Legislative References

RELEVANT BUDGET LEGISLATIVE REFEFENCES

State Code

Sec. 58.785.1: Requires that the local tax rate must be adopted by June 30, but after April 15.

City Charter

General Provisions

Sec. 3.04 (b): The City Council shall have the power to adopt the budget of the City.

Sec. 4.02 (c): The City Manager shall have the power and shall be required to prepare and submit the annual budget to the City Council as provided in the Charter, and shall be responsible for its administration.

Sec. 5.05 : Work programs, allotments. Before the beginning of the budget year, the head of each office, department or agency shall submit to the Director of Finance, at such time as may be set by him, a work program for the year, which program shall show the requested allotments of the appropriations for such office, department or agency, for such periods as may be designated by the City Manager, for the entire budget year. The City Manager shall review the requested allotments and may revise, alter or change such allotments Before approving the same. The aggregate of such allotments shall not exceed the total appropriation available to said office, department or agency for the budget year.

Sec. 5.06: Allotments constitute basis of expenditures and are subject to revision. The Director of Finance shall Authorize all expenditures for the offices, departments and agencies to be made from appropriations on the basis An approved allotments and not otherwise. An approved allotment may be revised during the budget year in the same manner as the original allotment was made. If, at any time during the budget year, the City Manager shall ascertain that the available income, plus balances, for the year will be less that the total appropriations, he shall Reconsider the work programs and allotments of the several offices, departments and agencies and revise the allotments so as to prevent the making of expenditures in excess of the said income.

Sec. 5.07: Transfer of appropriations. The City Manager may at any time transfer any unencumbered appropriation balance or portion thereof within the accounts of an office, department or agency. The Council when advised of The details by the City Manager may be duly docketed resolution transfer any unencumbered appropriation balance or portion thereof form one office, department or agency to another. (Acts 1968, ch. 510, Sec. 1)

Sec. 6.03: Each department head, the judges of the courts, each board or commission, and any other office or agency supported by the City, is required to file with the City Manager, at the prescribed time, all estimates of revenue and expenditure for the ensuing fiscal year. Such estimates shall be submitted on forms furnished by the finance director and all information required by the City Manager is to be submitted thereon. The City Manager shall hold staff hearings to review and revise these estimates as (s)he may deem advisable.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources. Receipts from increased taxes, licenses or other sources shall be estimated on the basis of the average rate of increased collections during the preceding two fiscal years except in instances in which the City Manager submits, as a part of the budget, a written statement explaining any estimate that is made on some other basis. Receipts from new taxes, licenses or other sources shall be estimated on information available for other cities, the State of Virginia or other states, the federal government or other appropriate sources. If estimated receipts exceed estimated expenditures, the City Manager may recommend revisions in the tax, license or other ordinances of the City in order to bring the general fund budget into balance.

Sec. 6.08: The budget and budget message and all supporting schedules shall be a public record in the office of the City Manager, open to public inspection after the budget has been submitted to the Council and made public by it; provided, however, that no department or agency head, judge or board or commission, manager or director of finance shall divulge details of the proposed budget estimates until the budget has been submitted to the Council and made public by it.

Sec 6.08.1: The school board shall, prior to the time work has begun on the school budget, hold a public informational hearing to receive suggestions from the public concerning the school budget. The school board shall also hold a public hearing on its proposed budget prior to submitting it to the City Manager. The school board shall cause a notice of the time and place of each public hearing to be published in a newspaper of general circulation in the City at least seven days prior to the hearing. The school board shall also cause copies of the proposed budget to be available to the public at least seven days prior to the public hearing on the proposed budget. The school board may submit to the City Manager as its proposed budget the same proposed budget considered at the public hearing or it may, subsequent to said public hearing, submit a revised proposed budget.

Responsibility of the City Manager for the Budget:

Sec. 6.02: The City Manager is required to submit a general budget, a capital budget and an explanatory budget message in the form and with the contents provided by the Charter.

Sec. 6.04: The general budget shall contain:

(a) An estimate of that portion of surplus cash remaining at the end of the fiscal year which is to be used in meeting expenditures in the general budget;

(b) An estimate of receipts from current ad valorem taxes on real estate and personal property, and from all other sources;

(c) A statement of debt service requirements;

(d) An estimate of cash deficit, if any, at the end of the current fiscal year, and an estimate of obligations required by the Charter to be budgeted for the ensuing year; and,

(e) An estimate of expenditures for all other purposes to be met in the coming fiscal year.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources.

Sec. 6.06: The explanatory budget message shall contain an outline of the proposed financial policies of the City for the budget year and a description of the important features of the budget plan. Major policy changes are to be explained and reasons for salient changes in cost and revenue items from the previous year are to be indicated. A statement of pending capital projects and proposed new projects, with proposed financing plans, shall be included.

Sec. 6.07: At the same time that the City Manager submits a general budget (s)he may also submit a general appropriation ordinance and those additional tax ordinances as may be required to balance the Proposed budget.

Sec. 6.14: The capital budget is a budget of the proposed capital improvements projects for the ensuing fiscal year and for five years thereafter, with recommendations for financing the proposed improvements for the coming year.

Responsibility of the City Council for the Budget:

Sec. 6.09: At the meeting of the City Council at which the budget and budget message are submitted, the council shall determine the place and time (at least sixty days prior to the beginning of the budget year) of a public hearing on the budget, and shall publish a notice of said place and time, which shall not be less than seven days after the date of publication.

Sec. 6.10: All interested persons shall be given an opportunity to be heard at the public meeting for or against any of the estimates of any item of the budget.

Sec. 6.11: After the conclusion of the public hearing the City Council may insert new items of expenditure or may increase, decrease or strike out items of expenditure in the general fund budget, except that no items or expenditures for debt service or other provision of law shall be reduced or stricken out. The City Council shall adopt a balanced budget, or adopt measures for providing additional revenues in the case that expenditures exceed revenues.

Sec. 6.12: The budget shall be adopted by the votes of at least a majority of Council not later than the 27th day of June. If the City Council has not taken final action on or before this date, the budget as submitted shall be deemed to have been finally adopted by the Council.

Sec. 6.13: An appropriation in addition to those contained in the general appropriation ordinance, except for the purpose of meeting a public emergency as provided for elsewhere in this charter, may be made by the Council, by not less than a majority affirmative vote of all members of Council, only if there is available in the general fund a sum unencumbered and unappropriated sufficient to meet such appropriation.

Sec. 6.14: The City Council shall hold at least one public hearing on the capital budget and shall take final action not later than twenty days after June 27, the date prescribed for the adoption of the general budget.

Sec. 6.15: The City Council may establish by ordinance a reserve fund for permanent public improvements and may appropriate thereto any portion of the general fund cash surplus not otherwise appropriated at the close of the fiscal year.

CITY ORDINANCES AND RESOLUTIONS

Ordinance 4291 - Adopted February 22, 2003,[1]
Establishing the Budget and Fiscal Affairs Advisory Committee

AN ORDINANCE to amend Chapter 4 (COMMITTEES, BOARDS AND COMMISSIONS), of Title 2 (GENERAL GOVERNMENT) of The Code of the City of Alexandria, Virginia, 1981, as amended, by adding thereto a new Article R (BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE).

THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

Section 1. That Chapter 4 of Title 2 of The Code of the City of Alexandria, Virginia, 1981, as amended, be, and the same is hereby, amended by adding thereto a new Article R to read as follows:

ARTICLE R

Budget and Fiscal Affairs Advisory Committee

Sec. 2-4-130 Creation, composition, organization and term.

(a) The Budget and Fiscal Affairs Advisory Committee initially established by Resolution No. 1464, is hereby established by ordinance and designated as a standing committee known as the Budget and Fiscal Affairs Advisory Committee.

(b) The members of the committee shall be appointed by the City Council as follows:

(1) seven members, one each of whom shall be designated by the mayor and members of city council;

(2) three members appointed at-large in accordance with the provisions of section 2-4-7 of this code;

(3) one member designated by the Alexandria School Board; and

(4) two members designated by the Alexandria Chamber of Commerce.

(c) The members designated by the mayor and members of city council, the school board, or the chamber of commerce shall serve at the pleasure of the mayor, member of council, school board or chamber of commerce designating such person, and any vacancies in such positions shall be filled in the same manner as the original appointment. Members appointed at large shall serve for a term of two years, and vacancies and reappointments shall be handled in the manner prescribed in section 2-4-7 of this code.

[1]The Budget and Fiscal Affairs Advisory Committee was established July 2, 1985, by Resolution 1129. Resolution 1464 amended Resolution 1129 by adding two representative of the Chamber of Commerce to the committee. Resolution 1129 has been replaced by Ordinance 4291 as a result of Council action on February 22, 2003.

CITY ORDINANCES AND RESOLUTIONS

(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.

CITY ORDINANCES AND RESOLUTIONS

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.

CITY ORDINANCES AND RESOLUTIONS

RESOLUTION NO. 2586

Setting Guidance for FY 2015 General Fund Operating Budget and Capital Improvement Program for FY 2015 – FY 2024

WHEREAS, the City Council of Alexandria passed a resolution (Resolution #2537) 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 2015 budget.

WHEREAS, the City Council held a public hearing regarding the FY 2015 budget on October 19, 2013; and

WHEREAS, the City Council's budget deliberations and annual spending decisions reflect a balancing of the goals articulated in the City's Strategic Plan;

WHEREAS, through the Results Alexandria framework those services directly supporting the achievement of the City's strategic goals are considered for funding support; and

WHEREAS, the City Council is committed to continuously improving the efficiency and effectiveness of City government and expects the City Manager and City staff to focus on achieving service outcomes and providing programs that benefit the community and its residents; and

WHEREAS, the City Council is committed to continue providing core services expected of a municipal government including the provision and maintenance of the City's capital infrastructure; and

WHEREAS, the City Council will not make budgetary changes that may threaten the City's 'AAA'/'Aaa' bond ratings; and

WHEREAS, the City Council acknowledges that the resources required to achieve the goals of the Strategic Plan must be weighed against the appropriateness of the tax burden placed upon citizens; and

WHEREAS, the City Council recognizes the need to measure the impact of programs and lines of business against expected outcomes, to deemphasize or eliminate programs that do not yield those outcomes desired, and to identify efficiencies wherever possible; and

WHEREAS, the City Council desires to emphasize a multi-year perspective for fiscal planning; and

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 outcomes 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, or sources, of revenue, compliant with applicable laws regarding revenue sources as established by the Code of Virginia, must be identified for all proposed operating and capital project expenditures.

(b) **Taxes, Fees, Fines and Service Charges:** In funding the proposed budget, the City Manager shall maintain the existing $1.038 Real Estate Tax and $5.00 Vehicle Personal Property Tax rates, as well as the existing dedications and reservations. The City Manager may propose changes to other tax policies, tax rates, tax designations, 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.

CITY ORDINANCES AND RESOLUTIONS

(c) **Cost Saving Measures:** The City Manager shall continually identify and implement cost saving measures and efficiencies in all City and School operations and consider reduction of service levels where the performance exceeds the level required by the community, where the current level of service is not a strategic priority, or where performance, over time, has not achieved the desired outcomes.

(d) **City Workforce:** The City Manager may propose a budget that includes employee compensation (salary and benefits) that is competitive with our peer jurisdictions.

(e) **Use of Surplus**: The City Manager will recommend use of prior-year 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.

(f) **CIP:** The proposed FY 2015-2024 CIP shall incorporate the following:

1. Compliance with the City's adopted/proposed debt policies for any debt issuance planned for FY 2015 through FY 2024;
2. Recognition of new funds available through the Northern Virginia Transportation Authority;
3. An updated proposal for financing the planned Potomac Yard Metrorail station, including any debt policy amendments necessary;
4. Maintenance or increase of cash capital commitment from approved FY 2014-2023 CIP;
5. The optional use, as determined by the City Manager, of expected additional General Fund operating budget surplus from FY 2014 as commitment for capital projects in FY 2015 and beyond; and,
6. Specific descriptions of projects that can be funded within recommended levels of funding, and their associated operating costs, estimated for all years of the CIP.

(g) **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 2014, except that the City Manager may vary from FY 2014 approved appropriation if specifically to address anticipated changes in student enrollment, expense changes resulting from cost saving measures employed by ACPS, or cost changes which results from efficiencies gained through the sharing of services with other entities.

(h) **Outside Agencies:** Organizations outside the City government that receive funding support from the City must demonstrate an alignment of their efforts with accomplishments of the City's strategic objectives. In cases where there is discretion over the level of funding, organizations external to the City government must demonstrate the purpose and consequence of the funding.

(i) **Non-Profit Partnerships:** The City Manager shall seek to incorporate the recommendations of the Alexandria Fund for Human Services (AFHS) Citizen Review Committee in the proposed budget.

Adopted: November 26, 2013

WILLIAM D. EUILLE MAYOR

ATTEST:

Jacqueline M. Henderson, MMC City Clerk

CITY ORDINANCES AND RESOLUTIONS

RESOLUTION NO. 2587

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)

CITY ORDINANCES AND RESOLUTIONS

(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 reserve time for public comment once the Preliminary Add/Delete list has become available and distributed 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 Council directs City staff to prepare motions for adoption of the Operating Budget and Capital Improvement Program following the Final Add/Delete worksession. Those motions shall be released for public review no later than 48 hours prior to the scheduled adoption.

(11) 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.

(12) 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).

CITY ORDINANCES AND RESOLUTIONS

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: November 26, 2013

WILLIAM D. EUILLE MAYOR

ATTEST:

Jacqueline M. Henderson, MMC City Clerk

CITY REDUCTION IN FORCE (RIF) POLICY

Supersedes: A.R. 6-22 dated January 18, 2012	Title: REDUCTION-IN-FORCE	Number: 6 - 22 Effective Date: February 20, 2014
Related Documents:		Sections: I-XIII Chapter: Human Resources

I. AUTHORITY

The authority for this Administrative Regulation is contained in the City Charter and City Code sections authorizing the City Manager to establish administrative procedures for the direction, supervision and coordination of personnel within the administrative branch of City government.

II. PURPOSE

This Administrative Regulation establishes the policy and procedure for the conduct of a Reduction-in-Force (RIF) of the employees of the City of Alexandria.

III. POLICY

A. The City of Alexandria will implement a Reduction-in-Force only when such action is required by an identified service reduction. A service reduction may be the result:
   1. A policy decision by the City Council or City Manager,
   2. A change in a work program or service within a department,
   3. A technological change or advancement that impacts work force needs, or
   4. A funding shortfall.

B. 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.

C. Regular full and part-time employees are covered by this procedure. Employees who are temporary, seasonal, state, independent contractors and grant-funded employees whose term or funds have expired are not covered by these procedures.

IV. REDUCTION-IN-FORCE PROCEDURE

A. A Department Head will recommend to the Human Resources Director the specific positions to be eliminated.

B. The Human Resources Director, in concert with the Director of Management and Budget, will forward recommendations with appropriate comments to the City Manager.

C. Upon the approval of the City Manager, the Human Resources Director will be responsible for the implementation of the Reduction-in-Force order.

D. The following procedures will be followed unless an exception is made by the City Manager:
   1. Upon receipt of the determination by the City Manager to implement the Reduction-in-Force, the Human Resources Director will place on hold current advertising and selection for positions or job classes indicated in the RIF order.
   2. The Human Resources Director will issue a written separation notice to employees affected by a RIF as soon as practicable upon receipt of the RIF order but at least thirty (30) days prior to separation.
   3. Human Resources staff must assist employees subject to a RIF 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.
   4. The separation of regular employees will be initiated, if necessary, to complete the Reduction-in-Force.
   5. Separated employees will be placed on the Recall List by job classification and seniority for a one-year period.

CITY REDUCTION IN FORCE (RIF) POLICY

6. Regular employees separated under a RIF, including those who elect to retire, must be paid accumulated annual leave and compensatory time, and severance pay and accumulated sick leave based on the years of service as defined in the table below:

COMPLETED YEARS OF SERVICE	PERCENTAGE OF SICK LEAVE PAYOUT	WEEKS OF SEVERANCE PAY
0 to 5	5%	2 weeks of pay
6 to 10	10%	3 weeks of pay
11 to 15	15%	4 weeks of pay
16 to 19	20%	5 weeks of pay
20 or more	25%	6 weeks of pay

7. Vacant positions will be filled based on job classification and then seniority during the recall period when a vacant positions job classification is the same as the employees on the recall list.
   a. A recalled employee must possess the necessary skills and experience to perform the duties of the vacancy and be interviewed prior to being recalled.
   b. Any employee separated and placed on a Recall List will be responsible for notifying the City Human Resources Department of any change in address or telephone number.
   c. Employees on a recall list will be notified to return to work by registered mail.
   d. Any employee who fails to respond to a recall opportunity within ten working days following receipt of notification will forfeit recall rights.
   e. An employee who is recalled will be removed from the recall list.
   f. Separated employees who are recalled must be restored to regular employment at the same annual salary that was in place at the time of separation, and will be subjected to a new one-year probationary period.
   g. All employees who are recalled are subject to AR 6-18, Attendance and Leave.
8. Separated employees who seek a City position in a classification other than the class previously employed will be given priority consideration provided they apply and are qualified. Reemployed employees are:
   a. Provided an annual salary in accordance with AR 6-13, Eligibility and Determination of Pay Adjustments.
   b. Subject to a new one-year probationary period.
   c. All employees who are recalled are subject to AR 6-18, Attendance and Leave.

V. UNEMPLOYMENT COMPENSATION

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.

VI. 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 AR 6-20, Discipline of Employees. A Reduction-in-Force implemented under this Reduction-in-Force regulation is not grievable pursuant to AR 6-21, Grievance Procedures, (IV)(B)(6).

Legislative References

CITY 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.

CITY FINANCIAL POLICIES

Debt Ratio Policies
Debt Related Financial Policies

City Council passed a set of debt-related financial policies on June 9, 1987. During FY 1998, the Budget and Fiscal Affairs Advisory Committee (BFAAC), a City Council appointed citizen committee, analyzed these debt-related financial policies, and examined the City's financial condition in comparison to other jurisdictions with superior credit ratings (other double-triple A rated jurisdictions). The BFAAC and the City Manager recommended that City Council reaffirm the updated debt-related financial policies, incorporating BFAAC's recommended updates to the policies to establish a consistent set of appropriate relationships between debt targets and limits. Because three of the six debt indicators measure the debt capacity of the City in relation to the size of the City and its economy, BFAAC recommended that these indicators should not produce debt capacity limits that vary greatly from each other. Note the terminology has been updated to reflect required changes to government accounting rules.

City Council reaffirmed its commitment to sound financial management and adopted the updated debt-related financial policies on December 9, 1997. City Council amended the policies on October 26, 1999, to allow priority consideration for an increase in the assignment of fund balance for capital project funding.

On June 24, 2008, City Council adopted the City Manager's recommendation, endorsed by BFAAC, to revise the target and limit upward reflecting the ratio of debt as a percentage of total personal income.

These updated polices are as follows:

Debt as a Percentage of Fair Market Real Property Value
Target = 1.1 percent; Limit = 1.6 percent

This ratio indicates the relationship between the City's debt and the full value of real property in the City as assessed annually at fair market value. It is an important indicator of the City's ability to repay debt because real property taxes are the primary source of the City's revenues used to repay debt. A small ratio is an indication that the City will be better able to withstand possible future economic downturns and continue to meet its debt obligations.

Debt as a Percentage of Total Personal Income
Target = 3.2 percent; Limit = 4.5 percent

This percentage is a measure of the capacity of citizens to finance tax-supported debt. A lower percentage means that taxes required to repay debt represent a smaller portion of the average citizen's income.

Debt Service as a Percentage of General Government Expenditures
Target = 8.0 percent; Limit = 10 percent

CITY FINANCIAL POLICIES

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.

CITY FINANCIAL POLICIES

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.

CITY FINANCIAL POLICIES

In accordance with the Government Finance Officers Association budget review requirements, this table, taken from the City's FY 2013 Comprehensive Annual Financial Report, is repeated here:

City of Alexandria, Virginia
Computation of Legal Debt Margin
as of June 30, 2013

Assessed Value of Real property, January 1, 2013		$34,725,071,000
Debt Limit: 10 Percent of Assessed Value		$3,472,507,100
Amount of Debt Applicable to Debt Limit:		
General Obligation Bonds	$508,700,000	
Less Total General Obligation Debt		($508,700,000)
LEGAL DEBT MARGIN REMAINING		$2,963,807,100

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 FINANCIAL POLICIES

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:

CITY FINANCIAL POLICIES

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.

CITY FINANCIAL POLICIES

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.

CITY FINANCIAL POLICIES

The internal controls shall address the following points:

Control of collusion
Separation of transaction authority from accounting and recordkeeping
Custodial safekeeping
Avoidance of physical delivery securities
Clear delegation of authority to subordinate staff members
Written confirmation of transactions for investments and wire transfers
Development of a wire transfer agreement with the lead bank and third-party custodian

9. Authorized Financial Dealers and Institutions

All investment transactions on behalf of the City of Alexandria must be restricted to approved broker/dealers. The external cash manager shall maintain a list of brokers and dealers, which are approved for investment purposes. For brokers and dealers of government securities, the external cash manager shall select only primary government securities dealers that report daily to the New York Federal Reserve Bank. Investment officers shall not conduct business with any securities dealer with whom or through whom public entities have paid excessive prices or have sustained losses on investments through mismanagement by the securities dealer. The external cash manage must periodically (at least annually) assess the financial strength and integrity of the broker/dealer firms and the individual account representatives with whom it does business. The list must be approved by the City's Investment Committee before investing any City funds. The following criteria must be met by those firms on the list:

a. Provide an audited financial statement for the most recent period.
b. Proof of certification by the National Association of Securities Dealers.
c. Proof of current registration with the State Securities Commission.
d. Completion of the City of Alexandria's broker/dealer questionnaire.

In addition, the supervising officers at each depository, recognized securities broker/dealer, and the external cash investment management service shall submit certifications that they have reviewed this investment policy and agree to disclose potential conflicts or risks to public funds that might arise out of business transactions between the firm/depository and the City of Alexandria. All depositories and the external cash manager shall agree to undertake all reasonable efforts to preclude imprudent transactions involving City funds.

The supervising officer of the depositories or firms shall agree to exercise due diligence in monitoring the activities of other officers and subordinate staff members engaged in transactions with the City. Employees of any firm or financial institution offering securities or investments to the City of Alexandria shall be trained in the precautions appropriate to public sector investments and shall be required to familiarize themselves with the City's investment objectives, policies, and constraints.

As investments are made, the external cash manager shall rotate from the authorized bidder's list for bids/offers. An attempt will be made to alternate to all names on the list.

CITY FINANCIAL POLICIES

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.

CITY FINANCIAL POLICIES

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%

CITY FINANCIAL POLICIES

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

CITY FINANCIAL POLICIES

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.