conduct reviews of the systems, processes and internal controls in city operations, report findings and make recommendations in order to improve city operations and ensure compliance with applicable regulations and procedures.*	FY 2012 Actual	FY 2013 Amended	FY 2014 Approved
Expenditures	\$242,569	\$514,533	\$331,372
FTE's	2.0	2.0	2.0
# of audits completed	21	20	15
# of recommendations and concerns tracked	49	50	45
Cost per audit	\$11,898	\$25,727	\$22,091
% of City Departments/Agencies assisted annually	50%	50%	50%
# of recommendations resolved within established deadline	97%	90%	90%
# of Ethics and Fraud Hotline complaints investigated and closed	N/A	N/A	90%
Dollar value of savings from audit assignments	\$100,000	\$250,000	\$250,000

* These performance measures reflect the scope of Internal Audit prior to its expansion in the FY 2013 Approved budget.

Internal Audit/Performance & Accountability

Performance and Accountability Program

The Goal of the Office of Performance and Accountability is to facilitate service delivery improvement to accomplish the City's Strategic Plan through the use of a citywide performance management system. In order to accomplish this, the Office focuses on three areas of performance management: planning - which includes the City Strategic Plan and departmental work plans; measuring service delivery performance - which includes coordinating and tracking performance measures; and evaluating service delivery performance through the City's Stat program, known as AlexStat.

Program Totals	FY 2012 Actual	FY 2013 Amended	FY 2014 Approved
Total Expenditures	\$0	\$260,000	\$390,911
Less Revenues			
Net General Fund Expenditures	\$0	\$260,000	\$390,911
Program Outcomes			
% of City Departments/Agencies assisted annually	0%	0%	100%

Activity Data

PERFORMANCE MANAGEMENT - The Goal of Performance Management is to facilitate service delivery improvements to accomplish the City Strategic Plan through use of the citywide performance management system.*	FY 2012 Actual	FY 2013 Amended **	FY 2014 Approved
Expenditures	\$0	\$60,000	\$390,911
FTE's	0	3.0	3.0
# of AlexStat meetings held	N/A	8	24

* The Office of Performance and Accountability was established in FY 2013. FY 2014 represents its first year as a separate activity from Internal Audit.

** FY 2013 Amended includes \$50,000 in one-time funding for AlexStat and \$10,000 in non-personnel funding

INNOVATION FUND - The Goal of the Innovation fund is to support the implementation of ideas brought forward by employees to help the City become a more effective organization.*	FY 2012 Actual	FY 2013 Amended	FY 2014 Approved
Expenditures	\$0	\$200,000	\$0
# of innovation fund projects submitted and reviewed	0	0	91

* The innovation fund was established in FY 2013 through the June Appropriation Ordinance. Unspent year-end balances will support the fund. No additional funding is being proposed in FY 2014.

Communications and Public Information

Mission Statement: The mission of the Office of Communications and Public Information is to foster a responsive government by connecting our diverse community to information, services and solutions.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$1,593,067	\$1,663,435	\$1,731,339	4.1%
Non-Personnel	\$173,759	\$170,413	\$181,838	6.7%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
Total Expenditures	\$1,766,826	\$1,833,848	\$1,913,177	4.3%
Less Revenues				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	\$0	\$0	\$0	0.0%
Total Designated Funding Sources	\$0	\$0	\$0	0.0%
Net General Fund Expenditures	\$1,766,826	\$1,833,848	\$1,913,177	4.3%
Total Department FTE's	13.5	13.5	13.5	0.0%

Highlights

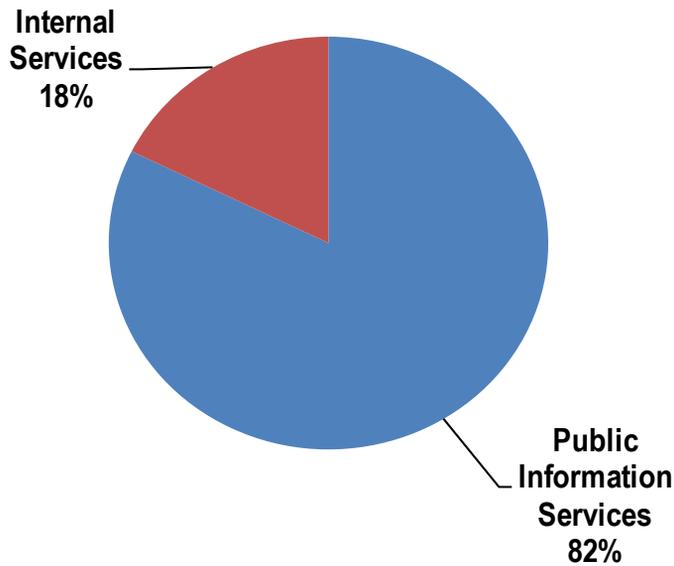
- In FY 2014, the General Fund budget increases by \$79,329 or 4.3%.
- Personnel costs increase by \$67,904 or 4.1%, due to employee step adjustments, decreases in healthcare costs and the 1% increase in pay to offset the 1% shift in the VRS contribution rate from the employer to the employee for impacted employees.
- Non-personnel costs increase by \$11,425 or 6.7%, due to the purchase of a new media and social media monitoring system which will enable the department to closely monitor and quickly respond to media coverage that pertains to the City of Alexandria.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of Call.Click.Connect Contact Center users*	2,300	2,500	12,000
% of community visiting the City website	60%	65%	65%

*Formally Customer Relations Management (CRM), a means for citizens to engage with the City through telephone, web, email, and smartphones.

FY 2014 Approved Expenditures by Activity



Communications and Public Information

Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Public Information Services	\$1,403,010	\$1,510,400	\$1,575,087	4.3%
Internal Services	\$363,816	\$323,448	\$338,090	4.5%
Total Expenditures	\$1,766,826	\$1,833,848	\$1,913,177	4.3%

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Public Information Services	11.5	11.5	11.5	0.0%
Internal Services	2.0	2.0	2.0	0.0%
Total full time equivalents	13.5	13.5	13.5	0.0%

Office of Communications Programs and Activities

Communications & Public Information
Public Information Services
Internal Services

Department Information

Department Contact Info

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Communications and Public Information

Communications & Public Information

The goal of Communications and Public Information is a community in which everyone is fully connected with City information, services and solutions.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$1,766,826	\$1,833,848	\$1,913,177
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,766,826	\$1,833,848	\$1,913,177
Program Outcomes			
% of community visiting the City website	60%	65%	65%

Activity Data

PUBLIC INFORMATION SERVICES – The goal of Public Information is to develop effective media relations, provide official responses, and publish information that accurately informs citizens and the press.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,403,010	\$1,510,400	\$1,575,087
FTE's	11.5	11.5	11.5
# of social media followers	16,500	17,000	18,500
# of Call.Click.Connect Contact Center users*	2,300	2,500	12,000
# of calendar users	2,500	3,000	8,000
# of web site hits	9,338,028	9,500,000	9,500,000
# of media requests	350	N/A	400
% of community visiting the City website	60%	65%	65%

*Formally Customer Relations Management (CRM), a means for citizens to engage with the City through telephone, web, email, and smartphones.

INTERNAL SERVICES – The goal of Internal Services is to design and maintain an intranet web site and other miscellaneous intranet applications for City employees, in order to improve operational efficiency, provide employees with timely and useful information about City procedures and benefits, and promote employee engagement.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$363,816	\$323,448	\$338,090
FTE's	2.0	2.0	2.0
# of internal web site hits	90,000	100,000	105,000
# of internal electronic news digests issued	18	26	22

Summary of Budget Changes

Adjustment to Maintain Current Service Levels

Activity	Adjustment	FTEs	Amount
Media/Social Media Monitoring This system will enable the City to closely monitor the print, broadcast, social media and blogs that extensively cover the City of Alexandria and provide reports and daily summaries of all the news coverage.	<i>Public Engagement</i>		\$8,500

Office of Management and Budget

Mission Statement: The mission of the Office of Management and Budget is to administer the City's budget process and provide analyses and management services to the City Manager and City Departments in order to achieve quality and financially sustainable services valued by the community.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$970,728	\$1,000,397	\$1,228,278	22.8%
Non-Personnel	40,542	52,795	49,547	-6.2%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
Total Expenditures	<u>\$1,011,270</u>	<u>\$1,053,192</u>	<u>\$1,277,825</u>	21.3%
Funding Sources				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	0.0%
Net General Fund Expenditures	<u>\$1,011,270</u>	<u>\$1,053,192</u>	<u>\$1,277,825</u>	<u>21.3%</u>
Total Department FTE's	11.0	10.0	11.0	10.0%

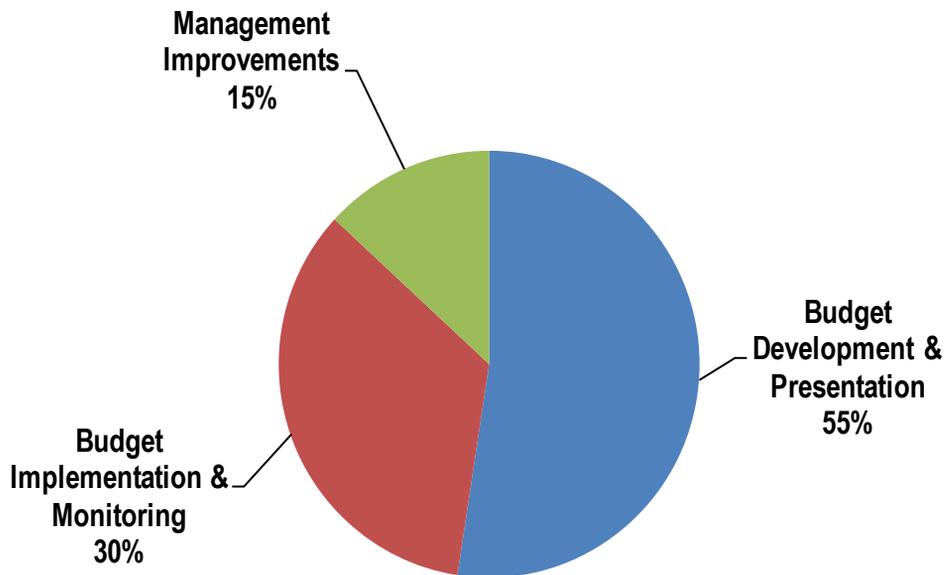
Highlights

- In FY 2014 the General Fund budget increases by \$224,633, or 21.3%.
- FY 2014 personnel costs increase by \$227,881, or 22.8%; the increase is due to the restoration of the Director position, which had been temporarily reallocated to the City Manager's Office in FY 2013 to create the new Chief of Staff position. The increase is also attributable 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.
- Total non-personnel costs decreased by \$3,248, or -6.2 % in FY 2014 due to a decrease in spending for the City's financial system maintenance agreement, as the City transitions to a new Enterprise Resource Planning (ERP) system.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% GFOA budget document standards rated proficient	98%	100%	100%
\$ monitored (all funds in millions)	\$689.3	\$715.3	\$756.2
% of departments that do <u>not</u> overspend	100%	100%	100%
% compliance with City adopted debt policies	100%	100%	100%

FY 2014 Approved Expenditures by Activity



Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Budget Development and Presentation	\$642,384	\$597,873	\$669,724	12.0%
Budget Implementation & Monitoring	237,059	367,457	440,334	19.8%
Management Improvements & Long Range Financial Analysis	131,827	87,862	167,767	90.9%
Total Expenditures	\$1,011,270	\$1,053,192	\$1,277,825	21.3%

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Budget Development and Presentation	6.5	5.5	5.8	5.5%
Budget Implementation & Monitoring	3.0	3.7	4.0	8.1%
Management Improvements & Long Range Financial Analysis	1.5	0.8	1.2	50.0%
Total Authorized Positions (FTE's) by Activity	11.0	10.0	11.0	10.0%

Office of Management and Budget Programs and Activities

Budget and Management Services

Budget Development & Presentation
 Budget Implementation & Monitoring
 Management Improvements

Dept Info

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Budget and Management Services Program

The goal of the Budget and Management Services program is to develop and maintain a strategy for city staff, the City Manager, City Council, and the public that is structurally balanced over the long term and continuously improves the City's ability to manage resources effectively and efficiently.

Program Totals		FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
	Total Expenditures	\$1,011,270	\$1,053,192	\$1,277,825
	Less Revenues	0	0	0
	Net General Fund Expenditures	\$1,011,270	\$1,053,192	\$1,277,825

Activity Data

BUDGET DEVELOPMENT & PRESENTATION – The goal of Budget Development & Presentation is to prepare a budget for the City Manager and Council that clearly explains how the budget accomplishes effective and efficient operation of the City and aligns with the strategic plan, presents the City's budget to Council and the community in a manner that supports informed Council budget deliberations and community participation, and ensures long range financial sustainability.		FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures		\$642,384	\$597,873	\$669,724
FTE's		6.5	5.5	5.8
# of activities for which budgets are developed		400	400	404
# of activities per FTE		36	40	37
Budget Memoranda		89	100	100
% of GFOA budget document standards rated proficient or better		98%	100%	100%
% of GFOA budget document standards rated outstanding		12%	50%	50%

BUDGET IMPLEMENTATION & MONITORING – The goal of Budget Implementation & Monitoring is to regularly review revenues and expenditures throughout the fiscal year on behalf of the City Manager in order to ensure that established procedures are followed, expenditures do not exceed appropriations and compliance with debt policy guidelines.		FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures		\$237,059	\$367,457	\$440,334
FTE's		3.0	3.7	4.0
\$ monitored (all funds in millions)		\$689.3	\$715.3	\$756.2
\$ million monitored per FTE		\$62.7	\$71.2	\$69.0
% of departments that do not overspend		100%	100%	100%
% compliance with City adopted debt policies in last fiscal year		100%	100%	100%

MANAGEMENT IMPROVEMENTS AND LONG RANGE FINANCIAL ANALYSIS – The goal of Management Improvements is to coordinate with various internal and external groups, develop new processes and plans to improve City management and better align budgetary outcomes to the City's strategic plan, and report on the progress of these and similar efforts to the City Manager.		FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures		\$131,827	\$87,862	\$167,767
FTE's		1.5	0.8	1.2

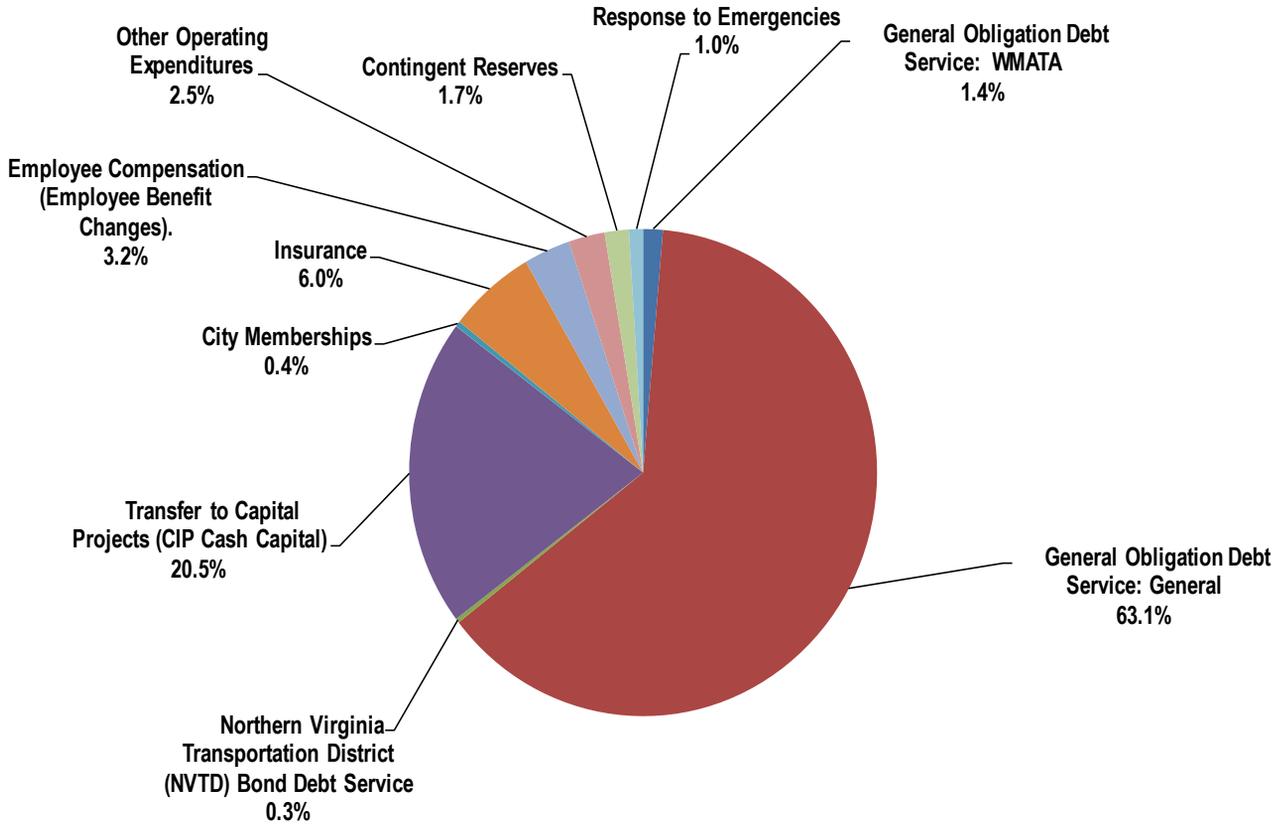
Non-Departmental

Purpose Statement: The purpose of the Non-Departmental Budget is to put into one central place all of those expenditures that support the City that cannot otherwise easily be categorized by Department. These expenditures include debt service, cash capital (pay-as-you-go capital project funding), contingent reserves, insurance costs including claims paid where the City is self-insured, City memberships, other miscellaneous operating costs, centrally paid fringe benefits and projected changes in pay or benefits that were estimated too late to include in individual departmental budgets.

Expenditures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
CIP Related Expenses			
General Obligation Debt Service: WMATA	903,335	1,048,013	1,176,208
General Obligation Debt Service: General	42,313,887	47,210,231	54,603,725
Northern Virginia Transportation District (NVTD) Bond Debt Service	256,070	256,070	256,070
Transfer to Capital Projects (CIP Cash Capital)	9,709,629	6,955,483	17,757,911
City Memberships	284,961	280,774	324,071
Insurance	4,842,534	4,469,155	5,200,170
Employee Compensation (Employee Benefit Changes).	2,081,127	3,552,367	2,785,577
Other Operating Expenditures	2,420,977	2,217,904	2,158,369
Contingent Reserves	0	484,983	1,448,885
Other Post Employment Benefit (OPEB) Obligations	3,000,000	0	0
Response to Emergencies	4,029,249	836,127	836,127
Total All Funds Non-Departmental Expenditures	69,841,769	67,311,107	86,547,113
Revenues			
Special Revenue Fund	1,417,615	1,000,000	1,000,000
Total Revenues	1,417,615	1,000,000	1,000,000
Total General Fund Expenditures	68,424,154	66,311,107	85,547,113

Non-Departmental

FY 2014 Approved Non-Departmental Expenditures



Non-Departmental

Non-Departmental Expenditures

	FY 2012 <u>Actual</u>	FY 2013 <u>Approved</u>	FY 2014 <u>Approved</u>
<u>General Obligation Debt Service: WMATA</u>	\$903,335	\$1,048,013	\$1,176,208
<u>General Obligation Bond Debt Service: City and Schools</u>	\$42,313,887	\$47,210,231	\$54,603,725
<u>Northern Virginia Transportation District (NVTD) Bond Debt Service</u>	\$256,070	\$256,070	\$256,070
Subtotal Debt Service*	\$43,473,292	\$48,514,314	\$56,036,003

Debt Service:

- Total debt service costs are budgeted to increase by \$7.5 million, or 15.5 percent. Included in the \$56.0 million in total budgeted debt service is \$1.2 million for debt service related to the City's issuance of lower cost debt in June 2010 instead of a WMATA debt issuance; \$54.6 million for General Obligation Debt Service; and \$0.26 million for Northern Virginia Transportation District Debt Service. The City has utilized bond proceeds in prior fiscal years at historically low interest rates for the new Alexandria Police Department (APD) facility, the Fire Station 210 (Eisenhower)/Impound Lot project, and the new Alexandria City Public Schools (ACPS) Jefferson Houston K-8 facility.

- Detailed information related to the City's various debt issuances, including the principal and interest payment schedule, is included in the Summary Funding Tables of the Capital Improvement Program. The primary drivers of the \$7.5 million increase in FY 2014, include:

- \$3.0 million for planned for FY 2014 debt;
- \$4.4 million for increases associated with prior year debt issuances; and
- \$0.1 million related to the WMATA debt issuance of June 2010.

* An additional \$1.0 million in debt service is budgeted as part of the Transportation Improvement Program (TIP) in the Department of Transportation and Environmental Services and in the Fire Department for debt associated with the FY 2013 purchase of Fire apparatus.

Non-Departmental

Non-Departmental Expenditures, continued

	FY 2012 <u>Actual</u>	FY 2013 <u>Approved</u>	FY 2014 <u>Approved</u>
<u>Transfer to Capital Projects (CIP Cash Capital)</u>	\$9,709,629	\$6,955,483	\$17,757,911

Transfer to Capital Projects (CIP Cash Capital):

- The budgeted cash capital transfer from the General Fund to the Capital Projects Fund is increasing by \$10.8 million, or 155.3 %, from FY 2013 to FY 2014.
- The overall cash allocation to the CIP from all sources for FY 2014 is planned at \$52.03 million or 67.8%, of the FY 2014 CIP.
- The FY 2014 capital budget will be financed through a combination of General Obligation Bond proceeds, the appropriation of fund balance monies from prior years designated for capital projects and sewer fee revenues from the Sanitary Sewer Fund, bond interest earnings, Transportation Improvement Program (TIP) funding from the reserved 2.2 cents on the real estate tax, additional cash capital for transportation, and General Obligation bonds backed by TIP revenues. The percent of the Approved CIP in FY 2014 to be financed by General Obligation bonds is 32.2%.
- It is important to note that while full budget authority was granted for the Alexandria City Public Schools (ACPS) new Jefferson-Houston K-8 facility in FY 2013, General Obligation (GO) Bonds for the project are issued on a cash flow basis and the debt to fund the project will actually be issued in July 2013 to coincide with the cash flow needs.

FY 2014 Funding Sources	\$ in millions	% of Total
Cash Capital (G.F. Revenue)	\$21.24	27.7%
General Fund Balance	\$2.17	2.8%
Bond Interest Earning	\$0.30	0.4%
General Obligation Bond Premiums (Cash)	\$2.61	3.4%
Sanitary Sewer Fees	\$1.62	2.1%
Stormwater Management Dedicated Tax	\$1.09	1.4%
Dev. Contributions & Dedicated Taxes (Potomac Yard)	\$1.98	2.6%
Transportation Improvement Program Cash (2.2 cents and Cash Capital)	\$5.63	7.3%
Other Sources	\$3.16	4.1%
Comcast Revenues for IT Infrastructure	\$1.05	1.4%
Non-City Sources	\$11.18	14.6%
Subtotal City Cash and Other Resources	\$52.03	67.8%
General Obligation Bonds (Sanitary Sewers)	\$0.43	0.6%
General Obligation Bonds (Stormwater Mgmt)	\$0.00	0.0%
General Obligation Bonds (Transportation Improvement Program)	\$0.00	0.0%
Other General Obligation Bonds	\$24.29	31.6%
Subtotal General Obligation Bonds¹	\$24.72	32.2%
Total, All Funding Sources	\$76.74	100.0%

¹ \$24.3 million represents the amount of General Obligation Bonds needed for FY 2014 projects. Additionally, \$30.0 million will be borrowed to complete funding for Jefferson-Houston K-8, \$8.0 million borrowed to replace General Obligations Bonds used to purchase fire vehicles and apparatus in FY 2013; and \$1.5 million to complete funding for other capital infrastructure projects budgeted in FY 2013. The total General Obligation Bond issue planned for FY 2014 is estimated at \$63.8 million.

Non-Departmental

Non-Departmental Expenditures, continued

	FY 2012 <u>Actual</u>	FY 2013 <u>Approved</u>	FY 2014 <u>Approved</u>
<u>City Memberships</u>	\$284,961	\$280,774	\$324,071

City Memberships:

The budget for City memberships increases by \$8,297, or 3.0 percent. These membership fees are based on population estimates for each of the jurisdictions in the organization. As the population estimate increases, so does the City's membership fee. The \$8,297 total increase is attributable to increases in memberships for Metropolitan Washington Council of Governments, from \$116,731 to \$121,427 (\$4,696, or 4.0 percent increase); an increase in the membership for Northern Virginia Regional Commission, from \$74,182 to \$111,036 (\$36,854, or 49.7 percent increase); and, an increase in the membership for Virginia Municipal League, from \$35,686 to \$37,474 (\$1,788, or 5% increase); offset by a minor decrease in the membership for Northern Virginia Transportation Commission, from \$32,259 to \$32,218 (\$41, or 0.1% decrease). The increase to NVRC is almost entirely due to the addition of the Regional Energy Strategy contribution that was unbudgeted in prior years. The allocation from the NVTC is based on the City's proportional share of state revenues received compared to other member jurisdictions. The City memberships for the Conference of Mayors (\$12,242) and National League of Cities (\$9,764) remained the same as FY 2013.

	FY 2012 <u>Actual</u>	FY 2013 <u>Approved</u>	FY 2014 <u>Approved</u>
<u>Insurance</u>	\$4,842,534	\$4,469,155	\$5,200,170

Insurance:

In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of workers' compensation claims, claims adjustments, the current cost of health insurance for City retirees, and insurance policies held by the City. The total insurance budget is increasing \$731,015, or 16.4 percent. Increases are based on actual spending in prior years and projected premium cost increases. The most significant of these are an increase of \$79,000 for property insurance to accommodate the new Alexandria Police Department facility; \$38,000 for life insurance premiums for retirees; \$102,000 for increased premium costs related to workers compensation; and an increase of \$500,000 for workers compensation claims to reflect actual expenditure trends. No increase in the maximum \$260 a month (\$3,120 per year) retiree health insurance subsidy is planned for FY 2014.

Non-Departmental

Non-Departmental Expenditures, continued

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
<u>Contingent Reserves</u>	\$0	\$484,983	\$1,448,885

Contingent Reserves:

In FY 2014, there is \$1,448,885 in City Council Contingent Reserves designated for the following purposes:

- \$950,000 to address the Childcare Fee Subsidy Waiting List
- \$174,235 for Affordable Housing Initiatives
- \$42,900 for a Senior Mental Health Therapist at the Jail
- \$210,000 for Recycling Initiatives
- \$6,750 King Street Lights
- \$10,000 for Car Seat Installation
- \$35,000 for a Smoking Cessation Program
- \$20,000 for Community Engagement

Staff will return to City Council with proposals for consideration at which time the funds will be transferred to the appropriate department. On June 25, 2013, City Council approved the release of \$42,900 to provide partial funding for the Senior Mental Health Therapist. The funds will be transferred in July to the Office of the Sheriff. An additional \$17,100 will be provided by the Office of the Sheriff through additional Federal Prisoner Per Diem revenue. The remaining funds will be transferred from existing non-personnel funds in DCHS. The additional appropriation of revenue will occur in the first Supplemental Appropriation Ordinance of FY 2014.

At the end of FY 2013, there remains four prior year designations:

- \$222,696 for Fire Safety Improvements
- \$80,000 for Urban Forestry
- \$20,000 for Community Engagement
- \$4,160 for Sister Cities initiatives.

Staff has been directed to incorporate into the Monthly Financial Report, presented at the first legislative meeting each month, the status of City Council Contingent Reserves.

Non-Departmental

Non-Departmental Expenditures, continued

	FY 2012 <u>Actual</u>	FY 2013 <u>Approved</u>	FY 2014 <u>Approved</u>
<u>Other Post Employment Benefit (OPEB) Obligations</u>	\$3,000,000	\$0	\$0

Other Post Employment Benefit (OPEB) Obligations:

•Under the new accounting standards for other post employment benefits (OPEB), State and local governments across the nation are confronted with the challenge of providing funding to meet the long-term cost of obligations made for post employment health care costs and life insurance. It is estimated that the City and Schools unfunded liability for these costs total \$80.0 million. Meeting the challenge of funding this liability will assist the City in maintaining its AAA/Aaa bond ratings during a time in which lenders are looking far more carefully at “risks” before lending money to municipal governments. This budget provides \$2.4 million in funding in FY 2014 for obligations for future benefits to City employees after retirement. In prior years, the funds were budgeted here in the Non-Departmental account. In FY 2014, these funds were allocated to departmental budgets. The funds will be appropriated to the OPEB trust fund and supplemented by a transfer of \$0.2 million from fund balance to help pay estimated FY 2014 costs. Another \$4.2 million in other cash sources provide a total of \$6.8 million or 99% of the annual required contribution. This funding represents the sixth year in a multi-year plan to gradually increase the annual funding to \$7.3 million per year to address the total City unfunded liability by amortizing that unfunded liability over time. This long-term liability is approximately one-third comprised of retiree life insurance benefits, which were reduced for new employees by eliminating post-retirement life insurance benefits. This portion of the liability should shrink over time.

CASH FLOW PROJECTIONS

Other Post Employment Benefits Plan for Funding

	2013	2014	2015	2016	2017	2018	2019
Reimbursement	\$ 3.2	\$ 3.3	\$ 3.3	\$ 3.3	\$ 3.3	\$ 3.3	\$ 3.3
Life Insurance	\$ 0.8	\$ 0.9	\$ 0.9	\$ 0.9	\$ 0.9	\$ 0.9	\$ 0.9
Total Cash Flow	\$ 4.0	\$ 4.2					
Current General Fund	\$ 2.1	\$ 2.4	\$ 2.7	\$ 2.8	\$ 2.9	\$ 3.0	\$ 3.1
Fund Balance Draw Down	\$ 0.7	\$ 0.2	-	-	-	-	-
Total Annual Contributions							
(All Sources)	\$ 6.8	\$ 6.8	\$ 6.9	\$ 7.0	\$ 7.1	\$ 7.2	\$ 7.3
Required Contributions	\$ 6.9	\$ 6.9	\$ 6.9	\$ 7.0	\$ 7.1	\$ 7.2	\$ 7.3
Investible Funds	\$ 2.8	\$ 2.6	\$ 2.7	\$ 2.8	\$ 2.9	\$ 3.0	\$ 3.1
Ending Fund Balance	\$ 22.3	\$ 26.7	\$ 31.6	\$ 36.8	\$ 42.4	\$ 49.4	\$ 51.9
% of Annual Required Contribution Funded	99%	99%	100%	100%	100%	100%	100%
% of Annual Required Contribution Funded by Current General Fund Sources	88%	96%	100%	100%	100%	100%	100%

Non-Departmental

Non-Departmental Expenditures, continued

	FY 2012 <u>Actual</u>	FY 2013 <u>Approved</u>	FY 2014 <u>Approved</u>
<u>Response to Emergencies*</u>	\$4,029,249	\$836,127	\$836,127

* FY 2012 actual expenditures represent emergency responses to flooding, a hurricane, an earthquake and an emergency medical service accident that occurred during FY 2012.

City snow and ice management budgets were consolidated beginning in FY 2012 in the Non-Departmental section of the Operating Budget. A centralized accounting of these activities allows for quicker monitoring and reporting of costs as well as remove the unpredictable burden of random snow and ice events from Departmental budgets. Ideally, other service levels in departments should not be reduced because of a particularly bad (i.e. expensive) snow season or other event. This method would contain cost overruns (or potentially cost savings) outside Departmental budgets so they can be handled in a macro-City manner. As these costs are verified, staff will request that funds be transferred back from Non-Departmental to the appropriate Department, thus giving City Council an accurate picture of the costs of these operations at the time of the transfer resolution. This centrally appropriated amount of \$836,127 will be supplemented by \$0.5 million assigned for snow and other emergencies in the City's fund balance. This is in recognition that weather patterns have become more volatile with global climate change increasing the level of moisture in the air and thereby creating more severe weather.

Non-Departmental

Non-Departmental Expenditures, continued

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
<u>Employee Compensation and other Personnel Adjustments</u>			
Line of Duty Benefit Costs	\$230,000	\$0	\$0
Pension (Public Safety - Closed Deferred Benefit system)	\$1,701,200	\$1,700,000	\$1,700,000
Employee Compensation (Employee Benefit Changes).	\$0	\$900,000	\$907,177
Additional Fire overtime	\$0	\$465,000	\$0
Office of Project Implementation	\$0	\$308,967	\$0
Tuition Assistance	\$149,927	\$178,400	\$178,400
Total Employee Compensation and other Personnel Adjustments	\$2,081,127	\$3,552,367	\$2,785,577

Employee Compensation and other Personnel Adjustments

•Funding for these various operating expenses is decreasing \$766,790, or 21.6 percent.

•Significant impacts in this category are:

- Line of Duty Benefit costs have been allocated by department according to the number of eligible positions. In total, the FY 2014 budget includes approximately \$1.2 million toward this liability, an increase of \$0.6 million compared to FY 2013.
- \$750,000 is set aside in Non-Departmental to provide members of the City's Health insurance plans with a one-time pay supplement to help offset costs associated with the Plan Design changes of the City's healthcare program. The savings resulted from a shift to higher deductibles and higher costs for plan usage.
- \$465,000 in overtime expenses were transferred from Non-Departmental to be appropriately budgeted in the Fire Department to provide sufficient resources based on staffing analysis.
- \$308,967 approved in FY 2013 to create an Office of Project Implementation to facilitate the implementation of high priority capital projects is not included in Non-Departmental in FY 2014. The funds have been appropriated directly to the new Office.
- \$157,177 remains available to develop additional career ladders as needed in departments that were not addressed in FY 2013;

Non-Departmental

Non-Departmental Expenditures, continued

	FY 2012 <u>Actual</u>	FY 2013 <u>Approved</u>	FY 2014 <u>Approved</u>
<u>Other Operating Expenses</u>			
Public Safety Radio System	\$429,906	\$419,577	\$434,577
Efficiency/Best Practices Studies	\$45,500	\$0	\$0
City Shop Fuel	\$0	\$0	\$0
Summer Interns	\$0	\$0	\$75,000
Waste-To-Energy Plant Property Taxes	\$933,211	\$290,000	\$290,000
Citizen Academy (Including Police Citizen Academy)	\$2,239	\$4,300	\$4,300
City-Wide Telecommunications	\$9,484	\$0	\$0
Targeted Recruitment	\$124,262	\$0	\$0
Other Expenditures	\$876,375	\$504,027	\$354,492
Total Other General Fund Operating Expenditures	\$2,420,977	\$1,217,904	\$1,158,369
Allowance for Special Revenue Fund Grants and Donations	\$0	\$1,000,000	\$1,000,000
Total Other All Funds Operating Expenditures	\$2,420,977	\$2,217,904	\$2,158,369

Other Operating Expenses:

- Funding for these various operating expenses is increasing by \$59,535, or 2.7 percent.
- Significant impacts in this category are:
 - The public safety radio system budget increased by \$15,000, to replace air conditioning units where the equipment is housed.
 - An addition of 75,000 has been included to expand the City's utilization of interns in FY 2014.
 - Other expenditures are declining in FY 2014 to reflect the reduction of approximately \$135,000 of funds set aside for affordable housing debt. \$1.6 million in debt was issued in July 2012 for James Bland and the subsequent debt service of \$135,000 is now included in Debt Service, described at the beginning of this section.

Real Estate Assessments

Mission Statement: The mission of Real Estate Assessments is to fairly and equitably assess all taxable real property, to educate the public about the assessment process, and to provide superior customer service to property owners.

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$1,436,007	\$1,480,148	\$1,612,851	9.0%
Non-Personnel	155,521	213,740	243,740	14.0%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
Total Expenditures	\$1,591,528	\$1,693,888	\$1,856,591	9.6%
Funding Sources				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	\$0	\$0	\$0	0.0%
Total Designated Funding Sources	\$0	\$0	\$0	0.0%
Net General Fund Expenditures	\$1,591,528	\$1,693,888	\$1,856,591	9.6%
Total Department FTE's	15.0	14.0	15.0	7.1%

Highlights

- In FY 2014, the General Fund budget increases by \$162,703, or 9.6%.
- Personnel costs increase by \$132,703, or 9.0%. The increase is partially due to the addition of one Appraiser position (\$66,498) in FY 2014. The position is expected to generate approximately \$120,000 in additional revenue from supplemental property assessments. The remaining increase is the result of a position reclassification, 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.
- Non-personnel costs increase by \$30,000, or 14.0%. The increase is due the transfer of the cost for the Annual Capitalization Rate study, which was previously paid for by the City Attorney's Office.

Real Estate Assessments

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Real Estate Services	\$1,591,528	\$1,693,888	\$1,856,591	9.6%
Total	\$1,591,528	\$1,693,888	\$1,856,591	9.6%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved*	FY 2014 Approved**	% Change 2013-2014
Real Estate Services	15.0	14.0	15.0	7.1%
Total	15.0	14.0	15.0	7.1%

* FY 2013 reflects the elimination of one Appraisal Supervisor position

** FY 2014 reflects the addition of one Appraiser position

Real Estate Assessments Programs and Activities

Real Estate Assessment

Property Record Management
Assessment Appeals
Property Valuation

Dept Info

Department Contact Info

703.746.4646
www.alexandriava.gov/realestate

Department Head

W. Bryan Page, Acting Director
bryan.page@alexandriava.gov

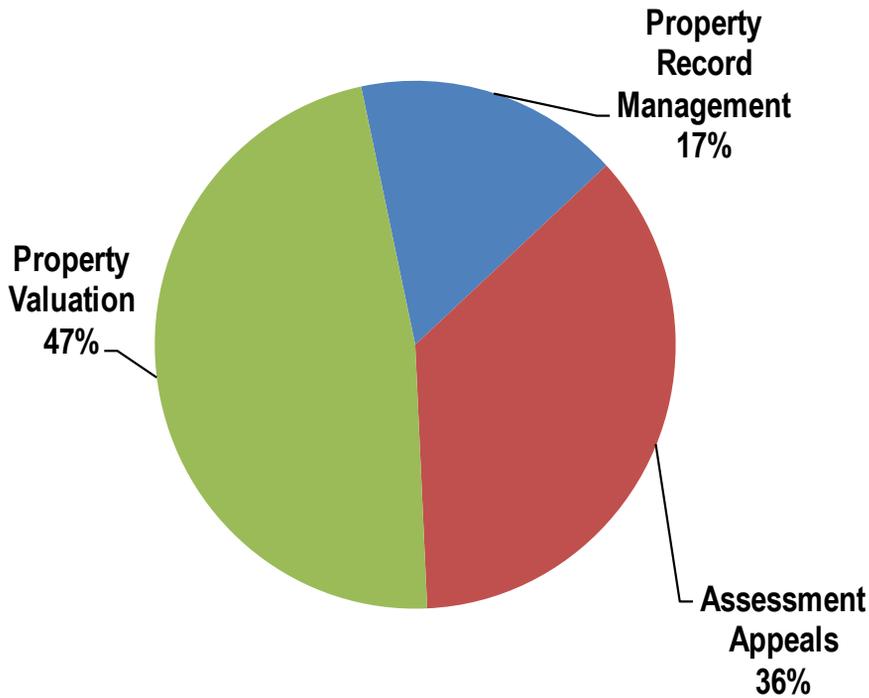
Department Staff

Eileen Oviatt, Management Analyst

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of deeds and transfers entered within 30 days	100%	100%	100%
% change in value due to BOE adjustments compared to tax base	0.0%	0.1%	0.1%
% of tax adjustments submitted to Treasury within 14 days	100%	100%	100%

FY 2014 Approved Expenditures by Activity



Real Estate Assessments

The goal of the Real Estate Assessments program is to efficiently grow and manage the City's tax base in a manner that minimizes assessment challenges, maximizes transparency, and increases the public's understanding of the process.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$1,591,528	\$1,693,888	\$1,856,591
Less Revenues	0	0	0
Net General Fund Expenditures	\$1,591,528	\$1,693,888	\$1,856,591
Program Outcomes			

Activity Data

PROPERTY RECORD MANAGEMENT – The goal of Property Record Management is to maintain current and up to date information on property ownership and sales to ensure the correct property is assessed accurately.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$198,631	\$232,856	\$305,400
FTE's*	2.1	2.1	2.6
% of deeds and transfers entered within 30 days	100%	100%	100%
# of parcel transfers**	3,765	3,500	3,750
% of tax adjustments submitted to Treasury within 14 days	100%	100%	100%

*FTE change reflects the addition of the Appraiser FTE and the reallocation of the CAMA Specialist to better reflect actual workload

**Data for FY 2012, FY 2013, and FY 2014 are based on calendar year data for 2011, 2012, and 2013

ASSESSMENT APPEALS – The goal of Assessment Appeals is to expeditiously resolve all departmental Requests for Review prior to the June 1 deadline for taxpayers to file an Assessment Appeal with the Board of Equalization. The goal at the Appeal stage is to vigorously defend the assessments. We hope to reduce the number of Appeals by encouraging property owners to resolve valuation disputes at the departmental Review stage.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$611,744	\$691,443	\$671,181
FTE's*	5.9	5.8	5.5
Number of Reviews	388	300	350
Number of Appeals	142	200	200
% change in value due to BOE adjustments compared to tax base	0.0%	0.1%	0.1%

*FTE change reflects the addition of the Appraiser FTE and the reallocation of the CAMA Specialist to better reflect actual workload

PROPERTY VALUATION – The goal of Property Valuation is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value as of January 1 in a uniform and equitable manner to ensure accurate taxation of real property.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$781,153	\$769,589	\$880,010
FTE's*	7.0	6.2	6.9
\$ change in annual assessments**	\$535,639,425	\$850,000,000	\$850,000,000
Parcels per employee***	6,035	3,205	5,029
\$ of Assessed Value per employee***	\$5,334,707,123	\$2,353,877,798	\$4,445,589,269

*FTE change reflects the addition of the Appraiser FTE and the reallocation of the CAMA Specialist to better

**Data for FY 2012, FY 2013, and FY 2014 are based on calendar year data for 2011, 2012, and 2013 respectively

***FY 2014 amount is based on the addition of one Appraiser position

Real Estate Assessments

Summary of Budget Changes

Adjustment to Maintain Current Service Levels

Activity	Adjustment	FTEs	FY 2014 Approved
Property Valuation	<i>Annual Capitalization Rate Study</i>	0.0	\$30,000
<p>The City contracts for an annual independent capitalization study rate for use in the valuation of commercial office buildings and multifamily apartment projects located in the City. The overall expense of the study is minimized through a cost sharing agreement with Fairfax and Arlington counties. This study was formally paid for by the City Attorney's Office, however, in FY14 the cost is shifted to the Department of Real Estate Assessments.</p>			

Supplemental Funding

Activity	Adjustment	FTE	FY 2014 Approved
Property Valuation	<i>Appraiser</i>	1.0	\$66,498
<p>The addition of one Appraiser position should enable the department to generate additional revenue from commercial and residential property assessments.</p>			

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Operating Agencies

PUBLIC SAFETY

Department of Emergency Communications.....	14-2
Fire Department.....	14-9
Department of Code Administration.....	14-25
Police Department.....	14-37

Emergency Communications

Mission Statement: The mission of the Department of Emergency Communications is to enhance the quality of life in the City of Alexandria through the prompt, efficient, and professional handling of 911 calls for service and the dispatching of public safety services, thus making the City of Alexandria a safer community in which to work, live, and visit.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$5,206,515	\$5,253,201	\$5,297,922	0.9%
Non-Personnel	770,061	1,007,128	1,394,388	38.5%
Capital Goods Outlay	2,808	6,911	6,911	0.0%
Total Expenditures	<u>\$5,979,384</u>	<u>\$6,267,240</u>	<u>\$6,699,221</u>	6.9%
Funding Sources				
Internal Service	\$0	\$0	\$0	N/A
Other Special Revenue	0	0	0	N/A
Total Designated Funding Sources	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	N/A
Net General Fund Expenditures	<u>\$5,979,384</u>	<u>\$6,267,240</u>	<u>\$6,699,221</u>	6.9%
Total Department FTEs	55.0	55.0	55.0	0.0%

Highlights

- In FY 2014, the approved General Fund budget for the Department of Emergency Communications (DEC) increases by \$431,981, or 6.9%.
- The personnel budget increases by 0.9% or \$44,721. The increase is attributed to employee step adjustments 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%. This is partially offset through turnover savings, hiring entry level Public Safety Communications Officers at lower salaries than previously occurred and decreases in healthcare costs.
- Total non-personnel costs increases by \$387,260 or 38.5%. This increase is primarily due to increased telecommunication services cost at the primary and backup 911 centers (\$251,890), increased maintenance costs of the telecommunications equipment at the primary and backup 911 call centers (\$87,878), IT training and maintenance costs (\$16,083) and increased radio subscriber costs (\$25,686).

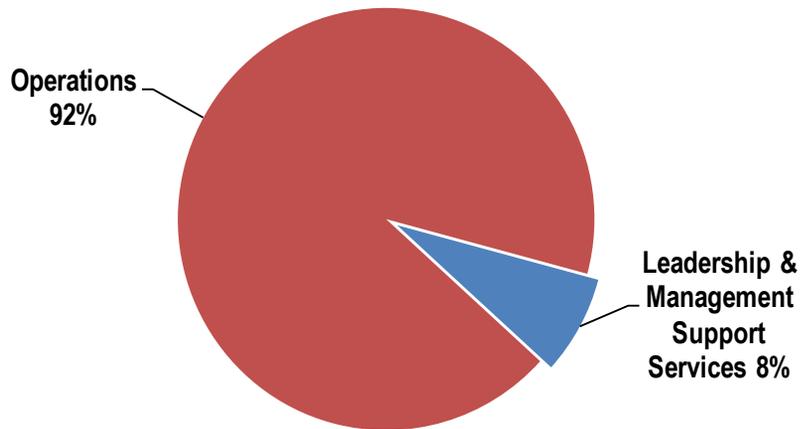
Emergency Communications

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of 911 calls per year*	NA	90,000	90,000

*Call data for FY2012 is not available due to the transition to the new DEC facility during FY2012 which is equipped with newer phone technology that captures call data differently than previous systems.

FY 2014 Approved Expenditures by Program



Emergency Communications

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & Management Support Services	\$418,934	\$480,486	\$508,048	5.7%
Operations	\$5,560,450	\$5,786,754	\$6,191,173	7.0%
Total Expenditures	\$5,979,384	\$6,267,240	\$6,699,221	6.9%

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2012 Actual	FY 2013 Approved ¹	FY 2014 Approved	% Change 2013-2014
Leadership & Management	3.0	3.0	3.0	0.0%
Call Taking and Dispatching ¹	52.0	46.0	46.0	0.0%
Information Technology Support	NA	1.0	1.0	0.0%
Radio Support	NA	3.0	3.0	0.0%
Quality Assurance and Training	NA	2.0	2.0	0.0%
Total FTE's	55.0	55.0	55.0	0.0%

¹ 6.0 FTE's who perform radio system support, information technology support and quality assurance and training were moved from Call Taking and Dispatch in FY 2013 to better align job function with new respective activities.

Emergency Communications Programs and Activities	
<p>Leadership & Management Support Services Leadership & General Management</p> <p>Operations Call Taking & Dispatching Information Technology Support Radio Support Quality Assurance & Training</p>	

Dept. Info
<p>Department Contact Info 703.746.1888</p> <p>Department Head Jo-Anne Munroe, Director 703.746.1861 JoAnne.Munroe@alexandriava.gov</p>

Emergency Communications

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide Leadership and support to the Department in financial, personnel, planning, training and support services to promote efficient and effective service delivery to public safety agencies and the community.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% total of All Funds Budget	7.0%	7.7%	7.6%
Total Expenditures	\$418,934	\$480,486	\$508,048
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$418,934	\$480,486	\$508,048

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide fiscal and support services in order to facilitate the operations of the Emergency Communications Department.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$418,934	\$480,486	\$508,048
FTE's	3.0	3.0	3.0
Leadership & Management Expenditures as percentage of departmental total	7.0%	7.7%	7.6%
# of departmental FTE's managed	55	55	55
\$ amount of net General Fund departmental budget (millions of dollars)	\$6.0	\$6.3	\$6.7

Emergency Communications

Operations Program

The goal of Operations is to provide prompt answering and accurate processing of emergency and non-emergency calls for service to those needing assistance from Police, Fire, EMS, Code and Emergency Management resources.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of total All Funds budget	93.0%	92.3%	92.4%
Total Expenditures	\$5,560,450	\$5,786,754	\$6,191,173
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$5,560,450	\$5,786,754	\$6,191,173
Program Outcomes			

Activity Data

CALL TAKING AND DISPATCHING – The goal of Call Taking and Dispatching is to route calls for service to police, fire, EMS or other city services in a timely manner.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$5,560,450	\$4,945,353	\$5,254,597
FTE's	52.0	46.0	46.0
# of 911 calls per year*	NA	90,000	90,000
# of non-emergency calls received per year*	NA	300,000	300,000
# of law enforcement dispatches per year	54,879	55,000	55,000
# of Fire/EMS dispatches per year	29,149	30,000	30,000
% of 911 calls answered within 10 seconds*	NA	90%	90%
% of abandoned 911 calls*	NA	10%	10%
% of emergency, Law Enforcement Priority 1 events dispatched within 120 seconds of receipt	85%	87%	90%
% of emergency, Fire/EMS events dispatched within 60 seconds of receipt*	85%	87%	90%

*Call data for FY2012 is not available due to the transition to the new DEC facility during FY2012 which is equipped with newer phone technology that captures call data differently than previous systems.

INFORMATION TECHNOLOGY SUPPORT – The goal of Information Technology Support is to maintain and enhance the department's infrastructure to support operations, analysis and vital electronic communication for department employees and to support the City-wide Computer Aided Dispatch (CAD) system.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures*	\$0	\$127,466	\$150,794
FTE's	0.0	1.0	1.0
# of computers in department	125	125	125
# of mobile computers in department	6	6	6
# of users supported	55	55	55

* Note - Activity was created in FY2013.

Emergency Communications

Operations Program, continued

Activity Data

RADIO SUPPORT – The goal of Radio Support is to maintain and repair city radio systems to ensure proper system functionality for all city employees.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures*	\$0	\$465,186	\$500,894
FTE's	0.0	3.0	3.0
# of radios supported (National Capital Regionwide)	42,842	45,000	50,000
# of portable and mobile radio units supported	1,902	2,072	2,072
# of subscribers	1,902	2,072	2,072

* Note - Activity was created in FY2013. The DEC staff supports all City departmental radio units.

QUALITY ASSURANCE AND TRAINING – The goal of Quality Assurance and Training is to provide technical training, professional development, and necessary certifications to new and existing department employees which prepares and enhances employee performance.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures*	\$0	\$248,749	\$284,888
FTE's	0.0	2.0	2.0
# of hours maintaining licences and certifications for E-911 call center	0	800	800
# of total ECT's trained	0	15	15
Cost per ECT Certification	N/A	\$16,583	\$18,993

* Note - Activity was created in FY2013.

Emergency Communications

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2014 Approved
Call Taking and Dispatching	<i>Telecommunications Services</i>	\$251,890
New operating costs associated with the backup 911 call center at the Public Safety Center as well as adjustments to current operating costs at the primary 911 call center at APD headquarters.		
Call Taking and Dispatching	<i>Telecommunications Maintenance</i>	\$87,878
New and additional maintenance charges for equipment at the primary and backup 911 call centers.		
Information Technology Support	<i>IT Systems Training and Support</i>	\$16,083
Additional training, conference registrations and maintenance support costs associated with the new E-911 system and the upcoming new CAD system.		
Radio Support	<i>Radio Subscriber Fees</i>	\$25,686
Additional subscriber fees associated with the backup 911 call center at the Public Safety Center.		

Fire Department

Mission Statement: The mission of the Alexandria Fire Department is to plan for and deliver responsive and caring emergency service, mitigate emergencies and disasters, prevent the loss of life, protect property and enforce applicable fire and life safety codes for City residents and the general public in order to maintain and enhance public safety.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$33,437,038	\$33,874,007	\$36,433,582	7.6%
Non-Personnel	\$5,225,022	\$6,012,914	5,924,173	-1.5%
Capital Goods Outlay	\$201,029	\$1,670,920	2,261,589	35.3%
Debt Service	\$0	\$0	362,782	N/A
Interfund Transfers	\$80,550	\$0	0	N/A
Total Expenditures	<u>\$38,943,639</u>	<u>\$41,557,841</u>	<u>\$44,982,126</u>	8.2%
Less Revenues				
Internal Services	\$248,451	\$1,530,224	\$2,261,485	47.8%
Special Revenue Funds	\$1,695,345	\$1,308,504	459,666	-65.0%
Total Designated Funding Sources	<u>\$1,943,796</u>	<u>\$2,838,728</u>	<u>\$2,721,151</u>	-4.1%
Net General Fund Expenditures	<u>\$36,999,843</u>	<u>\$38,719,113</u>	<u>\$42,260,975</u>	9.1%
Total Department FTEs	272.0	290.0	290.0	0.0%

Highlights

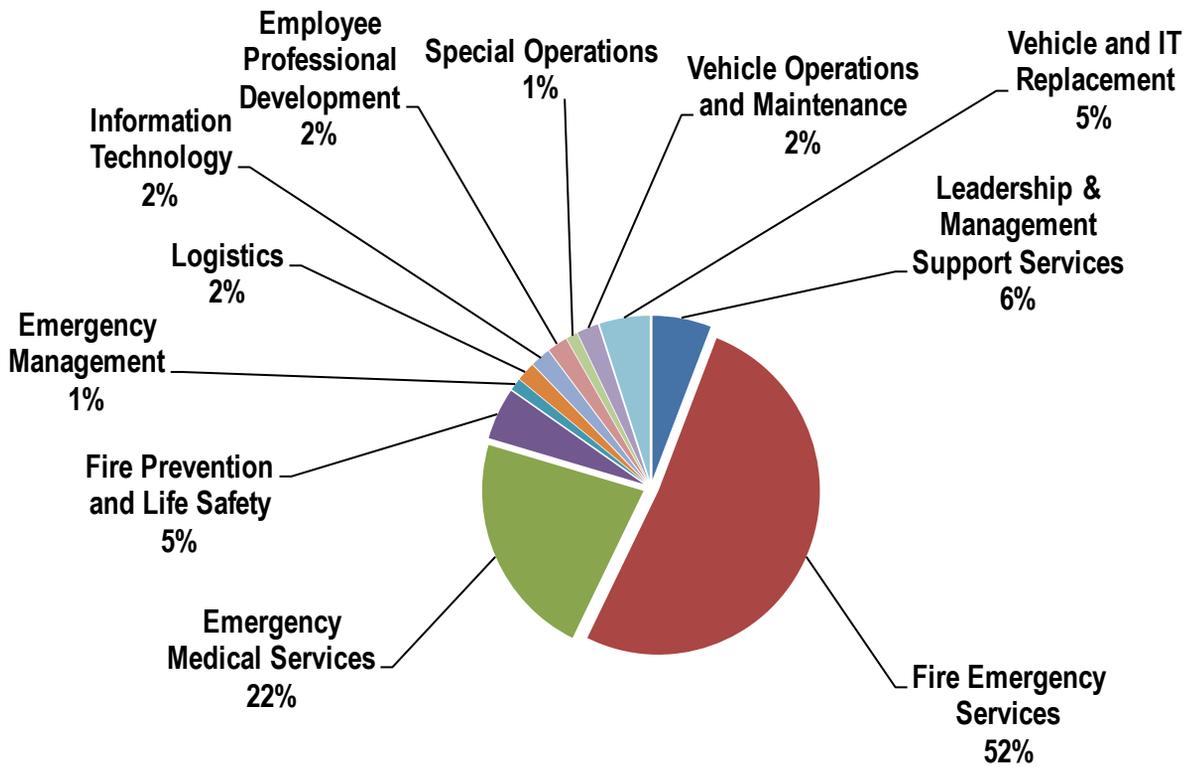
- In FY 2014, the Approved General Fund budget for the Alexandria Fire Department increases by \$3,541,862, or 9.1%.
- The personnel budget is increasing 7.6%, or \$2,559,575. The increase is attributed to a higher cost of employee healthcare plans (\$404,582) and increased retirement contributions (\$1,178,068) based on calculations from the Police/Fire Pension Board. Additionally, \$890,000 designated for personnel issues was transferred from Contingent Reserves (\$425,000) and Non-Departmental (\$465,000) into AFD's base budget in FY 2014. These increases are partially offset through the delayed hiring of new medics to staff Fire Station #210 by 4 months (\$194,060), as well as a reduction in the overtime budget (\$600,000) by utilizing firefighters hired to staff Fire Station #210 to offset minimum staffing overtime until the station opens in April/May 2014.
- Total non-personnel costs are decreasing by \$88,741, or -1.5%. This decrease is the result of transferring budgeted amounts from vehicle replacement funding (\$34,561) and one-time FY 2013 SCBA replacement funding (\$180,000) into debt service to help offset the purchase of new fire apparatus from the Department's Fleet Plan that was approved in FY 2013. These decreases are offset by an increase in the fuel budget to more accurately reflect current prices (\$125,619).
- Capital outlay is increasing \$590,669 or 35.3% to reflect FY 2014 vehicle replacements from the Department's Fleet Plan that was approved in FY 2013.
- An amount of \$362,782 has been added to pay for general obligation bonds in FY 2014 for the purchase of new fire apparatus from the Department's Fleet Plan that was approved in FY 2013.

Fire Department

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
# of incidents responded to by Fire suppression (both Fire and EMS incidents)	13,271	13,400	13,550
# of incidents responded to by EMS (both EMS and fire incidents)	13,780	15,000	15,000

FY 2014 Approved Expenditures by Program



Fire Department

Fire Department Programs and Activities

Leadership & General Management

Leadership & General Management
Health & Safety
Community Services

Fire Emergency Services

Incident Response
Site Safety Surveys
Volunteers

Emergency Medical Services

Incident Response
Special Events Support
Police Special Operations Support
Ambulance Billing Services

Fire Prevention Services

Retesting Program
Fire Prevention
Investigations
Environmental Industrial Unit

Emergency Management

Emergency Planning
Training & Exercises
Emergency Response

Logistics

Facility & Equipment Maintenance
Supplies

Information Technology

Mobile Computer Support
Reporting & Analysis
Information Technology Support

Employee Professional Development

Recruit Training
In-Service Training

Special Operations

Hazardous Materials
Technical Rescue
Marine Operations

Vehicle Operations & Maintenance

Preventative Maintenance
Corrective Maintenance
Fuel Acquisition & Provisioning

Department Info

Department Contact Info

703.746.5200
www.alexandriava.gov/fire

Department Head

Adam Thiel, Fire Chief
703.746.5200
adam.thiel@alexandriava.gov

Fire Department

Program Level Summary Information Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & Management Support Services*	\$4,285,852	\$3,508,695	\$2,641,532	-24.7%
Fire Emergency Services*	18,343,405	20,210,280	23,112,161	14.4%
Emergency Medical Services	8,122,220	9,380,499	10,020,731	6.8%
Fire Prevention and Life Safety	2,211,215	2,221,360	2,302,170	3.6%
Emergency Management	777,347	534,865	534,768	0.0%
Logistics	988,988	851,334	837,614	-1.6%
Information Technology	744,701	892,348	891,544	-0.1%
Employee Professional Development	1,374,750	917,242	903,173	-1.5%
Special Operations	763,264	648,929	506,881	-21.9%
Vehicle Operations and Maintenance	1,073,072	862,065	970,067	12.5%
Vehicle and IT Replacement	248,451	1,530,224	2,261,485	47.8%
Total Expenditures	\$38,943,639	\$41,557,841	\$44,982,126	8.2%

* L&MSS decreases in FY 2014 due to the expiration of the SAFER Grant. The 12 FTEs from the grant were allocated within the L&MSS Program in prior fiscal years. In FY 2014, those positions are now funded out of the General Fund and are associated with the Fire Emergency Services Program, partly accounting (\$1.0 million) for the increase in that program's budget.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & Management Support Services	16.0	16.0	16.0	0.0%
Fire Emergency Services	150.9	162.9	162.9	0.0%
Emergency Medical Services	67.9	75.9	75.9	0.0%
Fire Prevention and Life Safety	19.0	17.0	17.0	0.0%
Emergency Management	3.5	3.5	3.5	0.0%
Logistics	2.0	2.0	2.0	0.0%
Information Technology	3.0	3.0	3.0	0.0%
Employee Professional Development	4.0	4.0	4.0	0.0%
Special Operations	1.5	1.5	1.5	0.0%
Vehicle Operations and Maintenance	4.1	4.1	4.1	0.0%
Total FTE's	272.0	290.0	290.0	N/A

Fire Department

Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to provide leadership for the Department and managerial and administrative support to Department personnel to promote efficient and effective service delivery to promote public safety.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of all funds budget	11.0%	8.4%	5.9%
Total Expenditures	\$4,285,852	\$3,508,695	\$2,641,532
Less Revenues	\$846,957	\$866,338	\$17,500
Net General Fund Expenditures	\$3,438,895	\$2,642,357	\$2,624,032
Program Outcomes			
% of customers who rate fire services as good to excellent	90.0%	90.0%	90.0%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the Fire Department.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures*	\$2,386,748	\$2,363,653	\$1,534,785
FTE's	9.5	9.5	9.5
Leadership & Management Support expenditures as a % of total department	3.9%	3.5%	3.5%
Leadership & Management FTE's as percent of total Departmental FTE's	3.9%	3.9%	3.9%
Number of uniform positions filled	26	40	24

* L&GM decreases in FY 2014 due to the expiration of the SAFER Grant. The 12 FTEs from the grant were allocated within the L&GM Activity in prior fiscal years. In FY 2014, those positions are now funded out of the General Fund and are associated with the Fire Incident Response Activity, partly accounting (\$1.0 million) for the increase in that activity's budget.

HEALTH AND SAFETY – The goal of Health and Safety is to implement safety measures for Fire Department staff in order to reduce injuries and lost work time and decrease risks for Fire and EMS personnel.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,575,181	\$781,196	\$740,688
FTE's	4.0	4.0	4.0
Number of EMS lost shifts due to Light Duty that require Minimum Staffing OT	302	384	400
Number of Fire lost shifts due to Light Duty that require Minimum Staffing OT	558	973	1000

COMMUNITY SERVICES UNIT– The goal of the Community Services Unit is to reduce deaths and injuries in the City by delivering fire and life safety education to schools, City residents and the business community.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$323,923	\$363,846	\$366,059
FTE's	2.5	2.5	2.5
Numbers of community events attended	64	72	72
Number of business group presentations	50	44	50

Fire Department

Fire Emergency Services

The goal of the Fire Emergency Services Program is to protect life and property through timely fire suppression and emergency medical response, mitigation and education for those who work, live in, and visit the City of Alexandria.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of all funds budget	47.1%	48.6%	51.4%
Total Expenditures	\$18,343,405	\$20,210,280	\$23,112,161
Less Revenues	\$228,491	\$300,000	\$300,000
Net General Fund Expenditures	\$18,114,914	\$19,910,280	\$22,812,161
Program Outcomes			
% of fire and EMS calls responded to within the department's 5.5 minute response goal from dispatch to arrival on scene	73.0%	70.0%	70.0%

Activity Data

FIRE INCIDENT RESPONSE – The goal of Fire Incident Response is to protect life and property through timely fire suppression and emergency medical services for those who work, live and visit the City of Alexandria.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures*	\$18,336,512	\$20,177,941	\$23,079,822
FTE's	150.9	162.9	162.9
# of fire incidents responded to	5,617	5,950	5,950
# of EMS incidents responded to	7,605	7,600	7,600
Number of Shifts Worked on OT for Minimum Staffing (including Holdovers)	1,395	1,600	1,500
% of Department OT that is for Minimum Staffing	70%	85%	75%
% of Workforce who have less than 3 years of service with the Department	30%	30%	25%
Percent of 15 operational personnel assembled on a structure fire within 9 minutes	50.0%	55.0%	50.0%
Number of Fire apparatus with 4 person minimum staffing	4.0	4.0	5.0
% of total fire incidents with a response time of four minutes or less from dispatch to arrival on scene	67.0%	70.0%	70.0%

* Fire Incident Response increases in FY 2014 partially due to the expiration of the SAFER Grant. The 12 FTEs from the grant were allocated within the L&GM Activity in prior fiscal years. In FY 2014, those positions are now funded out of the General Fund and are associated with the Fire Incident Response Activity, partly accounting (\$1.0 million) for the increase in the activity's budget.

ALEXANDRIA VOLUNTEER FIRE DEPARTMENT – The goal of Volunteer Firefighters is to supplement the career fire-fighting force with staffing in order to maintain and enhance public safety.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$6,893	\$32,339	\$32,339
FTE's	0.0	0.0	0.0
Number of Firefighter and Medic volunteer hours expended	3,400	3,400	3,400

Fire Department

Emergency Medical Services

The goal of the Emergency Medical Services Program is to provide treatment and transport of the sick and injured, stand-by support and specialized medical support in order to preserve life, and improve health and promote safety for those who work, live in, and visit the City of Alexandria.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of all funds budget	20.9%	22.6%	22.3%
Total Expenditures	\$8,122,220	\$9,380,499	\$10,020,731
Less Revenues	\$203,513	\$127,166	\$127,166
Net General Fund Expenditures	\$7,918,707	\$9,253,333	\$9,893,565
Program Outcomes			
Percent of Fire and EMS calls responded to within the Departments' 5.5 minute response goal	55.0%	60.0%	55.0%

Activity Data

EMS INCIDENT RESPONSE – The goal of Fire Incident Response is to protect life through timely emergency medical services for those who work, live and visit the City of Alexandria.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$7,960,725	\$9,132,299	\$9,769,419
FTE's	65.0	73.0	73.0
# of Fire and EMS incidents responded to	13,755	15,000	15,000
Number of Shifts Worked on OT for Minimum Staffing (including Holdovers)	852	550	800
% of Department OT that is for Minimum Staffing	78%	75%	75%
Percent of ALS transport units to arrive on scene within five minutes of dispatch	67%	65%	65%
Percent of (CPR) resuscitated patients with pulse (ROSC) on arrival at hospital	27%	25%	25%
Number of EMS incidents for which assistance was received from other jurisdictions (mutual/automatic aid rec'd)	1,314	1,300	1,350
Number of EMS incidents for which assistance was given to other jurisdictions (mutual/automatic aid given)	1,274	1,360	1,250

POLICE SPECIAL OPERATIONS SUPPORT – The goal of Police Special Operations Support is to provide the medical component of Police special operations training and deployment.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$3,467	\$29,225	\$29,225
FTE's	0.0	0.0	0.0
# of incidents supported	12	10	10
# of training hours provided	193.5	280	280

AMBULANCE BILLING SERVICES – The goal of Ambulance Billing Services is to facilitate insurance reimbursement of ambulance transportation conducted by City medic units.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$158,028	\$218,975	\$222,087
FTE's	1.0	1.0	1.0
# of ambulance transports	8,082	8,400	8,400
# of patients billed	8,399	8,400	8,400
Collection rate within 12 months	62.0%	55.0%	60.0%
\$ recovered per transport	\$264	\$270	\$270

Fire Department

Fire Prevention & Life Safety

The goal of Fire Prevention & Life Safety is to provide comprehensive inspection services for existing structures and fire protection systems in order to uphold the City's fire prevention and life safety standards, identify code violations, respond to citizen and other complaints and to conduct complete and comprehensive investigations of crimes and offenses resulting from fire, environmental violations, and other related offenses that violate City and Commonwealth codes.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of all funds budget	5.7%	5.3%	5.1%
Total Expenditures	\$2,211,215	\$2,221,360	\$2,302,170
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,211,215	\$2,221,360	\$2,302,170
Program Outcomes			
# of City Code violations cited	2,662	8,000	8,000

Activity Data

RETESTING PROGRAM – The goal of the Retesting Program is to conduct comprehensive, quality inspections of existing fire protection systems projects, on a cost recovery basis, within an established time line in order to provide the maximum area of oversight based upon severity of life safety for each occupancy.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$734,235	\$779,575	\$799,410
FTE's	7.0	7.0	7.0
# of retesting inspections conducted	2,691	3,000	3,000
# of cancellations	194	200	200

FIRE PREVENTION – The goal of Fire Prevention is to conduct comprehensive, quality inspections of exiting structures for fire prevention, emergency egress, hazardous materials, and required Fire Prevention permits in order to maintain the City's building stock and life safety standards, identify code violations, and repond to complaint inspections Citywide.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$548,127	\$506,592	\$505,915
FTE's	5.0	4.0	4.0
# of inspections conducted	9,000	14,000	14,000
# of City Code violations cited	2,662	8,000	8,000

Fire Department

Fire Prevention & Life Safety (continued)

Activity Data

INVESTIGATIONS - The goal of investigations is to conduct comprehensive investigations of crimes and offenses in order to determine the cause and origin or the event, and to provide timely resolution by case closure or initiation of the judicial process.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$492,259	\$575,492	\$632,160
FTE's	3.5	3.5	3.5
# of open case investigations conducted	14	80	80
# of investigations closed	77	50	50
# of arrests	9	10	10

ENVIRONMENTAL INVESTIGATION UNIT - The goal of the Environmental Investigation Unit is to provide comprehensive investigations of crimes and offenses involving the illegal use, storage, and disposal of hazardous materials resulting in a timely resolution by case closure or initiation of the judicial process. The Environmental Investigation Unit will also be tasked with the inspection of all facilities storing and utilizing Hazardous Materials and Motor Carriers transporting Hazardous Materials within the City in order to maintain life safety standards, identify Code violations, and respond to complaint investigations Citywide.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$438,216	\$359,701	\$364,685
FTE's	3.5	2.5	2.5
# of inspections conducted	798	1,000	1,000
# of investigations closed	13	65	65
# of open case investigations conducted	5	70	70

Fire Department

Emergency Management

The goal of Emergency Management is to prepare for, respond to, mitigate, and recover from emergencies and disasters, and to facilitate City-wide outreach and life safety education/awareness for the people who work, live in, and visit the City of Alexandria.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of all funds budget	2.0%	1.3%	1.2%
Total Expenditures	\$777,347	\$534,865	\$534,768
Less Revenues	\$323,130	\$0	\$0
Net General Fund Expenditures	\$454,217	\$534,865	\$534,768
Program Outcomes			
% of National Incident Management System criteria met	100.0%	100.0%	100.0%

Activity Data

EMERGENCY PLANNING – The goal of Emergency Planning is to develop, review and update special events and emergency plans to mitigate hazards and respond to emergency events effectively in order to save lives and property.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$401,053	\$157,685	\$157,266
FTE's	1.0	1.0	1.0
# of emergency management plans developed/reviewed/updated	14	50	50
Number of special events plans reviewed/updated	134	100	100
Number of incident plans developed/reviewed/updated	10	5	10
Cost per plan developed/reviewed/updated	\$10,559	\$3,154	\$3,145

TRAINING AND EXERCISES – The goal of Training and Exercises is to train and exercise City staff in disaster response and recovery operations in order to ensure proficiency in emergency response.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$138,842	\$78,842	\$78,587
FTE's	0.5	0.5	0.5
Number of City employees trained in National Incident Management System (NIMS) standards	299	300	300
Cost per City staff trained in NIMS	\$179	\$263	\$262
Percent of targeted City staff trained in compliance with NIMS standards	100%	100%	100%
Number of citizens trained in Community Emergency Response Teams (CERT) methods	16	15	15
Number of CERT exercises or training activities.	3	6	7
Number of citizens who attended preparedness activities	4,760	4,000	4,000

EMERGENCY RESPONSE – The goal of Emergency Response is to respond to emergency events in order to save lives and property and coordinate disaster recovery.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$237,452	\$298,338	\$298,915
FTE's	2.0	2.0	2.0
# of incidents supported	12	15	15
Number of City Emergency Operation Center (EOC) activations	6	5	6

Fire Department

Logistics

The goal of Logistics is to provide maintenance, security, as well as to order, maintain, and deliver supplies and equipment to all fire department facilities to ensure safety and cleanliness.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of all funds budget	2.5%	2.0%	1.9%
Total Expenditures	\$988,988	\$851,334	\$837,614
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$988,988	\$851,334	\$837,614
Program Outcomes			
Average age of facilities maintained in years	50.4	51.4	52.4

Activity Data

FACILITY & EQUIPMENT MAINTENANCE – The goal of Facility and Equipment Maintenance is to provide department infrastructure preventive and emergency maintenance to ensure the safety and	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$566,575	\$511,271	\$495,519
FTE's	1.0	1.0	1.0
Average age of facilities maintained in years	50.4	51.4	52.4
Number of repair and maintenance request tickets received	487	470	500

SUPPLIES – The goal of Supplies is to order, track, and provide the necessary equipment and supplies needed by operations and administrative personnel in order to ensure employees' safety and maintain the cleanliness and suitability of the work stations.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$422,413	\$340,063	\$342,095
FTE's	1.0	1.0	1.0
Number of supply requests received	2,994	2,500	3,000
Percent of orders delivered within one week of receipt	89.0%	90.0%	90.0%

Fire Department

Information Technology

The goal of Information Technology is to provide software solutions, computer hardware support, and information management and analysis to enhance the Fire Department's delivery of essential public safety services to the residents, workers, and guests of the City of Alexandria.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds Budget	1.9%	2.1%	2.0%
Total Expenditures	\$744,701	\$892,348	\$891,544
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$744,701	\$892,348	\$891,544
Program Outcomes			
Number of service calls for mobile units*	184	200	200

Activity Data

MOBILE COMPUTER SUPPORT – The goal of the Mobile Computer Support is to deploy, operate and enhance mobile data systems for dispatch, response, and field incident reporting by Fire, EMS and Code Enforcement Units.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$129,487	\$166,056	\$137,789
FTE's	0.5	0.5	0.5
Number of mobile units operated	91	110	110
Number of service calls for mobile units*	184	200	200

*Note - The CAD upgrade will increase the number of calls for service on mobile units

REPORTING AND ANALYSIS – The goal of Reporting and Analysis is to collect, analyze and report information to facilitate department service delivery, quality improvement, and required federal and state-mandated reporting requirements.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$153,685	\$171,809	\$175,796
FTE's	1.0	1.0	1.0
Number of information requests completed	145	175	175

SYSTEMS MAINTENANCE – The goal of Systems Maintenance is to ensure Department personnel can safely and expeditiously respond to emergency incidents through the provision of efficient, timely, high quality Department oriented IT products and Communications devices.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$461,529	\$554,483	\$577,959
FTE's	1.5	1.5	1.5
# of systems maintained	19	20	20
# of workstations maintained	190	200	200
# of system users supported	272	290	290
Number of requests for Fire Department's specific applications	1,252	1,250	1,250

Fire Department

Employee Professional Development

The goal of Employee Professional Development is to provide basic and advanced level technical and developmental training to new and current Fire Department employees to fully prepare and enhance employee ability to fulfill job functions and to secure and maintain needed professional certifications.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of all funds budget	3.5%	2.2%	2.0%
Total Expenditures	\$1,374,750	\$917,242	\$903,173
Less Revenues	\$55,535	\$0	\$0
Net General Fund Expenditures	\$1,319,215	\$917,242	\$903,173
Program Outcomes			
Number of recruits trained	29	30	30

Activity Data

RECRUIT TRAINING – The goal of Recruit Training is to train new hires to become Fire and EMS employees for the Alexandria Fire Department.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$720,766	\$311,956	\$326,520
FTEs	1.0	1.0	1.0
Number of recruits trained	29	30	30
Number of class hours expended for recruit training	1360	1200	1200
% of recruits successfully completing training	75.0%	100.0%	100.0%

IN-SERVICE TRAINING – The goal of In-Service Training is to provide recurring technical and developmental training to all departmental employees.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$653,984	\$605,286	\$576,653
FTEs	3.0	3.0	3.0
Number of individuals trained (many staff trained multiple times and includes citizen academy trainings)	3,689	3,700	3,700
Number of attendance hours for Department-oriented leadership class	1,040	3,000	3,000
Number of attendance hours for Department-oriented management classes	3,120	1,800	1,800
Number of attendance hours for technical classes	96	50	50

Fire Department

Special Operations

The goal of Special Operations is to protect life and property through timely response, mitigation, and education for those who live, work, and visit the city of Alexandria.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of all funds budget	2.0%	1.6%	1.1%
Total Expenditures	\$763,264	\$648,929	\$506,881
Less Revenues	\$37,719	\$15,000	\$15,000
Net General Fund Expenditures	\$725,545	\$633,929	\$491,881

Activity Data

HAZARDOUS MATERIALS – The goal of Hazardous Materials is to provide specialized service in preventing, mitigating, educating, and detecting hazardous materials or weapons of mass destruction incidents.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$312,521	\$316,052	\$266,037
FTE's	0.5	0.5	0.5
# of hazardous incidents responded to	69	70	71

TECHNICAL RESCUE – The goal of Technical Rescue is to provide specialized service in preventing, mitigating, educating, and detecting building collapse, high angle rescue, automobile extrication, confined space, and trench rescue incidents.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$269,782	\$167,836	\$121,695
FTE's	0.5	0.5	0.5
# of technical rescue incidents responded to*	25	26	27

*Technical rescue response includes a team of fire suppression personnel depending on the type and scope of the incident.

MARINE OPERATIONS – The goal of Marine Operations is to provide specialized service in preventing, mitigating, educating, and detecting water/ice rescue incidents.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$180,961	\$165,041	\$119,149
FTE's	0.5	0.5	0.5
# of marine incidents responded to	6	7	8

Fire Department

Vehicle Operations and Maintenance

The goal of Vehicle Operations and Maintenance is to provide for repairs, maintenance and fueling of City-owned Fire Department vehicles and equipment in an efficient and cost effective manner.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of all funds budget	2.8%	2.1%	2.2%
Total Expenditures	\$1,073,072	\$862,065	\$970,067
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,073,072	\$862,065	\$970,067
Program Outcomes			
Average Age of Department Engines (active and reserve in years)*	10.10	3.27	4.27

Activity Data

PREVENTATIVE MAINTENANCE – The goal of Preventative Maintenance is to minimize downtime due to systems or parts failure and to minimize overall maintenance costs while ensuring that the vehicles operate safely and efficiently.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$278,391	\$266,552	\$257,628
FTE's	1.5	1.5	1.5
Average Age of Department Engines (active and reserve in years)*	10.1	3.27	4.27
Average age of Department Ladder Trucks (active and reserve in years)*	7.0	5.0	2.1
Average age of Department Medic Units (active and reserve in years)	4.1	3.2	3.2

*Note - The Department is currently scheduled to replace several engines, ladder trucks, and medic units in FY 2013 which will reduce the fleet age.

CORRECTIVE MAINTENANCE – The goal of Corrective Maintenance is to address the broken or non functioning systems or parts on Department vehicles that are preventing that vehicle from operating in a safe and efficient manner, and restore the vehicle to full operating condition.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$469,624	\$437,780	\$429,087
FTE's	2.5	2.5	2.5
Number of Corrective Maintenance Work Orders completed on engines*	204	120	120
Number of Corrective Maintenance Work Orders completed trucks	84	80	80
Number of Corrective Maintenance Work Orders completed on Medic Vehicles	132	100	100
% emergency vehicles available at all times	86%	85%	85%

*Note - with the purchase of new engines and a new ladder truck - there is an expected decrease in corrective maintenance.

FUEL ACQUISITION & PROVISIONING - The goal of Fuel Acquisition and Provisioning is to acquire and deliver gasoline and diesel fuel to the Department's three fueling sites and distribute fuel for use in all Department vehicles.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$325,057	\$157,733	\$283,352
FTE's	0.1	0.1	0.1
# of gallons of fuel purchased	64,564*	90,000	90,000

*Note - Two ladder trucks were out of service for a portion of FY 2012, thereby reducing fuel consumption.

Fire Department

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Current Service Adjustment	FTE Impact	FY 2014 Approved
Fire Incident Response	<i>Debt Service Funding</i>	0.0	\$362,782
As part of a plan to address AFD's apparatus replacement needs, the City issued a number of general obligation bonds to finance the purchase. This is the amount needed to service those issued bonds in FY 2014.			
Fire Incident Response	<i>Overtime Funding</i>	0.0	\$890,000
As part of a plan to mitigate AFD's overtime expenditures, City Council set aside \$425,000 in contingent reserves in FY12. In FY13, an additional \$465,000 was set aside in non-departmental as offset for future recruit classes. Both of these amounts have been moved to the Fire Department's overtime budget in FY 2013 as part of the November Supplemental Appropriations Ordinance. In FY 2014, both these amounts have been moved into AFD's base budget for overtime use.			

Efficiency Savings

Activity	Efficiency Savings	FTE Impact	FY 2014 Approved
Fire Incident Response	<i>Reduction in Overtime Expenditures</i>	0.0	(\$600,000)
12 Firefighter personnel currently training to staff Fire Station #210 will graduate in April 2013. However the station will not be in service until April/May 2014. These Firefighters will supplement staffing on 4-person engines in order to bring down overtime expenditures required to meet minimum staffing requirements until the station opens.			
EMS Incident Response	<i>Delay Hiring of Medic Personnel for Fire Station #210</i>	0.0	(\$194,060)
8 EMS personnel slated to be hired to staff Fire Station #210 will be delayed 4 months from July 2013 to November 2013. Hiring these personnel in November 2013 will still allow for sufficient time for training in preparation for the station's opening in April/May of 2014 while allowing partial year savings to be captured.			

Department of Code Administration

Mission Statement: The mission of the Department of Code Administration is to enforce the Virginia Uniform Statewide Building Code and other applicable codes and ordinances to maintain life safety standards and ensure structures are designed, built, and maintained to adopted code requirements.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$4,324,517	\$4,966,020	\$5,194,108	4.6%
Non-Personnel	807,348	991,386	977,431	-1.4%
Capital Goods Outlay	0	53,703	191,575	256.7%
Total Expenditures	\$5,131,865	\$6,011,109	\$6,363,114	5.9%
Less Revenues				
Internal Services	0	28,390	166,262	485.6%
Special Revenue Funds	4,365,419	5,083,499	5,373,877	5.7%
Total Designated Funding Sources	\$4,365,419	\$5,111,889	\$5,540,139	8.4%
Net General Fund Expenditures¹	\$766,446	\$899,220	\$822,975	-8.5%
Total Department FTE's²	49.5	48.0	50.7	5.7%

¹The approved General Fund budget includes seven full-time positions with related non-personnel expenditures required for conducting the inspections of existing structures in the City.

²Two full-time positions (one Plan Examiner and one Code Inspector III) that were incorrectly budgeted as a result of the split between The Department of Code Administration and the Fire Department in FY 2012, were corrected in FY 2013. In FY 2014, one full-time Plan Examiner I position, one full-time New Construction Division Chief position and one part-time (0.63 FTE) Administrative Support III position were added given the increased construction demand to maintain current levels of service in the department.

Highlights

- In FY 2014 the approved General Fund budget for Code Administration decreases by \$76,245, or -8.5%. The Code Department budget from all funding sources increases by \$352,005, or 5.9%.
- Personnel costs increase by \$228,088, or 4.6%, partially 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. Three new positions were added to support increases in development review related demand and to maintain current levels of service responsiveness in the department. These include one New Construction Division Chief position (\$106,578) responsible for the coordination of all new code inspection services to include expanded third party inspections and quality control assurance; one new part-time (0.63 FTE) Administrative Support III position (\$28,224) to provide additional administrative support due to increased activity in the department; and one Plan Examiner I position (\$84,476) to provide additional site plan review and to help address building code issues in a timely manner. The positions will be funded with Permit Center fees reflected as Special Revenue Funds. Beginning in FY 2013, Permit Center fees have been used to fund several positions that are attached to the Permit Center. These include one Database Administrator II (\$97,858) position located in Information Technology Services, one Urban Planner II position (\$95,776) located in Planning and Zoning, one Account Clerk IV position (\$73,778) located in the Finance Department and one partially funded Civil Engineer position (0.25 FTE and \$22,617) located in Transportation and Environmental Services.

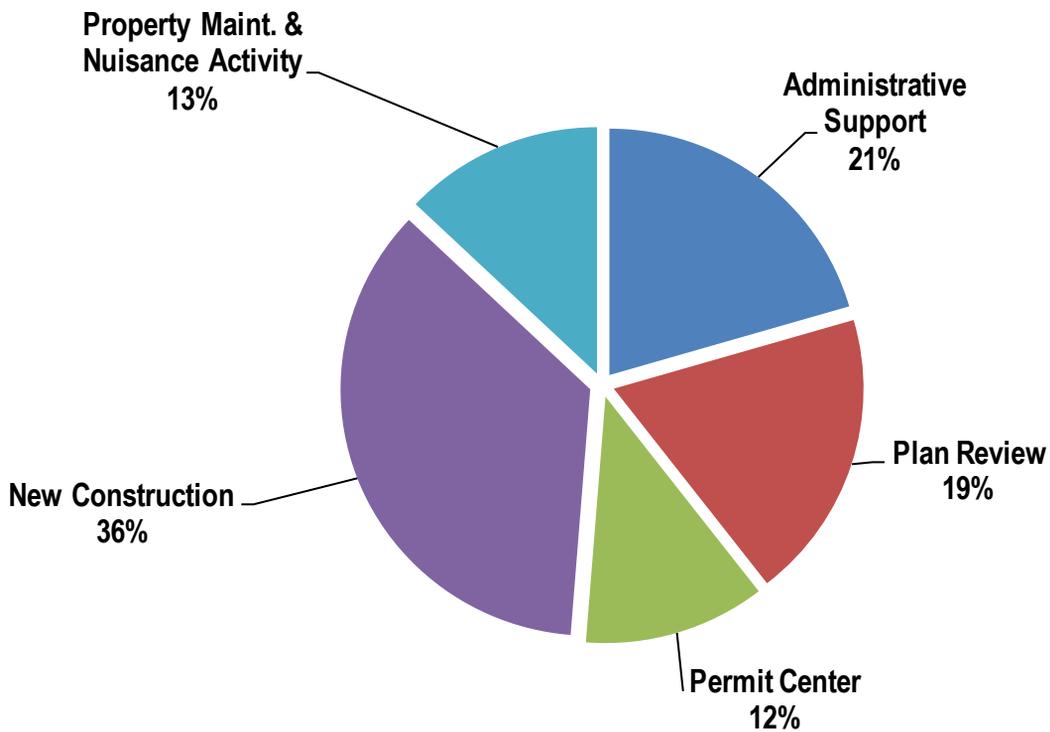
Highlights, Continued

- In FY 2014, the costs of seven development and permit-related positions will also be funded by revenues from permit fees. These include one partially funded Civil Engineer I (\$70,905) and three Engineering Aide I positions (\$223,433) located in Transportation and Environmental Services (TES); one Archaeologist position (\$97,137) located in the Office of Historic Alexandria (OHA); one Urban Planner III position (\$126,874) and one half-year funded new GIS Analyst III position (\$53,788) located in Planning and Zoning. Thus, expenditures supported by permitting fees will total \$6,262,999 in FY 2014, an increase of \$889,000, or 16.5%, when compared to FY 2013.
- Non-personnel costs decrease by \$13,955, or 1.4%, attributable to a reduction in fuel costs offset by changes in contract costs for computer equipment maintenance and enhancement of the department's VOIP telephone system. Several non-personnel expenditures totaling \$77,995 were transferred from the General Fund to the Special Revenue Fund to be funded with Permit Center fees. These costs include vehicle depreciation (\$24,403), computer equipment depreciation (\$13,953), fuel (\$11,221), telecommunications (\$6,754), uniforms and wearing apparel (\$4,102); education and training, membership dues, regional travel, long distance travel and conference registration (\$7,904), controlled data processing and operational equipment (\$4,337); supplies, operation supplies and material (\$3,221); and other equipment maintenance (\$2,100).
- Capital outlay expenditures increase by \$137,872, or 256.7%, attributable to scheduled replacements for vehicles and other equipment. This increase is reflected in the Internal Service Fund which increased by the same amount.
- The special revenue fund increased \$290,378, or 5.7%, partially attributable to the above mentioned personnel and non-personnel changes in Code Administration.
- The approved budget increases the City revenue budget for Permit Center fees by \$200,000 due to fee schedule modifications proposed based on new constructions and alterations to remain competitive with other localities and to maintain regional consistency. 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 cost of a consolidated full service Permit Center staff. Thus, the approved Permit Center fee increase of \$200,000 will be used to offset the above mentioned staff cost increases.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2012 Approved	FY 2014 Approved
Number of building and trade plans reviewed per week on average	195	121	195
# of inspections completed per week (Average output)	617	600	610
# of permits processed per week on average	239	210	235

FY 2014 Approved Expenditures by Program



Department of Code Administration

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Administrative Support	\$824,743	\$1,095,519	\$1,304,547	19.1%
Plan Review	978,703	1,167,898	1,208,008	3.4%
Permit Center	653,101	729,735	748,776	2.6%
New Construction	1,808,651	2,118,737	2,278,808	7.6%
Property Maintenance & Nuisance Activities	766,446	899,220	822,975	-8.5%
Developer Supported Projects	100,221	0	0	N/A
Total Expenditures	\$5,131,865	\$6,011,109	\$6,363,114	5.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Administrative Support	5.0	6.0	6.6	10.3%
Plan Review	10.3	9.0	10.0	11.1%
Permit Center	8.5	9.0	9.1	1.3%
New Construction	18.3	17.0	18.0	5.9%
Property Maintenance & Nuisance Activities	7.0	7.0	7.0	0.0%
Developer Supported Projects	0.7	0.0	0.0	NA
Total FTE's	49.5	48.0	50.7	5.7%

Code Administration Programs and Activities		Dept Info
<p>Administrative Support Administrative Support</p> <p>Plan Review Building & Trade Plan Review One Stop Shop Walk Thru Plan Review</p> <p>Permit Center Permit Processing Complaint Processing Phone Call Processing</p> <p>New Construction Inspections of New Structures</p>	<p>Property Maintenance & Nuisance Activities Inspections of Existing Structures</p> <p>Developer Supported Projects BRAC 133 at Mark Center</p>	<p>Department Contact Info 703.746.4200 alexandriava.gov/code/default.aspx</p> <p>Department Head John Catlett, Director 703.746.4200 john.catlett@alexandriava.gov</p>

Department of Code Administration

Administrative Support

The goal of Administrative Support is to provide overall managerial and administrative support to Code Administration personnel in order to ensure effective and efficient operations.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	15.5%	18.2%	20.5%
Total Expenditures	\$824,743	\$1,095,519	\$1,304,547
Less Revenues	\$824,743	\$1,095,519	\$1,304,547
Net General Fund Expenditures	\$0	\$0	\$0
Program Outcomes			
% of Permit Center payments made online	8%	10%	10%

Activity Data

ADMINISTRATIVE SUPPORT – The goal of Administrative Support is to provide overall managerial and administrative support to Code Administration personnel in order to ensure effective and efficient operations.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$824,743	\$1,095,519	\$1,304,547
FTE's ¹	5.0	6.0	6.6
# of FTEs supported	49.5	48.0	50.7
\$ amount of Code Administration expenditures managed (All Funds)	\$5,131,865	\$6,011,109	\$6,363,114
% of Permit Center payments made online	8%	10%	10%

¹One part-time (0.63 FTE) Administrative support position (\$28,224) was added in FY 2014 to provide additional administrative support due to increased activity in the department.

Department of Code Administration

Plan Review

The goal of Plan Review is to perform plan reviews for new construction and renovation work within existing structures; perform structural and trade plan reviews; conduct reviews of site plans, Special Use Permits, BAR and BZA reviews and other plan reviews as required in order to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	18.3%	19.4%	19.0%
Total Expenditures	\$978,703	\$1,167,898	\$1,208,008
Less Revenues	\$978,703	\$1,167,898	\$1,208,008
Net General Fund Expenditures	\$0	\$0	\$0
Program Outcomes			
% of all plans reviewed within established time frames	99%	99%	99%

Activity Data

BUILDING & TRADE PLAN REVIEW – The goal of Building and Trade Plan Review is to conduct comprehensive, quality plan reviews of construction projects, and conduct quality reviews of site plans, Special Use Permits, and BAR & BZA reviews for compliance within local and state mandated codes and regulations within published plan review times.¹	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures ¹	\$705,257	\$817,837	\$877,296
FTE's ¹	5.5	6.0	7.0
# of building and trade plans reviewed per week on average	168.0	121.4	195.0
Cost per building and trade plan reviewed	\$81	\$130	\$87
% of plans reviewed within published plan review time frames	99%	99%	99%

¹ In FY 2013, the Building & Trade Review activity was combined with Site Plan Review and BAR, BZA, SUP & Other Plan Review to make one activity. In FY 2014, one Plan Examiner position was addition to provide additional site plan review and help resolve building code issues in a timely manner.

ONE STOP SHOP – The goal of One Stop Shop is to provide expedited plan review within one hour for building and other trades for existing construction, tenant layout, and alterations by appointment.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$46,447	\$128,578	\$95,793
FTE's	0.5	1.0	1.0
# of building and trade plans reviewed (1 set of plans is equal to 4 plan reviews: building, electricity, plumbing & mechanic) per week on average.	12	9	12
Cost per building and trade plan reviewed ¹	\$74	\$268	\$154
% of qualified plans approved within one hour	98%	98%	99%

¹ Cost per building and trade plan reviewed is lower in FY 2014 due to the hiring of an employee at a lower than previously budgeted cost.

WALK THRU PLAN REVIEW – The goal of Walk Thru Plan Review is to provide expedited plan review within one working day for specific scope of projects including small additions, alterations, and small repairs.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$226,999	\$221,483	\$234,919
FTE's	2.3	2.0	2.0
# of plans reviewed per week on average	47.0	42.3	60.0
Cost per plan reviewed	\$93	\$101	\$75
% of qualified plans approved within one working day	99%	99%	99%

Department of Code Administration

Permit Center

The goal of the Permit Center is to process the intake of plans for construction in a timely manner, issue permits, verify contractor licenses, process and dispatch complaint calls, and maintain files and records as well as the processing of requested documents in accordance with Code Administration policy and established laws to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	12.2%	12.1%	11.8%
Total Expenditures	\$653,101	\$729,735	\$748,776
Less Revenues	\$653,101	\$729,735	\$748,776
Net General Fund Expenditures	\$0	\$0	\$0
Program Outcomes			
% of customers served by a service representative within 30 minutes	99%	99%	99%

Activity Data

PERMIT PROCESSING – The goal of Permit Processing is to provide timely intake of plans, either at the permit counter or electronically, ensure completeness of plan submissions, review routing information from other City agencies, verify contractor licenses, process payment of fees, and generate permits in order to maintain life safety standards.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$415,560	\$598,514	\$628,115
FTE's	5.0	7.0	7.1
# of permits processed per week (on average)	239	210	235
Cost per permit processed	\$33	\$55	\$51
Average wait time per customer served	22 Min	20 Min.	17 Min
# of FOIA's requests processed	301	225	290

COMPLAINT PROCESSING – The goal of Complaint Processing is to gather accurate information regarding complaints, prepare the associated Record of Complaint, and notify and route complaints to the appropriate Code Administration Unit in order to identify hazardous or non code compliant conditions.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$126,839	\$73,652	\$60,947
FTE's	1.8	1.0	1.0
# of complaints received per week (on average)	97	86	90
Cost per complaint received	\$25	\$16	\$13
% of complaints processed within same day of receipt	95%	95%	96%

PHONE CALL PROCESSING – The goal of Phone Call Processing is to provide timely fielding of phone calls, answer customer questions, route calls to the appropriate staff member, and process information provided by callers in order to deliver quality customer service.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$110,702	\$57,569	\$59,714
FTE's	1.8	1.0	1.0
# of phone calls answered by Permit Center Staff per week	349	325	369
Cost per phone call answered by Permit Center Staff per week	\$6	\$3	\$3
Average hold time per call	49 Secs	47 Secs.	27 Secs

New Construction

The goal of New Construction is to conduct inspections for new construction and renovation work within existing structures, perform structural, trade, and fire protection systems inspections when requested, and perform damage assessment and other related duties as required to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	33.9%	35.2%	35.8%
Total Expenditures	\$1,808,651	\$2,118,737	\$2,278,808
Less Revenues	\$1,808,651	\$2,118,737	\$2,278,808
Net General Fund Expenditures	\$0	\$0	\$0

Program Outcomes			
% of inspections completed within one working day of receipt	99%	99%	99%

Activity Data

INSPECTIONS OF NEW STRUCTURES – The goal of Inspections of New Structures is to conduct comprehensive, quality inspections of new construction and renovation projects to ensure compliance with approved plans.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,808,651	\$2,118,737	\$2,278,808
FTE's ¹	18.3	17.0	18.0
# of inspections completed per week (average output)	617	600	610
Cost per inspection completed	\$56	\$68	\$72
% of inspections completed within one working day of receipt	99%	99%	99%

¹ One New Construction (\$106,578) Division Chief was added to oversee all new construction activity and third party inspections in the City.

Department of Code Administration

Property Maintenance & Nuisance Activities

The goal of Property Maintenance & Nuisance Activities is to provide comprehensive inspection services for existing structures including enforcement of fire prevention, property maintenance and City nuisance codes in order to maintain the City's building stock and life safety standards.

Program Totals		FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
	% of Total All Funds Budget	14.4%	15.0%	12.9%
	Total Expenditures	\$766,446	\$899,220	\$822,975
	Less Revenues	\$0	\$0	\$0
	Net General Fund Expenditures	\$766,446	\$899,220	\$822,975
Program Outcomes				
	% of inspections conducted within specified timeframes	100%	100%	100%

Activity Data

INSPECTIONS of EXISTING STRUCTURES – The goal of Inspections of Existing Structures is to conduct inspections of existing structures and properties for compliance with the Virginia Maintenance Code and various City nuisance ordinances in order to maintain the City's building stock and life safety standards, either on a proactive basis or in response to complaints, and to identify illegal construction and code violations.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$766,446	\$899,220	\$822,975
FTE's	7.0	7.0	7.0
# of inspections (Pro-Active) conducted per week(average) (output)	148	360	160
Cost per inspection conducted	\$100	\$48	\$99
% of inspections conducted within established timeframes	100%	100%	100%
# of complaints to be followed up on received per week	60	30	50
# City Code violations cited	4,853	5,000	4,000

Developer Supported Activities

The goal of Developer Supported Activities is to focus additional resources on specific development projects around the City in order to expedite the completion of projects, effectively deal with issues in a timely and efficient manner, and assure full cost recovery for these special services.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	1.9%	0.0%	0.0%
Total Expenditures ¹	\$100,221	\$0	\$0
Less Revenues	\$100,221	\$0	\$0
Net General Fund Expenditures	\$0	\$0	\$0
Program Outcomes			
\$ amount of costs recovered	\$100,221	\$0	\$0

¹ With the completion of the Washington Headquarters Services building (BRAC 133 at Mark Center) in FY 2012, the two staff dedicated to the project have been reallocated elsewhere in Code Administration and no future funding will be allocated to the BRAC 133 at Mark Center activity. Actual expenditures for FY 2012 will continue to be shown within this activity.

Activity Data

BRAC 133 at Mark Center - BRAC is a federal Department of Defense construction project constructed on federal land and Code Administration's role in this project is advisory and limited to plan review and inspection services under the direction of and as assigned by the Pentagon Fire Marshal. The federal government fully reimbursed the costs of this activity.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$100,221	\$0	\$0
FTE's	0.7	0.0	0.0

Department of Code Administration

Summary of Budget Changes

Adjustment to Maintain Current Service Levels

Activity	Adjustment	FY 2014 Approved
Administrative Support	<i>Contractual Adjustment for Equipment Maintenance Costs</i>	\$9,312
<p>This adjustment will fund the contractual adjustment for computer equipment maintenance and to enhance the department's VOIP telephone system to make it more accessible to customers. This brings the total contract costs to \$100,000 in FY 2014.</p>		

Reduction

Activity	Expenditure Reduction	FY 2014 Approved
Inspection of Existing Structures	<i>Non-Personnel Expenditures</i>	-\$77,995
<p>The department is proposing to transfer several non-personnel expenditures from the General Fund to the Special Revenue Fund to be funded with Permit Center Fees. These costs include vehicle depreciation (\$24,403), computer equipment depreciation (\$13,953), fuel (\$11,221), telecommunications (\$6,754), uniforms and wearing apparel (\$4,102); also include education and training, membership dues, regional travel, long distance travel and conference registration (\$7,904), controlled data processing and operational equipment (\$4,337), supplies, operation supplies and material (\$3,221); and other equipment maintenance (\$2,100).</p>		

Department of Code Administration

Summary of Budget Changes

Supplemental Requests			
Activity	Adjustment	FTE	FY 2014 Approved
Administrative Support	<i>Administrative Support III Position</i>	0.63	\$28,224
<p>Due to increased activity, one part-time (0.63 FTE) Administrative Support III position (\$28,224) has been added to provide additional administrative support and to help process the growing level of permits in a timely manner. The position will be funded by Permit Center fees reflected in the Special Revenue Fund.</p>			
New Property Inspections	<i>New Construction Division Chief</i>	1.00	\$106,578
<p>Also due to increase activity, one New Construction Division Chief position (\$102,223) has been added. The position will be responsible for the coordination of all new code inspection services to include expanded third party inspections and quality control. The position will be funded by Permit Center fees reflected in the Special Revenue Fund.</p>			
Building & Trade Plan Review	<i>Plan Examiner I</i>	1.00	\$84,476
<p>To maintain current level of service responsiveness in the department given increased construction demand, one Plan Examiner I position has been added to provide additional site plan review and to help address building code issues in a timely manner. The position will be funded by Permit Center fees reflected in the Special Revenue Fund.</p>			
Total			\$219,278

Approved Fee Adjustment		
Activity	Fee Adjustment	FY 2014 Approved
Permit Center	<i>Permit Fee Increase</i>	\$200,000
<p>The approved budget increases the City revenue budget for Permit Center fees by \$200,000, due to fee schedule modifications approved based on new constructions and alterations to remain competitive with other localities and to maintain regional consistency. 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 cost of a consolidated full service Permit Center staff.</p>		

Police Department

Mission Statement: The mission of the Police Department is to preserve the peace and to protect persons and property.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$44,288,272	\$45,619,641	\$47,924,268	5.1%
Non-Personnel	\$7,962,718	\$6,212,824	\$7,064,908	13.7%
Capital Goods Outlay*	-\$55,565	\$1,472,018	\$2,285,325	55.3%
Interfund Transfers	\$154,483	\$0	\$0	0.0%
Total Expenditures	\$52,349,908	\$53,304,483	\$57,274,501	7.4%
Less Revenues				
Internal Service	\$642,569	\$1,334,728	\$2,223,035	66.6%
Special Revenue Fund	\$414,027	\$30,000	\$30,000	0.0%
Total Designated Funding Sources	\$1,056,596	\$1,364,728	\$2,253,035	65.1%
Net General Fund Expenditures	\$51,293,312	\$51,939,755	\$55,021,466	5.9%
Total Department FTE's	415.00	419.00	417.25	-0.6%

* Capital Goods Outlay expenses are negative in FY 2012 due to an accounting adjustment of an expenditure that occurred in FY 2011. In June 2011 the purchase of a CSI field vehicle using grant funds was completed and as a result was reflected as expenditures in those funds in FY 2011. The entry for moving this purchase to the equipment replacement fund occurred in FY 2012 which is a credit to expenditures and a debit to transfers out. As a result there is a credit balance in expenditures which is the negative amount.

Highlights

- In FY 2014, the Approved General Fund budget for the Alexandria Police Department increases by \$3,970,018, or 7.4%.
- The personnel budget is increasing 5.1% or \$2,304,627. The increase is attributed to a higher cost of employee healthcare plans (\$138,304) and an increase in retirement contributions (\$1,129,745) based on calculations from the Police/Fire Pension Board. Additionally, two parking enforcement officers (\$109,594) were added to increase enforcement of parking infractions. This increase is partially offset through the elimination of five vacant sworn police officer positions (\$442,660). One civilian, domestic violence social worker position (\$99,660) proposed for elimination was restored by City Council through the add-delete process.
- Total non-personnel costs increase \$852,084 or 13.7%. This increase is primarily due to increased vehicle replacement costs (\$349,386) and an increase in the fuel budget to more accurately reflect current prices (\$194,251). Additional costs include fully funding APD Headquarters security costs (\$58,578), a contribution to the Northern Virginia Regional Gang Task Force (\$25,000), and costs related to software and equipment replacement for forensic recovery evidence devices (\$25,000). A technical adjustment for expenses related to the Red Light Camera Traffic Enforcement Program (\$180,000) was also made during the budget process.
- Capital outlay increases \$813,307 or 55.3% to reflect FY 2014 vehicle replacement costs.

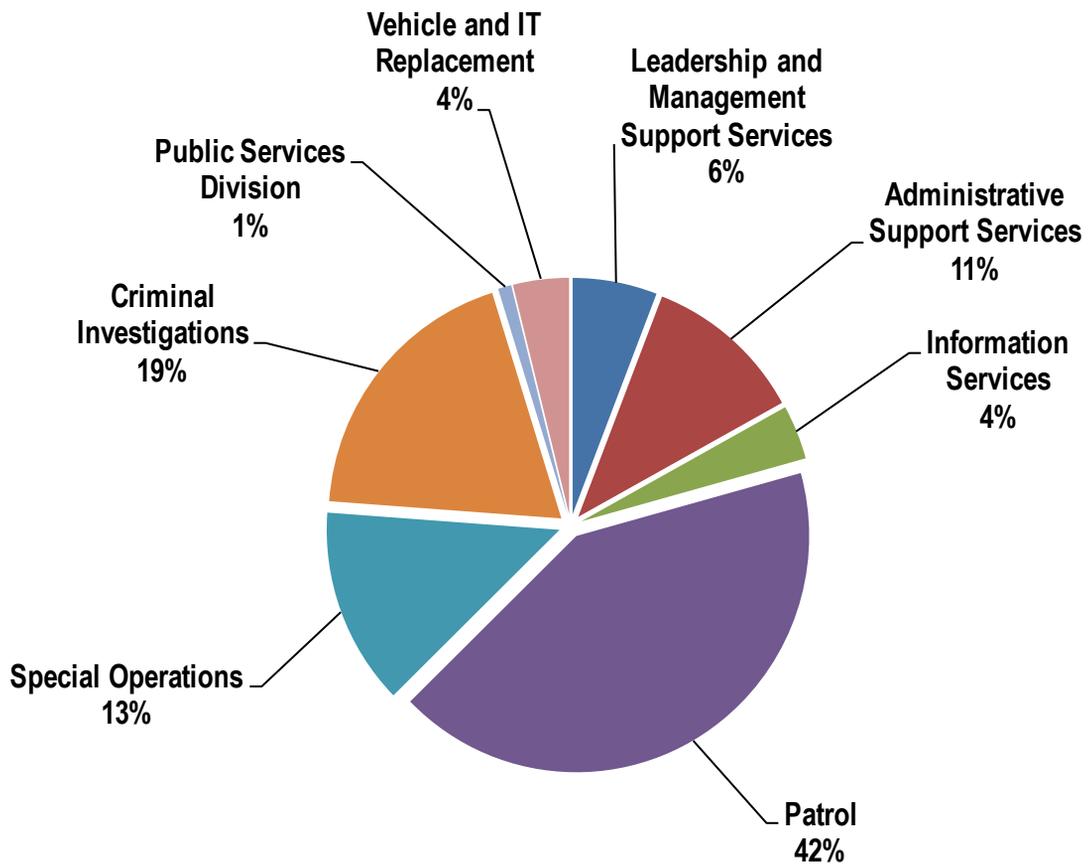
Police Department

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Patrol's average response time from dispatch to arrival for emergency calls	3.5 minutes	3.4 minutes	3.4 minutes
% of criminal investigations cases closed	69%	78%	70%
Number of applicants processed	5,691	5,331	5,331

For information regarding crime statistics, please see Miscellaneous Departmental Information

FY 2014 Approved Expenditures by Program



Police Department

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership and Management Support Services	\$3,678,576	\$3,238,019	\$3,359,975	3.8%
Administrative Support Services	\$6,620,218	\$6,290,769	\$6,363,298	1.2%
Information Services	\$1,870,063	\$1,871,996	\$2,133,694	14.0%
Police Communications*	\$316,742	\$0	\$0	-100.0%
Patrol	\$21,260,172	\$22,310,781	\$24,022,479	7.7%
Operations Support Services	\$7,968,508	\$7,443,258	\$7,742,952	4.0%
Criminal Investigations	\$9,488,296	\$10,291,990	\$10,899,785	5.9%
Public Services	\$504,764	\$522,942	\$529,283	1.2%
Vehicle and IT Replacement	\$642,569	\$1,334,728	\$2,223,035	66.6%
Total Expenditures	\$52,349,908	\$53,304,483	\$57,274,501	7.4%

* Police Communications program was transferred to Department of Emergency Communications in FY 2012.

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	18.75	19.75	19.75	0.0%
Administrative Support Services*	40.75	41.75	43.00	3.0%
Information Services	23.50	23.50	23.50	0.0%
Patrol	189.75	192.75	190.75	-1.0%
Operations Support Services	61.75	60.25	60.25	0.0%
Criminal Investigations	74.50	77.00	76.00	-1.3%
Public Services	4.00	4.00	4.00	0.0%
Total full time employees	415.00	419.00	417.25	-0.4%
Sworn Personnel	307.00	311.00	306.00	-1.6%
Non-Sworn Personnel	108.00	108.00	111.25	3.0%
Total full time employees	415.00	419.00	417.25	-0.4%

* Administrative Support Services increases by 1.25 FTE due to a reclassification of one vacant position into 2 new full time positions and increasing one part time position to full time during FY 2013. This change was cost neutral and is now reflected in FY 2014. This adjustment was offset by the net reduction of 3.0 FTEs as part of the FY 2014 Approved Budget.

Police Department

Police Department Programs and Activities

Leadership and Management

Support Services

Leadership and General Management
Financial Management
Human Resources Management

Administrative Support Services

Property & Evidence Management
Policy Review & Maintenance
Fleet Management
Information Technology Management
Facilities & Security Management
Certification & Training

Information Services

Report Management

Patrol

Patrol
Tactical Anti-Crimes Unit
Crime Analysis

Operations Support Services

Traffic and Parking
Special Events and Incidents
School Resource Officers

Criminal Investigations

Criminal Investigations
Domestic Violence Unit
Vice/Narcotics
Task Forces
Crime Scene Investigation

Public Services

Public Information Office
Internal Investigations

Dept. Info

Department Contact Info

www.alexandriava.gov/police

Department Head

Earl Cook, Chief of Police
703.746.4700
Earl.Cook@alexandriava.gov

Police Department

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide financial, personnel, planning and support services in order to facilitate the operations of the Police Department.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% total of All Funds Budget	7.0%	6.1%	5.9%
Total Expenditures	\$3,678,576	\$3,238,019	\$3,359,975
Less Revenues	0	0	0
Net General Fund Expenditures	\$3,678,576	\$3,238,019	\$3,359,975
Program Outcomes			
% of authorized positions filled	96%	96%	96%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide fiscal and support services in order to facilitate the operations of the Police Department.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,752,314	\$2,230,925	\$2,309,904
FTE's	9.0	10.0	10.0
% of Departmental effectiveness targets met	95%	95%	95%

FINANCIAL MANAGEMENT - The goal of Finance Management is to provide responsible stewardship of the Police Department's budget to support law enforcement operations.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$429,173	\$367,001	\$380,195
FTE's	3.0	3.0	3.0
# of fiscal transactions (P-Card, PV, APOs, Petty Cash, Travel) processed per year	1,094	1,095	1,095

HUMAN RESOURCES MANAGEMENT - The goal of Human Resources Management is to manage issues affecting employee compensation, staffing, and well-being in support of the Police Department's operations.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$497,089	\$640,093	\$669,876
FTE's	6.75	6.75	6.75
# of civilian applicants processed	3,643	2,676	2,676
# of sworn applicants processed	2,048	2,655	2,655

Police Department

Administrative Support Services Program

The goal of Administrative Support Services is to ensure the Police Department has the best possible human resources and necessary tools to conduct its operations.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	12.6%	11.8%	11.1%
Total Expenditures	\$6,620,218	\$6,290,769	\$6,363,298
Less Revenues	0	0	0
Net General Fund Expenditures	\$6,620,218	\$6,290,769	\$6,363,298
Program Outcomes			
% of authorized positions filled	96%	96%	96%

Activity Data

PROPERTY & EVIDENCE MANAGEMENT – The goal of Property and Evidence Management is to manage all incoming property and evidence, from receipt to disposal.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$672,018	\$683,948	\$741,368
FTE's	5.0	5.0	6.0
# of items of property and evidence processed each year	5,273	4,800	5,326
% of inventory disposed of annually*	82%	18%	18%

*FY 2012 disposal rate increase is primarily due to the move to the new APD facility that occurred during FY 2012, which included disposal and re-allocation of no longer needed furniture and equipment.

POLICY REVIEW & MAINTENANCE – The goal of Policy Review is to research, develop, and amend department policies and procedures to ensure compliance with best practices, legal requirements and accreditation standards.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$195,001	\$194,658	\$204,618
FTE's	2.0	2.0	2.0
# of directives and addenda issued per year	31	45	45
% of accreditation standards met	100%	100%	100%

FLEET MANAGEMENT – The goal of Fleet Management is to order vehicles, and to coordinate the equipment, maintenance and deployment of them, in support of police personnel.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures*	\$971,945	\$457,113	\$369,606
FTE's	3.0	4.0	3.0
# of vehicles managed	310	310	310

* Increased expenditures in FY 2012 due to higher than budgeted fuel costs. Decreased expenditures in FY 2014 due to reallocation of 1 FTE.

Police Department

Administrative Support Services Program, continued

Activity Data

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to maintain and enhance the department's computer infrastructure to support operations, analysis and vital electronic communication for police employees.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures*	\$1,584,061	\$1,766,341	\$1,866,147
FTE's*	9.0	9.0	9.0
# of pc's in department	384	385	385
# of mobile computers	366	367	367
# of users supported	449	450	450

* 4.0 FTEs transfer to the new Department of Emergency Communications in FY 2012.

FACILITIES & SECURITY MANAGEMENT – The goal of Facilities and Security Management is to provide 24/7 security, as well as maintain an aesthetically pleasing, clean, and properly functioning facility environment that is conducive to staff fulfilling the department's mission to the public.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,289,893	\$2,330,858	\$2,289,884
FTE's	14.75	15.75	17.00
# of security requests completed	820	725	730
# of maintenance requests completed	300	368	404
# of internal inspections completed	25	25	25
% of customers satisfied with the physical facility environment	95%	95%	95%

CERTIFICATION AND TRAINING - The goal of Certification and Training is to coordinate training to ensure employees meet the Department of Criminal Justice certification and maintain skills to protect the public.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$907,300	\$857,851	\$891,675
FTE's	7.0	6.0	6.0
% of sworn officers meeting certification	100%	100%	100%

Police Department

Information Services Program

The goal of Information Services is to maintain the integrity and accountability of police reports and other vital documents, so that information is available to assist in prosecution, investigations, reporting crimes, locating wanted or missing persons, and recovering stolen property.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds budget	3.6%	3.5%	3.7%
Total Expenditures	\$1,870,063	\$1,871,996	\$2,133,694
Less Revenues	0	0	0
Net General Fund Expenditures	\$1,870,063	\$1,871,996	\$2,133,694
Program Outcomes			
Incident Based Report System reports (IBRS) submitted on time	100%	100%	100%

Activity Data

REPORT MANAGEMENT – The goal of Report Management is to review, classify, record and secure police incident reports and vital documents, to report crime statistics for the City in accordance with state and federal Incident Based Reporting (IBR) guidelines.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,870,063	\$1,871,996	\$2,133,694
FTE's	23.5	23.5	23.5
# of incident reports processed	11,851	13,500	13,500
# of criminal reports	8,255	8,800	8,800
# of auto accident reports	1,678	1,600	1,600
# of non-criminal reports	1,918	3,100	3,100

Police Department

Patrol Program

The goal of Patrol is to respond to calls for service and provide proactive, visible police presence to protect life and property.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of total All Funds budget	40.6%	41.9%	41.9%
Total Expenditures	\$21,260,172	\$22,310,781	\$24,022,479
Less Revenues	166,471	0	0
Net General Fund Expenditures	\$21,093,701	\$22,310,781	\$24,022,479
Program Outcomes			
Calendar Year % Change in Part 1 Crimes	0.0%	0.0%	0.0%

Activity Data

PATROL – The goal of Patrol is to provide visible police presence and timely response to citizen complaints using strategic response system methods.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$19,979,283	\$20,715,559	\$22,511,597
FTE's	175.75	178.75	178.75
# of calls for service answered or initiated	50,102	52,230	52,230
# of incident reports completed	11,851	13,200	13,200
Average response time to emergency calls for service from dispatch to arrival, excluding accidents	3.5 minutes	3.4 minutes	3.4 minutes

TACTICAL ANTI-CRIME UNIT - The TAC Unit's primary activities focus on street level criminal offenses, narcotics offenses, fugitive investigations, nuisance crimes, undercover operations, gang enforcement (in conjunction with the Gang Unit) and search warrant executions for other investigative units.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,008,990	\$1,300,267	\$1,202,712
FTE's	11.0	11.0	9.0
# of arrests	378	400	406

CRIME ANALYSIS – The goal of Crime Analysis is to identify and analyze crime, calls for service and arrest data to provide actionable information through periodic reports, bulletins and maps that assist with officer deployment to combat and reduce crime.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$271,899	\$294,955	\$308,170
FTE's	3.0	3.0	3.0
# of major crime maps per year	350	342	250
# of special requests and projects	275	253	325

Police Department

Operations Support Services Program

The goal of Operations Support Services is to augment patrol functions with focused problem solving efforts, and with specialized response to unusual events.

Program Total	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of total All Funds budget	15.2%	14.0%	13.5%
Total Expenditures	\$7,968,508	\$7,443,258	\$7,742,952
Less Revenues	63,807	0	0
Net General Fund Expenditures	\$7,904,701	\$7,443,258	\$7,742,952
Program Outcomes			
Number of accidents	1678	1600	1600

Activity Data

TRAFFIC AND PARKING – The goal of Traffic and Parking is to promote & facilitate the smooth & orderly flow of traffic, reduce vehicle accidents, protect pedestrians, reduce congestion, and enforce parking and vehicle tag regulations of the City.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$4,968,351	\$4,415,125	\$4,506,377
FTE's	40.5	40.5	40.5
# of uniform citations issued by the Motor Unit	8,218	6,575	5,300
Net change in accident rate in city	4%	-2%	-2%
# of parking tickets issued by all APD employees	70,637	80,000	80,000

SPECIAL EVENTS AND INCIDENTS – The goal of Special Events and Incidents is to lead and direct the specialized functions of police operations to intercept crime & support public safety.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,294,919	\$2,302,659	\$2,442,629
FTE's	15.25	13.75	13.75
Number of planned, organized, and staffed special events	42	45	47
# of hostage/barricade, hazmat, natural disaster, unique emergency incidents	16	17	17
Total # of K9 searches done per year	601	560	580
Total # of K9 Detector Searches (bomb, narcotics)	167	85	100

SCHOOL RESOURCE OFFICERS – The goal of SRO is to provide visible police presence, education and intervention programs in City schools to support youth and discourage criminal behavior.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$705,238	\$725,474	\$793,946
FTE's	6.0	6.0	6.0
# of incidents involving physical altercation	97	75	96

Police Department

Criminal Investigations Program

The goal of Criminal Investigations is to investigate felony and misdemeanor violations of law to identify the individuals who commit these offenses and arrest them.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds budget	18.1%	19.3%	19.0%
Total Expenditures	\$9,488,296	\$10,291,990	\$10,899,785
Less Revenues	183,479	30,000	30,000
Net General Fund Expenditures	\$9,304,817	\$10,261,990	\$10,869,785
Program Outcomes			
Number of cases assigned program wide	2,037	2,457	2,712

Activity Data

CRIMINAL INVESTIGATIONS – The goal of Criminal Investigations is to investigate sex, death, robbery, burglary, grand larceny, financial, gang and juvenile cases involving violations of law, with an emphasis on case closure and prosecution.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$5,052,340	\$5,516,858	\$5,893,389
FTE's	40.25	42.00	42.00
# of cases assigned	1,129	1,486	1,486
Cost per case	\$4,475	\$3,713	\$3,966
% of cases closed	69%	78%	70%
% of multiple case closures	6%	6%	6%

DOMESTIC VIOLENCE UNIT – The goal of the Domestic Violence Unit is to investigate all domestic violence and stalking offenses, with an emphasis on coordinating victim services and successful	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$378,399	\$533,630	\$569,385
FTE's	4.0	4.0	4.0
# of cases assigned	784	846	1100
Cost per case	\$483	\$631	\$518
% of cases involving arrest	43%	56%	45%
% of cases involving services to victims and no arrest	57%	45%	55%

Police Department

Criminal Investigations Program, continued

Activity Data

VICE/NARCOTICS – The goal of Vice/Narcotics is to investigate violations of law involving vice, organized crime, and narcotics, to arrest the offenders and create a negative financial impact on violators.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,089,503	\$1,854,011	\$1,879,039
FTE's	11.0	11.0	10.0
# of cases assigned	124	125	125
# of arrests	107	44	112
Cost per case assigned	\$16,851	\$14,832	\$15,032

TASK FORCES – The goal of Task Forces is to investigate national and regional drug and money laundering operations for Federal prosecution, in partnership with federal, state and local agencies.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$351,257	\$522,326	\$585,849
FTE's	4.25	4.00	4.00
# of cases assigned	117	85	123

CRIME SCENE INVESTIGATIONS – The goal of Crime Scene Investigations is to support CIS and Patrol with crime scene processing and fingerprint identification, leading to arrests of criminal suspects.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,616,797	\$1,865,165	\$1,972,123
FTE's	15.0	16.0	16.0
# of Evidence Processing Reports	809	800	800
% of latent fingerprints recovered at crime scenes (target is 50%)	43%	50%	50%

Police Department

Public Services Program

The goal of the Public Services Program is to promote public education, provide information through the media, and investigate all complaints against police employees.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of total All Funds budget	1.0%	1.0%	0.9%
Total Expenditures	\$504,764	\$522,942	\$529,283
Less Revenues	0	0	0
Net General Fund Expenditures	\$504,764	\$522,942	\$529,283
Program Outcomes			
Percent of complaints against employees investigated and resolved	100%	100%	100%

Activity Data

PUBLIC INFORMATION OFFICE – The goal of the Public Information Office is to promptly and accurately notify command staff, the public, the media and city officials of significant police-related incidents.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$201,327	\$222,785	\$242,123
FTE's	2.0	2.0	2.0
# of media interviews coordinated and conducted	832	820	840
# of Conferences & Special Events organized by PIO	19	20	22

INTERNAL INVESTIGATIONS – The goal of Internal Investigations is to investigate allegations of misconduct involving department personnel.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$303,437	\$300,157	\$287,160
FTE's	2.0	2.0	2.0
# of formal complaints managed (received, investigated, resolved)	143	153	153

Police Department

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Current Service Adjustments	FTE Impact	FY 2014 Approved
Criminal Investigations	<i>Forensic Recovery Evidence Devices and Software & Maintenance</i>	0.0	\$25,000
<p>APD purchased 4 Forensic Recovery Evidence Devices using one-time resources. These devices aid detectives in the recovery of evidence from computers, phones, tablets and other storage devices. The evidence collected has been vital to the successful prosecution of numerous cases. This funding provides for on-going replacement costs software upgrades associated with these devices.</p>			
Facilities and Security Management	<i>Contracted Security for APD Facility</i>	0.0	\$58,578
<p>This funding provides for a second contracted security guard during the midnight and weekend shifts. The initial estimate for contracted security included funds for only one guard during these shifts. However, an analysis of staffing requirements was conducted by APD and the security guard vendor shortly after APD headquarters' opening in 2011. This analysis indicated the need for this second security guard. APD temporarily absorbed the additional cost by delaying equipment purchase. APD is unable to absorb this cost in future fiscal years.</p>			
Task Forces	<i>Northern Virginia Gang Task Force Contribution</i>	0.0	\$25,000
<p>APD currently participates in the Northern Virginia Gang Task Force (NVGTF), which includes 13 local jurisdictions and the Virginia State Police. The NVGTF has become a national model for regional gang task force and is credited with reducing gang violence and gang affiliation in Northern Virginia. Federal funding for this regional task force was eliminated in FY13. As a result, the NVGTF is requesting that each jurisdiction contribute \$25,000 to maintain administrative and support staff. This funding represents Alexandria's contribution.</p>			
Traffic and Parking	<i>Addition of 2 Parking Enforcement Officers</i>	2.0	\$109,594
<p>Two additional Parking Enforcement Officer positions were added to increase enforcement of parking infractions. Expected revenue generation from these positions is \$308,000.</p>			

Police Department

Summary of Budget Changes

Reductions

Activity	Reduction	FTE Impact	FY 2014 Approved
Vice/Narcotics	<i>Elimination of 1 Vice/Narcotics Detective</i>	-1.0	(\$88,532)
<p>Elimination of one filled sworn Vice/Narcotics detective position. The amount shown equates to the cost of an incoming Police Officer 1 position which will no longer be filled. The loss of this position reduces APD's capacity to enforce narcotics laws and recover drugs. As a result, the likelihood of drugs reaching the street will increase.</p>			
Tactical Anti-Crime Unit	<i>Elimination of 2 Tactical Anti-Crime Officers</i>	-2.0	(\$177,065)
<p>Elimination of two Tactical Anti-Crime Unit positions. The amount shown equates to the cost of two incoming Police Officer 1 positions which will no longer be filled. The loss of these positions will significantly impact APD's capacity to address street level criminal and narcotics offenses, fugitive investigations, arrest of dangerous persons, quality of life issues, undercover operations, gang enforcement, and search warrant executions.</p>			
Traffic and Parking	<i>Elimination of 2 Motor Officers</i>	-2.0	(\$177,065)
<p>Elimination of two motor officer positions. The amount shown equates to the cost of two incoming Police Officer 1 positions which will no longer be filled. The loss of this position will result in a decrease in APD's ability to respond to citizen complaints regarding traffic and parking violations throughout the City.</p>			

Police Department

Miscellaneous Departmental Information

Table 1 shows the portion of the Police Department's expenditures that are funded with special revenue.

Table 1 "Net City Share" of Department of Police Operations

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
General Fund Expenditures	51,293,312	51,939,755	55,021,466
Police Related General Fund Revenues			
HB599 Revenue	5,380,492	5,380,536	5,380,536
Parking Revenue	3,387,500	3,400,000	3,908,000
Total	8,767,992	8,780,536	9,288,536
Net City Share (General Fund Expenditures Less Related Revenues)	42,525,320	43,159,219	45,732,930

Table 2 includes Alexandria crime statistics for 2010-2012.

Table 2 Part I Crimes in Alexandria

	CY 2010	CY 2011	CY 2012
Homicide	3	1	0
Rape	21	21	10
Robbery	124	130	138
Aggravated Assault	118	114	96
Burglary	310	308	252
Larceny	2,804	2,666	2,467
Auto Theft	282	374	320
Total	3,662	3,614	3,283

Operating Agencies

HEALTH AND WELFARE

Department of Community and Human Services.....	15-2
Alexandria Health Department.....	15-39
Other Health Activities	15-58

Department of Community & Human Services

Mission Statement: The Department of Community and Human Services provides effective and essential safety net services that measurably improve or maintain the quality of life for Alexandrians.

FY 2014 Approved Budget Summary Table and Highlights

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$49,535,830	\$52,312,965	\$53,416,613	2.1%
Non-Personnel	37,850,675	36,905,278	35,819,664	-2.9%
Capital Goods Outlay	128,334	152,677	193,418	26.7%
Interfund Transfer to Capital Improvement Program	575,000	0	0	0.0%
Total Expenditures	\$88,089,839	\$89,370,920	\$89,429,695	0.1%
Sources of Funds				
Internal Services	\$49	\$149,647	\$190,388	27.2%
Special Revenue Funds	38,988,504	38,495,665	37,974,605	-1.4%
ARRA - Stimulus Fund	225,995	0	0	0.0%
Total Designated Funding Sources	\$39,214,548	\$38,645,312	\$38,164,993	-1.2%
Net General Fund Expenditures	\$48,875,291	\$50,725,608	\$51,264,702	1.1%
Total Department FTE's	582.4	579.8	569.6	-1.8%

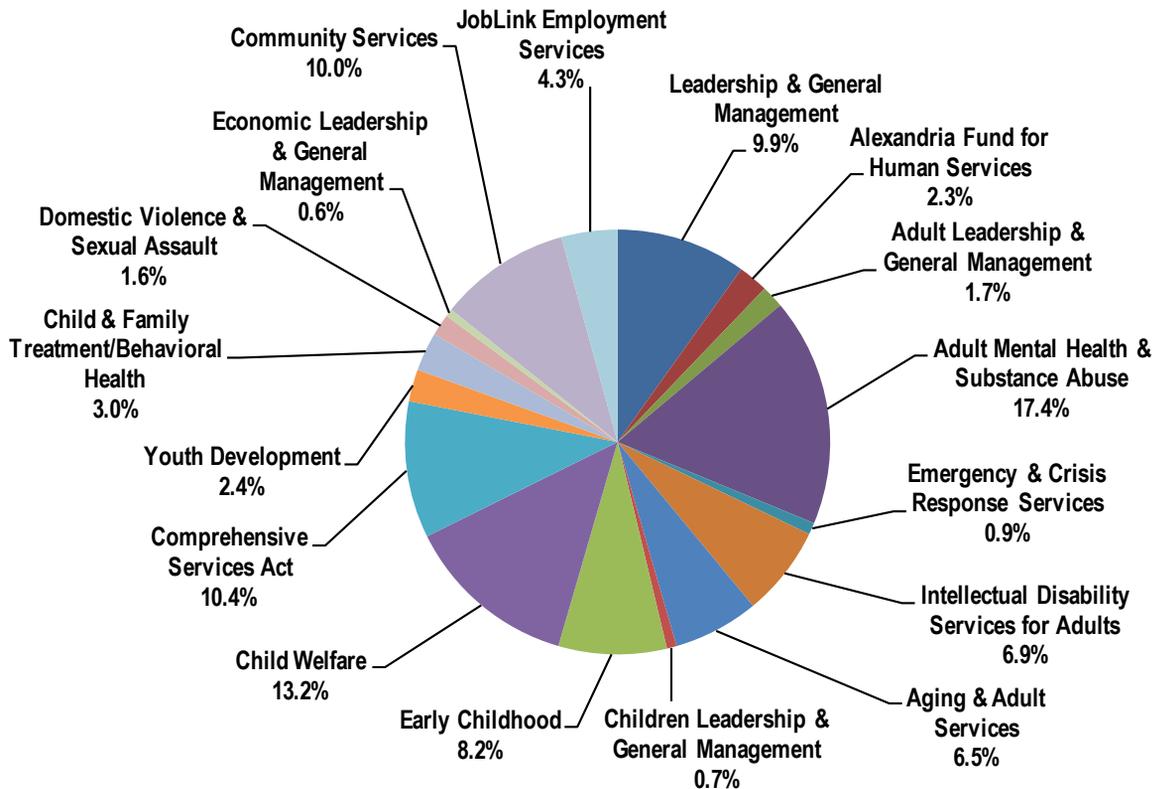
Highlights

- In the FY 2014 Approved Budget, expenditures from all funding sources increase by \$58,775 or 0.1%. The General Fund budget increases by \$539,094 or 1.1%
- Personnel costs increase by a total of \$1,103,648 or 2.1%. This is the result of an increase of \$2,011,611 attributable to employee step adjustments, decreases in healthcare costs and the 1% increase in pay to offset the 1% shift in VRS contribution rate from the employer to the employee for impacted employees. This is the second year of a phased approach to bring the employee share of VRS to 5%. These increases are offset with a reduction of \$113,905 and one position (1 FTE) from the loss of the State funds related to the Regional Crisis Stabilization Grant and the loss of \$794,058 from the elimination of 12 positions (10.5 FTEs) taken as part of the City's expenditure reduction plan.
- Non-Personnel costs decreased by \$1,085,614 or -2.9%. This reduction reflects a loss of \$1.38 million in State Child Care Services funding, which will now be managed directly by the State, and the reduction of \$974,175 taken as part of the City's expenditure reduction plan. These reductions were offset with increases in contracted services by \$575,633, increased federal revenues of \$220,233 for the Head Start program, and a new grant award of \$207,668 for teen pregnancy and sexually transmitted infection prevention services. Current service adjustments for contracted services, maintenance agreements and office space rental total \$184,621.
- For details on the reductions realized by DCHS please see pages 15-30 through 15-32 of this section.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of objectives met as reported by Fund for Human Services grantees	90.0%	90.0%	90.0%
\$ Value of Benefit Programs and Energy Assistance	\$67,600,000	\$75,000,000	\$80,000,000
% of Benefit Program intake cases processed within State required time frames	92.0%	97.0%	91.0%
Average hourly wage full time per placement	\$15.00	\$15.00	\$15.00
% of CSA services in congregate care	13%	13%	13%
% of consumers served who will be maintained in the community without hospitalization	90.0%	90.0%	93.0%
% of discharged who are maintained in the community for 90+ days without subsequent Detox Services	80.0%	80.0%	80.0%
% of adults with intellectual disabilities who were able to reach some or all of their goals over the past year	85.0%	85.0%	90.0%
# of calls received on Sexual Assault and Domestic Violence Hotlines	2,200	1,550	1,538
% of children attending accredited or STAR rated child care centers	75.0%	60.0%	65.0%

FY 2014 Approved Expenditure by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
<u>Administrative Services and Office of Strategic Initiatives and Communication</u>				
Leadership & General Management	\$8,794,458	\$7,652,284	\$8,835,052	15.5%
Alexandria Fund for Human Services	2,020,594	2,033,259	2,033,259	0.0%
<u>Center for Adult Services</u>				
Adult Leadership & General Management	1,349,144	1,384,301	1,536,486	11.0%
Adult Mental Health & Substance Abuse	14,654,718	15,802,603	15,531,875	-1.7%
Emergency & Crisis Response Services	837,827	839,830	802,431	-4.5%
Intellectual Disability Services for Adults	6,268,294	6,300,365	6,147,815	-2.4%
Aging & Adult Services	4,317,636	5,682,749	5,823,203	2.5%
<u>Center for Children and Families</u>				
Children Leadership & General Management	448,553	721,467	665,259	-7.8%
Early Childhood	9,662,072	8,476,297	7,362,761	-13.1%
Child Welfare	11,371,502	11,931,264	11,783,259	-1.2%
Comprehensive Services Act	9,567,466	9,281,813	9,307,785	0.3%
Youth Development	1,857,561	1,987,075	2,182,636	9.8%
Child & Family Treatment/Behavioral Health	1,897,835	2,350,410	2,644,438	12.5%
Domestic Violence & Sexual Assault	1,483,699	1,534,168	1,468,362	-4.3%
<u>Center for Economic Support</u>				
Economic Leadership & General Management	623,479	595,706	526,669	-11.6%
Community Services and Benefits	8,929,236	8,711,709	8,961,676	2.9%
JobLink Employment Services	4,005,765	4,085,620	3,816,729	-6.6%
Total Expenditures	\$88,089,839	\$89,370,920	\$89,429,695	0.1%

Program Level Summary Information Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
<u>Administrative Services and Office of Strategic Initiatives and Communication</u>				
Leadership & General Management	65.4	58.8	63.7	8.3%
Alexandria Fund for Human Services	0.0	0.0	0.0	N/A
<u>Center for Adult Services</u>				
Adult Leadership & General Management	15.0	13.9	13.9	0.0%
Adult Mental Health & Substance Abuse	156.4	155.2	148.7	-4.2%
Emergency & Crisis Response Services	6.5	6.5	6.5	0.0%
Intellectual Disability Services for Adults	62.6	64.0	62.0	-3.1%
Aging & Adult Services	31.3	30.5	32.5	6.6%
<u>Center for Children and Families</u>				
Children Leadership & General Management	3.5	6.3	5.5	-13.6%
Early Childhood	22.5	21.0	21.5	2.4%
Child Welfare	56.3	57.3	55.3	-3.5%
Comprehensive Services Act	3.0	3.0	3.0	0.0%
Youth Development	18.6	18.6	18.0	-3.2%
Child & Family Treatment/Behavioral Health	21.5	22.5	24.6	9.4%
Domestic Violence & Sexual Assault	13.8	14.1	14.3	1.4%
<u>Center for Economic Support</u>				
Economic Leadership & General Management	4.7	5.2	4.8	-7.1%
Community Services and Benefits	71.3	70.6	65.6	-7.0%
JobLink Employment Services	30.1	32.6	29.9	-8.1%
Total Full-Time Equivalent	582.4	579.8	569.6	-1.8%

The Department of Community and Human Services is budgeted for 569.6 full-time equivalent positions across four centers. Throughout the year, as client demand changes, there are reallocations of positions to maximize service delivery. The FY 2014 Approved budget compared to the FY 2013 Approved budget reflects the reduction of 12 positions equaling 10.2 FTE. This reduction is offset with the addition of 1.25 FTEs added during FY 2013 as a result of grant funds and one inter-departmental position transfer from the Health Department to more accurately reflect the position responsibilities. Other fluctuations in programs are the result of the reallocation of existing personnel to reflect changes in service demand.

Department of Community & Human Services

DCHS Programs and Activities		Dept Info
<p>Leadership & Management Support Services</p> <ul style="list-style-type: none"> Leadership & General Management Facilities Management Technology Services Reimbursement, Quality Assurance & Program Evaluation Human Resources Strategic Initiatives & Communication <p>Alexandria Fund for Human Services</p> <ul style="list-style-type: none"> Children's Fund Youth Fund Community Partnership Fund <p>Adult Leadership & General Management</p> <ul style="list-style-type: none"> Leadership & Management <p>Adult Mental Health & Substance Abuse</p> <ul style="list-style-type: none"> Case Management Psychosocial Rehabilitation & Mental Health Vocational Services Psychiatric Services Outpatient Services Jail Services Detoxification Services Residential Services <p>Emergency & Crisis Response Services</p> <ul style="list-style-type: none"> Crisis Response and Assessment <p>Intellectual Disabilities Services for Adults</p> <ul style="list-style-type: none"> Support Coordination Services Residential Services Day Support and Vocational Services <p>Aging & Adult Services</p> <ul style="list-style-type: none"> Adult Protective Services Aging-In-Place Services Residential Placement & Assistance Older Adult Clinical Services 	<p>Children Leadership & General Management</p> <ul style="list-style-type: none"> Leadership & Management <p>Early Childhood</p> <ul style="list-style-type: none"> Child Care Services Head Start Out of School Time Services Early Intervention Regulatory Services and Quality Improvement <p>Child Welfare</p> <ul style="list-style-type: none"> Child Protective Services Foster Care & Case Management Adoption Services <p>Comprehensive Services Act</p> <ul style="list-style-type: none"> CSA Coordination & Financial Management CSA Services <p>Youth Development</p> <ul style="list-style-type: none"> Youth Development <p>Child & Family Treatment/Behavioral Health</p> <ul style="list-style-type: none"> Youth and Family Outpatient Services Community Wrap-Around Services <p>Domestic Violence & Sexual Assault</p> <ul style="list-style-type: none"> Domestic Violence & Sexual Assault Services <p>Economic Leadership & Management</p> <ul style="list-style-type: none"> Leadership & Management <p>Community Services and Benefits Programs</p> <ul style="list-style-type: none"> Benefits Programs and Emergency Services Homeless Prevention Homeless Services <p>JobLink Employment Services</p> <ul style="list-style-type: none"> Adult Employment Youth Employment 	<p>Department Contact Info</p> <p>703.746.4900 http://alexandriava.gov/dchs</p> <p>DCHS Department Head / Executive Director of the Community Services Board</p> <p>Michael Gilmore, Ph.D. 703.746.3400 mike.gilmore@alexandriava.gov</p> <p>Department Staff</p> <p>Suzanne Chis, 703.746.5700 Deputy Director & Director of Social Services</p> <p>Lisa Baker, 703.746.3120 Chief Officer, Office of Strategic Initiatives & Communications</p> <p>Jane Hassell, 703.746.3502 Chief Officer, Administrative Services</p> <p>Dennis McKinney, 703.746.5990 Assistant Director for Economic Support</p> <p>Deborah Warren, 703.746.3571 Assistant Director for Children & Families</p> <p>Carol Layer, 703.746.3500 Assistant Director for Adult Services</p>

Department of Community & Human Services

Administration and Center for Outreach and Communication

Leadership and Management Support Services Program

The goal of Leadership & General Management is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	10.0%	8.6%	9.9%
Total Expenditures	\$8,794,458	\$7,652,284	\$8,835,052
Less Revenues	\$1,349,863	\$776,695	\$859,482
Net General Fund Expenditures	\$7,444,595	\$6,875,589	\$7,975,570
Program Outcomes			
% of effectiveness measures met	84.1%	95.0%	90.0%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide overall administration and guidance, including financial management, information technology support, and operational oversight, to the Department to support the City's community and human services system.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$3,590,128	\$2,351,220	\$2,725,910
FTE's	18.8	14.5	15.1
\$ of expenditures managed	\$88,089,839	\$89,370,920	\$89,429,695
% of total Department funding derived from special revenues (grants and fees)	44.5%	43.2%	42.7%
# of FTEs managed	582.4	579.8	569.6
Leadership & General Management as a % of total expenditures	4.1%	2.6%	3.0%

FACILITIES MANAGEMENT – The goal of Facilities Management is to provide efficient and cost-effective maintenance, including a preventive maintenance program, to all residential and office facilities of the Department.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,546,161	\$1,501,212	\$1,602,297
FTE's	7.2	7.2	7.2
# of work orders	1,274	1,200	1,200
# of work orders per FTE	177	168	168
% of emergency work orders completed within 24 hours	81.0%	80.0%	80.0%

Leadership and Management Support Services Program, continued

Activity Data

TECHNOLOGY SERVICES – The goal of Technology Services is to meet the information system technology needs of the Department and its employees by ensuring a reliable network infrastructure, advancing the Department’s secure electronic health record system (as mandated by HIPAA), supporting use of State data and information systems, and providing operational support.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,147,780	\$1,134,659	\$1,434,263
FTE's	8.5	9.1	9.5
# of hours of unplanned database unavailability*	31	6	12

*Higher than normal hours of database unavailability in FY 2012 is due to one incident that caused a 24 hour blackout.

REIMBURSEMENT, QUALITY ASSURANCE & PROGRAM EVALUATION – The goal of Reimbursement, Quality Assurance & Program Evaluation is to collect, maintain and evaluate Community Services Board data required for regulatory authorities in order to improve the quality of consumer services, maximize revenue and maintain accreditation and licensing.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,167,867	\$1,243,721	\$1,295,677
FTE's	15.9	14.9	14.9
Reimbursement Unit cost as a % of self pay and third party revenues received	6.7%	7.7%	8.1%
# of records reviewed*	91	250	250
# of licensing citations	0	0	0

*Lower than normal number of records reviewed in FY 2012 was due to staffing shortage for most of that FY.

HUMAN RESOURCES - The goal of Human Resources is to assist department managers in recruiting, hiring, promoting and retaining a highly qualified and diverse workforce to meet the needs of the Department.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$461,206	\$560,002	\$606,040
FTE's	5.1	6.0	6.0
# of hires	120	155	120
# of hires per FTE	24	26	20

STRATEGIC INITIATIVES & COMMUNICATION– The goal of Strategic Initiatives & Communication is to raise visibility about the programs and services offered by the department and provide leadership in implementing department-wide changes.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$881,316	\$861,470	\$1,170,865
FTE's	9.9	7.2	11.1
DCHS events publicized*	40	40	40
DCHS website hits*	13,011	30,000	13,000
Number of calls to Call Center*	22,058	25,800	29,980
Call Center calls resulting in warm hand-off*	7,300	7,750	10,493

*Call Center staffing formally moved under this activity in FY 2013.

Department of Community & Human Services

Alexandria Fund for Human Services

The goal of the Alexandria Fund for Human Services is to provide human service programs for young children, youth, seniors, immigrants and persons with disabilities, through a competitive grant award process to community-based organizations, to meet human services priorities in the community.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	2.3%	2.3%	2.3%
Total Expenditures	\$2,020,594	\$2,033,259	\$2,033,259
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,020,594	\$2,033,259	\$2,033,259
Program Outcomes			
% of objectives met as reported by Fund for Human Services grantees	89.0%	90.0%	90.0%

Activity Data

CHILDREN'S FUND – The goal of the Children's Fund is to provide increased access to high quality early childhood programs with comprehensive services to ensure safety and quality programs for at-risk children.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$899,452	\$907,202	\$907,202
FTE's	0.0	0.0	0.0
# of children served in classrooms with comprehensive services	213	350	250
# of children receiving home-based early intervention services	256	200	250
Cost per child served	\$1,918	\$1,649	\$1,814
% of objectives met as reported by grantees	94.0%	90.0%	90.0%

YOUTH FUND – The goal of the Youth Fund is to promote and enhance youth development by mobilizing community organizations to take action to promote positive development among Youth.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$272,240	\$277,147	\$277,147
FTE's	0.0	0.0	0.0
# of grants awarded	21	20	20
# of youth served (direct services)	2,414	4,000	2,500
Cost per youth served	\$113	\$69	\$111
% of objectives met as reported by grantees	90.0%	90.0%	90.0%

Department of Community & Human Services

Alexandria Fund for Human Services, continued

Activity Data

COMMUNITY PARTNERSHIP FUND – The goal of the Community Partnership Fund is to provide human services to eligible Alexandrians to meet broad human service priorities in the community.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$848,902	\$848,910	\$848,910
FTE's	0.0	0.0	0.0
# of residents served through grant-funded programs	9,071	20,000	10,000
# of grants awarded	32	33	32
Cost per resident served	\$93.58	\$42.45	\$84.89
% of objectives met as reported by grantees	84.0%	90.0%	90.0%

Adult Services Leadership and Management Support Services Program

The goal of Leadership & General Management is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	1.5%	1.5%	1.7%
Total Expenditures	\$1,349,144	\$1,384,301	\$1,536,486
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,349,144	\$1,384,301	\$1,536,486
Program Outcomes			
% of effectiveness measures met	87.5%	95.0%	95.0%

Activity Data

LEADERSHIP & MANAGEMENT – The goal of Leadership & Management is to lead, manage, and support all activities of the Center for Adult Services and collaborate with other government institutions in order to effectively and efficiently achieve the Center's Goals.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,349,144	\$1,384,301	\$1,536,486
FTEs	15.0	13.9	13.9
# of FTEs managed in Center	271.8	270.1	263.6
\$ of Center expenditures managed	\$27,427,619	\$30,009,848	\$29,841,810
% of effectiveness measures met	87.5%	95.0%	95.0%

Adult Mental Health and Substance Abuse Program

The goal of Adult Mental Health and Substance Abuse Services is to provide accurate and effective assessment, treatment and support to adults with a mental health, substance abuse, or co-occurring disorder to help them eliminate and/or manage their symptoms, and improve their ability to function independently in the community.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	16.6%	17.7%	17.4%
Total Expenditures	\$14,654,718	\$15,802,603	\$15,531,875
Less Revenues	\$7,616,818	\$8,103,490	\$8,108,315
Net General Fund Expenditures	\$7,037,900	\$7,699,113	\$7,423,560
Program Outcomes			
% consumers who will maintain/improve functioning as measured by changes in scores on a standardized instrument	71.0%	75.0%	75.0%

Activity Data

CASE MANAGEMENT – The goal of Case Management, Recovery Coaching and Homeless Outreach services is to provide outreach, engagement and case management services to individuals who are homeless and have a severe and persistent mental illness or co-occurring MH/SA disorders; and provide individualized assessment, planning, treatment, linkage and monitoring services to increase consumers’ ability to live independently, minimize the frequency of psychiatric hospitalizations and increase periods of abstinence from substances.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,552,837	\$1,877,354	\$1,670,991
FTE's	23.1	22.0	18.2
# of consumers served	659	650	650
# of service hours provided	16,866	19,479	19,479
Cost per service hour	\$92	\$96	\$86
% of homeless consumers with mental illness who are successfully linked to MH services	52.0%	60.0%	60.0%
% consumers who will maintain/improve functioning as measured by changes in scores on a standardized instrument	71.0%	75.0%	75.0%

Adult Mental Health and Substance Abuse Program, continued

Activity Data

PSYCHOSOCIAL REHABILITATION & MENTAL HEALTH VOCATIONAL SERVICES - The goal of the West End Wellness Center and Vocational program is to promote recovery, vocational readiness, and to assist individuals obtain and maintain satisfying employment and achieve and maintain the highest level of independence possible.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$757,689	\$809,754	\$792,212
FTE's	8.6	8.6	7.9
# of consumers served	166	180	170
# of consumer hours of services provided (Psychosocial Rehabilitation)*	34,767	48,750	41,400
# of service days (Group Employment)*	59	90	90
# of service hours provided (Individual Employment)	1,179	1,464	1,464
% of consumers served who will be maintained in the community without hospitalization	97.0%	90.0%	93.0%

*FY 2012 data is lower than expected due to reductions in transportation services, this issue has been addressed and measures are expected to return to normal levels in FY 2013 and beyond.

PSYCHIATRIC SERVICES – The goal of Psychiatric Services is to provide psychiatric evaluation, medications and medication management, nursing services and health education to persons experiencing psychiatric symptoms.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,306,889	\$1,567,030	\$1,633,895
FTE's	7.5	7.8	7.8
# of consumers served	1,316	1,440	1,440
# of service hours provided	5,988	5,397	5,397
Cost per service hour	\$218	\$290	\$303

OUTPATIENT SERVICES - The goal of Outpatient Treatment is to provide individuals with a serious mental illness, substance use, or co-occurring (MH/SA) disorder individualized assessment, planning, treatment (individual, group and family), linkage and monitoring services in order to increase their ability to live independently, minimize the frequency of psychiatric hospitalizations and increase periods of abstinence from substances.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$3,118,969	\$3,471,506	\$3,578,300
FTE's	31.5	32.5	32.5
# of consumers served	1,696	1,925	1,750
# of service hours provided	19,238	21,772	21,254
Cost per service hour	\$162	\$159	\$168
% of consumers discharged from outpatient programs who meet or partially meet treatment goals	77.0%	75.0%	75.0%

Adult Mental Health and Substance Abuse Program, continued

JAIL SERVICES - The goal of Jail Services is to provide mental health and substance abuse services to City of Alexandria Detention Center (ADC) inmates to help them adjust to incarceration, promote safety and stabilization, and improve their functioning.	FY 2012	FY 2013	FY 2014
	Actual	Approved	Approved
Expenditures	\$938,383	\$1,101,032	\$1,019,906
FTE's	11.0	11.0	10.0
# of consumers served	804	900	900
% of inmates receiving substance abuse treatment who report progress toward meeting goals as collected three times during program	96.0%	100.0%	100.0%
% of inmates receiving Jail Services who report a "more hopeful" mental status as a result of service	66.0%	50.0%	50.0%
Cost per consumer served	\$1,167	\$1,223	\$1,133

DETOXIFICATION SERVICES – The goal of the Detox Unit is to safely and effectively detoxify adults addicted to drugs and/or alcohol in a non-medical setting, assist consumers in learning about addiction, and help consumers transition from the Detox Unit to ongoing substance abuse treatment so they may continue their progress toward a drug-free life.	FY 2012	FY 2013	FY 2014
	Actual	Approved	Approved
Expenditures	\$801,655	\$677,703	\$920,696
FTE's	7.1	6.7	9.1
# of consumers	215	225	220
# of bed days provided	2,122	2,420	2,268
Cost per bed day	\$378	\$280	\$406
% of discharged who are maintained in the community for 90+ days without subsequent Detox Services	85.0%	80.0%	80.0%

RESIDENTIAL SERVICES – The goal of Residential and Supported Living services is to provide individuals with a serious mental illness or co-occurring (MH/SA) disorders, individual assessment, planning, treatment, linkages and monitoring services in order to increase their ability to live independently, minimize the frequency of psychiatric hospitalizations and increase periods of abstinence from substances.	FY 2012	FY 2013	FY 2014
	Actual	Approved	Approved
Expenditures	\$6,178,296	\$6,298,224	\$5,915,875
FTE's	67.6	66.6	63.2
# of consumers	344	286	336
# of bed days provided	45,962	49,206	46,704
Cost per bed day	\$131	\$123	\$124
# of service hours provided in supported living program	2,188	2,561	2,561
Cost per service hour in the supported living program	\$78	\$74	\$74
% of consumers who are discharged from residential programs who will transition to a similar or less-intensive housing situation	68.0%	70.0%	70.0%

Emergency & Crisis Response Services Program

The goal of Emergency and Crisis Response Services is to provide state mandated crisis intervention and assessment services to persons in Alexandria to help promote safety and stabilization, and to help individuals improve their functioning.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	1.0%	0.9%	0.9%
Total Expenditures	\$837,827	\$839,830	\$802,431
Less Revenues	\$373,938	\$362,852	\$318,723
Net General Fund Expenditures	\$463,889	\$476,978	\$483,708
Program Outcomes			
% of consumers who report feeling "more hopeful" after intervention	88.0%	75.0%	80.0%

Activity Data

CRISIS RESPONSE AND ASSESSMENT – The goal of Crisis Response and Assessment Services is to provide State-mandated immediate clinical crisis intervention services, 24 hours a day, to persons and groups in Alexandria to help ensure the safety and well being of all citizens and City staff, including assistance to first responders and the public during and following critical incidents.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$837,827	\$839,830	\$802,431
FTE's	6.5	6.5	6.5
# of consumers served	663	600	650
# of critical incidents responded to	16	10	15
Cost per coverage hour (8,750 coverage hours per year; 24 hours/day x 365 days)	\$96	\$96	\$92
% of consumers who report feeling "more hopeful" after intervention	88.0%	75.0%	80.0%

Intellectual Disability Services for Adults Program

The goal of Intellectual Disability Services for Adults is to provide accurate and effective assessment and support to adults with an intellectual disability to help them improve or maintain their ability to function independently in the community.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	7.1%	7.0%	6.9%
Total Expenditures	\$6,268,294	\$6,300,365	\$6,147,815
Less Revenues	\$3,131,448	\$2,836,428	\$2,676,300
Net General Fund Expenditures	\$3,136,846	\$3,463,937	\$3,471,515
Program Outcomes			
% of adults with intellectual disabilities who were able to access activities in the community, such as shopping, restaurants, etc.	93.0%	85.0%	90.0%

Activity Data

SUPPORT COORDINATION SERVICES – The goal of support coordination services is to provide adults with an intellectual disability an assessment of their strengths and needs, links with services, and monitoring of progress towards their goals in order to maximize the individual’s level of functioning, increase social interaction and use of natural supports within the community.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$786,911	\$800,547	\$654,408
FTE's	7.5	7.5	6.5
# of consumers served	185	175	175
# of staff hours of service provided	7,054	6,641	6,641
Cost per staff hours of service provided	\$112	\$121	\$99
% of adults with intellectual disabilities who were able to reach some or all of their goals over the past year	93.0%	85.0%	90.0%

RESIDENTIAL SERVICES – The goal of Residential Services (group homes and apartments) is to provide comprehensive, supervised residential services to Alexandrians who have an intellectual disability and need support within the home to live in the community in order to maximize their level of functioning and increase social interaction and use of natural supports within the community.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$4,047,198	\$4,051,466	\$3,970,432
FTE's	41.9	43.9	42.9
# of residents served	54	52	52
# of bed days provided	16,989	17,176	17,176
Cost per bed day	\$238	\$236	\$231
% of consumers or authorized representatives who report achieving some or all residential treatment goals	98.0%	85.0%	90.0%

Intellectual Disability Services for Adults Program, continued

Activity Data

DAY SUPPORT AND VOCATIONAL SERVICES – The goal of Day Support and Vocational Services is to provide a respectful and supportive environment where adults with an intellectual disability can structure their days with meaningful activities and help them achieve the highest level of independence possible through the provision of consumer-driven group and sheltered employment services.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,434,185	\$1,448,352	\$1,522,975
FTE's	13.2	12.7	12.7
# of consumers served	76	75	75
# of client service hours provided (Day Support)	60,547	62,610	62,610
# of service hours provided (Individual Employment)	295	204	204
# of service days provided (Group Employment)	3,019	3,143	3,143
Cost per consumer	\$18,871	\$19,311	\$20,306
Average daily hours Day Support consumers participate in meaningful activities	5	5	5

Aging and Adult Services Program

The goal of Aging and Adult Services is to provide resources and services to seniors and adults with disabilities in order to help them maintain their highest level of independence and remain safely in the community.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	4.9%	6.4%	6.5%
Total Expenditures	\$4,317,636	\$5,682,749	\$5,823,203
Less Revenues	\$1,367,080	\$1,621,630	\$1,642,730
Net General Fund Expenditures	\$2,950,556	\$4,061,119	\$4,180,473
Program Outcomes			
% effectiveness of Aging Programs as measured by effectiveness goals	100.0%	100.0%	100.0%

Aging and Adult Services Program, continued

Activity Data

ADULT PROTECTIVE SERVICES – The goal of Adult Protective Services is to investigate reports and then provide services and resources necessary to protect seniors and adults with disabilities from abuse, neglect and/or exploitation pursuant to the Code of Virginia.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$461,077	\$646,014	\$647,124
FTE's	4.5	6.0	6.0
# of reports investigated	276	230	230
Monthly average # of cases managed	141	140	140
% of investigations initiated within 24 hours of report	98.0%	98.0%	98.0%
% of cases without further incidence of abuse, exploitation, or neglect within 12 months	98.0%	97.0%	97.0%
AGING-IN-PLACE SERVICES – The goal is to provide assessment for non-medical in home services, basic resources such as food, and transportation, to enable seniors and adults with disabilities to remain safely in their homes. This area also includes the Adult Day Care Center.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$3,519,703	\$3,858,203	\$3,978,887
FTE's	21.8	20.3	21.5
Monthly average # of companion cases managed	240	230	230
Medicaid Home and Community Based Screenings	147	140	140
% of clients able to remain in their home	100.0%	100.0%	100.0%
% of home meals delivered on schedule	100.0%	100.0%	100.0%
# of one-way senior taxi trips	23,389	15,322	17,160
RESIDENTIAL PLACEMENT AND ASSISTANCE – The goal of Residential Placement and Assistance is to provide assessment and placement of indigent seniors and disabled adults in a City governed facility for nursing home and assisted living services.*	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$0	\$674,320	\$655,060
FTE's	1.0	0.2	0.0
# of beds budgeted	28	28	28
Total Annual Cost per budgeted bed	\$0	\$24,083	\$23,395
OLDER ADULT CLINICAL SERVICES – The goal of Older Adult Clinical Services is to provide accurate and effective assessment and treatment to adults age 60+.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$336,856	\$504,212	\$542,132
FTE's	4.0	4.0	5.0
# of consumers served	228	200	200
# of service hours provided	3,324	3,404	3,404
Cost per service hour	\$101	\$148	\$159
% of consumers who partially or fully meet treatment goals as assessed by clinician & consumer	80.0%	75.0%	75.0%

Children and Families Leadership and Management Support Services Program

The goal of Leadership & General Management is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	0.5%	0.8%	0.7%
Total Expenditures	\$448,553	\$721,467	\$665,259
Less Revenues	\$124,659	\$105,945	\$111,508
Net General Fund Expenditures	\$323,894	\$615,522	\$553,751
Program Outcomes			
% of effectiveness measures met	73.0%	95.0%	95.0%

Activity Data

LEADERSHIP & MANAGEMENT – The goal of Leadership & Management is to lead, manage, and support all activities of the Center for Children and Families and collaborate with other government institutions in order to effectively and efficiently achieve the Center's Goals.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$448,553	\$721,467	\$665,259
FTE's	3.5	6.3	5.5
# of FTEs managed in Center	125.4	128.6	127.7
\$ of Center expenditures Managed	\$34,804,989	\$34,748,326	\$33,946,138
% of effectiveness measures met	73.0%	95.0%	95.0%

Early Childhood Program

The goal of Early Childhood is to provide high quality childhood education resources for children to ensure school readiness and to reduce the incidence of mental illness, Intellectual Disability and substance abuse through effective prevention and early intervention.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	11.0%	9.5%	8.2%
Total Expenditures	\$9,662,072	\$8,476,297	\$7,362,761
Less Revenues	\$5,361,500	\$4,294,866	\$3,335,976
Net General Fund Expenditures	\$4,300,572	\$4,181,431	\$4,026,785
Program Outcomes			
% of children attending accredited or STAR rated child care centers	68.0%	60.0%	65.0%

Activity Data

CHILD CARE SERVICES – Child care services are child-centered, family-focused services that support the family goals of economic self-sufficiency and child development by providing for the supervision, protection and well-being of the child while the parent is participating in an approved activity.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$3,443,953	\$2,751,331	\$1,322,263
FTE's	12.3	11.6	11.6
# of families that received child care services	427	620	500
# of children that received child care services	663	800	750
Cost per child served	\$5,194	\$3,439	\$1,763

HEAD START - The goal of Head Start is to provide quality preschool experience and comprehensive services to low-income families to help children develop the skills necessary for school readiness through a contractual relationship with a local non-profit.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,414,730	\$2,361,103	\$2,439,932
FTE's	0.3	0.3	0.3
# of children served	309	309	309
Cost per child served	\$7,815	\$7,641	\$7,896

Early Childhood Program, continued

Activity Data

OUT OF SCHOOL TIME SERVICES – The goal of Out-of-School Time Services is to support, promote and provide quality before and after school programs for children of the City's working families so that they are engaged in structured and supervised activities during non-school hours.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,777,625	\$1,741,835	\$1,741,835
FTE's	0.0	0.0	0.0
# of students enrolled in regular School Year, Gap Camp, and Summer Program	1,533	1,300	1,300
% of parents rating vendor provided programs as good or excellent	99.0%	95.0%	95.0%

EARLY INTERVENTION – The goals of Early Intervention Services are to help children 0 to 3 with developmental disabilities reach their full potential and to provide on-site mental health assessment, early intervention, and prevention for at-risk children ages 3 to 6 and to reduce their aggressive behavior and increase their social skills.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,540,717	\$1,295,992	\$1,175,066
FTE's	7.0	7.0	7.5
# of service hours provided (Parent Infant Education/MH Prevention)*	10,963	7,529	7,529
# of consumers served (Parent Infant Education/MH Prevention)	459	350	400
% of children who improve in at least one area of development	100.0%	80.0%	90.0%

*Higher than normal service hours in FY 2012 is due to the merger of measures from the Department of Human Services and Mental Health, Mental Retardation and Substance Abuse. Data collection and reporting method has been revised in FY 2013 and beyond.

REGULATORY SERVICES AND RESOURCE DEVELOPMENT - The goal of Regulatory Services and Resource Development is to determine initial and on-going compliance of family child care providers with City ordinances and DCHS and State regulations and to provide training, education, mentoring and support for family child care providers and child care staff in order to develop and maintain high quality early childhood experiences.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$485,047	\$326,036	\$683,665
FTE's	2.9	2.1	2.1
# of Early Childhood Training hours provided*	2,352	3,060	2,500
# completing Vocational English as Second Language Class	12	37	20
# of providers regulated	134	170	150
# of Center Staff completing CDA (Child Development Associate) credential	14	10	12

*Starting FY 2012, yearly training requirement increased from 6 to 12 hours

Child Welfare Program

The goal of Child Welfare Services is to ensure the safety and well-being of children at risk of neglect or abuse and foster a permanent connection to family.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	12.9%	13.4%	13.2%
Total Expenditures	\$11,371,502	\$11,931,264	\$11,783,259
Less Revenues	\$7,243,967	\$8,156,298	\$8,303,053
Net General Fund Expenditures	\$4,127,535	\$3,774,966	\$3,480,206
Program Outcomes			
% of children without recurrence of maltreatment	96.0%	100.0%	100.0%

Activity Data

CHILD PROTECTIVE SERVICES – The goal of Child Protective and Family Services is to investigate allegations of child abuse/neglect and to identify service needs to reduce risk and secure safety for children and to provide services to at-risk families to prevent/reduce child abuse/neglect and promote safety.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,445,048	\$3,064,588	\$2,885,880
FTE's	20.9	25.3	24.0
Monthly average # of families receiving prevention and child protection services	238	220	170
Cost per family served	\$10,273	\$13,930	\$16,976
% of children without recurrence of maltreatment	96.0%	100.0%	100.0%

FOSTER CARE & CASE MANAGEMENT – The goal of Foster Care and Case Management is to provide care and treatment to ensure the well being of children in foster care while working toward permanency within 12 months.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures*	\$5,006,723	\$4,945,837	\$4,914,081
FTE's	29.0	24.8	23.9
\$ of non CSA foster care payments	\$1,420,802	\$1,550,000	\$1,897,595
Monthly average # of children served in foster care	127	140	113
Service delivery cost per child	\$28,236	\$24,256	\$26,695
% of children in foster care that have no more than 2 placements in less than 12 months	77.0%	98.0%	86.0%
% of children re-entering foster care	10.0%	5.0%	7.0%

*Additional foster care and treatment services occur in the Foster Care Activity within the CSA Program.

Child Welfare Program, continued

Activity Data

ADOPTION SERVICES – The goal of Adoption Services is to secure permanent families for children in the department's custody.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$3,919,731	\$3,920,839	\$3,983,298
FTE's	6.38	7.17	7.37
Total \$ of adoption subsidies*	\$3,327,126	\$2,200,000	\$3,114,358
Monthly average # of subsidies	211	215	220
Service delivery cost per child	\$2,809	\$8,004	\$3,950
% of children exiting to adoption whose adoption is completed within 24 months	48%	24%	36%

*VDSS provided additional clarification on eligibility for adoption subsidies for special needs, which increased subsidies in Adoption while decreasing what was paid from Foster Care IVE.

Comprehensive Services Act Program

The goal of the Comprehensive Services Act is to provide funding for services to at risk children and to ensure that State and local agencies, parents and private service providers work together to plan and provide services.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	10.9%	10.4%	10.4%
Total Expenditures	\$9,567,466	\$9,281,813	\$9,307,785
Less Revenues	\$4,387,197	\$4,392,351	\$4,400,913
Net General Fund Expenditures	\$5,180,269	\$4,889,462	\$4,906,872
Program Outcomes			
% of CSA services in congregate care	14.0%	13.0%	13.0%

Activity Data

CSA COORDINATION & FINANCIAL MANAGEMENT – The goal of CSA Coordination and Financial Management is to provide overall coordination and financial control for Comprehensive Services Act purchase of services.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$304,393	\$305,137	\$308,110
FTE's	3.0	3.0	3.0
\$ of funds administered	\$9,263,073	\$8,976,676	\$8,999,675
Cost per \$100,000 administered	\$3,286	\$3,399	\$3,424
% of CSA services in congregate care	14.0%	13.0%	13.0%

Comprehensive Services Act Program, continued

Activity Data

COMPREHENSIVE SERVICES ACT SERVICES – The goal of CSA Services is to purchase comprehensive services for at-risk youth and families, based on the level of need and in the least restrictive environment to prevent/reduce child abuse/neglect and promote safety for at-risk families, and/or to purchase services consistent with Individual Treatment Plans, and other services for at-risk families based on level of need.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$9,263,073	\$8,976,676	\$8,999,675
FTE's	0.0	0.0	0.0
# of children served	296	319	319
\$ of services purchased for foster care	\$5,100,652	\$5,031,139	\$5,031,139
\$ of services purchased for special education tuition assistance	\$4,088,933	\$3,725,713	\$3,863,632
\$ of services purchased for parental placements and/or nonmandated at-risk youth	\$73,488	\$81,905	\$81,905
Cost per child served	\$31,294	\$28,140	\$28,212

Youth Development Program

The goal of the Youth Development is to promote positive youth development through effective collaborative initiatives and best practice direct service to youth and their families.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	2.1%	2.2%	2.4%
Total Expenditures	\$1,857,561	\$1,987,075	\$2,182,636
Less Revenues	\$749,849	\$872,810	\$1,070,437
Net General Fund Expenditures	\$1,107,712	\$1,114,265	\$1,112,199
Program Outcomes			
% of participants reporting a positive change as a result of the program	95.0%	80.0%	85.0%

Activity Data

YOUTH DEVELOPMENT – The goal of Youth Development is to support and motivate youth to avoid risky behaviors and achieve success at school and at home through best practice programming and coordination and collaboration with youth, parents, professionals and others.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,857,561	\$1,987,075	\$2,182,636
FTE's	18.6	18.6	18.0
# of youth and parents/guardians served in youth development programs	2,680	2,500	2,500
% decrease in teen pregnancy rate (most recent year)	20.0%	1.0%	1.0%
% decrease in alcohol use by teens	17.0%	1.0%	1.0%

Child and Family Treatment/Behavioral Program

The goal of the Child and Family Behavioral Health program is to provide effective treatment for at risk children, youth and their families to measurably improve their functioning in key areas of their lives.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	2.2%	2.6%	3.0%
Total Expenditures	\$1,897,835	\$2,350,410	\$2,644,438
Less Revenues	\$1,485,720	\$1,441,301	\$1,480,765
Net General Fund Expenditures	\$412,115	\$909,109	\$1,163,673
Program Outcomes			
% youth served by the Homebased Program maintained in the community	96.0%	90.0%	95.0%

Activity Data

YOUTH AND FAMILY OUTPATIENT SERVICES – The goal of Youth and Family Outpatient Services is to evaluate and treat children and youth with severe emotional disturbance and/or substance abuse challenges and their families to improve their functioning in key areas of their lives.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,013,022	\$1,147,250	\$1,750,854
FTE's	14.5	11.3	17.8
# of service hours provided	12,548	9,398	12,800
# of consumers*	347	575	400
Cost per service hour	\$79	\$122	\$137
% of children receiving services who maintain or improve functioning	86.0%	70.0%	80.0%

*Some consumers previously captured in Outpatient Services are now being captured in Community Wraparound Services. See increase in number of consumers within Community Wraparound Services.

COMMUNITY WRAPAROUND SERVICES – The goal of Community Wraparound Services is to provide timely, intensive, supportive, and community based interventions for children through 21 years of age and their families in order to maintain youth with their families in the community.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$884,813	\$1,203,160	\$893,584
FTE's	7.0	11.2	6.8
# of service hours provided	11,592	13,376	11,440
# of consumers*	376	205	375
Cost per service hour	\$76	\$90	\$78
% youth served by the Homebased Program maintained in the community	96.0%	90.0%	95.0%

*Some consumers previously captured in Outpatient Services are now being captured in Community Wraparound Services. See increase in number of consumers within Community Wraparound Services.

Domestic Violence and Sexual Assault Services Program

The goal of Domestic Violence and Sexual Assault Services is to advocate for and provide support to women, men, and children affected by sexual and domestic violence in order to reduce the effects of crisis in a person's life, restore balance and increase safety.

Program Totals		FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
	% of Total Budget	1.7%	1.7%	1.6%
	Total Expenditures	\$1,483,699	\$1,534,168	\$1,468,362
	Less Revenues	\$458,775	\$449,512	\$468,010
	Net General Fund Expenditures	\$1,024,924	\$1,084,656	\$1,000,352
Program Outcomes				
	% of survivors who are able to identify their safety options	93.0%	95.0%	95.0%

Activity Data

DOMESTIC VIOLENCE AND SEXUAL ASSAULT SERVICES – Advocate for and provide support to women, men, and children affected by sexual and domestic violence in order to reduce the effects of crisis in a person's life, restore balance and increase safety.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,483,699	\$1,534,168	\$1,468,362
FTE's	13.8	14.1	14.3
# of calls received on Sexual Assault and Domestic Violence Hotlines	1,538	1,550	1,538
# of youth clients served through supportive counseling	245	350	245
# of services received by adult clients	11,160	8,700	11,160
# of adult clients served through supportive counseling	1,960	1,350	1,960
% of individuals calling the hotline who reported being informed about services available	100.0%	70.0%	70.0%

Economic Support Leadership and Management Support Services Program

The goal of Leadership & General Management is to apply administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	0.7%	0.7%	0.6%
Total Expenditures	\$623,479	\$595,706	\$526,669
Less Revenues	\$54,475	\$31,751	\$33,372
Net General Fund Expenditures	\$569,004	\$563,955	\$493,297
Program Outcomes			
% effectiveness measures met	100.0%	90.0%	90.0%

Activity Data

LEADERSHIP & MANAGEMENT – responsible for ensuring the coordinated and expeditious delivery of services to clients in need of immediate and ongoing services to support their self-sufficiency.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$623,479	\$595,706	\$526,669
FTE's	4.7	5.2	4.8
# of FTEs managed in Center	106.1	108.3	100.4
\$ of Center expenditures Managed	\$13,558,480	\$13,393,035	\$13,305,074
% of effectiveness measures met	100.0%	90.0%	90.0%

Community Services and Benefits Programs

The goal of Community Services and Benefits Programs is to provide financial assistance, medical assistance, counseling and support services, that allow households and eligible individuals to re-establish or maintain self-sufficiency and affordable housing.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	10.1%	9.7%	10.0%
Total Expenditures	\$8,929,236	\$8,711,709	\$8,961,676
Less Revenues	\$3,906,803	\$3,936,834	\$4,084,712
Net General Fund Expenditures	\$5,022,433	\$4,774,875	\$4,876,964
Program Outcomes			
Clients served within state mandated time frames	97.1%	97.0%	91.0%

Activity Data

BENEFIT PROGRAMS AND EMERGENCY SERVICES – Provide financial assistance, access to State benefit programs, comprehensive case management, and community referral services to promote the stability, self-sufficiency, health and well-being of income-eligible households.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$6,446,358	\$6,272,452	\$6,440,046
FTE's	63.2	62.0	58.0
% of Benefit Program intake cases processed within State required time frames	97.1%	97.0%	91.0%
Average monthly number of Medicaid cases, SNAP, and TANF	13,748	13,000	13,000
Number of Households receiving State Energy Assistance Program (duplicated)	1,410	1,020	1,020
\$ Value of Benefit Programs and Energy Assistance	\$83,340,000	\$75,000,000	\$80,000,000
# of clients served with short-term safety net services	2,904	3,400	3,400
\$ of short-term safety net assistance provided	\$377,423	\$300,000	\$300,000
\$ value of community donations disseminated	\$114,044	\$115,000	\$115,000

Community Services Program, continued

Activity Data

HOMELESS PREVENTION – Provision of financial assistance, comprehensive case management, and referral services to stabilize households at risk of experiencing homelessness.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$637,755	\$715,867	\$763,081
FTE's	3.0	3.0	3.0
# of clients served	268	210	250
# of households served	98	82	88
\$ of direct financial assistance	\$313,299	\$450,000	\$250,000
Cost per client served	\$2,380	\$3,409	\$3,052
% of households who are still in their homes 6 months later	92.0%	80.0%	85.0%

HOMELESS SERVICES – Provision of a coordinated Continuum of Care consisting of homeless services and resources, in collaboration with community partners, to individuals currently experiencing homelessness.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,845,123	\$1,723,390	\$1,758,549
FTE's	5.1	5.6	4.6
Alexandria Community (Emergency) Shelter - contract \$	\$817,437	\$793,728	\$847,184
Winter Shelter - contract \$	\$99,852	\$99,000	\$99,000
Transitional Housing \$	\$63,883	\$63,250	\$0
# of clients served in shelters or transitional housing	597	550	605
# of bed nights	28,575	39,000	28,000
% of households developing a self-sufficiency assessment within 72 hours of entering shelter	96.0%	96.0%	93.0%
Cost per bed nights in shelters or transitional housing	\$34	\$27	\$33

Department of Community & Human Services

JobLink Employment Services Program

The goal of the JobLink Employment Services Program is to bring together job seekers who desire permanent employment and businesses that need reliable employees in order to increase self-sufficiency and promote economic development.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total Budget	4.5%	4.6%	4.3%
Total Expenditures	\$4,005,765	\$4,085,620	\$3,816,729
Less Revenues	\$1,602,426	\$1,262,549	\$1,270,697
Net General Fund Expenditures	\$2,403,339	\$2,823,071	\$2,546,032
Program Outcomes			
% of Clients Rating Service as Good or Excellent	91.0%	85.0%	85.0%

Activity Data

ADULT EMPLOYMENT – The goal of Adult Employment is to provide employment services to adults to increase self-sufficiency. Clients served include those affected by layoffs, those who are low income and unemployed or underemployed, those who have disabilities, those who were previously incarcerated, as well as refugees, food stamp recipients, and other City residents not eligible for special programs.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$3,406,055	\$3,458,857	\$3,189,289
FTE's	26.9	29.4	26.7
# of adult clients served	2,919	2,477	2,244
Cost per adult client served	\$1,167	\$1,396	\$1,421
Average hourly wage full time per placement	\$14.42	\$15.00	\$15.00
# of VIEW clients served	411	475	475
% of VIEW clients in a work activity	91.0%	85.0%	85.0%

YOUTH EMPLOYMENT – The goal of Youth Employment is to provide employment services to low-income clients, ages 14 to 21, to increase employability and self-sufficiency.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$599,710	\$626,763	\$627,440
FTE's	3.2	3.2	3.2
# of all youth served	526	539	539
Cost per youth served	\$1,140	\$1,163	\$1,164
Hourly average wage per placement	\$7.42	\$7.25	\$7.25

Department of Community & Human Services

Summary of Budget Changes

Adjustments to Maintain Current Services			
Activity			FY 2014 Approved
General Fund Adjustments			
Various	<i>Contractual Increases</i>	0.0	\$82,541
Adjustments are necessary to cover increases required by contracts held by DCHS in order to maintain the current level of services provided to the Alexandria community. Significant and notable contractual increases include \$53,311 for Meals on Wheels; \$16,148 for the purchase of service agreements for the Alexandria Community Services Board clients; and \$11,696 for the Alexandria Community Shelter.			
Various	<i>Increased Rent Costs</i>	0.0	\$79,081
Lease costs throughout the Department were increased as mandated in contracts held by DCHS. The Department has leased space at 2525 Mt. Vernon Ave, 1900 Beaugard Street, 720 North St. Asaph Street and 421 and 4480 King Street.			
Comprehensive Services Act	<i>Case Load Increase</i>	0.0	\$22,999
Based on actual cases and costs incurred through nine months in FY 2013, the estimated program costs for clients served by the Community Services Act will be increasing by \$22,999 over the FY 2013 Approved Budget.			

Special Revenue Fund Adjustments			
Activity	Adjustment		FY 2014 Approved
Various	<i>VDSS Revenue</i>	0.0	(\$397,402)
Due to a formula adjustment the department is projecting revenue from the Virginia Department of Social Services to increase by \$397,404 in FY 2014, which allows the City to reduce the General Fund budget by an equal amount.			
Various	<i>CSB Block Grant Revenue</i>	0.0	(\$65,562)
The department is projecting revenue from mental health block grants to increase by \$65,562 in FY 2014, which allows the City to reduce the General Fund budget by an equal amount.			
Various	<i>Crisis Stabilization Grant</i>	-1.0	(\$113,905)
The State Regional Crisis Stabilization Grant has been eliminated and the services will be provided through a different regional program that is not administered by the Alexandria Community Services Board. One vacant Senior Therapist funded entirely by this grant will be eliminated.			
Child Care Services	<i>Child Care Services Funding</i>	0.0	(\$1,384,808)
\$1.38 million in federal and state funding provided to DCHS to pay for child care services will now be retained by the State which will pay providers directly. There is no impact on the General Fund and services are not expected to decline.			
Early Childhood Services	<i>Additional Lease Space</i>	0.0	\$90,715
Special Revenue Funds will be used to add additional leased space at 1900 Beaugard Street. The additional space enables DCHS to locate early childhood services with other programs targeting children and addresses overcrowded office space.			

Department of Community & Human Services

Summary of Budget Changes

Expenditure Reductions			
Activity	Adjustment		FY 2014 Approved
Child Welfare	<i>Child Protective Services Position</i>	-1.0	(\$100,789)
Eliminates one of twelve Child Protective Services positions. Child Protective Services primarily investigates allegations of child abuse and neglect but also provides early intervention and prevention services. This position only provides early intervention and prevention services to families. This reduction will result in an approximate 25% reduction in the number of families receiving early intervention and prevention services. Position is filled.			
Aging-In-Place	<i>Senior Taxi</i>	0.0	(\$91,883)
This reduction modifies Senior Taxi services to control increasing costs while continuing to serve Alexandria's most needy seniors. As the population in Alexandria has aged costs of this services have increased rapidly. DCHS will modify the program to contain costs by capping expenditures at \$165,000 annually, using a coupon based system, and implementing a detailed eligibility screening process. In FY 2012, 771 seniors used this service.			
Child Care Services	<i>Childcare Non-Personnel</i>	0.0	(\$148,535)
Reduces childcare non-personnel expenditures. These funds were initially provided to supplement State and Federal child care funding when early estimates showed funding would not satisfy need. These funds are no longer needed and this reduction will have no impact on service provision.			
Community Wraparound Services	<i>Non-Personnel Training</i>	0.0	(\$22,324)
Reduces the Mental Health System of Care Prevention non-personnel training budget for staff providing comprehensive services to youth. This reduction is an efficiency and will have no impact on services provided.			
Leadership and Management	<i>Technical Adjustment to NVFS</i>	0.0	(\$32,000)
In FY 2013, as part of the Add/Delete process, City Council added \$57,000 to the budget of DCHS for the Healthy Families Alexandria Program provided by Northern Virginia Family Service (NVFS) to address a shortfall in state funding. This year additional state funds for this program have been secured by NVFS, which has reduced the amount needed to cover the shortfall by \$32,000. The remaining \$25,000 will stay with NVFS where it will continue to address the remaining shortfall.			
Head Start Local Support	<i>Transfer of Preschool Funding to ACPS</i>	0.0	(\$125,067)
In FY 2013, as part of the Add/Delete process, City Council added \$125,067 in General Funds to the DCHS budget for the addition of one additional Pre-K classroom. Because Alexandria City Public Schools (ACPS) provides the classroom space this funding is being permanently transferred to them. An offsetting amount of \$125,067 is added to the ACPS budget for FY 2014.			
Youth Development	<i>Bullying Coordinator</i>	-1.0	(\$65,800)
Eliminates the Bullying Coordinator Position. There will be no impact on existing services as this position was recently reclassified and the program has not yet begun. This position is currently vacant.			
Adult Employment	<i>Community and Education Specialist</i>	-1.0	(\$115,620)
Eliminates the vacant Community and Education Specialist position and associated operating costs. This position provides English language and citizen orientation services for roughly 300 Spanish speaking citizens with the focus of assisting consumers find gainful employment.			
Benefits Program	<i>Support for Dental Co-Pays</i>	0.0	(\$25,000)
Eliminates financial co-pay assistance for return dental visits. Patient co-pay will increase from \$20 to \$40 per visit. This reduction will decrease consumers' discretionary income and may limit the number of consumers that will attend follow-up visits.			
Adult Employment	<i>JobLink Non-Personnel Expenditures</i>	0.0	(\$47,728)
Reduces the JobLink non-personnel expenditures by \$47,728, of which \$29,928 will reduce printing, office supplies, etc., and \$23,800 in client support including transportation, clothing and training. This reduction will decrease the quality and breadth of services offered to job-seekers. Reduction may decrease the number of people who are assisted through JobLink who are hired at livable wage.			

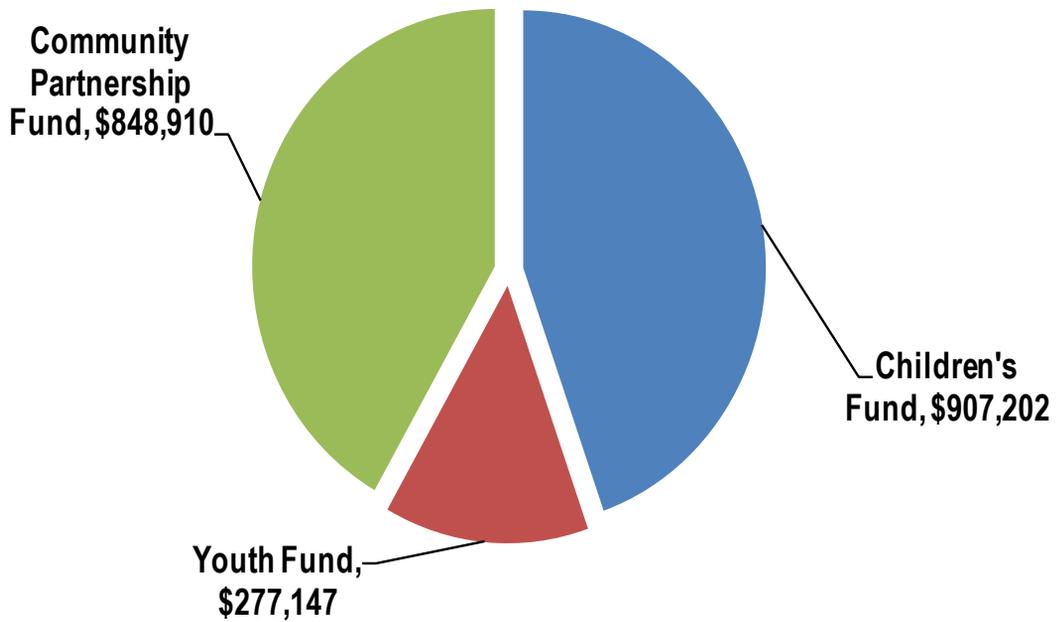
Department of Community & Human Services

Summary of Budget Changes

Expenditure Reductions			
Activity	Adjustment		FY 2014 Approved
Benefits Program	<i>Public Assistance Processing Services</i>	-1.0	(\$45,205)
Eliminates one of fifteen Human Services Benefits Program Technician positions. Position is responsible for processing applications for State assistance programs including Temporary Assistance for Needy Families, food stamps (SNAP), and Medicaid. DCHS will lose an additional \$16,267 in State revenue as a result of this reduction. This reduction is not expected to decrease the number of consumers served but may decrease the timeliness of service provision. Position is vacant.			
Adult Employment	<i>Employment Training Specialist</i>	-1.0	(\$63,705)
Eliminates one of eighteen Employment Training Specialist positions. Employment Training Specialists provide job training and placement assistance to low income adults. This will reduce the number of consumers served by approximately 85 per year. Position is filled.			
Residential Services	<i>MH/SA Residential Services</i>	-2.0	(\$176,877)
Eliminates two filled Therapist Supervisor positions within the Mental Health and Substance Abuse Residential Services program. This will reduce the amount and quality of clinic supervision.			
Detoxification Services	<i>Detox Kitchen</i>	-0.75	(\$150,000)
Reduces one filled position (0.75 FTE) in personnel for a savings of \$39,977 and reduces non-personnel expenditures for a savings of \$110,023. Non-personnel savings will be realized through efficiencies in food ordering and preparation and overtime staffing. This reduction will have no impact on the quality of services provided.			
Detoxification Services	<i>Detoxification Services</i>	-0.8	(\$55,904)
Reduces the capacity of Substance Abuse Detox to service medically complex clients by eliminating vacant Detox Nurse position. This reduction may decrease the percent of individuals with serious substance issues who are able to remain in the community without hospitalization.			
Residential Services	<i>MH/SA Residential Services</i>	-0.95	(\$89,245)
This reduction reflects the elimination of two (one vacant and one filled) part-time Residential Counselor positions (0.95 FTE's) at Aspen Apartments for a savings of \$44,190, and eliminates the non-personnel expenditures at Aspen Apartments for a savings of \$44,055. Residential Counselors provided counseling services to MH/SA inpatient clients located at Aspen House for transitional services. Additionally, DCHS will sell Aspen House Apartments in FY 14. The revenue from the sale will be captured in FY 15.			
Jail Services	<i>Senior Therapist</i>	-1.0	(\$63,492)
As part of the City's expenditure reduction plan the Alexandria Sheriff's Department eliminated their general fund support for the DCHS position of Senior Therapist for Mental Health and Substance Abuse Services that worked within the jail. As part of the Council Add/Delete process, Council requested that DCHS and the Sheriff restore this position using existing funding sources. The departments will present a joint proposal on how to restore this position in this fiscal year. Position was filled at the time the reduction was approved.			
Total Expenditure Reductions		(10.50)	(\$1,882,138)

Alexandria Fund for Human Services

FY 2014 Grant Awards



Department of Community & Human Services

Alexandria Fund for Human Services

FY 2014 CHILDREN'S FUND GRANT AWARDS

Organization	Program	FY 2013 Funding	FY 2014 Requested Amount	FY 2014 Award
Child and Family Network Centers	Child and Family Network Centers	\$248,337	\$318,000	\$248,337
Northern Virginia Family Services Alexandria Child Care Directors' Association	Healthy Families Alexandria	\$302,995	\$347,610	\$302,995
Northern Virginia Urban League	Family Support Project	\$157,440	\$215,000	\$157,440
Capital Youth Empowerment	Alexandria Resource Mothers	\$58,030	\$93,335	\$58,030
Stop Child Abuse Now (SCAN)	Fathers In Touch	\$10,200	\$34,868	\$10,200
	Parent Nurturing Project	\$10,200	\$10,200	\$10,200
Total		\$787,202	\$1,019,013	\$787,202
	Commission Priorities			
Virginia Preschool Initiative	Co-pay Scholarships for Children	\$60,000	\$60,000	\$60,000
Virginia Preschool Initiative	The Campagna Center VPI Classroom	\$35,000	\$35,000	\$35,000
Community & Human Services	Child Care Training Budget	\$25,000	\$25,000	\$25,000
Total		\$120,000	\$120,000	\$120,000
Total Children's Fund Grant Awards		\$907,202	\$1,139,013	\$907,202

Department of Community & Human Services

Alexandria Fund for Human Services

FY 2014 YOUTH FUND GRANT AWARDS

Organization	Program	FY 2013 Funding	FY 2014 Requested Amount	FY 2014 Award
Stop Child Abuse Now (SCAN)	CASA Program	\$21,000	\$21,000	\$21,000
Stop Child Abuse Now (SCAN)	Nurturing Parents Teen Parent Support Groups	\$10,200	\$13,600	\$13,600
Northern Virginia Family Services	IPE Program	\$10,000	\$50,000	\$10,000
Alexandria Housing & Redevelopment Authority	Momentum Leadership Program	\$9,000	\$20,170	\$9,000
Higher Achievement	Increasing Academic Excellence	\$14,000	\$16,000	\$14,000
Alexandria Seaport Foundation	Apprenticeship Program	\$18,000	\$30,000	\$18,000
Liberty's Promise	Helping Immigrant Youth Learn about Alexandria, An After-School Program of Civic Engagement	\$10,000	\$50,000	\$10,000
Wright to Read	Family +	\$0	\$35,000	\$15,000
The Art League, Inc.	SOHO - Space of Her Own	\$10,000	\$10,000	\$10,000
Boys & Girls Club of Greater Washington	Power Hour - Project Learn - Goals for Graduation	\$0	\$38,128	\$15,000
Community Lodgings, Inc.	Afterschool and Summer Youth Education Programs for Alexandria At-Risk Children	\$15,000	\$30,000	\$15,000

Department of Community & Human Services

Alexandria Fund for Human Services

FY 2014 YOUTH FUND GRANT AWARDS, continued

Organization	Program	FY 2013 Funding	FY 2014 Requested Amount	FY 2014 Award
Best Buddies Virginia	Best Buddies Middle and High School Project	\$10,000	\$10,000	\$10,000
Northern Virginia Urban League	Guild Grandfathers Mentoring Program	\$12,500	\$20,000	\$12,500
Northern Virginia Urban League	Math and Science Technology Academy	\$8,000	\$26,000	\$8,000
Carpenter's Shelter	Carpenter's Youth Program	\$10,000	\$20,000	\$10,000
T.C. Williams International Academy Network	Getting to Graduation	\$12,000	\$15,500	\$12,000
Center for Alexandria's Children	Child Advocacy Center (CAC)	\$18,000	\$20,000	\$18,000
Big Brothers Big Sisters of the National Capital Area	"Making a Positive Difference" in the Lives of Children and Strengthening Families	\$8,647	\$45,000	\$8,600
The Campagna Center	Building Better Futures	\$15,000	\$20,000	\$15,000
Project Discovery - Alexandria	Project Discovery Program	\$18,000	\$20,000	\$18,000
Total		\$229,347	\$510,398	\$262,700
Commission Priorities				
Alexandria Youth Council	Youth Council Program	\$10,000	\$10,000	\$10,000
Developmental Surveys	Developmental Assets / Youth Risk Behavior Surveys	\$5,000	\$5,000	\$4,447
Total		\$15,000	\$15,000	\$14,447
Total Youth Fund Grant Awards		\$244,347	\$525,398	\$277,147

Department of Community & Human Services

Alexandria Fund for Human Services

FY 2014 COMMUNITY PARTNERSHIP FUND GRANT AWARDS

Organization	Program	FY 2013 Funding	FY 2014 Requested Amount	FY 2014 Award
The Arc of Northern Virginia	Transition Points	\$0	\$32,638	\$16,620
Brain Injury Services	Specialized Case Management Services	\$0	\$54,385	\$27,694
Hopkins House	ECLI - Early Childhood Learning Institute	\$35,000	\$50,000	\$28,517
Literacy Council of Northern Virginia	LCNV Adult Literacy and Language Education Program	\$14,400	\$20,000	\$13,639
Northern Virginia Dental Clinic, Inc.	Northern Virginia Dental Clinic, Inc.	\$0	\$40,000	\$37,683
ALIVE! Inc.	Last Saturday Food Distribution and Family Emergency Program	\$20,000	\$40,000	\$21,591
Capital Youth Empowerment	Fathers In Touch	\$18,000	\$34,868	\$19,432
Computer C.O.R.E.	Building Careers and Community	\$15,200	\$22,500	\$15,481
Community Lodgings/ALIVE/Friends of Guest House*	Transitional Housing Programs for the Homeless	\$23,000	\$50,000	\$24,830
Legal Services of Northern Virginia	Legal Services for Low-income, Elderly and Disabled Residents	\$119,000	\$161,000	\$121,197
Rebuilding Together Alexandria	Critical Need Fund - Emergency Home Repairs and Safety Modifications	\$7,850	\$10,000	\$7,995
No. VA Resource Center for Deaf and Hard of Hearing Persons	HEAR - Alexandria	\$14,400	\$15,500	\$13,639
National Rehabilitation & Rediscovery Foundation Inc.	Alexandria Builds Community Supports for Individuals with Brain Injuries and their Families	\$18,000	\$42,200	\$18,332
SCAN of Northern Virginia	Educational Parent Support Group in English and Spanish	\$14,000	\$14,400	\$13,639
SCAN of Northern Virginia	Educational Parent Support Group	\$0	\$14,400	\$6,821
PRS Inc.	Project HOPE for Alexandria	\$20,000	\$40,000	\$16,295
ENDependence Center of Northern Virginia, Inc. (ECNV)	Independent Living Services for People with Disabilities Residing in the City of Alexandria	\$25,920	\$30,000	\$26,399
Legal Aid Justice Center	Immigrant Advocacy Program	\$7,390	\$10,000	\$7,526
Arlington-Alexandria Coalition for the Homeless	Adopt-A-Family Transitional Housing	\$30,400	\$40,000	\$30,961

Department of Community & Human Services

Alexandria Fund for Human Services

FY 2014 COMMUNITY PARTNERSHIP FUND GRANT AWARDS, continued

Organization	Program	FY 2013 Funding	FY 2014 Requested Amount	FY 2014 Award
The Campagna Center	New Neighbors English as a Second Language and Family Literacy Program	\$19,200	\$30,000	\$19,554
Offender Aid and Restoration (OAR)	Transitional Assistance for Former Offenders	\$0	\$48,000	\$24,443
Friends of Guest House	Friends of Guest House	\$45,000	\$60,000	\$48,581
Northern Virginia Family Service	Alexandria Medication Assistance Program (AMAP)	\$38,000	\$38,000	\$38,702
Parent Leadership Training Institute of Alexandria, Inc.	Parent Leadership Training Institute of Alexandria/PLTI	\$24,000	\$40,000	\$22,732
Senior Services of Alexandria	Meals on Wheels	\$12,000	\$22,000	\$12,955
K.I. Services, Inc.	Health, Outreach and Prevention Education (HOPE)	\$25,000	\$50,000	\$23,679
Salvation Army	Emergency Assistance Program	\$0	\$25,000	\$12,731
Carpenter's Shelter	Continuum of Care	\$71,400	\$90,000	\$77,737
Volunteer Alexandria	Mobilizing Hearts and Minds	\$28,200	\$45,000	\$22,976
The Child and Family Network Centers	The Child and Family Network Centers ESL/Family Literacy Program	\$8,000	\$14,000	\$8,148
Catholic Charities of the Diocese of Arlington	St. Martin de Porres Senior Center	\$32,000	\$40,000	\$32,591
Catholic Charities of the Diocese of Arlington	Christ House	\$19,000	\$35,000	\$20,512
Crisis Link	Crisis & Suicide Prevention Hotline and Community Education and Outreach Services for Alexandrians Program	\$0	\$30,000	\$15,277
Total Community Partnership Fund Grant Awards		\$704,360	\$1,288,891	\$848,909

Health Department

Mission Statement: The mission of the Alexandria Health Department is “to protect and to promote health and well-being in the city communities” – we do this by providing the three core functions of public health: assessment, policy development and assurance. Our vision is “Healthy People, Healthier Communities” – recognizing that health is a continuum across time and that all people in our communities need to enjoy health for our communities to be fully healthy. Our fundamental values are: “working together,” “improving continuously,” and “making a difference.”

Expenditure and Revenue Summary

City Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$1,832,147	\$1,966,824	\$1,897,357	-3.5%
Non-Personnel	\$4,864,113	\$5,066,141	\$4,953,689	-2.2%
Capital Goods Outlay	\$0	\$32,457	\$24,515	-24.5%
Total Expenditures	<u>\$6,696,260</u>	<u>\$7,065,422</u>	<u>\$6,875,561</u>	<u>-2.7%</u>
Less Revenues				
Internal Services	\$0	\$32,457	\$24,515	-24.5%
Special Revenue Funds	\$39,166	\$0	\$0	N/A
Total Designated Funding Sources	<u>\$39,166</u>	<u>\$32,457</u>	<u>\$24,515</u>	<u>-24.5%</u>
Net General Fund Expenditures	<u>\$6,657,094</u>	<u>\$7,032,965</u>	<u>\$6,851,046</u>	<u>-2.6%</u>
Total Department City FTE's	18.32	16.15	16.15	0.0%

Highlights

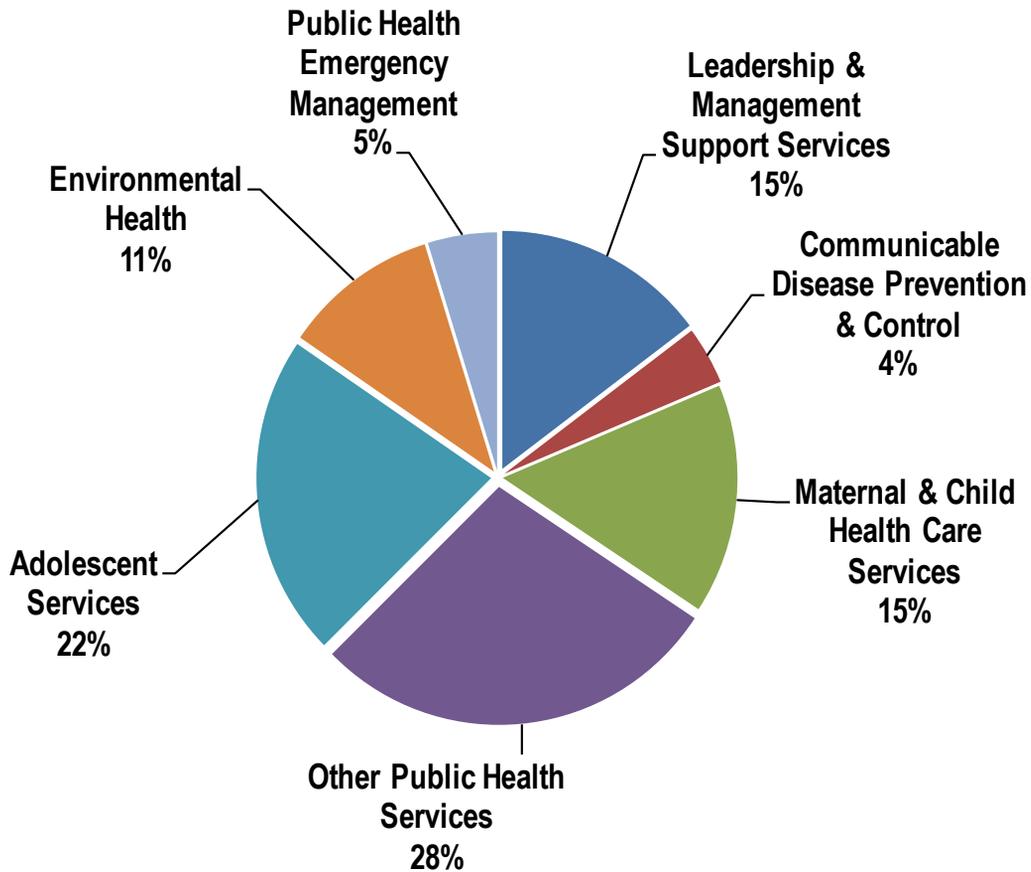
- In FY 2014, the Approved General Fund budget for the Alexandria Health Department decreases by \$181,919, or -2.6%.
- The personnel budget is decreasing by \$69,467, or -3.5%. These decreases are partly a result of reduced hours budgeted for Vector Control (\$16,070) and Aquatic Inspections (\$16,070) and the reclassification of a position dedicated to the Teen Wellness Center from a Medical Supervisor to a Nurse Practitioner saving \$64,180. These decreases are partially offset by employee step adjustment, 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. This is the second year of a phased approach to bring the employee share of VRS to 5%.
- Total non-personnel costs decrease by \$112,452, or -2.2%. This decrease is primarily attributed to a transfer of utilities (\$53,748) and custodial (\$62,480) costs back to the State of Virginia. This decrease is offset partially through the increases in various maintenance contracts (\$7,398) and the addition of non-personnel expenses for new positions added in FY 2013 (\$13,716).
- Capital outlay decreases by \$7,942, or -24.5%, to reflect FY 2014 vehicle replacement costs.

Health Department

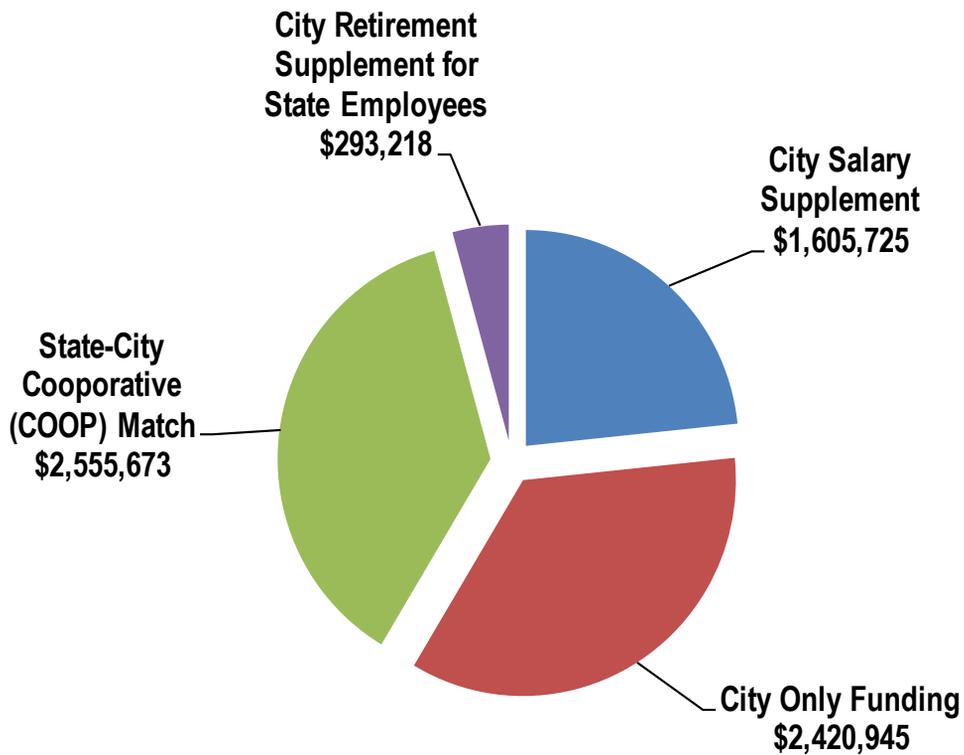
Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Number of refugee health assessments	64	20	70
Number of immunization visits	4,883	6,000	5,000
Number of pre-natal care visits	5,770	6,400	6,000
Number of pediatric visits	3,685	5,000	4,000
Number of medical exams provided by Adolescent Health Clinic	798	1,000	900
Number of food safety evaluations conducted	2,218	2,200	2,200

FY 2014 Approved City General Fund Expenditures



**FY 2014 Approved Total Expenditures \$6,875,561
(Does not include State Match Allocation or Grants)**



Health Department Funding and Program Expenditure Information

The Alexandria Health Department (AHD) is one of 35 State health district offices of the Virginia Department of Health (VDH). Although it is not a department of the Alexandria City government, AHD works closely with the City on public health issues.

The Health Department is funded through a variety of funding streams:

1. **City Only Funding** – the City provides funding for City employees and specific activities (e.g. the Teen Wellness Center).
2. **The State-City Cooperative (COOP) Match** – consists of the Commonwealth of Virginia’s General Fund appropriation and a concomitant “match” by the City, resulting in an allocation that is 55% State funding and 45% City funding.
3. **The City Salary Supplement** – the City supplements the salaries of most classified State employees so that their salaries are comparable to City salary scales to assist with recruitment and retention.
4. **The City Retirement Supplement** – the City provides funding to supplement all classified State employees retirement through the City Supplemental Retirement plan to assist with recruitment and retention.
5. **State and Federal grants** – some grant funds are provided through VDH and others through the City to enhance public health.
6. **Client fees** – collected from insurance and patients who pay on a sliding scale based on federal poverty guidelines; from restaurant permits; and from issuance of death certificates.

Notes:

- The City’s 45% “match” to the Cooperative Budget (#2, above) and the City Salary Supplement (#3) are committed annually via a signed local agreement between the City and the State Department of Health. These funds are paid on a quarterly basis to VDH.
- The City’s All Funds budget reported herein does NOT include the State’s General Fund appropriation to the Health Department or the Federal and State grants.
- VDH funding is based on a different programmatic structure than the programs and activities identified herein in the City’s Managing for Results Initiative. Consequently, some programs or activities reported show \$0 City dollars or no FTEs. These activities are funded either through the State-City Cooperative Match or by federal or State grants. Performance measures for these programs and activities are provided, if available, since these are important functions of the Health Department regardless of the source of funding.

Health Department

Program Level Summary Information City Expenditure Summary

City Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & Management Support Services	\$494,328	\$473,998	\$356,287	-24.8%
Communicable Disease Prevention & Control	\$157,520	\$175,615	\$95,732	-45.5%
Maternal & Child Health Care Services	\$536,964	\$375,295	\$378,533	0.9%
Other Public Health Services	\$695,100	\$673,334	\$685,067	1.7%
Adolescent Services	\$383,486	\$569,682	\$530,773	-6.8%
Environmental Health	\$212,899	\$236,201	\$259,115	9.7%
Public Health Emergency Management	\$0	\$106,008	\$115,438	8.9%
City Supplement to State Budget	\$4,215,963	\$4,455,289	\$4,454,616	0.0%
Total City Expenditures	\$6,696,260	\$7,065,422	\$6,875,561	-2.7%

Staffing Summary

Authorized Positions (FTE's) by Program*	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & Management Support Services	2.00	2.00	2.00	0.0%
Communicable Disease Prevention & Control	1.50	2.00	1.00	-50.0%
Maternal & Child Health Care Services	3.45	1.65	1.65	0.0%
Other Public Health Services	5.95	4.10	4.10	0.0%
Adolescent Services	3.42	4.40	5.40	22.7%
Environmental Health	2.00	1.00	1.00	0.0%
Public Health Emergency Management	0.00	1.00	1.00	0.0%
City Supplement to State Budget (No Staff)	0.00	0.00	0.00	NA
Total FTE's	18.32	16.15	16.15	0.0%

* FTEs reported here are for City staff and do not include approximately 104 FTEs funded by the State cooperative budget (80 FTEs) or by other State and federal funds (24 FTEs).

Health Department

Health Department Programs and Activities

Leadership & Management Support Services

Leadership and General Management
Partnership for Healthier Alexandria

Communicable Disease Prevention & Control

Tuberculosis Elimination
Sexually Transmitted Infection Control
Immunization
Disease Surveillance
Early Detection and Prevention of HIV

Maternal & Child Health Care Services

Prenatal Care & Case Management
Pediatric Care & Case Management
Family Planning
Women, Infants & Children Nutrition
Education & Supplemental Food Program

Other Public Health Services

Home Screening
Pharmacy & Laboratory Services
HIV/AIDS Case Management
Adult Emergency Dental Care

Adolescent Services

Teen Pregnancy Prevention
Teen Wellness Center

Environmental Health

Food Safety
Vector Control
Aquatic (Pool) Health and Safety
Respiratory Health and Other EH Activities

Public Health Emergency Management

Emergency Planning
Training & Exercise
Community Outreach & Preparation

City Supplement to State Budget

Dept Info

Department Contact Info

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Health Department

Leadership & Management Support Services

The goal of Leadership and Management is to provide overall agency leadership; to enact strategic planning; to provide effective and efficient management support to AHD employees; to support community partnerships and collaborations concerned with public health.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds budget	7.1%	6.7%	5.2%
City Add-On Funding	\$494,328	\$473,998	\$356,287
City Cooperative/Supplemental Funding	\$1,235,134	\$1,305,249	\$1,305,103
State Funding	\$852,658	\$1,109,513	\$1,072,720
Grants*	\$1,183	\$5,680	\$0
Fee Revenue	\$307,429	\$207,329	\$239,000
TOTAL	\$2,890,732	\$3,101,769	\$2,973,110
Program Outcomes			
% of departmental effectiveness targets met	100%	100%	100%

*Does not include all grant and donations for Partnership for a Healthier Alexandria.

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the Alexandria Health Department (AHD).	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$371,276	\$371,435	\$250,105
FTE's	1.00	1.00	1.00
\$ amount of departmental expenditures (City All Funds budget only)	\$6,696,260	\$7,065,422	\$6,875,561
Leadership & General Management expenditures as % of department total	5.5%	5.3%	3.6%
# of Department FTEs managed*	120.2	118.6	120.2
# of students/interns mentored/practicums provided	19	25	25
% of departmental effectiveness targets met	100%	0%	100%

* Reorganizations from FY2012 to FY2014 resulted in fluctuations of FTEs managed (one Emergency Preparedness Coordinator; one Teen Pregnancy Prevention Health Educator were added)

PARTNERSHIP FOR A HEALTHIER ALEXANDRIA – The goal of Partnership for a Healthier Alexandria is to promote coalition building, collaborative planning and community action for Alexandria in order to provide a safe and healthy community.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$123,052	\$102,563	\$106,182
FTE's	1.00	1.00	1.00
# of community linkages	930	900	900
# of participants in Partnerships steering committee and work groups	219	225	225
% of workgroup action plans achieved	100%	100%	100%

Health Department

Communicable Disease Prevention and Control

The goal of the Communicable Disease Prevention and Control Program is to work in partnership with our medical and other communities to reduce and eliminate the occurrence of, and to prevent the spread of, communicable diseases through prevention, surveillance, early detection and treatment, education and technical advice, and outbreak control.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds budget	2.3%	2.5%	1.4%
City Add-On Funding	\$157,520	\$175,615	\$95,732
City Cooperative/Supplemental Funding	\$553,355	\$584,767	\$584,632
State Funding	\$382,001	\$394,566	\$380,203
Grants	\$620,518	\$832,563	\$168,492
Fee revenue	\$57,532	\$55,500	\$93,000
TOTAL	\$1,770,926	\$2,043,011	\$1,322,059
Program Outcomes			
% of high priority communicable disease investigations begun within 24 hours	100%	95%	95%

Activity Data

TUBERCULOSIS ELIMINATION – The goal of TB Elimination is to provide clinical and intervention services to the community in order to reduce the incidence of disease.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on Funding only)	\$82,519	\$96,361	\$16,904
FTE's	1.00	1.00	0.00
# of Latent TB Infection (LTBI) cases initiating treatment	243	250	250
# of active TB cases receiving direct observed therapy	9	30	15
# of suspect cases evaluated and treated	0	10	5
# of New comer Health Assessments completed*	64	20	70
# of newcomers found & referred to other US jurisdictions	22	15	15

* Numbers fluctuate due to politically driven world events.

SEXUALLY TRANSMITTED INFECTION (STI) CONTROL – The goal of Sexually Transmitted Infection Control is to provide clinical and preventive services to the community in order to reduce the incidence of disease.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$6,914	\$0	\$0
FTE's	0.00	0.00	0.00
# of STI Clinic visits	1,614	1,300	1,600
% of persons evaluated in STI Clinic who return and are treated for an STI (Target 95%)	99%	95%	95%

IMMUNIZATION – The goal of Immunization program is to prevent and reduce the incidence of vaccine-preventable diseases through the achievement and maintenance of adequate vaccine coverage levels among children in the community as measured by Co CASA*	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0.00	0.00	0.00
# of immunization visits adult and children	4,883	6,000	5,000
% of 2 year-old adequately immunized as assessed by CoCASA (2012 State avg was 70%)*	72%	78%	74%

* CoCASA is a software application used to randomly measure the immunization status of specific populations in the community and to educate to improve coverage in schools, day care and preschools.

Health Department

Communicable Disease Prevention Control - Continued

Activity Data

DISEASE SURVEILLANCE – The goal of Disease Surveillance is to detect, investigate and monitor infectious diseases for the community in order to mitigate their spread in the community.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0.00	0.00	0.00
# of communicable disease reports investigated	253	300	300
% of high priority reported cases with investigation begun within 24 hours	100%	95%	95%

EARLY DETECTION AND PREVENTION OF HIV – The goal is to assure community collaborations for early detection and prevention of HIV through early diagnosis, partner notification of exposure to infection and the reduction of infectivity of persons living with HIV by connection to medical care.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$68,087	\$79,254	\$78,828
FTE's	0.50	1.00	1.00
# of HIV tests conducted in Alexandria by Health and Community partners*	3,601	3,000	3,500
% of newly diagnosed HIV cases interviewed for partner notification and connection to medical care.	57%	95%	80%

* Pregnant women are now offered second HIV/AIDS test during the 3rd trimester

Health Department

Maternal and Child Health Care Services

The goal of Maternal and Child Health Care Services is to promote and protect the health of Alexandrians through the provision of reproductive, prenatal and pediatric care and nutrition services to low income residents.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds budget	7.7%	5.3%	5.5%
City Add-On Funding	\$536,964	\$375,295	\$378,533
City cooperative/supplemental Funding	\$1,284,113	\$1,357,007	\$1,356,802
State Funding	\$886,470	\$856,629	\$800,747
Grants*	\$700,629	\$781,250	\$872,511
Fee Revenue	\$63,045	\$37,500	\$101,225
TOTAL	\$3,471,221	\$3,407,681	\$3,509,818
Program Outcomes			
Percent of AHD low birth-weight babies (State benchmark to maintain below 7%)	5%	7%	7%

* \$50,000 of Alexandria Health Department's State grant (Title X) funding is provided to support the Alexandria Health Center family planning services.

Activity Data

PRENATAL CARE & CASE MANAGEMENT – The goal of Prenatal Care and Case Management is to provide care to high risk underserved pregnant women and their infants to prevent low birth weight and other poor birth outcomes, and to ensure linkage to appropriate services.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$498,627	\$349,925	\$352,311
FTE's*	2.58	1.28	1.28
# of deliveries	587	550	550
# of visits	5,770	6,400	6,000
% of pregnant women enrolled in prenatal care in their first trimester	47%	45%	45%
% of patients who receive adequate prenatal care (7 visits if enter in first trimester, 5 in second, 3 in third)	95%	85%	85%

PEDIATRIC CARE & CASE MANAGEMENT – The goal of Pediatric Care & Case Management is to provide screening and access to health services for high-risk infants and children, and to link families to available resources in order to promote & protect children's health.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$38,337	\$25,370	\$26,222
FTE's*	0.87	0.37	0.37
# of Child Health Clinic visits (includes newborn assessments, acute pediatrics and well child visits)	3,685	5,000	4,000
% of AHD OB Clinic newborns assessed within 5 days	95%	95%	95%
# of Car Safety Seats distributed through certified instruction to eligible families	510	500	500
% of children (0-5) designated as founded CPS cases receiving coordinated services (CATCH)	100%	100%	100%

Health Department

Maternal and Child Health Care Services - Continued

FAMILY PLANNING – The goal of Family Planning is to provide reproductive healthcare, education and counseling to ensure that low-income women & men can plan pregnancies that occur by choice and under low-risk circumstances.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0.00	0.00	0.00
# of family planning patients enrolled for one year	5,169	3,500	5,500

WOMEN, INFANTS & CHILDREN SUPPLEMENTAL FOOD PROGRAM (WIC) – The goal of the federal Women Infants and Children Supplemental Food Program is to promote the nutritional health of high risk pregnant women, infants and children and to prevent poor birth outcomes through nutrition education, supplemental food vouchers and linkages to medical and social services to improve the health of children.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0.00	0.00	0.00
\$ redeemed value of WIC vouchers	\$2,012,000	\$2,100,000	\$2,100,001
# of active participants	3,118	3,500	3,501
% of women initiating breastfeeding	60%	45%	60%

Health Department

Other Public Health Services

The goal Other Public Health Services to provide support services to AHD clinics; Home Screenings, HIV/AIDS Case Management and Adult Dental Care services described below.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds budget	10.4%	9.5%	10.0%
City Add-On Funding	\$695,100	\$673,334	\$685,067
City Cooperative/Supplemental Funding	\$618,892	\$654,024	\$653,922
State Funding	\$427,244	\$481,846	\$444,372
Grants	\$0	\$0	\$0
Fee Revenue	\$408,913	\$220,200	\$262,700
TOTAL	\$2,150,149	\$2,029,404	\$2,046,061
Program Outcomes			
% of HIV/AIDS patients who remain connected to care annually	99%	98%	98%

Activity Data

COMMUNITY BASED WAIVERS - HOME SCREENING – The goal of Community Based Waivers - Home Screening is to conduct a community based medical, social and mental health assessment of a resident's needs and establish a plan of care for the resident to remain in their home with support services when practical and safe or to assist with entrance to long term care.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$323,963	\$207,816	\$208,175
FTE's	1.75	0.50	0.50
# of persons evaluated	157	200	175

PHARMACY AND LABORATORY SERVICES – The goal of Pharmacy and Laboratory Services is to purchase and dispense medications; to collect, process, transport and insure QA integrity of lab collection and transport processes; and to provide patient and clinical education to staff and consumers of the Department to improve the outcomes of all clinical activities.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$154,211	\$259,160	\$263,717
FTE's*	2.00	2.00	2.00
# of prescriptions filled (total)	8,425	6,500	8,500
Cost per prescription filled	\$5.56	\$10.87	\$6.00
# of specimens processed to DCLS (State lab contract)	9,487	10,000	10,500
Cost per specimens processed	\$11.29	\$10.71	\$10.20

*70% of the 1.00 FTE Pharmacist position is dedicated to Alexandria Neighborhood Health Services Inc.

Health Department

Other Public Health Services - Continued

Activity Data

HIV/AIDS CASE MANAGEMENT - The goal of HIV/AIDS Case Management is to assure comprehensive health care services and provide referrals to qualifying residents with HIV or AIDS to optimize their health by providing access to medications, avoid unnecessary hospitalization, and prevent the spread of infection.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$25,763	\$8,765	\$8,848
FTE's*	0.70	0.10	0.10
# of adults served	204	250	250
% of patients remaining connected to care	99%	99%	99%
# of HIV/AIDS dental visits	149	150	160

* Three-year transition of Ryan-White Grant Program being assumed by ANHSI.

ADULT EMERGENCY DENTAL CARE – The goal of Adult Emergency Dental Care is to provide selected dental services to uninsured and low income adults.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$191,163	\$197,593	\$204,327
FTE's	1.50	1.50	1.50
# of adult dental visits	971	1,300	1,200
Cost per adult dental visit	\$197	\$152	\$170
% of dental emergencies resolved (target = 98%)	99%	98%	98%

Health Department

Adolescent Services

The goal of the Adolescent Services Program is to provide services that will help to assure that school age children in the City of Alexandria can succeed; this is done through partnerships and collaborative programs, as well as through educational programs, outreach activities, and the direct provision of clinical services.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds budget	5.7%	8.1%	7.7%
City Add-On Funding	\$383,486	\$569,682	\$530,773
City Cooperative/Supplemental Funding	\$0	\$0	\$0
State Funding	\$0	\$0	\$0
Grants	\$114,182	\$65,000	\$30,000
Fee Revenue	\$0	\$0	\$0
TOTAL	\$497,668	\$634,682	\$560,773
Program Outcomes			
Pregnancy rate (per 1,000 female residents) among youths 12-19 years old*	33.40	43.00	40.00

*The teen pregnancy rate is reported by calendar year. Rate for C Y2009 was 47.3/1,000, for CY2010 was 43.2/1,000, and for CY2011 was 33.4/1,000.

Activity Data

TEEN PREGNANCY PREVENTION – The goal of Teen Pregnancy Prevention is to outreach and provide education to youth & families in the schools and community and provide support to collaborative programs of ACPS, DCHS and ACAP to reduce the incidence of teen pregnancy in school age youth.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's*	0.00	0.00	0.00
# of youth attending outreach activities or reached by health educator in programming.	800	200	800

* State Teen Pregnancy Prevention Program grant funding ended June 2012; employee redirected to TWC as City employee and continues to work as health educator and outreach specialist.

TEEN WELLNESS CENTER – The goal of the Teen Wellness Center is to provide comprehensive medical and psychosocial services to the Alexandria adolescent population 12-19 years of age, to ensure that each and every Alexandria teen succeeds - physically, emotionally, socially and academically; and to collaboratively provide an easily accessible Wellness Center at T.C. Williams High School.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$383,486	\$569,682	\$530,773
FTE's	3.42	4.40	5.40
# of sports/routine physical exams	798	1,000	900
# of family planning visits	1,430	1,200	1,500
# of psychosocial assessments and visits	973	400	400

Health Department

Environmental Health

The goal of Environmental Health is to prevent disease, promote healthy environments for the community and provide environmental health services.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds budget	3.2%	3.3%	3.8%
City Add-On Funding	\$212,899	\$236,201	\$259,115
City Cooperative/Supplemental Funding	\$524,469	\$554,241	\$554,157
State Funding	\$362,060	\$436,416	\$398,631
Grants	\$11,931	\$0	\$0
Fee Revenue	\$57,670	\$125,000	\$34,575
TOTAL	\$1,169,029	\$1,351,858	\$1,246,478
Program Outcomes			
% of complaint investigations initiated within 2 business days.	97.9%	95.0%	98.0%
% of EH complaints by residents that are resolved within 30 days	99.5%	97.0%	99.0%

Activity Data

FOOD SAFETY – The goal of the Food Safety activity is to regularly evaluate food establishments for compliance with state food and local codes, to train and educate food establishment operators about good food safety practices, and, as needed, to take enforcement action to protect public health.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$14,625	\$10,975	\$10,975
FTE's *	0.00	0.00	0.00
# of food safety evaluations conducted.	2,218	2,200	2,200
# of the 9 FDA National Retail Regulatory Program Standards met	7	8	8
# of complaints about food establishments investigated	165	150	175
% of Food Safety related resident complaints resolved within 30 days	98.8%	97.0%	98.0%

*Food Safety Program staffing is supported by the cooperative budget.

VECTOR CONTROL – The goal of the Vector Control activity is to prevent vector-borne diseases in humans and to monitor and control mosquito populations and mosquito-borne diseases. The program also monitors and responds to rabies incidents and numerous other public health issues including bed bugs and ticks.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$143,598	\$162,767	\$200,788
FTE's*	1.75	1.00	1.00
# of animals tested for rabies	64	50	50
# of mosquitoes trapped and analyzed	25,884	28,000	28,000
% of Vector Control related resident complaints resolved within 30 days	100.0%	97.0%	97.0%

*The Department also employs seasonal staff to perform Vector Control functions during the peak summer season.

Health Department

Environmental Health – Continued

Activity Data

AQUATIC HEALTH AND SAFETY – The goal of the Aquatic Health and Safety activity is to regularly evaluate pools and spas for compliance with the Aquatic Health Ordinance in order to prevent drowning's, injuries and waterborne illnesses and to improve sanitary conditions at these facilities.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$32,591	\$62,459	\$47,352
FTE's*	0.00	0.00	0.00
# of pool and spa evaluations conducted	1,333	1,140	1,140
# of pools cited for imminent health hazards resulting in pool closure	7	25	15
Aquatic Health permit fees and other revenue collected	\$58,530	\$60,000	\$60,000

*The Department employs seasonal staff to perform Aquatic (Pool) and Safety functions during the outdoor pool season.

RESPIRATORY HEALTH AND OTHER ENVIRONMENTAL HEALTH ACTIVITIES – The goal of the Respiratory Health activity is to reduce respiratory illness in Alexandria through community educational outreach activities, enforcement of state and city smoking regulations, and investigation of respiratory health complaints associated with mold, toxic chemicals and allergens. Other Environmental Health activities include regulation of hotels, marinas, geothermal heat pump wells, massage therapy and personal grooming establishments are also included in this activity category.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$22,085	\$0	\$0
FTE's	0.25	NA	NA
# of respiratory health complaints investigated	NA	NA	NA
# of other environmental health complaints investigated	NA	NA	NA
% of Respiratory Health related resident complaints resolved within 30 days	NA	NA	NA

Health Department

Public Health Emergency Management

The goal of the Public Health Emergency Management Program is to help assure the health and safety of Alexandria residents, businesses and visitors during public health emergencies. This is accomplished through effective, integrated planning with City agencies and community partners; through training and exercises with staff, volunteers and community partners; and through community outreach to the public to provide accurate information and guidance for preparing for and responding to emergencies that could threaten health.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds budget	0.0%	1.5%	1.7%
City Add-On Funding	\$0	\$106,008	\$115,438
City Cooperative/Supplemental Funding	\$0	\$0	\$0
State Funding	\$0	\$0	\$0
Grants	\$178,956	\$231,500	\$284,319
Fee Revenue	\$0	\$0	\$0
TOTAL	\$178,956	\$337,508	\$399,757
Program Outcomes			
% of State-identified Critical Tasks met	100%	100%	100%
% of CDC and UASI Critical Tasks completed	100%	100%	100%

Activity Data

EMERGENCY PLANNING – The goal of Emergency Planning is to assure the City of Alexandria is ready for public health emergencies.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)*	\$0	\$106,008	\$115,438
FTE's*	0.00	1.00	1.00
# of CDC grant funding requirements met (out of 36)**	36	36	36
# of Urban Areas Security Initiative (UASI) grant requirements met	9	9	9
% of Public Health Emerg Operations Plan (EOP) elements updated annually	100%	100%	100%

*An Emergency Management Coordinator position (\$106,008 and 1.0 FTE) was created in FY 2013 to support emergency preparedness activities in the City; this was part of a reorganization strategy that resulted in overall FTE decrease for the Health Department.

TRAINING & EXERCISE – The goal of Training & Exercise is to assure that all Public Health staff and volunteers are prepared to respond effectively to Public Health Emergencies	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0.00	0.00	0.00
# of Health Department staff trained and ready*	120	120	120
% of Department staff trained in roles for health emergencies	100%	100%	100%
# of community volunteers trained and ready	340	600	600
% of volunteers trained.	68%	80%	80%
# of volunteer hours	1,478	600	1,500
\$ value of volunteer hours	\$39,300	\$16,885	\$40,000
# of drills conducted.	6	5	6

* Includes City and State personnel

Health Department

Emergency Preparedness, continued

Activity Data

COMMUNITY OUTREACH & PREPARATION – The goal of Community Outreach and Preparation is to provide accurate information and viable planning guidance to help the general public, and all relevant local government and non-government agencies, be ready for public health emergencies.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City add-on funding only)	\$0	\$0	\$0
FTE's	0.00	0.00	0.00
# of outreach events/presentations	25.0	25.0	25.0
# of public information contacts	1,000	2,500	2,500

City Supplement to State Budget (spread into program totals above)

These funds are provided to meet the City's Local Government Agreement obligation to match the State allocation as well as to supplement most AHD employees' salary and retirement (to enhance recruitment and retention).

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of All Funds budget	63.0%	63.1%	64.8%
City Cooperative/Supplemental Funding	\$4,215,963	\$4,455,289	\$4,454,616
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$4,215,963	\$4,455,289	\$4,454,616
Program Outcomes	N/A	N/A	N/A

Activity Data

CITY SUPPLEMENT TO STATE BUDGET - The City Supplement to the State includes the City's 45% match to the State General Fund allocation; the City's salary supplement to State Co-op employees; City supplemental retirement benefits for the Health Department's full-time State employees; and the Contingent Account (if any). The City's 45% match and the salary supplement are paid quarterly to the State Department of Health, as part of the Local Agreement with the State.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures (City Cooperative/Supplemental Funding) Plus supplemental retirement to state employees	\$4,215,963	\$4,455,289	\$4,454,616
FTE's (no staff)	0.00	0.00	0.00

Health Department

Summary of Budget Changes

Current Service Adjustments			
Activity	Current Service Adjustment	FTE	FY 2014 Approved
Comm. Based Waivers - Home Screenings	<i>HVAC Contract</i>	0.0	\$1,002
Contractual adjustment to provide HVAC maintenance at Casey Clinic.			
Emergency Planning	<i>Non-Personnel Costs</i>	0.0	\$8,384
An Emergency Planner position was added in FY 2013 and funded only salary and benefits. This adjustment provides funding for associated non-personnel costs with this position.			
Teen Wellness Center	<i>Non-Personnel Costs</i>	0.0	\$5,332
A Health Planner position was added in FY 2013 and funded only salary and benefits. This adjustment provides funding for associated non-personnel costs with this position.			
Leadership and General Management	<i>Janitorial Services Contract</i>	0.0	\$2,700
Contractual adjustment to provide janitorial services at Health Department Facilities across the city.			
Pharmacy and Lab Services	<i>Data Processing Equipment Maintenance</i>	0.0	\$3,696
Contractual adjustment to provide warranty and maintenance of pharmacy data processing equipment.			
Reductions			
Activity	Reduction	FTE	FY 2014 Approved
Leadership and General Management	<i>Utilities Savings</i>	0.0	-\$53,748
The Health Department identified a \$53,748 savings by charging a portion of the utility expenses incurred at the King Street location to the State. This action is in accordance with the current building lease agreement.			
Leadership and General Management	<i>Custodial Savings</i>	0.0	-\$62,480
The Health Department identified a \$62,480 savings by charging all the Custodial Services performed at the Casey Clinic location to the State. This action is in accordance with the current building lease agreement.			
Aquatic Health And Safety	<i>Reduced Pool Inspections</i>	0.0	-\$16,070
The Aquatic (Pool) Health & Safety Activity will continue to be staffed with seasonal employees. There will be no reduction in the program's ability to conduct pool and spa inspections nor ensure proper safety and sanitary conditions at these facilities.			
Respiratory Health And Other Environmental Health Activities	<i>Reduced Vector Control</i>	0.0	-\$16,070
The Vector Control Activity will continue to be staffed with seasonal employees. There will be no reduction in the program's ability to monitor, treat or respond to mosquito complaints.			

Other Health Activities

Mission Statement: This section summarizes City contributions to regional and non-profit organizations that provide health care or health-related services to Alexandria residents. (The City also provides funds to the Alexandria Health Department, a State agency.)

FY 2014 Budget Summary Table

Expenditure By Organization	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
INOVA Alexandria Hospital	\$800,000	\$800,000	\$800,000	0.0%
Arlandria Health Center	\$362,500	\$510,000	\$560,000	9.8%
Health Systems Agency of Northern Virginia	\$13,600	\$14,000	\$14,000	0.0%
Net General Fund Expenditures	<u>\$1,176,100</u>	<u>\$1,324,000</u>	<u>\$1,374,000</u>	9.8%

Selected Performance Measures	2011 Actual	2012 Actual
INOVA Total \$ Amount of Indigent Care Provided to Alexandria Residents (CY)	\$11,100,000	\$13,500,000
Arlandria Clinic # of Alexandria Patient Visits (FY)	23,616	42,736
Arlandria Clinic City Contribution Per Visit (FY)	\$15.3	\$11.9

Other Health Background

INOVA Alexandria Hospital

INOVA Alexandria Hospital and the City of Alexandria have a long history of cooperation in attempting to meet the health care needs of our low-income residents. Since the mid1940s, the Hospital has been exempt from the payment of real property and business tangible taxes to the City. Prior to 1982, the City contributed to the support of the hospital's emergency department and inpatient care. In 1982, the City contributed \$315,000 to the Hospital for "indigent care." The amount gradually increased, and since 1991, the City has contributed \$700,000 annually to the Hospital to help offset costs for indigent inpatient care for City residents. In FY 2012, City Council added \$100,000 to the contribution to the Hospital, bringing it to \$800,000. The approved budget for FY 2014 remains at the same level.

Arlandria Health Center*

The City Contribution to ANHSI is increasing from \$510,000 in FY 2013 to \$560,000 in FY 2014, which comprises entirely of an increased contribution to provide additional services at the Casey Clinic due to increased demand.

The Approved budget for FY 2014, including all sources of funds, is \$8.9 million, an increase of \$1.9 million compared to FY 2013. In FY 2012 ANHSI received 27.0% (\$1.9 million) of its funding from federal sources, such as the federal Community Health Center Program, under the Health Resources and Service Administration's Bureau of Primary Health Care and other federal grant programs.

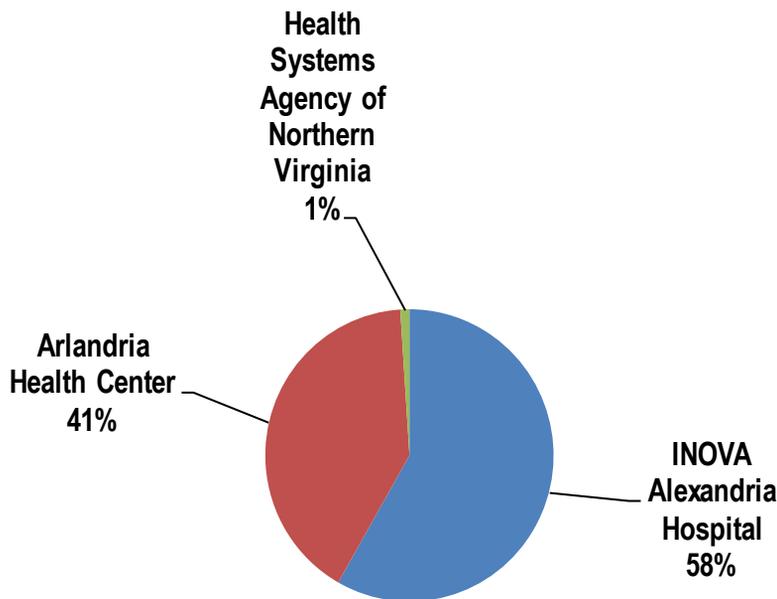
* The Arlandria Health Center (formerly the Arlandria Health Center for Women and Children) began in 1993 as a unique public-private partnership between the City of Alexandria, the Alexandria Health Department, the Commonwealth of Virginia, and the private sector. Alexandria Neighborhood Health Services, Inc. (ANHSI), a not-for-profit organization, was created in 1996 to sustain and manage the clinic as the initial federal funding obtained by the Alexandria Health Department ended. In late 2003, ANHSI was awarded a three-year federal grant to establish and operate a Community Health Center (CHC) in Alexandria, known as the Arlandria Health Center. As Northern Virginia's first Federally Qualified Community Health Center, the Arlandria Health Center expanded its array of primary care services and began serving men.

Other Health Activities

ANHSI reports serving 12,963 individuals during FY 2012 and providing 42,736 health care visits. Recent data provided by ANHSI indicates that 55% or 7,130, are from the City of Alexandria; 12%, or 1,556, from Arlington County; 30%, or 3,889, from Fairfax County, Fairfax City and Falls Church; and 3%, or 388, from Prince William and Loudoun Counties. ANHSI also reports that 81% of total patients are uninsured, including 92% of adults and 42% of children. In addition, ANHSI reports that Arlington County contributes approximately \$70,958 of in-kind support for dental (\$25,112) and primary care services (\$45,846). ANHSI has requested additional funding from Arlington County.

Health Systems Agency of Northern Virginia

The Health Systems Agency (HSA) of Northern Virginia was incorporated in 1975 as a Virginia non-profit organization to ensure accessible health facilities in the Northern Virginia area and to prevent unnecessary duplication of health resources by providing health planning and coordination of services with other health organizations and agencies. In June 1990, the HSA was designated the regional health planning agency for Northern Virginia by the Virginia Health Planning Board under the authority of the Virginia Health Planning and Resources Development Act. Participating local jurisdictions are asked to contribute roughly ten cents per capita to the HSA for FY 2014. Alexandria's share is \$14,000.



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Operating Agencies

COMMUNITY DEVELOPMENT

Office of Housing	16-2
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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.

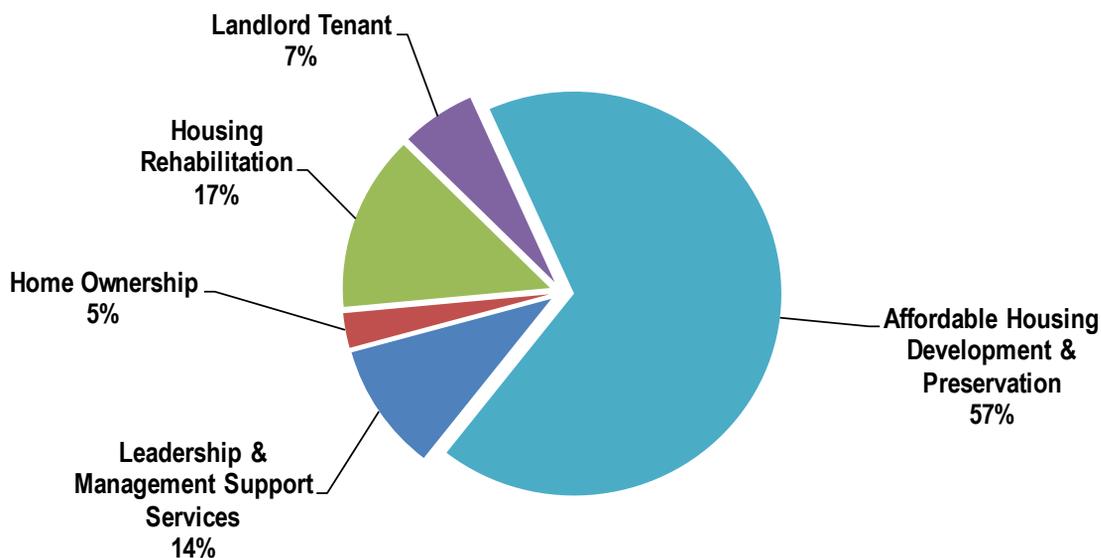
Highlights, continued

- 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

<p>Department Contact Info 703.746.4990 http://alexandriava.gov/housing/</p> <p>Department Head Mildrilyn Davis, Director 703.746.4990 Mildrilyn.Davis@alexandriava.gov</p> <p>Department Staff Helen McIlvaine, Deputy Director Melodie Seau, Division Chief, Landlord Tenant Relations Shane Cochran, Division Chief, Program Implementation Eric Keeler, Division Chief, Program Administration Sean Christensen, Fiscal Officer</p>

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%

Office of Housing

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%

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.

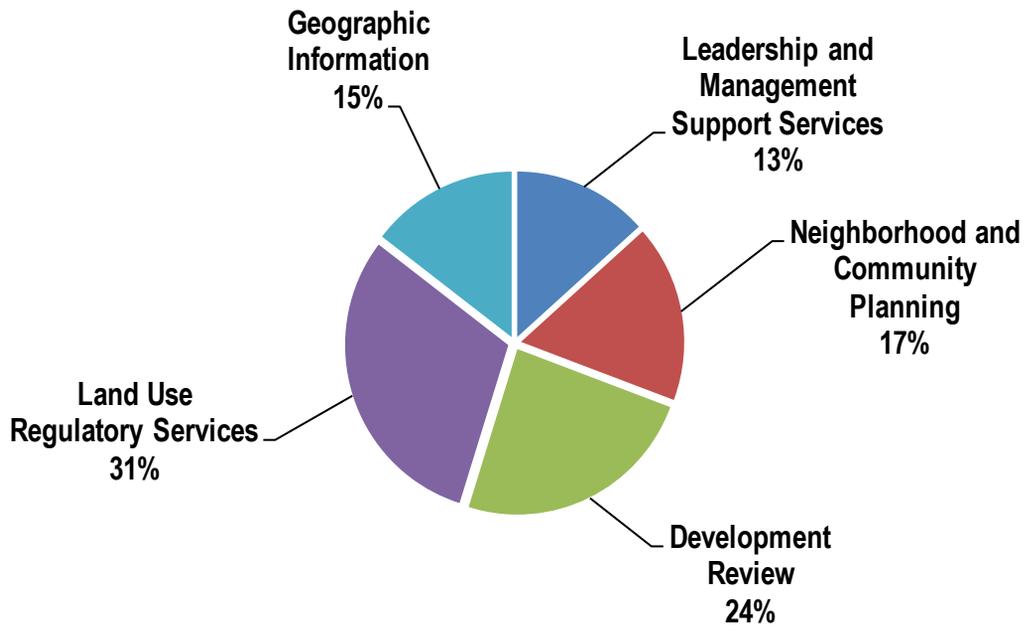
Planning & Zoning

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

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and Management Support Services is to set strategic goals for the department, manage the department and staff efficiently to achieve those goals, and provide assistance to other City staff and the public through communication about important planning activities.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
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%

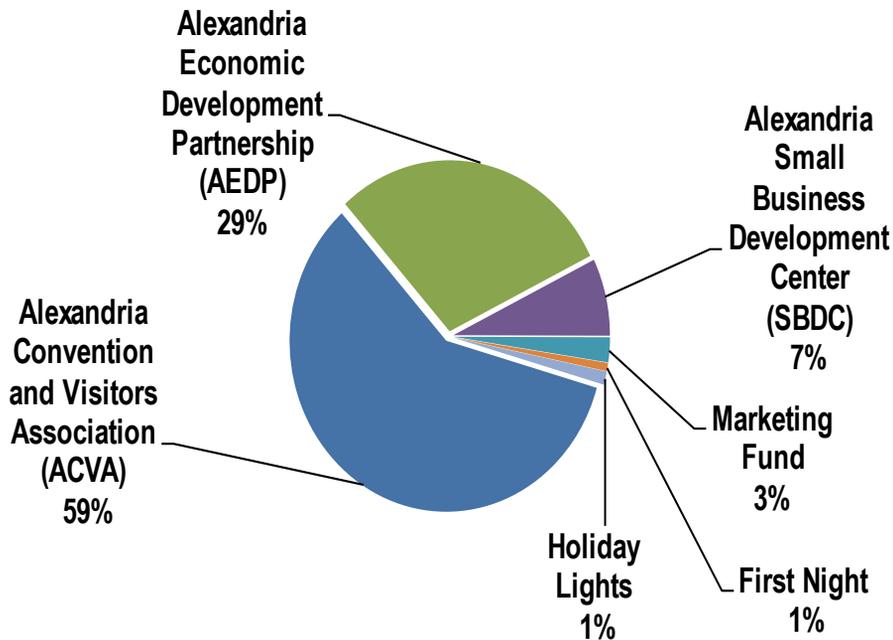
*The funding above reflects the total investment in Economic Development activities, including City General Fund contributions, federal grants, membership fees, retained earnings, Industrial Development Authority fees and other income. Program expenditures shown are those submitted to the City in organizational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

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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/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.	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,

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
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.

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

Holiday Lights*	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
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	<u>N/A</u>	<u>\$318,967</u>	<u>\$337,568</u>	<u>5.8%</u>
Funding Sources				
Internal Service	N/A	\$0	\$0	0.0%
Total Designated Funding Sources	<u>N/A</u>	<u>\$0</u>	<u>\$0</u>	<u>0.0%</u>
Net General Fund Expenditures	<u>N/A</u>	<u>\$318,967</u>	<u>\$337,568</u>	<u>5.8%</u>
Total Department FTEs	<u>N/A</u>	<u>2.0</u>	<u>2.0</u>	<u>0.0%</u>

* 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

Dept Info

Office of Project Implementation
Project Implementation

Waterfront Small Area Plan
Implementation

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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Operating Agencies

PARKS, RECREATION AND CULTURAL ACTIVITIES

Historic Alexandria.....	17-2
Library.....	17-10
Recreation, Parks and Cultural Activities.....	17-18
Other Recreation Activities	17-34

Historic Alexandria

Mission Statement: The Office of Historic Alexandria (OHA) enhances the quality of life for City residents and visitors by preserving and interpreting Alexandria's historic properties, archaeological sites, cultural resources, artifact collections, objects, archives, records, and personal stories, and by encouraging audiences to appreciate Alexandria's diverse historic heritage and its place within the broader context of American history.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$2,518,817	\$2,456,479	\$2,488,981	1.3%
Non-Personnel	\$811,300	\$770,548	\$771,661	0.1%
Capital Goods Outlay	\$0	\$4,500	\$4,500	0.0%
Total Expenditures	\$3,330,117	\$3,231,527	\$3,265,142	1.0%
Funding Sources				
Internal Service	\$0	\$0	\$0	
Special Revenue Fund	\$529,599	\$461,618	\$575,055	24.6%
Total Designated Funding Sources	\$529,599	\$461,618	\$575,055	24.6%
Net General Fund Expenditures	\$2,800,518	\$2,769,909	\$2,690,087	-2.9%
Total Department FTE's	26.2	26.2	25.7	-2.0%

Highlights

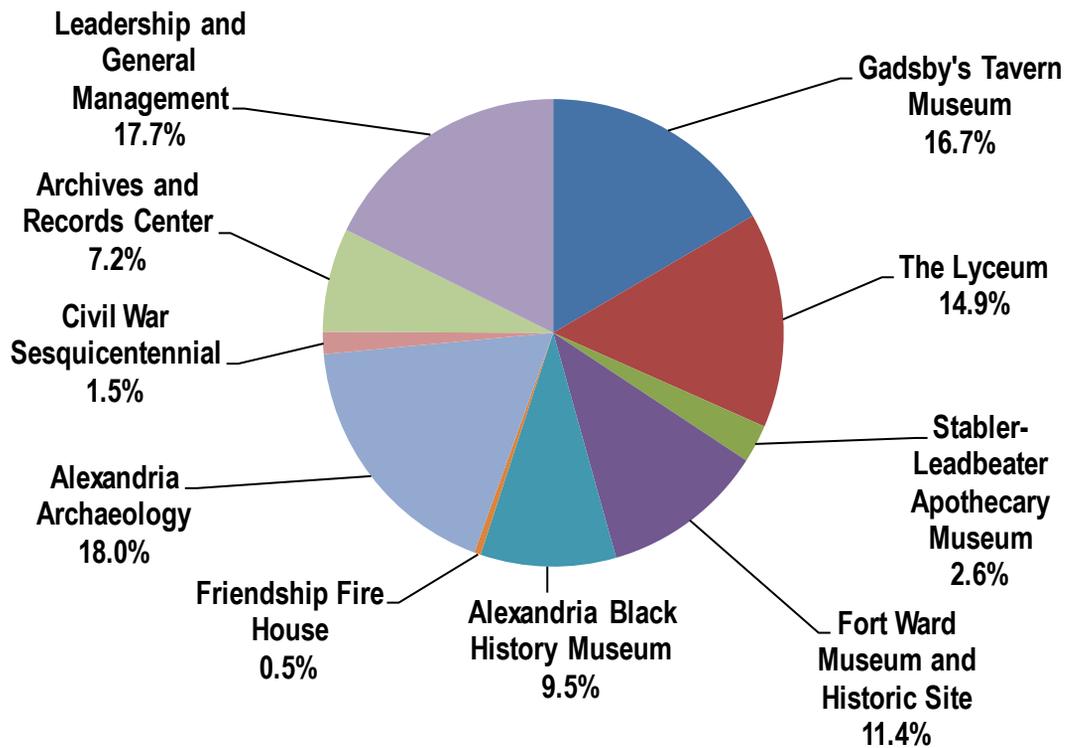
- In FY 2014, the General Fund budget for the Office of Historic Alexandria decreases by \$79,822, or -2.9%, while the Special Revenue Fund increases by \$113,437, or 24.6%. A majority of the decrease in the General Fund and increase in the Special Revenue is related to funding a 1.0 FTE archeology position (\$97,137). This position will be funded by Permit Center fees reflected in the Special Revenue Fund. The position was funded by the General Fund in FY 2013.
- Personnel costs increase by \$32,502, or 1.3%, 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. Additionally, \$4,768 was added for additional part-time staff at the City's Black History Museum to increase rental opportunities and to allow professional staff to focus more on museum exhibits and operations, offset by a 1.0 FTE Public Information Officer being reduced to a 0.5 FTE position, resulting in \$43,421 in savings. Personnel savings in the amount of \$42,001 will be realized from the retirement of archeology staff and filling vacant positions at lower steps on the City's pay scale.
- Total non-personnel costs increase by \$1,113, or 0.1%. This includes the maintenance of new point of sale software budgeted in the Special Revenue Fund (\$11,128). This software is expected to have a positive impact on the City's ability to sell merchandise and other related items at the City's museums and historical sites. An increase in mowing cycles at the Ft. Ward Museum and Historic Site (\$4,480) was also budgeted as a current service adjustment increase. A reduction of \$30,000 in marketing funding for Civil War Sesquicentennial is included (reducing funding from \$80,000 in FY 2013 to \$50,000 in FY 2014), with City staff continuing to look for opportunities for private contributions to supplement City funds.
- Revenues from Special Revenues increase by \$113,437, or 24.6%, primarily due to the moving of costs of a 1.0 FTE archeology position related to development review from the General Fund to the Special Revenue Fund.

Historic Alexandria

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of visitors to City historic sites rating their overall experience as good to excellent	98%	95%	95%
% of visitors who state they have gained an appreciation of local history	98%	95%	95%
Total number of visitors/program participants served	189,395	191,500	189,395

FY 2014 Approved Expenditure by Activity



Historic Alexandria

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Historic Resources	\$3,330,117	\$3,231,527	\$3,265,142	1.0%
Total Expenditures	\$2,800,516	\$3,231,527	\$3,265,142	1.0%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Historic Resources	26.2	26.2	25.7	-2.0%
Total Full Time Equivalents	26.2	26.2	25.7	-2.0%

Historic Alexandria Programs and Activities

Dept Info

Historic Resources

Gadsby's Tavern Museum
 The Lyceum
 Stabler-Leadbeater Apothecary
 Museum
 Fort Ward Museum & Historic Site
 Alexandria Black History Museum
 Friendship Fire House
 Alexandria Archaeology
 Archives & Records Center
 Leadership & General Management/
 Lloyd House
 Civil War Sesquicentennial

Department Contact Info

703.746.4554
<http://oha.alexandriava.gov/>

Department Head

Lance Mallamo
 703.746.4554
Lance.Mallamo@alexandriava.gov

Historic Alexandria

Historic Resources Program

The goal of Historic Resources is to preserve significant buildings, places, sites, documents and artifacts on behalf of City residents, and to foster an appreciation for Alexandria's significant role in American history through public use, education and enjoyment of these resources.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$3,330,117	\$3,231,527	\$3,265,142
Less Revenues	\$529,599	\$461,618	\$575,055
Net General Fund Expenditures	\$2,800,518	\$2,769,909	\$2,690,087
Program Outcomes			
% of visitors to City historic sites rating their overall experience as good to excellent	98%	95%	95%
% of visitors who state they have gained an appreciation of local history	98%	95%	95%

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT/Lloyd House – The goal of Leadership and General Management is to administer and promote public access to the City-owned historic resources in order to enhance and encourage public use. This function is housed in and also manages Lloyd House. This activity also includes the new National Harbor initiatives operated by OHA.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$499,888	\$580,238	\$579,201
FTE's	2.9	2.9	2.4
Total number of visitors/program participants served	189,395	191,500	189,395
OHA operating costs per resident	\$17.58	\$16.87	\$17.24
% of department outcomes achieved	95%	95%	95%
GADSBY'S TAVERN MUSEUM – The goal of Gadsby's Tavern Museum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$550,077	\$547,764	\$543,927
FTE's	4.1	4.1	4.1
# of visitors/program participants	22,126	24,000	24,000
Cost per visitor/program participant	\$24.86	\$22.82	\$22.66
% of visitors who rated their experience as good to excellent	99%	98%	98%
THE LYCEUM – The goal of The Lyceum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$482,916	\$474,193	\$486,458
FTE's	4.8	4.8	4.8
# of visitors/program participants	24,134	35,000	35,000
Cost per visitor/program participant	\$20.01	\$13.55	\$13.90
% of visitors who rated their experience and good to excellent	95%	95%	95%

Historic Alexandria

Historic Resources Program, continued

Activity Data

STABLER-LEADBEATER APOTHECARY MUSEUM – The goal of the Stabler-Leadbeater Apothecary Museum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$150,822	\$83,179	\$86,222
FTE's	1.0	1.0	1.0
# of visitors/program participants	12,118	10,000	10,000
Cost per visitor/program participant	\$12.45	\$8.32	\$8.62
% of visitors who rated their experience and good to excellent	99%	98%	98%
FORT WARD MUSEUM AND HISTORIC SITE – The goal of Fort Ward is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$321,159	\$355,367	\$372,222
FTE's	3.1	3.3	3.3
# of visitors/program participants*	41,224	40,000	40,000
Cost per visitor/program participant	\$7.79	\$8.88	\$9.31
% of visitors who rated their experience as good to excellent	98%	95%	95%
*Includes visitors or program participants to main museum building only.			
ALEXANDRIA BLACK HISTORY MUSEUM – The goal of the Alexandria Black History Museum is to present programs that foster tolerance and understanding among all cultures and to stimulate appreciation for the diversity of the African American experience.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$325,914	\$291,161	\$310,549
FTE's	2.6	2.6	2.6
# of visitors/program participants	9,362	8,000	8,000
Cost per visitor/program participant	\$34.81	\$36.40	\$38.82
% of visitors who rate their experience as good to excellent	93%	92%	92%
FRIENDSHIP FIRE HOUSE – The goal of Friendship Fire House is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$14,731	\$16,045	\$14,831
FTE's	0.2	0.2	0.2
# of visitors/program participants	3,068	3,000	3,000
Cost per visitor/program participant	\$4.80	\$5.35	\$4.94
% of visitors who rated their experience as good to excellent	100%	92%	92%

Historic Alexandria

Historic Resources Program, continued

Activity Data

ALEXANDRIA ARCHAEOLOGY – The goal of Alexandria Archaeology is to discover and preserve our 13,000-year heritage in order to enhance the City's historic character and public appreciation of Alexandria's diverse past and significant archaeological collection.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$702,257	\$575,500	\$587,081
FTE's	5.0	5.0	5.0
# of cubic feet of archaeological collections	3,260	3,200	32,000
# of visitor/program participants	48,670	30,000	30,000
Cost per resident	\$4.94	\$4.05	\$4.13
% of visitors who rated their experience as good to excellent	100%	98%	98%
ARCHIVES AND RECORDS CENTER – The goal of the Archives and Records Center is to manage the records created by all City of Alexandria agencies, and to document the activities and functions of City government.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$217,617	\$228,080	\$234,651
FTE's	2.4	2.4	2.4
# of boxes received and destroyed	3,588	2,500	3,000
# of electronic records destroyed (new for FY 2014)	N/A	N/A	12,000
# of research/records requests processed	1,500	1,200	1,200
% of boxes processed that met governmental standards	99%	98%	98%
% of requests fulfilled within five days	97%	95%	95%
CIVIL WAR SESQUICENTENNIAL - The goal of providing funding for the Civil War Sesquicentennial commemoration is to promote heritage tourism activities associated with the Civil War 150th commemoration. Activities and events will take place from FY 2012 to FY 2015. Additionally, the Warr of 1812 commeration activities are budgeted here in FY 2014.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$64,736	\$80,000	\$50,000
FTE's	0.0	0.0	0.0
# of visitors/program participants	32,760	30,000	30,000
% of visitors who rated their experience as good to excellent	99%	95%	95%
% of visitors who express an increase in their understanding of the Civil War	98%	95%	95%

Historic Alexandria

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTE	FY 2014 Approved
Ft. Ward	<i>Mowing Contract</i>	0.0	\$4,480
Increases the number of mows annually at the Ft. Ward Museum and Historic Site from 14 to 16.			
All Museums & Historical Site	<i>Point of Sale System</i>	0.0	\$11,128
Annual subscription fee and credit card fees for the new point of sale system, which will allow for merchandise and other product sales at City historic sites and museums. All costs are captured in the Special Revenue Fund.			

Supplemental Adjustments

Activity	Adjustment	FTE	FY 2014 Approved
Black History Museum	<i>Lump Sum Part-Time Funding</i>	0.0	\$4,768
Additional part-time funding for positions at the City's Black History Museum. Increased staffing provides opportunities for more rentals, potentially increasing revenues, as well as allowing professional staff to focus more on museum exhibits and operations.			

Historic Alexandria

Summary of Budget Changes

Expenditure Reductions			
Activity	Reduction Option	FTE	FY 2014 Approved
Archeology	<i>Full-Time Employee Personnel Cost Savings</i>	0.0	(\$42,001)
Personnel savings resulting from retirements in the department and filling positions in FY 2014 at lower steps on the City's pay scale.			
Archeology	<i>1.0 FTE Funded by Permit Center Fees</i>	0.0	(\$94,986)
One development review-related Archeologist I position will be funded by Permit Center fees that are reflected in the Special Revenue Fund. The dollar amount noted above represents the reduction to the General Fund, as all personnel costs associated with the position are now captured in the Special Revenue Fund from Permit Center fees. While archeological development review is handled by a number of Office of Archeology personnel, it was determined that the combined efforts produced about the work equivalent of one FTE.			
Administration	<i>Reduce 1.0 FTE PIO to 0.5 FTE</i>	0.5	(\$43,421)
Reclassify vacant Office of Historic Alexandria Public Information Officer (PIO) position from a 1.0 FTE to a 0.5 FTE position, resulting in salary and benefits savings of \$43,421.			
Civil War Sesquicentennial	<i>Fees for Professional Services</i>	0.00	(\$30,000)
Reduce funding for professional services (and other activities such as marketing) for Civil War commemoration activities. Reduced from \$100,000 in FY 2012 to \$80,000 in FY 2013. FY 2014 reduction of \$30,000 will bring FY 2014 to \$50,000.			

Library

Mission Statement: The mission of the Alexandria Library is to provide print and non-print materials, on-site and remote access to electronic information, and in person information services that foster and support an informed and educated community.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$5,296,653	\$6,066,180	\$5,888,517	-2.9%
Non-Personnel	\$1,333,903	\$1,272,390	\$1,401,235	10.1%
Capital Goods Outlay	\$0	\$0	\$0	
Total Expenditures	<u>\$6,630,556</u>	<u>\$7,338,570</u>	<u>\$7,289,752</u>	<u>-0.7%</u>
Funding Sources				
Internal Service	\$0	\$0	\$0	
Special Revenue Fund	\$484,891	\$460,406	\$439,838	-4.5%
Total Designated Funding Sources	<u>\$484,891</u>	<u>\$460,406</u>	<u>\$439,838</u>	<u>-4.5%</u>
Net General Fund Expenditures	<u>\$6,145,665</u>	<u>\$6,878,164</u>	<u>\$6,849,914</u>	<u>-0.4%</u>
Total Department FTE's	75.4	73.2	71.5	-2.3%

Highlights

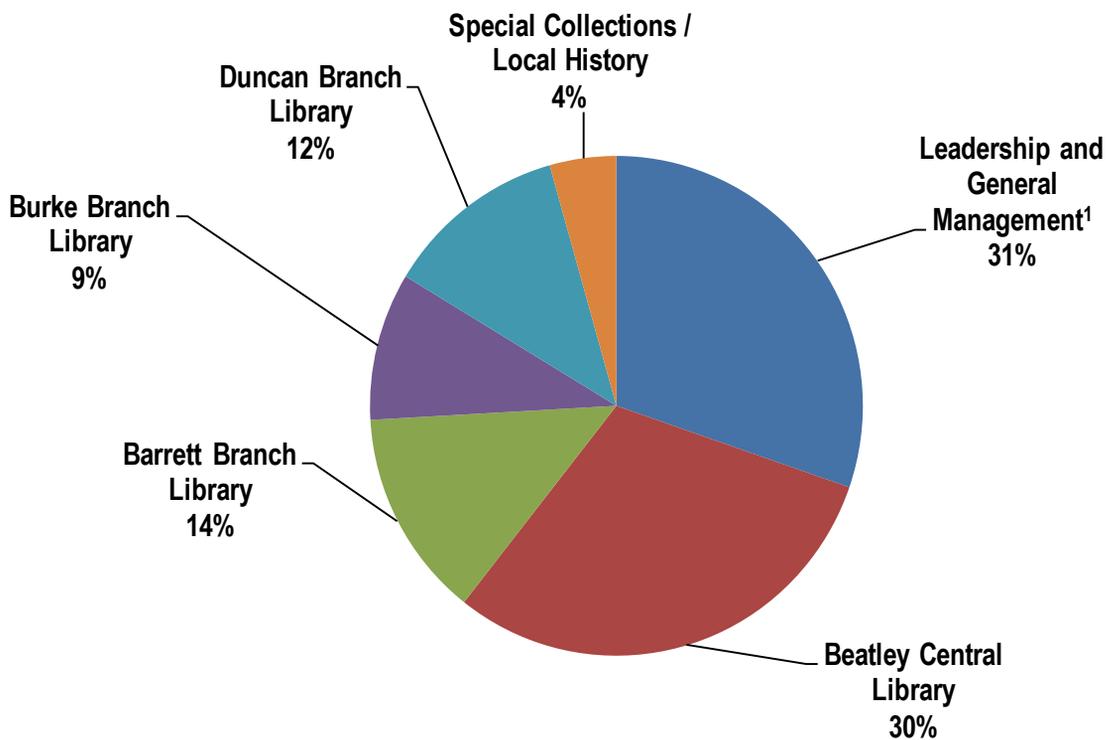
- In FY 2014 the General Fund budget for the Library decreases by \$28,250 or -0.4%.
- Total personnel costs decrease \$177,663, or -2.9%. A total of 1.625 FTE positions will be eliminated from FY 2013 Approved to FY 2014 Approved. This includes the elimination of a 1.0 FTE position for Talking Books and a total of 0.625 FTE taken as part of the City's reduction plan for FY 2014. Talking Books service will still be provided; existing staff will be reallocated to assist at the Talking Books customer service desk. Additionally a technical correction was made to the personnel budget to account for positions that were eliminated in FY 2013, but were not removed from the City's personnel system. These decreases were offset by the employee step adjustment, 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.
- Non-personnel costs increase \$128,845 or 10.1%. This increase includes the addition of a cleaning contract for three days a week at the central library and branch libraries totaling \$57,744. Additionally, a total of \$20,117 was added to account for utility increases and \$51,052 was added for other service adjustments and are detailed on page 17-16.
- During the Add/Delete process, City Council restored \$56,000 in Library materials funding that was previously proposed to be eliminated in the City Manager's Proposed Budget.
- Revenues decrease by \$20,568, or -4.5%. The majority is from fees and fines revenue that is reduced \$20,500, from \$300,500 to \$280,000.

Library

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total number of visitors	843,793	883,700	864,300
Total number of materials circulated/used in all Library branches	1,102,993	1,060,000	1,132,500
Total number of internet sessions in all Library branches	125,939	137,000	127,000
Total number of people attending children's programs in all Library branches	32,524	23,700	32,750
Average cost per action (reference question answered, material circulated, Internet session, children's program attendees) in all Library branches	\$2.15	\$2.52	\$2.38

FY 2014 Approved Expenditures by Activity



¹ This activity includes Library Administration, IT, Custodial and Delivery Services, and the Library's Technical Services Division.

Library

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Library Resources	\$6,630,555	\$7,338,570	\$7,289,752	-0.7%
Total Expenditures	\$6,630,555	\$7,338,570	\$7,289,752	-0.7%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Library Resources	75.4	73.2	71.5	-2.3%
Total Full-time Equivalents (FTE's)	75.4	73.2	71.5	-2.3%

Library Programs and Activities

Library Resources

Leadership & General Management
 Beatley Central Library
 Barrett Branch Library
 Burke Branch Library
 Duncan Branch Library
 Special Collections/Local History

Dept Info

Department Contact Info

703.746.1701
<http://www.alexandria.lib.va.us/>

Department Head

Rose T. Dawson, Director
 703.746.1701
rdawson@alexandria.lib.va.us

Department Staff

Linden Renner, Deputy Director
 Linda Wesson, Division
 Chief/Administrative Services
 Jean Gregorio, Fiscal Analyst

Branch Managers

Renee Dipilato, Beatley Central Library
 Elizabeth Stromme, Barrett Branch Library
 Kyle Maier, Burke Branch Library
 Stephanie Clark, Duncan Branch Library
 George Combs, Special Collections/Local
 History

Library

Library Resources Program

The goal of Library Resources is to facilitate public library services for city residents and the general public.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Total Expenditures	\$6,630,555	\$7,338,570	\$7,289,752
Less Revenues	\$484,891	\$460,406	\$439,838
Net General Fund Expenditures	\$6,145,664	\$6,878,164	\$6,849,914
Program Outcomes			
Citizens' Ratings of Overall Library Services (0% -100% satisfied)	80.7%	90.0%	95.0%

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT - The goal of Leadership and General Management is to implement the Library Board's policies; to provide leadership and to support library staff to facilitate public library services for city residents and the general public; and to provide access to library materials, electronic information, and automated library services to Alexandria residents and the general public in order to meet information, education and recreation needs.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,048,179	\$1,990,275	\$2,207,975
FTE's	19.5	18.8	19.8
# of departmental FTEs managed (or supported)	75.4	73.2	73.2
Leadership & Management Support Services expenditures as a % of department total	30.9%	27.1%	30.3%
# of facilities maintained	4	4	4
% satisfaction with facility cleanliness	83%	97%	97%

BEATLEY CENTRAL LIBRARY - The goal of Beatley Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,144,005	\$2,426,999	\$2,210,134
FTE's	26.1	24.9	22.3
# of materials circulated	532,991	530,000	550,000
# of Internet sessions	65,327	70,000	66,000
# of visitors	337,456	342,000	350,000
# of people attending children's programs	11,625	8,000	11,700
Cost per action (materials circulated, Internet sessions, visitors, children's program attendees)	\$2.26	\$2.55	\$2.26
Beatley Library turnover rate (# of times each book circulates per year)	2.55	2.65	2.60

Library

Library Resources Program, continued

Activity Data

BARRETT BRANCH LIBRARY - The goal of Barrett Branch Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$864,397	\$1,036,768	\$983,691
FTE's	10.1	9.6	9.6
# of materials circulated	148,404	130,000	150,000
# of Internet sessions	19,529	18,000	19,500
# of visitors	130,025	123,000	125,500
# of people attending children's programs	7,018	4,500	7,050
Cost per action (materials circulated, Internet sessions, visitors, children's program attendees)	\$2.83	\$3.76	\$3.26
Barrett Library turnover rate (# of times each book circulates per year)	1.79	2.00	1.80
DUNCAN BRANCH LIBRARY - The goal of Duncan Branch Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$739,054	\$910,769	\$872,565
FTE's	8.9	8.7	8.7
# of materials circulated	279,512	270,000	285,000
# of Internet sessions	15,802	18,000	16,000
# of visitors	238,233	225,000	250,000
# of people attending children's programs	11,389	9,000	11,500
Cost per action (materials circulated, Internet sessions, visitors, children's program attendees)	\$1.36	\$1.74	\$1.55
Duncan Library turnover rate (# of times each book circulates per year)	2.68	2.80	2.70
BURKE BRANCH LIBRARY - The goal of the Burke Branch Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public, while functioning as a shared use facility with the Alexandria City Public Schools.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$596,561	\$657,789	\$697,204
FTE's	8.0	7.3	7.1
# of materials circulated	127,292	115,000	135,000
# of Internet sessions	25,281	31,000	25,500
# of visitors	121,753	178,000	121,800
# of people attending children's programs	2,492	2,200	2,500
Cost per action (materials circulated, Internet sessions, visitors, children's program attendees)	\$2.16	\$2.02	\$2.45
Burke Library turnover rate (# of times each book circulates per year)	1.81	1.80	1.80

Library

Library Resources Program, continued

Activity Data

SPECIAL COLLECTIONS / LOCAL HISTORY – The goal of Special Collections is to provide access to information on local history topics in order to further the development of knowledge of Alexandria and Virginia history.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$238,359	\$315,970	\$318,183
FTE's	2.8	4.1	4.0
# of materials used	14,794	15,000	12,500
# of visitors	16,326	15,700	17,000
Cost per visitor or material used	\$7.66	\$10.29	\$10.79
Special Collections turnover rate	0.81	0.85	0.81
% satisfaction with Special Collections' services	74.7%	75.0%	75.0%

Library

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTE	FY 2014 Approved
Multiple Activities	<i>Fees for Professional Services</i>		\$33,669
<p>Current service adjustment increases in FY 2014 include: increased costs of the annual financial audit (\$4,500); Cooperative Library Record Sharing Service (\$4,698); materials recovery service (\$14,400); security guard contract services at Burke Branch Library (\$2,609); electronic security monitoring at all facilities (\$1,167); self check-out machine maintenance (\$3,600); and Internet security costs (\$2,695).</p>			
SirsiDynix Maintenance	<i>Equipment Support Services</i>		\$14,796
<p>SirsiDynix provides the Library's integrated library database system, including circulation, acquisitions, cataloging, and serials functions as well as the Library's website. It is used within the library buildings and at home by patrons 24 hours a day, seven days a week. Increased costs based on FY 2013 and FY 2014 maintenance costs. The total contract cost annually is \$75,096.</p>			
Central Library and All Branches	<i>Building Maintenance & Janitorial Supplies</i>		\$10,450
<p>Increased costs based on prior year actual expenditures: building maintenance (\$4,441) and janitorial supplies (\$6,009).</p>			
Other Activities	<i>VML Insurance; Postage</i>		(\$7,863)
<p>The Library's insurance through VML provides insurance coverage for its buildings, furnishings, and materials. The FY 2014 premium amount is reduced by \$2,863, resulting in a reduction to the VML insurance budget to \$35,131. Postage costs are decreased by \$5,000 based on prior year actual expenditures. The Library sends increasingly larger numbers of overdue notices via email.</p>			

Supplemental Adjustments

Activity	Adjustment	FTE	FY 2014 Approved
Central Library and All Branches	<i>Cleaning Contract</i>		\$57,744
<p>Funding is provided for a cleaning contract for the central library and branch libraries, three days a week.</p>			
Central Library and All Branches	<i>Library Materials Funding</i>		\$56,000
<p>Through the Add/Delete process the City Council elected to restore \$56,000 in Library Materials funding that was previously proposed for elimination in the City Manager's Proposed Budget.</p>			

Library

Summary of Budget Changes

Expenditure Reductions

Activity	Adjustment	FTE	FY 2014 Approved
Various	<i>Vacancy Savings</i>	0.625	(\$93,454)

The City Manager's Proposed budget recommended a reduction in library hours and the loss of five positions (2.025 FTE). Through evaluation of prior year Library personnel budget surpluses and a review of employee turnover savings, it has been determined that the Library can absorb the decrease while restoring the reduction in hours with three positions (1.4 FTE). The Library will eliminate two vacant part time positions (0.625 FTE).

Beatley Central Library	<i>Talking Books FTE position</i>	1.0	(\$88,411)
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Eliminate 1.0 FTE position dedicated to Talking Books, a service provided to the visually impaired. The Talking Books weekly hours of operation will be reduced from 35 to 25 hours. The service provided by the FTE position being eliminated will be covered by reallocating existing staff in shifts to cover the Talking Books customer service desk during the 25 hours of weekly operation. Appointments will also be taken for customer assistance during non-service hours. Reductions are in salary and benefits budget line items.

Revenue Reductions

Activity	Fee or Revenue Adjustment	FTE	FY 2014 Approved
Central Library and All Branches	<i>Fees & Fines Revenues</i>		(\$20,500)

In FY 2012, the library system completed its first year using a materials recovery service, during which higher than usual amounts of fines and fees were collected as the service was implemented. This was expected based on the experience of other library systems who have contracted with a materials recovery service. FY 2013 has seen fines and fees revenues dropping now that patrons are returning their items with more regularity in order to avoid being sent to the recovery service. Based on estimated FY 2013 projections, it is expected that fees and fines revenues will be \$20,500 lower than the FY 2013 budgeted amount of \$300,500. Fees and fines revenues will be budgeted at \$280,000 for FY 2014.

Recreation, Parks, & Cultural Activities (RPCA)

Mission Statement: The mission of Recreation, Parks & Cultural Activities (RPCA) is to promote a vibrant, safe and attractive city of opportunity through the development of effective and efficient recreation programs, facilities and parks for all citizens and residents to enjoy.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$14,076,910	\$15,477,005	\$15,996,288	3.4%
Non-Personnel	5,474,926	5,355,420	5,756,732	7.5%
Capital Goods Outlay	19,434	142,423	175,572	23.3%
Interfund Transfers to the Special Revenue Fund	185,313	0	0	0.0%
Interfund Transfer to Capital Improvement Program ¹	1,500,000	0	0	0.0%
Total Expenditures	\$21,256,583	\$20,974,848	\$21,928,592	4.5%
Less Revenues				
Internal Services	\$4,439	\$120,650	\$153,799	27.5%
Special Revenue Funds	2,268,300	514,806	516,606	0.3%
Total Designated Funding Sources	\$2,272,739	\$635,456	\$670,405	5.5%
Net General Fund Expenditures	\$18,983,844	\$20,339,392	\$21,258,187	4.5%
Total Department FTE's	170.7	170.6	172.7	1.2%

¹ This interfund transfer was for revenue received for open space acquisition from the Department of Defense (BRAC-133) and was ultimately transferred to the CIP. This interfund transfer was received as a donation and the expenditure is reflected in the Park Planning Activity.

Highlights

- The FY 2014, RPCA General Fund budget increases by \$918,795, or 4.5%.
- The total of all personnel actions impacting the FY 2014 personnel budget results in a net increase of \$519,283, or 3.4%. A total of 2.0 FTE positions (Laborer II and III) were added as part of current services adjustments associated with the maintenance of 10 new sites. Additionally, changes to the personnel budget include the employee step adjustment, decreases in healthcare costs and the 1% in pay to offset the 1% shift in the VRS contribution rate from the employer to the employee for impacted employees.
- Current service adjustments total \$753,689 and are detailed on the following pages. The total current services adjustment costs include personnel, non-personnel, and capital outlay costs. Current service adjustments include the maintenance of 10 new parks (including the new Potomac Yard Park), greenways, and horticultural sites (\$608,568); additional right-of-way and median maintenance (\$98,466); charges for credit card payments accepted for RPCA services (\$27,000); and utility and vehicle related charges (\$31,684). Additionally current service adjustments represent the shifting of the Marina security costs (\$44,871) from General Services to RPCA and shifting the cost of the holiday lights (-\$71,900) on King Street from RPCA to Economic Development.
- FY 2014 total expenditure reductions total \$206,603 and are detailed on page 17-30. The total expenditure reductions include personnel (no FTE reductions, only seasonal staff), non-personnel and capital outlay costs. FY 2014 expenditure reductions include reducing contracted Marina security by two hours a night (-\$15,000); reducing plantings of annuals (-\$40,000); reducing operating hours at recreation centers (-\$44,250); reducing Alexandria Commission for the Arts grants (-\$11,000); reducing costs associated with the City's birthday celebration (-\$23,000); and department-wide operating budget reductions (-\$73,353).

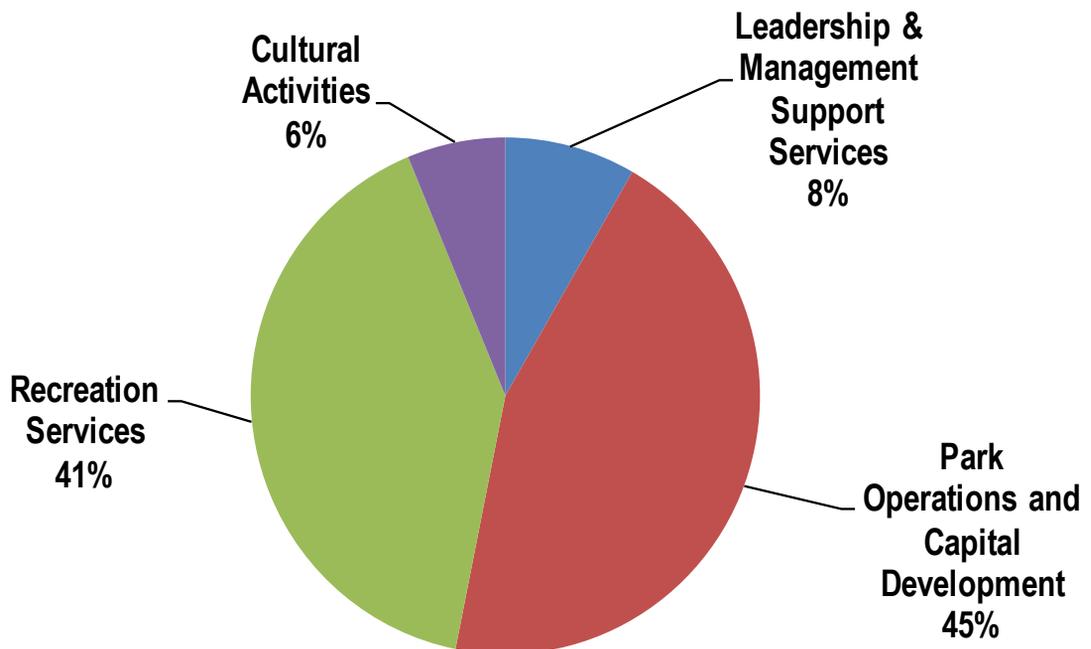
Highlights, continued

- During the Add/Delete process, City Council elected to restore funding (\$92,000) to keep the Warwick Pool open for one year. The pool was proposed to be closed in FY 2014.
- Revenues increase \$34,949 or 5.5% primarily due to an increase in Internal Services Fund revenue for vehicle and capital equipment replacement. Additionally, a number of fees for services and programs are increased in FY 2014 and are detailed on page 17-31. These revenues are captured as part of total General Fund revenues and are expected to yield an additional \$363,000 in FY 2014, for the General Fund.

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of community residents rating the department services/facilities as good to excellent	86%	86%	86%
# of acres protected in accordance with Open Space Master Plan	72.0	92.3	137.9
Average cost per park facility maintained	\$7,963	\$7,963	\$7,394
% cost recovery for direct special events support	55%	55%	55%

FY 2014 Approved Expenditures by Program



Recreation, Parks, & Cultural Activities

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & Management Support Services	\$1,857,802	\$1,897,552	\$1,823,379	-3.9%
Park Operations and Capital Development	\$9,497,232	\$8,883,049	\$9,828,997	10.6%
Recreation Services	\$8,306,766	\$8,703,945	\$8,908,527	2.4%
Cultural Activities	\$1,594,783	\$1,490,302	\$1,367,689	-8.2%
Total Expenditures	\$21,256,583	\$20,974,848	\$21,928,592	4.5%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Approved	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & Management Support Services ¹	16.8	16.8	15.8	-6.1%
Park Operations and Capital Development	68.3	68.3	71.3	4.4%
Recreation Services	77.6	77.5	78.6	1.4%
Cultural Activities	8.0	8.0	7.0	-12.5%
Total full time equivalents²	170.7	170.6	172.7	1.2%

¹ In FY 2012, two full-time employees were transferred from RPCA to ITS as part of a City-wide reorganization of IT related functions.

RPCA Programs and Activities		Dept Info
<p>Leadership and General Management Leadership and General Management</p> <p>Park Operations and Capital Development Park Planning & Dev. Of Open Space Park Ops & Facility Maintenance Marina Operations Natural Resource Management Environmental Education</p>	<p>Recreation Services Youth Activities Adult Activities Neighborhood Recreation Centers Aquatics</p> <p>Cultural Activities Office of the Arts Durant Center Special Events</p>	<p>Department Contact Info 703.746.4343 www.alexandriava.gov/recreation</p> <p>Department Head Jim Spengler, Director 703.746.5500</p> <p>Department Staff Dinesh Tiwari, Deputy Director, Park Operations Diane Ruggerio, Deputy Director, Office of the Arts William Chesley, Deputy Director, Recreation Services Ron Kagawa, Division Chief, Park Planning Fariba Maslaki, Fiscal Officer III Jack Broward, Division Chief, Marketing, Special Events, and Waterfront Operations</p>

Recreation, Parks, & Cultural Activities

Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide management services that enable the Department to deliver high quality services to the citizens and residents of the community.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	8.7%	9.0%	8.3%
Total Expenditures	\$1,857,802	\$1,897,552	\$1,823,379
Less Revenues	\$10,824	\$3,000	\$3,000
Net General Fund Expenditures	\$1,846,978	\$1,894,552	\$1,820,379
Program Outcomes			
¹ % of community residents rating the department services/facilities as good to excellent	86%	86%	86%

¹ No City-wide survey was done in 2010. No new survey is planned at this time.

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and support services associated with the Department's mission in order to facilitate the operations of the Recreation, Parks & Cultural Activities Department.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,857,802	\$1,897,552	\$1,823,379
FTE's	16.8	16.8	15.8
# of department FTE's managed	170.6	170.6	172.7
\$ amount of departmental expenditures	\$21,256,583	\$20,974,848	\$21,928,592
Leadership & General Management expenditures as a % of total department	10%	9%	8%
¹ FTE per 1,000 population for park operations	0.44	0.44	0.44
² FTE per 1,000 population for recreation services	0.55	0.55	0.55

¹ Does not include 6.1 FTEs for Park Planning & Open Space Development.

²FY 2013 rating is based on the 2011 Parks and Recreation Needs Assessment.

Recreation, Parks, & Cultural Activities

Park Operations and Capital Development

The goal of Park Operations and Capital Development is to provide quality facilities and development to meet the needs of the community through recreational opportunities.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	44.7%	42.4%	44.8%
Total Expenditures	\$9,497,232	\$8,883,049	\$9,828,997
Less Revenues	\$1,556,822	\$150,650	\$183,799
Net General Fund Expenditures	\$7,940,410	\$8,732,399	\$9,645,198

Activity Data

PARK PLANNING & DEVELOPMENT OF OPEN SPACE – The goal of Acquisition and Development of Open Space and Facilities is to advance new and ongoing initiatives in the development of parks, facilities and open space for the public in order to ensure high quality urban design development.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures ¹	\$1,967,952	\$539,411	\$643,112
FTE's	6.1	6.1	6.1
# of acres protected through acquisition in accordance with the Open Space Master Plan	72.0	92.3	137.9
# of recently acquired Open Space acres improved upon through use of Open Space funds	3.0	1.5	2.0
Cost per acre for Open Space purchases	0	\$1.6 million	\$1.6 million

¹ FY 2012 actuals reflect an interfund transfer of revenue received for open space acquisition from the Department of Defense (BRAC-133) that was ultimately transferred to the CIP.

PARK OPERATIONS AND FACILITY MAINTENANCE – The goal of Park Operations is to protect public assets in the development of parks and athletic facilities and to ensure the regular maintenance activities are carried out on an established schedule. Also includes mowing of schools, street medians and right-of-ways.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$4,462,423	\$5,291,249	\$6,126,543
FTE's	43.0	43.0	47.0
% of maintenance cycles completed on time	90%	100%	90%
Acres of Parkland per 1000 population (public land only)	4.75	4.75	5.9
Average cost per acre of park facility maintained (based on 828.59 acres)	\$7,963	\$7,963	\$7,394
# of Fields per 1000 population	0.35	0.35	0.37

MARINA OPERATIONS – The goal of the Marina Operations is to provide a safe, active, and efficient waterfront facility that is in keeping with the historical value of the City's Old Town District.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$399,775	\$433,339	\$405,337
FTE's	3.0	3.0	2.0
% of slips leased ¹	76%	75%	86%

¹100% of total designated annual licensed slips are leased.

Recreation, Parks, & Cultural Activities

Park Operations and Capital Development Continued

Activity Data

NATURAL RESOURCE MANAGEMENT – The goal of Natural Resource Management is to preserve and protect the existing population of 17,000 street trees and tens of 1000's of park trees through preventative maintenance and pruning every 5 years. Natural resources also includes maintenance of horticultural sites and natural lands.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,356,387	\$2,224,389	\$2,244,273
Cost per square foot of flower beds maintained	\$9	\$9	\$9
FTE's	12.1	12.1	12.1
# of urban forestry work orders completed	2,224	1,500	2,500
# of service requests from public	1,276	900	1,500
# of work orders	2,486	1,500	2,500
% of mowing cycle met	80%	80%	80%

ENVIRONMENTAL EDUCATION - The goal of Environmental Education is to provide quality, nature-based interpretive programs in order to aid the management, conservation, and preservation of Alexandria's natural resources through informative recommendations, conservation projects, and public education. This activity was moved to Recreation Services beginning FY 2013, and historical data is captured here.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$310,695	\$394,661	\$409,732
FTE's	4.1	4.1	4.1
# of visits to the Nature Center	17,166	15,000	16,000
# of programs held ¹	30	30	500
% of participants reporting satisfaction with Nature Center Programs	100%	99%	99%

¹ Beginning FY 2014, measure represents number of program sessions, not just programs offered.

Recreation, Parks, & Cultural Activities

Recreation Services

The goal of Recreation Service is to provide quality wellness, athletics, aquatics, nature-based, cultural, life long learning and other leisure opportunities and facilities for residents and visitors in order to enrich the quality of life of the Alexandria community as a whole.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget		41.5%	40.6%
Total Expenditures	\$8,306,766	\$8,703,945	\$8,908,527
Less Revenues	\$238,731	\$234,000	\$240,800
Net General Fund Expenditures	\$8,068,035	\$8,469,945	\$8,667,727
Program Outcomes			
% of residents reporting they are satisfied with programs in which they participated	99%	99%	99%

Activity Data

RECREATION SERVICES MANAGEMENT AND LEADERSHIP - The goal of Recreation Services Management and General Leadership is to provide financial, personnel, facilities and programmatic support and oversight to facilitate the operations of the Recreation Services Division.	FY 2012 Actual ¹	FY 2013 Approved ¹	FY 2014 Approved
Expenditures	\$0	\$0	\$722,831
FTE's	0.0	0.0	6.0
# of program FTE's managed	0.0	0.0	72.6
\$ amount of program expenditures	\$0	\$0	\$8,908,527
Leadership & General Management expenditures as a % of Recreation Services Program Budget	N/A	N/A	8%

¹ This activity was created during the FY 2014 budget development process. Funding and FTE in FY 2014 for this activity was previously included within other activities in the Recreational Services program.

YOUTH ACTIVITIES – The goal of Youth Activities is to provide sports, camps, cultural and educational enrichment, and other community recreation opportunities for Alexandria's youth population so they can develop physical fitness, lifelong learning, and citizenship skills.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,115,290	\$2,242,459	\$1,983,838
FTE's	18.5	18.5	16.5
# of youth (18 and under) registrations in youth activities	12,815	12,000	13,000
% of participants reporting satisfaction with youth classes	99%	99%	99%

ADULT ACTIVITIES – The goal of Adult Activities is to provide a variety of instructional and competitive programs, leagues, and social opportunities in order for adults to become physically fit, enjoy their leisure time, and pursue lifelong recreational skills.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$696,784	\$760,474	\$565,416
FTE's	5.4	5.4	3.4
# of registrations in adult recreation activities	4,854	6,000	6500
% of participants reporting satisfaction with adult classes	99%	99%	99%

Recreation, Parks, & Cultural Activities

Recreation Services Continued

NEIGHBORHOOD RECREATION CENTERS - The goal of Neighborhood Recreation Centers is to provide a variety of recreation, enrichment and leisure activities in order to meet the diverse needs of preschool children, school age children, teens, adults, and their families in a safe and healthy environment.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$3,904,110	\$4,125,995	\$4,071,051
FTE's	44.3	44.3	43.3
# of registered users of Recreation Centers and recreation activates	4,416	6,500	7,000
% of participants reporting satisfaction with Centers	99%	99%	99%

AQUATICS - The goal of Aquatics is to promote water safety awareness while providing a broad variety of programs, activities, and services in order to meet the needs and interests of a diverse community and facilitate the development of healthy life styles related to aquatic based programming.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,590,582	\$1,575,017	\$1,565,391
FTE's	9.37	9.37	9.37
# of visits to aquatic facilities	137,918	210,000	168,000
Cost per visit /user	\$11.58	\$7.47	\$7.45
% of participants reporting satisfaction with aquatic facilities	99%	99%	99%

Recreation, Parks, & Cultural Activities

Cultural Activities

The goal of Cultural Activities is to promote the value of arts and culture in the City of Alexandria by nurturing, investing in and celebrating the creative contributions of artists and arts organizations as well as special events. Through engaging the community, encouraging participation, and facilitating access to arts and culture, the department strives to build a vibrant community for all of the City's residents, workers and visitors.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of Total All Funds Budget	7.5%	7.1%	6.2%
Total Expenditures	\$1,594,783	\$1,490,302	\$1,367,689
Less Revenues	\$466,362	\$247,806	\$242,806
Net General Fund Expenditures	\$1,128,421	\$1,242,496	\$1,124,883
Program Outcomes			
% cost recovery for direct special events support	55%	55%	55%

Activity Data

OFFICE OF THE ARTS – The goal of the Office of the Arts is to encourage artistic excellence in the City; assist Alexandria-based arts organizations in improving their financial, administrative, and management capabilities; provide individual artists with opportunities to create, perform, and present their works; and present community outreach programs.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
¹ Expenditures	\$493,965	\$493,314	\$569,433
FTE's	1.9	1.9	2.8
Dollars (\$'s) granted (including \$5,000 from Virginia Commission for the Arts)	\$184,937	\$184,937	\$170,000
# of funded activities by grant recipients	730	700	650
# of people reached through activities by grant recipients	175,000	241,000	150,000

¹The FY 2012 - FY 2014 budgets include funding for Arts Grants

DURANT ARTS CENTER - The goal of the Durant Arts Center is to provide a safe, clean, functional, attractive and dynamic venue for performances, rehearsals, meetings, classes, programs and special events for the community while generating revenue.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$250,290	\$269,874	\$193,712
FTE's	3.1	3.1	2.2
# of paid facility rentals	55	60	50
# of free facility rentals	96	2,100	100
Facility revenue generated	\$43,346	\$37,000	\$40,000
# of participants in activities held at the Durant Center	17,107	55,000	15,000
% of participants satisfied with facility rental at Durant Center	100%	100%	100%

Recreation, Parks, & Cultural Activities

Cultural Activities, Continued

Activity Data

SPECIAL EVENTS - The goal of the Special Events activity is to host special events, programs, and services in order to provide residents and visitors the opportunity to engage in life long learning experiences and leisure activities.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$850,528	\$727,114	\$604,544
FTE's	3.0	3.0	2.0
# of special events supported	179	175	185
Number of hours of special events held in the City	798	750	848
Cost per special event supported	\$4,752	\$4,155	\$3,268
% cost recovery for direct special events support	55%	55%	55%
% cost recovery for non-City funded special events	100%	100%	100%

Recreation, Parks, & Cultural Activities

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

	Current Service Adjustment	FTE's	FY 2014 Approved
Department-Wide	<i>Assume Responsibility for New Parks Greenways and Horticulture Sites</i>	2.0	\$608,568
<p>In FY 2014, RPCA will assume responsibility for ten (10) new parks, greenways, and horticulture sites. These sites include: Contrabands and Freedmen Cemetery, Custis Linear/Finger Park, James Bland Park, Potomac Greens right-of-way and street trees, Potomac Greens Park, Potomac Yard Park, President Gerald Ford Park, Urban Deck (S. Washington St.), Washington and Old Dominion (W & OD) Trail, and 600 N. Henry Street. Included in the total costs are two new FTE positions (Laborer II & III). Total costs included personnel, operating (professional services, utilities, operating supplies), and vehicles and small equipment. The approved budget accounts for the acceptance date of these properties, so a full year of funding is not budgeted for all of the properties. In FY 2015, an estimated \$158,000 in additional funding will be required to fund an entire year of operations at each site. It is also noted that RPCA will be responsible for median and right-of-way maintenance in the new Route 1 Bus Rapid Transit (BRT) corridor. Funding for those maintenance activities is included as part of the City's Transportation Improvement Program (TIP).</p>			
Marina	<i>Professional Services</i>		\$59,871
<p>Responsibility for contracted Marina Security was transferred from General Services to RPCA. The FY 2014 approved budget includes a \$15,000 reduction for security services, reducing night time security hours from 9pm to 5am to 10pm to 4am. Total of \$59,871 represents entire amount of contract before reduction.</p>			
Holiday Lights	<i>Holiday Lights - King Street</i>		(\$71,900)
<p>Holiday lights are now budgeted in a new Economic Development budget line-item. There is no reduction in total costs from FY 2013 and RPCA will continue to manage this program. Additionally, during the Add/Delete process, City Council added \$6,750 to contingent reserves to cover 50 percent of the operating costs to keep the holiday lights on for an additional three months of the year. The remaining 50 percent must be raised by local private businesses in order for the additional funding to be utilized.</p>			
Parks Operations	<i>Professional Services/ Seasonal Staff</i>		\$98,466
<p>The RPCA Parks Operations Division supervises contractor-provided services to include mowing, edging and weed abatement in public right-of-ways throughout the City. These services represent similar activities at numerous City facilities including but not limited to libraries, recreation centers and museums. The FY 2014 increase represents the increase in the new contract for these services, along with additional locations that are now being maintained. Funding in the amount of \$93,697 is provided for increased contract services and \$4,769 is provided for additional seasonal staff to supplement contract services.</p>			
Department Wide	<i>Banks Fees for Credit Card Payments</i>		\$27,000
<p>RPCA accepts credit cards as a form of payment for services from residents. This increase is related to the RPCA share of bank charges for accepting credit cards.</p>			
Department Wide	<i>Utilities, Equipment Replacement</i>		\$31,684
<p>Current services adjustments based on revised utility costs and equipment replacement contributions.</p>			
TOTAL		2.0	\$753,689

Recreation, Parks, & Cultural Activities

Summary of Budget Changes

Expenditure Reductions			
Activity	Reduction Option	FTE's	FY 2014 Approved
Marina	<i>Professional Services</i>		(\$15,000)
<p>The FY 2014 approved budget includes a \$15,000 reduction for contracted security services, reducing night time security hours from 9pm to 5am to 10pm to 4am.</p>			
Horticulture	<i>Professional Services</i>		(\$40,000)
<p>Eliminate planting of annuals (seasonal flowers) at approximately 38 City-maintained landscaped sites, including landscaped sites on school grounds. Will maintain current level of services at: Founders Park, City Hall/Market Square, Ramsay Visitor Center, 100 N. through 200 S. blocks of Washington St. medians, Court House, Lyceum, and Black History Center.</p>			
Department-Wide	<i>Vehicle Repairs/Operating Supplies/ Professional Services/Training</i>		(\$73,353)
<p>Various reductions to budget line-items throughout the department based on prior year actuals, reducing purchase of operating supplies, reducing the cost of contracted equipment maintenance, and reducing staff training.</p>			
Charles Houston Recreation Center	<i>Reduced Operating Hours</i>		(\$26,250)
<p>Charles Houston Recreation Center will eliminate early morning hours (6am to 9am) six days a week. Incorporates the reduction of seasonal staff hours and facility operating costs.</p>			
Recreation Centers	<i>Close Centers on Selected Holidays</i>		(\$18,000)
<p>Close Charles Barrett, Mt. Vernon, and Patrick Henry Recreation Centers on three holidays - Martin Luther King Day, Presidents Day and the day after Thanksgiving. Incorporates the reduction of seasonal staff hours and facility operating costs.</p>			
Office of the Arts	<i>Arts Grants</i>		(\$11,000)
<p>Decrease the total amount in grants provided by the Alexandria Commission for the Arts by 6% (\$11,000).</p>			
Special Events	<i>City Birthday Celebration</i>		(\$23,000)
<p>Eliminate paid performances, begin program at 7pm and reduce staff support for performances. Program would be reformatted to include official community programs concluding with choreographed fireworks display. RPCA staff will continue to look for private support to offset costs associated with this special event.</p>			
TOTAL		0.0	(\$206,603)

Recreation, Parks, & Cultural Activities

Summary of Budget Changes

Fees/Revenue Increases		
Activity	Fee or Revenue Adjustment	FY 2014 Approved Revenue Increase
Marina	<i>Marina User Fee</i>	\$58,000
Increase resident and nonresident annual slip license fees; pleasure boat overnight docking fee; and pleasure boat short-tem docking fee. Increase the number of dedicated annual lease slips from 48 to 54.		
Therapeutic Recreation	<i>Program Fees</i>	\$10,000
Fee increase for participation in Therapeutic Recreation Programs (approximately a 20% increase in the various fees).		
Youth Sports	<i>Program Fees</i>	\$30,000
Across the board \$10 increase in registration fees for all sports. Registration fees increase from \$40 to \$50.		
Summer Youth Programs	<i>Summer Out of School Time Program Fees</i>	\$50,000
Fee increase of summer Out of School Time program. Fees increase from \$50 to \$100 for the summer program.		
After School Youth Programs	<i>Out of School Time Program Fees</i>	\$50,000
Fee increase of \$50 annually, increasing total annual cost from \$250 to \$300 per year.		
Aquatics	<i>Learn to Swim Fees Time Program Fees</i>	\$30,000
Fee increase of \$1 per class for swimming lessons. Learn to Swim class fees increase from \$12 to \$13.		
Chinquapin Aquatics Center	<i>All Fees and Revenues Time Program Fees</i>	\$90,000
Across the board fee increases for activities and rentals. Goal is to increase budget to last recovery ratio target.		
Aquatics	<i>Outdoor Pool Fees</i>	\$45,000
In the City Council Add/Delete process, Council elected to increase user fees for all outdoor pools. This increase includes revenue from re-opening Warrick Pool, which was excluded in the City Manager's Proposed budget.		
TOTAL		\$363,000

Recreation, Parks, & Cultural Activities

Miscellaneous RPCA Data

FY 2014

RPCA General Fund Expenditures and Revenues

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
General Fund Expenditures	\$18,983,844	\$20,339,392	\$21,258,187
General Fund Revenues			
General Parks & Recreation	\$2,237,166	\$2,493,193	\$2,856,193
NET GENERAL FUND IMPACT	\$16,746,678	\$17,846,199	\$18,401,994

FY 2014

Public Recreation Statistics

Total acreage maintained by RPCA	958
Facilities:	<u>#</u>
Playgrounds	36
Gymnasiums	16
Swimming Pools	7
Basketball Courts (does not include multi-use courts)	19
Tennis Courts	36
Athletic Fields	49
Dog Parks	18
Total Facilities	181

Recreation, Parks, & Cultural Activities

Alexandria Commission for the Arts

Alexandria Commission for the Arts FY 2013 Grant Awards

ORGANIZATION	TYPE	DISCIPLINE	AWARD
Alexandria Choral Society	Operating	Music	\$5,673.00
Alexandria Harmonizers	Operating	Music	\$11,975.00
Alexandria Singers	Operating	Music	\$10,000.00
Alexandria Symphony Orchestra	Operating	Music	\$11,484.00
Art League	Operating	Visual Arts	\$12,066.00
Choreographers Collaboration Project	Project	Dance	\$2,464.00
Del Ray Artisans	Operating	Visual Arts	\$10,301.00
Eclipse Chamber Orchestra	Project	Music	\$11,700.00
Empowered Women International	Operating	Interdisciplinary	\$10,771.00
First Night Alexandria	Operating	Interdisciplinary	\$12,352.00
Jane Franklin Dance Company	Project	Dance	\$3,775.00
Karen Reedy Dance Company	Operating	Dance	\$932.00
Kathy Harty Gray Dance Theatre	Operating	Dance	\$3,707.00
Living Legends of Alexandria	Operating	Visual Arts	\$4,537.00
MetroStage	Operating	Theater	\$12,020.00
National Rehabilitation & Rediscovery Fdn	Project	Dance	\$4,493.00
Northern Virginia Fine Arts Association	Operating	Interdisciplinary	\$11,871.00
Port City Playhouse	Operating	Theater	\$5,570.00
QuinTango	Operating	Music	\$5,723.00
Virginia Bronze	Project	Music	\$5,892.00
Virginia Opera	Project	Music	\$10,677.00
Washington Balalaika Society	Project	Music	\$5,078.00
Washington Metro Philharmonic Assoc.	Operating	Music	\$9,590.00
Young at Art	Project	Visual Arts	\$2,286.00
Total			\$184,937.00

Other Recreation

Description: The City of Alexandria is a member jurisdiction of the Northern Virginia Regional Park Authority (NVRPA). NVRPA strives to enhance the communities of Northern Virginia and enrich the lives of their citizens through the conservation of regional natural and cultural resources. It provides diverse regional recreational and educational opportunities, and fosters an understanding of the relationship between people and the environment. The City's contribution to NVRPA is based on its proportional share of the total population of member jurisdictions. NVRPA operates two facilities within the City of Alexandria: the Carlyle House and Cameron Run Regional Park.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	\$0	\$0	\$0	0.0%
Non-Personnel	288,814	288,814	272,729	-5.6%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	<u>\$288,814</u>	<u>\$288,814</u>	<u>\$272,729</u>	-5.6%
Funding Sources				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	0.0%
Net General Fund Expenditures	<u>\$288,814</u>	<u>\$288,814</u>	<u>\$272,729</u>	-5.6%
Total Department FTE's	0.0	0.0	0.0	0.0%

Highlights

- Alexandria's share of operating costs provided to NVRPA decreases from \$288,814 to \$272,729, a \$16,085 or -5.6% reduction. This decrease is due to a reduction in the per capita rate from \$2.06 to \$1.89. The overall budget for all member jurisdictions to NVRPA increases \$2,750, from \$3,440,267 in FY 2013 to \$3,443,017 in FY 2014. Details of participating jurisdiction contributions are found on page 17-35.
- NVRPA used updated population numbers for FY 2014 operating budget calculations, after using estimates from July 2007 for a number of previous years. These figures are based on the U.S. Census "Annual Estimates of Resident Population for Counties of Virginia" as of July 2011, with a release date of April 2012.
- After a number of years without adjustments for population or inflation, NVRPA incorporated these adjustments into the calculation of each member jurisdiction's share of the operating appropriation.

Other Recreation

Member Jurisdiction Budget Requests			
Jurisdiction	¹ Population	Percent	Operating Budget Request
City of Alexandria	144,301	7.9%	\$272,729
Arlington County	216,004	11.9%	\$408,248
City of Fairfax	22,549	1.2%	\$42,618
Fairfax County	1,100,692	60.4%	\$2,080,308
City of Falls Church	12,751	0.7%	\$24,099
Loudoun County	325,405	17.9%	\$615,015
Total	1,821,702	100%	\$3,443,017

¹ Population based on U.S. Census "Annual Estimates of the Resident Population of Counties of Virginia" as of July 2011, with a release date of April 2012.

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Operating Agencies

PUBLIC WORKS

Transportation and Environmental Services.....	18-2
Transit Subsidies.....	18-30

Transportation & Environmental Services

Mission Statement: The mission of Transportation & Environmental Services is to provide excellent multimodal transportation services and facilities, and to protect and enhance the natural environment to improve the quality of life for those who live in, work in, and visit the city of Alexandria.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Personnel	18,085,876	18,893,205	20,325,395	7.6%
Non-Personnel	13,702,599	13,691,312	13,097,117	-4.3%
Capital Goods Outlay	44,962	557,943	1,465,763	162.7%
Interfund Transfers	13,302,550	12,775,784	10,522,909	-17.6%
Debt Service	0	117,688	628,475	434.0%
Total Expenditures	\$45,135,987	\$46,035,932	\$46,039,659	0.0%
Special Revenue Funds				
Internal Services	4,300	551,943	1,409,763	155.4%
ARRA - Stimulus Funds	3,275,671	0	0	0.0%
Sanitary Sewer Fund	4,922,270	7,500,000	8,068,865	7.6%
Storm Sewer Fund	1,622,320	1,699,040	1,682,033	-1.0%
Potomac Yard Metrorail Station Transfers to the CIP	1,500,000	910,380	1,471,507	61.6%
Other Special Revenue Funds	951,579	436,064	732,363	67.9%
Total Designated Funding Sources	\$12,276,140	\$11,097,427	\$13,364,531	20.4%
Net General Fund Expenditures	\$32,859,847	\$34,938,505	\$32,675,128	-6.5%
Total Department FTE's	210.0	208.5	220.5	5.8%

Highlights

- In FY 2014, the General Fund budget decreases by \$2,263,377 or -6.5%.
- Personnel costs increase by \$1,432,190, or 7.6% due to the addition of 12 FTEs for sanitary sewers, storm water, refuse collection, street cleaning and transportation improvements as well as by increased salary and benefit costs, 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. This is the second year of a phased approach to bring the employee share to 5%.
- Non-personnel costs decrease by \$594,195, or -4.3%, due mainly to the transfer of \$1.375 million in funding for major street reconstruction projects from the operating budget to the Capital Improvement Program (CIP) to reflect the multi-year nature of those types of projects and to leverage State revenue sharing funding.
- Capital goods outlays increase by \$907,820, or 162.7%, due to the planned replacement of vehicles in FY 2014 and the addition of \$50,000 for survey equipment and laptop computer replacement.
- Interfund transfers decrease by \$2,252,875, or -17.6%, due to reductions in cash capital funding for Transportation Improvement Program (TIP), sanitary sewers and storm water projects in the CIP.
- Debt service increases by \$510,787, or 434.0%, due to increased debt financing for TIP capital projects in the CIP.

Transportation & Environmental Services

Highlights (Cont.)

- The Solid Waste residential refuse collection fee is reduced by \$8 per household per year, from \$336 to \$328, which reflects a lower tip fee cost at the Waste-to-Energy plant. Of the revenue generated from this fee, \$12 per household, or \$210,000, has been placed in Contingent Reserves. A Plan for the use of these funds is to be developed by T&ES, and a request for allocation will be made to Council during FY2014.
- 3.25 permit-related positions are shifted from the General Fund and will now be funded by Permit Center fees reflected in the Special Revenue Fund. This is part of the process of expanding the City's multi-departmental Permit Center.
- A number of revenue initiatives are also included (see Fee Adjustments) which will raise approximately \$136,000.

T&ES Programs and Activities

Dept Info

Leadership & Management Support Services
Leadership and General Management

Streets & Sidewalk Maintenance
Street Maintenance
Sidewalk, Curb & Gutter Maintenance
Snow Plowing & De-Icing

Sewer Maintenance
Sanitary Sewer Maintenance
Storm Sewer Maintenance
Fire Hydrant Maintenance

Recycling
Residential Recycling Collection
Commercial Recycling
Other Recycling

Capital Project Management
Design Management
Construction Management
Bridge Inspection & Maintenance

Transportation Management
Signals, Signs & Markings
Parking Meters
Plan Review
Special Events
Traffic Calming
Street Lighting
Impound Lot

Refuse Collection
Commercial Refuse Collection
Residential Refuse Collection
Spring Clean-Up

Street Cleaning
Street Sweeping
Special Events
Leaf Collection
King Street Cleaning

Environmental Quality
Air Quality
Water Quality
Noise Quality
Contaminated Land

Plan Review & Permitting
Site Plan Review
Development Site Inspection
Permitting
Flood Plain Management

Regional Transportation Systems
Regional Transportation
Paratransit Services
Potomac Yard Metro Station Transfer

Transportation Planning & Support
Transportation Plan Review
Alternative Transportation Promotion
Bicycle & Ped Coordination

Transportation Expansion Program
Transportation Expansion Program

Department Contact Info

703.746.4025
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Department Head

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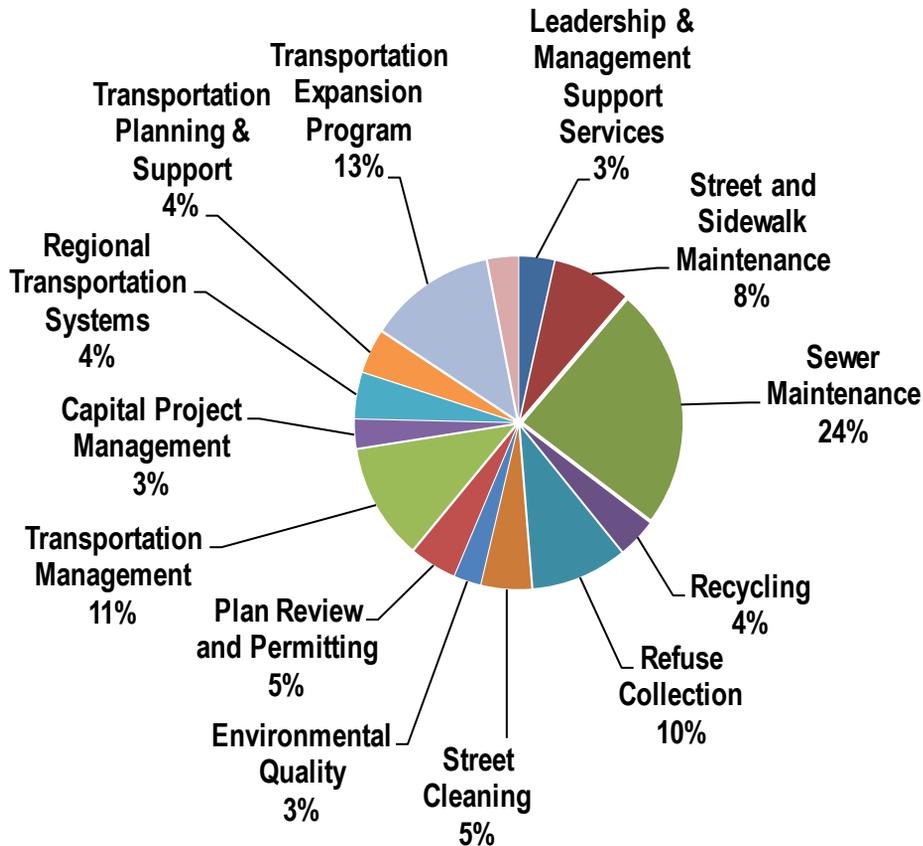
Department Staff

Emily Baker, City Engineer
Yon Lambert, Deputy Director for
Operations
Bill Skrabak, Deputy Director, Office of
Environmental Quality
Joel Marcuson, Deputy Director for
Transportation
Antonio Baxter, Strategic Management
Services Division Chief

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% of department-wide performance outcomes and goals achieved	87%	70%	86%
% of storm sewer repairs completed within 3 working days	90%	90%	90%
% of the waste stream diverted by recycling	44%	38%	44%

FY 2014 Approved Expenditures by Program



Transportation & Environmental Services

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & Management Support Services	\$1,775,174	\$1,395,651	\$1,616,235	15.8%
Street and Sidewalk Maintenance	\$4,937,200	\$4,810,025	\$3,616,883	-24.8%
Sewer Maintenance	\$7,734,619	\$10,389,117	\$10,989,967	5.8%
Recycling	\$1,316,859	\$1,735,622	\$1,774,915	2.3%
Refuse Collection	\$5,669,033	\$5,407,772	\$4,427,366	-18.1%
Street Cleaning	\$1,888,269	\$1,849,775	\$2,314,520	25.1%
Environmental Quality	\$1,194,329	\$1,219,180	\$1,233,174	1.1%
Plan Review and Permitting	\$2,042,172	\$2,040,281	\$2,147,413	5.3%
Transportation Management	\$5,483,062	\$5,341,492	\$5,278,744	-1.2%
Capital Project Management	\$1,465,311	\$1,239,252	\$1,297,738	4.7%
Regional Transportation Systems	\$5,977,899	\$1,558,916	\$2,096,361	34.5%
Transportation Planning & Support	\$1,839,260	\$1,808,260	\$1,984,427	9.7%
Transportation Expansion Program	\$3,808,500	\$6,688,646	\$5,852,153	-12.5%
Vehicle Replacement	\$4,300	\$551,943	\$1,409,763	155.4%
Total Expenditures	\$45,135,987	\$46,035,932	\$46,039,659	0.0%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Leadership & Management Support Services	8.0	10.8	11.9	10.7%
Street and Sidewalk Maintenance	20.6	15.8	15.3	-3.2%
Sewer Maintenance	28.9	39.8	47.7	19.7%
Recycling	5.1	4.8	4.9	2.1%
Refuse Collection	35.5	34.8	35.8	2.7%
Street Cleaning	20.8	19.9	22.4	12.5%
Environmental Quality	8.9	8.4	8.4	0.0%
Plan Review and Permitting	21.2	18.3	18.3	0.0%
Transportation Management	27.6	28.6	27.9	-2.4%
Capital Project Management	15.4	11.2	11.2	0.0%
Regional Transportation Systems	5.8	4.8	4.8	-1.0%
Transportation Planning & Support	11.2	10.5	10.0	-4.8%
Transportation Expansion Program	1.0	1.0	2.0	100.0%
Total FTE's	210.0	208.5	220.5	5.8%

Transportation & Environmental Services

Leadership & Management Support Services Program

The goal of the Leadership and Management Support Services is to provide leadership and policy guidelines for the Department of Transportation and Environmental Services, and to provide departmental support in information technology, public information, and fiscal management.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	3.9%	3.0%	3.5%
Total Expenditures	\$1,775,174	\$1,395,651	\$1,616,235
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,775,174	\$1,395,651	\$1,616,235
Program Outcomes			
% of department-wide performance outcomes and goals achieved	87%	70%	86%
T&ES operating expenditures per capita	\$325	\$328	\$324

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to develop and administer departmental policy, manage and coordinate personnel, maintain APWA accreditation, manage the departmental budget and grants, and oversee purchasing.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,775,174	\$1,395,651	\$1,616,235
FTE's	8.3	10.8	11.9
# of department FTEs managed	210.3	208.5	220.5
\$ amount of departmental expenditures	\$45,135,987	\$46,035,932	\$46,039,659
Leadership & Management Support Services expenditures as % of department total	3.9%	3.0%	3.5%
% of departmental effectiveness targets met	87%	70%	86%

Transportation & Environmental Services

Streets & Sidewalks Program

The goal of Street and Sidewalk Maintenance is to maintain existing roads and sidewalks for the safe and efficient movement of vehicles and pedestrians.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	10.9%	10.4%	7.9%
Total Expenditures	\$4,937,200	\$4,810,025	\$3,616,883
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$4,937,200	\$4,810,025	\$3,616,883
Program Outcomes			
Average pavement condition rating	68%	60%	60%

Activity Data

STREET MAINTENANCE – The goal of Street Maintenance is to repair potholes within 24 hours of notification, maintain the riding surface of streets and alleys in a safe condition by resurfacing them on an as-needed basis, and restore to City standards the public right-of-way disturbed by utility companies and private contractors within 30 days of permanent underground installation.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$4,577,033	\$4,451,648	\$3,254,197
FTE's	20.5	15.7	15.2
# of lane miles resurfaced	20.41	20	17.63
Cost per lane mile resurfaced	\$219,738	\$222,582	\$184,583
Average pavement condition rating	68%	60%	60%

In FY 2014, \$1.375 million in street paving expenditures are transferred to the CIP for major resurfacing projects for which construction may extend over multiple fiscal years and to leverage State funding through the revenue sharing program.

SIDEWALK, CURB, & GUTTER MAINTENANCE – The goal of Sidewalk, Curb and Gutter Maintenance is to maintain sidewalks, provide pedestrian safety, and maintain good drainage of streets through the continued maintenance and repair of curbs and gutters.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures ¹	\$360,167	\$358,377	\$362,686
FTE's	0.1	0.1	0.1
# of sidewalks replaced (square yards)	5,458	5,600	5,800
Cost per square yard of sidewalk replaced	\$65.99	\$64.00	\$62.53
# of curb and gutter replaced (linear feet)	2,547	2,700	2,900
Cost per linear foot of curb and gutter replaced	\$141.41	\$132.73	\$125.06

Transportation & Environmental Services

Sewer Maintenance Program

The goal of Sewer Maintenance is to provide inspection, cleaning and repair to the City's sanitary and storm water collection and conveyance systems to minimize property damage, health hazards and pollution of surrounding water areas.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	17.1%	22.6%	23.9%
Total Expenditures	\$7,734,619	\$10,389,117	\$10,989,967
Less Revenues	\$6,544,590	\$9,199,040	\$9,750,898
Net General Fund Expenditures	\$1,190,029	\$1,190,077	\$1,239,069
Program Outcomes			
% of linear feet of sewers cleaned and inspected on schedule	98%	98%	98%

Activity Data

SANITARY SEWER MAINTENANCE – The goal of Sanitary Sewer Maintenance is to provide continuous inspection and cleaning of public sewers, inspect complaints within 2 hours of notification, and to eliminate structural and health hazards.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$4,922,270	\$7,500,000	\$8,068,865
FTE's	19.20	26.57	29.07
# of linear feet of sanitary sewers cleaned and inspected	70,000	90,000	88,000
Cost per linear foot of sewer cleaned and inspected	\$7.00	\$83.33	\$6.35
% of linear feet of sewers cleaned and inspected on schedule	98%	98%	98%

Sanitary Sewer Maintenance personnel increased by 7.3 FTEs in FY 2013 due to the reallocation of T&ES staff from the General Fund to more accurately reflect the costs associated with this activity and by 2.5 FTEs in FY 2014 due to the addition of 3 civil engineer positions, 1 administrative analyst, and 1 contract specialist positions split between the sanitary sewer and storm water programs.

STORMWATER SEWER MAINTENANCE – The goal of Stormwater Sewer Maintenance is to provide continuous inspection and cleaning of public sewers, inspect complaints within 2 hours of notification, and find and eliminate structural and health hazards.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,590,840	\$2,671,343	\$2,703,770
FTE's	9.5	13.0	18.5
# of repair work orders completed for storm sewers	87	225	100
Cost per repair completed	\$8,500	\$11,873	\$13,000
% of storm water repairs completed within three working days	90%	90%	90%

Stormwater Sewer Maintenance personnel increased by 3.5 FTEs in FY 2013 due to the reallocation of T&ES staff from the General Fund to more accurately reflect the costs associated with this activity and by 5.5 FTEs in FY 2014 due to the addition of 3 stormwater civil engineer positions, 1 administrative analyst, and 1 contract specialist positions split between the sanitary sewer and storm water programs.

Sewer Maintenance Program, continued

The goal of Sewer Maintenance is to provide inspection, cleaning and repair to the City's sanitary and storm water collection and conveyance systems to minimize property damage, health hazards and pollution of surrounding water areas.

Activity Data

FIRE HYDRANT MAINTENANCE – The goal of Fire Hydrant Maintenance is to repair existing hydrants and install new City fire hydrants in order to keep fire hydrants in working order.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$221,509	\$217,774	\$217,332
FTE's	0.2	0.2	0.1
# of fire hydrants repaired overhauled	242	675	675
Cost per fire hydrant repaired overhauled	\$915	\$323	\$322
% of fire hydrants overhauled on schedule	100%	100%	100%

Transportation & Environmental Services

Recycling Program

The goal of Recycling is to provide residential, commercial, multi-family and other collection services to divert at minimum 25% of the waste stream.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	2.9%	3.8%	3.9%
Total Expenditures	\$1,316,859	\$1,735,622	\$1,774,915
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,316,859	\$1,735,622	\$1,774,915
Program Outcomes			
% of the waste stream diverted	44%	38%	44%

Activity Data

RESIDENTIAL RECYCLING COLLECTION – The goal of Residential Recycling Collection is to provide residential curbside recycling collection on a weekly basis in order to divert materials from the waste stream.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$926,598	\$1,240,837	\$1,273,043
FTE's	3.7	3.6	3.7
Tons of residential recycling collected	7,050	6,760	7,280
Cost per residential ton recycled	\$131	\$184	\$175
% of waste stream diverted	49%	45%	50%
% of recycling complaints resolved within one business day	99%	100%	100%

COMMERCIAL & MULTI-FAMILY COLLECTION – The goal of the Commercial and Multi-family Collection program is to establish implementation plans for recycling in commercial and multi-family establishments in order to divert materials from the waste stream.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$143,709	\$147,025	\$149,042
FTE's	1.3	1.1	1.1
Tons of commercial and multi-family recycling reported	55,315	61,202	60,000
Cost per commercial and multi-family recycling plan monitored	\$2.60	\$2.40	\$2.48
% of waste stream diverted	44%	38%	44%

OTHER COLLECTIONS – The goal of Other Collections is to provide weekly collection and environmentally safe disposal of common household products that could harm our workers or the environment, to provide drop office centers for computers and electronic items, and to provide collection of white goods on a weekly basis.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$246,552	\$347,760	\$352,830
FTE's	0.1	0.1	0.1
Tons of other items collected	962	1,300	1,300
Cost per ton of other items collected	\$256.29	\$267.51	\$271.41
% of services requests completed on schedule	100%	100%	100%

Transportation & Environmental Services

Refuse Collection Program

The goal of Refuse Collection is to provide business, church, school, and residential collections and spring clean up in order to maintain a clean environment.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	12.6%	11.7%	9.6%
Total Expenditures	\$5,669,033	\$5,407,772	\$4,427,366
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$5,669,033	\$5,407,772	\$4,427,366
Program Outcomes			
% of routes completed on schedule	98%	98%	98%

Activity Data

COMMERCIAL COLLECTION – The goal of Commercial Collection is to provide weekly refuse collection for businesses, churches and schools in order to maintain a clean environment.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$675,297	\$736,862	\$659,165
FTE's	6.3	6.0	6.1
Tons of commercial trash collected	1,920	5,500	2,000
Cost per ton of commercial trash collected	\$352	\$134	\$330
% of routes completed on schedule	98%	98%	98%

RESIDENTIAL CURBSIDE COLLECTION – The goal of Residential Curbside Collection is to provide weekly refuse collection for residents in order to maintain a clean environment.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$4,922,720	\$4,595,432	\$3,701,310
FTE's	28.5	28.1	28.9
Tons of residential curbside trash collected	20,562	22,000	22,000
Cost per ton of residential curbside trash collected	\$239	\$209	\$168
Refuse/recycling fee (100% cost recovery rate)	\$336	\$336	\$316
% of routes completed on schedule	98%	98%	98%

The cost of refuse disposal at the Waste-to-Energy plant is reduced in FY 2014 due to the new solid waste disposal contract approved by City Council in January 2012. A portion of the savings has been used to fund new brush collection, mulching and grass/yard waste recycling services in the Leaf Collection activity, while a portion of the savings has been used to reduced the residential refuse collection fee by \$8, from \$336 to \$328.

SPRING CLEAN-UP - The goal of Spring Clean-Up is to provide Saturday refuse collection in the spring in order to maintain a clean environment.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$71,016	\$75,478	\$66,891
FTE's	0.7	0.7	0.8
Tons of trash collected	247	650	250
Cost per ton of trash collected	\$288	\$116	\$268
% of neighborhoods completed on schedule	100%	100%	100%

Transportation & Environmental Services

Street Cleaning Program

The goal of Street Cleaning is to provide litter and leaf collection, street cleaning and special event support in order to divert litter from the waste stream, provide clean and sanitary streets, and reduce the amount of debris collected in storm drains.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	4.2%	4.0%	5.0%
Total Expenditures	\$1,888,269	\$1,849,775	\$2,314,520
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,888,269	\$1,849,775	\$2,314,520
Program Outcomes			
% of complaints resolved within 24 hours	98%	98%	98%

Activity Data

STREET SWEEPING – The goal of Street Sweeping is to sweep and flush City streets in order to ensure that streets are clean and sanitary.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,404,586	\$1,231,517	\$1,334,449
FTE's	14.2	13.8	14.8
# of lane miles swept and flushed	29,000	51,000	32,000
Cost per lane mile swept and flushed	\$48.43	\$24.15	\$41.70
% of complaints resolved within one business day	98%	98%	98%

SPECIAL EVENTS – The goal of Special Events is to provide a clean environment for event participants.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$0	\$21,412	\$16,818
FTE's	0.1	0.1	0.1
Tons of material collected	0	22	23
Cost per ton of material collected	\$0	\$973	\$736
% of customers satisfied with special event clean up	0%	90%	95%

There were no expenditures charged to the Street Cleaning Special Events activity in FY 2012.

LEAF COLLECTION – The goal of Leaf Collection is to provide vacuum and bag leaf collection for residential customers during the late fall in order to ensure that streets and catch basins are clean.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$380,801	\$448,106	\$813,541
FTE's	4.2	3.8	5.3
Cubic yards of leaves collected	33,700	34,700	33,000
Cost per cubic yard of leaves collected	\$11.30	\$12.91	\$24.65
% of streets cleaned on schedule	95%	96%	97%

The FY 2014 budget includes personnel, contracting and equipment costs for new year-round brush collection, year-round mulching and grass/yard waste recycling services funded within the reduced residential refuse collection fee.

Street Cleaning Program, continued

The goal of Street Cleaning is to provide litter and leaf collection, street cleaning and special event support in order to divert litter from the waste stream, provide clean and sanitary streets, and reduce the amount of debris collected in storm drains.

Activity Data

KING STREET CLEANING – The goal of King Street Cleaning is to provide a desirable environment that will attract visitors to the City's historic district of shops and restaurants.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$102,882	\$148,740	\$149,712
FTE's	2.3	2.2	2.2
# of blocks cleaned per day	17	19	18
Cost per block cleaned per day	\$23	\$30	\$32
% of litter problems resolved in the same business day	98%	98%	98%

Transportation & Environmental Services

Environmental Quality Program

The goal of Environmental Quality is to provide air, water, noise and land quality services in order to protect and enhance the public's health and welfare and the City's environment.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	2.6%	2.6%	2.7%
Total Expenditures	\$1,194,329	\$1,219,180	\$1,233,174
Less Revenues	\$120,083	\$50,367	\$51,114
Net General Fund Expenditures	\$1,074,246	\$1,168,813	\$1,182,060
Program Outcomes			
% of complaints closed in 30 days	92%	90%	91%

Activity Data

AIR QUALITY – The goal of Air Quality is to investigate complaints, monitor air quality and inspect regulated facilities in order to administer and enforce the City Air Pollution Control Code (Title 11, Chapter 1) to enhance air quality.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$520,191	\$476,836	\$479,076
FTE's	3.2	2.9	2.9
# of inspections conducted	36	28	28
# of complaints responded to	10	20	20
Cost per capita of air quality activity	\$2.86	\$3.40	\$3.37
% complaints closed within 30 days	90%	80%	80%

WATER QUALITY – The goal of Water Quality is to conduct reviews and inspections of City site plans and ensure regulatory requirements are met for City permits in order to protect and manage the watershed.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$414,691	\$461,457	\$466,248
FTE's	3.5	3.2	3.2
# of site plans reviewed	392	315	315
# of complaints resolved	25	20	25
Cost per capita of water quality activity	\$2.96	\$3.29	\$3.28
% complaints closed within 30 days	100%	100%	100%

NOISE QUALITY – The goal of Noise Quality is to investigate noise complaints in order to ensure compliance with the noise regulations to enforce the City Noise Control Code (Title 11, Chapter 5).	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$125,192	\$88,732	\$91,919
FTE's	1.1	0.7	0.7
# of complaints responded to	72	45	45
Cost per capita of noise quality activity	\$0.89	\$0.63	\$0.65
% of noise complaints resolved satisfactorily within 30 days	90%	90%	90%

Environmental Quality Program, continued

The goal of Environmental Quality is to provide air, water, noise and land quality services in order to protect and enhance the public's health and welfare and the City's environment.

Activity Data

CONTAMINATED LAND – The goal of Contaminated Land is to administer the contaminated land ordinance, manage City contaminated sites, and ensure that the development of contaminated sites is done in a safe and responsible manner.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$134,255	\$192,155	\$195,931
FTE's	1.1	1.6	1.6
# of contaminated sites reviewed	42	15	15
Cost per capita of contaminated land activity	\$0.96	\$1.37	\$1.38
% of site plans reviewed on schedule	100%	90%	90%

Transportation & Environmental Services

Plan Review & Permitting Program

The goal of Plan Review and Permitting is to provide site plan review, development site inspection and other services to the citizens, contractors and developers in a timely manner to ensure compliance with T&ES standards.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	4.5%	4.4%	4.7%
Total Expenditures	\$2,042,172	\$2,040,281	\$2,147,413
Less Revenues	\$0	\$22,617	\$315,533
Net General Fund Expenditures	\$2,042,172	\$2,017,664	\$1,831,880
Program Outcomes			
% of plans reviewed on schedule	90%	95%	95%

Activity Data

SITE PLAN REVIEW - The goal of Site Plan Review is to review private development plans for conformance with T&ES design requirements.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$648,235	\$668,243	\$648,492
FTE's	6.5	5.3	5.3
# of plan submittals reviewed	605	450	525
Cost per plan submittal reviewed	\$1,071	\$1,485	\$1,235
% of submittals reviewed by two-week deadline	90%	95%	95%

DEVELOPMENT SITE INSPECTION – The goal of Development Site Inspection is to conduct inspections to insure construction of public infrastructure for conformance with T&ES requirements.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$864,521	\$823,204	\$879,591
FTE's	8.8	7.3	7.3
# of erosion and sediment control inspections conducted	902	1,000	1,200
Cost per site monitored	\$958	\$823	\$733
% of erosion and sediment control inspections conducted on schedule	100%	100%	100%

PERMITTING – The goal of Permitting is to issue permits for construction activities within the public right-of-way and review building permits for impact on the public right-of-way for conformance with T&ES requirements.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$482,783	\$503,492	\$574,119
FTE's	5.5	5.4	5.4
# of T&ES permits issued	2,496	2,750	2,750
# of Code Enforcement permits reviewed	3,529	3,700	3,700
# of Reserved Parking Parking request issued	3,735	2,550	2,550
Cost per T&ES permit issued	\$100.00	\$100.00	\$100.00
% of Code Enforcement permits reviewed within three days	100%	100%	100%

Plan Review & Permitting Program, continued

The goal of Plan Review and Permitting is to provide site plan review, development site inspection and other services to the citizens, contractors and developers in a timely manner to ensure compliance with T&ES standards.

Activity Data

FLOOD PLAIN MANAGEMENT – The goal of Flood Plain Management is to comply with the National Flood Insurance program and maintain the City's participation in the community rating system in order to provide City property owners with access to discounted flood insurance.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$46,633	\$45,342	\$45,211
FTE's	0.4	0.3	0.3
# of acres of floodplain managed	530	645	530
Cost per acre of floodplain managed	\$87.99	\$70.30	\$85.30
\$ saved in flood insurance programs	160,843	162,919	160,843

Transportation & Environmental Services

Transportation Management

The goal of Transportation Management is to provide the infrastructure needed on the City's right-of-way in order to ensure an efficient flow of traffic for residents and travelers in Alexandria in order to enhance safety for all users and to reduce air pollution.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	12.1%	11.6%	11.5%
Total Expenditures	\$5,483,062	\$5,341,492	\$5,278,744
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$5,483,062	\$5,341,492	\$5,278,744
Program Outcomes			
% of plans reviewed on schedule	100%	100%	100%

Activity Data

SIGNALS, SIGNS, & MARKINGS – The goal of Signals, Signs and Markings is to promote efficient flow of traffic to ensure pedestrian and vehicular safety and guide motored and non-motored traveling public through the City safely.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$2,387,329	\$2,256,206	\$2,243,968
FTE's	18.9	18.6	18.2
# of signals maintained	289	289	290
Cost per signal maintained	\$8,261	\$7,807	\$7,738
% of signal outages responded to within one hour	95%	95%	95%

METERS – The goal of Metering is to provide parking management to assure that there is adequate turnover of parking spaces to give motorists the opportunity of finding a place to park.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$729,634	\$738,557	\$700,597
FTE's	4.6	3.9	3.7
# of multi-space meters maintained	177	180	180
Cost per meter maintained	\$4,105	\$4,103	\$4,103
% of meters collected on schedule	95%	95%	95%

TRAFFIC MANAGEMENT - The goal of Traffic Management is to ensure quality development that is consistent with the City's Strategic Plan goals and that complies with federal, state and local regulations for traffic management.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$357,654	\$285,622	\$293,871
FTE's	0.0	2.1	2.1
# of development submittals reviewed	20	20	25
Cost per submittal reviewed	\$4,471	\$2,951	\$4,606
% of site plan submittal reviews completed on schedule	100%	100%	100%

Transportation & Environmental Services

Transportation Management, continued

The goal of Transportation Management is to provide the infrastructure needed on the City's right-of-way in order to ensure an efficient flow of traffic for residents and travelers in Alexandria in order to enhance safety for all users and to reduce air pollution.

Activity Data

SPECIAL EVENTS – The goal of Special Events is to assure traffic flow during times that City streets will be more crowded than usual, which will support economic development in the community.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,189	\$49,805	\$49,580
FTE's	0.1	0.2	0.2
# of special events	12	20	12
Cost per event	\$99	\$2,951	\$4,132
% of temporary traffic flow structures removed within two hours of special event	100%	100%	100%

STREET LIGHTING – The goal of Street Lighting is to pay for electricity and report outages to Dominion Virginia Power for repair.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,554,025	\$1,460,366	\$1,460,665
FTE's	0.5	0.5	0.5
# of street light outages reported to Dominion Virginia Power by the City	660	700	770
Utility cost per street light	\$2,264	\$1,989	\$1,808
% of online complaints passed on to Virginia Dominion Power	100%	100%	100%

IMPOUND LOT – The goal of Impounding is to provide secure storage of vehicles that have been impounded from City streets or due to traffic violations, and either restoring possession of these vehicles to their owners or disposing of the vehicles in an efficient manner.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$453,231	\$550,936	\$530,063
FTE's	3.5	3.4	3.3
# of vehicles processed	1,500	1,769	1,800
Cost per car impounded	\$302	\$311	\$294
% of vehicles that are sold at auction	100%	95%	100%

Transportation & Environmental Services

Capital Project Management Program

The goal of Capital Project Management is to provide design and construction management services for City infrastructure projects to safely meet the needs of the City while minimizing the impacts on the City.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	3.2%	2.7%	2.8%
Total Expenditures	\$1,465,311	\$1,239,252	\$1,297,738
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,465,311	\$1,239,252	\$1,297,738
Program Outcomes			
% of projects constructed on time and within budget	85%	90%	90%

Activity Data

DESIGN MANAGEMENT – The goal of Design Management is to provide a design solution to an infrastructure problem to maintain the integrity of the City's public infrastructure.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,292,719	\$1,080,719	\$1,137,947
FTE's	13.9	10.2	10.2
# of design projects in process	52	58	50
Average cost per design	\$24,860	\$18,633	\$22,759
% of design task orders completed on time	85%	90%	90%
% of design task orders completed within budget	95%	100%	95%

CONSTRUCTION MANAGEMENT – The goal of Construction Management is to implement the design solutions for infrastructure problems to maintain the integrity of the City's public infrastructure.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$136,825	\$121,170	\$121,697
FTE's	1.2	0.8	0.8
# of construction projects managed	10.0	11.0	2.0
\$ value of construction projects managed	\$12,225,283	\$13,000,000	\$11,500,000
Construction management costs as a % of value of projects under construction	12%	15%	15%
% of construction projects completed within budget	100%	100%	100%

BRIDGE INSPECTION & MAINTENANCE – The goal of Bridge Inspection and Maintenance is to inspect and maintain bridges in order to ensure the safety of bridge infrastructure.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$35,767	\$37,363	\$38,094
FTE's	0.3	0.3	0.3
# of bridges inspected	14	13	15
Cost per bridge inspected	\$2,555	\$2,874	\$2,540
% of bridges in satisfactory condition	100%	100%	100%

Transportation & Environmental Services

Regional Transportation Systems

The goal of Regional Transportation Systems is to provide bus and rail services which benefit residents, workers and visitors to Alexandria through a combination of regional subsidies and direct operations, and to plan and construct transit facilities which will improve these operations.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	13.2%	3.4%	4.6%
Total Expenditures	\$5,977,899	\$1,558,916	\$2,096,361
Less Revenues	\$5,261,406	\$910,380	\$1,471,507
Net General Fund Expenditures	\$716,493	\$648,536	\$624,854
Program Outcomes			
\$ of grant revenues secured by Transportation Planning	\$3,000,000	\$3,100,000	\$4,200,000

Activity Data

REGIONAL TRANSPORTATION PLANNING – The goal of Regional Transportation Planning is to benefit taxpayers of the City by taking advantage of available public and private sector funding for transportation initiatives and to assure that the City's tax dollars are spent on projects that provide benefit to residents.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$4,360,232	\$515,875	\$491,512
FTE's	4.7	3.6	3.6
# of grants secured by Transportation Planning	6	4	5
\$ of grant revenues secured by Transportation Planning	\$3,000,000	\$3,100,000	\$4,200,000
% of Transportation Planning expenditures funded by grants	70%	75%	75%

FY 2012 expenditures include grant funded expenditures for a stimulus funded trolley purchase, dedicated transit corridor planning, transit store operations, and transit marketing and outreach.

PARATRANSIT SERVICES ADMINISTRATION – The goal of Paratransit Services Administration is to provide Paratransit service for people from Alexandria with disabilities who are traveling to locations in the DOT service area in order to provide them with necessary travel options and to comply with the rules of the Americans with Disabilities Act.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$117,667	\$132,661	\$133,342
FTE's	1.1	1.2	1.2
# of trips	53,085	54,000	54,000
Average cost per trip	\$22.33	\$22.56	\$22.50
Complaints received as a percentage of total trips	0.04%	0.04%	0.04%

This activity includes only the department staff and non-personnel costs associated with managing the DOT paratransit program. The City subsidy for DOT is funded in the Transit Subsidies budget.

POTOMAC YARD METRORAIL STATION TRANSFER TO CIP – The goal of Potomac Yard Metrorail Station Financing is to establish a diverse revenue stream, including developer contributions, special tax district revenues, and net new General Fund revenues from an increased tax base, in order to fund the construction of a potential new Metrorail station at Potomac Yard without impacting the City's base General Fund budget. The dollar amounts in this activity reflect the growth-related General Fund real estate tax revenue growth which will be transferred to the CIP.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,500,000	\$910,380	\$1,471,507

Transportation & Environmental Services

Transportation Planning & Support

The goal of Transportation Planning & Support is to develop and administer plans and programs that encourage residents and employees to use alternative transportation by implementing complete streets and multi-modal facilities that reduce traffic congestion and improve air quality.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	4.1%	3.9%	4.3%
Total Expenditures	\$1,839,260	\$1,808,260	\$1,984,427
Less Revenues	\$345,761	\$363,080	\$365,716
Net General Fund Expenditures	\$1,493,499	\$1,445,180	\$1,618,711
Program Outcomes			
% of submittals reviewed by two-week deadline	95%	75%	95%

Activity Data

TRANSPORTATION PLAN REVIEW - The goal of Transportation Plan Review is to ensure quality development and redevelopment that is consistent with the City's strategic plan and that complies with federal, state, and local regulations for transportation management. This activity also includes transportation planning and parking planning.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$84,113	\$500,564	\$517,393
FTE's	3.1	2.7	2.7
# of plan submittals reviewed	218	100	175
Cost per plan submittal reviewed	NA	\$9,619	\$2,446
% of submittals reviewed by two-week deadline	95%	95%	95%

Reorganized in FY 2013 to reflect activity associated with Transportation Planning Division

ALTERNATIVE TRANSPORTATION PROMOTION & PLAN REVIEW – The goal of Alternative Transportation Promotion and Plan Review is to administer City employee, City resident, and private employer incentive programs and ensure that all major development projects include Transportation Management Plans (TMP) for alternative transportation in order to decrease congestion and improve air quality.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$1,472,620	\$1,016,139	\$966,646
FTE's	5.0	4.9	4.4
Amount obligated by TMPs from July 2010-July 2011	\$2,245,286	\$2,191,598	\$2,335,097
# of City employees receiving transit benefit	325	375	380
Cost per transit benefit provided	\$52.68	\$68.00	\$70.00
% of non-single occupied vehicle mode share for Transportation Management Plan (Residential)	64%	58%	59%
% of non-single occupied vehicle mode share for Transportation Management Plan (Commercial)	55%	34%	35%
% of City workforce that participates in transit benefit program	7.5%	9.0%	9.0%

Transportation Planning & Support, continued

The goal of Transportation Planning & Support is to develop and administer plans and programs that encourage residents and employees to use alternative transportation by implementing complete streets and multi-modal facilities that reduce traffic congestion and improve air quality.

Activity Data

BICYCLE & PEDESTRIAN COORDINATION – The goal of Bicycle and Pedestrian Coordination is to encourage the use of non-motorized transportation modes through new development and improvement of existing facilities for bicycles and pedestrians, which will decrease congestion and improve air quality.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$282,527	\$291,557	\$500,388
FTE's	3.1	2.9	2.9
Number of pedestrian and bicycle spot improvements	37	35	37
Number of projects completed from Master Bicycle and Pedestrian Plan	30	29	31
Cost per linear foot added to the bikeway network	\$0.75	\$0.75	\$0.75
% of bike commuters	2.70%	3.12%	3.12%

Transportation & Environmental Services

Transportation Improvement Program

The goal of the Transportation Improvement Program is to establish an ongoing and predictable source of revenue in order to improve the City's transportation and transit systems through the use of local funds and leveraged outside funding sources.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
% Total All Funds Budget	8.4%	14.5%	12.7%
Total Expenditures	\$3,808,500	\$6,688,646	\$5,852,153
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$3,808,500	\$6,688,646	\$5,852,153
Program Outcomes			
Planned total 10-year investment in transportation improvements funded through the real estate tax reservation	\$143,938,283	\$128,422,555	\$125,781,734

Activity Data

TRANSPORTATION IMPROVEMENT PROGRAM – The goal of the Transportation Improvement Program is to establish an ongoing and predictable source of revenue in order to improve the City's transportation and transit systems through the use of local funds and leveraged outside funding sources.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$3,808,500	\$6,688,646	\$5,852,153
FTE's	1.0	1.0	2.0
Planned 10-year operating service investment (excluding debt service)	\$ 33,635,719	\$ 59,740,124	\$ 47,782,083
Planned 10-year capital investment on general obligation bonds	\$ 15,142,564	\$ 16,822,431	\$ 21,394,651
Planned 10-year capital investment (including cash capital and general obligation bonds)	\$ 95,160,000	\$ 51,860,000	\$ 56,605,000

Transportation & Environmental Services

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Current Services Adjustment	FY 2014 Approved
Street Maintenance	<i>Street Paving Materials</i>	\$148,613
<p>The FY 2014 budget includes \$1,734,534 in contractual services and commodities for street paving and pothole patching. The FY 2014 budget includes a current service adjustment of \$148,613 for 1.4% increase CPI-U cost escalation and an 8.25% increase for a fuel adjustment rate included in the contract to compensate for the cost of petroleum products used in the liquid asphalt mix. Fuel adjustment costs, which are charged on a per ton basis and determined by VDOT, have increased by 28% since 2010, and are projected to increase by another 8.25% in 2013.</p>		
Design Management & Development Site Inspection	<i>Survey & Computer Equipment Replacement</i>	\$100,000
<p>This adjustment includes one-time funding for the replacement of land survey equipment and field laptop computers for inspectors that have exceeded their useful life, become outdated and are in need of replacement to support the City's current software applications.</p>		
Storm Sewer Maintenance	<i>Storm Sewer Maintenance</i>	\$27,552
<p>The FY 2014 budget includes a \$27,522 cost adjustment for storm sewer catch basin cleaning in the City's General Fund. T&ES funds storm sewer maintenance through a combination of General Fund revenues and a 0.5 cent real estate tax rate designation for storm water. T&ES typically spends between \$250,000 and \$300,000 annually in the General Fund on contracted catch basin cleaning.</p>		
Alternative Transportation Promotion	<i>Employee Transit Benefit</i>	\$27,000
<p>The City's employee transit benefit cost is increased based on increased participation by employees. The budget for FY 2013 is \$198,660. An increase of \$27,000 has been included in the FY 2014 budget.</p>		
Street Maintenance	<i>Bus Shelter Cleaning</i>	\$20,420
<p>T&ES cleans and maintains 124 City-owned bus shelters. In addition, T&ES expects to take over maintenance of 40 WMATA-owned bus shelters which the authority has discontinued maintaining and 6 new shelters being installed as part of new development. A current service adjustment of \$20,420 is included in the budget for the increased cost of the existing service as well as the expansion to include additional shelters.</p>		
Permitting	<i>Permit Center Credit Card Processing Charges</i>	\$11,200
<p>T&ES currently pays approximately \$11,200 in merchant fees for accepting permit payments by credit card. The expenditure was not budgeted for in FY 2013 and has been added as a current service adjustment in FY 2014.</p>		

Transportation & Environmental Services

Summary of Budget Changes, continued

Supplemental Adjustments

Activity	Supplemental Request	FTEs	FY 2014 Approved
Sanitary Sewer Maintenance	<i>Sanitary Sewer Improvements</i>	2.5	\$0
<p>The FY 2014 non-General Fund sanitary sewer maintenance operating budget includes funding for five new positions to be split in cost between the sanitary sewer fund and the stormwater fund to address the increasing needs for sewer maintenance and improvements related to State water quality compliance requirements: three new civil engineers, one administrative analyst, and one contract specialist. It also includes \$400,000 for increased inspection of sanitary sewers, \$250,000 for sanitary sewer cleaning, and \$80,000 in annual billing costs associated with inclusion of the City's sewer maintenance fee in the new AlexRenew billing system. The increase is funded by an increase in the developer sewer connection fee rate for multi-family properties from 50% of the single family property rate to 70% (\$247,545) and revenue growth rate. There is no increase included in the FY 2014 budget in the sewer line maintenance fee or the connection fee for single family or other commercial properties. The overall sanitary sewer plan for FY 2014 also includes funding for \$2.1 million in capital projects for water quality compliance, the details of which are contained in the CIP. There is no General Fund revenue associated with this program. In an ordinance passed by Council on May 8, 2013, the sewer connection fee for multi-family residential increased from 50% to 90%, the revenue from which will be used for Capital Projects.</p>			
Storm Sewer Maintenance	<i>Storm Water Improvements</i>	5.5	\$0
<p>The FY 2014 non-General Fund storm sewer maintenance operating budget includes funding for three new storm water engineers and five new positions to be split in cost between the sanitary sewer fund and the stormwater fund to address the increasing need for sewer maintenance and improvements related to State water quality compliance requirements: three new civil engineers, one administrative analyst, and one contract specialist. The operating budget also includes a \$250,000 increase for storm sewer cleaning and the allocation of the indirect cost of General Fund support of the storm water program being charged to the fund. The overall storm water plan for FY 2014 also includes funding for \$4.0 million in capital projects to address water quality compliance, the details of which are contained in the CIP, and the purchase of additional equipment and vehicles from prior year funding. There is no change in the 0.5 cent real estate tax dedication for storm water in the FY 2014 budget, and no increase in the \$950,000 included in the General Fund operating budget to support storm water maintenance.</p>			
Leaf Collection	<i>Yard Waste & Brush Recycling</i>	1.5	\$228,333
<p>The FY 2014 budget includes funding for new services related to yard waste and brush recycling including: year-round mulching, year-round brush collection, and yard waste/grass recycling. Year-round mulching will enable T&ES to grind storm debris, yard waste, fall leaves, Christmas trees and other brush into mulch for use at City facilities and distribution to Alexandria residents and divert these materials from the general waste stream for an environmental benefit and disposal cost reduction. Year-round brush collection would provide an on-call service similar to metal goods collection for residents needing to dispose of downed limbs, firewood, shrubs, bamboo and other loose brush to be mulched by the City. Yard waste and grass recycling would enable residents to bag grass clippings and other small yard waste separately for collection and composting. Due to the reduced cost of the City's new waste disposal contract, these services have been funded within the residential refuse collection fee while reducing the fee by \$8 per household. In addition to the funds shown, \$210,000 has been added through Council Add-Delete, which will be placed in Contingent Reserves pending a plan to provide additional services within the residential refuse collection fee of \$328.</p>			

Transportation & Environmental Services

Summary of Budget Changes, continued

Supplemental Adjustments, continued

Activity	Supplemental Request	FTEs	FY 2014 Approved
Transportation Improvements	<i>Transportation Improvements</i>	1.0	\$351,236
<p>The FY 2014 budget includes funding in the T&ES operating budget from the City's 2.2 cent real estate tax Transportation Improvement Program (TIP) for one new transportation planner hired after 6 months into the fiscal year (\$75,429), \$200,807 in bikesharing operating costs, and \$75,000 for Route 1 Bus Rapid Transit (BRT) transitway maintenance. The overall TIP also includes funding in the Transit Subsidies budget for \$621,000 in DASH bus service expansion and \$200,000 for Route 1 BRT operations and \$4.9 million in transportation capital projects, the details of which are included in the CIP. There is no change in the 2.2 cent real estate tax reservation in the FY 2014 budget.</p>			

Expenditure Reductions

Activity	Reduction Item	FTEs	FY 2014 Approved
Permit Center Positions	<i>Permitting</i>		(\$291,590)
<p>The FY 2014 budget includes the transfer of 3.25 Permit Center positions from the General Fund to the permit-fee funding and the transfer of 0.75 positions from the storm water fund to permit-fee funding.</p>			

Transportation & Environmental Services

Summary of Budget Changes, continued

Fee Adjustments

Activity	Fee Adjustment	FY 2014 Approved
Residential Refuse Collection	<i>Residential Refuse Collection Fee</i>	-\$140,000
<p>For FY 2014, the residential refuse collection fee is reduced by \$8 per household to \$328 due to a reduction in the cost for the City to dispose of waste at the Waste-to-Energy plant in the new waste disposal agreement approved by City Council in January 2012. The reduced household rate of \$328 includes funding for new brush and yard waste collection and recycling services in FY 2014. Of the revenue generated from this fee, \$12 per household, or \$210,000, has been placed in Contingent Reserves. A plan for the use of these funds is to be developed by T&ES, and a request for allocation will be made to Council during FY2014.</p>		
Traffic Management	<i>Reserved Parking Fee</i>	\$100,000
<p>For FY 2014, the reserved parking fee for residents to temporarily reserve street parking spaces is increased by \$10, from \$30 for metered spaces and \$20 for non-metered spaces to \$40 for metered spaces and \$30 for non-metered spaces.</p>		
Commercial Refuse Collection	<i>Commercial Refuse Fee</i>	\$80,000
<p>For FY 2014, the cost for City refuse collection services provided to commercial property owners is increased to the same rate as the residential household fee. The current commercial rate is \$217 per unit of service. The new rate for FY 2014 is \$316 per unit of service. Units of service are based on the volume of waste disposed: residential properties are one flat rate and commercial properties may pay for multiple units of service depending on the volume of waste they produce.</p>		
Impound Lot	<i>Impound Fees</i>	\$48,000
<p>Owners of vehicles towed to the City's impound lot must pay a one-time service charge and a daily storage fee to recover their vehicle. For FY 2014, the service charge is increased by \$10, from \$80 to \$90, and the daily storage fee is increased by \$10, from \$40 per day to \$50 per day.</p>		
Permitting	<i>Excavation Fees</i>	\$42,200
<p>For FY 2014, the fee for construction involving excavations requiring T&ES permit review is increased by \$50, from \$200 per city block to \$250.</p>		
Traffic Management	<i>Valet and Car Share Parking Fees</i>	\$3,000
<p>The FY 2014 budget includes a new fee of 50 cents per parking space per hour for valet parking spaces and an annual parking fee for car sharing businesses of \$1,500 per space in Carlyle and \$2,400 per space in Old Town.</p>		
Leaf Collection	<i>Mulch Delivery Fee</i>	\$3,000
<p>For FY 2014, the fee for residents to have City mulch delivered to their homes is increased by \$10, from \$40 per load to \$50.</p>		

Transportation & Environmental Services

Residential Refuse Collection Fee

Residential Refuse Collection Fee	FY 2013 Approved	FY 2014 Approved
Residential Refuse Collection	\$4,506,439	\$3,726,310
Residential Curbside Recycling	\$921,936	\$976,403
Spring Clean-up	\$179,879	\$66,891
Leaf Collection	\$434,480	\$813,541
Indirect Costs (City Administrative Support)	\$512,572	\$597,600
Contingent Reserve funding*	N/A	\$210,000
Total Expenditures	\$6,555,306	\$6,390,745
Residences Served	19,506	19,506
Residential Refuse Fee	\$336	\$328
* 210,000 has been placed in Council Contingent Reserves, pending development of a plan for the use of these funds by T&ES staff. A request for allocation is expected during FY 2014.		

Transit Subsidies

Mission Statement: The mission of Transit Subsidies is to provide cost-effective transit services to address the public transportation needs of Alexandria's residents, workers and visitors by subsidizing the operation of the DASH, DOT paratransit, King Street Trolley, Virginia Railway Express (VRE) and Washington Metropolitan Area Transit Authority (WMATA) transit systems.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
DOT Paratransit	\$1,169,571	\$1,330,328	\$1,330,328	0.0%
VRE Commuter Rail	\$129,944	\$133,894	\$133,984	0.1%
WMATA Metrobus, Metrorail and Metro Access Paratransit	\$5,437,075	\$5,886,156	\$8,026,156	36.4%
DASH Bus	\$8,460,569	\$9,684,000	\$10,755,632	11.1%
Trolley/Shuttle Services	\$740,800	\$1,400,000	\$830,000	-40.7%
Total General Fund Expenditures	\$15,937,959	\$18,434,378	\$21,076,100	14.3%

Highlights

- In FY 2014, the General Fund budget increases by \$2,641,632, or 14.3%.
- The City's total operating subsidy for WMATA Metrobus, Metrorail, and Metro Access Paratransit service is \$27.1 million, which is an increase of \$2.3 million or 9.2%. It is funded by \$8.0 million from the General Fund and \$19.1 million is funded by the City's share of state aid and gas tax revenues at the Northern Virginia Transportation Commission (NVTC). The General Fund subsidy increases by \$2,140,000, or 36.4%. A portion of the increase (\$200,000) is due to operating costs of the new Route 1 Bus Rapid Transit service scheduled to begin in FY 2014 and funded by the Transportation Improvement Program (TIP), and a portion is due to the opening of the new Silver Line Metrorail service. The remainder (\$1.9 million) is due to the increased cost of continuing existing services.
- The General Fund subsidy for local DASH bus service increases by a net of \$1,071,632, or 11.1%, and is the result of a service cost increase of \$1.6 million and a subsidy reduction of \$576,368 from service reductions and/or fare increases to be determined by the Alexandria Transit Company (ATC) Board of Directors. Service cost increases include \$621,000 in TIP funded service expansions.
- The King Street Trolley subsidy is reduced by \$10,000 through onboard advertising revenue, from \$840,000 to \$830,000; headways will remain at 15 minutes during the course of normal operation. TIP funded shuttle service planned for Del Ray/Arlandria in FY 2014 has been cancelled as one of the FY 2014 budget reductions needed to close the City budget gap, and the TIP funds reprogrammed for higher priority needs. The total trolley/shuttle budget for FY 2013 including both TIP and general fund subsidy was \$1.4 million. The reduction of the King Street Trolley cost and the cancellation of the Del Ray/Arlandria shuttle results in a total reduction of \$570,000.

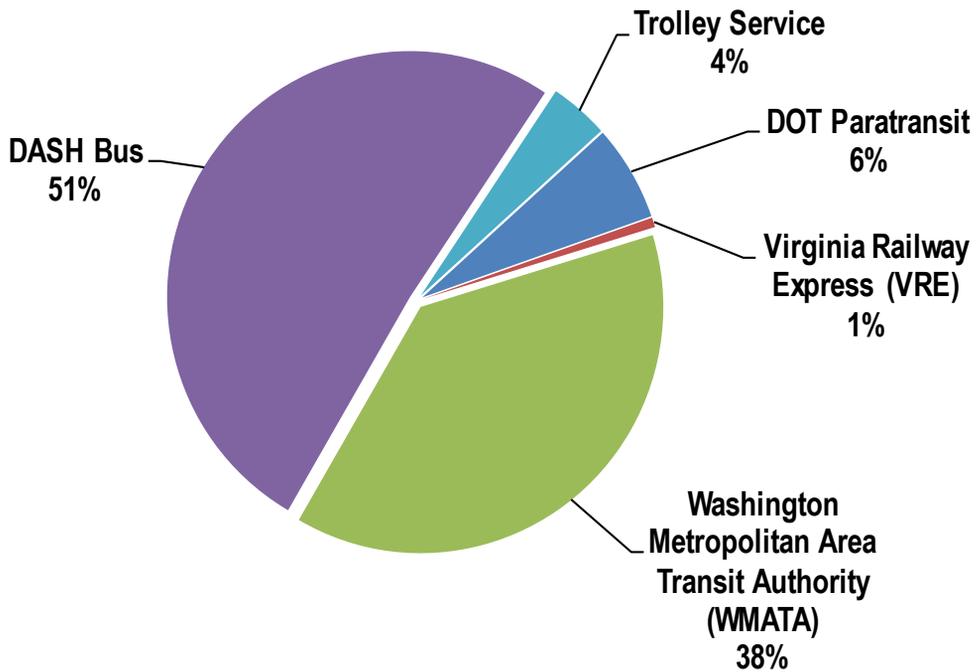
Transit Subsidies

Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
DASH trips*	3,897,625	3,878,000	4,018,000
Metrobus trips	2,900,000	TBD	TBD
Metrorail trips	12,600,000	TBD	TBD

*FY 2014 ridership estimate is based on the DASH Approved Transit Development Program (TDP) and excludes any service reductions.

FY 2014 Approved General Fund Transit Subsidies



Transit Subsidies

Activity Level Subsidy Information

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
DOT Paratransit	\$1,169,571	\$1,330,328	\$1,330,328	0.0%
VRE Commuter Rail	\$129,944	\$133,894	\$133,984	0.1%
WMATA Metrobus, Metrorail and Metro Access Paratransit	\$5,437,075	\$5,886,156	\$8,026,156	36.4%
DASH Bus	\$8,460,569	\$9,684,000	\$10,755,632	11.1%
Trolley/Shuttle Services	\$740,800	\$1,400,000	\$830,000	-40.7%
Total General Fund Expenditures	\$15,937,959	\$18,434,378	\$21,076,100	14.3%

Transit Subsidies Agencies	
<p>Transit Subsidies</p> <ul style="list-style-type: none"> DASH DOT Paratransit King Street Trolley Virginia Railway Express (VRE) WMATA 	

Department Information
<p>Department Contact Info</p> <p>703.746.4075 www.alexandriava.gov/transit</p> <p>Department Head</p> <p>Richard J Baier, P.E., LEED AP, Director of T&ES 703.746.4025 rich.baier@alexandriava.gov</p> <p>Department Staff</p> <p>Marti Reinfeld, Transit Services Division Chief</p>

Transit Subsidies

Transit Subsidies Program

The goal of Transit Subsidies is to provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors.

	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Program Totals			
General Fund Expenditures	\$15,937,959	\$18,434,378	\$21,076,010
Program Outcomes			
DASH trips	3,897,625	3,878,000	4,018,000
Metrobus trips	2,900,000	TBD	TBD
Metrorail trips	12,600,000	TBD	TBD

Activity Data

DASH - The goal of DASH is to supplement the regional rail and bus service provided by WMATA and provide local bus service that is designed to support specific community objectives; safe, reliable, convenient, comfortable, and courteous; efficient in the use of resources, whatever their source.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
General Fund Subsidy	\$8,460,569	\$9,684,000	\$10,755,632
FTE's	N/A	N/A	N/A
Miles of service*	1,580,000	1,671,000	1,831,500
DASH trips*	3,897,625	3,878,000	4,018,000
Operating ratio (% of costs recovered through fares and other revenue)*	36.9%	33.0%	28.0%

* FY 2014 estimate reflects base service excluding service expansion and reductions.

DOT Paratransit - The goal of DOT is to provide specialized transportation service for residents of Alexandria and visitors who cannot use regular transit buses or rail due to their disability.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
General Fund Subsidy	\$1,169,571	\$1,330,328	\$1,330,328
FTE's	N/A	N/A	N/A
Total trips	53,085	54,000	54,000
Average cost per trip	\$22.03	\$24.64	\$24.64

Trolley/Shuttle Service - The goal of Trolley/Shuttle Service is to offer free land shuttle service to serve tourists, businesses, day time workers, and residents in order to promote economic development and enhance the character of Alexandria.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$740,800	\$1,400,000	\$830,000
FTE's	N/A	N/A	N/A
# of riders	607,223	700,000	700,000
Cost per rider	\$1.22	\$2.00	\$1.19

Transit Subsidies

Transit Subsidies Program, Cont'd

VRE - The goal of VRE is to provide safe, cost-effective, accessible, customer-responsive, reliable, rail passenger service as an integral part of a balanced, intermodal regional transportation system.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
General Fund Subsidy	\$129,944	\$133,894	\$133,894
FTE's	N/A	N/A	N/A

WMATA - The goal of WMATA is to be an integral part of the Washington metropolitan area by ensuring the best in safe, reliable, cost-effective and responsive transit services, by promoting regional mobility and by contributing toward the social, economic and environmental well-being of the community.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
General Fund Subsidy	\$5,437,075	\$5,886,156	\$8,026,156
FTE's	N/A	N/A	N/A
Metrobus trips	N/A	TBD	TBD
Metrobus operating ratio	N/A	TBD	TBD
Metrorail trips	N/A	TBD	TBD
Metrorail operating ratio	N/A	TBD	TBD

Transit Subsidies

Transit Subsidies Program, Cont'd

Summary of Budget Changes

Supplemental Adjustments			
Activity	Adjustment	FTEs	Amount
WMATA	<i>Subsidy Increase</i>		\$1,940,000
<p>The City's total operating subsidy for WMATA Metrobus, Metrorail, and Metro Access paratransit service is \$27.1 million, which is an increase of \$2.3 million or 9.2%. It is funded by \$8.0 million from the General Fund and \$19.1 million is funded by the City's share of state aid and gas tax revenues at the Northern Virginia Transportation Commission (NVTC). The General Fund subsidy increases by \$2,140,000, or 36.4%. A portion of the increase (\$200,000) is due to operating costs of the new Route 1 Bus Rapid Transit service, and a portion is due to the opening of the new Silver Line Metrorail service. The remainder (\$1.9 million) is due to the increased cost of continuing existing services and is funded with an increase to the City's general fund operating budget.</p>			
Activity	Adjustment	FTEs	Amount
WMATA	<i>Route 1 Bus Rapid Transit (BRT)</i>		\$200,000
<p>The City's WMATA General Fund subsidy is increased by \$200,000 for the estimated cost of implementing Route 1 Bus Rapid Transit (BRT) service to be operated by Metro. The funding for this increase is provided from Transportation Improvement Program (TIP) revenues reserved for expanding transportation service.</p>			
Activity	Adjustment	FTEs	Amount
DASH	<i>DASH Bus Service Expansion</i>		\$621,000
<p>The City's General Fund subsidy for DASH bus service includes a \$238,000 increase in TIP funded service expansion implemented in FY 2013, from \$1,000,000 to \$1,238,000, and \$383,000 for additional TIP funded service expansion in FY 2014.</p>			
Expenditure Reductions			
Activity	Adjustment	FTEs	Amount
DASH	<i>DASH Bus Service Reduction</i>		-\$576,368
<p>As part of the FY 2014 budget development, DASH considered a combination of fare increases and service reductions to reduce the General Fund subsidy by as much as \$607,120. The FY 2014 Approved subsidy includes a \$576,368 subsidy reduction. The actual service reductions and/or fare increases will be determined by the Alexandria Transit Company (ATC) Board of Directors as part of the DASH budget adoption.</p>			
Activity	Adjustment	FTEs	Amount
DASH	<i>Trolley Service Reduction</i>		-\$570,000
<p>The King Street Trolley operating costs are reduced by \$10,000 through onboard advertising revenue, from \$840,000 to \$830,000; headways will remain at 15 minutes during the course of normal operation. TIP funded shuttle service planned for Del Ray/Arlandria in FY 2014 has been cancelled as one of the FY 2014 budget reductions needed to close the City budget gap, and the TIP funds reprogrammed for higher priority needs. The trolley/shuttle budget for FY 2013 was \$1.4 million. The reduction of the King Street Trolley cost and the cancellation of the Del Ray/Arlandria shuttle results in a total reduction of \$570,000.</p>			

Transit Subsidies

Additional Information

DASH Bus Operating Budget	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Chg 2013-2014
Operating Revenues	4,417,688	4,962,000	4,460,000	-10.1%
Operating Expenses	12,878,257	14,646,000	15,215,632	3.9%
Net Operating Subsidy	8,460,569	9,684,000	10,755,632	11.1%

WMATA Operating Subsidy	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Chg 2013-2014
Bus Operating	15,750,479	16,638,627	17,076,274	2.6%
Rail Operating	5,745,446	7,244,504	10,200,823	40.8%
Paratransit	1,022,712	929,894	991,660	6.6%
Prior Year Audit Adjustment	419,873	0	(1,177,000)	-
Total Operating Subsidy	22,938,510	24,813,025	27,091,757	9.2%
Capital Subsidy	6,738,849	7,100,145	8,973,000	26.4%
Total Subsidy	29,677,359	31,913,170	36,064,757	13.0%

Education

Alexandria City Public Schools	19-2
Northern Virginia Community College	19-10

Alexandria City Public Schools

Mission Statement: The mission of the ACPS is to provide the environment, resources, and commitment to ensure that each and every student succeeds – academically, emotionally, physically, and socially.

Expenditure By Classification	FY 2012 Actual	FY 2013 Final**	FY 2014 Approved	% Change 2013-2014
Expenditures - Operating Budget only *				
Total	\$204,930,536	\$217,954,433	\$226,584,182	4.0%
Less Revenues				
State Aid	\$27,787,179	\$30,956,387	\$32,570,464	5.2%
Beginning Balance	15,977,860	6,778,835	6,669,465	-1.6%
Other	2,382,524	732,806	1,732,781	136.5%
Total Designated Funding Sources	<u>\$46,147,563</u>	<u>\$38,468,028</u>	<u>\$40,972,710</u>	6.5%
Net General Fund Transfer	<u>\$174,956,420</u>	<u>\$179,486,405</u>	<u>\$185,611,472</u>	3.4%
Ending Balance***	\$16,173,447	\$0	\$0	

* The School's Operating Budget excludes expenditures associated with the FY 2014 School Nutrition Fund (\$7.1 million) and the Grants and Special Projects Fund (\$10.7 million).

** Subsequent to the City Council Budget Adoption, the School Board meets and approves a Final Budget that reflects the approved City General Fund Appropriation, as well as final estimates of State and Federal revenues.

***Ending Balance is the result of actual revenues in excess of expenditures. Of the \$16.1 million ending balance in FY 2012, \$6.8 is used as a beginning balance for FY 2013, of which \$2.7 is related to prepaid items and encumbrances. The remaining \$6.7 million from their FY 2012 ending balance is used as the beginning balance in FY 2014.

Alexandria City Public Schools

Highlights

- In January 2013, City Council adopted a resolution establishing the annual budget process and set specific guidance for the FY 2014 budget. The resolution specified, with regard to ACPS funding “that the City Manager recommend for transfer to the Alexandria City Public Schools an appropriation equal to the amount approved by City Council for FY 2013, except that the City Manager may vary from the FY 2013 approved appropriation if specifically to address anticipated changes in student enrollment or expense changes resulting from cost saving measures employed by ACPS.”
- On January 24, 2013 the ACPS Board adopted a Proposed FY 2014 Operating Budget of \$228,499,576, a 4.8% increase over the FY 2013 Final ACPS Budget. This included a request for a City General Fund transfer of \$188,690,370, an increase of \$9.2 million, or 5.1%.
- Following the City’s adoption of the FY 2014 Approved Budget on May 6, 2013, the ACPS Board adopted an Approved FY 2014 Operating Budget of \$226,584,182, a 4.0% increase over the School Board’s FY 2013 Final Budget. The FY 2014 Approved City General Fund transfer to the Schools for operating expenditures is \$185,611,472. This is an increase of \$6,125,067 or 3.4% over the FY 2013 ACPS Final Budget. Of this amount, \$6 million is provided to address operating expenses related to capacity issues. The remaining increase of \$125,067 is a technical adjustment and is offset by a decrease of the same amount in the Department of Community and Human Services FY 2014 Approved Budget.
- The FY 2014 Approved Revenues is \$40,972,710. This is an increase of \$2.5 million or 6.5% over the FY 2013 ACPS Final Budget. Included in the Approved Revenues for FY 2014 is \$32.6 million in State Aid, \$6.7 million in Beginning Balance and \$1.7 million in Other revenues which includes \$1.6 million in Local Funds and \$90,000 in Federal Aid. The \$2.5 million increase is mostly attributable to a \$1.6 million increase in State Aid, which is due to increases in sales tax revenue, and a transfer of \$514,330 of Medicaid Revenue from Grants and Special Projects to the Operating Budget.
- The FY 2014 Grants and Special Projects Expenditure Budget is projected to total \$10.7 million which is a decrease of \$3.6 million or 25.1% compared to the FY 2013 ACPS Final Budget. The decrease includes the transfer of \$514,330 to the Operating Budget but is primarily the result of the projected decrease in most federal entitlement grants.
- ACPS is projecting enrollment totals to be 13,707 in FY 2014, which is an increase of 593 students (4.5%) over FY 2013 actual enrollment. Projections suggest there will be an additional 447 elementary students and 146 secondary students.
- The Superintendent proposed a FY 2014 – 2023 Capital Improvement Plan (CIP) to the School Board on January 24, 2013. Similar to last year, the Superintendent’s proposed CIP included a Needs-Based and Resource-Constrained plan. The Needs-Based plan requested \$383.4 million over ten years from the City, while the Resource-Constrained plan equaled \$357.4 million. The Resource-Constrained request would amount to an increase of \$153.8 million over the City Council Approved FY 2013-2022 CIP. The Approved FY 2014-2023 CIP for the ACPS capital program is \$227.3 million over the ten year period. For FY 2014, the Approved CIP provides \$14.1 million to ACPS for capital projects. The \$14.1 million FY 2014 capital year budget fully funds the ACPS School Board FY 2014 capital year budget request, adopted by the School Board on May 23, 2013.

Alexandria City Public Schools

Program Level Expenditure Summary

Operating Budget by Major Program

Expenditure by Major Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Instruction	\$123,561,559	\$135,952,891	\$142,316,878	4.7%
Instructional Support	29,055,676	31,495,080	\$33,326,057	5.8%
Administration	23,221,707	25,540,454	\$25,079,523	-1.8%
Attendance and Health	4,431,048	4,849,424	\$4,973,288	2.6%
Transportation	8,473,360	7,621,127	\$7,517,595	-1.4%
Operations and Maintenance	15,871,484	14,833,764	\$15,398,264	3.8%
School Food Services	330,791	406,274	\$414,685	2.1%
Division-wide Programs	(15,089)	(2,744,581)	(\$2,442,108)	-11.0%
Total Operating Expenditures	\$204,930,536	\$217,954,433	\$226,584,182	4.0%

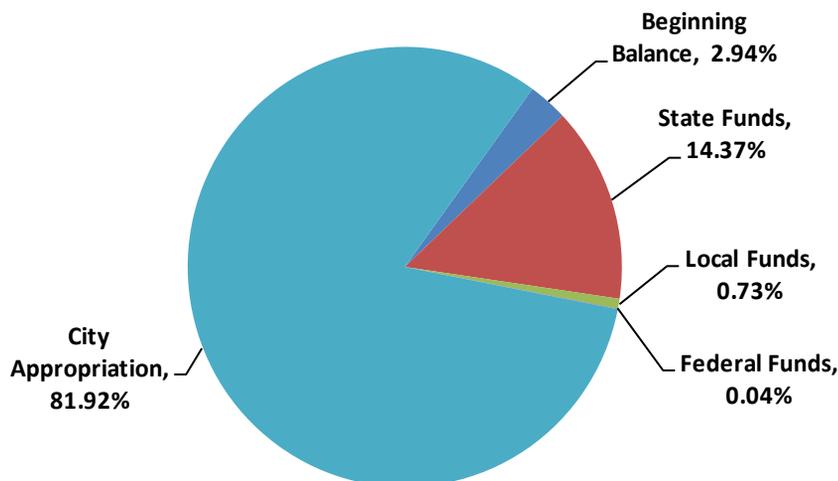
Staffing Summary by Major Program

Authorized Positions (FTE's) by Major Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Instruction	1,332.63	1,360.40	1,420.30	4.4%
Instructional Support	291.38	281.00	299.41	6.6%
Administration	93.60	91.00	92.00	1.1%
Attendance and Health	49.64	48.64	52.42	7.8%
Transportation	138.00	138.00	145.00	5.1%
Operations and Maintenance	85.57	85.38	88.38	3.5%
School Food Services	17.03	17.03	17.03	0.0%
Division-wide Programs	2.86	11.98	6.50	-45.7%
Total FTE's *	2,010.71	2,033.43	2,121.04	4.3%

* Positions are for the Operating Fund only and do not include positions supported by the Grants and Special Projects Fund or the School Lunch Fund.

Alexandria City Public Schools

FY 2014 Approved Funding Source Breakdown



Cost per Pupil WABE Guide Data*	
Division	FY 2013
Alexandria City	\$17,024
Arlington County	\$18,675
Fairfax County	\$13,564
Loudoun County	\$11,595
Prince William County	\$10,163

*Source: Washington Area Boards of Education (WABE) 2013 Guide

ACPS Program Areas

Dept Info

Instruction

Kindergarten and Pre-Kindergarten
 Instructional Core
 Summer School
 Enrichment & Electives
 Career & Technical Education
 Alternative & At-Promise Education
 ELL
 Special Education
 Adult Education
 State Hospitals, Clinics, & Detention

Administration, Health & Attendance

Board Services
 Evaluation & Planning
 Executive Administration
 Financial Services
 Human Resources
 Information Services
 Information Technology Services
 Strategic Initiatives
 Technology Services

ACPS Contact Information

703.824.6600
<http://www.acps.k12.va.us/>

Superintendent

Dr. Morton Sherman, Superintendent
 703.824.6610
superintendent@acps.k12.va.us

Staff

Gwen Carol Holmes, Chief Academic Officer
 Madye Henson, Deputy Superintendent
 Stacey Johnson, Chief Financial Officer
 Tammy Ignacio, Chief Admin Officer

Instructional Support

Family & Community
 Financial Aid
 Guidance
 Homebound Instruction
 Improvement of Instruction: Regular
 Media Services
 Minority Student Achievement
 Professional Development
 School Administration
 Social Work
 Teacher Mentor Program
 Technology Services

Attendance & Health

Transportation

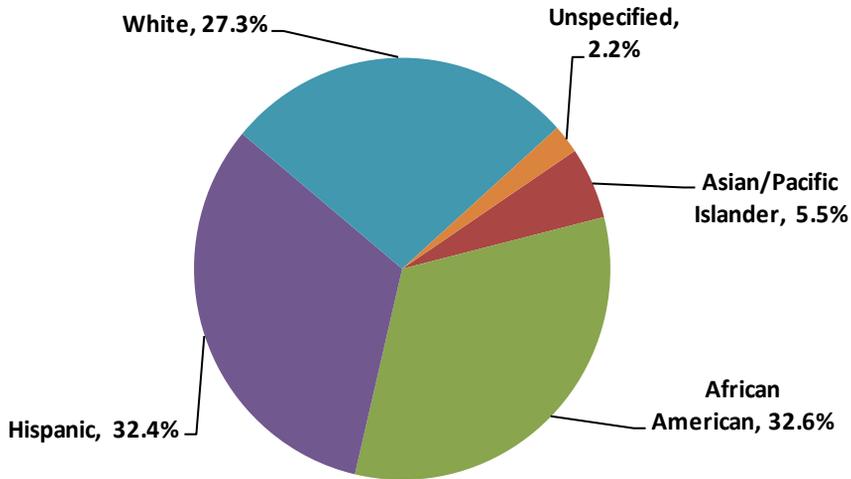
Operations & Maintenance

School Food Service

Division-wide Programs

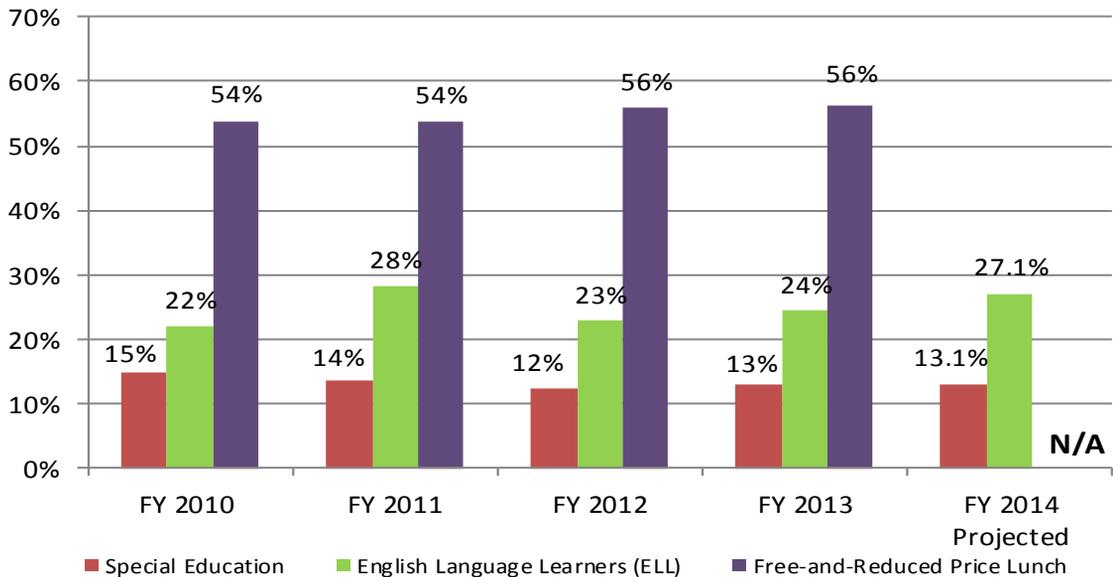
ACPS Statistics

**ACPS Demographic Composition:
Ethnic Enrollment FY 2013**



Note: Demographic data for FY 2014 is not yet available

**Special Education, English Language Learners, and Free & Reduced-Price Meal Students
As a Percent of Total ACPS Enrollment**



Source: Alexandria City Public Schools

Alexandria City Public Schools

ACPS Statistics

Students per Teacher Scale Position WABE Guide Data FY 2013*			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	10.2	11.3	14.0
Arlington County	10.1	16.2	16.6
Fairfax County	14.1	19.9	20.9
Loudoun County	17.1	22.4	22.1
Prince William County	15.1	20.4	21.9

*Students per Teacher Scale Position include classroom teachers and other teachers such as ESOL/ESL, librarians, reading, coaches, metors, music, art, PE, etc.

Students per Classroom Teacher WABE Guide Data FY 2013*			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	20.9	18.0	19.7
Arlington County	20.8	20.4	19.5
Fairfax County	21.4	24.4	24.9
Loudoun County	24.7	24.3	25.8
Prince William County	22.8	28.8	29.2

*Classroom teachers are positions used to determine class size.

ACPS Historical and Projected Enrollment By Grade

Historical Enrollment by Grade

All Students, Including Under 5 and Over 20
All actual data based on ACPS September Reports

Fiscal Year		PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Special Place-ments	Deten-tion Center	Total
FY 2001	Actual	92	1,155	1,080	1,069	956	956	865	800	758	702	699	911	666	568	68		11,345
FY 2002	Actual	76	1,056	1,107	985	1,006	923	914	803	776	707	720	903	655	562	81		11,274
FY 2003	Actual	92	1,035	1,017	1,008	915	936	870	847	750	730	756	817	736	585	105	40	11,239
FY 2004	Actual	90	1,057	973	945	915	855	894	804	805	721	724	838	674	587	113		10,995
FY 2005	Actual	110	1,025	1,014	933	925	850	809	832	760	740	754	763	708	590	108		10,921
FY 2006	Actual	152	1,018	929	927	829	827	770	748	760	699	763	730	697	600	72		10,521
FY 2007	Actual	188	1,038	945	861	873	776	730	705	709	719	698	720	691	588	91		10,332
FY 2008	Actual	155	1,057	1,036	886	826	836	780	706	686	683	731	720	742	601	112		10,557
FY 2009	Actual	124	1,179	1,111	1,023	889	820	834	766	709	706	751	786	756	656	115		11,225
FY 2010	Actual	116	1,236	1,184	1,093	999	879	809	767	753	725	741	813	766	616	126		11,623
FY 2011	Actual	183	1,301	1,175	1,120	1,047	983	842	781	751	733	758	769	776	715	65		11,999
FY 2012	Actual	282	1,361	1,287	1,106	1,061	1,028	953	801	753	739	784	803	713	655	69		12,395
FY 2013	Actual	276	1,516	1,345	1,223	1,098	1,048	996	871	775	765	813	847	789	673	79		13,114
FY 2014	Projected	295	1,642	1,474	1,261	1,203	1,069	1,004	901	828	758	807	861	809	716	79		13,707
FY 2015	Projected	304	1,638	1,588	1,385	1,237	1,172	1,030	916	857	806	819	855	822	734	75		14,238
FY 2016	Projected	313	1,733	1,587	1,463	1,356	1,195	1,128	931	869	835	871	867	816	746	71		14,781
FY 2017	Projected	323	1,759	1,665	1,450	1,430	1,289	1,137	1,022	872	837	902	923	828	740	67		15,244
FY 2018	Projected	333	1,811	1,711	1,551	1,420	1,381	1,238	1,035	968	834	904	955	881	751	64		15,837
FY 2019	Projected	336	1,870	1,761	1,598	1,513	1,370	1,327	1,119	940	891	901	957	912	799	61		16,355

Source: Alexandria City Public Schools

Alexandria City Public Schools

ACPS Strategic Plan Key Measures for 2012-2013

The table below lists the ACPS Strategic Plan Key Measures for SY 2012-2013 as adopted by the ACPS Board of Education. The priorities are focused on addressing disproportionality across the school division and closing the achievement gap while continuing to improve student achievement for all students.

ACPS Priorities for SY 2012-2013		ACPS Targets SY 11 - 12	ACPS Prel. Results SY 11 - 12	ACPS Achievement Gap*	Targets SY 12-13	
Special Education and English Language Learners	1.Special Education (SPED)	% Pass on Reading SOL - SPED students	64%	52%	44%	TBD
		% Pass on Math SOL - SPED students	63%	27%	55%	41%
		% On-time graduation rates - SPED students	87%	72%	21%	77%
		% Dropout Rate - SPED students	13%	21%	15%	25%
		% Disproportionately between SPED identification and enrollment - Black Students	reduce by 1/3	8.0%	n/a	reduce to 4%
	2.English Language Learners	% Pass on Reading SOL - ELL students	81%	73%	23%	TBD
		% Pass on Math SOL - ELL students	80%	45%	37%	54%
		% On-time graduation rate - ELL students	80%	80%	13%	83%
		% Dropout Rate - ELL students	14%	16%	10%	reduce to 14%
	Elementary	3.Elementary Reading & Math	% Pass on Grade 3-5 Reading SOL - all students	86%	80%	15%
% Pass on Grade 3-5 Reading SOL - Black students / Hispanic students			86%	74% / 72%	21% / 23%	TBD
% of Fall-identified K-3 students who succeed in meeting the PALS Spring benchmark			60%	41%	n/a	56%
% Pass on Grade 3-5 Math SOL - all students			n/a	55%	29%	62%
% Pass on Grade 3-5 Math SOL - Black Students/Hispanic Students			n/a	40% / 43%	44% / 41%	51% / 53%
% Disproportionally between short-term suspensions and enrollment - Elementary School Black male students			n/a	30%	n/a	reduce to 23%
4. TAG Identification (K-5)			% Disproportionally between K-5 TAG identification and K-5 student enrollment - FARM (Free and Reduced Meals)	n/a	46%	n/a
	% Disproportionally between K-5 TAG identification and K-5 student enrollment - Black Students	n/a	26%	n/a	reduce to 22%	
	% Disproportionally between K-5 TAG identification and K-5 student enrollment - Hispanic Students	n/a	29%	n/a	reduce to 24%	

Alexandria City Public Schools

ACPS Strategic Plan Key Measures for 2012-2013

ACPS Priorities for SY 2012-2013		ACPS Targets SY 11 - 12	ACPS Prel. Results SY 11 - 12	ACPS Achievement Gap*	Targets SY 12-13		
Secondary	5.Middle Schools	% Pass on Grade 6-8 Reading SOL - all students	86%	83%	13%	TBD	
		% Pass on Grade 6-8 Reading SOL - Black students / Hispanic students	84% / 81%	79% / 75%	17% / 21%	TBD	
		% Pass on Math SOL - all students	71%	53%	28%	60.0%	
		% Pass on Math SOL - Black students / Hispanic students	70% / 69%	42% / 40%	39% / 41%	52% / 50%	
		% Participation in ELA Honors and % Pass on Reading SOL	67% / 96%	51% / 95%	29% / 4%	55% / 97%	
		% Participation in Algebra I by Grade 8 and % Pass on Algebra SOL	55% / 100%	59% / 63%	40% / 14%	65% / 64%	
		% Disproportionately between short-term suspensions and enrollment - Middle School Black male students	reduce by 1/3	27%	n/a	reduce by 21%	
		% of Students achieving a score of 3 or higher for each measurement topic in ELA and Math assessed by unit transfer tasks	n/a	n/a	n/a	Baseline	
		6.T.C. Williams	% of Students taking an AP class (Grades 10, 11, 12)	n/a	37%	UNK	40%
		% of Students taking dual-enrollment classes	n/a	6%	2%	7%	
		% Graduation based on Federal Graduation Indicator**	75%	70%	18%	74%	
		% Completion of SAT or ACT by graduating seniors (SAT data only; ACT has not been validated yet)	69%	65%	15%	69%	
		% Pass on English SOL	96%	91%	7%	TBD	
		% Pass on Math SOL	87%	60%	19%	64%	
	% Dropout Rate - Black students / Hispanic students	7% / 15%	12% / 19%	6% / 13%	11% / 18%		
	% Disproportionately between short-term suspensions and enrollment - High School Black male students	n/a	24%	n/a	reduce to 18%		
	% of Students achieving a score of 3 or higher for each measurement topic in ELA and Math assessed by unit transfer tasks	n/a	n/a	n/a	Baseline		

Note: SOL data is reported using the unadjusted pass rate, i.e., it includes all students who were tested; no adjustments were made for transfer status, English language proficiency and/or remediation

* The column "ACPS Achievement Gap" compares a specific subgroup (as identified in the measure) to ACPS's highest performing subgroup. This is a more aspirational goal than comparing ACPS to the Virginia State "All Students" group, and directly address ACPS's internal achievement gap.

**Federal Graduation Indicator: % of students who graduate with a Standard or Advanced Studies Diploma in four, five, or six years (T.C. Williams is using the four year measure); ACPS data is based on the SY 10-11 4-yr contract

Northern Virginia Community College

Description: The City of Alexandria contributes to the Local Maintenance and Operating Budget of the Northern Virginia Community College (NVCC). NVCC is a two-year higher education institution serving Northern Virginia. The local contribution supports the College's programs for the business and educational needs of Northern Virginia residents. Local contributions provide funds for services and activities that would not be possible with State funds alone. Area governments contribute funding based upon each jurisdiction's share of the combined population of the localities served. Population data is from the Weldon Cooper Center for Public Service at the University of Virginia.

Expenditure Summary

Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved	% Change 2013-2014
Northern Virginia Community College	\$12,288	\$11,721	\$11,785	0.5%

Participating Jurisdictions – Percent Shares

Summary Table FY 2014 Approved					
Jurisdiction	Population FY 2013	Population* FY 2014	Population Percent Change FY 13 - FY 14	Jurisdiction Percent Share	Operating Budget Request
City of Alexandria	140,236	143,464	2.3%	6.3%	\$11,785
Arlington County	208,051	214,373	3.0%	9.4%	\$17,609
City of Fairfax	22,587	22,866	1.2%	1.0%	\$1,878
Fairfax County	1,084,412	1,096,023	1.1%	48.0%	\$90,030
City of Falls Church	12,382	12,567	1.5%	0.6%	\$1,032
Loudoun County	317,035	324,337	2.3%	14.2%	\$26,642
Manassas City	37,881	39,060	3.1%	1.7%	\$3,208
Manassas Park City	14,387	14,540	1.1%	0.6%	\$1,194
Prince William County	405,522	414,531	2.2%	18.2%	\$34,051
Total	2,242,493	2,281,761		100.0%	\$187,429

*Population figures provided by NVCC come from the Weldon Cooper Center for Public Service (revised January 30, 2012).

FY 2014 Budget Highlights

- The total Local Maintenance and Operating Budget remains constant from FY 2013 to FY 2014. However, population changes result in varying requests to jurisdictions from FY 2013 to FY 2014, resulting in an increase to Alexandria's Contribution. See Summary Table above.
- Alexandria's contribution has increased \$64, or 0.5%.
- The City of Alexandria also contributes a proportionate share of NVCC's locally-funded capital costs. Please refer to the City Manager's FY 2014-2023 Proposed Capital Improvement Program document for more information.

APPROVED FY 2014 – 2023
CAPITAL IMPROVEMENT
PROGRAM OVERVIEW

Capital Improvement Program Overview Contents

In the CIP Overview pages that follow, please find the following descriptions and discussions of the Approved FY 2014 – 2023 Capital Improvement Program:

- Overview of Approved FY 2014 – 2023 Capital Improvement Program– p. 20-3
- Capital Project Definitions – p. 20-7
- FY 2014 – 2023 CIP Priorities – p. 20-7
- CIP Development Process – pp. 20-8 – 20-11
- Approved FY 2014 Capital Year Budget Project Highlights – pp. 20-12 – 20-15
- Approved FY 2014 – 2023 Capital Improvement Program Project Highlights – pp. 20-16 – 20-20
- Approved FY 2014 – 2023 CIP Funding Sources– pp. 20-21– 20-22
- City Debt Policy Guidelines – pp. 20-23 – 20-26
- EcoCity Initiative Efforts – p. 20-27
- Summary Tables – pp. 20-28 – 20-81

Approved FY 2014 – 2023 Capital Improvement Program Overview

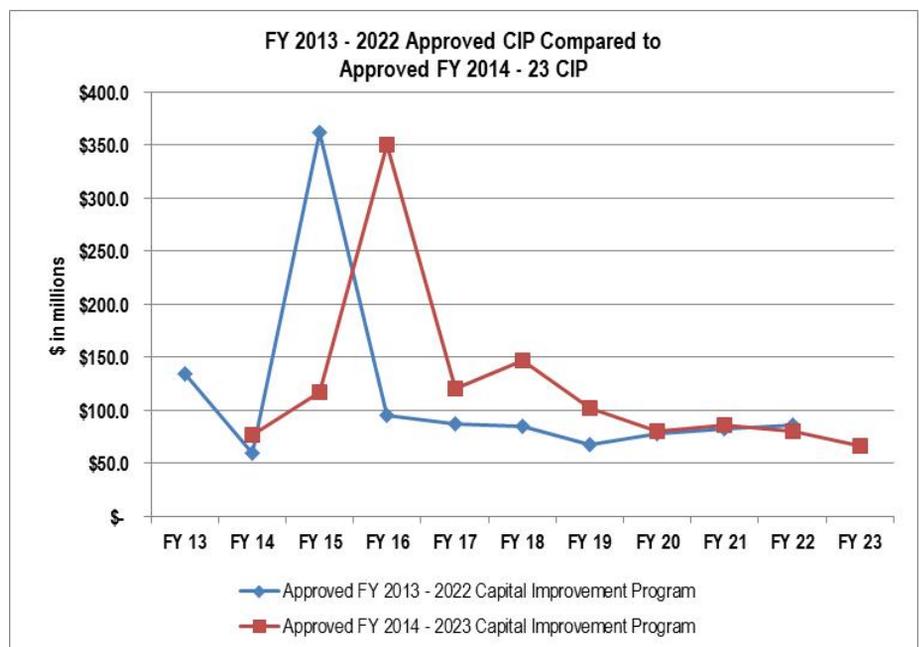
FY 2014 – 2023 Approved Capital Improvement Program

The Approved FY 2014 – 2023 CIP continues the reserved 2.2 cents on the real estate tax for transportation improvement capital projects.

The equivalent of 2.0 cents was added to the Approved CIP during the Add-Delete process to provide additional pay-as-you-go cash resources for capital infrastructure.

The FY 2014 – 2023 CIP was approved by City Council on May 6, 2013 and includes \$1.23 billion in total funding. The Approved CIP includes funding for the Potomac Yard Metrorail Station (from development contributions and special tax district revenue which will be leveraged for required borrowing), as well as continuation of the reserved 2.2 cents on the base real estate tax rate for the City's Transportation Improvement Program (TIP) approved by City Council beginning in FY 2012. Additionally, during the Add-Delete process, City Council added the equivalent of approximately 2.0 cents on the real estate tax rate annually to the CIP to fund additional capital infrastructure projects throughout the City.

The Approved FY 2014 – 2023 Capital Improvement Program totals \$1.228 billion, which represents a \$90.1 million, or 7.9%, increase from the Approved FY 2013 - 2022 CIP. To achieve a true comparison of the two plans, FY 2013 and FY 2023 must be removed from the comparison. When comparing only nine years (FY 2014 – 2022), the Approved CIP increases \$158.5 million, or 15.8% over last year's Approved CIP. Part of the increase is due to the inclusion of the additional revenue equivalent to approximately 2.0 cents on the real estate tax rate, which is estimated to provide \$83.5 million over the 10-year plan and was approved by City Council during the Add-Delete process. A listing of all projects included in the FY 2014 - 2023 CIP can be found at the end of this section. The chart below provides a comparison of last year's Approved FY 2013 – 2022 CIP and the Approved FY 2014 – 2023 CIP.



**Peak in FY 2015/2016 is due to \$265.3 million in General Obligation Bond issuance for Potomac Yard Metrorail Station*

Approved FY 2014 – 2023 Capital Improvement Program Overview

A significant change from last year's Approved CIP to this year's Approved CIP is moving the borrowing for Potomac Yard Metrorail Station from FY 2015 to FY 2016. Additionally, a new ACPS capacity project is included in FY 2018.

The Approved FY 2014 – 2023 CIP continues to incorporate a diverse funding structure.

Unrestricted revenue increases primarily due to new funding commitments for ACPS and the transfer of street resurfacing funds from the General Fund to the CIP as well as the additional 2.0 cents from the real estate tax rate for capital projects approved by City Council during the Add-Delete process.

A significant change from the Approved FY 2013 – 2022 CIP to the Approved FY 2014 – 2023 CIP is moving the borrowing associated with the Potomac Yard Metrorail Station from FY 2015 to FY 2016, based on a revised project construction schedule. Additionally, a significant increase in FY 2018 is due to the inclusion of a second new capacity project for Alexandria City Public Schools (ACPS).

The funding makeup of the City's capital program is growing increasingly diverse each year. To help organize this added complexity, the Approved FY 2014 – 2023 CIP divides revenue sources into three different types. Unrestricted City funds include general cash sources and General Obligation Bond revenues for the base CIP program. Restricted City funds include both cash and G.O. Bond revenues associated with the Sanitary Sewer Fund, Stormwater Management Fund, Transportation Improvement Program, Potomac Yard Metrorail Station, and other targeted sources. Because these Restricted revenues all have legal restrictions on their available uses, it is easier to discuss financing issues with them separately. Non-City funds generally include State and Federal grants and earmarks as well as private capital contributions and Comcast revenues. These revenues are also restricted in their use.

Revenues	Last Year	This Year	Difference	FY 2023 Only
	FY 2014 - 2022	FY 2014 - 2022		
Unrestricted				
Cash Capital	\$ 133,802,751	\$ 219,667,147	\$ 85,864,396	\$ 25,333,978
G.O. Bonds	\$ 404,999,051	\$ 461,970,000	\$ 56,970,949	\$ 32,024,000
Total Unrestricted	\$ 538,801,802	\$ 681,637,147	\$142,835,345	\$ 57,357,978
Restricted				
Potomac Yard	\$ 272,800,000	\$ 272,800,000	\$ -	\$ -
Sewers - Sanitary and Stormwater	\$ 107,978,000	\$ 93,360,000	\$ (14,618,000)	\$ 1,400,000
Transportation Improvement Program	\$ 51,860,000	\$ 53,005,000	\$ 1,145,000	\$ 3,600,000
Other	\$ -	\$ 800,000	\$ 800,000	\$ 25,000
Total Restricted	\$ 432,638,000	\$ 419,965,000	\$ (12,673,000)	\$ 5,025,000
Non-City				
Grants	\$ 22,492,500	\$ 46,232,999	\$ 23,740,499	\$ 2,775,000
Private Capital Contributions	\$ -	\$ 4,550,727	\$ 4,550,727	\$ -
Comcast Revenues	\$ 9,486,000	\$ 9,486,000	\$ -	\$ 1,054,000
Total Non-City	\$ 31,978,500	\$ 60,269,726	\$ 28,291,226	\$ 3,829,000
Total, All Sources	\$1,003,418,302	\$1,161,871,873	\$158,453,571	\$ 66,211,978
<i>Total FY 2014 - 2023</i>				<i>\$ 1,228,083,852</i>

Approved FY 2014 – 2023 Capital Improvement Program Overview

This CIP continues to place a strong emphasis on funding to maintain the City's core facilities and infrastructure.

The Approved FY 2014 – 2023 CIP addresses two broad areas of expenditure:

- Protection of the City's investment in existing public facilities or infrastructure (physical assets); and
- Planning and construction of major new public facilities and infrastructure, including new or replacement Information Technology systems.

The Approved FY 2014 – 2023 CIP is consistent with capital plans from recent years in that it places a strong emphasis on maintaining the existing core facilities and infrastructure of the City. This focus is supported by the continued use of the same three-Category prioritization system used in the development of the Approved FY 2013 – 2022 CIP:

- **Category 1: Asset Maintenance** – funding streams that cover an ongoing maintenance need for an existing City asset;
- **Category 2: Renovations/Existing Assets** – specific large renovation or restoration projects that are necessary cyclically or periodically, but can be scheduled for a specific time period. These projects also pertain to existing City assets;
- **Category 3: New Facilities** – projects that result in a new or expanded facility or level of service and can be scheduled; and
- **Information Technology Plan** – projects included in the ten-year plan that are Information Technology related. In future CIPs, those projects will be assigned a category rather than remain as a separate category.
- **Alexandria City Public Schools** – all ACPS capital projects are now categorized in their own section.

The chart below provides a breakdown of funding by Category/IT Plan.

Project Category	Total FY 2014 - 2023
Alexandria City Public Schools	\$ 227,334,786
Category 1 - Asset Maintenance	\$ 328,355,705
Category 2 - Renovations/Existing Assets	\$ 146,929,578
Category 3 - New Facilities	\$ 439,449,248
IT Plan	\$ 38,905,000
Other/To Be Determined	\$ 47,109,535
Grand Total	\$ 1,228,083,852

While Category 3 receives the largest share of funding, it also includes the \$272.8 million budgeted for the Potomac Yard Metrorail Station. Other/To Be Determined projects include the \$43.3 million intentionally not programmed for specific projects which may be utilized to provide resources for State and Federally mandated capital infrastructure improvements associated with the City's sanitary and storm sewer systems.

The Approved FY 2014 – 2023 CIP includes \$227.3 million for ACPS capital needs, which is shown as its own project category.

The City of Alexandria's Capital Improvement Program (CIP) is a comprehensive plan, which identifies capital projects related to the City's future infrastructure needs and the corresponding funding required to meet those needs.

Sewers and ACPS have hundreds of millions of dollars of potential future capital infrastructure needs that are not included in the Approved FY 2014 – 2023 CIP.

Beyond basic capital maintenance issues, the Approved FY 2014 – 2023 CIP reflects a vision for the City's future. The FY 2014 CIP decision making process included an initial effort to integrate the capital plan with City Council's guidance and Strategic Plan. As such, the Approved CIP includes funding to support growth and economic development through such projects as the Potomac Yard Metrorail Station, Waterfront and Braddock plan implementation projects, public art acquisition program, and continues investments in expanded transportation infrastructure and transit options. The transportation program heavily focuses resources on the City's three planned high capacity transitways, which will in turn support future transportation fluidity, economic growth, and development.

For all the projects that are funded in the CIP, there still remains a number of identified capital investments which are not funded in the plan due to the lack of resources within the available capital funding streams. Most notably, these involve the capital costs associated with federally mandated capital infrastructure improvements to sanitary sewer and storm sewer infrastructure, which are not included in the Approved CIP. These costs could reach \$250 million - \$400 million over the next two to three decades.

Additionally, Alexandria City Public Schools has submitted a \$356.3 million CIP for consideration, of which \$227.3 million is funded in this ten-year plan. As directed by City Council in the budget guidance, the Proposed CIP includes funding to address capacity issues system-wide including a capacity project at Patrick Henry in FY 2014 – 2015 and a new school at a site to be determined in FY 2017 – 2018. Funding for non-capacity (capital infrastructure maintenance) is also included in the \$227.3 million total for existing ACPS facilities. City staff continues to discuss capital needs with ACPS staff to determine the appropriate level of capital investments over the ten-year plan, including a joint City – ACPS work group looking at long range enrollment projections.

Capital Improvement Program Purpose & Definitions

The adoption of the CIP by the City Council is an indication of its support of both the capital projects that the City intends to pursue, and a plan for the anticipated levels of financing needed to fund these capital projects over the ten-year period.

The adoption of the ten-year CIP is neither a firm commitment to a particular project nor a limitation to a particular cost. As a basic tool for prioritizing and scheduling anticipated capital projects and capital financing, the CIP is a key element in planning and managing future debt service requirements. Only the first year of the CIP (FY 2014) represents a funding commitment for a project to proceed to the next stage, or to be implemented depending on the level of funding provided.

The City defines a capital project expenditure (as opposed to an operating expenditure) as an expenditure of more than \$10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years, and typically much longer than three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, minor (less than \$10,000) carpentry, minor electrical and plumbing repairs, or repair or routine replacement of fixtures or furniture.

CIP Priorities for FY 2014 – FY 2023

In developing the Approved FY 2014 – 2023 CIP, there were some general guidelines followed in developing the balanced ten-year plan. These guidelines included:

- Using the City Council Approved FY 2013 – 2022 CIP as the “base” for the City Manager’s Proposed FY 2014 – 2023 CIP;
- Incorporating City Council guidance into the plan with emphasis on schools capacity, recreation facilities, sewers and basic infrastructure, and public safety facilities;
- Working to align projects with our City’s Strategic Plan and long-term and intermediate outcomes with an emphasis on preserving and maintaining our City’s existing physical assets;
- Ensuring analysis is provided on increased debt service and adherence to debt policies over the life of the plan;
- Reviewing all projects to determine if the project scope and cost estimates were accurate; and

Additionally, a new internal process for developing the Capital Improvement Program was implemented in FY 2014, and also provided guidance on determining project prioritization. The new process is detailed on the next page.

Definition of a Capital Project:

- *Greater than \$10,000;*
- *Acquires or improves physical assets with useful life of 3 or more years; and*
- *Not day-to-day maintenance.*

City Council CIP Guidance:

- *ACPS capacity;*
- *Recreation facilities;*
- *Public safety facilities; and*
- *Sewers and basic infrastructure.*

FY 2014 – 2023 Capital Improvement Program Development

In addition to following the guidance provided by City Council, the City Manager created a “CIP Process Improvement Team” in the fall of 2012 and charged it with evaluating the existing CIP process and developing a system for linking CIP decisions with the City’s key strategic priorities.

The team worked together to evaluate the current CIP process and developed a new process that will link CIP decisions with the key strategic priorities of the organization to ensure that the capital improvement process is more strategic and relevant. The team was charged with:

- Evaluating the existing capital improvement program and recommending appropriate changes; and
- Developing a way to evaluate projects consistent with the City’s Strategic Plan, enabling the City to:
 - Leverage our investments to yield improved services through greater operational efficiency and effectiveness;
 - Develop criteria that will determine when a project is ready for evaluation;
 - Develop criteria by which projects will be evaluated/scored; and
 - Determine how projects relate to the Strategic Plan and the City’s long-term and intermediate outcomes.

Throughout October and November 2012, CIP Process Improvement Team members met once a week to discuss the current CIP development process, recommend changes for a more efficient and transparent development process, and provide a new development schedule for the CIP.

At the highest level of discussion, the team came to a consensus on the most important guiding principles of the CIP budget development process. Listed below is the basic framework and principles that are recommended by the CIP Process Improvement Team to guide the CIP budget development process.

- **Fair, Open and Objective Evaluation** – using a more complete evaluation tool (included as Appendix B in the Approved CIP Document) that aligns projects with the City’s Strategic Plan and long-term and intermediate outcomes.
- **Quality Submissions** – a new project submission form was created, designed to collect relevant information used in the evaluation of the projects.
- **Transparency** – allow the public and departments to better understand how funding decision are made.
- **Linking to the Strategic Plan** – integration of work from the new Work Planning Process group, including identification of long-term and intermediate outcomes associated with the City’s capital investments.

The CIP Process Improvement Team was charged with evaluating the prior CIP development process and recommending improvements.

The CIP development process was based on creating fair, open and objective evaluation criteria; receiving quality project submissions; creating a transparent development process; and linking to the City’s Strategic Plan and long-term and intermediate outcomes.

FY 2014 – 2023 Capital Improvement Program Development (Continued)

It is important to note that this process effectively changes the way CIP projects are recommended to be reviewed. A Peer Technical Review Committee is recommended to be established to review the feasibility and technical details of each project before being sent to the Cluster Groups for review. Cluster Groups are new to the FY 2014 budget development process, and are headed by the four Deputy City Managers, organized by like missioned departments. The Cluster Groups would then assume the review of projects and make recommendations based on achieving the City's long-term and intermediate outcomes. The Peer Technical Review Committee will be established in the summer of calendar year 2013, and will be an integral part of the development of the FY 2015 – 2024 CIP.

Also of note are the two outside (not managed by OMB) CIP development processes that are recommended to stay intact. The Information Technology Steering Committee (ITSC) is recommended to continue to work with the Chief Information Officer (CIO) to evaluate and recommend information technology projects. It is recommended the ITSC follow the same guiding principles, and use the same evaluation criteria so information technology projects can be evaluated in the context of all City capital projects. Alexandria City Public Schools (ACPS) also manages a separate CIP budget development process. ACPS has been an active participant in the CIP Process Improvement Team and will follow a similar path in the development of its CIP.

The most important initiative implemented by the CIP Process Improvement Team was the creation of a project evaluation tool to provide objective criteria which was used in conjunction with City Council guidance to develop project prioritization. Twenty evaluation criteria were applied to all new project requests and existing projects that requested additional funding. The evaluation criteria used can be found in Appendix B of the Approved CIP Document, and the results of the evaluation – the project rankings – are included in Appendix C. For the FY 2014 – 2023 CIP, due to time limitations, only new and revised funding requests were ranked. It is expected that for the development of the FY 2015 – 2024 CIP, all capital project requests will be evaluated and ranked. Additionally, the CIP Process Improvement Team will also be reviewing the evaluation criteria to determine their appropriateness for future CIPs.

The CIP Process Improvement Team has recommended the following development process to be implemented. This process is subject to change by the City Manager.

1. Create project submissions for new and revised CIP projects
(Completed – new project submission form developed in fall 2012).

A Peer Technical Review Committee will be implemented for the FY 2015 – 2024 CIP development process.

The Information Technology Steering Committee and ACPS will continue to have their own CIP development processes; however, both will incorporate many of the improvements by the CIP Process Improvement Team.

A new scoring tool designed to objectively evaluate and rank CIP project requests was implemented in the fall of 2012.

FY 2014 – 2023 Capital Improvement Program Development (Continued)

2. Score projects using an evaluation checklist tool (*Completed – evaluation tool used on all new and revised funding requests; evaluation criteria to be reviewed by the CIP Process Improvement team for relevance in summer 2013*).
3. Have CIP Technical Review Committee comment on project requests.
4. Provide the ranked list to the Cluster Groups (*Headed by Deputy City Managers - to be implemented next year*).
5. Request feedback from the City Manager's Office where recommendations are needed prior to finalizing the CIP project rankings; incorporate City Council guidance into the project evaluations (*Completed*).
6. Produce the Approved CIP document; provide details on project prioritization and project rankings (*Completed*).

Because of the timing of the creation of the CIP Process Improvement Team, and the completion of its recommendations, not all recommendations were implemented in FY 2014. The CIP Process Improvement Team will reconvene after the Approved CIP is presented to City Council and full implementation of the new development process will be incorporated into the FY 2015 – 2024 CIP.

Several other improvements were implemented as part of the CIP Process Improvement Team review. The individual project expenditure budget is now accompanied by an individual "Sources and Uses" table on each project description page. Each project now has a specific funding source(s) assigned. Additionally, for Category 2 and 3 projects, the total project budget is now shown, as opposed to in prior years where only the unallocated balance was provided. For these projects, it is most important to know the total amount of capital investment associated with the project. For Category 1 projects, the unallocated balance along with the current allocated balance is displayed on each project page. For these annual maintenance of effort projects, it provides a clear picture of prior year resources available to complete on-going capital maintenance needs. Projects which have large unused prior year balances may have funding reprioritized in the early years of the ten year plans until project implementation rates suggest the need for funds and shows a draw down of prior year available balances.

All projects in the FY 2014 – 2023 CIP are now accompanied by a detailed Sources and Uses table.

A new document format was implemented to provide clear, concise, consistent and relevant information for each project.

A new document format was created for FY 2014. OMB staff has suggested that the CIP document become a better communication tool for providing an overall picture of the capital investments in the City. The goals of the new document include:

- Communicating a direct relationship to Strategic Plan goals, long-term outcomes, and intermediate outcomes;
- Making the document more aesthetically pleasing;
- Providing consistency in the project descriptions across different CIP sections;
- Incorporating a sources and uses spreadsheet for each individual project as noted in the financing plan section; and
- Providing more relevant information on additional operating impacts and changes from the prior year plan.

It is noted that many of the changes to the Approved CIP document were recommended by the Budget and Fiscal Affairs Advisory Committee (BFAAC), and are designed to communicate the City's capital needs and priorities clearer. A description of all the document changes and information contained on each individual project page can be found on page 6-3 of the Approved CIP document.

Future Process Improvements

Future CIPs will include continued improvement of accounting for and communicating additional operational impacts. Many projects in the Approved FY 2014 - 2023 CIP incorporate this information, but it is not yet universally available for all projects. Furthermore, future CIP development processes should weigh operating budget impacts more carefully when determining relative project priorities. Again, these are considerations that are informally built into the process today, but the goal is to formalize and refine them in the future.

Another future improvement recommended by the CIP Process Improvement Team is for projects to attain a minimum level of design, engineering, scoping, cost estimates, community coordination, etc., before the project enters the fifth year of the CIP. If this is to be an expectation, it will have to be resourced. There is not a one-size-fits-all approach to how this work should be completed – departments may request funds or may have in-house capability and projects can vary widely in cost and complexity.

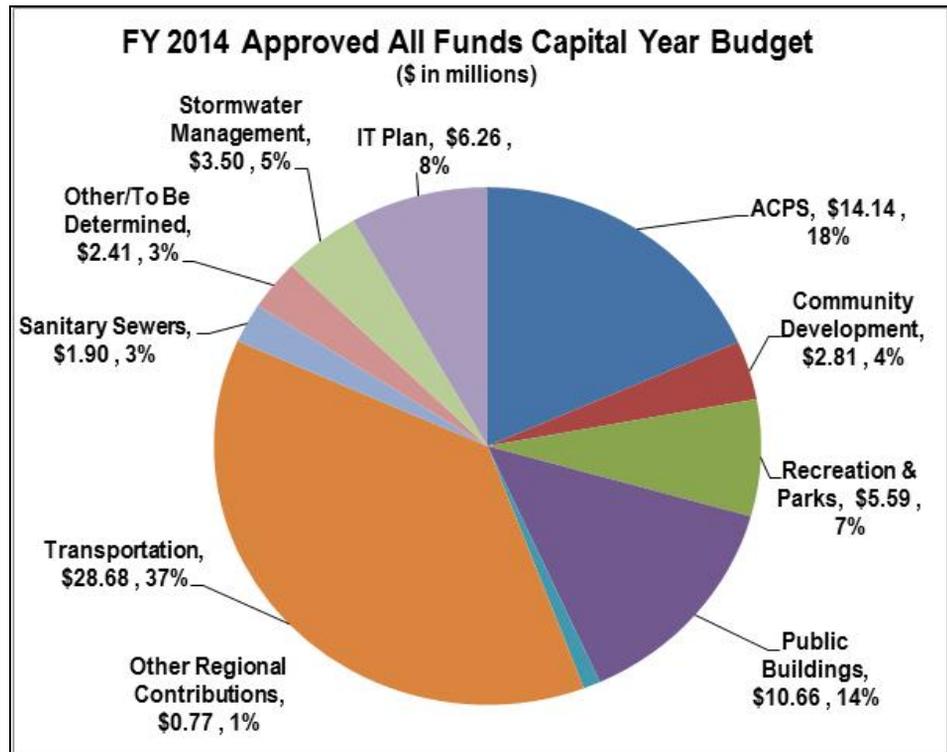
Operating Impact Statements will continue to be improved for all projects in future CIP's. The process will also be designed to formally consider these impacts in determining project priority.

Approved FY 2014 – 2023 Capital Improvement Program Overview

FY 2014 Approved CIP Expenditures

The total Approved CIP for FY 2014 is \$76.7 million, which includes \$12.2 million in non-local revenues and \$5.6 million from the City's Transportation Improvement Program. This is an increase of \$17.4 million, or a 29.4% increase over the previously planned funding for FY 2014 in last year's Approved CIP. The increase includes additional revenue equivalent to approximately 2.0 cents on the real estate tax rate to fund additional capital projects added by City Council as part of the Add-Delete budget development process.

The Approved FY 2014 capital year budget includes \$76.7 million in total funding. This includes \$12.2 million in non-City (State and Federal grants, private capital contributions) sources. As part of the City Council Add-Delete process, City Council approved additional revenue equivalent to approximately 2.0 cents on the real estate tax rate to fund additional capital projects. This additional revenue is applied to each year of the 10-year plan.



Highlights of the Approved FY 2014 Capital Year Budget

Alexandria City Public Schools (FY 2014 – \$14.1 million)

- As part of the City Council Add-Delete process, an additional \$4.1 million was added to the ACPS FY 2014 Capital Year Budget over the Proposed CIP of \$10.0 million. The \$14.1 million provides \$10.4 million for capacity related projects and \$3.7 million for capital infrastructure needs for existing facilities.
- While the project was fully funded in FY 2012 – 2013, the new Jefferson-Houston K-8 facility is scheduled to be under construction in FY 2014.

Highlights of the FY 2014 Capital Year Budget

Community Development (FY 2014 – \$2.8 million)

- \$1.045 million for preliminary planning and design work associated with the Waterfront Small Area Plan (\$0.8 million) and pedestrian and traffic flow improvements in the King Street/Union Street area (\$0.245 million). The infrastructure improvements are funded with prior year available balances from the Transportation Improvement Program (TIP).
- \$0.7 million for Fire Department vehicle and apparatus replacement. This is a new project in this year's CIP, as the City will use GO bonds for the purchase of the equipment, with the Fire Department Equipment Replacement Fund providing proceeds for the debt service payments.

Recreation and Parks (FY 2014 – \$5.6 million)

- \$0.545 million to complete work at Chinquapin Aquatics Center. A total of \$2.145 million for critical capital infrastructure repairs has been budgeted for this project from FY 2012 – 2014.
- \$0.5 million for a feasibility study for new aquatics facilities at the Chinquapin Aquatics Center including planning for a new 50 meter pool.
- \$2.8 million to maintain our existing recreation capital assets including playground repairs, pool repairs, park improvements, and recreation center capital infrastructure needs.
- \$0.35 million to begin work on a renovated Patrick Henry recreation center, with total costs budgeted at \$6.5 million from FY 2014 – 2016.
- \$0.6 million for open space funding to meet immediate acquisition needs.
- \$0.05 million for improvements to the E. Del Ray Avenue pocket park.

Public Buildings (FY 2014 – \$10.7 million)

- \$4.6 million is budgeted to maintain capital infrastructure at facilities Citywide including our historic facilities, libraries, public safety and general government facilities.
- An additional \$1.3 million is provided for a dedicated Emergency Operations Center (EOC), relocation of the Sheriff's Administration Offices, the Hack Inspection Office, and emergency supply storage at the Public Safety Center. This brings total project funding to \$4.8 million.

Transit and Transportation Infrastructure (FY 2014 - \$28.7 million):

- \$17.9 million for Public Transit projects including \$6.8 million for WMATA capital contributions and \$7.3 million for DASH bus replacement and expanded and enhanced routes. Potomac Yard Metrorail Station is budgeted at \$1.98 million in FY 2014, from the Special Tax District and development contributions. The total project budget for the Metrorail Station is currently \$277.1 million.

Highlights of the FY 2014 Capital Year Budget

- \$0.6 million for High Capacity Transit Corridors. This will complete funding for the Route 1 Transitway, a \$20.8 million dollar project expected to be completed in late FY 2014.
- \$4.4 million for Non-Motorized Transportation including \$1.3 million in additional grant funding for the Holmes Run Greenway and \$0.6 million to continue to expand the Capital Bikeshare program. A Bicycle Master Plan update is also budgeted at \$0.5 million. Complete Streets also received \$0.5 million in additional funding through the Add-Delete process.
- \$2.955 million is budgeted for Streets and Bridges, including the shifting of Street Resurfacing (\$1.375 million) from the operating budget to the capital budget beginning in FY 2014, and providing an additional \$0.9 million for street resurfacing through the Add-Delete process. In FY 2015, these funds will be utilized to leverage additional State Revenue Sharing funds.
- \$2.8 million for Fixed Transportation Equipment to maintain our existing infrastructure (mast arms, traffic lights, etc.) and provide funding for technology projects designed to enhance mobility throughout our transportation network. New parking meter installation is also budgeted at \$0.16 million.

Sanitary Sewers (FY 2014 - \$1.9 million)

- \$1.9 million for on-going capital maintenance of the City's sanitary sewer infrastructure and permit compliance.

Stormwater Management (FY 2014 - \$3.5 million)

- \$3.5 million for on-going capital maintenance of the City's storm sewer infrastructure and permit compliance, which includes \$2.2 million to mitigate damage from Tropical Storm Lee. Up to 75% of these expenditures may be eligible for reimbursement by FEMA.

Other Regional Contributions (FY 2014 - \$0.78 million)

- \$0.37 million for Northern Virginia Regional Park Authority capital contributions.
- \$0.29 million for Northern Virginia Community College capital contributions.
- \$0.12 million for Peumansend Creek Regional Jail capital contributions.

Highlights of the FY 2014 Capital Year Budget

Information Technology (FY 2014 - \$6.2 million)

- \$0.7 million for the first of two years of funding for a new permit processing system; total project cost estimated at \$1.9 million.
- \$0.6 million to complete funding for the Computer Aided Dispatch (CAD) project; total project budget is \$15.0 million.
- \$3.4 million to maintain the City's information technology network infrastructure.

Other Projects/Initiatives (FY 2014 - \$2.4 million)

- During the Add-Delete process, City Council added \$2.8 million (\$1.4 million in FY 2014 and \$1.4 million in FY 2015) to replace Fire Department Self-Contained Breathing Apparatus (SCBA) equipment.
- Additionally during the Add-Delete Process, City Council approved a \$1.0 million contribution to pay down existing debt.

Approved FY 2014 – 2023 Capital Improvement Program Overview

The Approved FY 2014 – 2023 CIP includes \$1.228 billion in capital projects, including \$64.1 million of non-City funds and \$56.6 million in capital improvements from the City's Transportation Improvement Program (TIP) approved by City Council in FY 2012.

The additional revenue equivalent to approximately 2.0 cents on the real estate tax rate is estimated to provide \$83.5 million over the 10-year plan.

Of the total \$227.3 million included for ACPS, funding to address capacity and capital infrastructure needs for existing facilities.

\$25.0 million has been added from FY 2014 – 2018 to upgrade aquatics facilities Citywide including the addition of a 50 meter pool at Chinquapin Aquatics Center.

The Approved FY 2014 – 2023 Capital Improvement Program totals \$1.228 billion, which represents a \$90.1 million, or 7.9%, increase from the Approved FY 2013 - 2022 CIP. To achieve a true comparison of the two plans, FY 2013 and FY 2023 must be removed from the comparison. When comparing only nine years (FY 2014 – 2022), the Proposed CIP increases \$158.5 million, or 15.8% over last year's Approved CIP. Part of the increase is due to the inclusion of the additional revenue equivalent to approximately 2.0 cents on the real estate tax rate, which is estimated to provide \$83.5 million over the 10-year plan and was approved by City Council during the Add-Delete process. A listing of all projects included in the FY 2014 - 2023 CIP can be found at the end of this section.

The Approved FY 2014 - 2023 Capital Improvement Program focuses on repairing, refurbishing, renovating, rehabilitating, and reconstructing existing physical assets. In addition, the CIP calls for new capital projects that will save future operating costs, provide stimulus for new economic development, and help solve the growing transportation problems. Highlights from each CIP section (along with a summary chart on page 20-20) include:

Alexandria City Public Schools (ACPS) (FY 2014 – 2023 - \$227.3 million):

- A total of \$227.3 million over ten years has been included in this CIP for the capital needs of the Alexandria City Public School System (ACPS) for Schools projects.
- During the City Council Add-Delete process, and additional \$10.6 million was added to the Proposed CIP budget of \$216.7 million to provide additional funding for ACPS capital needs.
- ACPS funding will be utilized to address capacity related projects (i.e. Patrick Henry Capacity and a new school at a site to be determined) as well as basic capital facilities infrastructure at existing facilities. Ultimately, ACPS will program the use of the funds.

Public Buildings (FY 2014 – 2023 - \$111.9 million)

- \$40.7 million is budgeted to maintain capital infrastructure at facilities Citywide including our historic facilities, libraries, public safety and general government facilities.
- \$17.8 million to provide HVAC and other critical capital infrastructure upgrades at City Hall.
- \$47.1 million for four fire station renovation projects from FY 2015 – 2021.

Recreation & Parks (FY 2014 – 2023 - \$105.0 million)

- \$26.6 million is budgeted to maintain our existing recreation capital assets including playground repairs, pool repairs, park improvements, and recreation center capital infrastructure needs.
- \$25.0 million (\$22.5 million City and \$2.5 million private capital contributions) is budgeted to improve City aquatics facilities including adding a 50 meter pool at Chinquapin Aquatics Center.

Highlights of the Approved FY 2014 – 2023 Capital Improvement Program

Street Resurfacing of Major Roads is moved to the CIP from the operating budget to better leverage State Revenue Sharing funds.

- \$23.3 million for open space acquisition.
- \$14.1 million to convert athletic fields to synthetic turf and replace existing carpet (turf) past its useful life.
- \$6.5 million for a renovated Patrick Henry Recreation Center.
- \$4.0 million to replace the Windmill Hill Park Bulkhead.
- \$2.9 million for Marina repairs including repair of the Marina's seawalls and utility upgrades.

Transit and Transportation Infrastructure (FY 2014 – 2023 - \$543.1 million):

- \$272.8 million in cash and bond funding earmarked for the proposed new **Metrorail station in Potomac Yard**; total project costs are \$277.1 million.
- \$136.5 million in funding for **Public Transit** improvements. Significant projects include:
 - \$74.5 million for WMATA capital contributions.
 - \$46.4 million for DASH bus replacements.
 - \$10.4 million for expanded DASH bus and circulator service.
- \$30.6 million for **High Capacity Transit Corridors**. Significant projects include:
 - \$24.5 million for Transit Corridor "C" (Beauregard) Construction.
- \$66.3 million for **Streets & Bridges**. Significant projects include:
 - \$42.0 million for Street Resurfacing and Reconstructions of major roads. This funding was previously budgeted in the operating budget. Moving to the capital budget allows the City to leverage State Revenue Sharing funds with City dollars. Funding is 50% from the City and 50% from the State Revenue Sharing Program. \$22.1 million of funding is from City sources, with \$19.9 million in State Revenue Sharing funds, which are approved by VDOT on an annual basis.
 - \$10.5 million for one-time improvement projects including Duke Street Complete Streets, Madison and Montgomery Reconstruction, Mt. Vernon Avenue and Russell Road Improvements, and Route 1 at E. Reed Intersection.
 - \$5.2 million for bridge repairs.
- \$23.0 million for **Non-Motorized Transportation**. Significant projects include:
 - \$8.6 million to implement complete streets infrastructure.
 - \$6.7 million for non-motorized transportation improvements to the Backlick Run multi-use path and Old Cameron Run trail.
 - \$2.5 million for Capital Bikeshare and a Bicycle Master Plan Update.

Highlights of the Approved FY 2014 – 2023 Capital Improvement Program

- \$13.9 million for **Fixed Transportation Equipment**. Significant projects include:
 - \$10.8 million for fixed equipment (e.g. signals, mast arm poles, expansion of parking meters, etc.).
 - \$2.8 million for transportation technologies designed to move people quicker and more efficiently throughout the City.

Community Development (FY 2014 -2023 - \$34.3 million)

- \$18.2 million is budgeted for the replacement of Fire Department vehicles and apparatus. This is a new project in the CIP, as these large capital equipment purchases were funded through the Equipment Replacement Fund. Smaller vehicles and equipment will still be funded through the Equipment Replacement Fund.
- \$3.4 million is planned for Public Art acquisition and capital maintenance.
- \$6.5 million is planned for Marina dredging in FY 2014 – 2015 and FY 2019 – 2020.
- The costs of the Waterfront Plan implementation will be refined during FY 2014 and then reflected in the FY 2015 – 2024 CIP based on availability of funding.

Sanitary Sewers (FY 2014 -2023 - \$96.8 million)

- \$34.2 million is planned for AlexRenew Wastewater Treatment Plan capacity, which will allow the City to provide needed infrastructure for future development.
- \$22.3 million is planned for the Wet Weather Management Facility, which will help mitigate sewer runoff and overflow issues during periods of wet weather.
- \$15.3 million to continue work on Holmes Run Infiltration and Inflow remediation. Prior year funding of \$19.9 million for a total project budget of \$35.2 million.
- For the City to stay in compliance with the future combined sewer system permits, overflows from the combined sewer system (CSS) need to be mitigated. This is in part because of new regulatory requirements of the bacteria Total Maximum Daily Load (TMDL) for Hunting Creek, and in part from new state and federal mandates related to the City's CSS in the older areas of the City. Total cost of mitigation of these overflows can range as high as \$200 million - \$300 million over several decades and depends on the type and mix of technologies that get implemented. Funding for these capital improvements is not included as part of the Proposed CIP but will likely be reflected in future CIPs as costs, implementation schedules, and funding plans are developed.

Most capital costs associated with federally mandated capital infrastructure improvements to sanitary sewer and storm sewer infrastructure are not included in the Approved CIP. These costs could reach \$250 million - \$400 million over the next two to three decades.

Highlights of the Approved FY 2014 – 2023 Capital Improvement Program

Stormwater Management (FY 2014 -2023 - \$15.8 million)

- \$7.6 million is planned for stream and channel maintenance and restoration.
- \$1.5 million is budgeted for Green Infrastructure projects, which will be a part of the federally mandated capital infrastructure improvements associated with combined sewer systems and water quality improvements.
- For the City to stay in compliance with its MS4 (Municipal Separate Storm System) permit, the City must improve stormwater management and water quality of discharges from its storm sewer system. Total cost of compliance and mitigation for FY 2014 – 2023 may range as high as \$50 million and depends on the type and mix of technologies implemented. The cost of compliance beyond 2023 (i.e. FY 2023 – 2033) may be up to an additional \$100 million. These costs will be reflected in future CIPs as costs, implementation schedules, and funding plans are developed.

Information Technology (FY 2014 -2023 - \$38.9 million)

- \$20.2 million is budgeted for City network infrastructure including servers, operating, equipment replacement, and LAN/WAN infrastructure .
- \$3.3 million is planned for Public Safety systems including fully funding the Computer Aided Dispatch (CAD) project.
- \$1.9 million is budgeted for a new permit processing system designed for more efficient and effective services both on-line and in person for City staff and persons conducting business with the City.

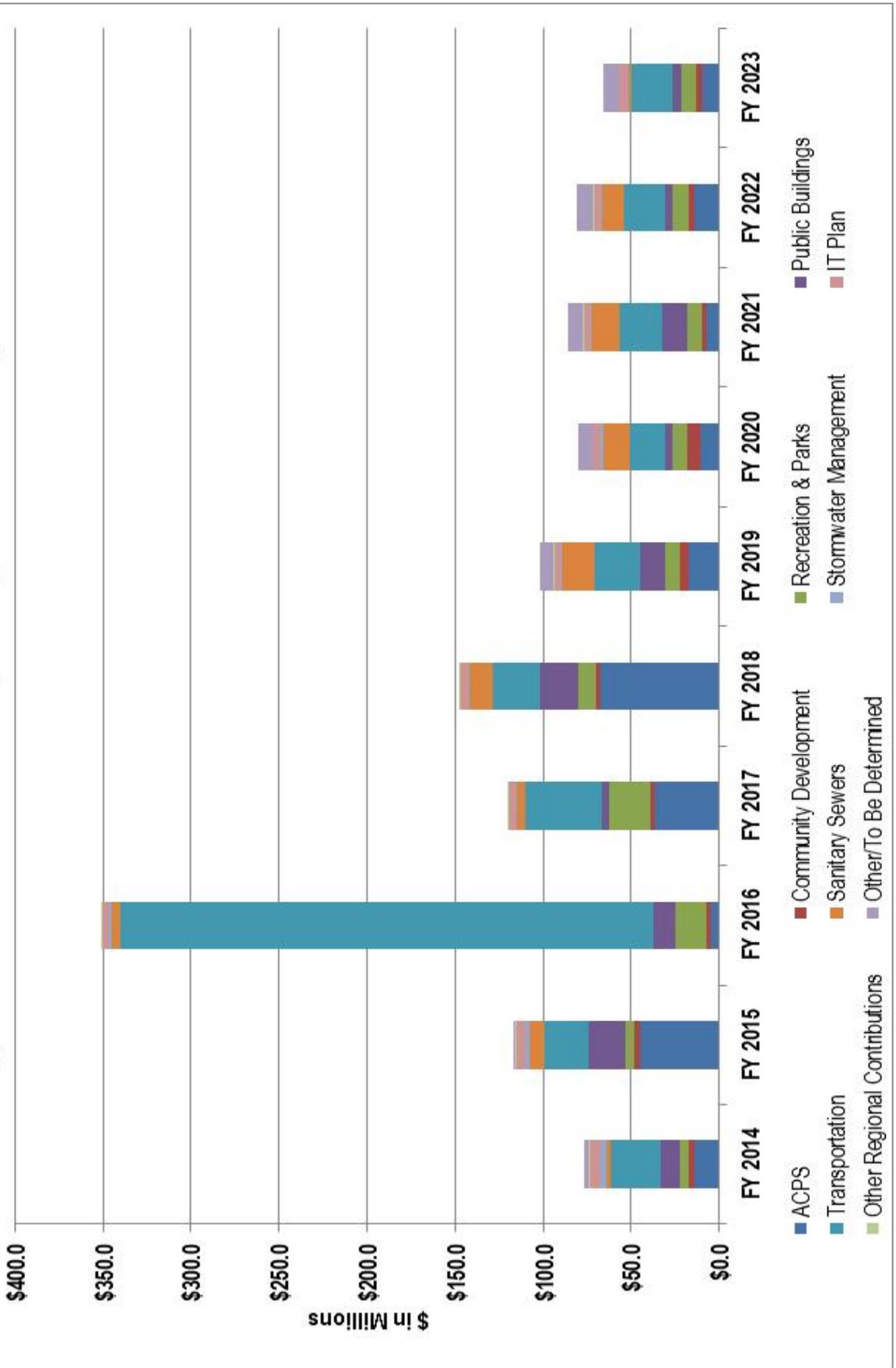
Other Regional Contributions (FY 2014 - 2023 - \$7.8 million)

- \$3.71 million for Northern Virginia Regional Park Authority capital contributions.
- \$3.65 million for Northern Virginia Community College capital contributions.
- \$0.43 million for Peumansend Creek Regional Jail capital contributions.

Other Projects/To Be Determined (FY 2014 - \$47.1 million)

- During the Add-Delete process, City Council added \$2.8 million (\$1.4 million in FY 2014 and \$1.4 million in FY 2015) to replace Fire Department Self-Contained Breathing Apparatus (SCBA) equipment.
- \$43.3 million from FY 2019 – 2023 was intentionally not programmed for specific projects, and may be used to address State and Federal mandates for capital infrastructure improvements to the City's sanitary and storm sewer systems.

CIP Uses by Document Section:
Approved FY 2014 - 2023 Capital Improvement Program



Approved FY 2014 – 2023 Capital Improvement Program Overview

FY 2014 – 2023 Approved CIP Funding Sources

The City will continue to use both pay-as-you-go cash capital financing and debt issuances over the next ten years in a manner that maintains compliance with its debt-related financial policies and as dictated by the economy and resulting pressure on the operating budget. The chart on the following page shows the breakdown of funding sources (City sources and non-City sources) for each year of the ten-year plan.

As part of the City Council Add-Delete process, pay-as-you-go cash derived from approximately 2.0 cents on the real estate tax rate was added to each year of the 10-year plan. The additional cash is expected to yield approximately \$83.5 million, bringing the total pay-as-you-go cash from General Fund transfers to \$229.6 million over the 10-year plan.

Funding the total ten-year capital program of \$1.228 billion for the City and the Schools will be provided through a mix of sources including:

(\$ in millions)

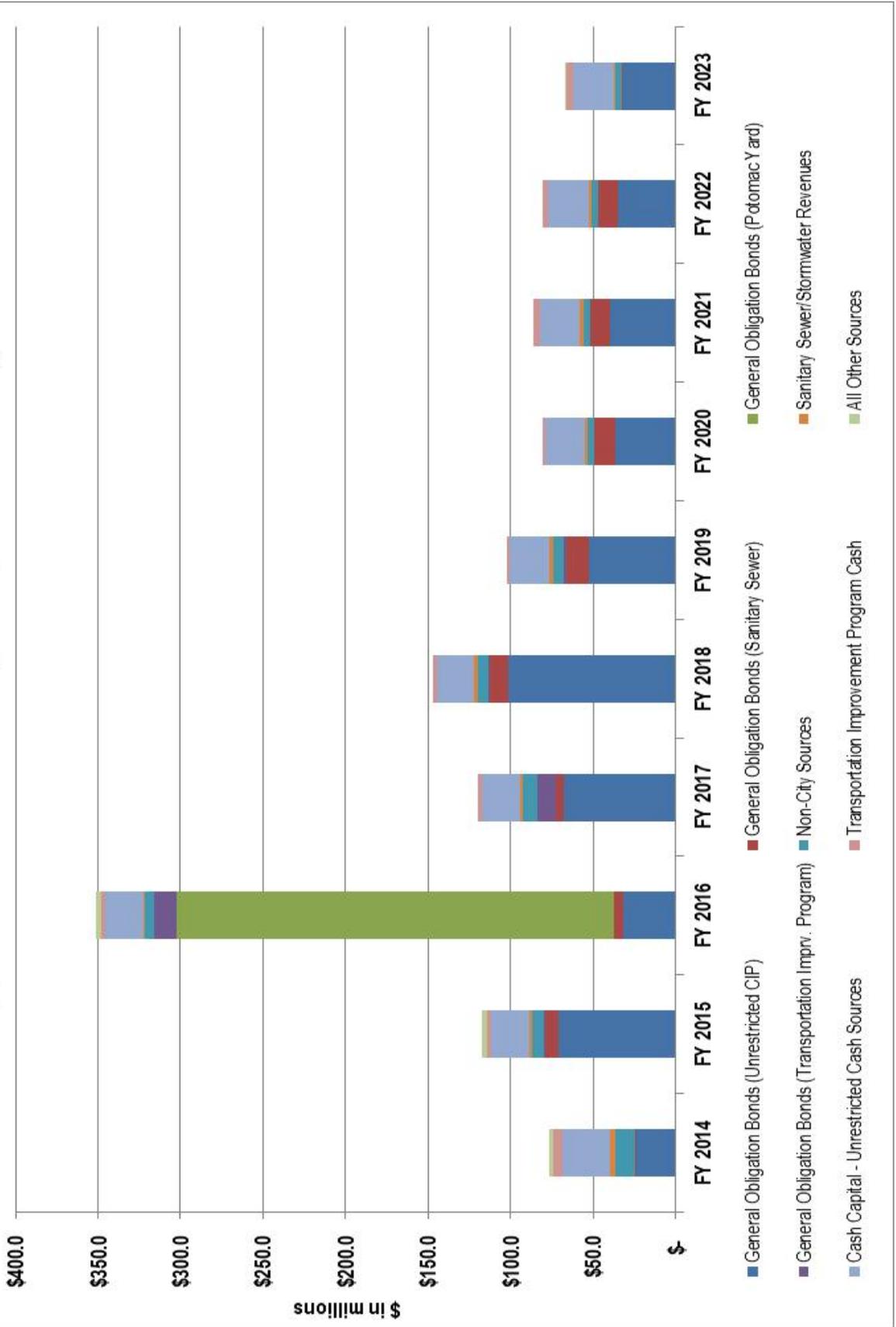
Funding Sources	FY 2014 - 2023 Funding
General Obligation Bonds (Unrestricted CIP)	\$ 494.00
General Obligation Bonds (Sanitary Sewer)	\$ 80.18
General Obligation Bonds (Potomac Yard)	\$ 265.30
General Obligation Bonds (Transportation Imprv. Program)	\$ 28.00
Non-City Sources	\$ 64.10
Sanitary Sewer/Stormwater Recurring Revenues	\$ 14.58
Cash Capital - Unrestricted Cash Sources	\$ 245.00
Transportation Improvement Program Cash	\$ 28.61
All Other Sources	\$ 8.33
Total Funding Sources	\$ 1,228.08

The FY 2014 - 2023 capital funding plan reflects the planned issuance of \$867.5 million in general obligation bonds through FY 2023. These bonds are supported by Sanitary Sewer Fund fees (\$80.2 million), the City's Transportation Improvement Program (\$28.0 million), and Potomac Yard Special Tax District Revenues and Development Contributions (\$265.3 million) in addition to the \$494.0 million in General Obligation Bonds supported by the City's General Fund. Bond funding represents 71 percent of all funding sources in the ten-year CIP. The stacked graph on the next page shows the distribution of CIP funding sources over the ten-year plan.

The Approved FY 2014 – 2023 CIP will be primarily financed with General Obligation Bonds, Cash Capital, Grants and Other Special Revenue.

The Approved FY 2014 – 2023 CIP is financed by 29% cash sources and 71% bonds. In FY 2014, the Capital Year Budget is 68% cash sources and 32% bonds.

CIP Funding Sources:
Approved FY 2014 - 2023 Capital Improvement Program



Approved FY 2014 – 2023 Capital Improvement Program Overview

Annual impact on the operating budget significantly affects the amount of debt the City can issue.

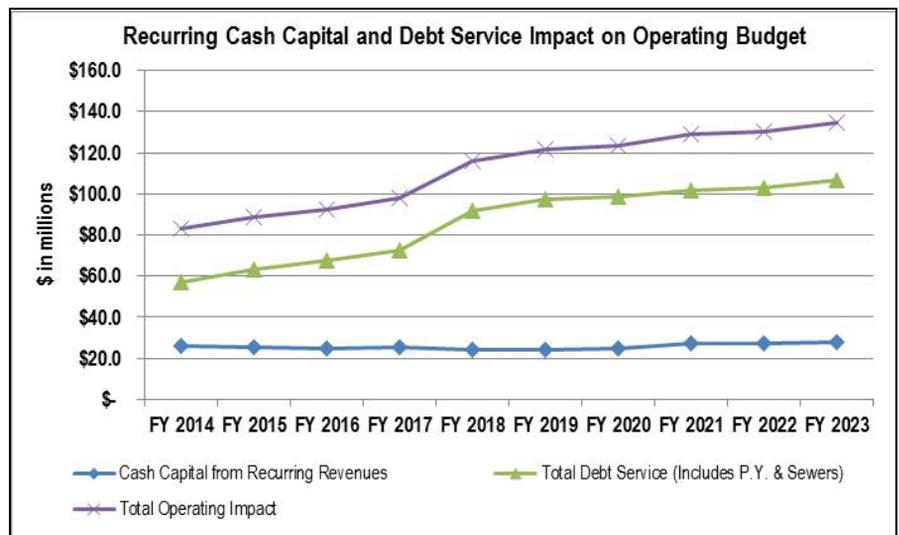
Debt service payments increase each year of the CIP, peaking at \$106.8 million in FY 2023. This includes debt service payments for the Potomac Yard Metrorail Station, to be funded through Special Tax Districts and development contributions.

The Approved FY 2014 – 2023 CIP also plans to grow the annual cash capital contribution each year before peaking at \$27.9 million in FY 2023, and includes the annual additional cash capital contribution for the City's Transportation Improvement Program. The cash capital also includes revenue equivalent to approximately 2.0 cents on the real estate tax rate for each year of the 10-year plan approved by City Council during the Add-Delete process.

The Approved FY 2014 – 2023 Capital Improvement Program assumes a substantial amount of debt (\$867.5 million) issuance to fund the capital infrastructure needs identified throughout this document. Based on prior reviews by, and discussions with Moody's and S&P, this amount of debt alone should not risk the City's AAA/Aaa bond ratings. However, the City will continue to monitor and plan the sale of the bonds with development activity to ensure that development is paying the debt service on the bonds.

As illustrated by the chart below, the annual repayment on the principal and interest due on our general obligation bonds will increase from \$48.6 million in FY 2013 to \$57.0 million in FY 2014, and increase each year until peaking at \$106.8 million in FY 2023. These amounts reflect the debt service for the self-financed Potomac Yard Metrorail Station. While the annual debt service increases each year until FY 2023, the planned growth of the annual cash capital contribution to the CIP from \$26.3 million in FY 2014 to \$27.9 million in FY 2023 contributes to the increase in the operating budget as well. Part of this increase is due to the inclusion of the equivalent of approximately 2.0 cents on the real estate tax rate annually to the CIP to fund additional capital infrastructure projects throughout the City. This additional revenue, expected to yield approximately \$83.5 million over the life of the 10-year plan was approved by City Council during the Add-Delete process.

With the increased cash capital resources, the City exceeds the desired 25 percent/75 percent ratio of cash capital and bonds. The planned financing structure keeps the pay-as-you-go portion of the CIP at 29 percent for the ten-year period; that percentage of pay-as-you go CIP is skewed because of the one-time \$265.3 million General Obligation Bond planned to be issued in FY 2016 for the new Potomac Yard Metrorail Station.



Note: Cash Capital from recurring revenues includes the reserved 2.2 cents on the base real estate tax rate for the Transportation Improvement Program fund.

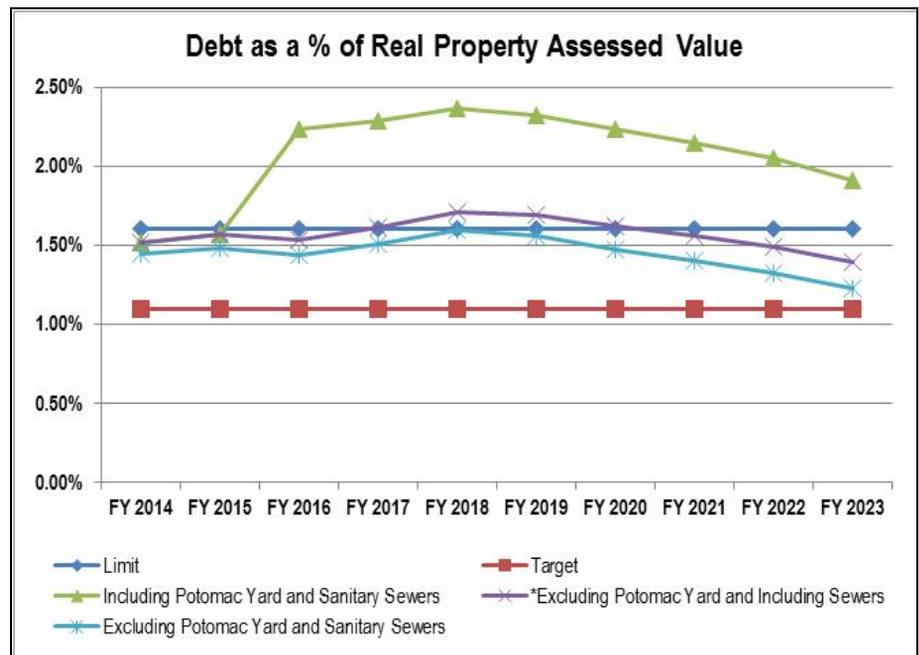
Approved FY 2014 – 2023 Capital Improvement Program Overview

For the base CIP, the City will remain within adopted debt ratio limits. Because debt related to the proposed Potomac Yard Metrorail Station will cause some of these limits to be exceeded, an upward revision to these limits is planned.

Backing out the Potomac Yard Metrorail Station planned debt, debt as a percent of fair market value remains under the City's current target, although it does almost reach the target in FY 2018 before dropping significantly

The City will remain in compliance with our adopted debt ratio limits, but will likely exceed all of our current debt ratio targets within the ten-year plan when debt related to the Potomac Yard Metrorail Station is considered.

Under this funding plan, the City's debt as a percentage of the fair market value of real property is 1.5 percent in FY 2016 when removing Potomac Yard Metrorail Station for the analysis, and peaks at 1.6 percent in FY 2018 – the ceiling of the City Council approved debt limits, then drops to 1.23 percent in FY 2023. Factoring in Potomac Yard Metrorail Station debt, this ratio peaks at 2.36 percent in FY 2018, which will pass the City's current limit. The debt to tax base ratio is the most important debt ratio considered by the bond rating agencies. Based on the City's discussion with the rating agencies, the issuance of Potomac Yard Metrorail Station debt will not endanger the City's bond ratings because it is an economic development long-range investment to be supported by dedicated taxes and still keeps this ratio in a moderate range for AAA municipalities. The analysis below shows the debt limits with and without Potomac Yard Metrorail Station debt, to ensure that when removing the Potomac Yard Metrorail Station debt, the City stays in compliance with prior approved debt limits.



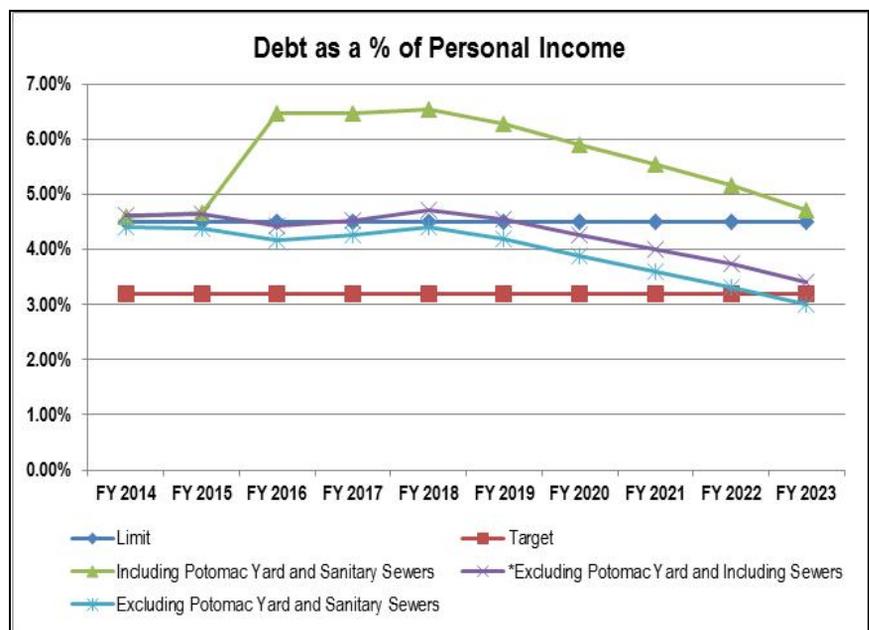
** Sanitary Sewer debt is backed by dedicated revenues for Sanitary Sewers; they are considered similar to revenue bonds and not counted against the City's debt limits.*

The City will be amending this guideline in the near future to address the planned Potomac Yard Metrorail Station debt issuance. While the Metrorail Station borrowing is significant, the resulting economic development and increase to total City assessed property values currently project a return on investment relatively quickly. This debt ratio continues to be below that of other AAA/Aaa rated jurisdictions.

Approved FY 2014 – 2023 Capital Improvement Program Overview

The City Manager recommended and City Council adopted a revision of the debt policy guidelines in 2008 (Debt as a percent of Personal Income).

Based on comparison with other AAA/Aaa rated jurisdictions and recommendations by the Budget and Fiscal Affairs Advisory Committee (BFAAC), the City Manager recommended and Council adopted on June 24, 2008, a revision to one guideline - the debt per capita as a percent of per capita income - which was adjusted upward to a 3.2 percent target and 4.5 percent limit. This new target and limit are in the range of what other Washington area jurisdictions experience that have a triple-A bond rating. This revision also resynchronized this guideline with that for debt as a percent of the fair market value of real property. These two indicators had diverged since they were last reviewed and adopted by City Council in December 1997. Further revisions to this guideline will be proposed as a result of the projected debt issuance for the planned Potomac Yard Metrorail Station.



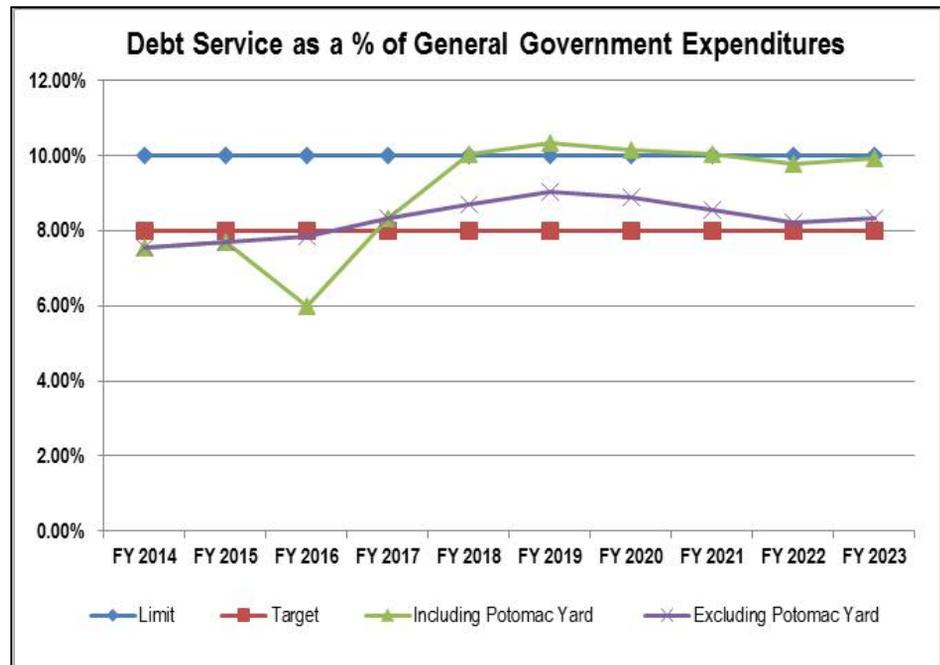
** Sanitary Sewer debt is backed by dedicated revenues for Sanitary Sewers; they are considered similar to revenue bonds and not counted against the City's debt limits.*

The City's ratio of debt as a percent of personal income at the end of Fiscal Year 2014 is projected to be 4.4 percent, which will exceed the 3.2 percent target, but stay below the limit of 4.5 percent. While this plan takes the City close to the debt ratio limit, the ratio steadily improves as we move into the later years of the plan. Factoring in the Metrorail Station borrowing, this ratio will pass the current limit in FY 2016 peaking at of 6.54 percent. In a similar result as that seen in the debt as a percentage of assessed value ratio, this debt ratio quickly improves towards the end of this decade as growth, including development of Potomac Yard, boosts projected personal income levels. The City would fall back within the current limit likely by FY 2024.

Approved FY 2014 – 2023 Capital Improvement Program Overview

The figure below shows Debt Service as a Percentage of General Government Expenditures including the impact of Potomac Yard Metrorail Station borrowing. The City slightly exceeds its limit in FY 2018 – 2021 before dropping back under the limit in FY 2022.

Under current assumptions for the next ten years, the annual increase to total debt service increases at a faster rate than total City spending. For this reason, the ratio trends higher in each year of the plan, before leveling off in FY 2020. Although the City's ratio is increasing, the City would remain well below our limit of 10% when removing Potomac Yard Metrorail Station funding.



Future Revisions to Debt Policy Guidelines Planned:

The new Metrorail station financing projections indicate the cost could be as much as \$275.0 million. This will be fully funded by a package that includes significant developer contributions, a special tax district assessment, and by some of the net new tax revenues generated by this development. There should not be a negative General Fund impact. In fact, within ten years the General Fund is expected to start earning new tax revenues from development in Potomac Yard which have been previously projected to total in excess of \$500 million over 30 years.

General Obligation Bonds for Potomac Yard are projected to be issued in FY 2016 and will have significant impact on the City's debt ratios. The City's conservative debt policy guidelines described in this section will be amended to account for this major economic development. These changes in the guidelines would likely be proposed in the future.

Potomac Yard Metrorail Station planned debt has necessitated a look at the City's conservative debt guidelines.

Eco-City Initiative and the Capital Improvement Program

The Approved FY 2014 – 2023 CIP is well aligned and consistent with the goals of the City's sustainability initiative "Eco-City Alexandria" as well as those of City Council's Strategic Plan. The guiding principles of the Eco-City Charter relate to the areas of Land Use and Open Space, Water Resources, Air Quality, Transportation, Energy, Green Building, Solid Waste, Environment and Health, Emerging Threats, and Implementation. Goals and specific actions were developed for each of these principles which became the City's Environmental Action Plan 2030. The City's CIP is not only congruous and compatible with the City's Eco-City Charter and Environmental Action Plan, but it furthers the implementation of the actions specified in the Action Plan.

Transit and Transportation Infrastructure projects of the CIP such as Dedicated High-Capacity Transitways, DASH Bus fleet replacement, Hybrid Bus/Trolley Battery Packs, Bus Shelters, Bike Trails and WMATA Capital contributions are in harmony with the principles related to Transportation, Air Quality, Environment and Health and Energy as articulated in the Eco-City Charter and Goal No. 3 of the Strategic Plan.

Projects such as the Open Space Acquisition and Development (funding stream re-established), and Tree and Shrub Capital Maintenance are consistent with Goal No. 2 of the Strategic Plan.

Storm and Sanitary Sewer projects, although primarily grey infrastructure projects, protect environmental resources and match the principles of Water Resources, Environment and Health. These projects include Four Mile Run Sanitary Sewer Repairs, Holmes Run Sewershed Infiltration and Inflow, and Holmes Run Trunk Sewer. Additionally, two projects are included in the Approved FY 2014 – 2023 CIP, AlexRenew Wastewater Treatment Plant Expansion and a Wet Weather Treatment Facility, which will expand system capacity to prevent sanitary sewer backups while minimizing the impacts of sanitary sewer discharge. Projects related to the Combined Sewer system, including Sewer Separation projects, not only improve existing infrastructure, but also the environment. These projects help the City stay in compliance with regulatory requirements.

Projects involving energy management and retrofitting of existing street lights and traffic lights with LED technology support the goals of Energy, Emerging Threat (Climate Change) and Air Quality principles, in addition to those of the Environment and Health principle. The City's Energy Management project continues to provide an annual funding stream for energy efficient upgrades to City facility infrastructure.

The Approved FY 2014 – 2023 CIP supports the Eco-City Charter and Environmental Action Plan with continued funding both now and well into the future.

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

Operating Impacts of the FY 2014 - FY 2023 Capital Improvement Program

The table below tracks the estimated impact on the Operating Budget resulting from the planned implementation of the capital projects in the FY 2014 - FY 2023 Approved CIP. In the case of some projects where the scope and details are almost fully developed, precise cost estimates are provided. However, in many other capital projects, it is known that the Operating Budget will be impacted (and whether positively or negatively), but not yet to what degree. These details will be better filled in as the specific details of these capital projects are developed.

Where a dollar figure can be associated with an additional operating impact, it is included in the chart below. Projects that are likely to increase the operating costs of the City are coded with a "costs +" in the relevant years. Those that are likely to decrease operating costs are labeled with a "savings" in the appropriate years. Finally, projects that will enable the City to generate additional revenue in the future are labeled "revenue +."

General Fund Operating Impacts

CIP Section / Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Alexandria City Public Schools (ACPS)										
New Jefferson-Houston K-8		costs +								
Patrick Henry Capacity Project				costs +						
New School #1							costs +	costs +	costs +	costs +
Community Development										
Transportation Signage/Wayfinding	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Public Art Acquisition Program	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Crime Prevention Projects (Street Lighting)			costs +							
King Street Plan Implementation		costs +								
Braddock Road Area Plan - Streetscape Improvements	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Braddock Area Plan Implementation	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Waterfront Small Area Plan Implementation	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Oronoco Outfall	\$0	\$137,000	\$141,110	\$145,343	\$149,704	\$154,195	\$158,821	\$163,585	\$168,493	\$173,548
City Marina Dredging			revenue +							
Environmental Restoration			costs +							
Woodrow Wilson Bridge Projects	\$39,000	\$40,170	\$41,375	\$42,616	\$43,895	\$45,212	\$46,568	\$47,965	\$49,404	\$50,886

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

CIP Section / Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Recreation and Parks										
Spray Parks							costs +	costs +	costs +	costs +
City Marina Utility Upgrades					revenue +					
City Marina Seawalls					revenue +					
Athletic Field Improvements Incl. Synthetic Turf					(\$6,000)	(\$12,000)	(\$18,000)	(\$24,000)	(\$24,000)	(\$24,000)
Irrigation Projects	savings									
Tree & Shrub Capital Maintenance	\$5,000	\$10,000	\$15,000	\$93,900	\$90,367	\$93,078	\$95,870	\$98,746	\$101,709	\$104,760
Windmill Hill Park					costs +					
Chinquapin Aquatics Center (Renovations)		savings								
Chinquapin Aquatics Center w/ 50 meter Pool					costs +					
Patrick Henry Recreation Center				costs +						
Braddock Area Plan Park	costs +									
Playground Renovations Capital Maintenance		\$9,064	\$9,335	\$9,615	\$4,951	\$5,099	\$18,385	\$18,936	\$19,504	\$14,347
Open Space Acquisition	costs +									
Public Buildings										
Emergency Generators		\$2,000	\$2,060	\$2,122	\$2,186	\$2,252	\$2,319	\$2,389	\$2,460	\$2,534
Public Safety Center Re-Use/EOC		costs +								
Fire Station 210 (Eisenhower Valley)	\$2,190,075	\$2,255,777	\$2,323,451	\$2,393,154	\$2,464,949	\$2,538,897	\$2,615,064	\$2,693,516	\$2,774,321	\$2,857,551
Fire Station 203 (Cameron Mills Road)			\$1,269,037	\$1,101,108	\$1,134,141	\$1,168,165	\$1,203,210	\$1,239,306	\$1,276,486	\$1,314,780
Fire Station 207 (Duke Street)						\$100,416	\$103,429	\$106,532	\$109,727	\$113,019
Fire Station 206 (Seminary Road)							\$103,429	\$106,532	\$109,727	\$113,019
Fire Station 205 (Cameron Street)									\$84,907	\$87,455
Courthouse Renovations - HVAC Replacement					savings	savings	savings	savings	savings	savings
Adult Detention Center HVAC Replacement			savings							
Emergency Operations Center/Public Safety Center Reuse		costs +								
Pistol Range				costs +						
City Hall HVAC/Infrastructure Replacement			savings							
City Hall Security Enhancements	costs +									
Energy Management Program	(\$152,000)	(\$362,000)	(\$417,000)	(\$423,000)	(\$439,000)	(\$442,000)	(\$446,000)	(\$463,000)	(\$492,000)	(\$532,000)
Replacement of Self Contained Breathing Apparatus (SCBA)	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

CIP Section / Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Transit & Transportation										
South Eisenhower Metrorail Station - South Entrance				\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911
Bus Shelters			\$80,000	\$82,400	\$84,872	\$87,418	\$90,041	\$92,742	\$95,524	\$98,390
Potomac Yard Metrorail Station				\$695,000	\$1,410,850	\$1,453,176	\$1,496,771	\$1,541,674	\$1,587,924	\$1,635,562
Wilkes Street Bikeway	costs +									
Safe Routes to Schools		\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637	\$4,776	\$4,919	\$5,067
Mount Vernon Trail at East Abingdon Road		costs +								
Complete Streets		costs +								
Shared-Use Paths	costs +									
King and Beauregard Intersection				\$15,000	\$15,450	\$15,914	\$16,391	\$16,863	\$17,389	\$17,911
Eisenhower Avenue Widening				\$15,000	\$15,450	\$15,914	\$16,391	\$16,863	\$17,389	\$17,911
Route 1 at East Reed Avenue							costs +	costs +	costs +	costs +
King Street/ Quaker Lane/ Braddock Road Intersection				\$15,000	\$15,450	\$15,914	\$16,391	\$16,863	\$17,389	\$17,911
Mt. Vernon Avenue / Russell Road Intersection				costs +						
Intelligent Transportation Systems (ITS) Integration		\$6,500	\$6,695	\$6,896	\$7,103	\$7,316	\$7,535	\$7,761	\$7,994	\$8,234
Parking Technologies							costs +	costs +	costs +	costs +
Fixed Transportation Equipment	savings									
Transportation Technologies	costs +									
Information Technology										
IT Systems Development	(\$245,272)	\$982,852	\$1,129,099	\$1,255,964	\$1,370,378	\$1,485,424	costs +	costs +	costs +	costs +
IT Infrastructure Projects	\$1,163,632	\$1,209,265	\$1,254,906	\$1,296,182	\$1,310,609	\$1,325,607	costs +	costs +	costs +	costs +

Sanitary Sewers/Stormwater Fund Operating Impacts

CIP Section / Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Sanitary Sewers										
Holmes Run Trunk Sewer	costs +	costs +	costs +	costs +						
Wet Weather Management Facility							\$300,000	\$309,000	\$318,270	\$327,818
AlexRenew Wastewater Treatment Plant Capacity										costs +
Stormwater Management										
Green Infrastructure in CSO Areas			\$750	\$1,523	\$1,568	\$1,615	\$1,663	\$1,713	\$1,765	\$1,818

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

Transportation Improvement Program Operating Impacts

CIP Section / Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Transit and Transportation										
Union Street Pedestrian and Traffic Improvements (Waterfront Implementation)	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +	costs +
Capital Bikeshare	\$200,807	\$205,000	\$145,000	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0
Dash Bus Expansion	\$383,000	\$766,000	\$766,000	\$1,208,000	\$1,650,000	\$1,812,500	\$1,975,000	\$2,104,500	\$2,234,000	\$2,234,000
King Street Metrorail Station Area	\$0	\$15,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Route 1 Transitway	\$275,000	\$2,420,000	\$2,420,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Transit Corridor "C" - Beauregard	\$0	\$0	\$0	\$0	\$1,200,000	\$2,400,000	\$2,400,000	\$500,000	\$500,000	\$500,000
Trails Maintenance *	\$0	\$10,000	\$10,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Duke Streets Complete Streets									costs +	costs +
<i>* includes Old Cameron Run, Backlick Run Multi-Use Paths, and Holmes Run Greenway</i>										

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

**Total Sources and Uses of Capital Improvement Program Funds
APPROVED FY 2014 - 2023 CIP**

Source of Funds	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL FY 2014 - 2023
All Cash Sources (Cash Capital)											
General Fund Planned Appropriations (Transfer from General Fund)	\$ 21,235,182	\$ 22,508,764	\$ 22,826,265	\$ 22,260,232	\$ 22,149,564	\$ 23,096,321	\$ 23,437,309	\$ 23,709,888	\$ 24,011,323	\$ 24,333,978	\$ 229,568,826
General Fund - Use of Fund Balance	\$ 2,168,948	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,168,948
General Obligation Bond Interest Earnings	\$ 300,000	\$ 400,000	\$ 500,000	\$ 600,000	\$ 700,000	\$ 800,000	\$ 900,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 7,200,000
General Obligation Bond Premiums	\$ 2,612,603	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,612,603
Prior Year Cash Balances	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Transfer from Code Enterprise Fund	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Sale of Property Revenue	\$ 1,395,000	\$ 440,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,835,000
Other Base City Sources	\$ 216,437	\$ 216,437	\$ 216,437	\$ 216,437	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 865,748
Subtotal, All Unrestricted Cash Sources	\$ 28,678,170	\$ 23,565,201	\$ 23,542,702	\$ 23,076,669	\$ 22,849,564	\$ 23,896,321	\$ 24,337,309	\$ 24,709,888	\$ 25,011,323	\$ 25,333,978	\$ 245,001,125
Unrestricted Borrowing Sources											
*General Obligation Bonds (Excl. Sewers/TIP)	\$ 24,286,105	\$ 71,233,507	\$ 32,234,106	\$ 68,308,829	\$ 101,442,454	\$ 52,598,000	\$ 36,852,000	\$ 39,676,000	\$ 35,339,000	\$ 32,024,000	\$ 493,994,000
Subtotal, All Unrestricted City Sources	\$ 52,964,275	\$ 94,798,708	\$ 55,776,808	\$ 91,385,498	\$ 124,292,018	\$ 76,494,321	\$ 61,189,309	\$ 64,385,888	\$ 60,350,323	\$ 57,357,978	\$ 738,995,126
Restricted City Sources											
Sanitary Sewer Fees	\$ 1,620,000	\$ 525,000	\$ 150,000	\$ 950,000	\$ 2,000,000	\$ 2,550,000	\$ 1,395,000	\$ 1,975,000	\$ 1,375,000	\$ 400,000	\$ 12,940,000
General Obligation Bonds - Sanitary Sewers	\$ 430,000	\$ 8,000,000	\$ 5,000,000	\$ 4,025,000	\$ 11,400,000	\$ 13,700,000	\$ 12,350,000	\$ 12,500,000	\$ 11,775,000	\$ 1,000,000	\$ 80,180,000
Stormwater Management Tax	\$ 197,065	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 197,065
Prior Year Stormwater Balances	\$ 892,935	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,442,935
Cash Capital - Transportation Improvement Program	\$ 4,994,622	\$ 2,625,000	\$ 2,250,000	\$ 3,100,000	\$ 2,200,000	\$ 1,200,000	\$ 1,060,000	\$ 3,400,000	\$ 3,550,000	\$ 3,600,000	\$ 27,979,622
General Obligation Bonds - Transportation Improvement Program	\$ -	\$ 375,000	\$ 13,200,000	\$ 11,350,000	\$ 1,050,000	\$ 1,400,000	\$ 625,000	\$ -	\$ -	\$ -	\$ 28,000,000
Reprogrammed TIP Balances	\$ 625,378	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 625,378
General Obligation Bonds - Potomac Yard Metrorail Station	\$ -	\$ -	\$ 265,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 265,300,000
Potomac Yard Special Tax District/Development Contributions	\$ 1,975,000	\$ 2,525,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000
Lease Proceeds	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Environmental Restoration Funds	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 625,000
Subtotal, Restricted City Sources	\$ 11,535,000	\$ 14,600,000	\$ 288,900,000	\$ 19,425,000	\$ 16,650,000	\$ 18,850,000	\$ 15,430,000	\$ 17,875,000	\$ 16,700,000	\$ 5,025,000	\$ 424,990,000
Non-City Sources											
Comcast Revenues	\$ 1,054,000	\$ 1,054,000	\$ 1,054,000	\$ 1,054,000	\$ 1,054,000	\$ 1,054,000	\$ 1,054,000	\$ 1,054,000	\$ 1,054,000	\$ 1,054,000	\$ 10,540,000
CMAQ/RSSTP	\$ 7,357,121	\$ 2,950,000	\$ 2,125,000	\$ 3,095,000	\$ 2,540,000	\$ 2,960,000	\$ -	\$ -	\$ -	\$ -	\$ 21,027,121
Federal Safe Routes to Schools	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000
FEMA Reimbursement	\$ 660,000	\$ 1,000,000	\$ 725,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,385,000
Private Capital Contributions	\$ 943,953	\$ 1,106,774	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,550,727
State Revenue Sharing	\$ -	\$ 1,675,000	\$ 2,275,000	\$ 2,775,000	\$ 2,775,000	\$ 2,775,000	\$ 2,775,000	\$ 2,775,000	\$ 2,775,000	\$ 2,775,000	\$ 23,375,000
Urban Funds	\$ 1,945,878	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,945,878
Subtotal, Non-City Sources	\$ 12,235,952	\$ 7,785,774	\$ 6,179,000	\$ 9,424,000	\$ 6,369,000	\$ 6,789,000	\$ 3,829,000	\$ 3,829,000	\$ 3,829,000	\$ 3,829,000	\$ 64,098,726
Total, All Sources	\$76,735,227	\$117,184,482	\$ 350,855,808	\$ 120,234,498	\$ 147,311,018	\$ 102,133,321	\$ 80,448,309	\$ 86,089,888	\$ 80,879,323	\$ 66,211,978	\$ 1,228,083,852

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

All Uses (CIP Document Section)											TOTAL
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2014 - 2023
Schools	\$ 14,140,911	\$ 45,006,824	\$ 4,808,000	\$ 36,514,610	\$ 67,862,441	\$ 17,648,000	\$ 10,360,000	\$ 7,049,000	\$ 14,133,000	\$ 9,812,000	\$ 227,334,786
Community Development	\$ 2,811,680	\$ 3,565,553	\$ 2,147,000	\$ 2,478,000	\$ 2,102,500	\$ 4,476,500	\$ 7,404,500	\$ 2,701,500	\$ 3,400,500	\$ 3,252,500	\$ 34,340,233
Recreation & Parks	\$ 5,591,673	\$ 4,333,221	\$ 17,905,000	\$ 23,246,000	\$ 10,173,000	\$ 8,873,000	\$ 8,673,000	\$ 8,673,000	\$ 8,783,000	\$ 8,783,000	\$ 105,033,894
Public Buildings	\$ 10,658,000	\$ 21,170,700	\$ 12,268,000	\$ 4,205,000	\$ 22,007,000	\$ 14,297,000	\$ 4,310,000	\$ 14,295,000	\$ 4,235,000	\$ 4,420,000	\$ 111,865,700
Transit & Transportation	\$ 28,681,147	\$ 25,053,000	\$ 302,833,000	\$ 43,823,000	\$ 26,118,000	\$ 25,588,000	\$ 20,313,000	\$ 23,928,000	\$ 23,178,000	\$ 23,628,000	\$ 543,143,147
Sanitary Sewers	\$ 1,900,000	\$ 8,175,000	\$ 4,900,000	\$ 4,975,000	\$ 13,400,000	\$ 18,100,000	\$ 15,020,000	\$ 15,750,000	\$ 13,150,000	\$ 1,400,000	\$ 96,770,000
Stormwater Management	\$ 3,500,000	\$ 2,900,000	\$ 1,900,000	\$ 850,000	\$ 1,350,000	\$ 750,000	\$ 1,700,000	\$ 750,000	\$ 750,000	\$ 1,350,000	\$ 15,800,000
Information Technology	\$ 6,264,000	\$ 4,759,000	\$ 3,254,000	\$ 3,304,000	\$ 3,554,000	\$ 3,554,000	\$ 3,554,000	\$ 3,554,000	\$ 3,554,000	\$ 3,554,000	\$ 38,905,000
Other Regional Contributions	\$ 773,246	\$ 806,614	\$ 840,808	\$ 838,888	\$ 744,077	\$ 747,809	\$ 751,579	\$ 755,386	\$ 759,631	\$ 763,519	\$ 7,781,557
Miscellaneous/Projects to be Determined	\$ 2,414,570	\$ 1,414,570	\$ -	\$ -	\$ -	\$ 8,099,012	\$ 8,362,230	\$ 8,634,002	\$ 8,936,192	\$ 9,248,959	\$ 47,109,535
TOTAL ALL USES	\$ 76,735,227	\$ 117,184,482	\$ 350,855,808	\$ 120,234,498	\$ 147,311,018	\$ 102,133,321	\$ 80,448,309	\$ 86,089,888	\$ 80,879,323	\$ 66,211,978	\$ 1,228,083,852
% FROM BONDS	32.2%	67.9%	90.0%	69.6%	77.3%	66.3%	61.9%	60.6%	58.3%	49.9%	70.6%
% FROM CITY AND OTHER CASH SOURCES	67.8%	32.1%	10.0%	30.4%	22.7%	33.7%	38.1%	39.4%	41.7%	50.1%	29.4%

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

**Summary of Capital Improvement Program by Project Section – City Share and Non-City Share
Approved FY 2014 – 2023**

City Share of Expenditures By Program Year

CIP Section	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Alexandria City Public Schools	\$14,140,911	\$45,006,824	\$4,808,000	\$36,514,610	\$67,862,441	\$17,648,000	\$10,360,000	\$7,049,000	\$14,133,000	\$9,812,000	\$227,334,786
Community Development	\$2,524,000	\$3,314,000	\$2,147,000	\$2,478,000	\$2,102,500	\$4,476,500	\$7,404,500	\$2,701,500	\$3,400,500	\$3,252,500	\$33,801,000
Recreation & Parks	\$5,005,400	\$3,478,000	\$17,905,000	\$20,746,000	\$10,173,000	\$8,873,000	\$8,673,000	\$8,673,000	\$8,783,000	\$8,783,000	\$101,092,400
Public Buildings	\$10,658,000	\$21,170,700	\$12,268,000	\$4,205,000	\$22,007,000	\$14,297,000	\$4,310,000	\$14,295,000	\$4,235,000	\$4,420,000	\$111,865,700
Transportation	\$19,033,148	\$20,428,000	\$298,433,000	\$37,953,000	\$20,803,000	\$19,853,000	\$17,538,000	\$21,153,000	\$20,403,000	\$20,853,000	\$496,450,148
Sanitary Sewers	\$1,900,000	\$8,175,000	\$4,900,000	\$4,975,000	\$13,400,000	\$18,100,000	\$15,020,000	\$15,750,000	\$13,150,000	\$1,400,000	\$96,770,000
Stormwater Management	\$2,840,000	\$1,900,000	\$1,175,000	\$850,000	\$1,350,000	\$750,000	\$1,700,000	\$750,000	\$750,000	\$1,350,000	\$13,415,000
IT Plan	\$5,210,000	\$3,705,000	\$2,200,000	\$2,250,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$28,365,000
Other Regional Contributions	\$773,246	\$806,614	\$840,808	\$838,888	\$744,077	\$747,809	\$751,579	\$755,386	\$759,631	\$763,519	\$7,781,557
Miscellaneous/To Be Determined	\$2,414,570	\$1,414,570	\$0	\$0	\$0	\$8,099,012	\$8,362,230	\$8,634,002	\$8,936,192	\$9,248,959	\$47,109,535
City Share Total	\$64,499,275	\$109,398,708	\$344,676,808	\$110,810,498	\$140,942,018	\$95,344,321	\$76,619,309	\$82,260,888	\$77,050,323	\$62,382,978	\$1,163,985,126

Non-City Share of Expenditures By Program Year

CIP Section	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Community Development	\$287,680	\$251,553	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$539,233
Recreation & Parks	\$586,273	\$855,221	\$0	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,941,494
Transportation	\$9,647,999	\$4,625,000	\$4,400,000	\$5,870,000	\$5,315,000	\$5,735,000	\$2,775,000	\$2,775,000	\$2,775,000	\$2,775,000	\$46,692,999
Stormwater Management	\$660,000	\$1,000,000	\$725,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,385,000
IT Plan	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$10,540,000
Non-City Share Total	\$12,235,952	\$7,785,774	\$6,179,000	\$9,424,000	\$6,369,000	\$6,789,000	\$3,829,000	\$3,829,000	\$3,829,000	\$3,829,000	\$64,098,726

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

**Capital Improvement Program – Project Expenditure Summary by CIP Section
Approved FY 2014 – 2023**

CIP Section/Subsection/Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
ACPS												
ACPS Capacity												
Jefferson-Houston New K-8	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ACPS Total Funding												
ACPS Total Funding	\$0	\$14,140,911	\$45,006,824	\$4,808,000	\$36,514,610	\$67,862,441	\$17,648,000	\$10,360,000	\$7,049,000	\$14,133,000	\$9,812,000	\$227,334,786
ACPS Total	\$0	\$14,140,911	\$45,006,824	\$4,808,000	\$36,514,610	\$67,862,441	\$17,648,000	\$10,360,000	\$7,049,000	\$14,133,000	\$9,812,000	\$227,334,786
Community Development												
City-Wide Amenities												
Gadsby Lighting Fixtures & Poles Replacement	\$185,000	\$0	\$0	\$75,000	\$0	\$75,000	\$0	\$75,000	\$0	\$75,000	\$0	\$300,000
Public Art Acquisition	\$50,000	\$100,000	\$150,000	\$200,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$500,000	\$3,200,000
Public Art Conservation Program	\$10,000	\$15,000	\$15,000	\$15,000	\$15,000	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$195,000
Transportation Signage & Wayfinding System	\$0	\$225,000	\$200,000	\$0	\$515,000	\$361,000	\$432,000	\$241,000	\$0	\$0	\$0	\$1,974,000
Neighborhood Planning												
Braddock Road Area Plan - Streetscape Improvements	\$45,000	\$332,680	\$296,553	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$989,233
Waterfront Small Area Plan Implementation	\$0	\$1,045,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,045,000
King Street Plan Implementation	\$0	\$0	\$0	\$150,000	\$250,000	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$900,000
Landmark/Van Dorn Area Plan Implementation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000
Public Safety Enhancements												
Fire Department Vehicles & Apparatus	\$0	\$694,000	\$354,000	\$1,487,000	\$1,378,000	\$874,000	\$2,852,000	\$3,446,000	\$2,009,000	\$2,583,000	\$2,500,000	\$18,177,000
Crime Prevention Projects (Street Lighting)	\$0	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$200,000
Waterways Maintenance & Improvements												
Environmental Restoration	\$388,750	\$0	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000
Four Mile Run Stream Restoration	\$1,497,005	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Oronoco Outfall	\$620,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Marina Waterfront Dredging	\$0	\$400,000	\$2,550,000	\$0	\$0	\$0	\$500,000	\$3,000,000	\$0	\$0	\$0	\$6,450,000
Woodrow Wilson Bridge Project												
Woodrow Wilson Bridge Project	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Community Development Total	\$2,795,755	\$2,811,680	\$3,565,553	\$2,147,000	\$2,478,000	\$2,102,500	\$4,476,500	\$7,404,500	\$2,701,500	\$3,400,500	\$3,252,500	\$34,340,233

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

CIP Section/Subsection/Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Recreation & Parks												
Park Maintenance & Improvements												
Restaurant Depot Contribution Projects	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ADA Requirements	\$52,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$290,000
Ball Court Renovations	\$0	\$225,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,575,000
Park Renovations CFMP	\$160,000	\$338,000	\$338,000	\$338,000	\$338,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$3,980,000
Pavement Improvements in Parks	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$2,500,000
Playground Renovations CFMP	\$0	\$700,000	\$850,000	\$750,000	\$500,000	\$550,000	\$600,000	\$650,000	\$650,000	\$700,000	\$700,000	\$6,650,000
Soft Surface Trails	\$0	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$120,000	\$120,000	\$720,000
Tree & Shrub Capital Maintenance	\$0	\$226,000	\$226,000	\$226,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$2,960,000
Water Management & Irrigation	\$96,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$1,280,000
Windmill Hill Park Improvements	\$784,953	\$0	\$300,000	\$3,700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
Athletic Field Restroom Renovations	\$0	\$0	\$20,000	\$225,000	\$205,000	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Athletic Field Improvements (incl. Synthetic Turf)	\$0	\$0	\$0	\$0	\$1,610,000	\$2,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$14,110,000
Recreation Facility Maintenance												
City Marina Maintenance	\$107,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$900,000
Public Pools	\$0	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$520,000
Recreation Centers CFMP	\$0	\$685,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$5,185,000
Renovated or New Recreation Facilities												
Braddock Area Plan Park	\$0	\$764,773	\$855,221	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,619,994
Chinquapin Aquatics Center (Existing Infrastructure)	\$0	\$545,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$545,000
Chinquapin Aquatics Center (Renovations w/ 50m Pool)	\$0	\$500,000	\$0	\$4,500,000	\$15,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000,000
Patrick Henry Recreation Center	\$0	\$350,000	\$485,000	\$5,665,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,500,000
E. Del Ray Avenue Pocket Park	\$0	\$48,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$48,900
City Marina Utility Upgrades	\$0	\$0	\$0	\$187,000	\$1,063,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,250,000
City Marina Seawalls	\$0	\$0	\$0	\$255,000	\$1,445,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700,000
Aquatics Facilities TBD	\$0	\$0	\$0	\$0	\$0	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$5,000,000
Open Space Acquisition & Development												
Open Space Acquisition and Develop.	\$5,003,174	\$600,000	\$0	\$800,000	\$1,500,000	\$100,000	\$4,250,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$23,250,000
Recreation & Parks Total	\$6,503,127	\$5,591,673	\$4,333,221	\$17,905,000	\$23,246,000	\$10,173,000	\$8,873,000	\$8,673,000	\$8,673,000	\$8,783,000	\$8,783,000	\$105,033,894

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

CIP Section/Subsection/Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Public Buildings												
General Government Facilities												
General Services CFMP	\$90,000	\$951,200	\$1,100,000	\$850,000	\$1,100,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$13,001,200
Energy Management Program	\$110,000	\$635,000	\$800,000	\$650,000	\$350,000	\$600,000	\$550,000	\$550,000	\$650,000	\$750,000	\$850,000	\$6,385,000
Emergency Generators	\$350,000	\$418,000	\$445,000	\$82,000	\$420,000	\$400,000	\$25,000	\$25,000	\$207,000	\$450,000	\$25,000	\$2,497,000
City Hall HVAC & Infrastructure Replacement	\$0	\$2,950,000	\$14,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,750,000
City Hall Security Enhancements	\$175,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Roof Replacement Program	\$0	\$458,800	\$0	\$380,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$838,800
Fleet Facility - Lift Replacement	\$0	\$585,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$585,000
Elevator Replacement/Refurbishment	\$0	\$0	\$500,000	\$0	\$0	\$0	\$500,000	\$0	\$500,000	\$0	\$500,000	\$2,000,000
Library Facilities												
Library CFMP	\$0	\$715,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$2,065,000
Preservation of Historic Facilities												
City Historic Facilities CFMP	\$0	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$3,450,000
Torpedo Factory Repairs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000
Public Health & Welfare Facilities												
Mental Health Residential Facilities CFMP	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,500,000
Public Safety Facilities												
Fire Department CFMP	\$0	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$4,000,000
Fire Station 210 (Eisenhower Valley)/Impound Lot	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Burn Building - Smoke Stack Demolition	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Fire Station 203 (Cameron Mills)	\$0	\$0	\$600,000	\$7,121,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,721,000
Fire Station 207 (Duke Street)	\$0	\$0	\$0	\$0	\$700,000	\$17,272,000	\$0	\$0	\$0	\$0	\$0	\$17,972,000
Fire Station 206 (Seminary Rd)	\$0	\$0	\$0	\$0	\$0	\$700,000	\$10,187,000	\$0	\$0	\$0	\$0	\$10,887,000
Fire Station 205 (Cameron Street)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000	\$9,903,000	\$0	\$0	\$10,603,000
Office of the Sheriff CFMP	\$0	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$4,600,000
Adult Detention Center HVAC Replacement	\$0	\$370,000	\$980,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,350,700
EOC/Public Safety Center Reuse	\$3,215,000	\$1,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000
Police K-9 Facility Renovation	\$0	\$490,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$490,000
Pistol Range	\$0	\$0	\$180,000	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,680,000
Courthouse Renovations - HVAC Replacement	\$0	\$200,000	\$230,000	\$150,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$680,000
Vola Lawson Animal Shelter	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$300,000
Public Buildings Total	\$4,540,000	\$10,658,000	\$21,170,700	\$12,268,000	\$4,205,000	\$22,007,000	\$14,297,000	\$4,310,000	\$14,295,000	\$4,235,000	\$4,420,000	\$111,865,700

**Approved FY 2014 – 2023
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CIP Section/Subsection/Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Transportation												
Public Transit												
South Eisenhower Metrorail Station - South Entrance	\$4,552,085	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
King Street Metrorail Station Area	\$6,100,000	\$1,295,878	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$2,295,878
Potomac Yard Metrorail Station	\$500,000	\$1,975,000	\$2,525,000	\$268,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$272,800,000
WMATA Capital Contributions	\$0	\$6,775,000	\$7,380,000	\$7,530,000	\$7,550,000	\$7,550,000	\$7,550,000	\$7,550,000	\$7,550,000	\$7,550,000	\$7,550,000	\$74,535,000
ADA - Transportation Facilities	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$100,000
Bus Shelters and Benches	\$491,000	\$542,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$542,500
Hybrid Bus / Trolley Battery Packs	\$0	\$0	\$0	\$500,000	\$150,000	\$250,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,650,000
DASH Bus Fleet Replacements (Since FY 11)	\$0	\$4,050,000	\$4,450,000	\$3,300,000	\$7,070,000	\$6,360,000	\$6,360,000	\$3,200,000	\$3,200,000	\$4,200,000	\$4,200,000	\$46,390,000
DASH Fleet Expansion	\$20,000	\$3,250,000	\$0	\$0	\$3,250,000	\$0	\$2,600,000	\$0	\$1,300,000	\$0	\$0	\$10,400,000
Landmark Transit Station	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000	\$600,000
High Capacity Transit Corridors												
Route 1 Transitway	\$4,000,000	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Transit Corridor "A" - Crystal City/Potomac Yard Streetcars	\$680,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$3,000,000
Transit Corridor "C" Transit Priority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transit Corridor "C" - Beaugard	\$1,825,000	\$0	\$2,500,000	\$11,000,000	\$11,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$24,500,000
Transit Corridor "B" - Duke Street	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$2,000,000	\$2,500,000
Non-Motorized Transportation												
Access to Transit	\$1,648,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Edsall and South Pickett Pedestrian Imprv.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Wilkes Street Bikeway	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BRAC Neighborhood Protection Plan	\$510,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Safe Routes to Schools	\$0	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$275,000
Holmes Run Greenway	\$5,334,800	\$1,317,602	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,317,602
Mt. Vernon Trail @ East Abingdon	\$50,000	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Capital Bikeshare	\$0	\$600,000	\$300,000	\$300,000	\$0	\$270,000	\$0	\$225,000	\$0	\$300,000	\$0	\$1,995,000
Bicycle Master Plan Update	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Complete Streets	\$1,133,088	\$500,000	\$920,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$8,620,000
Shared-Use Paths/Sidewalk Capital Maintenance	\$118,000	\$757,469	\$618,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$2,319,469
Bicycle Parking at Major Transit Stops	\$0	\$0	\$0	\$25,000	\$225,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$350,000
Braddock Rd. Metro Multimodal Connections	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Old Cameron Run Trail	\$0	\$0	\$500,000	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000
Backlick Run Multi-Use Paths	\$0	\$0	\$0	\$0	\$200,000	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$3,200,000

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Capital Improvement Program (CIP) Overview**

CIP Section/Subsection/Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Streets & Bridges												
King & Beaugard Intersection	\$8,253,262	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Eisenhower Avenue Widening	\$6,228,816	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
King/Quaker Lane/Braddock Rd. Inter.	\$5,848,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
High Street Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Route 1 @ E. Reed Intersection Improvements	\$0	\$35,000	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$385,000
Seminary Rd. at Beaugard Ellipse	\$0	\$325,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$325,000
Street Reconstruction & Resurfacing of Major Roads	\$0	\$2,295,679	\$2,750,000	\$3,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$42,045,679
Bridge Repairs	\$1,100,000	\$0	\$700,000	\$300,000	\$1,200,000	\$300,000	\$700,000	\$300,000	\$700,000	\$300,000	\$700,000	\$5,200,000
Street/Alley Reconstructions & Extensions	\$475,024	\$300,000	\$600,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$7,300,000
Mt. Vernon Ave/Russell Road Intersection	\$0	\$0	\$100,000	\$900,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Duke Street Complete Streets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$210,000	\$2,100,000	\$0	\$0	\$2,310,000
Madison & Montgomery Reconstruction	\$0	\$0	\$0	\$1,000,000	\$5,750,000	\$0	\$0	\$0	\$0	\$0	\$0	\$6,750,000
Van Dorn Metro Multimodal Bridge	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Fixed Transportation Equipment												
Fixed Transportation Equipment	\$400,000	\$1,010,000	\$850,000	\$850,000	\$850,000	\$1,450,000	\$850,000	\$850,000	\$2,350,000	\$850,000	\$850,000	\$10,760,000
Transportation Technologies	\$300,000	\$250,000	\$0	\$250,000	\$0	\$250,000	\$0	\$250,000	\$0	\$250,000	\$0	\$1,250,000
ITS Integration	\$0	\$1,567,019	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,567,019
Parking Technologies	\$0	\$0	\$0	\$0	\$0	\$110,000	\$200,000	\$0	\$0	\$0	\$0	\$310,000
Transportation Total	\$49,567,075	\$28,681,147	\$25,053,000	\$302,833,000	\$43,823,000	\$26,118,000	\$25,588,000	\$20,313,000	\$23,928,000	\$23,178,000	\$23,628,000	\$543,143,147
Sanitary Sewers												
Holmes Run Trunk Sewer	\$5,637,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Combined Sewer Separation Projects	\$1,100,000	\$200,000	\$600,000	\$200,000	\$200,000	\$600,000	\$200,000	\$200,000	\$600,000	\$200,000	\$200,000	\$3,200,000
Combined Sewer System Permit Compliance	\$1,840,690	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$3,000,000
Four Mile Run Sanitary Sewer Repair	\$1,330,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Reconstructions & Exts. of Sanitary Sewers	\$1,495,918	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$9,000,000
Holmes Run Sewershed Infiltration & Inflow	\$9,320,000	\$0	\$3,000,000	\$2,375,000	\$3,075,000	\$2,850,000	\$4,000,000	\$0	\$0	\$0	\$0	\$15,300,000
Wet Weather Management Facility	\$0	\$0	\$3,375,000	\$1,125,000	\$0	\$8,750,000	\$9,000,000	\$0	\$0	\$0	\$0	\$22,250,000
Combined Sewer Overflow 001 Planning	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Sewer Assessment & Rehabilitation	\$450,000	\$0	\$0	\$0	\$0	\$0	\$3,700,000	\$2,550,000	\$2,550,000	\$0	\$0	\$8,800,000
AlexRenew WWTP Capacity	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$11,070,000	\$11,400,000	\$11,750,000	\$0	\$34,220,000
Sanitary Sewers Total	\$21,673,608	\$1,900,000	\$8,175,000	\$4,900,000	\$4,975,000	\$13,400,000	\$18,100,000	\$15,020,000	\$15,750,000	\$13,150,000	\$1,400,000	\$96,770,000

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CIP Section/Subsection/Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Stormwater Management												
Ft. Ward Stormwater	\$460,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taylor Run at Janney's Lane	\$551,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NPDES / MS4 Permit	\$134,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Four Mile Run Channel Maintenance	\$1,610,000	\$0	\$0	\$0	\$0	\$600,000	\$0	\$0	\$0	\$0	\$600,000	\$1,200,000
Storm Sewer Capacity Assessment	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$950,000	\$0	\$0	\$0	\$1,200,000
Green Infrastructure in CSO Areas	\$0	\$300,000	\$700,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Stream & Channel Maintenance	\$488,750	\$2,150,000	\$1,100,000	\$1,100,000	\$550,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$7,600,000
MS4-TMDL Compliance Water Quality Imprv.	\$0	\$800,000	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600,000
Storm Sewer System Spot Improvements	\$2,734,113	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,700,000
Stormwater Management Total	\$5,978,113	\$3,500,000	\$2,900,000	\$1,900,000	\$850,000	\$1,350,000	\$750,000	\$1,700,000	\$750,000	\$750,000	\$1,350,000	\$15,800,000
IT Plan												
Financial and Human Resource Systems												
Enterprise Resource Planning System	\$0	\$500,000	\$75,000	\$100,000	\$100,000	\$75,000	\$75,000	\$0	\$0	\$0	\$0	\$925,000
Personal Property Tax System	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Business Tax System	\$89,000	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Finance Payment Kiosk	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Handheld Data Collection Devices	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchasing System Upgrade	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Real Estate Account Receivable System	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Virtual Adjudication	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Geographic Information Systems												
GIS Development	\$100,000	\$160,000	\$280,000	\$150,000	\$190,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$880,000
Network Services												
Ford Ward INET	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Email Messaging	\$0	\$75,000	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$100,000
Enterprise Collaboration	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Enterprise Data Storage Infrastructure	\$0	\$300,000	\$0	\$0	\$0	\$0	\$144,000	\$0	\$0	\$0	\$0	\$444,000
IT Equipment Replacement	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$1,200,000
Library Replacement Equipment	\$0	\$66,263	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$66,263
Security	\$0	\$250,000	\$190,000	\$0	\$225,000	\$0	\$300,000	\$0	\$0	\$0	\$0	\$965,000
Upgrade Work Station Operating Systems	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$1,200,000
Connectivity Initiatives	\$2,039,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$10,540,000
Database Infrastructure	\$60,000	\$40,000	\$40,000	\$160,000	\$40,000	\$40,000	\$160,000	\$0	\$0	\$0	\$0	\$480,000
LAN Development	\$65,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
LAN/WAN Infrastructure	\$550,000	\$175,000	\$370,000	\$0	\$275,000	\$260,000	\$300,000	\$0	\$0	\$0	\$0	\$1,380,000
Network Server Infrastructure	\$100,000	\$300,000	\$300,000	\$500,000	\$400,000	\$175,000	\$175,000	\$0	\$0	\$0	\$0	\$1,850,000
Voice Over IP	\$125,000	\$450,000	\$500,000	\$150,000	\$150,000	\$350,000	\$150,000	\$0	\$0	\$0	\$0	\$1,750,000

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CIP Section/Subsection/Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Other System Development Projects												
Enterprise Maintenance Mgmt System	\$185,000	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000
Permit Processing	\$205,600	\$700,000	\$1,200,000	\$29,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,929,000
DCHS Payment System Replacement	\$0	\$77,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$77,500
DCHS HIPAA Data Security Compliance	\$75,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Public Access Development												
Small Business Development Center	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Customer Relationship Management System	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Electronic Government	\$317,340	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$1,250,000
Public Safety Sytems												
Remote Radio Technology	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EMS Records Management System	\$21,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Records Management Project	\$85,871	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Radio Network Upgrade	\$0	\$61,237	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$61,237
AJIS Enhancements	\$151,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Computer Aided Dispatch System Replacement	\$2,400,000	\$600,000	\$100,000	\$461,000	\$220,000	\$950,000	\$421,000	\$0	\$0	\$0	\$0	\$2,752,000
Fire Radios	\$420,000	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
Future IT Projects												
IT Lump Sum Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$10,000,000
IT Plan Total	\$7,549,311	\$6,264,000	\$4,759,000	\$3,254,000	\$3,304,000	\$3,554,000	\$3,554,000	\$3,554,000	\$3,554,000	\$3,554,000	\$3,554,000	\$38,905,000
Other Regional Contributions												
Northern Virginia Community College	\$0	\$286,927	\$326,022	\$365,869	\$369,528	\$373,223	\$376,955	\$380,725	\$384,532	\$388,777	\$392,665	\$3,645,223
Northern Virginia Regional Park Authority	\$0	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$3,708,540
Peumansend Creek Regional Jail	\$0	\$115,465	\$109,738	\$104,085	\$98,506	\$0	\$0	\$0	\$0	\$0	\$0	\$427,794
Other Regional Contributions Total	\$0	\$773,246	\$806,614	\$840,808	\$838,888	\$744,077	\$747,809	\$751,579	\$755,386	\$759,631	\$763,519	\$7,781,557
CIP Section/Subsection/Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Other Projects/To Be Determined												
Self Contained Breathing Apparatus	\$0	\$1,414,570	\$1,414,570	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,829,140
Debt Service Pay Down	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Projects to be Determined (Additional 2.0 Cent Equivalent)	\$0	\$0	\$0	\$0	\$0	\$0	\$8,099,012	\$8,362,230	\$8,634,002	\$8,936,192	\$9,248,959	\$43,280,395
Other Projects Total	\$0	\$2,414,570	\$1,414,570	\$0	\$0	\$0	\$8,099,012	\$8,362,230	\$8,634,002	\$8,936,192	\$9,248,959	\$47,109,535
Grand Total	\$98,606,989	\$76,735,227	\$117,184,482	\$350,855,808	\$120,234,498	\$147,311,018	\$102,133,321	\$80,448,309	\$86,089,888	\$80,879,323	\$66,211,978	\$1,228,083,852

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

**Capital Improvement Program Projects by Strategic Plan Goal
Summary by Strategic Plan Goal
Approved FY 2014 – 2023**

Strategic Plan Goal Summary Goal	<i>Unallocated (06/13)</i>	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Goal 1 - Economic Development	\$6,742,000	\$4,782,453	\$4,041,774	\$268,710,000	\$1,075,000	\$1,088,500	\$1,299,500	\$11,778,500	\$11,917,500	\$12,317,500	\$1,577,500	\$318,588,227
Goal 2 - Health & Environment	\$27,648,400	\$6,908,754	\$12,599,854	\$9,124,854	\$8,499,854	\$16,424,854	\$24,474,854	\$11,174,854	\$10,724,854	\$7,874,854	\$8,574,854	\$116,382,440
Goal 3 - Transportation	\$25,901,973	\$20,188,449	\$17,168,000	\$26,173,000	\$30,313,000	\$18,198,000	\$18,128,000	\$13,203,000	\$15,168,000	\$16,068,000	\$15,368,000	\$189,975,449
Goal 4 - Children, Youth & Families	\$0	\$15,277,838	\$45,817,846	\$15,338,869	\$51,884,138	\$73,235,664	\$18,024,955	\$10,740,725	\$7,433,532	\$14,521,777	\$10,204,665	\$262,480,009
Goal 5 - Financial Sustainability	\$25,378,352	\$18,025,698	\$29,880,700	\$14,624,000	\$21,473,000	\$15,900,000	\$15,450,000	\$17,425,000	\$16,682,000	\$14,960,000	\$15,120,000	\$179,540,398
Goal 6 - Public Safety	\$5,334,953	\$4,249,035	\$2,878,308	\$13,592,085	\$3,646,506	\$18,871,000	\$13,064,000	\$4,171,000	\$11,937,000	\$2,608,000	\$2,525,000	\$77,541,934
Goal 7 - Caring Community	\$52,000	\$39,000	\$39,000	\$39,000	\$39,000	\$39,000	\$39,000	\$39,000	\$39,000	\$39,000	\$39,000	\$390,000
IT Plan	\$7,549,311	\$6,264,000	\$4,759,000	\$3,254,000	\$3,304,000	\$3,554,000	\$3,554,000	\$3,554,000	\$3,554,000	\$3,554,000	\$3,554,000	\$38,905,000
To be Determined/No Category Assigned	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$8,099,012	\$8,362,230	\$8,634,002	\$8,936,192	\$9,248,959	\$44,280,395
Total, All Goals	\$98,606,989	\$76,735,227	\$117,184,482	\$350,855,808	\$120,234,498	\$147,311,018	\$102,133,321	\$80,448,309	\$86,089,888	\$80,879,323	\$66,211,978	\$1,228,083,852

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

Goal 1: Alexandria has quality development and redevelopment, support for local businesses, and a strong, diverse, and growing local economy.

Strategic Plan Goal/CIP Section//Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Goal 1 - Economic Development												
Community Development												
Braddock Road Area Plan - Streetscape Improvements	\$45,000	\$332,680	\$296,553	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$989,233
Waterfront Small Area Plan Implementation	\$0	\$1,045,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,045,000
King Street Plan Implementation	\$0	\$0	\$0	\$150,000	\$250,000	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$900,000
Public Art Acquisition	\$50,000	\$100,000	\$150,000	\$200,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$500,000	\$3,200,000
Public Art Conservation Program	\$10,000	\$15,000	\$15,000	\$15,000	\$15,000	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$195,000
Transportation Signage & Wayfinding System	\$0	\$225,000	\$200,000	\$0	\$515,000	\$361,000	\$432,000	\$241,000	\$0	\$0	\$0	\$1,974,000
Landmark/Van Dorn Area Plan Implementation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000
Recreation & Parks												
Braddock Area Plan Park	\$0	\$764,773	\$855,221	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,619,994
Transportation												
Potomac Yard Metrorail Station	\$500,000	\$1,975,000	\$2,525,000	\$268,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$272,800,000
High Street Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Parking Technologies	\$0	\$0	\$0	\$0	\$0	\$110,000	\$200,000	\$0	\$0	\$0	\$0	\$310,000
Seminary Rd. at Beauregard Ellipse	\$0	\$325,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$325,000
Van Dorn Metro Multimodal Bridge	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Sanitary Sewers												
Holmes Run Trunk Sewer	\$5,637,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
AlexRenew WWTP Capacity	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$11,070,000	\$11,400,000	\$11,750,000	\$0	\$34,220,000
Goal 1 - Economic Development Total	\$6,742,000	\$4,782,453	\$4,041,774	\$268,710,000	\$1,075,000	\$1,088,500	\$1,299,500	\$11,778,500	\$11,917,500	\$12,317,500	\$1,577,500	\$318,588,227

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Capital Improvement Program (CIP) Overview**

Goal 2: Alexandria respects, protects and enhances the health of its citizens and the quality of its natural environment.

Strategic Plan Goal/CIP Section/Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Goal 2 - Health & Environment												
Community Development												
Environmental Restoration	\$388,750	\$0	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000
Four Mile Run Stream Restoration	\$1,497,005	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Oronoco Outfall	\$620,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Woodrow Wilson Bridge Project	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recreation & Parks												
Restaurant Depot Contribution Projects	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tree & Shrub Capital Maintenance	\$0	\$226,000	\$226,000	\$226,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$2,960,000
Water Management & Irrigation	\$96,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$1,280,000
E. Del Ray Avenue Pocket Park	\$0	\$48,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$48,900
Open Space Acquisition and Develop.	\$5,003,174	\$600,000	\$0	\$800,000	\$1,500,000	\$100,000	\$4,250,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$23,250,000
Public Buildings												
Energy Management Program	\$110,000	\$635,000	\$800,000	\$650,000	\$350,000	\$600,000	\$550,000	\$550,000	\$650,000	\$750,000	\$850,000	\$6,385,000
Sanitary Sewers												
Combined Sewer Separation Projects	\$1,100,000	\$200,000	\$600,000	\$200,000	\$200,000	\$600,000	\$200,000	\$200,000	\$600,000	\$200,000	\$200,000	\$3,200,000
Combined Sewer System Permit Compliance	\$1,840,690	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$3,000,000
Reconstructions & Exts. of Sanitary Sewers	\$1,495,918	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$9,000,000
Holmes Run Sewershed Infiltration & Inflow	\$9,320,000	\$0	\$3,000,000	\$2,375,000	\$3,075,000	\$2,850,000	\$4,000,000	\$0	\$0	\$0	\$0	\$15,300,000
Wet Weather Management Facility	\$0	\$0	\$3,375,000	\$1,125,000	\$0	\$8,750,000	\$9,000,000	\$0	\$0	\$0	\$0	\$22,250,000
Combined Sewer Overflow 001 Planning	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Sewer Assessment & Rehabilitation	\$450,000	\$0	\$0	\$0	\$0	\$0	\$3,700,000	\$2,550,000	\$2,550,000	\$0	\$0	\$8,800,000
Stormwater Management												
Ft. Ward Stormwater	\$460,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NPDES / MS4 Permit	\$134,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Four Mile Run Channel Maintenance	\$1,610,000	\$0	\$0	\$0	\$0	\$600,000	\$0	\$0	\$0	\$0	\$600,000	\$1,200,000
Storm Sewer Capacity Assessment	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$950,000	\$0	\$0	\$0	\$1,200,000
Green Infrastructure in CSO Areas	\$0	\$300,000	\$700,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Stream & Channel Maintenance	\$488,750	\$2,150,000	\$1,100,000	\$1,100,000	\$550,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$7,600,000
MS4-TMDL Compliance Water Quality Imprv.	\$0	\$800,000	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600,000
Storm Sewer System Spot Improvements	\$2,734,113	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,700,000
Other Regional Contributions												
Northern Virginia Regional Park Authority	\$0	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$3,708,540
Goal 2 - Health & Environment Total	\$27,648,400	\$6,908,754	\$12,599,854	\$9,124,854	\$8,499,854	\$16,424,854	\$24,474,854	\$11,174,854	\$10,724,854	\$7,874,854	\$8,574,854	\$116,382,440

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Capital Improvement Program (CIP) Overview**

Goal 3: A multimodal transportation network that supports sustainable land use and provides internal mobility and regional connectivity for Alexandrians.

Strategic Plan Goal/CIP Section//Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Goal 3 - Transportation												
Transportation												
Access to Transit	\$1,648,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South Eisenhower Metrorail Station - South Entrance	\$4,552,085	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
King Street Metrorail Station Area	\$6,100,000	\$1,295,878	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$2,295,878
WMATA Capital Contributions	\$0	\$6,775,000	\$7,380,000	\$7,530,000	\$7,550,000	\$7,550,000	\$7,550,000	\$7,550,000	\$7,550,000	\$7,550,000	\$7,550,000	\$74,535,000
Edsall and South Pickett Pedestrian Imprv.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Wilkes Street Bikeway	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Holmes Run Greenway	\$5,334,800	\$1,317,602	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,317,602
Capital Bikeshare	\$0	\$600,000	\$300,000	\$300,000	\$0	\$270,000	\$0	\$225,000	\$0	\$300,000	\$0	\$1,995,000
Bicycle Master Plan Update	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Complete Streets	\$1,133,088	\$500,000	\$920,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$8,620,000
Shared-Use Paths/Sidewalk Capital Maintenance	\$118,000	\$757,469	\$618,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$2,319,469
Bicycle Parking at Major Transit Stops	\$0	\$0	\$0	\$25,000	\$225,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$350,000
Braddock Rd. Metro Multimodal Connections	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Old Cameron Run Trail	\$0	\$0	\$500,000	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000
Backlick Run Multi-Use Paths	\$0	\$0	\$0	\$0	\$200,000	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$3,200,000
Bus Shelters and Benches	\$491,000	\$542,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$542,500
Route 1 Transitway	\$4,000,000	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Transit Corridor "A" - Crystal City/Potomac Yard Streetcars	\$680,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$3,000,000
Transit Corridor "C" Transit Priority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transit Corridor "C" - Beauregard	\$1,825,000	\$0	\$2,500,000	\$11,000,000	\$11,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$24,500,000
Transit Corridor "B" - Duke Street	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$2,000,000	\$2,500,000
DASH Bus Fleet Replacements (Since FY 11)	\$0	\$4,050,000	\$4,450,000	\$3,300,000	\$7,070,000	\$6,360,000	\$6,360,000	\$3,200,000	\$3,200,000	\$4,200,000	\$4,200,000	\$46,390,000
DASH Fleet Expansion	\$20,000	\$3,250,000	\$0	\$0	\$3,250,000	\$0	\$2,600,000	\$0	\$1,300,000	\$0	\$0	\$10,400,000
Duke Street Complete Streets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$210,000	\$2,100,000	\$0	\$0	\$2,310,000
Landmark Transit Station	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000	\$600,000
Goal 3 - Transportation Total	\$25,901,973	\$20,188,449	\$17,168,000	\$26,173,000	\$30,313,000	\$18,198,000	\$18,128,000	\$13,203,000	\$15,168,000	\$16,068,000	\$15,368,000	\$189,975,449

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Capital Improvement Program (CIP) Overview**

Goal 4: The City of Alexandria is a community that supports and enhances the well-being, success and achievement of children, youth and families.

Strategic Plan Goal/CIP Section//Project	<i>Unallocated (06/13)</i>	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Goal 4 - Children Youth & Families												
ACPS												
ACPS Total Funding	\$0	\$14,140,911	\$45,006,824	\$4,808,000	\$36,514,610	\$67,862,441	\$17,648,000	\$10,360,000	\$7,049,000	\$14,133,000	\$9,812,000	\$227,334,786
Jefferson-Houston New K-8	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recreation & Parks												
Chinquapin Aquatics Center (Renovations w/ 50m Pool)	\$0	\$500,000	\$0	\$4,500,000	\$15,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000,000
Patrick Henry Recreation Center	\$0	\$350,000	\$485,000	\$5,665,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,500,000
Aquatics Facilities TBD	\$0	\$0	\$0	\$0	\$0	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$5,000,000
Other Regional Contributions												
Northern Virginia Community College	\$0	\$286,927	\$326,022	\$365,869	\$369,528	\$373,223	\$376,955	\$380,725	\$384,532	\$388,777	\$392,665	\$3,645,223
Goal 4 - Children Youth & Families Total	\$0	\$15,277,838	\$45,817,846	\$15,338,869	\$51,884,138	\$73,235,664	\$18,024,955	\$10,740,725	\$7,433,532	\$14,521,777	\$10,204,665	\$262,480,009

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Capital Improvement Program (CIP) Overview**

Goal 5: Alexandria is financially sustainable, efficient, community oriented and values its employees.

Strategic Plan Goal/CIP Section//Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Goal 5 - Financial Sustainability												
Community Development												
Gadsby Lighting Fixtures & Poles Replacement	\$185,000	\$0	\$0	\$75,000	\$0	\$75,000	\$0	\$75,000	\$0	\$75,000	\$0	\$300,000
City Marina Waterfront Dredging	\$0	\$400,000	\$2,550,000	\$0	\$0	\$0	\$500,000	\$3,000,000	\$0	\$0	\$0	\$6,450,000
Recreation & Parks												
Ball Court Renovations	\$0	\$225,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,575,000
Park Renovations CFMP	\$160,000	\$338,000	\$338,000	\$338,000	\$338,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$3,980,000
Pavement Improvements in Parks	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$2,500,000
Playground Renovations CFMP	\$0	\$700,000	\$850,000	\$750,000	\$500,000	\$550,000	\$600,000	\$650,000	\$650,000	\$700,000	\$700,000	\$6,650,000
Soft Surface Trails	\$0	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$120,000	\$120,000	\$720,000
Athletic Field Restroom Renovations	\$0	\$0	\$20,000	\$225,000	\$205,000	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Chinquapin Aquatics Center (Existing Infrastructure)	\$0	\$545,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$545,000
City Marina Maintenance	\$107,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$900,000
City Marina Utility Upgrades	\$0	\$0	\$0	\$187,000	\$1,063,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,250,000
Public Pools	\$0	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$520,000
Recreation Centers CFMP	\$0	\$685,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$5,185,000
Athletic Field Improvements (incl. Synthetic Turf)	\$0	\$0	\$0	\$0	\$1,610,000	\$2,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$14,110,000
Public Buildings												
Fire Department CFMP	\$0	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$4,000,000
Burn Building - Smoke Stack Demolition	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Office of the Sheriff CFMP	\$0	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$4,600,000
Adult Detention Center HVAC Replacement	\$0	\$370,000	\$980,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,350,700
General Services CFMP	\$90,000	\$951,200	\$1,100,000	\$850,000	\$1,100,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$13,001,200
Emergency Generators	\$350,000	\$418,000	\$445,000	\$82,000	\$420,000	\$400,000	\$25,000	\$25,000	\$207,000	\$450,000	\$25,000	\$2,497,000
City Hall HVAC & Infrastructure Replacement	\$0	\$2,950,000	\$14,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,750,000
City Historic Facilities CFMP	\$0	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$3,450,000
Police K-9 Facility Renovation	\$0	\$490,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$490,000
Pistol Range	\$0	\$0	\$180,000	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,680,000
Torpedo Factory Repairs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000
Courthouse Renovations - HVAC Replacement	\$0	\$200,000	\$230,000	\$150,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$680,000
Roof Replacement Program	\$0	\$458,800	\$0	\$380,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$838,800
Fleet Facility - Lift Replacement	\$0	\$585,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$585,000
Elevator Replacement/Refurbishment	\$0	\$0	\$500,000	\$0	\$0	\$0	\$500,000	\$0	\$500,000	\$0	\$500,000	\$2,000,000
Library CFMP	\$0	\$715,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$2,065,000
Mental Health Residential Facilities CFMP	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,500,000
Vola Lawson Animal Shelter	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$300,000

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

Goal 5: Alexandria is financially sustainable, efficient, community oriented and values its employees. (Continued)

Strategic Plan Goal/CIP Section/Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Transportation												
King & Beauregard Intersection	\$8,253,262	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Eisenhower Avenue Widening	\$6,228,816	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
King/Quaker Lane/Braddock Rd. Inter.	\$5,848,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Transportation Equipment	\$400,000	\$1,010,000	\$850,000	\$850,000	\$850,000	\$1,450,000	\$850,000	\$850,000	\$2,350,000	\$850,000	\$850,000	\$10,760,000
Hybrid Bus / Trolley Battery Packs	\$0	\$0	\$0	\$500,000	\$150,000	\$250,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,650,000
Transportation Technologies	\$300,000	\$250,000	\$0	\$250,000	\$0	\$250,000	\$0	\$250,000	\$0	\$250,000	\$0	\$1,250,000
ITS Integration	\$0	\$1,567,019	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,567,019
Route 1 @ E. Reed Intersection Improvements	\$0	\$35,000	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$385,000
Street Reconstruction & Resurfacing of Major Roads	\$0	\$2,295,679	\$2,750,000	\$3,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$42,045,679
Bridge Repairs	\$1,100,000	\$0	\$700,000	\$300,000	\$1,200,000	\$300,000	\$700,000	\$300,000	\$700,000	\$300,000	\$700,000	\$5,200,000
Street/Alley Reconstructions & Extensions	\$475,024	\$300,000	\$600,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$7,300,000
Madison & Montgomery Reconstruction	\$0	\$0	\$0	\$1,000,000	\$5,750,000	\$0	\$0	\$0	\$0	\$0	\$0	\$6,750,000
Sanitary Sewers												
Four Mile Run Sanitary Sewer Repair	\$1,330,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Stormwater Management												
Taylor Run at Janney's Lane	\$551,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Goal 5 - Financial Sustainability Total	\$25,378,352	\$18,025,698	\$29,880,700	\$14,624,000	\$21,473,000	\$15,900,000	\$15,450,000	\$17,425,000	\$16,682,000	\$14,960,000	\$15,120,000	\$179,540,398

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

Goal 6: The City protects the safety and security of its residents, businesses, employees, and visitors.

Strategic Plan Goal/CIP Section//Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Goal 6 - Public Safety												
Community Development												
Fire Department Vehicles & Apparatus	\$0	\$694,000	\$354,000	\$1,487,000	\$1,378,000	\$874,000	\$2,852,000	\$3,446,000	\$2,009,000	\$2,583,000	\$2,500,000	\$18,177,000
Crime Prevention Projects (Street Lighting)	\$0	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$200,000
Recreation & Parks												
Windmill Hill Park Improvements	\$784,953	\$0	\$300,000	\$3,700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
City Marina Seawalls	\$0	\$0	\$0	\$255,000	\$1,445,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700,000
Public Buildings												
Fire Station 210 (Eisenhower Valley)/Impound Lot	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Station 203 (Cameron Mills)	\$0	\$0	\$600,000	\$7,121,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,721,000
Fire Station 207 (Duke Street)	\$0	\$0	\$0	\$0	\$700,000	\$17,272,000	\$0	\$0	\$0	\$0	\$0	\$17,972,000
Fire Station 206 (Seminary Rd)	\$0	\$0	\$0	\$0	\$0	\$700,000	\$10,187,000	\$0	\$0	\$0	\$0	\$10,887,000
Fire Station 205 (Cameron Street)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000	\$9,903,000	\$0	\$0	\$10,603,000
City Hall Security Enhancements	\$175,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EOC/Public Safety Center Reuse	\$3,215,000	\$1,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000
Transportation												
BRAC Neighborhood Protection Plan	\$510,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Safe Routes to Schools	\$0	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$275,000
Mt. Vernon Trail @ East Abingdon	\$50,000	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Mt. Vernon Ave/Russell Road Intersection	\$0	\$0	\$100,000	\$900,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Other Regional Contributions												
Peumansend Creek Regional Jail	\$0	\$115,465	\$109,738	\$104,085	\$98,506	\$0	\$0	\$0	\$0	\$0	\$0	\$427,794
Miscellaneous/To be Determined												
Self Contained Breathing Apparatus	\$0	\$1,414,570	\$1,414,570	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,829,140
Goal 6 - Public Safety Total	\$5,334,953	\$4,249,035	\$2,878,308	\$13,592,085	\$3,646,506	\$18,871,000	\$13,064,000	\$4,171,000	\$11,937,000	\$2,608,000	\$2,525,000	\$77,541,934

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Capital Improvement Program (CIP) Overview**

Goal 7: Alexandria is a caring and inclusive community that values its rich diversity, history and culture, and promotes affordability.

Strategic Plan Goal/CIP Section//Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Goal 7 - Caring Community												
Recreation & Parks												
ADA Requirements	\$52,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$290,000
Transportation												
ADA - Transportation Facilities	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$100,000
Goal 7 - Caring Community Total	\$52,000	\$39,000	\$390,000									

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

Information Technology Plan

Strategic Plan Goal/CIP Section//Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
IT PLAN												
IT Plan												
Remote Radio Technology	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EMS Records Management System	\$21,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Records Management Project	\$85,871	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Radio Network Upgrade	\$0	\$61,237	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$61,237
AJIS Enhancements	\$151,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Enterprise Resource Planning System	\$0	\$500,000	\$75,000	\$100,000	\$100,000	\$75,000	\$75,000	\$0	\$0	\$0	\$0	\$925,000
Personal Property Tax System	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Business Tax System	\$89,000	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Computer Aided Dispatch System Replacement	\$2,400,000	\$600,000	\$100,000	\$461,000	\$220,000	\$950,000	\$421,000	\$0	\$0	\$0	\$0	\$2,752,000
Ford Ward INET	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Email Messaging	\$0	\$75,000	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$100,000
Enterprise Collaboration	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Enterprise Data Storage Infrastructure	\$0	\$300,000	\$0	\$0	\$0	\$0	\$144,000	\$0	\$0	\$0	\$0	\$444,000
Enterprise Maintenance Mgmt System	\$185,000	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000
Finance Payment Kiosk	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Radios	\$420,000	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
GIS Development	\$100,000	\$160,000	\$280,000	\$150,000	\$190,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$880,000
Handheld Data Collection Devices	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
IT Equipment Replacement	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$1,200,000
IT Lump Sum Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$10,000,000
Library Replacement Equipment	\$0	\$66,263	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$66,263
Permit Processing	\$205,600	\$700,000	\$1,200,000	\$29,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,929,000
Purchasing System Upgrade	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Real Estate Account Receivable System	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Security	\$0	\$250,000	\$190,000	\$0	\$225,000	\$0	\$300,000	\$0	\$0	\$0	\$0	\$965,000
Small Business Development Center	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Upgrade Work Station Operating Systems	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$1,200,000
Connectivity Initiatives	\$2,039,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$10,540,000
Customer Relationship Management System	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Database Infrastructure	\$60,000	\$40,000	\$40,000	\$160,000	\$40,000	\$40,000	\$160,000	\$0	\$0	\$0	\$0	\$480,000

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

Information Technology Plan (Continued)

Strategic Plan Goal/CIP Section//Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
DCHS Payment System Replacement	\$0	\$77,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$77,500
DCHS HIPAA Data Security Compliance	\$75,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Electronic Government	\$317,340	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$1,250,000
LAN Development	\$65,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
LAN/WAN Infrastructure	\$550,000	\$175,000	\$370,000	\$0	\$275,000	\$260,000	\$300,000	\$0	\$0	\$0	\$0	\$1,380,000
Network Server Infrastructure	\$100,000	\$300,000	\$300,000	\$500,000	\$400,000	\$175,000	\$175,000	\$0	\$0	\$0	\$0	\$1,850,000
Voice Over IP	\$125,000	\$450,000	\$500,000	\$150,000	\$150,000	\$350,000	\$150,000	\$0	\$0	\$0	\$0	\$1,750,000
Virtual Adjudication	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
IT PLAN Total	\$7,549,311	\$6,264,000	\$4,759,000	\$3,254,000	\$3,304,000	\$3,554,000	\$3,554,000	\$3,554,000	\$3,554,000	\$3,554,000	\$3,554,000	\$38,905,000

To Be Determined/No Category Assigned

Strategic Plan Goal/CIP Section//Project	Unallocated (06/13)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
To Be Determined/No Category Assigned												
Miscellaneous/To be Determined												
Debt Service Pay Down	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Projects to be Determined (Additional 2.0 Cent Equivalent)	\$0	\$0	\$0	\$0	\$0	\$0	\$8,099,012	\$8,362,230	\$8,634,002	\$8,936,192	\$9,248,959	\$43,280,395
To Be Determined/No Category Assigned Total	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$8,099,012	\$8,362,230	\$8,634,002	\$8,936,192	\$9,248,959	\$44,280,395
Grand Total	\$98,606,989	\$76,735,227	\$117,184,482	\$350,855,808	\$120,234,498	\$147,311,018	\$102,133,321	\$80,448,309	\$86,089,888	\$80,879,323	\$66,211,978	\$1,228,083,852

**Approved FY 2014 – 2023
Capital Improvement Program (CIP) Overview**

**Capital Improvement Program – All Funding Sources
Approved FY 2014 – 2023**

Funding Source/Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Cash Capital											
ACPS Total Funding	\$4,781,662	\$7,169,817	\$1,536,000	\$10,882,281	\$10,198,487	\$5,681,500	\$5,771,500	\$2,039,500	\$4,029,500	\$3,995,500	\$56,085,747
ADA - Transportation Facilities	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$100,000
ADA Requirements	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$290,000
Ball Court Renovations	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$150,000
Park Renovations CFMP	\$338,000	\$338,000	\$338,000	\$338,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$3,980,000
Fire Department CFMP	\$153,000	\$50,000	\$55,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$853,000
Burn Building - Smoke Stack Demolition	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Fire Station 203 (Cameron Mills)	\$0	\$600,000	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,800,000
Fire Station 207 (Duke Street)	\$0	\$0	\$0	\$700,000	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$1,950,000
Fire Station 206 (Seminary Rd)	\$0	\$0	\$0	\$0	\$700,000	\$1,400,000	\$0	\$0	\$0	\$0	\$2,100,000
Fire Station 205 (Cameron Street)	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000	\$1,300,000	\$0	\$0	\$2,000,000
Office of the Sheriff CFMP	\$345,000	\$275,000	\$285,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$3,005,000
Adult Detention Center HVAC Replacement	\$37,000	\$98,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$135,700
Radio Network Upgrade	\$61,237	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$61,237
AJIS Enhancements	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Pavement Improvements in Parks	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$125,000
Playground Renovations CFMP	\$700,000	\$850,000	\$750,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$2,580,000
Soft Surface Trails	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$120,000	\$120,000	\$720,000
Tree & Shrub Capital Maintenance	\$226,000	\$226,000	\$226,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$2,960,000
Water Management & Irrigation	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$1,280,000
Windmill Hill Park Improvements	\$0	\$300,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,300,000
Athletic Field Restroom Renovations	\$0	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
Complete Streets	\$500,000	\$534,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$2,834,000
Shared-Use Paths/Sidewalk Capital Maintenance	\$757,469	\$618,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$2,319,469
Braddock Road Area Plan - Streetscape Improvements	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$450,000
Enterprise Resource Planning System	\$500,000	\$75,000	\$100,000	\$100,000	\$75,000	\$75,000	\$0	\$0	\$0	\$0	\$925,000
Personal Property Tax System	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Business Tax System	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000

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Capital Improvement Program (CIP) Overview**

Funding Source/Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Chinquapin Aquatics Center (Existing Infrastructure)	\$545,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$545,000
Chinquapin Aquatics Center (Renovations w/ 50m Pool)	\$500,000	\$0	\$4,500,000	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500,000
General Services CFMP	\$186,200	\$95,000	\$120,000	\$135,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,736,200
Energy Management Program	\$185,000	\$100,000	\$65,000	\$70,000	\$120,000	\$110,000	\$110,000	\$130,000	\$150,000	\$170,000	\$1,210,000
Emergency Generators	\$140,000	\$40,000	\$82,000	\$100,000	\$100,000	\$25,000	\$25,000	\$100,000	\$100,000	\$25,000	\$737,000
City Hall HVAC & Infrastructure Replacement	\$1,950,000	\$2,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,750,000
City Historic Facilities CFMP	\$101,444	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,001,444
City Marina Maintenance	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$900,000
Patrick Henry Recreation Center	\$350,000	\$485,000	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,335,000
E. Del Ray Avenue Pocket Park	\$27,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$27,400
City Marina Utility Upgrades	\$0	\$0	\$187,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$187,000
City Marina Seawalls	\$0	\$0	\$255,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$255,000
Computer Aided Dispatch System Replacement	\$600,000	\$100,000	\$461,000	\$220,000	\$950,000	\$421,000	\$0	\$0	\$0	\$0	\$2,752,000
Email Messaging	\$75,000	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$100,000
Enterprise Collaboration	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Enterprise Data Storage Infrastructure	\$300,000	\$0	\$0	\$0	\$0	\$144,000	\$0	\$0	\$0	\$0	\$444,000
Enterprise Maintenance Mgmt System	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000
Environmental Restoration	\$0	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000
EOC/Public Safety Center Reuse	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000
Fire Radios	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
Fixed Transportation Equipment	\$585,000	\$425,000	\$425,000	\$425,000	\$725,000	\$425,000	\$425,000	\$1,175,000	\$425,000	\$425,000	\$5,460,000
Gadsby Lighting Fixtures & Poles Replacement	\$0	\$0	\$75,000	\$0	\$75,000	\$0	\$75,000	\$0	\$75,000	\$0	\$300,000
GIS Development	\$160,000	\$280,000	\$150,000	\$190,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$880,000
Storm Sewer Capacity Assessment	\$0	\$0	\$0	\$0	\$0	\$0	\$950,000	\$0	\$0	\$0	\$950,000
Hybrid Bus / Trolley Battery Packs	\$0	\$0	\$500,000	\$150,000	\$250,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,650,000
IT Equipment Replacement	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$1,200,000
IT Lump Sum Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$10,000,000
Waterfront Small Area Plan Implementation	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000
King Street Plan Implementation	\$0	\$0	\$150,000	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$300,000
Library Replacement Equipment	\$66,263	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$66,263
Northern Virginia Community College	\$286,927	\$326,022	\$365,869	\$369,528	\$373,223	\$376,955	\$380,725	\$384,532	\$388,777	\$392,665	\$3,645,223
Northern Virginia Regional Park Authority	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$370,854	\$3,708,540
Open Space Acquisition and Develop.	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$550,000	\$4,000,000	\$4,000,000	\$4,000,000	\$12,950,000
Permit Processing	\$200,000	\$0	\$29,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$229,000

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Funding Source/Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Peumansend Creek Regional Jail	\$115,465	\$109,738	\$104,085	\$98,506	\$0	\$0	\$0	\$0	\$0	\$0	\$427,794
Police K-9 Facility Renovation	\$490,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$490,000
Pistol Range	\$0	\$180,000	\$313,394	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$493,394
Public Art Acquisition	\$100,000	\$150,000	\$200,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$500,000	\$3,200,000
Public Art Conservation Program	\$15,000	\$15,000	\$15,000	\$15,000	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$195,000
Public Pools	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$520,000
Recreation Centers CFMP	\$335,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,685,000
Security	\$250,000	\$190,000	\$0	\$225,000	\$0	\$300,000	\$0	\$0	\$0	\$0	\$965,000
Self Contained Breathing Apparatus	\$1,414,570	\$1,414,570	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,829,140
Small Business Development Center	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Stream & Channel Maintenance	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
MS4-TMDL Compliance Water Quality Imprv.	\$800,000	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,150,000
Torpedo Factory Repairs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000
Transportation Signage & Wayfinding System	\$225,000	\$200,000	\$0	\$515,000	\$361,000	\$432,000	\$241,000	\$0	\$0	\$0	\$1,974,000
Upgrade Work Station Operating Systems	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$1,200,000
Courthouse Renovations - HVAC Replacement	\$20,000	\$23,000	\$15,000	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$68,000
Customer Relationship Management System	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Database Infrastructure	\$40,000	\$40,000	\$160,000	\$40,000	\$40,000	\$160,000	\$0	\$0	\$0	\$0	\$480,000
DCHS Payment System Replacement	\$77,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$77,500
DCHS HIPAA Data Security Compliance	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Debt Service Pay Down	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Route 1 @ E. Reed Intersection Improvements	\$35,000	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$385,000
Street Reconstruction & Resurfacing of Major Roads	\$2,295,679	\$1,375,000	\$1,875,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,545,679
Bridge Repairs	\$0	\$175,000	\$75,000	\$300,000	\$75,000	\$175,000	\$75,000	\$175,000	\$75,000	\$175,000	\$1,300,000
Street/Alley Reconstructions & Extensions	\$75,000	\$75,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$950,000
Electronic Government	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$1,250,000
Elevator Replacement/Refurbishment	\$0	\$50,000	\$0	\$0	\$0	\$50,000	\$0	\$50,000	\$0	\$50,000	\$200,000
LAN Development	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
LAN/WAN Infrastructure	\$175,000	\$370,000	\$0	\$275,000	\$260,000	\$300,000	\$0	\$0	\$0	\$0	\$1,380,000
Landmark/Van Dorn Area Plan Implementation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000
Library CFMP	\$610,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,960,000
Madison & Montgomery Reconstruction	\$0	\$0	\$1,000,000	\$1,097,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,097,000
Mental Health Residential Facilities CFMP	\$150,000	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,350,000
Network Server Infrastructure	\$300,000	\$300,000	\$500,000	\$400,000	\$175,000	\$175,000	\$0	\$0	\$0	\$0	\$1,850,000

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Capital Improvement Program (CIP) Overview**

Funding Source/Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Voice Over IP	\$450,000	\$500,000	\$150,000	\$150,000	\$350,000	\$150,000	\$0	\$0	\$0	\$0	\$1,750,000
Vola Lawson Animal Shelter	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$300,000
Projects to be Determined (Additional 2.0 Cent Equivalent)	\$0	\$0	\$0	\$0	\$0	\$8,099,012	\$8,362,230	\$8,634,002	\$8,936,192	\$9,248,959	\$43,280,395
Crime Prevention Projects (Street Lighting)	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$200,000
City Marina Waterfront Dredging	\$400,000	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$900,000
Athletic Field Improvements (incl. Synthetic Turf)	\$0	\$0	\$0	\$110,000	\$250,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,360,000
Aquatics Facilities TBD	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Cash Capital Total	\$28,178,170	\$23,565,201	\$23,542,702	\$23,076,669	\$22,849,564	\$23,896,321	\$24,337,309	\$24,709,888	\$25,011,323	\$25,333,978	\$244,501,125
Cash Capital - TIP											
King Street Metrorail Station Area	\$0	\$0	\$0	\$0	\$0	\$0	\$375,000	\$0	\$0	\$0	\$375,000
Capital Bikeshare	\$394,622	\$0	\$300,000	\$0	\$0	\$0	\$225,000	\$0	\$300,000	\$0	\$1,219,622
Bicycle Master Plan Update	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Old Cameron Run Trail	\$0	\$500,000	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000
Backlick Run Multi-Use Paths	\$0	\$0	\$0	\$200,000	\$1,950,000	\$0	\$0	\$0	\$0	\$0	\$2,150,000
High Street Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Transportation Technologies	\$250,000	\$0	\$250,000	\$0	\$250,000	\$0	\$250,000	\$0	\$250,000	\$0	\$1,250,000
Route 1 Transitway	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Transit Corridor "A" - Crystal City/Potomac Yard Streetcars	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$3,000,000
Transit Corridor "C" - Beauregard	\$0	\$2,025,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,025,000
Transit Corridor "B" - Duke Street	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000
DASH Fleet Expansion	\$3,250,000	\$0	\$0	\$2,900,000	\$0	\$1,200,000	\$0	\$1,300,000	\$0	\$0	\$8,650,000
Mt. Vernon Ave/Russell Road Intersection	\$0	\$100,000	\$900,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Duke Street Complete Streets	\$0	\$0	\$0	\$0	\$0	\$0	\$210,000	\$2,100,000	\$0	\$0	\$2,310,000
Landmark Transit Station	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000	\$600,000
Van Dorn Metro Multimodal Bridge	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Cash Capital - TIP Total	\$4,994,622	\$2,625,000	\$2,250,000	\$3,100,000	\$2,200,000	\$1,200,000	\$1,060,000	\$3,400,000	\$3,550,000	\$3,600,000	\$27,979,622
CMAQ/RSTP											
King Street Metrorail Station Area	\$750,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000
Holmes Run Greenway	\$1,317,602	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,317,602
Mt. Vernon Trail @ East Abingdon	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Capital Bikeshare	\$100,000	\$300,000	\$0	\$0	\$270,000	\$0	\$0	\$0	\$0	\$0	\$670,000
Bicycle Parking at Major Transit Stops	\$0	\$0	\$25,000	\$225,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$350,000
Braddock Rd. Metro Multimodal Connections	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Bus Shelters and Benches	\$522,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$522,500

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Capital Improvement Program (CIP) Overview**

Funding Source/Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
ITS Integration	\$1,567,019	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,567,019
Parking Technologies	\$0	\$0	\$0	\$0	\$110,000	\$200,000	\$0	\$0	\$0	\$0	\$310,000
Transit Corridor "C" - Beaugard	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Transit Corridor "B" - Duke Street	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000
DASH Bus Fleet Replacements (Since FY 11)	\$2,650,000	\$2,050,000	\$2,100,000	\$2,870,000	\$2,160,000	\$2,160,000	\$0	\$0	\$0	\$0	\$13,990,000
CMAQ/RSTP Total	\$7,357,121	\$2,950,000	\$2,125,000	\$3,095,000	\$2,540,000	\$2,960,000	\$0	\$0	\$0	\$0	\$21,027,121
Comcast Revenues											
Connectivity Initiatives	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$1,054,000	\$10,540,000
Comcast Revenues Total	\$1,054,000	\$10,540,000									
Environmental Restoration Funds											
Stream & Channel Maintenance	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$625,000
Environmental Restoration Funds Total	\$600,000	\$0	\$25,000	\$625,000							
Federal Safe Routes to Schools											
Safe Routes to Schools	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$275,000
Federal Safe Routes to Schools Total	\$275,000	\$0	\$275,000								
FEMA Reimbursement											
Stream & Channel Maintenance	\$660,000	\$1,000,000	\$725,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,385,000
FEMA Reimbursement Total	\$660,000	\$1,000,000	\$725,000	\$0	\$2,385,000						
General Obligation Bonds											
ACPS Total Funding	\$9,359,249	\$37,837,007	\$3,272,000	\$25,632,329	\$57,663,954	\$11,966,500	\$4,588,500	\$5,009,500	\$10,103,500	\$5,816,500	\$171,249,039
WMATA Capital Contributions	\$6,775,000	\$7,380,000	\$7,530,000	\$7,550,000	\$7,550,000	\$7,550,000	\$7,550,000	\$7,550,000	\$7,550,000	\$7,550,000	\$74,535,000
Ball Court Renovations	\$210,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$1,425,000
Fire Department CFMP	\$247,000	\$350,000	\$345,000	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000	\$3,147,000
Fire Station 203 (Cameron Mills)	\$0	\$0	\$5,921,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,921,000
Fire Station 207 (Duke Street)	\$0	\$0	\$0	\$0	\$16,022,000	\$0	\$0	\$0	\$0	\$0	\$16,022,000
Fire Station 206 (Seminary Rd)	\$0	\$0	\$0	\$0	\$0	\$8,787,000	\$0	\$0	\$0	\$0	\$8,787,000
Fire Station 205 (Cameron Street)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,603,000	\$0	\$0	\$8,603,000
Office of the Sheriff CFMP	\$115,000	\$185,000	\$175,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$1,595,000
Adult Detention Center HVAC Replacement	\$333,000	\$882,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,215,000
Pavement Improvements in Parks	\$237,500	\$237,500	\$237,500	\$237,500	\$237,500	\$237,500	\$237,500	\$237,500	\$237,500	\$237,500	\$2,375,000
Playground Renovations CFMP	\$0	\$0	\$0	\$460,000	\$510,000	\$560,000	\$610,000	\$610,000	\$660,000	\$660,000	\$4,070,000
Windmill Hill Park Improvements	\$0	\$0	\$1,700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700,000
Athletic Field Restroom Renovations	\$0	\$0	\$205,000	\$205,000	\$0	\$0	\$0	\$0	\$0	\$0	\$410,000
Complete Streets	\$0	\$386,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$5,786,000

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Capital Improvement Program (CIP) Overview**

Funding Source/Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Chinquapin Aquatics Center (Renovations w/ 50m Pool)	\$0	\$0	\$0	\$10,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000,000
General Services CFMP	\$765,000	\$1,005,000	\$730,000	\$965,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$11,265,000
Energy Management Program	\$450,000	\$700,000	\$585,000	\$280,000	\$480,000	\$440,000	\$440,000	\$520,000	\$600,000	\$680,000	\$5,175,000
Emergency Generators	\$278,000	\$405,000	\$0	\$320,000	\$300,000	\$0	\$0	\$107,000	\$350,000	\$0	\$1,760,000
City Hall HVAC & Infrastructure Replacement	\$1,000,000	\$12,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,000,000
City Historic Facilities CFMP	\$243,556	\$245,000	\$245,000	\$245,000	\$245,000	\$245,000	\$245,000	\$245,000	\$245,000	\$245,000	\$2,448,556
Patrick Henry Recreation Center	\$0	\$0	\$3,165,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,165,000
City Marina Utility Upgrades	\$0	\$0	\$0	\$1,063,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,063,000
City Marina Seawalls	\$0	\$0	\$0	\$1,445,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,445,000
EOC/Public Safety Center Reuse	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Fire Department Vehicles & Apparatus	\$694,000	\$354,000	\$1,487,000	\$1,378,000	\$874,000	\$2,852,000	\$3,446,000	\$2,009,000	\$2,583,000	\$2,500,000	\$18,177,000
Fixed Transportation Equipment	\$425,000	\$425,000	\$425,000	\$425,000	\$725,000	\$425,000	\$425,000	\$1,175,000	\$425,000	\$425,000	\$5,300,000
Four Mile Run Channel Maintenance	\$0	\$0	\$0	\$0	\$600,000	\$0	\$0	\$0	\$0	\$600,000	\$1,200,000
Green Infrastructure in CSO Areas	\$150,000	\$350,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000
King Street Plan Implementation	\$0	\$0	\$0	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$600,000
Open Space Acquisition and Develop.	\$600,000	\$0	\$700,000	\$1,400,000	\$0	\$4,150,000	\$3,450,000	\$0	\$0	\$0	\$10,300,000
Permit Processing	\$0	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000
Pistol Range	\$0	\$0	\$1,186,606	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,186,606
Recreation Centers CFMP	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$3,500,000
Sewer Assessment & Rehabilitation	\$0	\$0	\$0	\$0	\$0	\$1,850,000	\$1,275,000	\$1,275,000	\$0	\$0	\$4,400,000
Stream & Channel Maintenance	\$0	\$0	\$375,000	\$550,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$425,000	\$3,600,000
Storm Sewer System Spot Improvements	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,700,000
Courthouse Renovations - HVAC Replacement	\$180,000	\$207,000	\$135,000	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$612,000
DASH Bus Fleet Replacements (Since FY 11)	\$0	\$2,400,000	\$1,200,000	\$4,200,000	\$4,200,000	\$4,200,000	\$3,200,000	\$3,200,000	\$4,200,000	\$4,200,000	\$31,000,000
Street Reconstruction & Resurfacing of Major Roads	\$0	\$0	\$0	\$2,375,000	\$2,375,000	\$2,375,000	\$2,375,000	\$2,375,000	\$2,375,000	\$2,375,000	\$16,625,000
Bridge Repairs	\$0	\$525,000	\$225,000	\$900,000	\$225,000	\$525,000	\$225,000	\$525,000	\$225,000	\$525,000	\$3,900,000
Street/Alley Reconstructions & Extensions	\$225,000	\$225,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,850,000
Roof Replacement Program	\$458,800	\$0	\$380,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$838,800
Fleet Facility - Lift Replacement	\$585,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$585,000
Elevator Replacement/Refurbishment	\$0	\$450,000	\$0	\$0	\$0	\$450,000	\$0	\$450,000	\$0	\$450,000	\$1,800,000
Library CFMP	\$105,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$105,000

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Capital Improvement Program (CIP) Overview**

Funding Source/Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Madison & Montgomery Reconstruction	\$0	\$0	\$0	\$4,653,000	\$0	\$0	\$0	\$0	\$0	\$0	\$4,653,000
Mental Health Residential Facilities CFMP	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
City Marina Waterfront Dredging	\$0	\$2,550,000	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$5,550,000
Athletic Field Improvements (incl. Synthetic Turf)	\$0	\$0	\$0	\$1,500,000	\$2,250,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$12,750,000
Aquatics Facilities TBD	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$3,000,000
General Obligation Bonds Total	\$24,286,105	\$71,233,507	\$32,234,106	\$68,308,829	\$101,442,454	\$52,598,000	\$36,852,000	\$39,676,000	\$35,339,000	\$32,024,000	\$493,994,000
General Obligation Bonds - Potomac Yard											
Potomac Yard Metrorail Station	\$0	\$0	\$265,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$265,300,000
General Obligation Bonds - Potomac Yard Total	\$0	\$0	\$265,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$265,300,000
General Obligation Bonds - Sanitary Sewer											
Combined Sewer Separation Projects	\$0	\$600,000	\$200,000	\$200,000	\$600,000	\$200,000	\$200,000	\$600,000	\$25,000	\$200,000	\$2,825,000
Combined Sewer System Permit Compliance	\$0	\$0	\$200,000	\$0	\$0	\$0	\$180,000	\$0	\$0	\$0	\$380,000
Four Mile Run Sanitary Sewer Repair	\$310,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$310,000
Reconstructions & Exts. of Sanitary Sewers	\$0	\$900,000	\$900,000	\$900,000	\$360,000	\$900,000	\$900,000	\$500,000	\$0	\$800,000	\$6,160,000
Holmes Run Sewershed Infiltration & Inflow	\$0	\$3,000,000	\$2,375,000	\$2,925,000	\$2,565,000	\$3,600,000	\$0	\$0	\$0	\$0	\$14,465,000
Wet Weather Management Facility	\$0	\$3,220,000	\$1,125,000	\$0	\$7,875,000	\$7,520,000	\$0	\$0	\$0	\$0	\$19,740,000
Green Infrastructure in CSO Areas	\$120,000	\$280,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Sewer Assessment & Rehabilitation	\$0	\$0	\$0	\$0	\$0	\$1,480,000	\$0	\$0	\$0	\$0	\$1,480,000
AlexRenew WWTP Capacity	\$0	\$0	\$0	\$0	\$0	\$0	\$11,070,000	\$11,400,000	\$11,750,000	\$0	\$34,220,000
General Obligation Bonds - Sanitary Sewer Total	\$430,000	\$8,000,000	\$5,000,000	\$4,025,000	\$11,400,000	\$13,700,000	\$12,350,000	\$12,500,000	\$11,775,000	\$1,000,000	\$80,180,000
General Obligation Bonds - TIP											
King Street Metrorail Station Area	\$0	\$0	\$0	\$0	\$0	\$0	\$625,000	\$0	\$0	\$0	\$625,000
Old Cameron Run Trail	\$0	\$0	\$2,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,200,000
Backlick Run Multi-Use Paths	\$0	\$0	\$0	\$0	\$1,050,000	\$0	\$0	\$0	\$0	\$0	\$1,050,000
Transit Corridor "C" - Beauregard	\$0	\$375,000	\$11,000,000	\$11,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$22,375,000
DASH Fleet Expansion	\$0	\$0	\$0	\$350,000	\$0	\$1,400,000	\$0	\$0	\$0	\$0	\$1,750,000
General Obligation Bonds - TIP Total	\$0	\$375,000	\$13,200,000	\$11,350,000	\$1,050,000	\$1,400,000	\$625,000	\$0	\$0	\$0	\$28,000,000
Lease Proceeds											
Braddock Area Plan Park	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Lease Proceeds Total	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Potomac Yard Special Tax District/Dev. Contribution											
Potomac Yard Metrorail Station	\$1,975,000	\$2,525,000	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500,000
Potomac Yard Special Tax District/Dev. Contribution Total	\$1,975,000	\$2,525,000	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500,000

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Funding Source/Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Prior Year Stormwater Balances											
Storm Sewer Capacity Assessment	\$52,935	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$52,935
Stream & Channel Maintenance	\$840,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$940,000
MS4-TMDL Compliance Water Quality Imprv.	\$0	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Prior Year Stormwater Balances Total	\$892,935	\$550,000	\$0	\$1,442,935							
Private Capital Contributions											
Capital Bikeshare	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Braddock Area Plan Park	\$564,773	\$855,221	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,419,994
Braddock Road Area Plan - Streetscape Improvements	\$287,680	\$251,553	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$539,233
Bus Shelters and Benches	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
Chinquapin Aquatics Center (Renovations w/ 50m Pool)	\$0	\$0	\$0	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
E. Del Ray Avenue Pocket Park	\$21,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$21,500
Private Capital Contributions Total	\$943,953	\$1,106,774	\$0	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$4,550,727
Reprogrammed TIP Balances											
Capital Bikeshare	\$55,378	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55,378
Waterfront Small Area Plan Implementation	\$245,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$245,000
Seminary Rd. at Beaugregard Ellipse	\$325,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$325,000
Reprogrammed TIP Balances Total	\$625,378	\$0	\$625,378								
Sanitary Sewer Fees											
Combined Sewer Separation Projects	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$175,000	\$0	\$375,000
Combined Sewer System Permit Compliance	\$300,000	\$300,000	\$100,000	\$300,000	\$300,000	\$300,000	\$120,000	\$300,000	\$300,000	\$300,000	\$2,620,000
Four Mile Run Sanitary Sewer Repair	\$190,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$190,000
Reconstructions & Exts. of Sanitary Sewers	\$900,000	\$0	\$0	\$0	\$540,000	\$0	\$0	\$400,000	\$900,000	\$100,000	\$2,840,000
Holmes Run Sewershed Infiltration & Inflow	\$0	\$0	\$0	\$150,000	\$285,000	\$400,000	\$0	\$0	\$0	\$0	\$835,000
Wet Weather Management Facility	\$0	\$155,000	\$0	\$0	\$875,000	\$1,480,000	\$0	\$0	\$0	\$0	\$2,510,000
Combined Sewer Overflow 001 Planning	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Green Infrastructure in CSO Areas	\$30,000	\$70,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Sewer Assessment & Rehabilitation	\$0	\$0	\$0	\$0	\$0	\$370,000	\$1,275,000	\$1,275,000	\$0	\$0	\$2,920,000
Sanitary Sewer Fees Total	\$1,620,000	\$525,000	\$150,000	\$950,000	\$2,000,000	\$2,550,000	\$1,395,000	\$1,975,000	\$1,375,000	\$400,000	\$12,940,000
State Revenue Sharing											
Street Reconstruction & Resurfacing of Major Roads	\$0	\$1,375,000	\$1,875,000	\$2,375,000	\$2,375,000	\$2,375,000	\$2,375,000	\$2,375,000	\$2,375,000	\$2,375,000	\$19,875,000
Street/Alley Reconstructions & Extensions	\$0	\$300,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$3,500,000
State Revenue Sharing Total	\$0	\$1,675,000	\$2,275,000	\$2,775,000	\$23,375,000						

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Capital Improvement Program (CIP) Overview**

Funding Source/Project	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FY 2014-2023
Stormwater Management Tax											
Storm Sewer Capacity Assessment	\$197,065	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$197,065
Stormwater Management Tax Total	\$197,065	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$197,065
Transfer from Code Fund											
Permit Processing	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Transfer from Code Fund Total	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Urban Funds											
King Street Metrorail Station Area	\$545,878	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$545,878
DASH Bus Fleet Replacements (Since FY 11)	\$1,400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400,000
Urban Funds Total	\$1,945,878	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,945,878
Grand Total	\$76,735,227	\$117,184,482	\$350,855,808	\$120,234,498	\$147,311,018	\$102,133,321	\$80,448,309	\$86,089,888	\$80,879,323	\$66,211,978	\$1,228,083,852

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**Debt Service, Debt Service Indicators, and Outstanding Debt
Approved FY 2014 – 2023**

	Total Debt Service	Outstanding Debt/1	General Government Expenditures /2	Assessed Value of Real Property (Thousands of Dollars)/3	Personal Income (Thousands of Dollars)/4
FY 2003	17,739,094	143,615,000	488,044,085	19,225,926	7,165,859
FY 2004	18,938,838	197,520,000	516,275,303	22,757,185	7,435,257
FY 2005	22,938,317	241,890,000	545,688,442	27,359,650	7,776,966
FY 2006	27,101,086	296,540,000	623,774,871	32,906,719	8,835,057
FY 2007	31,232,166	278,525,000	689,280,260	35,554,958	9,507,531
FY 2008	30,775,390	260,350,000	688,844,141	35,102,817	10,204,006
FY 2009	32,412,775	383,950,000	720,924,777	33,964,198	10,178,071
FY 2010	34,844,533	364,485,000	705,338,251	31,649,490	10,441,443
FY 2011	38,735,420	415,720,000	722,966,982	32,631,952	10,627,334
FY 2012	43,438,079	459,060,000	768,038,908	33,782,698	10,758,922
FY 2013	48,571,714	508,700,000	798,774,799	34,500,000	11,027,985
FY 2014	57,029,259	539,113,897	754,520,986	35,420,000	11,689,569
FY 2015	63,525,604	574,861,474	824,276,889	36,394,050	12,390,943
FY 2016	67,461,767	847,107,078	1,126,205,291	37,485,872	13,134,399
FY 2017	72,666,119	894,931,278	871,677,686	38,610,448	13,922,463
FY 2018 / 5	91,583,949	960,666,577	911,770,339	39,865,287	14,757,811
FY 2019	97,305,154	977,033,355	941,746,192	41,160,909	15,643,280
FY 2020	98,808,932	972,545,714	974,645,880	42,498,639	16,581,877
FY 2021	101,743,195	968,059,267	1,012,993,555	43,879,844	17,576,789
FY 2022	102,958,348	956,126,589	1,053,480,537	45,415,639	18,631,397
FY 2023	106,841,146	924,076,507	1,075,521,399	47,005,186	19,749,280

/1 Beginning in FY 2006, debt attributable to sanitary sewer capital projects is excluded because sanitary sewer systems are 100% self-supporting.

/2 General Government expenditures after FY 2013 are based on a long range forecast scenario.

/3 Presented on a calendar year basis. Future growth assumes a 2.75% growth in FY 2015, 4.5% in FY 2014, 3.0% growth for FY 2015-2016, 3.25% for FY 2018-2021, and 3.5% fo FY 2022-2023.

/4 Total personal income through FY 2012 is from the City's Comprehensive Annual Financial Report (CAFR), Table XI, page 132. Personal income estimates for FY 2013 and beyond are increased by 6.00% annually, which includes an increment related to the gradual buildout of Potomac Yards. This debt ratio will need to be watched closely in the coming fiscal years.

/5 Reflects debt service for self-funded proposed Potomac Yard Metrorail Station starting in FY 2018 (Bonds issued FY 2016).

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(Indicators Exclude Exempt Sanitary Sewer Debt)			
Fiscal Year	Ratio of Debt Service to General Governmental Expenditures	Outstanding Debt as a Percentage of Assessed Value of Real Property/ ¹	Debt per Capita as a Percentage of Per Capita Income
Ceiling	10.0%	1.6%	An amount equal to 4.5% of total personal income
Target	8.0%	1.1%	An amount equal to 3.2 % of total personal income
FY 2002	3.5%	1.0%	2.2%
FY 2003	3.6%	0.8%	2.0%
FY 2004	3.7%	0.9%	2.7%
FY 2005	4.2%	0.9%	3.1%
FY 2006	4.3%	0.9%	3.4%
FY 2007	4.5%	0.8%	2.9%
FY 2008	4.5%	0.7%	2.6%
FY 2009	4.5%	1.1%	3.8%
FY 2010	4.9%	1.2%	3.5%
FY 2011	5.3%	1.3%	3.9%
FY 2012	5.7%	1.4%	4.1%
FY 2013	5.8%	1.5%	4.3%
FY 2014	7.6%	1.5%	4.4%
FY 2015	7.7%	1.5%	4.4%
FY 2016 / ²	6.0%	2.1%	6.2%
FY 2017	8.3%	2.2%	6.2%
FY 2018	10.0%	2.3%	6.2%
FY 2019	10.3%	2.2%	5.9%
FY 2020	10.1%	2.1%	5.5%
FY 2021	10.0%	2.0%	5.1%
FY 2022	9.8%	1.9%	4.7%
FY 2023	9.9%	1.8%	4.3%

¹ Includes general obligation bonds and term notes. In past years, total assessed value included real and personal property. Beginning in the FY 2000 CIP, this indicator has been revised per the debt policies adopted on December 9, 1997, to include only real property.

² Reflects debt for self-funded proposed Potomac Yard Metrorail Station starting in FY 2016.

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General Obligation Bond Repayment Schedules

Table 6, below, summarizes the annual debt service for all currently outstanding general obligation bond issues of the City of Alexandria. Tables 7 through 19, on the following pages, show the date of issue, the years remaining on the payment schedule, and the amount of principal and interest due each year for the individual bond issues. (Debt service does not include \$256,070 for Commonwealth Transportation Board in the operating budget.) The debt service on these tables includes all general obligation bonded debt including that financed by sanitary sewer fees, open space dedicated real estate tax revenues, and affordable housing dedicated real estate tax revenues.

Table 6. City of Alexandria, VA Summary of Total General Obligation Debt Service Debt Outstanding at June 30, 2013			
Fiscal Year	Principal	Interest	Total
2014	\$32,220,000	\$21,660,001	\$53,880,001
2015	\$35,030,000	\$20,426,920	\$55,456,920
2016	\$35,680,000	\$18,910,344	\$54,590,344
2017	\$36,280,000	\$17,310,619	\$53,590,619
2018	\$36,175,000	\$15,735,543	\$51,910,543
2019	\$36,065,000	\$14,133,331	\$50,198,331
2020	\$33,800,000	\$12,563,554	\$46,363,554
2021	\$30,870,000	\$11,115,050	\$41,985,050
2022	\$28,045,000	\$9,744,519	\$37,789,519
2023	\$29,395,000	\$8,494,594	\$37,889,594
2024	\$25,020,000	\$7,206,494	\$32,226,494
2025	\$24,945,000	\$6,162,669	\$31,107,669
2026	\$23,005,000	\$5,089,656	\$28,094,656
2027	\$20,040,000	\$4,030,950	\$24,070,950
2028	\$21,290,000	\$3,102,750	\$24,392,750
2029	\$20,040,000	\$2,165,338	\$22,205,338
2030	\$16,940,000	\$1,335,325	\$18,275,325
2031	\$12,140,000	\$708,725	\$12,848,725
2032	\$7,740,000	\$328,925	\$8,068,925
2033	\$3,980,000	\$129,350	\$4,109,350
Total	\$508,700,000	\$180,354,657	\$689,054,657

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**Table 7. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF \$17.34 MILLION - (JULY, 2012)
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$85,000	\$577,800	\$662,800
2015	\$85,000	\$575,250	\$660,250
2016	\$90,000	\$572,700	\$662,700
2017	\$3,005,000	\$570,000	\$3,575,000
2018	\$2,980,000	\$449,800	\$3,429,800
2019	\$0	\$330,600	\$330,600
2020	\$0	\$330,600	\$330,600
2021	\$0	\$330,600	\$330,600
2022	\$0	\$330,600	\$330,600
2023	\$2,750,000	\$330,600	\$3,080,600
2024	\$5,630,000	\$248,100	\$5,878,100
2025	\$2,640,000	\$79,200	\$2,719,200
Total	\$17,265,000	\$4,725,850	\$21,990,850

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**Table 8. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF \$76.82 MILLION - (JULY, 2012)
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$2,200,000	\$3,244,725	\$5,444,725
2015	\$3,280,000	\$3,178,725	\$6,458,725
2016	\$3,340,000	\$3,014,725	\$6,354,725
2017	\$4,000,000	\$2,847,725	\$6,847,725
2018	\$4,000,000	\$2,647,725	\$6,647,725
2019	\$4,000,000	\$2,447,725	\$6,447,725
2020	\$4,000,000	\$2,247,725	\$6,247,725
2021	\$4,000,000	\$2,047,725	\$6,047,725
2022	\$4,000,000	\$1,847,725	\$5,847,725
2023	\$4,000,000	\$1,647,725	\$5,647,725
2024	\$3,980,000	\$1,447,725	\$5,427,725
2025	\$3,980,000	\$1,248,725	\$5,228,725
2026	\$3,980,000	\$1,089,525	\$5,069,525
2027	\$3,980,000	\$930,325	\$4,910,325
2028	\$3,980,000	\$771,125	\$4,751,125
2029	\$3,980,000	\$611,925	\$4,591,925
2030	\$3,980,000	\$492,525	\$4,472,525
2031	\$3,980,000	\$373,125	\$4,353,125
2032	\$3,980,000	\$253,725	\$4,233,725
2033	\$3,980,000	\$129,350	\$4,109,350
Total	\$76,620,000	\$32,520,325	\$109,140,325

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**Table 9. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF \$63.625 MILLION - (APRIL, 2012)
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$0	\$2,572,800	\$2,572,800
2015	\$3,135,000	\$2,572,800	\$5,707,800
2016	\$5,740,000	\$2,447,400	\$8,187,400
2017	\$5,715,000	\$2,217,800	\$7,932,800
2018	\$5,690,000	\$1,989,200	\$7,679,200
2019	\$8,595,000	\$1,747,375	\$10,342,375
2020	\$8,615,000	\$1,360,600	\$9,975,600
2021	\$8,625,000	\$972,925	\$9,597,925
2022	\$8,635,000	\$584,800	\$9,219,800
2023	\$5,985,000	\$239,400	\$6,224,400
Total	\$60,735,000	\$16,705,100	\$77,440,100

**Approved FY 2014 – 2023
Capital Improvement Program**

**Table 10. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF \$69.95 MILLION - (JULY, 2011)
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$2,000,000	\$2,675,719	\$4,675,719
2015	\$3,000,000	\$2,575,719	\$5,575,719
2016	\$3,765,000	\$2,421,594	\$6,186,594
2017	\$3,765,000	\$2,233,344	\$5,998,344
2018	\$3,765,000	\$2,045,093	\$5,810,093
2019	\$3,765,000	\$1,856,843	\$5,621,843
2020	\$3,765,000	\$1,722,716	\$5,487,716
2021	\$3,765,000	\$1,640,356	\$5,405,356
2022	\$3,760,000	\$1,522,800	\$5,282,800
2023	\$3,760,000	\$1,353,600	\$5,113,600
2024	\$3,760,000	\$1,203,200	\$4,963,200
2025	\$3,760,000	\$1,085,700	\$4,845,700
2026	\$3,760,000	\$963,500	\$4,723,500
2027	\$3,760,000	\$827,200	\$4,587,200
2028	\$3,760,000	\$676,800	\$4,436,800
2029	\$3,760,000	\$526,400	\$4,286,400
2030	\$3,760,000	\$376,000	\$4,136,000
2031	\$3,760,000	\$225,600	\$3,985,600
2032	\$3,760,000	\$75,200	\$3,835,200
Total	\$68,950,000	\$26,007,384	\$94,957,384

**Approved FY 2014 – 2023
Capital Improvement Program**

**Table 11. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF \$17.0 MILLION - A (JULY, 2010)*
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$2,900,000	\$3,053,900	\$5,953,900
2015	\$3,700,000	\$2,921,900	\$6,621,900
2016	\$3,700,000	\$2,755,400	\$6,455,400
2017	\$3,700,000	\$2,588,900	\$6,288,900
Total	\$14,000,000	\$11,320,100	\$25,320,100

* Tax-exempt portion of bond issuance

**Approved FY 2014 – 2023
Capital Improvement Program**

**Table 12. City of Alexandria, VA
BUILD AMERICA BOND ISSUE OF \$55.3 MILLION - B (JULY, 2010)*
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$0	\$0	\$0
2015	\$0	\$0	\$0
2016	\$0	\$0	\$0
2017	\$0	\$0	\$0
2018	\$3,700,000	\$2,448,300	\$6,148,300
2019	\$3,700,000	\$2,308,625	\$6,008,625
2020	\$3,700,000	\$2,158,775	\$5,858,775
2021	\$3,700,000	\$2,007,075	\$5,707,075
2022	\$3,700,000	\$1,853,525	\$5,553,525
2023	\$3,700,000	\$1,693,500	\$5,393,500
2024	\$3,700,000	\$1,528,850	\$5,228,850
2025	\$3,700,000	\$1,360,500	\$5,060,500
2026	\$3,700,000	\$1,186,600	\$4,886,600
2027	\$4,400,000	\$988,900	\$5,388,900
2028	\$4,400,000	\$770,000	\$5,170,000
2029	\$4,400,000	\$550,000	\$4,950,000
2030	\$4,400,000	\$330,000	\$4,730,000
2031	\$4,400,000	\$110,000	\$4,510,000
Total	\$55,300,000	\$19,294,650	\$74,594,650

* Build America Bond portion of issuance; payment schedule does not reflect the Federal B.A.B. subsidy

**Approved FY 2014 – 2023
Capital Improvement Program**

**Table 13. City of Alexandria, VA
BUILD AMERICA BOND ISSUE OF \$44.5 MILLION - B (JUNE, 2009)*
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$0	\$2,380,250	\$2,380,250
2015	\$0	\$2,380,250	\$2,380,250
2016	\$0	\$2,380,250	\$2,380,250
2017	\$0	\$2,380,250	\$2,380,250
2018	\$0	\$2,380,250	\$2,380,250
2019	\$0	\$2,380,250	\$2,380,250
2020	\$0	\$2,380,250	\$2,380,250
2021	\$4,100,000	\$2,280,825	\$6,380,825
2022	\$4,100,000	\$2,078,900	\$6,178,900
2023	\$4,100,000	\$1,871,850	\$5,971,850
2024	\$4,100,000	\$1,660,700	\$5,760,700
2025	\$4,100,000	\$1,445,450	\$5,545,450
2026	\$4,800,000	\$1,207,200	\$6,007,200
2027	\$4,800,000	\$945,600	\$5,745,600
2028	\$4,800,000	\$679,200	\$5,479,200
2029	\$4,800,000	\$409,200	\$5,209,200
2030	\$4,800,000	\$136,800	\$4,936,800
Total	\$44,500,000	\$29,377,475	\$73,877,475

* Build America Bond portion of issuance; payment schedule does not reflect the Federal B.A.B. subsidy

**Approved FY 2014 – 2023
Capital Improvement Program**

**Table 14. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF \$35.2 MILLION - A (JUNE, 2009)*
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$4,100,000	\$861,000	\$4,961,000
2015	\$4,100,000	\$781,563	\$4,881,563
2016	\$4,100,000	\$676,500	\$4,776,500
2017	\$4,100,000	\$553,500	\$4,653,500
2018	\$4,100,000	\$410,000	\$4,510,000
2019	\$4,100,000	\$246,000	\$4,346,000
2020	\$4,100,000	\$82,000	\$4,182,000
Total	\$28,700,000	\$3,610,563	\$32,310,563

* Tax-exempt portion of bond issuance

**Approved FY 2014 – 2023
Capital Improvement Program**

**Table 15. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF \$58.0 MILLION - A (JULY, 2008)*
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$3,100,000	\$2,046,000	\$5,146,000
2015	\$3,100,000	\$1,883,250	\$4,983,250
2016	\$3,100,000	\$1,728,250	\$4,828,250
2017	\$3,100,000	\$1,573,250	\$4,673,250
2018	\$3,100,000	\$1,418,250	\$4,518,250
2019	\$3,100,000	\$1,294,250	\$4,394,250
2020	\$3,100,000	\$1,170,250	\$4,270,250
2021	\$3,100,000	\$1,038,500	\$4,138,500
2022	\$3,100,000	\$914,500	\$4,014,500
2023	\$3,100,000	\$790,500	\$3,890,500
2024	\$3,100,000	\$662,625	\$3,762,625
2025	\$3,100,000	\$532,425	\$3,632,425
2026	\$3,100,000	\$400,675	\$3,500,675
2027	\$3,100,000	\$268,925	\$3,368,925
2028	\$3,100,000	\$135,625	\$3,235,625
2029	\$3,100,000	\$67,813	\$3,167,813
Total	\$49,600,000	\$15,925,088	\$65,525,088

* Tax-exempt portion of bond issuance

**Approved FY 2014 – 2023
Capital Improvement Program**

**Table 16. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF \$5.0 MILLION - B (JULY, 2008)*
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$250,000	\$205,594	\$455,594
2015	\$250,000	\$188,250	\$438,250
2016	\$250,000	\$176,250	\$426,250
2017	\$250,000	\$163,750	\$413,750
2018	\$250,000	\$150,625	\$400,625
2019	\$250,000	\$137,500	\$387,500
2020	\$0	\$137,500	\$137,500
2021	\$0	\$137,500	\$137,500
2022	\$0	\$137,500	\$137,500
2023	\$1,250,000	\$137,500	\$1,387,500
2024	\$0	\$70,000	\$70,000
2025	\$0	\$70,000	\$70,000
2026	\$0	\$70,000	\$70,000
2027	\$0	\$70,000	\$70,000
2028	\$1,250,000	\$70,000	\$1,320,000
Total	\$4,000,000	\$1,921,969	\$5,921,969

* Taxable portion of bond issuance for Glebe Park housing project

**Approved FY 2014 – 2023
Capital Improvement Program**

**Table 17. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF \$22.8 MILLION - A (MAY, 2007)*
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$2,905,000	\$1,025,650	\$3,930,650
2015	\$2,890,000	\$909,450	\$3,799,450
2016	\$2,870,000	\$793,850	\$3,663,850
2017	\$2,845,000	\$679,050	\$3,524,050
2018	\$2,825,000	\$565,250	\$3,390,250
2019	\$2,825,000	\$424,000	\$3,249,000
2020	\$2,825,000	\$282,750	\$3,107,750
2021	\$2,830,000	\$141,500	\$2,971,500
Total	\$22,815,000	\$4,821,500	\$27,636,500

* Tax exempt bond issuance refinanced prior City bond issuance

**Approved FY 2014 – 2023
Capital Improvement Program**

**Table 18. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF \$56.0 MILLION - A (JUNE, 2006)**
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$2,920,000	\$630,569	\$3,550,569
2015	\$2,915,000	\$513,769	\$3,428,769
2016	\$2,915,000	\$397,169	\$3,312,169
2017	\$0	\$251,419	\$251,419
2018	\$0	\$251,419	\$251,419
2019	\$0	\$251,419	\$251,419
2020	\$0	\$251,419	\$251,419
2021	\$0	\$251,419	\$251,419
2022	\$0	\$251,419	\$251,419
2023	\$0	\$251,419	\$251,419
2024	\$0	\$251,419	\$251,419
2025	\$2,915,000	\$251,419	\$3,166,419
2026	\$2,915,000	\$127,531	\$3,042,531
Total	\$14,580,000	\$3,931,809	\$18,511,809

* Tax exempt portion of bond issuance

**Approved FY 2014 – 2023
Capital Improvement Program**

**Table 19. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF \$15.0 MILLION - B (JUNE, 2006)*
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$750,000	\$562,875	\$1,312,875
2015	\$750,000	\$521,625	\$1,271,625
2016	\$750,000	\$480,000	\$1,230,000
2017	\$750,000	\$438,375	\$1,188,375
2018	\$750,000	\$396,000	\$1,146,000
2019	\$750,000	\$353,250	\$1,103,250
2020	\$750,000	\$310,125	\$1,060,125
2021	\$750,000	\$266,625	\$1,016,625
2022	\$750,000	\$222,750	\$972,750
2023	\$750,000	\$178,500	\$928,500
2024	\$750,000	\$133,875	\$883,875
2025	\$750,000	\$89,250	\$839,250
2026	\$750,000	\$44,625	\$794,625
Total	\$9,750,000	\$3,997,875	\$13,747,875

* Taxable portion of bond issuance (affordable housing)

**Approved FY 2014 – 2023
Capital Improvement Program**

Table 20. City of Alexandria, VA
*GENERAL OBLIGATION BOND ISSUE OF \$54.8 MILLION - C (NOVEMBER, 2004)
Debt Outstanding at June 30, 2013

Fiscal Year	Principal	Interest	Total
2014	\$2,740,000	\$184,950	\$2,924,950
2015	\$2,740,000	\$137,000	\$2,877,000
Total	\$5,480,000	\$321,950	\$5,801,950

**Approved FY 2014 – 2023
Capital Improvement Program**

**Table 21. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF \$32.5 MILLION - B (OCTOBER, 2004)*
Debt Outstanding at June 30, 2013**

Fiscal Year	Principal	Interest	Total
2014	\$3,130,000	\$922,569	\$4,052,569
2015	\$3,085,000	\$797,369	\$3,882,369
2016	\$3,060,000	\$666,256	\$3,726,256
2017	\$3,050,000	\$513,256	\$3,563,256
2018	\$3,015,000	\$383,631	\$3,398,631
2019	\$2,980,000	\$255,494	\$3,235,494
2020	\$2,945,000	\$128,844	\$3,073,844
Total	\$21,265,000	\$3,667,419	\$24,932,419

* Tax exempt bond issuance refinanced prior City bond issuance

**Approved FY 2014 – 2023
Capital Improvement Program**

Table 22. City of Alexandria, VA
*GENERAL OBLIGATION BOND ISSUE OF \$64.7 MILLION - (JANUARY 1, 2004)
Debt Outstanding at June 30, 2013

Fiscal Year	Principal	Interest	Total
2014	\$3,140,000	\$125,600	\$3,265,600
Total	\$3,140,000	\$125,600	\$3,265,600

* FY 2015 - 2023 refinanced as part of the April 2012 General Obligation Bond Refunding Issue.

**Approved FY 2014 – 2023
Capital Improvement Program**

Table 23. City of Alexandria, VA
GENERAL OBLIGATION BOND ISSUE OF \$34.0 MILLION - (JANUARY, 1999)
Debt Outstanding at June 30, 2013

Fiscal Year	Principal	Interest	Total
2014	\$2,000,000	\$590,000	\$2,590,000
2015	\$2,000,000	\$490,000	\$2,490,000
2016	\$2,000,000	\$400,000	\$2,400,000
2017	\$2,000,000	\$300,000	\$2,300,000
2018	\$2,000,000	\$200,000	\$2,200,000
2019	\$2,000,000	\$100,000	\$2,100,000
Total	\$12,000,000	\$2,080,000	\$14,080,000

Glossary

ACPMT: Alexandria Community Policy and Management Team, an interagency body approved by City Council in November, 1992 to implement and locally administer the Commonwealth of Virginia's Comprehensive Services Act for At-Risk Youth and Families in Alexandria.

ACTIVITY: A significant element of an agency's program responsibilities. One or more activities constitute a program. Activities may encompass several related service delivery or support components.

ACTUAL: Monies which have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

ADA: Americans with Disabilities Act

ADEA: Age Discrimination in Employment Act

ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS): A client-server based multi-agency computer system serving the criminal justice and public safety agencies in the City.

ALLOCATION: A dedication of a portion of governmental resources, within appropriated amounts, to a specific project or for a specific activity. In the context of the City's Capital Improvement Program, City Council grants authorization for capital projects through approval of an allocation for a particular project through the City's monthly capital allocation.

APPROPRIATION: An authorization made by City Council that permits City agencies to incur obligations against, and to make expenditures of, governmental resources in fixed amounts for a one year period.

ASSESSMENT: Any fee, charge or assessment that does not exceed the actual cost incurred by a unit of government for design, construction and financing of a local improvement such as street paving, sidewalks and sewers.

ASSESSED VALUE: The fair market value placed on personal and real property owned by taxpayers, as determined by the City's Finance Department (for personal property) or the Department of Real Estate Assessments (for real property).

BFAAC: Alexandria's Budget & Fiscal Affairs Advisory Committee

BPOL: Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon those doing business or engaging in a profession, trade, or occupation in the City.

BOND - GENERAL OBLIGATION: A type of security sold to finance capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City through its taxing authority.

BUDGET: A plan of financial operation comprised of an estimate of approved expenditures for a fiscal year and the approved means of financing those expenditures in accordance with adopted policy.

BUDGET CALENDAR: The schedule of key dates which a government follows in the preparation and adoption of the budget.

BUDGET ORDINANCE: The legal means to amend the budget through recognizing revenue increases or decreases; transferring funding from one department to another, or from an existing capital project to a new capital project; decreasing funding of a fund or department; or providing supplemental funding to a fund or department or for the establishment of a new capital project. The City Council adopts or declines all budget ordinances.

BUDGET REVIEW PROCESS: The evaluation of a proposed budget's content and purpose by public hearing and comment, followed by reconsideration by the City Manager and City Council, prior to final budget approval.

CAPITAL BUDGET: Monies appropriated for the first year of the Capital Improvement Program.

CAPITAL GOODS: Long-lived assets that have a useful life of two or more years, can be identified permanently as a separate item, and cost over \$10,000.

CAPITAL IMPROVEMENT PROGRAM (CIP): A ten-year plan of approved capital expenditures for long term improvements to the City's public facilities and public works as well as School capital projects.

CAPITAL PROJECT: A public improvement project undertaken as part of the Capital Improvement Program.

CAPITAL PROJECT EXPENDITURE: An expenditure of more than \$10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, painting, minor (less than \$10,000) carpentry, electrical and plumbing repairs, or repair or routine replacement of fixtures or furniture.

CASH BASIS ACCOUNTING: The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

CASH CAPITAL FUNDING: Monies appropriated for capital projects from the current operating budget.

CITY DEPARTMENTS - DEPARTMENT, PROGRAM, ACTIVITY: An entity with specific goals to fulfill. The City government is divided into Departments, Departments into Programs and into Activities, each with more specific goals and measures.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): A general purpose federal grant primarily used by the City to facilitate the production and preservation of low- and moderate-income housing.

COMPENSATION PHILOSOPHY: A policy document approved by City Council on May 27, 1997 and revised on June 25, 2010, which establishes policies and practices regarding the compensation of City employees that are under the jurisdiction of the City Manager. The Compensation Philosophy addresses the establishment of fixed pay steps, which supercede the minimum-maximum (min-max) salary schedule formerly in effect; defines the City's comparative labor market, which includes the counties of Prince William, Prince George's, Montgomery, Arlington and Fairfax; and establishes policies regarding career ladder development, education and tuition assistance and employee incentive awards. For more information, please refer to the Compensation Philosophy, which is published in Appendix A of the budget document.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): Annual audited results of the City's financial position and activity.

CONSTITUTIONAL OFFICERS: Elected officials who are authorized by the Constitution of Virginia to head City departments, such as the Sheriff, Commonwealth's Attorney and the Clerk of Courts.

CONSUMER PRICE INDEX (CPI): A measure commonly used to indicate the monthly rate of inflation, as calculated by the United States Bureau of Labor Statistics. The CPI-U is an index of prices for urban areas and a separate index, the CPI-U-DC is published for the Washington Metropolitan Area.

CONTINGENT RESERVES: An amount of money included within the total General Fund budget that is set aside to provide City Council with some degree of expenditure flexibility should unforeseen events occur during the fiscal year. Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to transfer these monies to other accounts. A transfer of monies from the contingent reserves account does not result in an increase in the total General Fund budget.

DASH: Logo referring to the Alexandria Transit Company's (ATC) local bus service. ATC is a non-profit corporation wholly-owned by the City.

DELIVERED SERVICES: Services that are provided to individuals, at the premise they occupy, by a City agency.

DEBT SERVICE: The amount of interest and principal that the City must pay on its debt.

DISTINGUISHED BUDGET PRESENTATION AWARD: The Distinguished Budget Presentation Award is designed and awarded by the Government Finance Officers Association to encourage governments to prepare budget documents of the highest quality to meet the needs of decision-makers and residents. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communication device.

DOCKET: An agenda of business matters for discussion and consideration by City Council at its various meetings; or, in the context of court proceedings, a list of legal cases to be tried or registering legal actions, such as judgments and liens.

ENCUMBRANCE: An accounting reservation of funds representing a legal commitment to pay for future goods and services.

ENTERPRISE FUND: Allows for separate accountability of certain operations within the City of Alexandria which are financed similar to private businesses.

EQUIPMENT REPLACEMENT INTERNAL SERVICES FUND: A self-replenishing fund that is used to account for equipment depreciation charges against user departments and associated expenditures to replace equipment (such as vehicles and computers).

EXPENDITURE: Actual outlay of monies for goods and services.

EXPENSES: Expenditures and other obligations (e.g., encumbrances) for goods and services.

FISCAL YEAR (FY): A twelve-month financial operating period. The City's fiscal year begins on July 1 and ends on June 30 of the following year. Fiscal years are named for the calendar year in which they end; FY 2012, for example, begins on July 1, 2011 and ends on June 30, 2012.

FRINGE BENEFITS: Job-related benefits, such as pension, paid vacation and holidays, and insurance, which are included in an employee's compensation package.

FULL-TIME EQUIVALENT (FTE): A measure for calculating personnel staffing, computed by equating 2,080 hours of work per year (2,912 for firefighters) with 1 full-time equivalent position.

FULL ACCRUAL BASIS ACCOUNTING: A method of accounting for revenues and expenses when earned or incurred instead of when cash is received or spent. Accrual Basis of Accounting can be done on a Full or Modified Basis. All funds within the City (General Fund, Special Revenue, Capital Projects and agency funds) use the Modified Accrual method of accounting.

FULL-TIME POSITION: A position regularly scheduled to work 40 hours per week, or 2,080 hours per year (2,912 for firefighters).

FUND: A separate self-balancing accounting unit with its own specific revenues and expenditures, assets and liabilities. Each fund in the City's accounting structure has been established to segregate a particular set of fiscal activities. Separate funds that have been established by the City include the General Fund, which is used to account for general operating expenditures; Special Revenue Funds, used to account for resources restricted to expenditures for specified current operating purposes; Enterprise Funds, used to account for operations that are financed in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; and the Equipment Replacement Internal Services Fund, used to account for depreciation charges against departments and associated expenditures to replace equipment.

FUND BALANCE: In the context of the City's budget discussions, Fund Balance generally refers to the undesignated General Fund Balance, which is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures, or "surplus", that is available for appropriation by City Council, and that has not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

GASB: The Governmental Accounting Standards Board which is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

GENERAL FUND: The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund.

GFOA: Government Finance Officers Association of the United States and Canada. The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit.

GIS: Geographic Information System

GOALS: Within the City's Performance Measurement processes, goals are broad statements of program and activity impacts or desirable outcomes. They are not necessarily quantified and may describe long-term aims.

GRANTS: A transfer of State or Federal monies to the City, usually for specific programs or activities.

HB 599: This stands for House Bill 599 and refers to a program initiated by the Virginia General Assembly in 1979 that assists localities with funding for law enforcement needs. Funding received from this source is reflected in the General Fund, under Intergovernmental Revenues.

ITSC: Information Technology Steering Committee

INTERGOVERNMENTAL REVENUE: Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

INTERNAL SERVICES FUND: A self-balancing set of accounts established to account for goods or services provided by one City department or agency for another City department or agency.

LIABILITY INSURANCE: Protection against risk of financial loss due to a civil wrong that results in property damage or bodily injury.

MANAGER'S MESSAGE: Written explanation of the budget and the City's financial plan and priorities presented by the City Manager to City Council.

MANAGING FOR RESULTS INITIATIVE: A City-wide management initiative implemented by the City Manager to increase government transparency and improve resource planning. The elements of MFRI are activity-based budgeting (presenting and managing costs at a lower level), performance measurement (tracking and reporting results), and business planning (developing interdepartmental plans for achieving the City's short- and long-term strategic goals).

MARKET RATE ADJUSTMENT: An increase in salaries to offset the adverse effect of inflation on compensation.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recognized in the period in which they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term "available" is limited to collection within forth-five days of the fiscal year-end. Levies made prior to the fiscal year-end but which are not available are deferred. Interest income is recorded as earned. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. Expenditures, other than accrued interest on long-term debt, are recorded when the fund liability is incurred.

NON-PASS THROUGH MONIES: Monies from sources outside the City that are paid directly to an agency or vendor and are not reflected in the City's financial records.

NON-PERSONNEL SERVICES: Expenditures relating to the cost of purchasing specific goods or services required for the operation of City agencies and departments.

NVTA: Northern Virginia Transportation Authority, the regional authority created by the Commonwealth of Virginia to provide regional transportation planning.

OBJECTIVES: Within the City's Performance Measurement processes, objectives are the specific, measurable steps required to achieve the goals established for City programs. Achievement of an objective may be determined by one or more indicators and measures.

ORDINANCE: A statute or law which sets out general laws. Ordinances require public hearings before they may be adopted.

OVERHIRES: Positions authorized by the City Manager to be filled as a result of (1) the availability of special revenue sources for time-limited special projects or activities; (2) needs arising that require an immediate, temporary response sometimes prior to the next budget cycle; and (3) positions needed to maintain a necessary level of actual, on-board on-duty staff due to expected turnover (such as sworn police and fire suppression staff).

PART-TIME POSITION: A position regularly scheduled to work no more than 39 hours per week. Part-time positions that are regularly scheduled to work 10 to 39 hours per week are considered regular part-time positions and receive limited benefits.

PERFORMANCE INDICATORS: Within the City's Performance Measurement processes, measures are used to assess the level of achievement by the organization towards an objective. The family of indicators and measures includes inputs, outputs, efficiency, service quality and outcomes.

PERSONAL PROPERTY TAX: A City tax levied on motor vehicles and boats, based on published listings of values, and on machinery and tools, based on a percentage of the item's original cost.

PERSONNEL SERVICES: Expenditures relating directly to the costs of compensating City employees; these include both wages and fringe benefits.

PROGRAM: An organized set of activities directed toward a common purpose or goal.

PURCHASED SERVICES: Services that are provided to an individual or group of individuals by an enterprise that is under contract with the City.

RECLASSIFICATION: An administrative review process by which a City position is re-evaluated to determine if it has been appropriately classified under the City's personnel classification system.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance.

REDUCTION IN FORCE (RIF): The elimination of positions due to lack of work or lack of funding. The City's RIF policy regulates the process for eliminating positions and reducing adverse impact on Employees.

REVENUES: Monies received or collected by the City through taxation, grants, fees, fines, charges and investments.

SPECIAL REVENUE FUND: Accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants).

TAX BASE: All forms of property wealth under the City's jurisdiction that are taxable.

TURNOVER RATE/SAVINGS: Percentage and amount by which a department's personnel services budget is reduced in anticipation of a reduction in expenditures attributable to employee turnover.

UNFUNDED POSITIONS: Positions that departments have elected to hold vacant in order to achieve personnel expenditure savings beyond the normal expected turnover savings. These positions are not funded in the budget or reflected in the departments' FTE counts, however they remain eligible for departments to request restored funding at some future date.

WMATA: Washington Metropolitan Area Transit Authority, the regional agency that operates the METRO bus and subway systems.

Legislative References

Relevant Budget Legislative References.....	22-2
Ordinance 4291 (BFAAC).....	22-6
Resolution 2536 (Setting Guidance For FY 2014 Budget Preparation).....	22-9
Resolution 2537 (Establishing The Process To Be Used For FY 2014 Budget Adoption).....	22-12
Financial Policies.....	22-16
Reduction in Force (RIF) Administrative Regulation 6-22.....	22-29

Relevant Budget Legislative References

State Code

Sec. 58.785.1: Requires that the local tax rate must be adopted by June 30, but after April 15.

City Charter

General Provisions

Sec. 3.04 (b): The City Council shall have the power to adopt the budget of the City.

Sec. 4.02 (c): The City Manager shall have the power and shall be required to prepare and submit the annual budget to the City Council as provided in the Charter, and shall be responsible for its administration.

Sec. 5.05 : Work programs, allotments. Before the beginning of the budget year, the head of each office, department or agency shall submit to the Director of Finance, at such time as may be set by him, a work program for the year, which program shall show the requested allotments of the appropriations for such office, department or agency, for such periods as may be designated by the City Manager, for the entire budget year. The City Manager shall review the requested allotments and may revise, alter or change such allotments before approving the same. The aggregate of such allotments shall not exceed the total appropriation available to said office, department or agency for the budget year.

Sec. 5.06: Allotments constitute basis of expenditures and are subject to revision. The Director of Finance shall Authorize all expenditures for the offices, departments and agencies to be made from appropriations on the basis of approved allotments and not otherwise. An approved allotment may be revised during the budget year in the same manner as the original allotment was made. If, at any time during the budget year, the City Manager shall ascertain that the available income, plus balances, for the year will be less that the total appropriations, he shall Reconsider the work programs and allotments of the several offices, departments and agencies and revise the allotments so as to prevent the making of expenditures in excess of the said income.

Sec. 5.07: Transfer of appropriations. The City Manager may at any time transfer any unencumbered appropriation balance or portion thereof within the accounts of an office, department or agency. The Council when advised of the details by the City Manager may be duly docketed resolution transfer any unencumbered appropriation balance or portion thereof form one office, department or agency to another. (Acts 1968, ch. 510, Sec. 1)

Sec. 6.03: Each department head, the judges of the courts, each board or commission, and any other office or agency supported by the City, is required to file with the City Manager, at the prescribed time, all estimates of revenue and expenditure for the ensuing fiscal year. Such estimates shall be submitted on forms furnished by the finance director and all information required by the City Manager is to be submitted thereon. The City Manager shall hold staff hearings to review and revise these estimates as (s)he may deem advisable.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources. Receipts from increased taxes, licenses or other sources shall be estimated on the basis of the average rate of increased collections during the preceding two fiscal years except in instances in which the City Manager submits, as a part of the budget, a written statement explaining any estimate that is made on some other basis. Receipts from new taxes, licenses or other sources shall be estimated on information available for other cities, the State of Virginia or other states, the federal government or other appropriate sources. If estimated receipts exceed estimated expenditures, the City Manager may recommend revisions in the tax, license or other ordinances of the City in order to bring the general fund budget into balance.

Sec. 6.08: The budget and budget message and all supporting schedules shall be a public record in the office of the City Manager, open to public inspection after the budget has been submitted to the Council and made public by it; provided, however, that no department or agency head, judge or board or commission, manager or director of finance shall divulge details of the proposed budget estimates until the budget has been submitted to the Council and made public by it.

Sec 6.08.1: The school board shall, prior to the time work has begun on the school budget, hold a public informational hearing to receive suggestions from the public concerning the school budget. The school board shall also hold a public hearing on its proposed budget prior to submitting it to the City Manager. The school board shall cause a notice of the time and place of each public hearing to be published in a newspaper of general circulation in the City at least seven days prior to the hearing. The school board shall also cause copies of the proposed budget to be available to the public at least seven days prior to the public hearing on the proposed budget. The school board may submit to the City Manager as its proposed budget the same proposed budget considered at the public hearing or it may, subsequent to said public hearing, submit a revised proposed budget.

Responsibility of the City Manager for the Budget:

Sec. 6.02: The City Manager is required to submit a general budget, a capital budget and an explanatory budget message in the form and with the contents provided by the Charter.

Sec. 6.04: The general budget shall contain:

- (a) An estimate of that portion of surplus cash remaining at the end of the fiscal year which is to be used in meeting expenditures in the general budget;
- (b) An estimate of receipts from current ad valorem taxes on real estate and personal property, and from all other sources;
- (c) A statement of debt service requirements;
- (d) An estimate of cash deficit, if any, at the end of the current fiscal year, and an estimate of obligations required by the Charter to be budgeted for the ensuing year; and,
- (e) An estimate of expenditures for all other purposes to be met in the coming fiscal year.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources.

Sec. 6.06: The explanatory budget message shall contain an outline of the proposed financial policies of the City for the budget year and a description of the important features of the budget plan. Major policy changes are to be explained and reasons for salient changes in cost and revenue items from the previous year are to be indicated. A statement of pending capital projects and proposed new projects, with proposed financing plans, shall be included.

Sec. 6.07: At the same time that the City Manager submits a general budget (s)he may also submit a general appropriation ordinance and those additional tax ordinances as may be required to balance the Proposed budget.

Sec. 6.14: The capital budget is a budget of the proposed capital improvements projects for the ensuing fiscal year and for five years thereafter, with recommendations for financing the proposed improvements for the coming year.

Responsibility of the City Council for the Budget:

Sec. 6.09: At the meeting of the City Council at which the budget and budget message are submitted, the council shall determine the place and time (at least sixty days prior to the beginning of the budget year) of a public hearing on the budget, and shall publish a notice of said place and time, which shall not be less than seven days after the date of publication.

Sec. 6.10: All interested persons shall be given an opportunity to be heard at the public meeting for or against any of the estimates of any item of the budget.

Sec. 6.11: After the conclusion of the public hearing the City Council may insert new items of expenditure or may increase, decrease or strike out items of expenditure in the general fund budget, except that no items or expenditures for debt service or other provision of law shall be reduced or stricken out. The City Council shall adopt a balanced budget, or adopt measures for providing additional revenues in the case that expenditures exceed revenues.

Sec. 6.12: The budget shall be adopted by the votes of at least a majority of Council not later than the 27th day of June. If the City Council has not taken final action on or before this date, the budget as submitted shall be deemed to have been finally adopted by the Council.

Sec. 6.13: An appropriation in addition to those contained in the general appropriation ordinance, except for the purpose of meeting a public emergency as provided for elsewhere in this charter, may be made by the Council, by not less than a majority affirmative vote of all members of Council, only if there is available in the general fund a sum unencumbered and unappropriated sufficient to meet such appropriation.

Sec. 6.14: The City Council shall hold at least one public hearing on the capital budget and shall take final action not later than twenty days after June 27, the date prescribed for the adoption of the general budget.

Sec. 6.15: The City Council may establish by ordinance a reserve fund for permanent public improvements and may appropriate thereto any portion of the general fund cash surplus not otherwise appropriated at the close of the fiscal year.

**Ordinance 4291 - Adopted February 22, 2003,¹
Establishing the Budget and Fiscal Affairs Advisory Committee**

AN ORDINANCE to amend Chapter 4 (COMMITTEES, BOARDS AND COMMISSIONS), of Title 2 (GENERAL GOVERNMENT) of The Code of the City of Alexandria, Virginia, 1981, as amended, by adding thereto a new Article R (BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE).

THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

Section 1. That Chapter 4 of Title 2 of The Code of the City of Alexandria, Virginia, 1981, as amended, be, and the same is hereby, amended by adding thereto a new Article R to read as follows:

ARTICLE R

Budget and Fiscal Affairs Advisory Committee

Sec. 2-4-130 Creation, composition, organization and term.

(a) The Budget and Fiscal Affairs Advisory Committee initially established by Resolution No. 1464, is hereby established by ordinance and designated as a standing committee known as the Budget and Fiscal Affairs Advisory Committee.

(b) The members of the committee shall be appointed by the City Council as follows:

- (1) seven members, one each of whom shall be designated by the mayor and members of city council;
- (2) three members appointed at-large in accordance with the provisions of section 2-4-7 of this code;
- (3) one member designated by the Alexandria School Board; and
- (4) two members designated by the Alexandria Chamber of Commerce.

(c) The members designated by the mayor and members of city council, the school board, or the chamber of commerce shall serve at the pleasure of the mayor, member of council, school board or chamber of commerce designating such person, and any vacancies in such positions shall be filled in the same manner as the original appointment. Members appointed at large shall serve for a term of two years, and vacancies and reappointments shall be handled in the manner prescribed in section 2-4-7 of this code.

¹The Budget and Fiscal Affairs Advisory Committee was established July 2, 1985, by Resolution 1129. Resolution 1464 amended Resolution 1129 by adding two representative of the Chamber of Commerce to the committee. Resolution 1129 has been replaced by Ordinance 4291 as a result of Council action on February 22, 2003.

(d) All members of the committee shall:

- (1) by virtue of their education and employment in the public or private sector, have demonstrated competence in one or more of the following areas: accounting, financial analysis, budget and fiscal management, public finance, or urban economics;
- (2) be residents of and residing in the City of Alexandria at the time of appointment and continue to do so during the term of their appointment. The provisions of section 2-4-7(d) notwithstanding, this provision may not be waived; and
- (3) not be (i) a member of any other board or commission having one or more members appointed by the city council, or (ii) an employee of the city, the school board, the Alexandria Chamber of Commerce, or any agency of any such entity or organization.
- (4) declare to the committee their position as an officer or director of any entity or organization, and abstain from discussing, participating or voting on any matter before the committee, that directly relates to any appropriation or grant made or awarded by or through the city to the entity or organization of which the member is an officer or director.

Sec. 2-4-131 Functions, powers and duties; staff assistance.

(a) The functions, powers and duties of the committee shall be to advise and support the city council as to:

- (1) an examination of the city's budget procedures and process and ways of improving such procedures and process, including participation by the public therein;
- (2) the forecasting of future revenue and expenditure requirements and the effect on the several taxes and fees levied by the city and burden of taxation imposed on Alexandria citizens and business organizations;
- (3) an evaluation of the comparative tax, revenue and expenditure levels in Alexandria with those in neighboring jurisdictions and the effect of such differences on the ability of Alexandria to attract new residents and economic development; and
- (4) such other tasks as may be requested by the city council.

(b) Except as expressly provided in this article, the committee may adopt rules and regulations in regard to procedure and other matters for the conduct of its business, so long as the same are not inconsistent with the city code, including, but not limited to, the establishment of committees through which it may carry on its functions, duties and purpose.

(c) Subject to the availability of funds and staff, and recognizing that the city manager must give priority attention to requests from the city council, the city manager is authorized to provide such staff or other assistance to the committee as requested, and to make such information available to the committee as is available to the public generally.

Section 2. That no provision of this ordinance shall be deemed to affect the appointments or terms of the members of the Budget and Fiscal Affairs Advisory Committee in office on the effective date hereof.

Section 3. That Resolution No. 1464 be, and the same hereby is, rescinded.

Section 4. That this ordinance shall become effective upon the date and at the time of its final passage.

RESOLUTION NO. 2536

Setting Guidance for FY 2014 General Fund Operating Budget and Capital Improvement Program for FY 2014 - FY 2023

WHEREAS, the City Council of Alexandria passed a resolution establishing Council's process for formulating the Operating Budget and the Capital Improvement Programs (CIP) during the term of this Council and requires that City Council set budget guidance for the City Manager and the School Board for the FY 2014 budget.

WHEREAS, the City Council held a public hearing regarding the FY 2014 budget on October 13, 2012; and

WHEREAS, the City Manager presented to City Council at its December 11, 2012 budget work session, preliminary forecasts of revenues and expenditures; and

WHEREAS, the City Council's deliberations on the budget each year reflect a balancing of the goals articulated in the City's Strategic Plan with the ability to pay for the appropriate level of services associated with those goals; and

WHEREAS, the City Council is committed to continuously improving City government effectiveness and efficiency and expects the City Manager and City staff to focus on achieving goals identified in the Strategic Plan; and

WHEREAS, the City Council is committed to continue providing core services expected of a municipal government and to continue to provide effective services and infrastructure for the residents and businesses of Alexandria; and

WHEREAS, the City Council will not make any material changes that may threaten the City's AAA/Aaa bond rating; and

WHEREAS, the City Council understands that it will be a challenge to achieve many of the goals delineated in the Strategic Plan with the resources currently available; and

WHEREAS, the City Council recognizes the need to measure the impact of programs and activities against the expected goals in the Strategic Plan, to deemphasize programs that may not be as closely aligned with those goals as defined by their long term outcome, to identify efficiencies, and emphasize a multi-year plan to link future budgets to the achievement of strategic goals and objectives;

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF
ALEXANDRIA THE FOLLOWING:**

(a) Operating and Capital Improvement Program Expenditures: The City Manager may propose for Council consideration, increases in operating and capital project expenditures including compensation adjustments so long as any increased operating or capital project expense can be demonstrated as necessary to meet the strategic goals and objectives of the City, and/or can be demonstrated to diminish a specific risk to the community. Likewise, the City Manager may propose decreases in operating and capital project expenditures provided the decrease can be demonstrated to be of lesser utility in achieving the goals and objectives of the City's Strategic Plan. An appropriate source of revenue, compliant with applicable laws regarding revenue sources as established by the Code of Virginia, must be designated for all proposed operating and capital project expenditures.

(b) Taxes, Fees, Fines and Service Charges: The City Manager may propose changes to taxes, fees, fines and service charges that are equitable, fair and administratively feasible provided that these proposals are observant of the constraints imposed by the Code of Virginia. The City Manager is encouraged to propose updates to fees, fines and service charges on an appropriate frequency to ensure currency.

(c) Cost Saving Measures: The City Manager shall continually identify and implement cost saving measures and efficiencies in all City operations—and shall include an accounting of the fiscal impact of those measures in the proposed budget.

(d) Use of Surplus: The City Manager will recommend use of surplus funds first to ensure that the Capital Improvement Program includes sufficient cash capital funding, then to address one-time costs that positively impact the expected goals in the Strategic Plan.

(e) Capital Expenditures: The City Manager shall not decrease the cash capital commitment to the CIP below the levels in the approved FY 2013-2022 CIP.

(f) ACPS Funding: That the City Manager recommend for transfer to the Alexandria City Public Schools an appropriation equal the amount approved by City Council for FY 13, except that the City Manager may vary from the FY 13 approved appropriation if specifically to address anticipated changes in student enrollment or expense changes resulting from cost saving measures employed by ACPS.

(g) Capital Improvement Program (CIP): The City Manager's proposed base CIP shall include:

(1) Specific estimates for expenditures and revenues for FY 2014 through FY 2019 and preliminary estimates of revenue and expenditures for FY 2020 through FY 2023;

(2) Reservation of funding provided by the real estate tax reserved for transportation purposes;

(3) Compliance with the City's adopted debt policies for any debt issuance planned for FY 2014 through FY 2023;

(4) A proposal for financing the planned Potomac Yard Metrorail station including any debt policy amendments necessary to allow for the Metrorail station financing;

(5) Specific descriptions of projects that can be funded within recommended levels of funding and their costs estimated for all years (FY 2014 - FY 2023); and

(6) Capital Improvement Program Package: The City Manager shall propose a CIP Package for consideration by the City Council during its deliberations. This package shall:

(1) Reflect the commitment of additional revenue.

(2) Provide funding for projects that are either entirely unfunded in the base CIP or are only allocated funding in the latter 5 years of the proposed CIP.

(3) Projects included in this proposal shall directly align to the goals of the City's Strategic Plan, and shall work to address acute capital needs in:

- a. Education physical plant capacity
- b. Sewer and other basic infrastructure
- c. Public Safety
- d. Recreation enhancements

Adopted: January 8, 2013

WILLIAM D. EUILLE MAYOR

ATTEST:

Henderson, MMC City Clerk

Resolution No. 2537

Budget Resolution Establishing The Process To Be Used To Adopt Operating Budgets and Capital Improvement Programs

WHEREAS, the Alexandria City Council wishes to establish policies to guide upcoming budget deliberations to ensure responsible actions with current economic resources; and

WHEREAS, resolutions No. 2088, 2150, 2166, and 2256, and 2368 previously adopted by City Council have now expired; and

WHEREAS, City Council believes that flexibility is needed for both the preparation and evaluation of expense items as well as with regard to diversifying the sources of revenue available to fund the General Fund Operating Budget; and

WHEREAS, City Council's deliberations on the budget each year reflect a balancing of the needs of the community with the community's ability to afford services to meet those needs; and

WHEREAS, the City Council desires to provide the core services expected of a municipal government and to continue to provide quality services and facilities for the residents and businesses of Alexandria, but understands that economic reality will require significant trade-offs between services and revenues; and

WHEREAS, the City Council is committed to managing the cost of City General Fund operating and capital expenditures in order to properly balance the tax burden placed on the community; and

WHEREAS, the City Council is committed to achieving the vision and strategic goals, long term outcomes, objectives, and initiatives as outlined in the City Council's Strategic Plan; and

WHEREAS, City Council desires to allow for a thoughtful and deliberate budget process given the budget's complexity and importance;

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Alexandria, Virginia, that the Council shall, for the purposes of consideration of the Budget for the City of Alexandria, adopt this resolution and adhere to the following rules of procedure:

Section (a) The City Manager's Budget Submission to City Council and the Setting of Budget Guidance by City Council

(1) That the City Manager shall plan and prepare the proposed Operating Budget and proposed ten-year Capital Improvement Program and that such preparations shall include those programs and resources necessary to achieve the City Council Strategic Plan.

(2) That the City Manager shall present to City Council a preliminary forecast and outlook for (a) revenues and (b) expenditures necessary to maintain existing services and policies (including the City Manager's forecast of cash capital and debt service costs related to the most recently approved Capital Improvement Program).

(3) That City Council shall direct that the City Manager prepare a budget resolution to be adopted by City Council to guide the preparation of the upcoming Operating Budget and next Capital Improvement Program.

(4) That the City Manager shall submit a proposed Operating Budget and Capital Improvement Program to the City. Such budget shall meet any guidance for General Fund revenues and expenditures established by City Council and should include no more than one percent of unreserved fund balance.

Section (b) The Budget Submission to City Council by the Alexandria Public Schools (ACPS)

(5) That the Alexandria City School System shall separately present to City Council, but in a format coordinated with the City Manager, its preliminary forecast and outlook for (a) expenditures necessary to maintain appropriate services and policies, (b) the outlook for additional requests for Schools operating in the upcoming fiscal year and capital needs through the upcoming fiscal year and the succeeding 5 to 10 years, (c) the outlook for possible budget reductions and increases in fees, fines and charges for services, (d) the outlook for Federal and State grants, and the costs of meeting unfunded Federal and State mandates, both current mandates and projected new mandates.

(6) That the Board of the Alexandria City Public Schools is requested to propose an Operating Budget and Capital Improvement Program prior to the City Manager's submission so that any request may be considered, and as appropriate, incorporated into the City Manager's proposed budget to City Council. If the ACPS budget request exceeds or otherwise does not comply with any guidance regarding fiscal limitation provided by City Council to ACPS, then ACPS shall clearly identify what operating programs and activities would be funded if additional funding were provided.

Section (c) Actions of City Council Concerning The Budget Submissions of the City Manager and the Alexandria Public Schools (ACPS)

(7) That as part of a preliminary forecast of assessments and expenditures provided by the City Manager, City Council will consider this information and any other relevant information available to it at that time including the comments of residents provided via a public hearing.

(8) That the Council shall hold a budget public hearing on the City Manager's proposed budget in the month following the budget submission by the City Manager and should communicate the Preliminary Add/Delete list to the community. Any additional public hearing shall not conflict with or serve in place of a public hearing regarding the establishment of an effective tax rate as required by the Code of Virginia.

(9) That Council directs City staff to organize at least one public meeting outside of City Hall to present the budget to interested residents, and solicit input. Additionally, City staff shall provide an opportunity for residents and organizations to submit written budget comments to the Council in lieu of or in addition to participation in public meetings.

(10) That City Council shall consider these recommendations and endeavor to enact an Operating Budget and Capital Improvement Program that balance the needs of the community with the community's desire and ability to pay for services to meet those needs.

(11) That City Council plans to adopt such a budget resolution.

Section (d) Proposed Budget for the City of Alexandria

(12) For purposes of this resolution, the proposed budget of revenue rates and expenditure levels for the fiscal year shall be that proposed by the City Manager.

(13) For purposes of this resolution, the Chief Financial Officer shall provide revenue and/or expenditure projections for any motion or amendment that could affect the proposed budget specified in Section (a) (2).

Section (e) Maximum Expenditure Levels May Not Exceed Sum of Projected Revenue and Appropriation from Fund Balance in Proposed Budget

(14) It shall not be in order in the Alexandria City Council to consider any motion or amendment to the proposed budget of the City of Alexandria if:

(i) there has not been a Budget Memo or formal information request submitted that relates to the specific item proposed for consideration or a Council discussion of the proposal during a budget work-session or public hearing has not occurred; and

(ii) any such motion or amendment that has the effect of increasing any specific budget expenditures proposed by the City Manager or would have the effect of reducing any specific revenue proposed by the City Manager unless such motion or amendment provides for a specific offset of either expenditure or revenue and ensures the maintenance of the fiscal balance of the proposed budget; and

(iii) such motion or amendment is not provided in writing electronically or in hard copy to all members of Council and the City Manager or Chief Financial Officer at least 7 days before the first budget work session to consider such motions or amendments (the preliminary add-delete work session), or discussed at the preliminary add-delete work session to be considered at the final add-delete work session.

(15) In the Alexandria City Council, any appropriation from the Fund Balance or any like account beyond that proposed in the Manager's proposed budget shall require an affirmative vote of five Council Members.

(16) In the event that the City Manager recommends final revenue technical adjustments that result in a net increase or net decrease from the revenue estimates specified in section (b) of this resolution, the net change in the revenue estimate shall be reflected as a change in the proposed appropriation from the Fund Balance insofar as such a change does not affect the minimum limits established by the debt policy guidelines or other budgetary draw-down commitments. As specified in Section c (2), any appropriation from the Fund Balance beyond that proposed in the Manager's proposed budget, including the net effect of final revenue adjustments shall require an affirmative vote of five Council Members.

Section (f) Expiration - The provision of this resolution shall expire with the expiration of the term of this City Council.

Adopted: January 8, 2013

WILLIAM D. EUILLE MAYOR

ATTEST:

M. Henderson, MMC City Clerk

City of Alexandria, Virginia Financial Policies

The following pages provide the principles and policies that guide the City's overall financial management. These policies include :

Debt Related Financial Policy Guidelines - These policies guide City Council and staff in determining the debt capacity of the City, managing the impact of debt service on the operating budget, and maintaining adequate fund balances to cope with unexpected financial problems or emergencies.

Investment Policy – These policies guide the City's Treasurer in the management of all cash and cash equivalents, defined in the City of Alexandria's Comprehensive Annual Financial Report (CAFR), excluding pension funds.

Financial Management Self-Assessment Using Standard and Poor's Rating Criteria – The City prepares this every year prior to going to the rating agencies for the affirmation of our credit rating. This checklist provides a self-assessment of all financial policies and procedures relevant to maintaining the City's financial sustainability.

Debt Ratio Policies
Debt Related Financial Policies

City Council passed a set of debt-related financial policies on June 9, 1987. During FY 1998, the Budget and Fiscal Affairs Advisory Committee (BFAAC), a City Council appointed citizen committee, analyzed these debt-related financial policies, and examined the City's financial condition in comparison to other jurisdictions with superior credit ratings (other double-triple A rated jurisdictions). The BFAAC and the City Manager recommended that City Council reaffirm the updated debt-related financial policies, incorporating BFAAC's recommended updates to the policies to establish a consistent set of appropriate relationships between debt targets and limits. Because three of the six debt indicators measure the debt capacity of the City in relation to the size of the City and its economy, BFAAC recommended that these indicators should not produce debt capacity limits that vary greatly from each other. Note the terminology has been updated to reflect required changes to government accounting rules.

City Council reaffirmed its commitment to sound financial management and adopted the updated debt-related financial policies on December 9, 1997. City Council amended the policies on October 26, 1999, to allow priority consideration for an increase in the assignment of fund balance for capital project funding.

On June 24, 2008, City Council adopted the City Manager's recommendation, endorsed by BFAAC, to revise the target and limit upward reflecting the ratio of debt as a percentage of total personal income.

These updated policies are as follows:

Debt as a Percentage of Fair Market Real Property Value
Target = 1.1 percent; Limit = 1.6 percent

This ratio indicates the relationship between the City's debt and the full value of real property in the City as assessed annually at fair market value. It is an important indicator of the City's ability to repay debt because real property taxes are the primary source of the City's revenues used to repay debt. A small ratio is an indication that the City will be better able to withstand possible future economic downturns and continue to meet its debt obligations.

Debt as a Percentage of Total Personal Income
Target = 3.2 percent; Limit = 4.5 percent

This percentage is a measure of the capacity of citizens to finance tax-supported debt. A lower percentage means that taxes required to repay debt represent a smaller portion of the average citizen's income.

Debt Service as a Percentage of General Government Expenditures
Target = 8.0 percent; Limit = 10 percent

This ratio is a measure of the City's ability to repay debt without hampering other City services. A small ratio indicates a lesser burden on the City's operating budget.

Unassigned/Uncommitted General Fund Balance as a Percentage of General Fund Revenue
Target = Not applicable; Limit = 10 percent

Unassigned General Fund Balance as a Percentage of General Fund Revenue
Target = 5.5 percent; Limit = 4.0 percent

Net Assets as a Percentage of General Revenues
Target = 5.5 percent; Limit = 4.0 percent

These ratios indicate the ability of the City to cope with unexpected financial problems or emergencies. The Unassigned/Uncommitted General Fund Balance represents the funds legally available to the City. It is desirable that the City maintain Unassigned/Uncommitted General Fund Balance that is comparable to the ratio maintained by other double-triple A rated jurisdictions, but not to fall below the limit of 10 percent. The Unassigned General Fund Balance corresponds to the checkbook balance of the City. Both balances are important to consider. The unassigned/uncommitted balance includes commitments that the City Council has made and assignments City management has made but presumably could change. Net assets correspond to stockholders' equity for publicly traded companies. The larger the Unassigned General Fund Balance or spendable net assets, the greater the City's ability to cope with financial emergencies and fluctuations in revenue cycles.

The ratios for Unassigned General Fund Balance and spendable net assets are calculated after adjusting for the effect of subsequent year's expenditures, and funding for future equipment replacement and capital projects, grants and contributions restricted to specific programs, and extraordinary and special items.

The City will not issue tax or revenue anticipation notes to fund ongoing governmental operations. The City of Alexandria will manage its cash in a fashion that will prevent any borrowing to meet working capital needs.

The City will not issue bond anticipation notes (BAN's) for a period of longer than two years. If the City issues a BAN for a capital project, the BAN will be converted to a long-term bond or redeemed at its expiration, but will not be rolled over.

The City will continue to rely on current revenue, including its fund balance, to finance its short-lived and maintenance-oriented capital improvements. The City believes in funding a significant portion of capital improvements on a pay as you go basis; therefore, the City will continue to finance short-lived and maintenance-oriented capital improvements with current revenues, and its fund balance. The priority to consider when additional General Fund revenues become available at the end of the fiscal year would be an assignment within the General Fund fund balance for pay as you go capital.

The City will not establish a trend of using General Fund equity to finance current recurring operations. The City's General Fund equity has been built over the years to provide the City with sufficient working capital and to enable it to finance equipment replacement, capital projects, and unforeseen emergencies without borrowing. To conserve the General Fund equity balance and to avoid reliance on this balance, the City will not finance recurring operations from the General Fund equity balance for periods longer than two years as confirmed by the audited financial statements. If the audited financial statements confirm that recurring operations have been funded from the General Fund equity balance for a period longer than two consecutive fiscal years, then the City will adopt in its next ensuing budget a balanced budget in which the operating revenues meet the operating expenditures without any consideration of the General Fund equity balance.

In accordance with the City Charter and in order to meet the debt ratio targets, to schedule debt issuance, and to systematically improve the capital structure, each year the City will prepare and adopt a six-year capital improvement program. This capital improvement program will identify the source of funding for all capital projects. The debt issuances that are a part of the capital improvement program will be structured to meet the City's debt policies and debt ratio targets.

The City Manager will prepare each year and submit a set of ten-year scenarios of possible future revenues and expenditures that match the ten-year Capital Improvement Program time horizon with the proposed budget to be considered by the City Council. Those scenarios will be updated to reflect the decisions of the City Council and issued with the approved budget. In order to improve financial planning and decisions, the City Manager also will annually prepare with the approved budget a set of ten-year scenarios of possible future General Fund revenues and expenditures and their effects on the debt-related financial policy ratios outlined above, including the effect of planned borrowing under the approved CIP.

In accordance with the Government Finance Officers Association budget review requirements, this table, taken from the City's FY 2012 Comprehensive Annual Financial Report, is repeated here:

City of Alexandria, Virginia
Computation of Legal Debt Margin
as of June 30, 2012

Assessed Value of Real property, January 1, 2012	\$33,782,697,985
Debt Limit: 10 Percent of Assessed Value	\$3,378,269,799
Amount of Debt Applicable to Debt Limit:	
General Obligation Bonds	<u>\$459,060,000</u>
Less Total General Obligation Debt	<u>(\$459,060,000)</u>
LEGAL DEBT MARGIN REMAINING	<u>\$2,919,209,799</u>

Limitations on the Incurrence of General Obligation Debt:

There is no requirement in the Virginia Constitution, the Virginia Statutes or in the Charter of the City of Alexandria that the issuance of general obligation bonds of the City be subject to approval of the electors of the City at referendum.

Under the City Charter, the City Council has full authority to authorize and issue general obligation bonds. The authorizing procedure consists of the passage on first reading of an ordinance authorizing the issuance of the bonds followed by a notice of public hearing at a subsequent meeting and the final passage on second reading following the public hearing.

The only constitutional limitation on the issuance of general obligation bonds is contained in Article VII, Section 10 of the Virginia Constitution, which states that: No city or town shall issue any bonds or other interest-bearing obligations which, including existing indebtedness, shall at any time exceed ten percent of the assessed valuation of real estate in the city or town subject to taxation, as shown by the last preceding assessment for taxes.

City of Alexandria, Virginia
Investment Policy
Adopted June 4, 2008

1. Policy Statement

It is the policy of the City of Alexandria that the administration of Deposits of Cash and Cash Equivalents, and their investment, shall be handled as its highest public trust. Investments shall be made in a manner that provides maximum security of principal invested and conforms to all applicable statutes of the Commonwealth of Virginia governing the investment of public funds. The portfolio shall consist of U.S. Treasuries, Agencies, "prime-quality" commercial paper (suspended pending future authorization by the City's Investment Committee), repurchase agreements and/or the Virginia Local Government Investment Pool. The portfolio shall have an average maturity of up to one year, while remaining liquid to meet the daily cash flow needs of the City. The receipt of a market rate of return will be secondary to safety and liquidity requirements.

2. Scope

This investment policy applies to all Deposits of Cash and Cash Equivalents, defined in the City of Alexandria's Comprehensive Annual Financial Report (CAFR), excluding pension funds. The City commingles its funds into one pooled investment fund for efficiency and maximum investment opportunity. Any new Deposits of Cash and Cash Equivalents will also be commingled unless specifically exempted by City Council and this policy. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

3. Objective and Strategy

It is the policy of the City of Alexandria that all Deposits of Cash and Cash Equivalents shall be managed and invested with three primary objectives, listed in order of their priority: safety, liquidity and yield.

a. Safety of Principal. Safety of principal is the foremost objective of the City of Alexandria. Investments of the City shall be made in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

The City will minimize credit risk, the risk of loss due to the failure of the security issuer or backer, by:

Limiting investments to the safest types of securities.

Pre-qualifying the financial institutions, broker/dealers, intermediaries and advisers with which the City will do business.

Diversifying the investment portfolio so that potential losses on individual securities will be minimized.

The City will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates, by:

Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.

Investing operating funds primarily in shorter-term securities.

b. Liquidity. The City of Alexandria's investment portfolio will remain sufficiently liquid to enable it to meet all operating requirements that might be reasonably anticipated. This will be accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio will consist largely of securities with active secondary or resale markets.

Cash flow forecasting is designed to ensure adequate liquid funds to meet the City of Alexandria's cash-flow requirements. Supplemental to the financial and budgetary systems, the Investment Committee and the external cash manager will maintain a cash-flow forecasting process designed to monitor and forecast cash positions for investment purposes.

c. Yield. The City of Alexandria's investment portfolio shall be structured with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and liquidity needs. "Market rate of return" may be defined as the average yield of the current six-month U.S. Treasury Bill. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

A security with declining credit may be sold early to minimize loss of principal.

A security swap would improve the quality, yield, or target duration in the portfolio.

Liquidity needs of the portfolio require that the security be sold.

4. Legal Limits, Responsibilities, and Authority

Specific parameters for the investment of public funds in Virginia are found in Sections 2.2-4500 through 2.2-4606 of the Code of Virginia.

5. Delegation of Investment Authority

The Deputy City Manager, the Director of Finance, and the Treasury Division Chief are designated as the City's Investment Committee and are responsible for investment management decisions and activities. The Investment Committee may delegate the daily investment activities to an external cash manager procured through the competitive bidding process or to the Investment Division of the Virginia Department of the Treasury, which manages the Virginia Local Government Investment Pool. The Investment Committee is responsible for considering the quality and ability of the City staff and external cash manager involved with investment management and procedures. All participants in the investment process shall seek to act responsibly as custodians of the public trust.

The external cash manager shall develop and maintain written administrative procedures and internal controls specific to the City of Alexandria's investment program, which are consistent with this investment policy. These procedures will include TBMA Master Repurchase Agreements, master custodial agreements, wire transfer agreements, internal controls, authorized investments, authorized dealers, diversity and maturity limitations, safekeeping and collateralization, delivery versus payment, and other investment-related activities. The written procedures will be approved initially, and reviewed annually, by the Investment Committee and the City's independent auditors.

The external cash manager shall be responsible for all transactions undertaken and shall establish controls to regulate the activities of subordinate officers and staff. The external cash manager shall designate a backup in the event circumstances require timely action when the external cash manager is not available.

No officer or designee may engage in any investment transaction except as provided under the terms of this policy and the external cash manager's written procedures, once they are approved by the Investment Committee.

6. Prudence

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing the City's overall portfolio. The standard states:

"Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the expected income to be derived."

Limitation of personal liability. The Investment Committee, and those delegated with investment authority under this policy, when acting in accordance with the written procedures and this investment policy, and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

7. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial or investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

8. Internal Controls

The external cash manager shall establish written internal controls that will be reviewed annually by the Investment Committee and by the City of Alexandria's independent auditors. The controls shall be designed to prevent loss of public funds due to fraud, employee error, misrepresentation by third parties, unanticipated market changes or imprudent actions by employees of the City of Alexandria or of the external cash manager. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

The internal controls shall address the following points:

- Control of collusion
- Separation of transaction authority from accounting and recordkeeping
- Custodial safekeeping
- Avoidance of physical delivery securities
- Clear delegation of authority to subordinate staff members
- Written confirmation of transactions for investments and wire transfers
- Development of a wire transfer agreement with the lead bank and third-party custodian

9. Authorized Financial Dealers and Institutions

All investment transactions on behalf of the City of Alexandria must be restricted to approved broker/dealers. The external cash manager shall maintain a list of brokers and dealers, which are approved for investment purposes. For brokers and dealers of government securities, the external cash manager shall select only primary government securities dealers that report daily to the New York Federal Reserve Bank. Investment officers shall not conduct business with any securities dealer with whom or through whom public entities have paid excessive prices or have sustained losses on investments through mismanagement by the securities dealer. The external cash manager must periodically (at least annually) assess the financial strength and integrity of the broker/dealer firms and the individual account representatives with whom it does business. The list must be approved by the City's Investment Committee before investing any City funds. The following criteria must be met by those firms on the list:

- a. Provide an audited financial statement for the most recent period.
- b. Proof of certification by the National Association of Securities Dealers.
- c. Proof of current registration with the State Securities Commission.
- d. Completion of the City of Alexandria's broker/dealer questionnaire.

In addition, the supervising officers at each depository, recognized securities broker/dealer, and the external cash investment management service shall submit certifications that they have reviewed this investment policy and agree to disclose potential conflicts or risks to public funds that might arise out of business transactions between the firm/depository and the City of Alexandria. All depositories and the external cash manager shall agree to undertake all reasonable efforts to preclude imprudent transactions involving City funds.

The supervising officer of the depositories or firms shall agree to exercise due diligence in monitoring the activities of other officers and subordinate staff members engaged in transactions with the City. Employees of any firm or financial institution offering securities or investments to the City of Alexandria shall be trained in the precautions appropriate to public sector investments and shall be required to familiarize themselves with the City's investment objectives, policies, and constraints.

As investments are made, the external cash manager shall rotate from the authorized bidder's list for bids/offers. An attempt will be made to alternate to all names on the list.

10. Authorized Investments

Under this policy, investments shall be limited to the instruments listed below. The investments are to be chosen in a manner that promotes diversity of issuer and maturity. The choice of high-grade government instruments is designed to ensure the marketability of those investments should liquidity needs arise.

a. Obligations of the United States Government, and direct borrowings of United States Government Agencies and Instrumentalities, and United States Government Sponsored Enterprises, with a stated maturity not to exceed three years and a liquid market with a readily determinable market value.

b. Repurchase agreements, collateralized by U. S. Treasuries, not to exceed 180 days to stated maturity. An executed TBMA Master Repurchase Agreement with supplemental amendments must be on file with the City of Alexandria and the counter party bank or primary dealer.

To anticipate market changes and provide a level of additional security for all funds, the collateralization level required will be 102 percent of the market value of the principal and accrued interest. U. S. Treasury Notes will be the only acceptable securities for collateral.

c. "Prime Quality" commercial paper, with a maturity of 270 days or less, of issuing corporations organized under the laws of the United States, or of any state thereof including paper issued by banks and bank holding companies. (Suspended pending future authorization by the City's Investment Committee.) "Prime Quality" shall be as rated by at least two of the following: Moody's Investor Services, Inc., within its NCO/Moody's rating of prime 1, by Standard & Poor's, Inc., within its rating of A-1, by Fitch Investor's Services, Inc., within its rating of F-1, or by Duff and Phelps, Inc., within its rating of D-1, or by their corporate successors, provided that at the time of any such investment: 1. The issuing corporation, or its guarantor, has a net worth of at least fifty million dollars; and 2. The net income of the issuing corporation, or its guarantor, has averaged three million dollars per year for the previous five years; and 3. All existing senior bonded indebtedness of the issue, or its guarantor, is rated "A" or better or the equivalent rating by at least two of the following: Moody's Investors Services, Inc., Standard & Poor's, Inc., Fitch Investor's Services, Inc., or Duff and Phelps, Inc. The commercial paper must be backed by a bank line of credit equal to 100 percent of the issuer's outstanding commercial paper.

d. Virginia Local Government Investment Pool.

The external cash manager must review the portfolio at least weekly to ensure compliance with the City's investment policy and to review the credit ratings of all securities in the investment portfolio. The external cash manager will promptly notify the Investment Committee in the event that any investment no longer meets the original purchase requirements. The external cash manager and the Investment Committee will then review and discuss available alternatives and arrive at an agreed upon course of action. The external cash manager will issue monthly reports confirming their findings.

Competitive Bidding Requirement. Securities will only be purchased or sold after (3) offers/bids are taken to verify that the City of Alexandria is receiving fair market value/price for the investment. Records will be maintained of the bids offered, the bids accepted, and the justification for each investment decision.

Delivery Versus Payment. All security transactions, including collateral for repurchase agreements, entered into by, or on behalf of, the City of Alexandria, shall be conducted on a delivery versus payment (DVP) basis. Written trade confirmation tickets must be received by the external cash manager and Treasury Division Chief within three business days of all trades. A manager who is not authorized to buy or sell securities for this portfolio must receive and review the written trade confirmation tickets. The written trade confirmation ticket must provide the trade date, par value, maturity, interest rate, price, yield, settlement date, description of security purchased, issuer's name, amount due, third-party custodial information, and show City of Alexandria as owner of security.

11. Unauthorized Investments

- a. The City will not "sell short," i.e., sell something it does not own in hope of buying it later at a lower price.
- b. The City will not buy on margin.
- c. The City will not contract for future delivery.
- d. The City will not deal in futures or options of any kind.

12. Diversity and Maturity Limitations

The investment portfolio shall be diversified by:

limiting investments to avoid overconcentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities),
 limiting investment in securities that have higher credit risks,
 investing in securities with varying maturities, and
 continuously investing a portion of the portfolio in overnight repurchase agreements to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

Diversification strategies shall be established and periodically reviewed. At a minimum, diversification standards by security type and issuer shall be:

Security Type	Maximum Percentage of the Total Funds Available For Investment
a. U. S. Treasuries and securities with the U. S. Government's guarantee	85%
b. U. S. Government agencies and instrumentalities	85%
c. Repurchase agreements, fully collateralized by U. S. Treasuries	50%
d. Commercial Paper (in total)	35%
e. Commercial Paper of any one Issuing Corporation	5%
f. Virginia Local Government Investment Pool	100%

The external cash manager shall diversify maturities, and to the extent possible, match investments with anticipated cash flow requirements. Matching maturities with cash flow dates will reduce the need to sell securities prior to maturity, thus reducing market risk. The average maturity of the City's investment portfolio at the end of any given month shall be up to one year. No less than \$15 million will be invested in securities with maturities of 14 days or less. Excluding the Virginia Local Government Investment Pool, securities with more than 36 months to maturity are not authorized for the City's investment portfolio.

13. Safekeeping and Collateralization

All trades where applicable will be executed by delivery versus payment (DVP) to ensure that all securities are deposited in an eligible financial institution prior to the release of funds. Securities will be held in safekeeping in the City of Alexandria's name in a segregated or pledged position in the Trust Department's account of an independent third-party custodial bank at the Federal Reserve Bank or Depository Trust Company (DTC). The custodial bank may not be within the same holding company as the bank from which the securities are pledged. At no time will the City's securities or collateral for repurchase agreements be commingled with those of other investors.

All safekeeping arrangements shall be approved by the Investment Committee and an agreement of the terms executed in writing. The third-party custodian shall issue original safekeeping receipts to the external cash manager, and duplicates to the Treasury Division Chief, listing each specific security, rate, description, maturity and cusip number. Each safekeeping receipt will clearly state that the security is held for the City of Alexandria or pledged for the City of Alexandria.

14. Perfected Security Interest

To ensure the City has a perfected security interest, the external cash manager must obtain written authorization from the City's Investment Committee prior to selling any security from the City's investment portfolio. Prior to making a purchase on behalf of the City, the external cash manager must notify the City's Investment Committee of the par value, maturity range, and type of security to be purchased.

15. Performance Evaluation and Reporting

By the fifth of each month, the external cash manager shall submit monthly reports to the Investment Committee containing sufficient information to permit an informed outside reader to evaluate the performance of the investment program. By July 5 each year, the external cash manager shall submit an annual report to the Investment Committee. The reports will be prepared and reviewed by individuals who are not responsible for buying and selling securities. In addition, the market value of the portfolio shall be calculated at least monthly and a statement of the market value of the portfolio shall be issued at least monthly. The reports will summarize investment activity and include, at a minimum, the following information:

Monthly Investment Portfolio Inventory Reports. Securities will be grouped by type, and will include the following information:

- Name of issuer
- Par amount
- Coupon Rate
- Contractual maturity date
- Call date, if applicable

Amortized cost (book value)
Fair value (market value)
Expected yield
Unrealized gain or loss
Credit rating
CUSIP number
Purchase price
Original dollar amount of premium or discount
Yield to maturity or total return if held to maturity
Yield to call, or total return if held to call, if applicable
Interest received
Accrued interest
Amortized/Accretion Premium/Discount
Percentage of total portfolio that specific security comprises

Monthly Investment Portfolio Activity Reports. Listing of purchases, sales, calls, maturities, interest received, rating upgrades and rating downgrades, and beginning and ending par, book, and market values.

Monthly Investment Portfolio Liquidity Reports. Listing of investments by maturity date, and a maturity breakdown of the portfolio by type of investment and by time period.

Monthly Investment Portfolio Earnings Summary Reports. Listing of interest earnings accrued, amortization/accretion, and total earnings for the month and fiscal year-to-date.

Monthly Investment Portfolio Unrealized Gains and Losses Report.

Monthly Investment Portfolio Performance Reports. Listing of average weighted yield-to-maturity and yield-at-cost for current month and fiscal year-to-date, with comparison to the six-month U.S. Treasury Bill and average Federal Funds Rate.

Monthly Investment Policy Compliance Reports.

16. Policy Considerations

This policy shall be reviewed on an annual basis. The City's Investment Committee must approve any change.

Reduction in Force (RIF)

Administrative Regulation 6-22 – Effective January 18, 2012

AUTHORITY

The authority for the implementation of this Administrative Regulation is contained in the City Charter and in those City Code sections defining the authority of the City Manager to establish administrative procedures for the direction, supervision and coordination of personnel within the administrative branch of City government, and for the use of City equipment, services and facilities.

PURPOSE

This Administrative Regulation will establish the policy of the City Administration in the event of a Reduction in Force (RIF) of the employees of the City of Alexandria.

POLICY

The City of Alexandria will implement a Reduction in Force only when such action is required by an identified service reduction. Such a service reduction may be the result of a policy decision by the City Council, or it may be made necessary by program modification or funding shortfall.

A reduction in force is to be accomplished in a way which will reduce adverse effects on employees to the greatest extent which is reasonable under the circumstances, and in a manner consistent with the City's commitment to diversity.

Exceptions to any part of this policy may be made by the City Manager, as needed to ensure that service levels are maintained. Events not expressly covered by this policy shall move forward with a recommendation by the Director of Human Resources and ultimate decision by the City Manager.

REDUCTION IN FORCE

The administration shall consider the following:

1. Normal attrition.
2. Job sharing or reduced work schedules.
3. Termination of temporary appointments in the affected classifications.
4. Layoff of regular employees in the affected classifications.

DEFINITIONS

Administration: The City Manager or his or her designee.

Affected Classification: The position classification to which the employee is assigned when he/she becomes subject to the reduction in force procedure.

Department: All offices, divisions, and other work units that are under the control of a single Department head.

Month: For the purposes of seniority, a month is credited after an employee serves 15 calendar days of the month in which the employee is in a paid status.

Probationary Employee: An employee who is serving the first twelve months of a regular position is considered to be a probationary appointment. The initial probation may be extended up to an additional six months. Employees are removed from probationary status by written approval of their department head or designee.

Reduction in Force (RIF): A Reduction in Force is the elimination of a position or positions due to an identified service reduction, a change in a work program, design or service within a department or City-wide, or a technological change or advancement that impacts work force needs. Employees subject to a RIF may be separated from the City payroll.

Grant Funded Employee (Restricted/Unrestricted): A source of funding for an employee's position. May include grant only or grant/City funding sources.

Service Needs: A position within an affected classification that requires unique knowledge, skills, and abilities that are not required for every position in the affected classification and that cannot be acquired by other employees in 6 months or less.

Temporary Appointment Employee: This includes any City employee designated as seasonal, undefined, temporary, regular/limited term. Exceptions from the RIF of temporary appointments can be made based on the service needs of the department.

REDUCTION IN FORCE PROCEDURE

The City Manager will make a determination of a need to reduce the work force as the result of a reduction in service or as the result of inadequate funding to meet payroll obligations for any specific program, and within a department. The affected Department Head will recommend to the Office of Management and Budget the positions to be eliminated through the Goal Group process. The Director of Management and Budget, in concert with the Director of Human Resources will forward recommendations with appropriate comments to the City Manager. Upon the approval of the City Manager, the Human Resources Director shall be responsible for the implementation of the Reduction in Force directive. The directive shall specify the number of positions in each

classification to be affected. The following procedures will be followed unless an exception is approved by the City Manager:

Step 1. Normal Attrition

Upon receipt of the determination of the City Manager to implement a Reduction in Force, the Director of Human Resources may halt the processing of advertising or selection for classifications of employees indicated in the RIF order.

Step 2. Notice to Affected Employees on the City Payroll

The Director of Human Resources shall develop a list of employees by classification. This list will be used to identify the affected classifications in the RIF order. The Human Resources Director will issue a written termination notice to employees in the affected classifications as soon as practicable upon receipt of the RIF order. Individual employees will be given a written notice with a minimum of thirty (30) days prior to termination. Copies of all such notices will be forwarded to the employing department.

Step 3. Human Resource Department Job Search Assistance

Every effort will be made by Human Resources staff to assist employees to apply for positions which are vacant and approved for hire by the Office of Management and Budget. The ability of the employee to perform the work assignment will be assessed in the application process. Employees will serve a new probationary period of one year. All employees so placed will be evaluated at the end this probationary period and their demonstrated performance will be the sole basis of any determination to retain or to terminate the employee from the assignment.

Step 4. Layoff of Regular Employees

The layoff of regular employees will be initiated, if necessary, to complete the reduction specified in the RIF order. Placement on the Recall List will be made by job classification and seniority.

SALARY ASSIGNMENTS

Regular full-time and part-time employees placed as the result of this Administrative Regulation, to a work assignment in their same position/classification, shall retain their same salary step and within-scale eligibility date. Employees who accept a lower classification shall be placed on the step of their new salary grade which is the nearest to their original salary. If placed between two pay steps, the employee will receive the higher step in the new grade.

Employees will receive a new merit date that documents the start of the one-year

Reduction in Force (RIF)

Administrative Regulation 6-22 – Effective January 18, 2012

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A reduction in force is to be accomplished in a way which will reduce adverse effects on employees to the greatest extent which is reasonable under the circumstances, and in a manner consistent with the City's commitment to diversity.

Exceptions to any part of this policy may be made by the City Manager, as needed to ensure that service levels are maintained. Events not expressly covered by this policy shall move forward with a recommendation by the Director of Human Resources and ultimate decision by the City Manager.

REDUCTION IN FORCE

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AID TO EMPLOYEES

Individuals who are laid off under this Administrative Regulation shall be entitled to Unemployment Compensation as provided by the Code of the Commonwealth of Virginia. The City Human Resources Department will provide assistance to aid in filing for such unemployment compensation. Laid off employees will be paid for any earned annual leave or compensatory time (if eligible for payment) on the next pay day following their lay off. Upon re-employment within six months, all earned but unused sick leave will be reinstated if not reduced to zero by a sick leave payout at termination. The employee's annual leave accrual rate at the time of the layoff will be restored upon reemployment in a benefited position if the employee is rehired within six months.

All recalled employees shall be subject to the provisions of AR 6-18, for purposes of reemployment and RIF. For the duration of any lay off, laid off employees will be given priority consideration for any employment opportunity for which they apply and are qualified.

GRANT FUNDED OR PARTIALLY GRANT FUNDED POSITIONS

A grant funded position is considered restricted when the grant and required match is funding only the scope of the position outlined in the grant. This position would not be expected to backfill other duties in the City or assist in a different capacity for the general City benefit as in doing so would be outside the scope of expectations outlined in the grant. Under this scenario, the employee occupying this position is not subject to the RIF policy.

A grant funded position is considered unrestricted when the grant and its required match supports a greater level of service or benefit to an existing City service/benefit, or when the grant covers a broad range of duties not intended in its award to be directed to a specified position or number of positions. The employee(s) occupying this position is subject to the City's RIF policy.

Positions created to perform restricted grant functions that aren't fully supported by the grant are subject to the benefits in the City's RIF policy. Existing positions that are subsequently assigned in whole or in part to restricted grant functions are also subject to the City's RIF policy.

Using the aforementioned definitions, the Human Resources Department in conjunction with Office of Budget and Management will create lists of employees who are, and are not subject to the City's RIF policy.

APPEAL

Any employee who believes that the City did not follow the prescribed RIF process as specified in this Administrative Regulation shall have access to an administrative hearing with the Director of Human Resources, utilizing the procedure contained in A.R. 6-20. A

POLICY

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City of Alexandria Compensation Philosophy

Overview

The statement of compensation philosophy is intended to provide a broad framework for the City Council, management, employees and the citizens in order to understand and guide decisions that affect pay. It is designed to reflect the importance public employees play in the delivery of services and programs to the community; that compensation is a clear measure of that importance; and that there is fair and equitable treatment of all employees, regardless of race, gender, or disability, and in accordance with EEO/AA goals. In addition, the statement establishes the commitment and necessity to maintain comparability with jurisdictions that are most likely to affect recruitment and retention of employees.

Competitiveness and Comparability

The intent of the compensation philosophy is to maintain a competitive compensation program in order to attract, retain, and motivate qualified employees. To that end, the following principles govern compensation programs:

- Pay programs are intended to be competitive at a minimum with the average pay of comparator organizations in the primary labor market. The primary labor market is currently defined as the Counties of Arlington, Fairfax, Prince William, Montgomery and Prince George's.
- From time-to-time, the City may recommend that other comparators should be used (e.g., Commonwealth of Virginia, agencies of the Federal government, or private sector employers or industry groups) where information from the primary labor market is considered insufficient to attract/retain specific positions or classification groups.
- In all instances, for benchmark jobs, information for an assessment of pay competitiveness will be ascertained through reliably published compensation survey data.
- Every two years, the City will conduct a market study of benchmark positions to determine the competitive posture of the organization, and propose a plan of action. The City may determine if a classification needs to be reviewed in the interim.

If an average salary falls below market averages to the extent that attracting and retaining qualified employees may be jeopardized, the City will propose action necessary to align the position or classification with the competitive marketplace for implementation in the next fiscal year or sooner, if financially feasible.

General Salary Adjustments

Annually, the City Manager will recommend a budget for general salary adjustments that is based upon:

- Overall competitive posture of the organization
- Market rate adjustments
- Comparator organizations in the primary labor market
- Financial affordability

Pay Scales

The City will promulgate pay scales for all employees that will provide information on salary increases that an employee may expect from year-to-year if performing satisfactorily. In the public safety classifications, the pay scale schedules will differ from the general employee classifications.

For City employees, the annual increases in base salaries from year to year will be based on meeting established performance standards. In all cases, employees will know performance expectations to advance in-grade and career development opportunities to advance to another grade.

The specific schedules will be competitive at 100% (Approved by City Council – Item #12 dated 12-13-06) of the average pay levels for the relevant labor market, and will be adjusted whenever necessary to maintain market competitiveness.

Salary increases from the pay scale are a function of performance-merit. Such increases are recognition of performance that meets and exceeds expectations. Merit increases are not automatic.

All employees should be made aware that such increases are recognition of performance that meets and exceeds expectations. Performance standards and supervisory evaluations should stress that merit increases are not automatic.

Career Development Increases

The City will develop a structure to provide salary increases to recognize the attainment of career levels and developmental milestones that assure that the City's career positions are paid comparable with those in the primary labor market. Such a structure enables existing employees in career jobs within the City to receive pay increases in addition to merit, and enables the City to target its pay to those employees who grow in skill and capability.

Education and Tuition Assistance

An objective of compensation is to encourage and support advanced study, education and degree attainment for job-related courses and programs. The City will prepare and disseminate procedures for applying for and receiving education and tuition assistance, including the academic grades or measures necessary for an employee to be reimbursed and the type of course work that is authorized. The amount to be budgeted for this program will be the average of the budgets for the primary comparator jurisdictions.

Incentives

It is also the intent of the compensation philosophy to provide financial incentives for extraordinary and exemplary performance in two categories. First, with the recommendation of the City Manager and the approval of the City Council, an employee may be given a taxable cash award ranging from \$1000 to \$10,000. Such awards are to be given only in those instances where performance or contributions are deemed unique, truly extraordinary, and significantly beneficial to the City.

Second, there should be a program for rewarding employees at any time who demonstrate exemplary performance significantly beyond job expectations. Taxable cash awards in this category may be given to a maximum of \$500, with typical awards ranging between \$100 and \$250. The City Manager should recommend a specific budget allocation to be made available for awards in this category, with procedures for determining selection of incentive awards. In either category, these awards are one-time cash awards and should not be considered increases in base salary or benefits.

Exceptions

Nothing in this compensation philosophy statement should be construed as a required benefit in the event that the City experiences a decline in revenue or revenue growth lower than the projected increase in expenses. "Revenue" is currently defined as the two largest components of operating revenue: the real property tax base and the projected total personal property tax base. As with all budget decisions, merit increases, market rate adjustments and funds for other employee benefits are subject to annual appropriation.

Revised June 25, 2010

City of Alexandria Pay Scale

GENERAL SALARY SCALE

Step	C	D	E	F	G	H	I	J
Pay Increase	5.00%			3.50%				
Grade								
GS1	*****	*****	*****	*****	27,889.43	28,865.56	29,875.85	30,921.51
GS2	*****	*****	*****	28,153.28	29,138.64	30,158.50	31,214.04	32,306.54
GS3	*****	*****	28,463.77	29,460.00	30,491.10	31,558.29	32,662.83	33,806.03
GS4	*****	28,360.66	29,778.69	30,820.95	31,899.68	33,016.17	34,171.74	35,367.75
GS5	28,536.45	29,963.27	31,461.44	32,562.59	33,702.28	34,881.86	36,102.72	37,366.32
GS6	29,843.48	31,335.65	32,902.44	34,054.02	35,245.91	36,479.52	37,756.30	39,077.77
GS7	31,232.80	32,794.44	34,434.16	35,639.35	36,886.73	38,177.77	39,513.99	40,896.98
GS8	32,689.98	34,324.48	36,040.71	37,302.13	38,607.71	39,958.98	41,357.54	42,805.05
GS9	34,329.22	36,045.68	37,847.97	39,172.65	40,543.69	41,962.72	43,431.41	44,951.51
GS10	35,831.96	37,623.56	39,504.74	40,887.40	42,318.46	43,799.61	45,332.60	46,919.24
GS11	37,523.78	39,399.97	41,369.97	42,817.92	44,316.55	45,867.63	47,472.99	49,134.55
GS12	39,292.29	41,256.91	43,319.75	44,835.94	46,405.20	48,029.38	49,710.41	51,450.28
GS13	41,150.00	43,207.50	45,367.87	46,955.75	48,599.20	50,300.17	52,060.67	53,882.80
GS14	43,227.79	45,389.18	47,658.64	49,326.69	51,053.12	52,839.98	54,689.38	56,603.51
GS15	45,382.97	47,652.11	50,034.72	51,785.94	53,598.44	55,474.39	57,415.99	59,425.55
GS16	47,656.32	50,039.14	52,541.10	54,380.04	56,283.34	58,253.25	60,292.12	62,402.34
GS17	50,036.08	52,537.88	55,164.77	57,095.54	59,093.89	61,162.17	63,302.85	65,518.45
GS18	52,541.92	55,169.01	57,927.46	59,954.92	62,053.35	64,225.21	66,473.10	68,799.66
GS19	55,164.03	57,922.23	60,818.34	62,946.98	65,150.13	67,430.38	69,790.45	72,233.11
GS20	57,919.09	60,815.04	63,855.79	66,090.75	68,403.92	70,798.06	73,275.99	75,840.65
GS21	60,815.65	63,856.43	67,049.25	69,395.97	71,824.83	74,338.70	76,940.56	79,633.47
GS22	63,851.76	67,044.34	70,396.56	72,860.44	75,410.56	78,049.93	80,781.67	83,609.03
GS23	67,045.80	70,398.09	73,917.99	76,505.12	79,182.80	81,954.20	84,822.60	87,791.39
GS24	70,394.76	73,914.50	77,610.22	80,326.58	83,138.01	86,047.84	89,059.51	92,176.60
GS25	73,906.91	77,602.26	81,482.37	84,334.25	87,285.95	90,340.96	93,502.89	96,775.50
GS26	77,604.94	81,485.18	85,559.44	88,554.02	91,653.41	94,861.28	98,181.43	101,617.78
GS27	81,261.04	85,324.10	89,590.30	92,725.96	95,971.37	99,330.37	102,806.93	106,405.17
GS28	85,324.05	89,590.26	94,069.77	97,362.21	100,769.89	104,296.83	107,947.22	111,725.38
GS29	89,593.58	94,073.25	98,776.92	102,234.11	105,812.30	109,515.73	113,348.78	117,315.99
GS30	94,068.44	98,771.86	103,710.46	107,340.32	111,097.23	114,985.64	119,010.13	123,175.49
GS31	98,765.11	103,703.37	108,888.54	112,699.64	116,644.12	120,726.67	124,952.10	129,325.42
GS32	103,703.57	108,888.75	114,333.18	118,334.85	122,476.56	126,763.24	131,199.96	135,791.96
GS33	108,888.75	114,333.18	120,049.84	124,251.59	128,600.39	133,101.41	137,759.96	142,581.55
GS34	114,333.18	120,049.84	126,052.33	130,464.16	135,030.41	139,756.47	144,647.95	149,710.63
GS35	120,049.84	126,052.33	132,354.95	136,987.37	141,781.93	146,744.30	151,880.35	157,196.16

Effective Pay Period Beginning: 7/1/2013

City of Alexandria Pay Scale

GENERAL SALARY SCALE

Step	K	L	M	N	O	P	Q	R	S
Pay Increase	2.30%								
Grade									
GS1	31,632.70	32,360.26	33,104.54	33,865.95	34,644.86	35,441.70	36,256.85	37,090.76	37,943.85
GS2	33,049.59	33,809.73	34,587.35	35,382.86	36,196.67	37,029.19	37,880.86	38,752.12	39,643.42
GS3	34,583.57	35,378.99	36,192.71	37,025.14	37,876.72	38,747.88	39,639.08	40,550.78	41,483.45
GS4	36,181.20	37,013.37	37,864.68	38,735.57	39,626.48	40,537.89	41,470.27	42,424.08	43,399.84
GS5	38,225.74	39,104.93	40,004.35	40,924.45	41,865.71	42,828.62	43,813.68	44,821.39	45,852.28
GS6	39,976.56	40,896.02	41,836.63	42,798.87	43,783.25	44,790.26	45,820.44	46,874.31	47,952.42
GS7	41,837.61	42,799.87	43,784.27	44,791.31	45,821.51	46,875.40	47,953.54	49,056.47	50,184.77
GS8	43,789.57	44,796.73	45,827.05	46,881.08	47,959.34	49,062.41	50,190.84	51,345.23	52,526.17
GS9	45,985.40	47,043.06	48,125.05	49,231.93	50,364.26	51,522.64	52,707.66	53,919.94	55,160.10
GS10	47,998.38	49,102.34	50,231.70	51,387.02	52,568.93	53,778.01	55,014.91	56,280.25	57,574.69
GS11	50,264.64	51,420.73	52,603.41	53,813.28	55,050.99	56,317.16	57,612.46	58,937.54	60,293.11
GS12	52,633.63	53,844.21	55,082.62	56,349.52	57,645.56	58,971.41	60,327.75	61,715.29	63,134.74
GS13	55,122.10	56,389.91	57,686.88	59,013.68	60,370.99	61,759.52	63,179.99	64,633.13	66,119.70
GS14	57,905.39	59,237.21	60,599.67	61,993.46	63,419.31	64,877.96	66,370.15	67,896.66	69,458.29
GS15	60,792.34	62,190.56	63,620.95	65,084.23	66,581.17	68,112.53	69,679.12	71,281.74	72,921.22
GS16	63,837.60	65,305.86	66,807.90	68,344.48	69,916.40	71,524.48	73,169.54	74,852.44	76,574.05
GS17	67,025.37	68,566.96	70,144.00	71,757.31	73,407.73	75,096.10	76,823.31	78,590.25	80,397.83
GS18	70,382.05	72,000.83	73,656.85	75,350.96	77,084.03	78,856.97	80,670.68	82,526.10	84,424.20
GS19	73,894.47	75,594.05	77,332.71	79,111.36	80,930.92	82,792.33	84,696.56	86,644.58	88,637.40
GS20	77,584.99	79,369.44	81,194.94	83,062.42	84,972.86	86,927.23	88,926.56	90,971.87	93,064.22
GS21	81,465.04	83,338.74	85,255.53	87,216.41	89,222.39	91,274.50	93,373.81	95,521.41	97,718.40
GS22	85,532.04	87,499.28	89,511.76	91,570.53	93,676.65	95,831.21	98,035.33	100,290.15	102,596.82
GS23	89,810.59	91,876.24	93,989.39	96,151.14	98,362.62	100,624.96	102,939.34	105,306.94	107,729.00
GS24	94,296.66	96,465.48	98,684.19	100,953.92	103,275.86	105,651.21	108,081.19	110,567.05	113,110.10
GS25	99,001.33	101,278.36	103,607.76	105,990.74	108,428.53	110,922.39	113,473.60	116,083.49	118,753.41
GS26	103,954.99	106,345.95	108,791.91	111,294.12	113,853.89	116,472.53	119,151.39	121,891.88	124,695.39
GS27	108,852.49	111,356.10	113,917.29	116,537.39	119,217.75	121,959.76	124,764.83	127,634.42	130,570.01
GS28	114,295.06	116,923.85	119,613.09	122,364.19	125,178.57	128,057.68	131,003.01	134,016.07	137,098.44
GS29	120,014.26	122,774.59	125,598.40	128,487.17	131,442.37	134,465.54	137,558.25	140,722.09	143,958.70
GS30	126,008.52	128,906.72	131,871.58	134,904.62	138,007.43	141,181.60	144,428.78	147,750.64	151,148.90
GS31	132,299.91	135,342.81	138,455.69	141,640.17	144,897.90	148,230.55	151,639.85	155,127.57	158,695.50
GS32	138,915.17	142,110.22	145,378.76	148,722.47	152,143.08	155,642.37	159,222.15	162,884.26	166,630.60
GS33	145,860.93	149,215.73	152,647.69	156,158.59	159,750.24	163,424.49	167,183.26	171,028.47	174,962.13
GS34	153,153.97	156,676.52	160,280.08	163,966.52	167,737.75	171,595.72	175,542.42	179,579.89	183,710.23
GS35	160,811.67	164,510.34	168,294.08	172,164.84	176,124.64	180,175.50	184,319.54	188,558.89	192,895.74

Effective Pay Period Beginning: 7/1/2013

City of Alexandria Pay Scale

POLICE SALARY SCALE

Year	<1	1	2	3	4	5	6	7	8	9
Step Increase		5.00%				3.50%				
Step	A	B	C	D	E	F	G	H	I	J
Grade										
PS1	29,925.57	31,421.85	32,992.94	34,642.59	36,374.72	37,647.84	38,965.51	40,329.30	41,740.83	43,201.76
PS2	31,235.55	32,797.33	34,437.20	36,159.06	37,967.01	39,295.86	40,671.22	42,094.71	43,568.02	45,092.90
PS3	32,710.33	34,345.85	36,063.14	37,866.30	39,759.62	41,151.21	42,591.50	44,082.20	45,625.08	47,221.96
PS4	34,251.99	35,964.59	37,762.82	39,650.96	41,633.51	43,090.68	44,598.85	46,159.81	47,775.40	49,447.54
PS5	35,871.39	37,664.96	39,548.21	41,525.62	43,601.90	45,127.97	46,707.45	48,342.21	50,034.19	51,785.39
PS6	37,682.66	39,566.79	41,545.13	43,622.39	45,803.51	47,406.63	49,065.86	50,783.17	52,560.58	54,400.20
PS7	39,561.37	41,539.44	43,616.41	45,797.23	48,087.09	49,770.14	51,512.09	53,315.01	55,181.04	57,112.38
PS8	41,543.11	43,620.27	45,801.28	48,091.34	50,495.91	52,263.27	54,092.48	55,985.72	57,945.22	59,973.30
PS9	43,617.60	45,798.48	48,088.40	50,492.82	53,017.46	54,873.07	56,793.63	58,781.41	60,838.76	62,968.12
PS10	45,802.01	48,092.11	50,496.72	53,021.56	55,672.64	57,621.18	59,637.92	61,725.25	63,885.63	66,121.63
PS11	48,087.75	50,492.14	53,016.75	55,667.59	58,450.97	60,496.75	62,614.13	64,805.63	67,073.83	69,421.41
PS12	50,489.40	53,013.87	55,664.56	58,447.79	61,370.18	63,518.14	65,741.27	68,042.21	70,423.69	72,888.52
PS13	53,014.39	55,665.11	58,448.37	61,370.79	64,439.33	66,694.71	69,029.02	71,445.04	73,945.62	76,533.72
PS14	55,661.04	58,444.09	61,366.29	64,434.60	67,656.33	70,024.30	72,475.15	75,011.78	77,637.19	80,354.49
PS15	58,445.36	61,367.63	64,436.01	67,657.81	71,040.70	73,527.12	76,100.57	78,764.09	81,520.83	84,374.06
PS16	61,364.72	64,432.96	67,654.61	71,037.34	74,589.21	77,199.83	79,901.82	82,698.38	85,592.82	88,588.57
PS17	64,426.35	67,647.67	71,030.05	74,581.55	78,310.63	81,051.50	83,888.30	86,824.39	89,863.24	93,008.45
PS18	67,650.00	71,032.50	74,584.13	78,313.34	82,229.01	85,107.03	88,085.78	91,168.78	94,359.69	97,662.28
PS19	70,837.11	74,378.97	78,097.92	82,002.82	86,102.96	89,116.56	92,235.64	95,463.89	98,805.13	102,263.31
PS20	74,378.94	78,097.89	82,002.78	86,102.92	90,408.07	93,572.35	96,847.38	100,237.04	103,745.34	107,376.43
PS21	78,100.78	82,005.82	86,106.11	90,411.42	94,931.99	98,254.61	101,693.52	105,252.79	108,936.64	112,749.42
PS22	82,001.62	86,101.70	90,406.79	94,927.13	99,673.49	103,162.06	106,772.73	110,509.78	114,377.62	118,380.84

Effective Pay Period Beginning: 7/1/2013

City of Alexandria Pay Scale

POLICE SALARY SCALE

Year	10	11	12	13	14	15	16	17
Step Increase	2.30%							
Step	K	L	M	N	O	P	Q	R
Grade								
PS1	44,195.40	45,211.89	46,251.76	47,315.55	48,403.81	49,517.10	50,655.99	51,821.08
PS2	46,130.04	47,191.03	48,276.42	49,386.78	50,522.68	51,684.70	52,873.45	54,089.54
PS3	48,308.07	49,419.16	50,555.80	51,718.58	52,908.11	54,125.00	55,369.88	56,643.39
PS4	50,584.83	51,748.28	52,938.49	54,156.08	55,401.67	56,675.91	57,979.46	59,312.99
PS5	52,976.45	54,194.91	55,441.39	56,716.54	58,021.02	59,355.50	60,720.68	62,117.26
PS6	55,651.40	56,931.38	58,240.80	59,580.34	60,950.69	62,352.56	63,786.67	65,253.76
PS7	58,425.96	59,769.76	61,144.46	62,550.78	63,989.45	65,461.21	66,966.82	68,507.06
PS8	61,352.69	62,763.80	64,207.37	65,684.14	67,194.88	68,740.36	70,321.39	71,938.78
PS9	64,416.39	65,897.97	67,413.62	68,964.13	70,550.30	72,172.96	73,832.94	75,531.10
PS10	67,642.43	69,198.21	70,789.77	72,417.93	74,083.54	75,787.46	77,530.57	79,313.77
PS11	71,018.10	72,651.52	74,322.50	76,031.92	77,780.65	79,569.60	81,399.70	83,271.89
PS12	74,564.96	76,279.95	78,034.39	79,829.18	81,665.25	83,543.55	85,465.05	87,430.75
PS13	78,294.00	80,094.76	81,936.94	83,821.49	85,749.38	87,721.62	89,739.22	91,803.22
PS14	82,202.64	84,093.30	86,027.45	88,006.08	90,030.22	92,100.92	94,219.24	96,386.28
PS15	86,314.66	88,299.90	90,330.80	92,408.41	94,533.80	96,708.08	98,932.37	101,207.81
PS16	90,626.11	92,710.51	94,842.85	97,024.24	99,255.80	101,538.68	103,874.07	106,263.17
PS17	95,147.64	97,336.04	99,574.77	101,864.99	104,207.88	106,604.66	109,056.57	111,564.88
PS18	99,908.51	102,206.41	104,557.16	106,961.97	109,422.10	111,938.81	114,513.40	117,147.21
PS19	104,615.37	107,021.52	109,483.01	112,001.12	114,577.15	117,212.42	119,908.31	122,666.20
PS20	109,846.09	112,372.55	114,957.12	117,601.13	120,305.96	123,073.00	125,903.68	128,799.46
PS21	115,342.66	117,995.54	120,709.44	123,485.76	126,325.93	129,231.43	132,203.75	135,244.44
PS22	121,103.60	123,888.98	126,738.43	129,653.41	132,635.44	135,686.06	138,806.84	141,999.40

Effective Pay Period Beginning: 7/1/2013

City of Alexandria Pay Scale

SHERIFF SALARY SCALE (includes Medics and Fire Marshals)

Year	<1	1	2	3	4	5	6	7	8	9
Step Increase	5.00%					3.50%				
Step	A	B	C	D	E	F	G	H	I	J
Grade										
PS1	30,527.08	32,053.43	33,656.10	35,338.91	37,105.85	38,404.56	39,748.72	41,139.92	42,579.82	44,070.12
PS2	31,863.39	33,456.56	35,129.39	36,885.86	38,730.15	40,085.70	41,488.70	42,940.81	44,443.74	45,999.27
PS3	33,367.80	35,036.19	36,788.00	38,627.40	40,558.77	41,978.33	43,447.57	44,968.24	46,542.13	48,171.10
PS4	34,940.46	36,687.48	38,521.85	40,447.94	42,470.34	43,956.80	45,495.29	47,087.63	48,735.69	50,441.44
PS5	36,592.40	38,422.02	40,343.12	42,360.28	44,478.29	46,035.03	47,646.26	49,313.88	51,039.86	52,826.26
PS6	38,440.08	40,362.09	42,380.19	44,499.20	46,724.16	48,359.51	50,052.09	51,803.92	53,617.05	55,493.65
PS7	40,356.55	42,374.38	44,493.10	46,717.75	49,053.64	50,770.52	52,547.48	54,386.65	56,290.18	58,260.33
PS8	42,378.13	44,497.03	46,721.88	49,057.98	51,510.88	53,313.76	55,179.74	57,111.03	59,109.92	61,178.76
PS9	44,494.32	46,719.03	49,054.99	51,507.73	54,083.12	55,976.03	57,935.19	59,962.92	62,061.63	64,233.78
PS10	46,722.63	49,058.76	51,511.70	54,087.28	56,791.65	58,779.36	60,836.63	62,965.92	65,169.72	67,450.66
PS11	49,054.32	51,507.03	54,082.38	56,786.50	59,625.83	61,712.73	63,872.68	66,108.22	68,422.01	70,816.78
PS12	51,504.23	54,079.44	56,783.42	59,622.59	62,603.72	64,794.85	67,062.67	69,409.86	71,839.21	74,353.58
PS13	54,079.98	56,783.97	59,623.17	62,604.33	65,734.55	68,035.26	70,416.49	72,881.07	75,431.91	78,072.02
PS14	56,779.83	59,618.82	62,599.76	65,729.75	69,016.23	71,431.80	73,931.92	76,519.53	79,197.72	81,969.64
PS15	59,620.11	62,601.11	65,731.17	69,017.73	72,468.61	75,005.02	77,630.19	80,347.25	83,159.40	86,069.98
PS16	62,598.15	65,728.06	69,014.46	72,465.19	76,088.45	78,751.54	81,507.85	84,360.62	87,313.24	90,369.21
PS17	65,721.32	69,007.38	72,457.75	76,080.64	79,884.67	82,680.63	85,574.46	88,569.56	91,669.50	94,877.93
PS18	69,009.77	72,460.25	76,083.27	79,887.43	83,881.80	86,817.66	89,856.28	93,001.25	96,256.30	99,625.27
PS19	72,260.93	75,873.98	79,667.68	83,651.06	87,833.62	90,907.79	94,089.57	97,382.70	100,791.10	104,318.79
PS20	75,873.96	79,667.66	83,651.04	87,833.59	92,225.27	95,453.15	98,794.01	102,251.80	105,830.62	109,534.69
PS21	79,670.61	83,654.14	87,836.85	92,228.69	96,840.12	100,229.53	103,737.56	107,368.37	111,126.27	115,015.69
PS22	83,649.86	87,832.35	92,223.97	96,835.17	101,676.92	105,235.62	108,918.86	112,731.02	116,676.61	120,760.29

Effective Pay Period Beginning: 7/1/2013

City of Alexandria Pay Scale

SHERIFF SALARY SCALE (includes Medics and Fire Marshals)

Year	10	11	12	13	14	15	16	17
Step Increase	2.30%							
Step	K	L	M	N	O	P	Q	R
Grade								
PS1	45,083.73	46,120.65	47,181.43	48,266.60	49,376.73	50,512.40	51,674.18	52,862.69
PS2	47,057.25	48,139.57	49,246.78	50,379.45	51,538.18	52,723.56	53,936.20	55,176.73
PS3	49,279.04	50,412.45	51,571.94	52,758.10	53,971.53	55,212.88	56,482.77	57,781.88
PS4	51,601.60	52,788.43	54,002.57	55,244.63	56,515.25	57,815.10	59,144.85	60,505.18
PS5	54,041.26	55,284.21	56,555.75	57,856.53	59,187.23	60,548.54	61,941.15	63,365.80
PS6	56,770.00	58,075.71	59,411.45	60,777.92	62,175.81	63,605.85	65,068.79	66,565.37
PS7	59,600.32	60,971.13	62,373.47	63,808.06	65,275.64	66,776.98	68,312.85	69,884.05
PS8	62,585.87	64,025.35	65,497.93	67,004.38	68,545.49	70,122.03	71,734.84	73,384.74
PS9	65,711.16	67,222.52	68,768.63	70,350.31	71,968.37	73,623.64	75,316.99	77,049.28
PS10	69,002.03	70,589.08	72,212.62	73,873.52	75,572.61	77,310.78	79,088.92	80,907.97
PS11	72,445.57	74,111.81	75,816.39	77,560.16	79,344.05	81,168.96	83,035.84	84,945.67
PS12	76,063.71	77,813.17	79,602.88	81,433.74	83,306.72	85,222.77	87,182.90	89,188.11
PS13	79,867.68	81,704.64	83,583.84	85,506.27	87,472.91	89,484.79	91,542.94	93,648.43
PS14	83,854.94	85,783.60	87,756.62	89,775.03	91,839.85	93,952.17	96,113.07	98,323.67
PS15	88,049.59	90,074.73	92,146.45	94,265.82	96,433.93	98,651.91	100,920.91	103,242.09
PS16	92,447.70	94,574.00	96,749.20	98,974.43	101,250.84	103,579.61	105,961.94	108,399.07
PS17	97,060.12	99,292.50	101,576.23	103,912.49	106,302.47	108,747.43	111,248.62	113,807.34
PS18	101,916.65	104,260.73	106,658.73	109,111.88	111,621.45	114,188.74	116,815.09	119,501.83
PS19	106,718.12	109,172.63	111,683.60	114,252.33	116,880.13	119,568.37	122,318.45	125,131.77
PS20	112,053.99	114,631.23	117,267.75	119,964.91	122,724.10	125,546.75	128,434.33	131,388.32
PS21	117,661.05	120,367.25	123,135.70	125,967.82	128,865.08	131,828.98	134,861.04	137,962.85
PS22	123,537.78	126,379.14	129,285.87	132,259.44	135,301.41	138,413.34	141,596.85	144,853.57

Effective Pay Period Beginning: 7/1/2013

City of Alexandria Pay Scale

FIRE SALARY SCALE

Year	<1	1	2	3	4	5	6	7	8	9
Step Increase	5.00%					3.50%				
Step	A	B	C	D	E	F	G	H	I	J
Grade										
PS1	29,925.57	31,421.85	32,992.94	34,642.59	36,374.72	37,647.84	38,965.51	40,329.30	41,740.83	43,201.76
PS2	31,235.55	32,797.33	34,437.20	36,159.06	37,967.01	39,295.86	40,671.22	42,094.71	43,568.02	45,092.90
PS3	32,710.33	34,345.85	36,063.14	37,866.30	39,759.62	41,151.21	42,591.50	44,082.20	45,625.08	47,221.96
PS4	34,251.99	35,964.59	37,762.82	39,650.96	41,633.51	43,090.68	44,598.85	46,159.81	47,775.40	49,447.54
PS5	35,871.39	37,664.96	39,548.21	41,525.62	43,601.90	45,127.97	46,707.45	48,342.21	50,034.19	51,785.39
PS6	37,682.66	39,566.79	41,545.13	43,622.39	45,803.51	47,406.63	49,065.86	50,783.17	52,560.58	54,400.20
PS7	39,561.37	41,539.44	43,616.41	45,797.23	48,087.09	49,770.14	51,512.09	53,315.01	55,181.04	57,112.38
PS8	41,543.11	43,620.27	45,801.28	48,091.34	50,495.91	52,263.27	54,092.48	55,985.72	57,945.22	59,973.30
PS9	43,617.60	45,798.48	48,088.40	50,492.82	53,017.46	54,873.07	56,793.63	58,781.41	60,838.76	62,968.12
PS10	45,802.01	48,092.11	50,496.72	53,021.56	55,672.64	57,621.18	59,637.92	61,725.25	63,885.63	66,121.63
PS11	48,087.75	50,492.14	53,016.75	55,667.59	58,450.97	60,496.75	62,614.14	64,805.63	67,073.83	69,421.41
PS12	50,489.40	53,013.87	55,664.56	58,447.79	61,370.18	63,518.14	65,741.27	68,042.21	70,423.69	72,888.52
PS13	53,014.39	55,665.11	58,448.37	61,370.79	64,439.33	66,694.71	69,029.02	71,445.04	73,945.62	76,533.72
PS14	55,661.04	58,444.09	61,366.29	64,434.60	67,656.33	70,024.30	72,475.15	75,011.78	77,637.19	80,354.49
PS15	58,445.36	61,367.63	64,436.01	67,657.81	71,040.70	73,527.12	76,100.57	78,764.09	81,520.83	84,374.06
PS16	61,364.72	64,432.96	67,654.61	71,037.34	74,589.21	77,199.83	79,901.82	82,698.38	85,592.82	88,588.57
PS17	64,426.35	67,647.67	71,030.05	74,581.55	78,310.63	81,051.50	83,888.30	86,824.39	89,863.24	93,008.45
PS18	67,650.00	71,032.50	74,584.13	78,313.34	82,229.01	85,107.03	88,085.78	91,168.78	94,359.69	97,662.28
PS19	70,837.11	74,378.97	78,097.92	82,002.82	86,102.96	89,116.56	92,235.64	95,463.89	98,805.13	102,263.31
PS20	74,378.94	78,097.89	82,002.78	86,102.92	90,408.07	93,572.35	96,847.38	100,237.04	103,745.34	107,376.43
PS21	78,100.78	82,005.82	86,106.11	90,411.42	94,931.99	98,254.61	101,693.52	105,252.79	108,936.64	112,749.42
PS22	82,001.62	86,101.70	90,406.79	94,927.13	99,673.49	103,162.06	106,772.73	110,509.78	114,377.62	118,380.84

Effective Pay Period Beginning: 7/1/2013

City of Alexandria Pay Scale

FIRE SALARY SCALE

Year	10	11	12	13	14	15	16	17
Step Increase	2.30%							
Step	K	L	M	N	O	P	Q	R
Grade								
PS1	44,195.40	45,211.89	46,251.76	47,315.55	48,403.81	49,517.10	50,655.99	51,821.08
PS2	46,130.04	47,191.03	48,276.42	49,386.78	50,522.68	51,684.70	52,873.45	54,089.54
PS3	48,308.07	49,419.16	50,555.80	51,718.58	52,908.11	54,125.00	55,369.88	56,643.39
PS4	50,584.83	51,748.28	52,938.49	54,156.08	55,401.67	56,675.91	57,979.46	59,312.99
PS5	52,976.45	54,194.91	55,441.39	56,716.54	58,021.02	59,355.50	60,720.68	62,117.26
PS6	55,651.40	56,931.38	58,240.80	59,580.34	60,950.69	62,352.56	63,786.67	65,253.76
PS7	58,425.96	59,769.76	61,144.46	62,550.78	63,989.45	65,461.21	66,966.82	68,507.06
PS8	61,352.69	62,763.80	64,207.37	65,684.14	67,194.88	68,740.36	70,321.39	71,938.78
PS9	64,416.39	65,897.97	67,413.62	68,964.13	70,550.30	72,172.96	73,832.94	75,531.10
PS10	67,642.43	69,198.21	70,789.77	72,417.93	74,083.54	75,787.46	77,530.57	79,313.77
PS11	71,018.10	72,651.52	74,322.50	76,031.92	77,780.65	79,569.60	81,399.70	83,271.89
PS12	74,564.96	76,279.95	78,034.39	79,829.18	81,665.25	83,543.55	85,465.05	87,430.75
PS13	78,294.00	80,094.76	81,936.94	83,821.49	85,749.38	87,721.62	89,739.22	91,803.22
PS14	82,202.64	84,093.30	86,027.45	88,006.08	90,030.22	92,100.92	94,219.24	96,386.28
PS15	86,314.66	88,299.90	90,330.80	92,408.41	94,533.80	96,708.08	98,932.37	101,207.81
PS16	90,626.11	92,710.51	94,842.85	97,024.24	99,255.80	101,538.68	103,874.07	106,263.17
PS17	95,147.64	97,336.04	99,574.77	101,864.99	104,207.88	106,604.66	109,056.57	111,564.87
PS18	99,908.51	102,206.41	104,557.16	106,961.97	109,422.10	111,938.81	114,513.40	117,147.20
PS19	104,615.37	107,021.52	109,483.01	112,001.12	114,577.15	117,212.42	119,908.31	122,666.20
PS20	109,846.09	112,372.55	114,957.12	117,601.13	120,305.96	123,073.00	125,903.68	128,799.46
PS21	115,342.66	117,995.54	120,709.44	123,485.76	126,325.93	129,231.43	132,203.75	135,244.44
PS22	121,103.60	123,888.98	126,738.43	129,653.41	132,635.44	135,686.06	138,806.84	141,999.40

Effective Pay Period Beginning: 7/1/2013

City of Alexandria Pay Scale

CITY OF ALEXANDRIA PHSYICIAN SCALE - FY 2014 ANNUAL SALARY

Grade	Certification Level	Minimum	Midpoint	Maximum
29	Board Eligible	\$97,129.26	\$133,754.20	\$170,379.14
	Board Certified	\$104,304.05	\$141,613.90	\$178,923.74
	Specialty Certified	\$109,722.20	\$147,785.50	\$185,848.80
30	Board Eligible	\$101,985.73	\$140,441.91	\$178,898.10
	Board Certified	\$104,304.05	\$141,613.90	\$178,923.74
	Specialty Certified	\$115,208.31	\$155,174.78	\$195,141.24

Stipends of \$5,000 will be paid for each ABPN specialty certification in child psychiatry, forensic psychiatry, geriatric psychiatry, clinical psychopharmacology and geriatric medicine.

Effective pay period beginning 7/1/2013

Calculating Merit Increases for Physician Scale:

Merit Increase Rate is Based Off of Position in Band:

If current salary is less than 70% of maximum salary for pay band,

then Employee receives 5% pay increase.

If current salary is between 70% and 82% of maximum salary for pay band,

then Employee receives 3.5% pay increase.

If current salary is over 82% of maximum salary for pay band,

then Employee receives 2.3% pay increase, NOT to exceed maximum of pay band.

City of Alexandria Pay Scale

CITY OF ALEXANDRIA EXECUTIVE PAY SCALE - FY 2014* ANNUAL SALARY

	Band	Minimum	Maximum
Deputy City Managers	Band I	\$102,676.80	\$181,891.31
Department Heads	Band II	\$88,706.51	\$173,229.84

*During FY 2014, employees in the new pay bands who receive a satisfactory performance evaluation will earn merit-based pay increases based on the FY 2014 General Schedule variable rates of 5.0%/3.5%/2/3%. The amount received will be based on the employees placement on the FY 2014 General Schedule.

Effective pay period beginning 7/1/2013

FY 2014 City Compensated Holidays

July 1, 2013 through June 30, 2014

Independence Day	Thursday	July 4, 2013
Labor Day	Monday	September 2, 2013
Columbus Day (observed)	Monday	October 14, 2013
Thanksgiving Day	Thursday	November 28, 2013
Thanksgiving Day (in lieu of Veteran's Day)	Friday	November 29, 2013
Christmas Eve	Tuesday	December 24, 2013
Christmas Day	Wednesday	December 25, 2013
New Year's Day	Wednesday	January 1, 2014
Martin Luther King, Jr., Day (observed)	Monday	January 20, 2014
Presidents' Day (observed)	Monday	February 17, 2014
Memorial Day (observed)	Monday	May 26, 2014

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