



# APPROVED OPERATING BUDGET

— FISCAL YEAR 2015 —  
JULY 1, 2014 – JUNE 30, 2015





# FY 2015 Approved Operating Budget

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Alexandria  
Virginia**

For the Fiscal Year Beginning

**July 1, 2013**

A handwritten signature in black ink, appearing to read "Jeffrey R. Egan".

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, 2013.

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 will be submitting it to the GFOA to determine its eligibility for another award.



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# City Manager's Message



## OVERVIEW

On February 25, 2014, the City Manager presented his Fiscal Year (FY) 2015 Proposed Budget to City Council based on the budget guidance provided by City Council in the fall. City Council guidance included no tax rate increases, increased investment in employees, and a capital funding level consistent with the FY 2014-2023 Capital Improvement Program (CIP). To accomplish these objectives while providing high quality services, the City Manager instituted a new approach to budget formulation. This approach focused budget discussions and decision making on the City's Guiding Principle of *aligning our work with our Strategic Plan* by proposing funding levels based on outcomes set forth in the City Manager's Performance Plan.

After presentation of the Proposed Budget, City Council deliberated and the public provided input through a series of budget work sessions, public hearings, and budget memoranda. At the conclusion of this two month deliberation process, City Council amended and approved a final budget through a pair of add/delete budget mark-up sessions. On May 1, the Alexandria City Council approved a \$636.8 million General Fund operating budget for FY 2015.

While Council made some significant policy and service changes to the City Manager's budget including a half-cent increase in the real estate tax rate for further investment in the community, restoration of tax relief for the senior and disabled, and increased funding for the Alexandria City Public Schools. The overall change from the Proposed to Approved budget was \$1.9 million, or 0.3 percent of the total budget.

The following pages include the City Manager's Message from the Proposed budget, which explains in greater detail the strategic approach used to develop the Proposed Budget and is largely still applicable, followed by a description of the changes made by City Council in the Approved Budget.



OFFICE OF THE CITY MANAGER  
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City Manager

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February 25, 2014

To the Residents and City Council of Alexandria:

As we began the Fiscal Year (FY) 2015 budget development process, we found ourselves with the same challenging fiscal outlook we have had since 2008: the cost of providing the same City services, at the same level, exceeds our projected revenues for the upcoming fiscal year. In November, City Council provided me with their annual budget guidance. They requested no tax rate increase, asked us to invest in our employees, and directed us to hold our capital funding level consistent with the 10-year plan adopted in FY 2014. Understanding our fiscal challenge, and having this guidance from Council, I could no longer lead the City through a budget process using the same methods as in the past. We needed a bold, new approach to a continued challenge.

The reality my team and I faced was that we could no longer provide the same level of City services that we have historically, at the same level, with proportionately less funding than last year. The traditional approach to budgeting, and one we have employed for many years, treats every program the same, and every cut or reduction the same; spreading mediocrity across City services. Through discussions with the City Council and evaluating best practices from other jurisdictions, we have established an approach to budgeting that changes the budget conversation. I am eager to share this approach and together ensure that we are investing in the programs that matter most to you.

This new approach embodies the changes we began making last year to our budget process, and represents a dramatic shift in our philosophy: aligning long term outcomes with the City services our residents want. We are doing this by opening up the entire budget for discussion to ensure all historic funding decisions still reflect our priorities as a City. Through the framework we developed with the City's performance management system, Results Alexandria, my team and I changed everything about the way we made decisions for this proposed budget. Rather than beginning the conversation with what departments spent last year and making adjustments from there to achieve a budget solution, we instead looked at the outcomes defined in the City Manager's Performance Plan and the City's Strategic Plan and focused our financial resources accordingly.

The City Manager's Performance Plan defines the results we expect City Government to achieve. It outlines our strategy to meet the goals of the City's Strategic Plan and deliver the measurable results our community values. It shows how the City's programs and services contribute to achieving our shared vision for Alexandria, and helps decision makers determine where to invest City resources. The Performance Plan is crucial for realizing one of the City's Four Guiding Principles: aligning our work with our Strategic Plan.

With the framework and Performance Plan in place, departments proposed a level of funding to achieve those outcomes. Funding decisions were focused and prioritized. The result is a more balanced, sustainable budget that pushes resources towards services that advance the outcomes we seek, while reducing, or in some cases eliminating, funding for programs that are duplicative, less effective, or of a lower priority.

You will see that my FY 2015 Proposed Budget is organized around four Focus Areas, each with a distinct mission and long-term outcomes that illustrate what success looks like in our community: 1) Accountable, Effective & Well-Managed Government; 2) Healthy & Thriving Residents; 3) Livable, Green & Prospering City; and 4) Safe, Secure & Just Community. The departments, and their respective programs, that comprise each Focus Area are found in the "Results Alexandria" section of the FY 2015 Proposed Budget. Within each Focus Area below are some examples of the budget decisions that were made using this new approach. For more details on department budgets, and changes to service levels, see the detailed pages within this FY 2015 Proposed Budget.

### **Accountable, Effective & Well-Managed Government**

The Accountable, Effective & Well-Managed Government Focus Area is charged with pursuing the City's vision and effectively managing public and private resources, as it is comprised of the internal departments of the City that are necessary for all other focus areas to achieve their outcomes. I asked this Focus Area to invest in the maintenance and readiness of existing assets, core functions, and our workforce. The investment in existing assets is demonstrated by additional staffing in the areas of Information Technology Services (ITS) – to better secure our network and IT infrastructure – and General Services – to provide necessary and critical preventative maintenance and energy conservation of our building assets.

This is my third budget as the City Manager of Alexandria and each budget has reflected my commitment to investing in our City workforce. Even during our challenging economic times, we must continue to invest in the people who provide the services that the community deeply values. This year, we are proposing to fund merit increases and career ladders for those employees who earn them through performance and skill building. We are also revamping our professional development and training programs, with an additional investment of \$40,000 to provide development opportunities that are more broadly applied throughout the organization to assist employees in honing skills they need to be more effective in their job. There will be no increase in employee health care premiums, and we are exploring new vision and dental program options.

To ensure a workplace that is safe and mitigates the risk of injury and accidents, we are also making investments to update and better define our pre-employment standards and physical requirements. This will enable us to better select and retain a talented, top-notch workforce.

### **Healthy & Thriving Residents**

The Healthy & Thriving Residents Focus Area is committed to ensuring our residents are in good physical, mental, social and spiritual health, and have fulfilling lives. To achieve this, we looked closely at the intended outcomes of City services in this area and scrutinized whether the services best reached the intended population and provided the best value for the dollars invested. This is a difficult evaluation to make. In this budget, I propose to eliminate the case management services provided by JobLink, Alexandria's one-stop career center, while preserving the core functions of the JobLink program. This includes the resource room where individuals can conduct job searches and have the benefit of programs and classes that will assist in preparing for interviewing and obtaining a job. We also prioritize and preserve the mental health services in the Department of Community and Human Services (DCHS) that more effectively address the needs of the most vulnerable adult population we seek to support.

Another example is our investments in senior programs and services. We are recommending expanding the senior rent relief program by adjusting the eligibility requirements and providing more resources so that more seniors can benefit from the service and stay in their homes longer. We also recommend eliminating the Senior Taxi program, but preserve our investments in DOT Paratransit and the Office of Aging bus service that would still offer senior transportation services similar to that of Senior Taxi. We are also revamping the elderly tax relief program to restrict those with greater assets from receiving the tax credit, while preserving it for those in most financial need.

Investments in our recreation and parks programs are key components of this Focus Area, and to the health and quality of life of our residents and visitors. This year, the full cost of operating 10 new parks takes effect, requiring an infusion of funding to support their upkeep. Because the maintenance of a park ebbs and flows with the seasons, we are proposing to change our service delivery model by funding more seasonal and contractual staff rather than full-time resources. In addition, we are changing the hours at select recreation centers to include Durant, Lee Center, Patrick Henry and Barrett to more closely align with the public's demand, thus reducing the resources needed to operate while still maintaining the service level desired.

### **Alexandria City Public Schools (ACPS)**

One of the great success stories of our school system is that the community is choosing to enroll their children here, rather than in private schools or moving out of the area. The continued challenge of this is the financial strain the increasing enrollment has on our schools, and therefore, for the City. In this budget, I have incorporated an additional \$5.0 million contribution to ACPS. This operating contribution represents a 2.7% increase over their FY 2014 appropriation for a total General Fund transfer to ACPS of \$190.6 million.

In addition, the City's General Fund pays for the entire capital program of the schools. For FY 2015, the City will contribute \$4.9 million of its General Fund in cash capital and pay debt service of approximately \$1.27 million, on \$18 million of General Obligation bonds to be issued, on behalf of ACPS. In the 10-year capital improvement plan, the City is providing \$149.5 million for capacity projects including four significant school re-builds or new projects. Also, another \$129.5 million for non-capacity related projects is funded.

### **Livable, Green & Prospering City**

The Livable, Green & Prospering City Focus Area aims to ensure the City and its neighborhoods are amenity-rich, inclusive, diverse, attractive, historical, and well-functioning; the City's natural and built environment is healthy; and the City has a strong local economy. To achieve these goals, we concentrated on investing in existing physical assets, like roads and sidewalks, and core functions, such stormwater maintenance and transit. We are also adding a resource to advance our civic engagement commitment through our *"What's Next, Alexandria"* initiative.

Affordable housing is an important issue within this region, and a priority for City Council and the community given the recent adoption of the Housing Master Plan. In order to advance the goals of the plan, my proposed budget prioritizes affordable housing and proposes to shift \$870,000 from the housing home ownership program to affordable rental housing.

We were able to invest significantly in transportation-related projects in part due to House Bill 2313, which was signed into law during the 2013 General Assembly session. This law provides significant funding for transportation projects in Northern Virginia and the Hampton Roads regions of the Commonwealth, through the Northern Virginia Transportation Authority (NVTA). My proposed budget incorporates this additional funding into our Capital Improvement Plan (CIP) and ensures that we are meeting the 'maintenance of effort' in local transportation. This funding is required to leverage these funds.

The regional funding we will receive from the NVTA provided us an opportunity to invest more local dollars in our core transportation maintenance projects. My budget proposes using the City's Transportation Improvement Program (TIP) – a Council-imposed 2.2 cent reservation of the City's real estate tax rate – to fund additional road resurfacing and sidewalk reconstruction projects. Since adoption in 2011, the TIP was used only for expanded transportation and transit priorities. However, we propose using this funding more flexibly and to accelerate necessary road and sidewalk repairs while still investing considerably in new transportation and transit services. Because such repairs are traditionally supported by the General Fund, many years of deferred maintenance and budget cuts have seriously degraded the City's transportation infrastructure. For more than a decade, the City has only funded repair of 20-22 lane miles of roads, or about 5% of our network, each year.

For FY 2015, we are increasing our investment to achieve about 40 lane miles of roads resurfaced, or 7.1%. Our goal is to repair 10% of our roads each year. Through the TIP, we are also expanding the hours of operation of the successful King Street Trolley to begin at 10 am during the week and run to midnight on Thursday through Saturday.

This budget also reflects the focus we have on ensuring that our capital project investments are completed on time and within budget. The Department of Project Implementation, created during FY 2014, is up and running with the necessary resources, mostly by consolidating staff from both Transportation & Environmental Services and Planning & Zoning. During FY 2015, we should begin to see successes from this concentrated and focused effort on capital project implementation.

As the City continues work toward modernizing our stormwater system, and complying with federal and state mandates, we are investing in our infrastructure. We will add staff to assist with stormwater Best Management Practice (BMP) maintenance, or facilities/structures that reduce the water quality impacts of stormwater runoff from developed areas. These investments in stormwater maintenance help protect our environment by treating and routing stormwater back into our natural environment. In addition, we will be expanding our stormwater capacity at Lake Cook to help us with our permit requirements.

### **Safe, Secure & Just Community**

Alexandria is a safe place to live, and we want to keep it that way. This Focus Area aims to maintain a safe, secure, and just community, where all community members, visitors, employees, and their property are protected from harm, and everyone receives just treatment. Ensuring we give all necessary resources to the men and women who make Alexandria a safe place to work, live, and visit is always a priority in our budget – and this year is no different.

For the Fire Department, in FY 2015 we will open Station 210 in the Eisenhower Valley on the West End. To staff this new station, we plan to relocate one engine and its crew from Station 204 in Powhatan Park. This move will help balance firefighting resources more effectively and provide a consistent level of service across the City. This may result in slightly increased response times on the City's East side, but will decrease response times significantly on the West side where the demand for service is higher.

We are also making a major investment in our public safety technology systems by implementing a new Computer Aided Dispatch (CAD) and Records Management System that will help our Police, Fire, and Emergency Communications Departments run more efficiently. The initial \$15 million capital investment in this new system is nearly complete and we now need to invest in the staff resources to operate and maintain it. These systems are central to ensuring efficient and effective emergency response capabilities.

## **FY 2015 Capital Budget/10-Year Capital Improvement Program (CIP)**

Part of Council's guidance to me in developing this budget is to continue to invest in capital projects at a level that was envisioned when we developed last year's budget.

The 10-year FY 2015-2024 CIP totals \$1.46 billion, adheres to the City's current debt and financial policies (excluding the Potomac Yard Metrorail Station funding), and continues to invest significantly in transportation (notably NVTAs funding), open space, ACPS facilities, information technology, stormwater/sanitary sewers, and public buildings.

For the FY 2015 Capital Budget, we will be investing \$92.5 million. Notable projects include continued work on the Waterfront Small Area Plan, including dredging of the City marina and the beginning phases to replace the Windmill Hill Park bulkhead; new restrooms in the marina area, investments in Complete Streets, a new permit processing center for our Code Administration; the design work for Fire Station 203 (Cameron Mills) rebuild; fully-funds ACPS non-capacity needs at \$11.0 million and continues funding preliminary design and engineering for a Patrick Henry K-8 capacity project.

### **Five-Year Financial Plan**

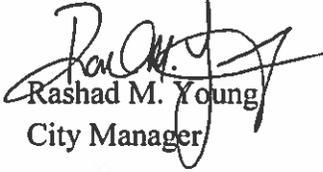
During a retreat last October, the City Council asked for a better way to show our future opportunities and risks as it relates to the financial performance of the City. After budget adoption, we will develop a five-year financial plan that will take into account the future revenues and expenses as we now know them – whether it is new revenue from a major development, such as the National Science Foundation, or a new fire station that needs to be staffed as part of the Beauregard redevelopment. The FY 2015 budget will serve as the starting place for this plan, which will help us set more long-term, sustainable fiscal goals rather than year-to-year decision-making to balance a budget.

To stay on track, we will begin using a financial modeling tool to help us look at the budget as we go through the next few months towards adoption in order to: prioritize the need for, and level of, services we provide; make sustainable decisions about those services; all while considering the long-term implications of those decisions. For example, there are several large development projects such as the Waterfront, National Science Foundation, and Potomac Yard that will be realized in the ensuing years, but the financial benefit to the City will occur at different times. This model will help us show how decisions that we make on the CIP side will impact the operating budget either through Debt Service and Cash Capital contributions to pay for the investment or through the additional operating costs. By inputting different scenarios into the modeling tool, we can better predict the effects on our debt service, revenue, or other financial measures, and make decisions to keep us on track with the Five-Year Financial Plan.

## Conclusion

I am proud of the work that we have done to present you with a balanced, strategic, and sustainable budget for FY 2015. We have entered a new era; one that focuses on strategy, outcomes and execution against our plans. Our new philosophy focuses us on where money is spent and goes back to the basic question: what is government supposed to provide? This framework helps us answer that question. It allows us to focus resources on our priorities and tie programs to measurable outcomes.

Sincerely,



Rashad M. Young  
City Manager



## REVENUE CHANGES FROM THE PROPOSED BUDGET ONLY

### Real Estate Property Tax Rate +\$1,784,213

An increase of 0.5 cents per \$100 of assessed value, from \$1.038 to \$1.043.

### Consumer Utility Tax on Commercial and Industrial Electricity +\$400,000

A ten percent increase in the rate on commercial properties, from \$1.07 plus \$0.005071 per kilowatt hour (kWh) to \$1.18 plus \$0.005578 per kWh.

### Consumer Utility Tax on Commercial and Industrial Water +\$300,000

An increase in the water utility tax from 15 percent to 20 percent for commercial users.

### Motor Vehicle License Plate Tax Non-Compliance Penalty +\$20,000

The proposed budget included the establishment of a \$100 annual motor vehicle license plate tax on motor vehicles that do not display current license plates. In add/delete, City Council added a \$250 penalty for non-compliance. Neither the tax nor the penalty applies to those who are exempt from registering with the state.

### Parking Garage Fees +\$50,000

Increases weekend and evening fees in all City-owned parking garages from \$4 to \$5.

### Residential Refuse Collection Fee +\$180,000

Increases the residential refuse collection fee by \$9 to continue the food composting pilot program (\$23,000) and fund public space refuse and recycling collections (\$157,000).

### Red Light Violation Fines +\$100,000

This represents the net revenue generated by one additional red light camera.

### Recreation, Parks & Cultural Fees +\$160,000

This increases program fees for the Out of School Program, Youth Basketball, Tackle Football, and Therapeutic Recreation.

### Senior and Disabled Real Estate Tax Relief -\$1,150,000

The FY 2015 proposed budget included a change in eligibility which reduced the amount of tax relief (and therefore increased revenues) by \$1.3 million, from \$3.3 million to \$2.0 million. City Council restored \$1.15 million of the \$1.3 million reduction, resulting in \$3.15 million in relief in the approved budget. The eligibility threshold at this amount is \$430,000 in assets excluding home value, a decrease from the current program threshold of \$540,000.

# City Manager's Message



## REVENUE CHANGES FROM THE PROPOSED BUDGET ONLY

### Cigarette Tax +\$210,000

An increase in the tax on a pack of cigarettes from \$1.00 to \$1.15 per pack.

### Northern Virginia Juvenile Detention Center Reimbursement +\$100,000

The proposed budget included a \$100,000 reduction in the City's contribution to the Northern Virginia Juvenile Detention Center (NVJDC) with the expectation that the NVJDC could absorb the reduction with no impact on service by recognizing revenues from other sources, including prior year surplus, fund balance, or new federal revenues. In add/delete, City Council temporarily restored the contribution to the FY 2014 level until the City and NVJDC update their memorandum of agreement to allow for NVJDC to recognize those other sources of revenue. At such time, the NVJDC is to return the \$100,000 City contribution. There is a corresponding \$100,000 entry in the following list of expenditure changes.

### Contribution to Fund Balance -\$215,421

The set aside of ten percent of the total revenue increases above in compliance with the City's financial policy to maintain a fund balance of ten percent of General Fund revenues.

# City Manager's Message



## EXPENDITURE CHANGES FROM THE PROPOSED BUDGET ONLY

### Accountable, Effective, & Well-Managed Government

#### City Manager's Office

##### Civic Engagement -\$60,000

The proposed budget included the addition of \$60,000 in non-personnel costs (consulting, materials and training) to implement the "What's Next, Alexandria?" Initiative. The funding was removed in add/delete.

#### Communications and Public Information

##### Personnel Savings -\$56,710

Personnel savings resulting from re-organization of the Communications and Public Information Office. See Budget Memo #26 for more information.

#### Non-Departmental

##### Retiree Life Insurance Premiums +\$264,598

The full cost of paying life insurance premiums for qualified retirees will be added to and included in the approved budget.

##### Street Light Assessments in Contingent Reserves +\$7,956

The approved budget will include this funding in order to allow staff to perform two City-wide street light assessments, pending release of the funds from contingent reserves.

#### Information Technology Services

##### Program Reductions - \$175,000

In add/delete, Council directed staff to reduce the ITS departmental budget by \$175,000. The Approved Budget includes reductions to the Security Program, in the amount of \$40,000, which will eliminate planned mobile device management and application services; Project Management Program, in the amount of \$44,200, which will eliminate funding for the three months of contractual project management services; Customer Services Program, in the amount of \$40,800, which will eliminate planned Microsoft System Center Suite services; and the Enterprise Business Systems Support Program, in the amount of \$50,000, which will reduce planned augmentation through professional services by 15 percent.

#### Human Resources

##### Professional Development Fund -\$40,000

The proposed budget included an increase of \$40,000 (over FY 2014 levels) related to three separate initiatives: Professional Development, Training, and Tuition Assistance. All three of these funds are being consolidated in FY 2015 into one fund, "Professional Development & Training," and will be leveled funded at \$260,000, not increased to \$300,000.

#### General Services

##### Office Space Lease Costs +\$118,820

The proposed budget did not include funding for leased space currently under contract by the City that is to be vacated by the Sheriff's Office before the beginning of FY 2015.



# City Manager's Message

## EXPENDITURE CHANGES FROM THE PROPOSED BUDGET ONLY

### Safe, Secure, & Just Community

#### Juvenile and Domestic Relations Court

##### Pay Supplement +\$22,813

The proposed budget, and any prior budget, did not include any funding for a pay supplement for the employees of the Juvenile and Domestic Relations Court. In add/delete, City Council added funding for a 7.5 percent City salary supplement of each employee's State salary.

#### Other Public Safety

##### Law Library +\$60,643

The proposed budget included a \$121,287, or 100 percent, reduction in the City's general fund contribution to the Law Library. In add/delete, City Council restored the above amount which represents 50 percent of the proposed reduction. This funding will allow the Law Library to operate in such a manner as the Law Library Board determines while exploring longer term solutions for its continuing operations in future fiscal years.

##### Northern Virginia Juvenile Detention Center Contribution +\$100,000

The proposed budget included a \$100,000 reduction in the City's contribution to the Northern Virginia Juvenile Detention Center (NVJDC) with the expectation that the NVJDC could absorb the reduction with no impact on service by recognizing revenues from other sources, including prior year surplus, fund balance, or new federal revenues. In add/delete, City Council temporarily restored the contribution to the FY 2014 level until the City and NVJDC update their memorandum of agreement to allow for NVJDC to recognize those other sources of revenue. At such time, the NVJDC is to return the \$100,000 City contribution. There is a corresponding \$100,000 entry in the above list of revenue changes.

#### Sheriff's Office

##### Deputy Sheriff for Inmate Work Crews +\$68,092

The proposed budget included a reduction of one Deputy Sheriff position assigned to the Inmate Work Detail program. This would have reduced the number of inmate work crews to one. In add/delete, City Council restored this funding, keeping the number of inmate work detail crews at two.

#### Fire Department

##### Fire Engine 204 (No FY 2015 Cost)

The proposed budget included a proposal to re-locate Engine #204 to Station #210. As part of add/delete, City Council decided to retain that engine at Station #204 and not re-locate it. As a result, there will be no engine assigned to Station #210 in FY 2015. City Council will need to add additional positions in future fiscal years to staff an engine at Station #210.

##### Fire Marshal Position +\$119,575

The proposed budget included the elimination of three Fire Marshal positions. As part of add/delete, City Council restored one of these positions.

#### General District Court

##### Pay Supplement +\$44,258

The proposed budget, and any prior budget, did not include any funding for a pay supplement for the employees of the General District Court. In add/delete, City Council added funding for a 7.5 percent City salary supplement of each employee's State salary.



# City Manager's Message

## EXPENDITURE CHANGES FROM THE PROPOSED BUDGET ONLY

### Healthy & Thriving Residents

#### Community and Human Services

Alexandria Fund for Human Services +\$75,000 The proposed budget included a reduction of \$111,829, or 5.5 percent, of which \$75,000 was restored in add/delete.

Guardianship Fund +\$36,000 The proposed budget included \$28,000 for the guardianship fund. An additional \$36,000 was added during add/delete.

Senior Rent Relief -\$150,000 The proposed budget included an additional \$300,000 for Senior Rent Relief, of which \$150,000 was reduced during add/delete.

Senior Taxi +\$164,000 The proposed budget included a reduction of \$164,000 to the Senior Taxi program, all of which was restored during add/delete.

#### Domestic Violence Family Services Specialist +\$99,538

The proposed budget included a reduction of \$99,538, which is the full cost of this position in FY 2015. This position was fully restored during add/delete and was transferred from the Police Department to Department of Community and Human Services.

#### Northern Virginia Regional Dental Clinic +\$25,000

The proposed budget included a reduction of \$25,000, all of which was restored during add/delete.

#### Recreation, Parks and Cultural Activities

##### Warwick Pool +\$75,457

Council directed the department to open Warwick Pool for the FY 2015 swimming season outside of the add/delete process. This technical change represents the funding required to operate and staff the pool.

#### Health Department

##### Smoking Cessation at Alexandria Redevelopment and Housing Authority Properties +\$15,000

During the FY 2014 add/delete process, \$35,000 was placed in Contingent Reserves and then subsequently released by Council in October 2013, for a smoking cessation and secondhand smoke reduction project at the Alexandria Redevelopment and Housing Authority. During the add/delete process an additional \$15,000 was added to this project for FY 2015.

#### Alexandria City Public Schools

##### City Transfer +\$1,200,000

The proposed budget included a \$5.0 million increase, from \$185.6 million to \$190.6 million. The Schools request was for \$193.0 million, a difference of \$2.4 million. City Council added half of the difference, or \$1.2 million in add/delete.



# City Manager's Message

## EXPENDITURE CHANGES FROM THE PROPOSED BUDGET ONLY

### **Livable, Green & Prospering City**

#### Historic Alexandria

##### Director of Development Position -\$65,502

The proposed budget included 9 months of funding for a new Director of Development position within the Office of Historic Alexandria to focus specifically on developing non-City financial resources for museum operations, services, and departmental initiatives. This funding was removed during the add/delete process.

#### Transportation and Environmental Services

##### Bike Map Printing -\$20,000

The proposed budget included \$20,000 to expand the distribution of map and print materials for multi-modal transportation communications. In add/delete, City Council removed this funding.

##### Food Waste Composting +\$23,000

The proposed budget did not continue the Food Waste Composting pilot, which began in FY 2014. In add/delete, City Council raised revenue through increasing the Residential Refuse Collection Charge by \$9.00 per household, from \$328 to \$337, \$1.00 of which will go to support continuation of the Food Waste Composting service.

##### Infrastructure Maintenance & Repair -\$50,000

In add/delete, City Council directed staff to reduce the overall infrastructure maintenance budget by \$50,000. This reduction will impact available public right-of-way maintenance associated with storm water sewer repairs, primarily through a reduction in contractual services across programs within the entire T&ES departmental budget.

##### Public Information/Civic Engagement Position -\$74,421

The proposed budget included funding for 1.0 FTE for Civic Engagement and other Transportation-related public communications, which was anticipated to improve these services for the City and adhere to the City's Principles of Civic Engagement. In add/delete, council removed this funding.

##### Public Space Recycling +\$157,000

The proposed budget did not implement Phase II of the Public Space Recycling effort, which began with Phase I in FY 2014. In add/delete, City Council raised revenue through increasing the Residential Refuse Collection Charge by \$9.00 per household, from \$328 to \$337, \$8.00 of which will go toward implementing this service - including the cost of a collection vehicle, seasonal operator, and 58 additional recycling containers for high traffic pedestrian areas.

##### Transit Benefits -\$74,000

The proposed budget included an increase in Employee Transit Benefits from \$70/month to \$130/month. In add/delete, City Council reduced this funding by \$74,000, which will support a \$100/month transit benefit for employees.



# City Manager's Message

## EXPENDITURE CHANGES FROM THE PROPOSED BUDGET ONLY

### **Livable, Green & Prospering City**

#### Planning and Zoning

##### Development Review Position -\$22,225

The proposed budget included \$82,346.14 for the conversion of a seasonal Urban Planner I position to full time. Council, through the add/delete process removed \$22,225 in funding for this conversion, leaving the department \$60,121.14 to continue to fund seasonal staff to perform the required work.

#### Economic Development Activities

##### Marketing Fund +\$50,000

The proposed budget included a reduction of \$85,000, or 63 percent, of which \$50,000 was restored in add/delete, leaving \$100,000 in the fund.

# Community Profile



## OVERVIEW

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 Alexander's. The charter, which currently governs the City, was adopted in 1922.

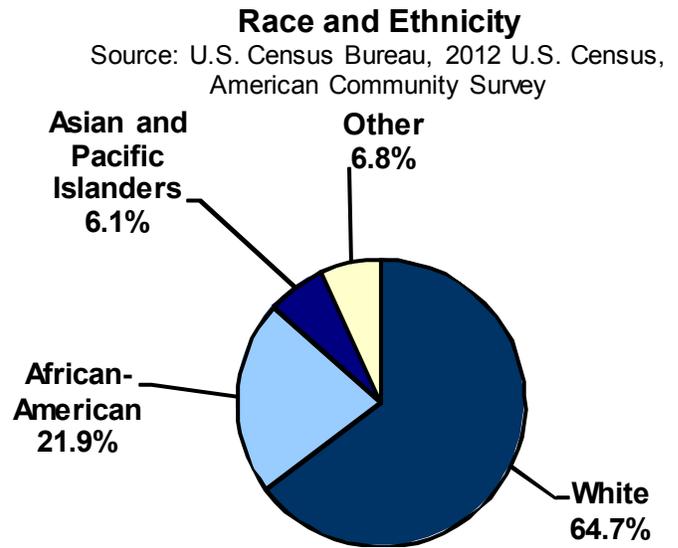


# Community Profile



As illustrated in the chart to the right, Alexandria is home to a diverse population. According to the 2012 American Community Survey, Alexandria's population has grown by 9.5% since the 2010 Census and is now 146,294.

The 2012 American Community Survey estimated Alexandria's median household income at \$81,160. There are a total of 73,307 households according to the 2012 American Community Survey, with an average size of 2.22 persons per unit.





## 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. As a result, City Council has established 85 different citizen boards and commissions. 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.

# Community Profile



## ECONOMY

Alexandria is home to over 12,000 thriving businesses and organizations, which include a large concentration 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:**

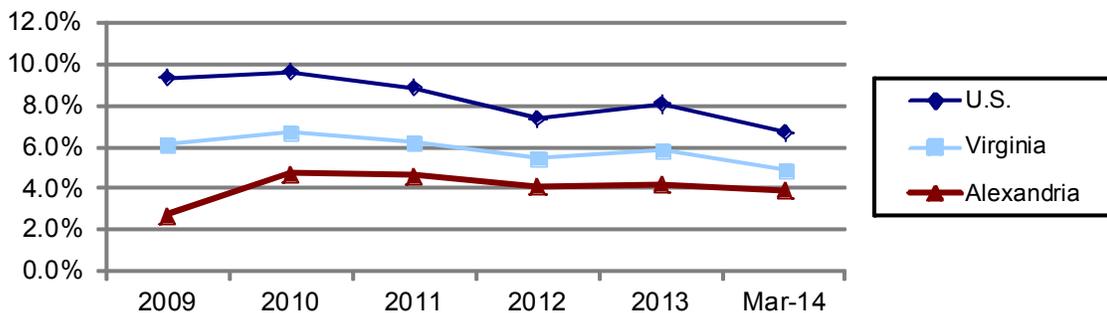
- U.S. Department of Commerce (PTO)
- U.S. Department of Defense
- City of Alexandria
- Alexandria Public Schools
- The Alexandria Hospital
- ABM Janitorial Services M Inc.
- CNA Corporation
- Gali Service Industries

**Employers with 500 – 999 Employees:**

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

Alexandria's unemployment continues to decline and as of March 2014 the rate had decreased to 3.9 percent. Alexandria's rate continues to fall below Virginia's rate of 4.9 percent and the national rate of 6.7 percent as shown in the graph below.

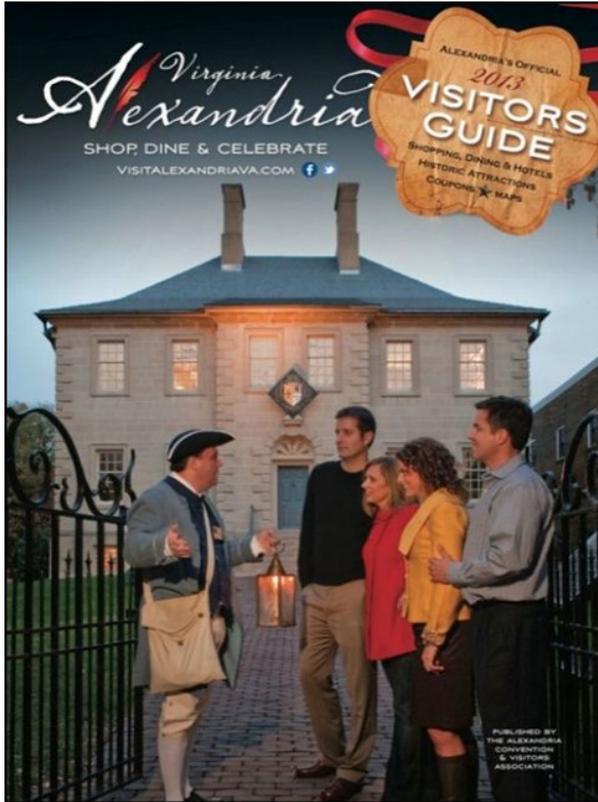
**Unemployment Rate**  
 (Source: BLS, seasonally adjusted yearly average)



Approximately 22 million square feet of office space and over 11 million square feet of retail space exist in the City today. As of December 2013, the office space vacancy rate was 15.6 percent, while Northern Virginia's rate was 15.2 percent and the Washington, D.C. Metro Area's rate was 12.9 percent. For 2013, total retail sales in the City equaled \$2.55 billion.



## TOURISM



Alexandria’s rich history and cosmopolitan scene attracts more than 3.3 million visitors annually. Visitor spending totaled \$739 million in 2012 an increase of 3.9%. This generated \$23.7 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 24 hotels with 4,493 rooms within the City of Alexandria supporting 6158 jobs with a payroll of \$122 million. For FY 2013, the average occupancy rate was 69.2 percent. For the same time period, the average daily rate for hotel rooms in the City was \$142.

The City of Alexandria owns 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), Gadsby’s Tavern, the Lyceum, and the Stabler-Leadbeater Apothecary Museum. During FY 2013, 179,682 residents and tourists visited these historic sites. The American Alliance of Museums recently designated Alexandria 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 purchases, 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 73,307 (2012 U.S. Census, American Community Survey Census), which includes 22,568 single-family units, 19,710 condominium units, 29,879 rental apartments, and 1,150 public housing and public housing replacement units. According to the U.S. Census Bureau American Community Survey, approximately 40 percent of housing units are owned and 60 percent are rented.

## RECREATION AND PARKS

The City of Alexandria contains 974 acres of public parks and open space, equating to a per capita total of about 7.3 acres per 1,000 residents.

In 2003, the City 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 and conservation easements on private property.

There are 37 playground areas, 4 swimming pools, 16 gymnasiums, 21 outdoor basketball courts, 38 tennis courts, 52 athletic fields, 8 neighborhood recreation centers, 1 nature center, and 1 adult/arts activity center.



# Community Profile

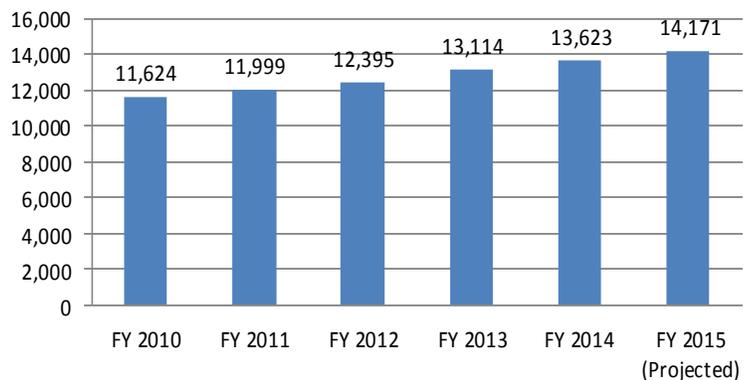


The Alexandria City Public School System provides elementary and secondary education for the City's youth. It currently has one high school (T.C. Williams High School pictured) with a separate campus for ninth grade, one alternative high school, two middle schools, and thirteen elementary schools.

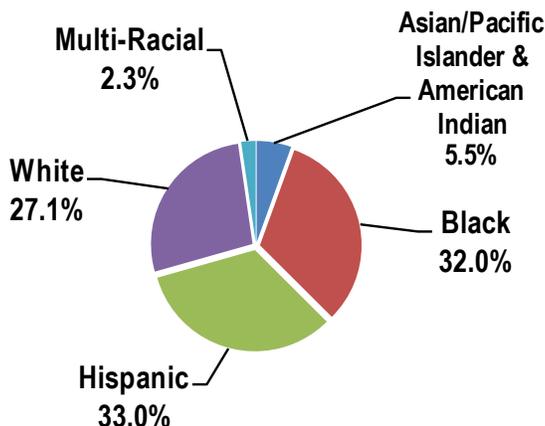


The number of students enrolled for the FY 2014 school year is 13,623, which represents about a 8.5% increase in public school enrollment since 2009.

## ACPS Student Enrollment



## 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 128 different countries, and speak more than 103 native languages. The high value placed on education in the community is shown by the involvement of citizens in Alexandria schools.

# Community Profile



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 is 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.



# Results Alexandria



In the Approved FY 2015 Budget, the City of Alexandria Government will invest approximately \$637 million into more than 150 programs, each designed to achieve the **Long Term Outcomes** in the City's four Focus Areas (shown below) established as part of the City Manager's Performance Plan. How do we know that our investments help produce these important results? Through the City's performance management system, **Results Alexandria**.

## City of Alexandria Long Term Outcomes, by Focus Area



### *Accountable, Effective, & Well-Managed Government*

- ◆ Achieve results that the community values
- ◆ Ensure City government is accountable to the community
- ◆ Ensure the fiscal strength of the City Government



### *Healthy & Thriving Residents*

- ◆ Improve City residents' overall health
- ◆ Reduce City residents' incidence of preventable diseases
- ◆ Reduce food insecurity and homelessness among City residents
- ◆ Increase self-sufficiency and meaningful quality of life for the City's most vulnerable adults
- ◆ Eliminate abuse and neglect in the community
- ◆ Improve the quality of residents' leisure time
- ◆ Ensure the educational and developmental attainment of all residents
- ◆ Ensure all children and youth thrive and succeed



### *Livable, Green, & Prospering City*

- ◆ Promote neighborhoods that are amenity-rich
- ◆ Promote neighborhoods that are inclusive and diverse
- ◆ Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure
- ◆ Improve the City's air quality
- ◆ Improve the health of City waterways
- ◆ Sustain the natural quality of land within the City
- ◆ Increase the value of the City's real estate tax base
- ◆ Increase the economic benefits of tourism to the City
- ◆ Ensure Alexandria supports, retains, and attracts businesses
- ◆ Increase transportation system mobility, connectivity, and accessibility that supports the City's economy



### *Safe, Secure, & Just Community*

- ◆ Reduce harm to people and property from fire
- ◆ Reduce crime
- ◆ Increase survivability from medical emergencies and traumatic injuries
- ◆ Reduce harm to people or property from disasters
- ◆ Ensure all community members are treated justly and protected under the law

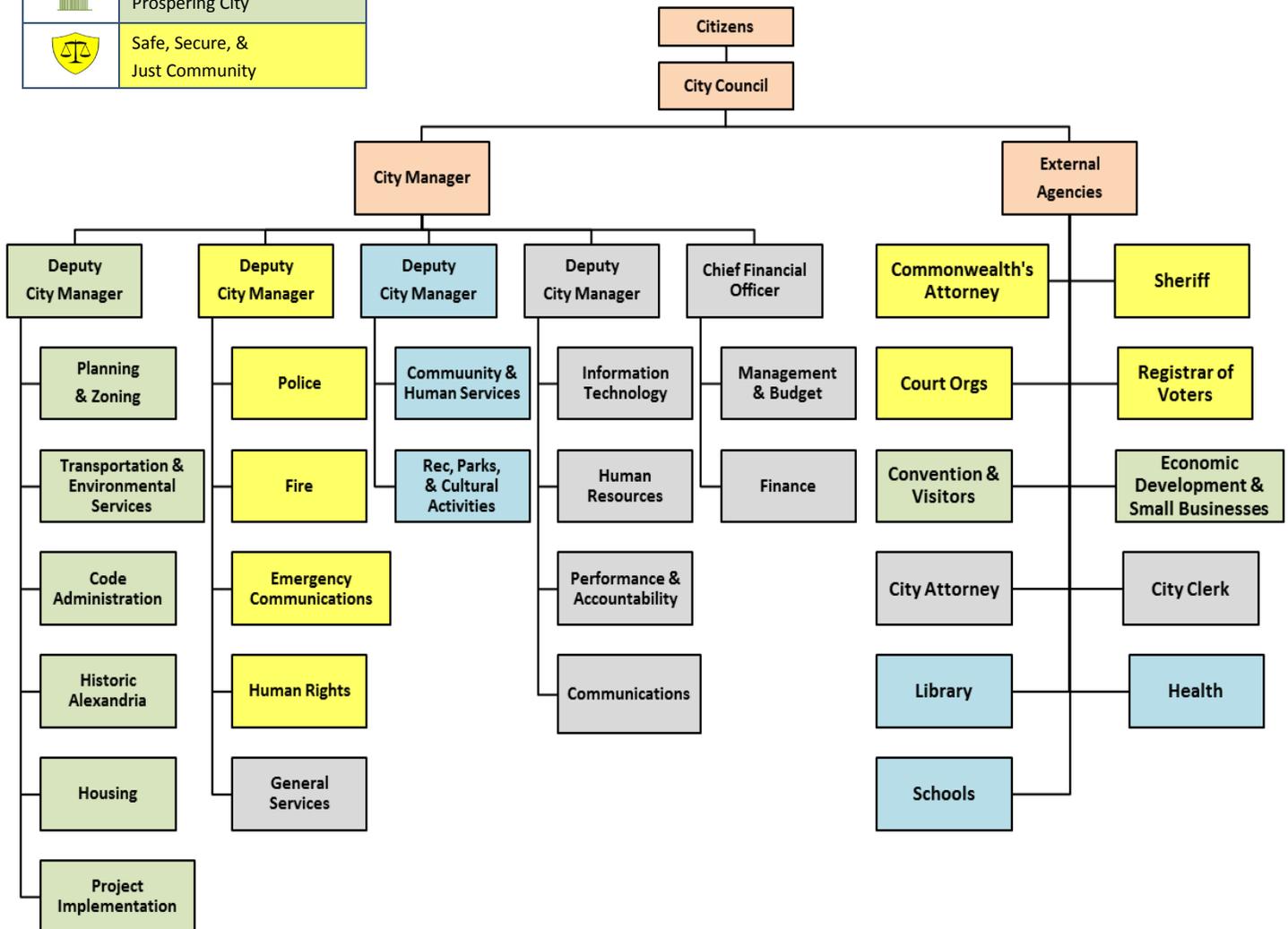


## HOW ARE FOCUS AREAS ORGANIZED?

Each Focus Area is led by a Deputy City Manager and composed of City departments, many of which report directly to that Deputy City Manager. While the Focus Areas follow closely the City's organizational chart, there are important differences between the two structures as illustrated in Figure 1.

FOCUS AREA KEY	
	Accountable, Effective, & Well-Managed Government
	Healthy & Thriving Residents
	Livable, Green, & Prospering City
	Safe, Secure, & Just Community

**Figure 1: City of Alexandria Government Organization Chart**





## WHAT IS RESULTS ALEXANDRIA?

Results Alexandria is the City’s performance management system that facilitates **accountability, transparency, and informed decision making** in order to focus resources and programs on achieving results the community values.

- ◆ **Accountability:** All City employees – from line staff to program managers to senior leadership to City Council – operate under a set of common Long Term Outcomes, understand how their work contributes (but does not control) achieving those outcomes, and take ownership over results.
- ◆ **Transparency:** Regular tracking and examination of performance data provide an opportunity for leaders to better understand and showcase successes as well as challenges. It also focuses attention on data and information that has been historically underutilized or misunderstood.
- ◆ **Informed decision-making:** City leaders make resource and policy decisions based in part on analysis of how proposed changes affect performance and important common outcomes.

The Results Alexandria system began in October 2012 and builds upon previous City performance management efforts, which have been ongoing since the 1960s. It is associated with 6 key stages, each of which has major deliverables.

**Figure 2: Results Alexandria Process**





## WHAT DOES THE PROCESS LOOK LIKE?

**Results Alexandria** is a cyclical quality improvement process composed of the following stages:

### **Listen & Envision** *where we want to go*

Before we achieve success, we must define success. This stage focuses on bringing together citizens, community and business leaders, City Council, and City Government to establish a common vision and set of outcomes. These outcomes are catalogued in two important documents: the **City Strategic Plan** and the **City Manager's Performance Plan**.

- ◆ The **City Strategic Plan (CSP)** identifies the major goals of the community. The CSP is developed through community engagement and a survey of residents, workers, and businesses. See <http://alexandriava.gov/StrategicPlanning> for the FY10-FY15 CSP.
- ◆ The **City Manager's Performance Plan (CMPP)** defines the performance expectations for the City Government and helps departments, agencies, and employees better understand how the goals and objectives described in the City's Strategic Plan translate into tangible long term and intermediate outcomes. The CMPP is developed by the City Manager's Office. See <https://www.alexandriava.gov/Budget> for the FY14-FY16 CMPP.

### **Strategize** *how we will use resources to achieve results*

Now that we've defined success, how do we achieve it? This stage focuses on allocating resources and developing strategies to achieve results established by the community and delineated by the City Manager. These decisions about resource allocation and best strategies are developed through two important processes: the **Budget Process** and the **Department Work Plan Process**.

- ◆ The annual **Budget Process** challenges City leaders to allocate a finite amount of resources to City programs and services. The process is explained in greater detail later in this section (*How Do We Align Resources to Outcomes?*), and later in this document in the section entitled *Understanding the Budget*.
- ◆ The annual **Department Work Plan (DWP) Process** establishes the type and level of services that departments can offer to achieve key outcomes and outlines additional strategies to achieve key performance targets using resources allocated through the budget process. Work plans are developed by departments and approved by the associated Deputy City Manager.

### **Deliver & Adjust** *programs to achieve results*

A plan means little if it does not lead to action. This stage focuses on delivering planned programs and services, with regular tracking and examination to make sure we are on track to achieve our goals. Programs are augmented by employee ideas generated through **Innovate Alexandria** and formally monitored and evaluated through **AlexStat** (many programs also conduct internal tracking and evaluation).

- ◆ **Innovate Alexandria** is a new program to support the development and implementation of employees' solutions to improving the efficiency and effectiveness of the City Government.
- ◆ The **AlexStat** system offers a standardized, analytic approach to improving performance within the City by: focusing leaders' attention on issues critical to the success of the City Strategic Plan, City Manager's Performance Plan, and Department Work Plans; providing rigorous analysis of performance data; creating a forum to understand and discuss the effectiveness of core City services; and prompting, monitoring, and tracking action on recommendations.

### **Achieve results** *the community values*

After three years of working toward common goals, we pause to reflect on what we have accomplished. This stage focuses on celebrating success, sharing challenges, and re-evaluating goals and targets through an accountable, transparent, and informed process. In lieu of being a terminus, this stage simply asks, "What do we envision *next* for our City?"



## HOW DO WE ALIGN RESOURCES TO OUTCOMES?

As noted above, the annual budget process is a critical component of Results Alexandria, helping us allocate resources toward programs that help achieve common outcomes and resetting performance targets to reflect changing levels of investment.

The budget process both informs and is informed by Department Work Plans and the City Manager’s Performance Plan. It relies heavily on programs having meaningful performance measures, or quantifiable indicators of how to gauge program effectiveness, and realistic performance targets based on the amount of resources available. As a result, it is important to understand how we (a) document the logical connection between programs and outcomes, (b) allocate resources to support programs achieving outcomes, and (c) adjust program service levels (and performance targets) based on budget decisions.

### (a) Document the logical connection between programs and outcomes

In the first half of this past fiscal year (July 2013—December 2014), department heads and Deputy City Managers worked together to reimagine the goals of the City Strategic Plan as a set of precise, measurable Long Term Outcomes. Each Long Term Outcome required performance measures and targets that Focus Area Teams could use to track and evaluate their progress.

These Long Term Outcomes represent the final component in the Citywide Logic Model. The Logic Model demonstrates the logical connection between the services we offer (line of business), the tangible product of our work (output), the goals of our services (initial result), the factors that lead us to achieving success (intermediate outcome), and what the community wants (Long Term Outcome). The Logic Model is useful for understanding why we succeed or fail at achieving key results, for seeing the connections between programs, and for communicating our common mission to the community. Each component of the logic model includes at least one meaningful and relevant measure of performance, as well as a target for how much we expect to achieve in the current fiscal year.

**Figure 3: The Citywide Logic Model**

Line of Business	Output	Initial Result	Intermediate Outcome	Long Term Outcome
<i>Service that delivers a product (output) and requires resources</i>	<i>The tangible product of the line of business</i>	<i>Line of business effectiveness; often a change in attitudes, behaviors, and conditions</i>	<i>The link between the initial result and the long term outcome</i>	<i>The end result the community values that the City is striving to influence</i>

**Logic Model Example from the Alexandria Health Department’s Maternal and Child Health Care Program**

Line of Business	Output	Initial Result	Intermediate Outcome	Long Term Outcome
<i>Prenatal Care &amp; Case Management</i>	<i>Prenatal care and case management provided</i>	<i>Women have healthy pregnancies</i>	<i>Women give birth to healthy babies</i>	<i>Improve City residents’ overall health</i>

### (b) Allocate resources to support programs achieving outcomes

As you’ll read in the following section, the development of a logic model that explains how our programs contribute to achieving results the community values—and identifies associated performance measures and targets—is critical to the success of the budget process.

### (c) Adjust program service levels (and performance targets) based on budget decisions

During the FY15 budget process, programs worked within their Focus Areas to set realistic performance targets based on estimated funds available and to reset lines of business as the budget changed services offered. They will also develop action plans in their FY15 department work plans that outline the strategies they will pursue to achieve those targets. This process and the associated documentation helps foster our continued focus on accountability, transparency, and informed decision making in the City of Alexandria.



# Understanding the Budget

## What is the City's budget?

The City's budget serves as the documentation of the financial, policy, and service decisions that City Council has authorized for the fiscal year. This document contains some of the best sources of information on city governmental programs, as well as key financial information for policy makers and managers.

- **Financial Decisions.** The budget provides an estimate of the costs that will be incurred if programs are carried out as planned and the public and private revenues available to finance these activities (through sources such as state and local taxes, grants). The appropriation ordinance adopted by City Council legally authorizes the expenditure of public monies and becomes the approved financial plan for the upcoming fiscal year.
- **Policy Decisions.** The budget reflects decisions made by the City Manager, department directors, and agency heads to prioritize and allocate resources toward providing services that help us achieve common goals efficiently and effectively. As a management tool, the budget also establishes accountability for the effective and efficient operation of programs and activities and to locate responsibility for the delivery of City services.
- **Service Decisions.** The budget describes the services (or Lines of Business) carried out by each departmental program within the City. Each section of this book—organized by Program— provides a map detailing what each department does with their personnel and other resources, for whom these activities are undertaken, and how the City benefits from this investment. Performance data are associated with each activity and help to quantify levels of service, program effectiveness, and quality.

Developing the FY 2015 budget is a key component of the City's performance management system, **Results Alexandria**, which is described in detailed in the previous section.

## How is the budget organized?

The City's financial operations are budgeted and accounted for in a number of **funds**, or fiscal entities that function independently and contain self-balancing sets of accounts that include revenues and expenditures, assets and liabilities. The City has established the several separate funds — including the General Fund, Special Revenue Fund, Capital Projects Fund, Internal Services Fund, and the Sanitary Sewers Enterprise Fund— which are described in detail in the **Fund Balance** section of this document.

Most tax and 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. Transfers between funds are budgeted twice—once in the originating fund and once in the receiving fund. In order to show the complete appropriation for each fund without overstating actual spending, total revenues and expenditures are displayed with and without inter-fund transfers included.

In contrast with the accounting practices of private enterprises, where the primary focus is the calculation of profits and losses, governmental accounting is directed toward expenditure control and budgetary compliance. The City's accounting 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 and cover the life of the project. The Internal Services Fund is controlled at the total Net Assets level.

Appropriations are administratively controlled by the classification of expenditure — personnel, non-personnel and capital outlays — reflected in the budget document. The City Manager may, at any time, transfer any **unencumbered** appropriation (monies that have not been allocated to a specific service of function) within the budget of an office, department, or agency. Transfers of appropriations between expenditure classifications within the same department or agency budget must be approved by the City Manager (or designee).



# Understanding the Budget

The City's budget 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). These principles are also used to prepare the City's audited Comprehensive Annual Financial Report (CAFR). The City's budget applies two different accounting methods depending on the nature of the fund.

- **The modified accrual basis of accounting** is used to prepare the budgets of the General, Special Revenue, and Capital Projects Funds. 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 45 days of the fiscal year-end. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred.
- **The accrual basis of accounting** is used to prepare the budget and financial statements of the Proprietary Funds. 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.

Once approved, the budget can be amended either by the reappropriation ordinance (generally in November) or by supplemental appropriation ordinances (generally 2-3 times during the fiscal year). A **reappropriation ordinance** allows encumbered monies (monies allocated to a specific service of function) from the previous fiscal year to be recognized in the current fiscal year. These encumbered monies are identified specifically 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 to 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.

For more information on financial policies for the City of Alexandria, see the **Legislative References** section of this document.

## What is the FY 2015 budget development process?

The FY 2015 budget development process began on October 19, 2013 at the **City Council Public Hearing** where Alexandria citizens provided input for the upcoming budget process. On November 15, 2013, the City Manager released the **City Manager's Performance Plan** (<https://www.alexandriava.gov/Budget>), defining performance expectations for the City Government and identifying tangible intermediate and long term outcomes based on the **City's Strategic Plan** (<http://alexandriava.gov/StrategicPlanning>).

Later, on November 26, 2013, the City Council passed a resolution establishing its **Budget Guidance** (<https://www.alexandriava.gov/Budget>) for the General Fund budget. This guidance called for the City's budget to be built based on the Results Alexandria framework and allowed for the increased operating or capital project expense as necessary to meet the long term outcomes of the City. It required that the City Manager maintain the existing real estate and personal property tax rates, while identifying cost saving measures and efficiencies, and adjusting service levels in order to propose a balanced budget. The guidance was based on a preliminary report of revenues, expenditures, and capital needs forecast provided to the City Council by the Office of Management and Budget on November 15, 2013. The City's debt-related financial policies (see the *Legislative References* section of this book) and compensation philosophy (see the *Appendices* section of this book) provided additional guidance informing the budget development process.

City Departments then responded to the charge by developing formal budget proposals outlining how each program would advance the goals of the City using a specified level of resources (i.e., dollars and staff). Focus Area Teams, led by the Deputy City Managers and composed of department heads, evaluated the proposals and made recommendations to the City Manager on funding and service levels for the proposed budget. The **City Manager's Proposed Budget** for FY 2015 outlined funding levels by department and program. The City Manager presented the FY 2015 Proposed Budget on February 25, 2014. City Council then held several **Budget Work Sessions** and one **Budget Public Hearing** in order to deliberate funding levels for the approved budget. These deliberations led to a final Add/Delete Work Session in which City Council added and subtracted funding for services from the proposed budget. City Council adopted the **FY 2015 Approved Budget** on May 1, 2014. The following page outlines the budget development process as it relates to various stakeholders in the City.

For more information about the capital budget development process, see the *CIP Information* section of this book.

# Understanding the Budget



## City of Alexandria FY 2015 Budget Development Process

MONTH	RESIDENTS	MAYOR & CITY COUNCIL	CITY ADMINISTRATION
October	<p><b>Budget Hearing</b> The fall budget hearing officially kicks off the budget process for members of the public.</p>		
November		<p><b>Budget Guidance</b> City Council gives staff guidance on overall expenditure and revenue limits. This guidance drives the decisions of the City Manager.</p>	<p><b>City Manager Performance Plan</b> The City Manager defines performance expectations for the City Government based on the City's Strategic Plan.</p>
December			<p><b>Proposed Budget Development</b> Departments prepare budget proposals; Focus Area Teams review proposals and make recommendations based on program priority and service level; the City Manager develops a balanced Proposed Budget within the City Council budget guidance.</p>
January			
February	<p><b>BFAAC Review</b> Resident advisory committee holds weekly meetings to review the Proposed Budget and provide City Council with feedback.</p>		<p><b>Proposed Budget Presentation</b> The City Manager presents the Proposed Budget to City Council.</p>
March	<p><b>Budget Public Hearing</b> Members of the public comment on the Proposed Budget and offer suggestions to City Council for the Approved Budget through the public hearing or City website.</p>	<p><b>Budget Work Sessions (March—April)</b> 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><b>Budget Memos (March—April)</b> OMB and other City staff respond to inquiries from City Council through Budget Memos.</p>
April			
May			
June		<p><b>Final Budget Adoption</b> City Council makes final decisions and adopts the official City of Alexandria Budget for the upcoming fiscal year.</p>	<p><b>Approved Budget</b> OMB publishes the Approved Budget document and begins to develop Budget Guidelines for the next fiscal year.</p>



# Understanding the Budget

## How is the budget document organized?

The beginning sections (I-V) of the budget document were developed to acquaint readers with the City's overall budgeting process, with particular attention to reviewing major changes in the 2015 Fiscal Year.

The next portion of this document (Sections VI-X) focuses on 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.

Finally, readers may look to Sections XI-XIV to review budget information for the City's four Focus Areas. Each Focus Area section contains an alphabetized summary of its departments and their associated programs.

The individual department sections are organized as outlined below.

**CITY OF ALEXANDRIA, VIRGINIA**  
**Finance Department**

**Accountable, Effective & Well Managed Government**

**Finance Department**

- Leadership & Management Support
- Pension Administration
- Purchasing
- Revenue
- Treasury
- Accounting
- Risk Management

**Department Contact Info**  
703.746.3900  
<http://alexandriava.gov/finance/>

**Department Head**  
Laura Triggs, CPA  
Chief Financial Officer  
703.746.3045  
[laura.triggs@alexandriava.gov](mailto:laura.triggs@alexandriava.gov)

**Department Staff**  
Ray Welch, Comptroller  
Steven Bland, Retirement Administrator  
Debbie Kidd, JD, Dep. Dir. Of Finance  
David Clark, Dep. Dir. Of Finance-Treasury  
Stephen Taylor, Acting Purchasing Agent

**Multiyear Summary by Program (All Funds)**

Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed
Program 1	\$1,000,000	\$1,000,000	\$1,000,000
Program 2	\$2,000,000	\$2,000,000	\$2,000,000
Program 3	\$3,000,000	\$3,000,000	\$3,000,000
Program 4	\$4,000,000	\$4,000,000	\$4,000,000
Program 5	\$5,000,000	\$5,000,000	\$5,000,000
Program 6	\$6,000,000	\$6,000,000	\$6,000,000
Program 7	\$7,000,000	\$7,000,000	\$7,000,000
Program 8	\$8,000,000	\$8,000,000	\$8,000,000
Program 9	\$9,000,000	\$9,000,000	\$9,000,000
Program 10	\$10,000,000	\$10,000,000	\$10,000,000
Program 11	\$11,000,000	\$11,000,000	\$11,000,000
Program 12	\$12,000,000	\$12,000,000	\$12,000,000
Program 13	\$13,000,000	\$13,000,000	\$13,000,000
Program 14	\$14,000,000	\$14,000,000	\$14,000,000
Program 15	\$15,000,000	\$15,000,000	\$15,000,000

**Callout 1:** The first page of each department section provides an introduction to the department's program structure, and leadership.

**Callout 2:** The first page also includes a summary, by program, of the Approved FY 2015 budget and prior two fiscal years.

# Understanding the Budget



CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**

The second page of the department section includes an expenditure summary by classification and fund.

## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013	FY 2014	FY 2015	Change 2014 - 2015	% Change
	Actual	Approved	Proposed	2015	2014-2015
Personnel	9,334,083	10,395,399	10,776,251	380,852	3.7%
Non-Personnel	2,736,369	3,223,525	3,477,705	254,180	7.9%
Capital Goods Outlay	8,792	26,185	26,185	-	0.0%
Interfund Transfer	3,044	0	0	-	-
<b>Total Expenditures</b>	<b>\$12,082,287</b>	<b>\$13,645,109</b>	<b>\$14,280,141</b>	<b>\$635,032</b>	<b>4.7%</b>

Expenditures by Fund	FY 2013	FY 2014	FY 2015	Change 2014 - 2015	% Change
General Fund	11,577,834	12,984,060	13,519,701	535,641	4.1%
Internal Service Fund	37,288	44,600	44,600	0	0.0%
Other Special Revenues Funds	467,166	616,449	715,840	99,391	16.1%
<b>Total Designated Funding Sources</b>	<b>\$12,082,287</b>	<b>\$13,645,109</b>	<b>\$14,280,141</b>	<b>\$635,032</b>	<b>4.7%</b>

Total Department FTE's	FY 2013	FY 2014	FY 2015	Change 2014 - 2015	% Change
	105.5	107.5	107.5	0.0	0.0%

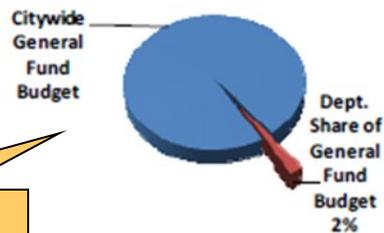
Also included is a mission statement for the department, and highlighted budget changes for FY 2015.

## YEAR HIGHLIGHTS

To ensure an Accountable, Effective, & Well-Managed Government, Finance Department includes Accounting Support, Treasury, Revenue, Purchasing, Pension Administration, Risk Management, and Real Estate Assessments.

The Finance Department total budget increases by 4.7% for FY 2015. For the FY 2015 budget, the Department of Real Estate Assessments is now included in the Finance Department as a division. The FY 2015 Proposed Budget includes an increase of 1.0 FTE in the Pension Program, funded out of special revenues, and includes the reduction of 1.0 FTE in the Real Estate division because the vacant director position is no longer needed. The Department's Non-Personnel Budget increases by \$254,180 or 7.9% due to increases in the costs of maintaining current levels of service delivery.

Department Net- General Fund Share of City Operating Budget



This pie chart demonstrates the department's share of the overall General Fund budget.

# Understanding the Budget



On this page, program level expenditure data are summarized for FY 2015 and the prior two fiscal years. This is followed with a staffing summary by program.

## PROGRAM LEVEL SUMMARY DATA

Expenditure Summary					
Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed	Change 2014 - 2015	% Change 2014-2015
Leadership and Management	\$601,796	\$577,255	\$584,661	49,154	9.2%
Accounting	\$2,807,716	\$2,807,716	\$3,349,394	485,241	16.9%
Treasury	\$1,945,718	\$1,945,718	\$2,649,717	311,462	13.3%
Revenue	\$3,144,777	\$3,144,777	\$3,661,049	145,996	4.2%
Purchasing	\$1,301,255	\$1,520,370	\$1,104,826	(415,544)	-27.3%
Pension Administration	\$765,062	\$765,062	\$860,416	95,354	12.5%
Risk Management	\$250,118	\$250,118	\$426,341	176,223	70.5%
Real Estate	\$1,383,218	\$1,856,591	\$1,643,737	(212,854)	-11.5%
<b>Total Expenditures</b>	<b>\$12,082,287</b>	<b>\$13,645,109</b>	<b>\$14,280,141</b>	<b>\$635,032</b>	<b>4.7%</b>

Staffing Summary					
Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed	Change 2014 - 2015	% Change 2014-2015
Leadership and Management	2.7	3.2	3.0	(0.2)	-6.3%
Accounting	20.7	19.7	21.4	1.7	8.4%
Treasury	17.5	17.5	17.5	0.0	0.0%

## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Pension	A Management Analyst position added. It is anticipated that with the new VRS Hybrid Plan, more employees will be added for additional pension advice. The position costs will be allocated to the Pension Fund. There is no cost to the General Fund.	1.0	\$91,100

Adjustments which impact levels of City services are included in this section.



# Understanding the Budget

## ACCOUNTING

To achieve an accountable, effective, & well-managed government, this program provides... and vendors, and reconciliations in order to ensure city government is... strength of the city government.

Each department program is also summarized. First, the program purpose explains the intent of the program.

	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed
<b>Program Totals</b>			
% Total All Funds Budget	24.5%	25.2%	28.4%
Total Expenditures	\$2,807,716	\$2,864,153	\$3,349,394
Personnel	\$2,008,398	\$1,956,150	\$2,237,040
Non-Personnel	\$799,318	\$905,218	\$1,109,569
Capital Outlay	\$0	\$2,785	\$2,785
Full Time Equivalents (FTEs)	20.7	19.7	21.4
<b>Performance Measures</b>			
<i>Legal Requirements are met regarding financial information</i>	100%	100%	100%
<i>Percent of payments to vendors issued within the required timeframe</i>	97%	97%	97%
<i>Reconciliations are conducted</i>	2,802	2,914	2,880

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		19.7	
Service/Line of Business	Impacts	FTE	Imp
Program-wide services	Technical adjustment due to the reallocation of positions within the department. Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	1.7	\$280,890
Program-wide services	Maintain current levels of service delivery with non-personnel related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.) The increase includes a full year's support for the City's Enterprise Resource System. (\$130,000)	N/A	\$204,351
<b>TOTAL FY 2015 PROPOSED ALL FUNDS PROGRAM BUDGET</b>		<b>21.4</b>	<b>\$3,349,394</b>

Next, performance measures indicate the level of achievement the program has attained and expects to attain in the coming fiscal year.

Finally, changes to the services or lines of business within a program are summarized in this table, both in terms of FTE and budget impacts.

# Understanding the Budget



## What is the FY 2015 budget adoption schedule?

Members of the public were invited to participate in the following budget-related sessions, listed below.

Date	Action
Tuesday, February 25, 2014	Proposed Budget Presentation (7pm, City Council Chambers)
Saturday, March 8, 2014	Work Session: Five-Year Financial Planning Model; Compensation; (11am, Sister Cities Conference Room 1101, City Hall)
Monday, March 10, 2014	City Council Special Public Hearing: FY 2015 Budget (4pm, City Council Chambers)
Tuesday, March 11, 2014	City Council Legislative Meeting: Introduce Tax Rate Ordinances (7pm, City Council Chambers)
Wednesday, March 12, 2014	Work Session: Livable, Green and Prospering Focus Area (6:30pm, Sister Cities Conference Room 1101, City Hall)
Monday, March 17, 2014	Public Town Hall (6:30pm, Beatley Central Library, 5005 Duke Street)
Tuesday, March 18, 2014	Work Session: Health and Thriving Residents Focus Area (6:30pm, Sister Cities Conference Room 1101, City Hall)
Wednesday, March 19, 2014	Work Session: Alexandria City Public Schools Operating Budget (7pm, GW Middle School, 1005 Mt. Vernon Avenue)
Wednesday, March 26, 2014	Work Session: Safe, Secure, and Just Community Focus Area (6:30pm, T&ES Offices, 2900 Business Center Drive)
Wednesday, April 2, 2014	Work Session: Accountable, Effective and Well-Managed Government Focus Area (6:30pm, Sister Cities Conference Room 1101, City Hall)
Thursday, April 10, 2014	Work Session: Capital Improvement Plan (6:30pm, Sister Cities Conference Room 1101, City Hall)
Saturday, April 12, 2014	City Council Public Hearing: Tax Rate Ordinances (9:30am, City Council Chambers)
Monday, April 21, 2014	Work Session: Preliminary Add/Delete (6:30pm, Sister Cities Conference Room 1101, City Hall)
Thursday, April 24, 2014	Work Session: BFAAC and Tax Reform Task Force (6:30pm, Sister Cities Conference Room 1101, City Hall)
Monday, April 28, 2014	Work Session: Final Add/Delete (6:30pm, Sister Cities Conference Room 1101, City Hall)
Thursday, May 1, 2014	Budget Adoption (7pm, City Council Chambers)

The City of Alexandria's website has additional information on City Council meetings, docket items, and budget information at [www.alexandriava.gov](http://www.alexandriava.gov).

# Forecast Scenarios



## MULTI-YEAR REVENUE AND EXPENDITURE PROJECTIONS

### Five-Year Financial Plan

The City is in the process of developing a multi-year plan for financial sustainability to identify future expenditure needs and revenue challenges and develop strategies for addressing them. The first step in this process is to improve the estimation of future revenues and expenditures. The next steps are to use the improved estimates to model the future impact of current policy decisions and recommend and adopt policies that are designed to improve the City's estimated future financial condition.

### Multi-year Forecasts

Multi-year General Fund revenue and expenditure projections have long been included in the City's budget as estimates of future surpluses and shortfalls. This budget contains more robust forecast assumptions than those in past years. In addition to basic five year trend projections, which rely on past patterns of revenue and expenditure changes, the new forecast model includes the impact on the operating budget of projects in the CIP, the impact on future operating budgets of past or current policy changes, and a more detailed estimate of future economic growth based on specific land use and development plans underway or under consideration. The economic development projections include the estimated impact of the National Science Foundation on local sales, meals and transient occupancy taxes and the impact of planned other new construction throughout the City on real estate property values and retail sales, business licenses and other revenue sources. The new forecast model is designed to allow officials and residents to examine the future impacts of changes in assumptions and/or policy choices. This model is to be the basis for the five-year financial plan that will be developed further in the process.

### Five-year Forecast for FY 2015 to FY 2019

The charts on the following pages display the anticipated future surpluses or shortfalls resulting from expenditures in the FY 2015 budget growing at a fixed rate and revenues growing at a range of paces from low to medium to high. They also show the impact of development on revenues by adjusting the medium growth baseline.

# Forecast Scenarios



## FORECAST MODEL ASSUMPTIONS

**REVENUE GROWTH ASSUMPTIONS.** Several different scenarios of General Fund revenue growth have been developed for the period FY 2014 through FY 2019 based on varying assumptions about the rate of increase for each of the revenue categories listed below. Each scenario is based on FY 2015 approved tax and fee rates.

### Annualized Increases

Category	Medium			
	Base	Dev. Impact	Low	High
Real Estate Assessments	3.1%	3.6%	2.0%	4.3%
Personal Property	5.0%	5.0%	3.0%	7.0%
Local Sales Tax	3.8%	5.3%	1.8%	4.8%
Business License Tax	2.7%	3.1%	0.7%	4.7%
Transient Lodging Tax	2.1%	5.0%	1.1%	4.1%
Restaurant Meals Tax	4.1%	4.4%	2.1%	6.1%
Other Misc. Taxes	1.0%	1.0%	0.0%	2.0%
Intergovernmental	1.6%	1.6%	0.0%	3.0%
<b>Total Weighted Growth Rate</b>	<b>2.9%</b>	<b>3.3%</b>	<b>1.5%</b>	<b>4.3%</b>

**The medium growth scenario:** These assumptions are based on the annualized historic rates of growth in revenues from FY 2010 to FY 2013, the last year for which we have full data. These rates of increase represent the continuation of the slow recovery in revenues since the 2007 and 2008 recession. It is assumed that the slow rate of growth will continue because of constrained federal spending and a sluggish economy. It does not anticipate another economic downturn within the next five years, which would make future shortfalls larger if one were to occur.

**The development impact scenario:** This takes into account the impact of new development expected to come about in Alexandria over the next five years. This includes the National Science Foundation project which is projected to be completed in 2017 and is expected to fill approximately 90,000 additional hotel room nights annually. It also includes impacts of other development projects on real estate assessments, sales taxes, business license taxes, the transient lodging tax, and the restaurant meals tax.

The estimates are conservative because it is difficult to accurately quantify the effects of future economic development and some of the development may be delayed. However, even under conservative estimates, under the base medium scenario, new development increases the annualized growth rate in revenues from 3.1% to 3.6% annually. By FY 2019, this equates to over \$10 million dollars in additional tax revenue annually.

**High and low growth scenario:** Because of the uncertainty in doing long term projections, we have also included low and high growth projections. The low projections assume very sluggish growth, and the high projections assume more rapid economic growth and faster growth in real estate assessments.

# Forecast Scenarios



## FORECAST MODEL ASSUMPTIONS

**EXPENDITURE GROWTH ASSUMPTIONS.** The General expenditure growth rate is assumed to be the same in all scenarios.

### Annualized Increases

Category	Growth
City Personnel	2.7%
City Non-Personnel	2.6%
Other Costs	2.4%
Cash Capital	*
Debt Service	*
Transit Subsidies	11.0%
Schools	3.0%
<b>Total Weighted Growth Rate</b>	<b>3.8%</b>
<b>Growth Rate with CIP Impact</b>	<b>4.1%</b>

\*Cash Capital and Debt Service reflect the 10 year CIP.

Expenditure growth is generally based on historic rates of growth in the various categories from FY 2010 to FY 2013, the last year for which a full year’s data is available, as well as on the best information available regarding future growth in costs.

**City Personnel includes salary and benefits.** Due to policy changes in recent years, increases in the City’s personnel costs have slowed. The City consults with outside advisers to project future projections in benefit categories such as health care and pension costs. Inflation in health care costs has slowed slightly, and the increase in stock prices and other asset classes has slowed growth in pension costs.

**City Non-Personnel:** In recent years, inflation has slowed, which has allowed the City to reduce its assumptions for increases in non-personnel costs.

**Other costs:** This category includes the City’s General Fund match for state and federal grants.

**Cash Capital and Debt Service:** Cash Capital and Debt Service reflect the numbers included in the CIP budget.

**Transit Subsidies:** Includes subsidies to DASH and WMATA. In recent years, these have grown more than the rate of inflation.

**CIP Impacts:** Through the CIP, the City is now modelling the long-term impacts of Capital Budget decisions on the operating budget. The impact of the CIP budget increases the annualized growth rate by about 0.3% per year. By FY 2019, the CIP impact on operating expenditures adds approximately \$9.5 million to total expenditures. Information regarding the additional operating budget impact of specific projects is included in the CIP budget document.

# Forecast Scenarios



## FORECAST MODEL ASSUMPTIONS

### EXPENDITURE GROWTH ASSUMPTIONS.

Development of the five-year financial plan will require the development of a more robust estimate of future expenditures along the lines of what has been done for revenues in the approved budget. Part of that has been accomplished with the incorporation of the future impact on the operating budget of the completion of capital projects.

Additional expenditure pressures that have been identified but not yet incorporated in specific detail in the model are employee benefits, ACPS operating cost increases resulting from the construction of new facilities, Washington Metropolitan Area Transit Authority (Metro) future needs, services related to new development such as the Beauregard corridor, and infrastructure needs such as storm water.

As the five-year financial plan is developed, the model for forecasting future expenditures will be fine tuned to include more detailed impacts of these and other anticipated costs.

# Forecast Scenarios

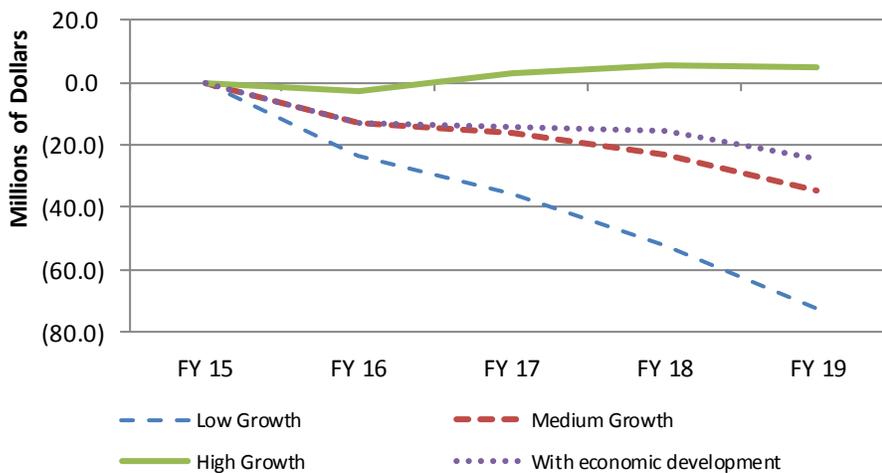


## BUDGET IMBALANCE UNDER VARIOUS SCENARIOS

With a long-term forecast growth rate in City expenditures of 4.1%, including capital budget operating impacts, annual revenues must grow by at least that rate to bring the budget into long-term balance. Since real estate revenues make up approximately 58% of General Fund revenues, changes in real estate assessments drive overall revenue growth. In the high growth scenario, real estate assessments are scheduled to grow at 4.3%; in all the others, real estate assessments are expected to grow at 3.6% or less. Only in the high growth scenario is the budget in long-term balance.

Budget Balance Under Various Assumptions	FY 15	FY 16	FY 17	FY 18	FY 19
Medium Growth	\$0	(\$12,800,000)	(\$16,300,000)	(\$23,400,000)	(\$34,900,000)
Medium Growth with Economic Development and Capital Impacts	\$0	(\$12,800,000)	(\$14,400,000)	(\$15,800,000)	(\$24,200,000)
Low Growth	\$0	(\$23,200,000)	(\$35,800,000)	(\$51,800,000)	(\$72,700,000)
High Growth	\$0	(\$2,600,000)	\$2,900,000	\$5,600,000	\$4,500,000

**Budget Balance Under Various Assumptions**



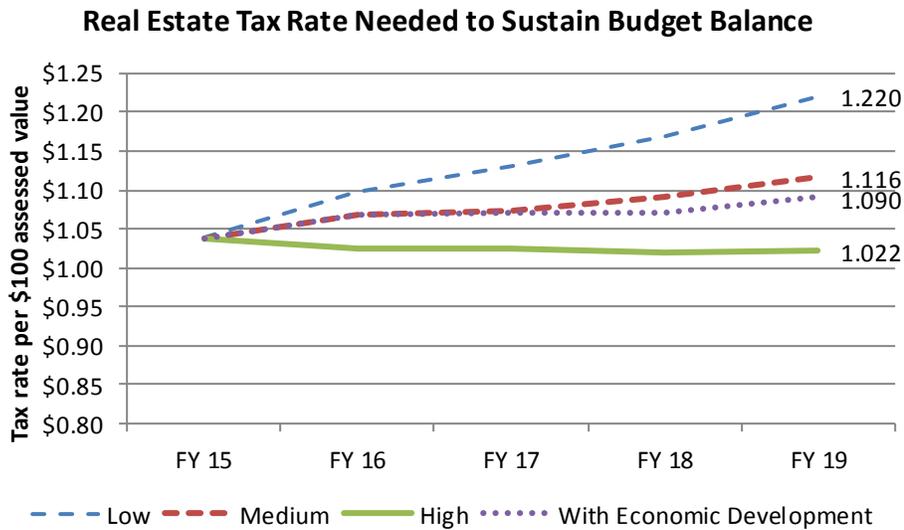
# Forecast Scenarios



## TAX RATE NEEDED TO SUSTAIN A BALANCED BUDGET

The chart below shows the real estate tax rate needed to sustain a balanced budget for the period FY 2015 through FY 2019 under current policy. The budget must be balanced either through revenue increases or expenditure decreases.

The inclusion of revenues from new development in the City increases revenues by almost \$11 million dollars in FY 2019 compared to the medium growth scenario. As shown in the chart below, in FY 2019, this is expected to be the equivalent of approximately 2.6 cents of the real estate tax rate per \$100 of assessed value.



## Revenues



## TOTAL REVENUES

Revenues by Fund	FY 2013 Actual*	FY 2014 Approved	FY 2015 Approved	\$ Change FY14/15	% Change FY14/15
General Fund	\$575,752,747	\$624,848,747	\$636,769,902	\$11,921,155	1.9%
Special Revenue Funds	\$125,934,854	\$101,488,000	\$150,288,895	\$48,800,895	48.1%
Internal Service	\$5,266,619	\$6,661,403	\$4,741,350	-\$1,920,053	0.0%
Schools	\$234,049,407	\$243,921,824	\$251,838,526	\$7,916,702	3.2%
Library	\$7,065,587	\$7,289,752	\$7,031,470	-\$258,282	-3.5%
DASH	\$15,063,969	\$16,045,632	\$17,116,000	\$1,070,368	6.7%
<b>Total Revenues</b>	<b>\$963,133,183</b>	<b>\$1,000,255,358</b>	<b>\$1,067,786,143</b>	<b>\$67,530,785</b>	<b>6.8%</b>
Less Interfund Transfers	\$239,271,820	\$244,072,442	\$263,065,180	\$18,992,738	7.8%
<b>Net Revenues</b>	<b>\$723,861,363</b>	<b>\$756,182,916</b>	<b>\$804,720,963</b>	<b>\$48,538,047</b>	<b>6.4%</b>

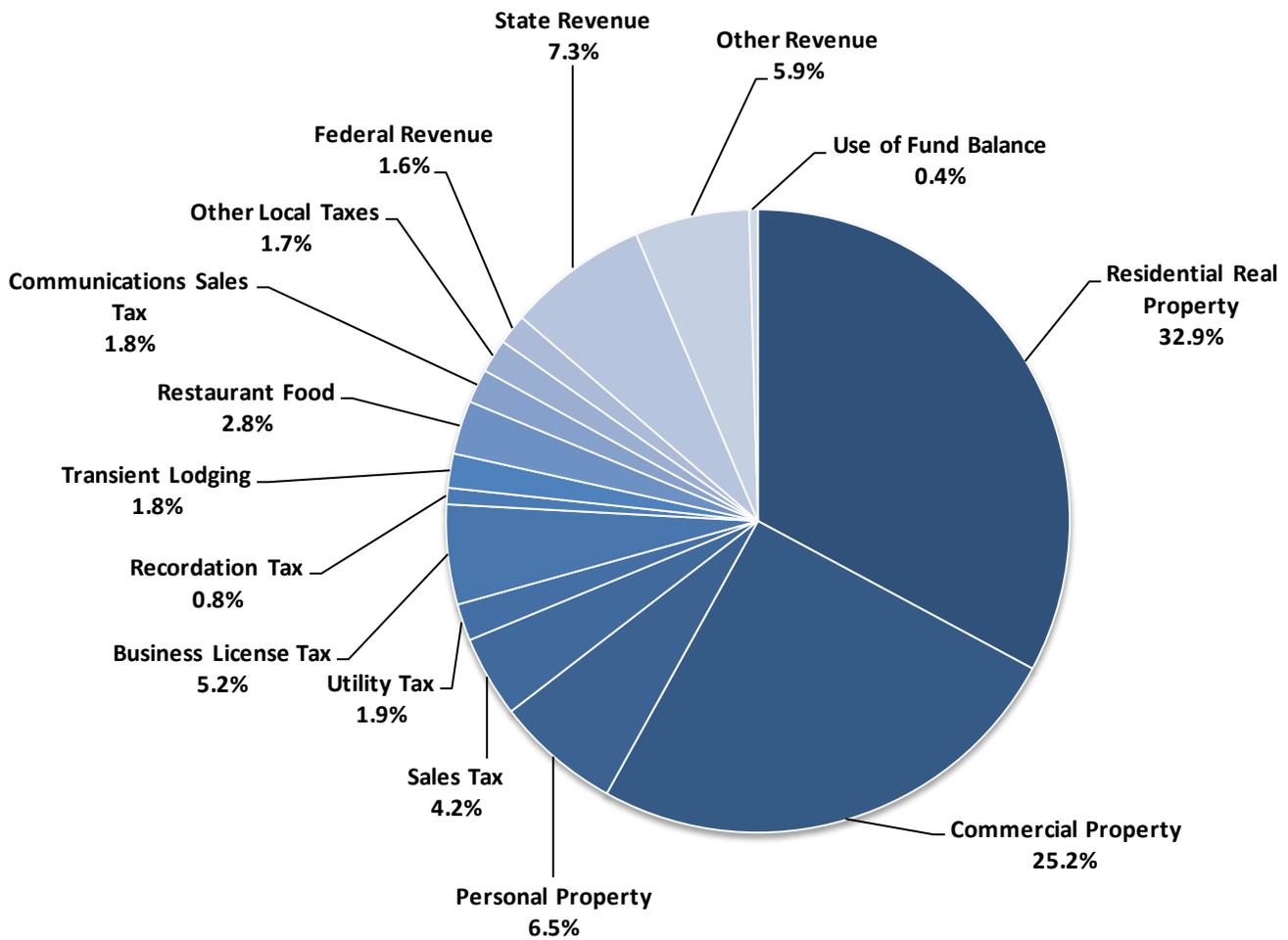
\*FY 2013 General Fund revenues exclude \$19,256,545 in bond refinancing proceeds

# Revenues



## GENERAL FUND REVENUES

The pie chart below shows the distribution of estimated General Fund revenues for FY 2015 of \$636,769,902.



## Revenues



## GENERAL FUND REVENUES

General Fund Revenue	FY 2013 Actual	FY 2014 Approved	FY 2014 Projected	FY 2015 Approved
<b>General Property Tax Revenue</b>				
Real property tax	340,094,797	357,840,034	358,400,849	369,652,724
Personal property tax	39,694,272	41,340,000	41,867,000	41,286,000
Penalties and Interest	2,140,497	2,375,000	2,125,000	2,145,000
<i>Total general property tax revenue</i>	<i>381,929,566</i>	<i>401,555,034</i>	<i>402,392,849</i>	<i>413,083,724</i>
<b>Other local tax revenue</b>				
Local sales tax	25,549,709	27,340,000	26,000,000	26,900,000
Utility tax	10,650,297	11,400,000	11,500,000	12,200,000
Business licenses	32,571,953	33,000,000	32,000,000	33,000,000
Motor vehicle licenses	3,501,908	3,400,000	3,400,000	3,400,000
Recordation	5,847,889	5,400,000	5,000,000	5,400,000
Cigarette	2,567,249	3,234,000	2,850,000	3,060,000
Transient Lodging	11,774,914	12,510,000	11,300,000	11,300,000
Restaurant food	17,325,897	17,550,000	17,200,000	17,700,000
Admissions	1,086,841	1,000,000	1,000,000	1,000,000
Communications service	11,060,107	11,300,000	11,100,000	11,200,000
Other miscellaneous	3,410,760	3,380,000	3,540,000	3,640,000
<i>Total other local tax revenues</i>	<i>125,347,524</i>	<i>129,514,000</i>	<i>124,890,000</i>	<i>128,800,000</i>
<b>Non-tax revenue</b>				
Licenses, permits, and fees	2,227,745	2,519,975	2,471,775	2,496,775
Fines forfeitures	5,148,115	5,322,000	5,315,000	5,815,000
Use of money and property	3,568,335	3,995,000	4,683,000	4,850,000
Charges for services	16,533,824	16,694,959	16,750,766	18,074,326
Intergovernmental revenues (PPTRA)	23,578,531	23,578,531	23,578,531	23,578,531
Intergovernmental revenues	31,443,424	31,665,267	32,115,672	32,780,004
Miscellaneous	5,232,230	782,000	1,020,000	1,520,442
<i>Total non-tax revenue</i>	<i>87,732,204</i>	<i>84,557,732</i>	<i>85,934,744</i>	<i>89,115,078</i>
<b>Total General Fund Revenues</b>	<b>595,009,292</b>	<b>615,626,766</b>	<b>613,217,593</b>	<b>630,998,802</b>
<b>Other financing sources (uses)</b>				
Appropriations from Fund Balances				
City Fund Balance prior year surplus	-	6,085,654	6,187,631	2,420,958
FY 14 Contingent Reserve Carryover				443,569
Transfer from special revenue acct. <sup>1</sup>		3,136,329	3,136,329	2,906,574
Total Fund Balance Appropriations	-	9,221,983	9,323,960	5,771,101
<b>Total General Fund Revenues and Other Sources</b>	<b>595,009,292</b>	<b>624,848,748</b>	<b>622,541,553</b>	<b>636,769,901</b>

FY 2013 General Fund revenues excludes \$19,256,545 in bond refinancing proceeds.

<sup>1</sup> 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



## REAL ESTATE TAX RATES

**Regional Tax Rates 1989-2014 (Approved)**

Below are 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
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</u> <sup>1</sup>	<u>Res/Comm</u> <sup>1</sup>		
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	1.106/1.231	1.3	1.3092
2011	0.998 <sup>2</sup>	.958/1.083	1.086/1.211	1.285	1.2772
2012	0.998	0.971/1.096	1.096/1.221	1.235	1.2822
2013	1.038	1.006/1.131	1.106/1.231	1.205	1.2562
2014	1.043	.996/1.121 <sup>3</sup>	1.114/1.239 <sup>4</sup>	1.15	1.2212 <sup>5</sup>

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

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

<sup>3</sup> 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.

<sup>4</sup> The Fairfax County rate includes a add-on tax rates of 2.25 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.

<sup>5</sup> Prince William includes a county-wide fire and rescue levy of 7.07 cents and 0.25 cents for pest infestations.

# Revenues



## FY 2015 APPROVED TAX RATES FOR MAJOR REVENUES SOURCES

Tax	City Approved Rate	Virginia Code Reference	Maximum Rate Allowable by State
Real Estate Tax	\$1.043 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 <sup>st</sup> \$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	58.1-3814	\$3.00
Utility Tax (for commercial users)	20% of first \$150 of water service charge		20%
(Commercial consumer)	\$1.18 plus \$0.005578 of each KWh delivered	58.1-3814	Various
(Industrial consumer)	\$1.18 plus \$0.004544 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	\$1.20 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% per annum for 1 <sup>st</sup> year, 5% per annum thereafter. Equals refund rates.		10%

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

## Revenues



## REAL PROPERTY TAX REVENUES

Real Property Tax	FY 2013	FY 2014	FY 2014	FY 2015	% Chg.
	Actual	Approved	Projected	Approved	FY14 Proj/ FY15 Appr
Residential	193,501,524	199,119,069	199,775,556	208,114,484	4.2%
Commercial Multi-Family	56,416,277	62,197,725	62,285,433	63,580,269	2.1%
Office/Retail and Other Commercial	90,176,996	90,085,397	90,212,432	91,673,876	1.6%
Public Service Corporation	6,847,519	6,437,843	6,127,428	6,284,096	2.6%
Total	346,942,316	357,840,034	358,400,849	369,652,724	3.1%

The FY 2015 Approved budget reflects a Real Property Tax Rate of \$1.043 per \$100, and increase of \$.005 compared to the prior year's tax rate. The FY 2015 budget includes a reduction of \$150,000 in elderly tax relief, from \$3.3 million to \$3.15 million. The eligibility threshold was decreased to \$430,000 in assets excluding the value of the primary residence, a decrease from the current program threshold of \$540,000. A portion of the revenue increase is being reprogrammed for a senior rent relief program. The FY 2015 rate 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)

As required by State law, all real estate parcels in the City are annually assessed at 100% of estimated fair market value. As detailed in the Calendar Year 2014 Real Property Assessment Report, the City's overall real property tax base increased 3.31% from the January 1, 2013 assessment to January 1, 2014, or \$1.15 billion from \$34.7 billion in CY 2013 to \$35.9 billion in CY 2014.

#### Assumptions

General Fund real property tax revenues for the first half of FY 2015 (the second half of calendar 2014) are based on the 2014 real property assessment, a tax rate of \$1.038 (the total rate of \$1.043 less the \$0.005 storm water Non-General Fund dedication), and a 49.65 percent collection rate for the second half of the 2013 tax levy. Real property tax revenues for the second half of FY 2015 (the first half of calendar year 2015) assume an increase of 2.7 percent in real property assessments in 2015 and no change in the tax rate. This projection is a best mid-point estimate based on a modestly growing residential real estate market and a stable commercial real estate market, with increases in multi-family rentals offset by weakness in the office market, and limited new construction.

The real property tax estimate for FY 2015 has been reduced by approximately \$3.15 million to reflect the costs of the senior citizen, disabled persons, and veterans tax relief program.



## REAL PROPERTY TAX REVENUES

### **Potomac Yard Special Services Tax District**

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 provide 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 \$2.6 million has been set aside in the Potomac Yard Fund in FY 2015 for this appreciation.

### **Transportation Fund**

The FY 2014 approved budget included \$11.3 million in general property taxes designated for transportation purposes and the creation of a new special revenue fund for transportation as a result of legislation approved by the State for the Northern Virginia Transportation Authority (NVTA). The legislation increased the sales, transient occupancy, and grantor's tax rates and distributed the revenue generated by those increases to the NVTA for transportation purposes. Northern Virginia cities, counties and towns may receive 30 percent of the revenues collected within their jurisdictions from the NVTA if they deposit revenues from a 12.5 cent real estate tax on commercial and industrial property, or an equivalent amount of revenue, into a special fund for transportation. The FY 2015 proposed budget includes a transfer of \$12.2 million in general property taxes to the new transportation fund, which exceeds the amount of revenue that would be generated by a 12.5 cent commercial and industrial real estate property tax of \$10.4 million. The amount of revenue estimated to be generated by the City's 30 percent of NVTA revenues is \$6.5 million, most of which is planned for transportation capital improvements with a small portion identified for Potomac Yard transitway operating costs.

## Revenues



## REAL PROPERTY TAX REVENUES

## Real Estate Assessments by Calendar Year

(Amounts in Thousands)

Property Classification	2002	2003	2004	2005	2006	2007
Residential Single Family	6,791,096	8,361,631	9,727,249	11,604,207	13,840,915	13,810,784
Residential Condominium	2,098,194	2,830,219	3,518,100	4,668,117	6,490,841	6,394,580
Commercial Multi-Family	2,004,540	2,264,921	2,570,652	3,088,102	3,378,614	4,102,178
Office/Retail Property	4,155,509	4,623,100	5,447,070	6,499,398	7,565,870	8,386,548
Other Commercial	421,220	464,500	549,565	726,886	850,487	694,879
Public Service Corporation	662,430	681,555	76,860	772,941	779,992	854,062
<b>Total</b>	<b>16,132,989</b>	<b>19,225,926</b>	<b>21,889,496</b>	<b>27,359,651</b>	<b>32,906,719</b>	<b>34,243,031</b>
Residential Single Family	42.1%	43.5%	44.4%	42.4%	42.1%	40.3%
Residential Condominium	13.0%	14.7%	16.1%	17.1%	19.7%	18.7%
Commercial Multi-Family	12.4%	11.8%	11.7%	11.3%	10.3%	12.0%
Office/Retail Property	25.8%	24.0%	24.9%	23.8%	23.0%	24.5%
Other Commercial	2.6%	2.4%	2.5%	2.7%	2.6%	2.0%
Public Service Corporation	4.1%	3.5%	0.4%	2.8%	2.4%	2.5%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Residential	55.1%	58.2%	60.5%	59.5%	61.8%	59.0%
Commercial	44.9%	41.8%	39.5%	40.5%	38.2%	41.0%
Revised Distribution with Commercial Multi-Family included in Residential instead of Commercial*						
Residential	67.5%	70.0%	72.3%	70.8%	72.1%	71.0%
Commercial	32.5%	30.0%	27.7%	29.2%	27.9%	29.0%

Sources: Assessment Values are from the 2002-2014 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 PROPERTY TAX REVENUES

## Real Estate Assessments by Calendar Year

(Amounts in Thousands)

Property Classification	2008	2009	2010	2011	2012	2013	2014
Residential Single Family*	13,770,377	13,343,094	12,884,281	13,064,551	13,401,631	13,903,410	14,491,781
Residential Condominium*	6,252,379	5,648,101	5,233,544	5,186,478	5,150,726	5,390,043	5,666,528
Vacant Residential*	116,858	161,323	153,080	179,702	163,350	150,532	156,601
Commercial Multi-Family	4,383,780	4,443,230	4,101,241	4,483,882	5,276,996	5,854,955	6,275,816
Office/Retail Property	9,165,161	9,001,670	7,970,599	8,433,635	8,544,988	8,431,243	8,332,484
Other Commercial	522,208	489,796	423,355	438,957	416,596	382,214	411,972
Public Service Corporation	892,054	876,985	883,390	844,746	828,408	634,278	560,421
<b>Total</b>	<b>35,102,817</b>	<b>33,964,198</b>	<b>31,649,490</b>	<b>32,631,952</b>	<b>33,782,696</b>	<b>34,746,676</b>	<b>35,895,604</b>
Residential Single Family	39.2%	39.3%	40.7%	40.0%	39.7%	40.0%	40.4%
Residential Condominium	17.8%	16.6%	16.5%	15.9%	15.2%	15.5%	15.8%
Vacant Residential		0.5%	0.5%	0.6%	0.5%	0.4%	0.4%
Commercial Multi-Family	12.5%	13.1%	13.0%	13.7%	15.6%	16.9%	17.5%
Office/Retail Property	26.1%	26.5%	25.2%	25.8%	25.3%	24.3%	23.2%
Other Commercial	1.5%	1.4%	1.3%	1.3%	1.2%	1.1%	1.1%
Public Service Corporation	2.5%	2.6%	2.8%	2.6%	2.5%	1.8%	1.6%
<b>Total</b>	<b>100%</b>						
Residential*	57.4%	56.4%	57.7%	56.5%	55.4%	56.0%	56.6%
Commercial**	42.6%	43.6%	42.3%	43.5%	44.6%	44.0%	43.4%
Revised Distribution with Commercial Multi-Family included in Residential instead of Commercial***							
Residential	69.5%	69.5%	70.7%	70.2%	71.0%	72.8%	74.1%
Commercial	30.1%	30.5%	29.3%	29.8%	29.0%	27.2%	25.9%

\* 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 2001-2014 Real Property Assessment Reports.

## Revenues



## PERSONAL PROPERTY TAX

	FY 2013 Actual	FY 2014 Approved	FY 2014 Projected	FY 2015 Approved	% Chg. FY14 Proj/ FY15 Appr
Business Personal Property Tax	15,896,944	16,940,000	15,800,000	15,486,000	-2.0%
Personal Property Tax	23,257,496	24,400,000	26,067,000	25,800,000	-1.0%
Total	39,154,440	41,340,000	41,867,000	41,286,000	-1.4%
<i>State Reimbursement (informational)</i>	<i>23,578,531</i>	<i>23,578,531</i>	<i>23,578,531</i>	<i>23,578,531</i>	<i>0.0%</i>

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.

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.

Alexandria's vehicle tax rate is \$5.00 per \$100 of vehicle's value. The City computes the value of vehicles using trade-in value, which equals 86 % of the National Automobile Dealer's 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). For Alexandria, this totals \$23,578,531. From CY 2002 to CY 2005, the reimbursement amount was 70% of the first \$20,000 of the vehicle's assessed tax bill. From CY 2006 to CY 2008, the reimbursement amount was 69%. The reimbursement rate was 73% in CY 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 61% for vehicles valued between \$1,001 and \$20,000, 50% on the first \$20,000 for vehicles valued between \$20,001 and \$25,000, and 40% on the first \$20,000 for vehicles valued \$25,001 and higher.

The rate levied on general business property is \$4.75 per \$100 of assessed value. The rate levied on business property for machine and tools used in a mining or manufacturing business is \$4.50 per \$100 of assessed value.

## Revenues



## INTERGOVERNMENTAL REVENUES

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.

	FY 2013 Actual	FY 2014 Approved	FY 2014 Projected	FY 2015 Approved	% Chg. FY14 Proj/ FY15 Appr
<i>Federal</i>					
Prisoner Per Diem	6,647,790	6,562,337	6,129,437	6,605,174	7.8%
Build American Bond Reimbursement	1,713,303	1,576,239	1,576,239	1,589,945	0.9%
Other Federal	1,665,670	1,909,000	1,806,521	1,781,000	-1.4%
<i>State</i>					
HB 599	4,977,312	5,380,536	5,380,536	5,595,757	4.0%
Personal Property Tax Relief	23,578,531	23,578,531	23,578,531	23,578,531	0.0%
Compensation Board Reimb.	6,903,426	7,727,934	7,724,676	7,724,676	0.0%
Street & Highway Maintenance	7,002,687	6,625,769	7,205,794	7,400,000	2.7%
Other State	2,162,546	1,430,000	2,292,469	2,083,452	-9.1%

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

**Build America Bonds Reimbursement:** 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.

**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 rate.

**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 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.

## Revenues



## MAJOR TAX REVENUES

	FY 2013 Actual	FY 2014 Approved	FY 2014 Projected	FY 2015 Approved	% Chg. FY14 Proj/ FY15 Appr
Sales	25,549,709	27,340,000	26,000,000	26,900,000	3.5%
Utility	10,650,297	11,400,000	11,500,000	12,200,000	6.1%
Business License	32,571,953	33,000,000	32,000,000	33,000,000	3.1%
Recordation	5,847,889	5,400,000	5,000,000	5,400,000	8.0%
Cigarette	2,567,249	3,234,000	2,850,000	3,060,000	7.4%
Transient Lodging	11,774,914	12,510,000	11,300,000	11,300,000	0.0%
Restaurant Meals	17,325,897	17,550,000	17,200,000	17,700,000	2.9%
Communications Sales and Use	11,060,107	11,300,000	11,100,000	11,200,000	0.9%
Other	7,999,509	7,780,000	7,940,000	8,040,000	1.3%

**Sales Tax:** Sales Tax revenues are collected by businesses and remitted to the State. Revenues projected for FY 2014 are based on collections through January of 2014. Collections are expected to grow modestly in FY 2015 due to slow economic growth and continued weakness in federal spending.

**Consumer Utility Tax:** The consumer utility tax is levied upon all residential and commercial users of water, natural gas, and electricity. During the add/delete process, Council increased the utility tax on commercial users of electricity by 10 percent and on commercial users of water from 15 to 20 percent.

**Business License Tax:** The Business License Tax is levied upon those doing business in the City. The rates vary by the amount of gross receipts and the type of business. Collections are expected to grow slowly in FY 2015 due to slow economic growth and continued weakness in federal spending.

**Recordation Tax:** The Recordation Tax is assessed on the recording of deeds, deeds of trust, mortgages, and contracts admitted to record by the Clerk of the Circuit Court. For FY 2015, it is expected that this revenue will increase due to a gradually recovering commercial real estate market.

**Cigarette Tax:** The Cigarette Tax is assessed on each pack of cigarettes sold in the City. For FY 2015, the tax on a pack of cigarettes was increased from \$1.00 to \$1.15 per pack.

**Transient Lodging Tax:** The Transient Lodging Tax is levied on Alexandria motel and hotel rooms. For FY 2015, revenues are expected to remain flat due to slow economic growth and the closing of at least one hotel in 2014.

**Restaurant Meals Tax:** For FY 2015, revenues are expected to increase slowly due to inflation and relatively slow economic growth.

**Communication Sales and Use Tax:** This tax is assessed on landline phones, cell phones, cable television, and satellite television service. There has been no growth in this revenue source since its inception in FY 2007 and revenues are expected to increase very slowly in FY 2015.

## Revenues



## OTHER MAJOR CATEGORIES OF REVENUES

	FY 2013 Actual	FY 2014 Approved	FY 2014 Projected	FY 2015 Approved	% Chg. FY14 Proj/ FY15 Appr
Penalties and Interest	2,140,497	2,375,000	2,125,000	2,145,000	0.9%
Charges for Services	16,533,824	16,694,959	16,853,272	18,074,326	7.2%
Licenses, Permits, and Fees	2,227,745	2,519,975	2,471,775	2,496,775	1.0%
Fines and Forfeitures	5,148,115	5,322,000	5,315,000	5,815,000	9.4%
Use of Money and Property	3,568,335	3,995,000	4,683,000	4,850,000	3.6%
Miscellaneous Revenues	5,232,230	3,918,329	4,168,574	4,427,016	6.2%
Use of Fund Balance	0	6,187,631	6,187,603	2,864,527	-53.7%

**Charges for services:** This category includes charges for the use of City Services, including the refuse user charge, which was increased by \$9 for residential customers, parking meter receipts, and ambulance charges. \$0.5 million of the increase is due to the extension of parking meter hours throughout the City, \$0.1 million of the increase is due to the charge of impound lot fees on weekends, \$0.2 million is due to the increase in the refuse user charge, and the rest is due to various Recreation department fee increases.

**Licenses, Permits, and Fees:** Examples in this category includes taxi fees, parking fees, and Fire Retesting fees. The increase in this category is due to a registration charge for out of state vehicles (\$0.1 million), an increase of \$9 in the residential refuse collection fee (\$0.2 million), and other miscellaneous technical adjustments.

**Fines and Forfeitures:** Examples in this category includes parking fines. The increase is due to an expected increase in parking fines (\$0.2 million) and the addition of two new Red Light cameras (\$0.2 million).

**Use of Money and Property:** This category includes the rental of Alexandria owned properties and the interest on General Fund investments. In this category, the City increased maximum weekend and evening fees in all City-owned parking garages from \$4 to \$5.

**Miscellaneous revenues:** This category includes revenues that do not fit into any other category.

**Use of Fund Balance:** The FY 2015 budget includes the use of \$2.4 million in fund balance and also includes \$0.4 million in contingent reserve carryover from FY 2014.



# Grant Funding and Special Revenue Funds

## SUMMARY OF MAJOR REVENUE SOURCES

### Total All Funds Revenues

	FY 2014 Approved	FY 2015 Approved	% Change FY 14 - FY 15
<b>General Fund</b>	\$624,848,747	\$636,769,902	1.9%
<b>Non-general fund</b>			
<b>State</b>	\$55,914,510	\$84,502,098	51.1%
<b>Federal</b>	\$28,384,505	\$29,393,137	3.6%
<b>Charges, Donations and Other Sources</b>	\$47,035,154	\$56,962,402	21.1%
<b>Total All Funds</b>	<b>\$756,182,916</b>	<b>\$807,627,539</b>	<b>6.8%</b>
<b>Less Interfund Transfers *</b>		<b>\$2,906,576</b>	
<b>Net Revenues</b>		<b>\$804,720,963</b>	

\* Transfers from Sanitary Sewer and Stormwater funds for indirect costs

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 account 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)
- Non-competitive or formula-based grants (federal or state)
- 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

## SUMMARY OF MAJOR REVENUE SOURCES

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 not 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.

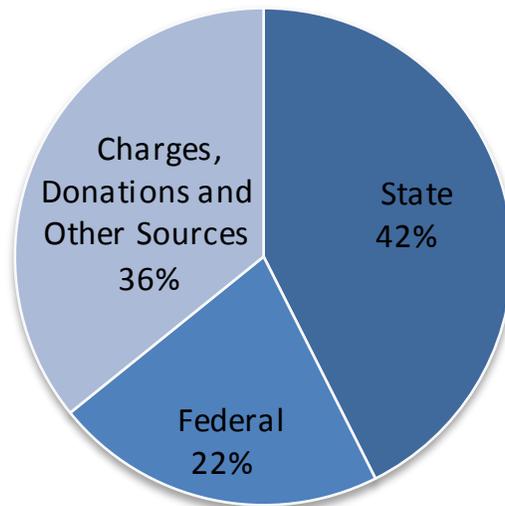
As shown in the pie chart on the following page the City's Special Revenue Fund budget of \$170.9 million consists primarily of State Aid, Federal Aid and discretionary State and federal grants (\$113.9 million) and charges for fees, donations and other sources (\$56.7 million). This compares to the FY 2014 approved Special Revenue Fund budget of \$118.2 million. State and federal funding is increasing by \$29.6 million or 35.1%. Previously, state aid for transportation went directly to the Northern Virginia Transportation Commission (NVTC), but beginning in FY 15, the funds (\$27.5 million) will be remitted to the City and are then passed through to the NVTC. Total Charges, Donations, and Other Sources are expected to increase by \$9.9 million or 21.1%, including an increase of \$7.1 million in NVTA revenue.



# Grant Funding and Special Revenue Funds

## SUMMARY OF MAJOR REVENUE SOURCES

### **FY 2015 Estimated Special Revenue Funds \$170.9 million**





# Grant Funding and Special Revenue Funds

## SUMMARY OF MAJOR REVENUE SOURCES

### Total Special Revenues

	FY 2014 Approved	FY 2015 Approved	% Change FY 14 - FY 15
Schools	\$51,846,006	\$60,027,054	15.8%
DCHS	\$37,974,605	\$37,976,760	0.0%
Housing	\$980,032	\$1,025,268	4.6%
TES	\$11,954,768	\$20,624,806	72.5%
Code Administration	\$5,373,877	\$8,110,648	50.9%
Transit Subsidies/DASH	\$4,460,000	\$32,449,000	627.6%
Fire	\$459,666	\$1,117,319	143.1%
Other City Agencies	\$5,159,466	\$9,526,780	84.6%
<b>Total Special Revenue Funds</b>	<b>\$118,208,420</b>	<b>\$170,857,635</b>	<b>44.5%</b>

### Total Charges, Donations and Other Sources

	FY 2014 Approved	FY 2015 Approved	% Change FY 14 - FY 15
Schools	\$10,321,745	\$10,558,660	2.3%
DCHS	\$6,270,768	\$6,127,885	-2.3%
TES	\$13,058,511	\$20,318,786	55.6%
Code Administration	\$6,129,558	\$8,110,648	32.3%
Transit Subsidies/DASH	\$4,460,000	\$4,949,000	11.0%
Fire	\$2,263,985	\$158,735	
Other City Agencies	\$4,530,587	\$6,738,687	48.7%
<b>Total Donations, Fees and Charges for Services</b>	<b>\$47,035,154</b>	<b>\$56,962,401</b>	<b>21.1%</b>

### Total State and Federal Funds

	FY 2014 Approved	FY 2015 Approved	% Change FY 14 - FY 15
Schools	\$47,988,607	\$49,468,394	3.1%
DCHS	\$31,894,225	\$31,848,875	-0.1%
Housing	\$980,032	\$1,025,268	4.6%
TES	-	\$306,020	-
Transit Subsidies	-	\$27,500,000	-
Fire	\$457,166	\$958,584	109.7%
Other City Agencies	\$2,978,985	\$2,788,093	-6.4%
<b>Total State and Federal Funds</b>	<b>\$84,299,015</b>	<b>\$113,895,234</b>	<b>35.1%</b>



# Grant Funding and Special Revenue Funds

## SUMMARY OF MAJOR 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 in FY 2015. City Council approval of the FY 2015 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.

<b>Addendum Table I</b> <b>Department of Community and Human Services</b> <b>Federally Funded Programs</b>				
	<b>Federal Funds</b>	<b>FY 2014 Approved Budget Estimate</b>	<b>FY 2015 Approved Budget Estimate</b>	<b>% Change FY14 - FY 15</b>
<b>Mental Health Programs</b>	Block Grant for Community Mental Health Services - Serious Emotionally Disturbed Children	\$252,748	\$256,652	1.5%
	Block Grant for Community Mental Health Services - Serious Mental Illness (Adults)	\$316,442	\$282,744	-10.6%
	Projects for Assistance in Transition from Homelessness	\$104,020	\$104,020	0.0%
<b>MH and SA Programs</b>	U.S. Department of Housing and Urban Development	\$292,544	\$194,394	-33.6%
<b>Substance Abuse (SA) Programs</b>	Substance Abuse Residential Purchase of Services (SARPOS)	\$137,284	\$137,284	0.0%
	Substance Abuse Federal Block Grant - Alcohol & Drug Treatment	\$529,665	\$503,486	-4.9%
	Substance Abuse Federal Block Grant - Primary Prevention	\$205,768	\$194,994	-5.2%
	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%
<b>Intellectual Disability Programs</b>	Grants for Infants and Toddlers with Disabilities	\$248,985	\$428,891	72.3%
	<b>Total Federal Funds</b>	<b>\$2,368,298</b>	<b>\$2,383,307</b>	<b>0.6%</b>



# Grant Funding and Special Revenue Funds

## SUMMARY OF MAJOR REVENUE SOURCES BY DEPARTMENT

<b>Addendum Table II</b> <b>Department of Community and Human Services</b> <b>State Funded Programs</b>				
		<b>FY 2014 Approved Budget Estimate</b>	<b>FY 2015 Approved Budget Estimate</b>	<b>% Change FY14 - FY 15</b>
	<b>State Funds</b>			
<b>Mental Health Programs</b>	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 Transformation	\$113,229	\$113,229	0.0%
	System of Care	\$70,000	\$70,000	0.0%
	Juvenile Detention	\$369,930	\$369,930	0.0%
	Pharmacy	\$111,730	\$111,730	0.0%
	Recovery	\$338,397	\$338,397	0.0%
	Regional Discharge Assistance Plan (RDAP)	\$130,000	\$130,000	0.0%
	Jail Diversion	\$108,398	\$108,398	0.0%
	Other State Aid	\$228,879	\$229,900	0.4%
		\$2,224,338	\$2,287,987	2.9%
<b>Substance Abuse (SA) Programs</b>	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	\$1,371,428	\$1,409,824	2.8%
<b>Intellectual Disability Programs</b>	Other State Aid	\$232,927	\$234,378	0.6%
	<b>Total State Funds</b>	<b>\$5,048,539</b>	<b>\$5,152,035</b>	<b>2.1%</b>



# Grant Funding and Special Revenue Funds

## SUMMARY OF MAJOR REVENUE SOURCES BY DEPARTMENT

Addendum Table III Department of Community and Human Services Federally Funded - Social Services and Other Human Services Programs			
Federal Funds	FY 2014 Approved Budget Estimate	FY 2015 Approved Budget Estimate	% Change FY14 to FY15
VDSS (Virginia Dept. of Social Services (Operating Funds)	\$431,989	\$564,617	30.7%
VDSS Eligibility Determination	\$1,934,920	\$1,718,923	-11.2%
VDSS Child Welfare Administration	\$2,151,886	\$2,315,590	7.6%
VDSS Adult Services Administration	\$335,687	\$524,727	56.3%
VDSS Early Childhood Administration	\$311,743	\$498,903	60.0%
Foster Care IV - E	\$858,043	\$343,842	-59.9%
Adoption Subsidy	\$777,141	\$102,503	-86.8%
Welfare Special Adoption	\$101,249	\$2,212,696	2085.4%
Other VDSS	\$60,766	\$15,815	-74.0%
Virginia Department of Aging	\$388,748	\$376,962	-3.0%
VDSS In-Home Services to Companion	\$303,713	\$76,681	-74.8%
Head Start	\$2,197,051	\$2,082,859	-5.2%
Transitional Apartment Planning & Eviction Storage (CDBG)	\$52,000	\$96,588	85.7%
Winter Shelter (CDBG)	\$20,000	\$20,000	0.0%
Shelter Grants (Federal Shelter & ESG Winter Shelter)	\$115,969	\$115,969	0.0%
Community Services Block Grant (CSBG\BASIC)	\$120,237	\$127,737	6.2%
Virginia Refugee Resettlement Program (VRRP)	\$93,559	\$93,809	0.3%
VDSS Refugee Resettlement Program (VRRP)	\$140,000	\$145,000	3.6%
WIA (Workforce Investment Board)	\$395,849	\$544,630	37.6%
VIEW (Virginia Initiative for Employment not Welfare)	\$212,638	\$440,714	107.3%
Childcare Joblink	\$49,429	\$105,196	112.8%
Domestic Violence & Sexual Assault	\$374,654	\$374,654	0.0%
Competitive Personal Responsibility Education Program (PREP)	\$290,494	\$291,086	0.2%
All other Federal grants (includes individual program grants under \$100,000)	\$205,359	\$146,099	-28.9%
<b>Total Federal Funds</b>	<b>\$11,923,124</b>	<b>\$13,335,600</b>	<b>11.8%</b>



# Grant Funding and Special Revenue Funds

## SUMMARY OF MAJOR REVENUE SOURCES BY DEPARTMENT

Addendum Table IV Department of Community and Human Services State Funded - Social Services and Other Human Services Programs			
	FY 2014 Approved Budget Estimate	FY 2015 Approved Budget Estimate	% Change FY14 to FY15
<b>State Funds</b>			
Auxiliary Grants	\$236,454	\$236,454	0.0%
Foster Care IV - E	\$833,048	\$343,841	-58.7%
Adoption Subsidy	\$777,141	\$40,096	-94.8%
Special Needs Adoption	\$1,458,827	\$922,531	-36.8%
<b>VDSS (Virginia Department of Social Services) Operating Funds</b>			
VDSS Eligibility Determination	\$247,148	\$334,856	35.5%
VDSS Child Welfare Administration	\$1,231,126	\$971,752	-21.1%
VDSS Child Welfare Administration	\$1,248,178	\$1,359,986	9.0%
VDSS Early Childhood Administration	\$168,205	\$303,230	80.3%
Comprehensive Services Act	\$4,291,161	\$4,264,539	-0.6%
Shelter Support Grant	\$138,000	\$138,000	0.0%
Homeless Intervention	\$250,000	\$250,000	0.0%
Other VDSS Client Services	\$13,781	\$0	-100.0%
VIEW	\$124,882	\$258,832	107.3%
Childcare Joblink	\$29,034	\$61,782	112.8%
VDSS Companion Program	\$44,860	\$0	-100.0%
VDSS Aging Administration	\$197,150	\$308,172	56.3%
Virginia Department of Aging (VDA)	\$151,343	\$144,828	-4.3%
WIA Disability Initiative	\$40,000	\$40,000	0.0%
Domestic Violence and Sexual Assault	\$55,678	\$55,678	0.0%
All other State grants (includes individual program grants under \$100,000)	\$114,893	\$82,440	-28.2%
<b>Total State Funds</b>	<b>\$11,650,909</b>	<b>\$10,117,017</b>	<b>-13.2%</b>



# Grant Funding and Special Revenue Funds

## SUMMARY OF MAJOR REVENUE SOURCES BY DEPARTMENT

Addendum Table V Office of Housing Federally Funded Programs			
	FY 2014 Approved Budget Estimate	FY 2015 Approved Budget Estimate	% Change FY14 to FY15
<b>Federal Funds</b>			
CDBG Program Administration	\$125,232	\$138,311	10.4%
CDBG Rehabilitation Loans	\$203,553	\$210,000	3.2%
CDBG Rehabilitation Administration	\$264,185	\$234,600	-11.2%
HOME Housing Opportunities Fund/Hou	\$333,979	\$333,979	0.0%
All other Federal grants (includes individual program grants under \$100,000)	\$53,083	\$108,378	104.2%
<b>Total Federal Funds</b>	<b>\$980,032</b>	<b>\$1,025,268</b>	<b>4.6%</b>



# Grant Funding and Special Revenue Funds

## SUMMARY OF MAJOR REVENUE SOURCES BY DEPARTMENT

### FY 2015 Housing Program Sources and Uses

Program (Uses)	Affordable Housing					Total All Funds
	Home Ownership	Housing Rehabilitation	Landlord Tenant	Development & Preservation	Leadership & Mgmt Support Services	
<b>Funding (Sources)</b>						
<b>CDBG</b>						
New Grant	\$0	\$502,100	\$15,960	\$0	\$141,311	\$659,371
Program Income	\$50,000	\$125,000	\$0	\$0	\$0	\$175,000
Carryover	\$0	\$381,200	\$5,000	\$0	\$0	\$386,200
	\$50,000	\$1,008,300	\$20,960	\$0	\$141,311	\$1,220,571
	<b>One Loan</b>	<b>Nine HPRLP Loans One RAMP Loan</b>	<b>One Round of Fair Housing Testing</b>			
<b>HOME</b>						
New Grant		\$0	\$0	\$333,979	\$31,918	\$365,897
Program Income	\$40,000	\$0	\$0	\$36,000	\$0	\$76,000
Carryover	\$0	\$0	\$0	\$464,000		\$464,000
	\$40,000	\$0	\$0	\$833,979	\$31,918	\$905,897
	<b>One Loan</b>					
<b>GENERAL FUND</b>						
New	\$113,176	\$92,801	\$420,812	\$638,901	\$586,651	\$1,852,341
Dedicated Revenue			\$96,017	\$459,445		\$555,462
New HOME Match	\$0	\$0	\$0	\$30,665	\$0	\$30,665
	\$113,176	\$92,801	\$516,829	\$1,129,011	\$586,651	\$2,438,468
	<b>Admin Support for Homeownership Program</b>			<b>Projected 28 Developer Pledged Units &amp; Funding to Support AHDC</b>		
<b>HOUSING TRUST FUND</b>						
New	\$100,000	\$0	\$0	\$870,000	\$0	\$970,000
Carryover	\$250,000	\$53,000	\$0	\$4,565,345		\$4,868,345
HOME Match (Carryover)	\$0	\$0	\$0	\$169,655	\$0	\$169,655
	\$350,000	\$53,000	\$0	\$5,605,000	\$0	\$6,008,000
	<b>Seven Loans</b>	<b>Two Mini-RAMP Grants &amp; Funding for RTA</b>				
<b>GO BONDS FOR BEAUREGARD</b>	\$0	\$0	\$0	\$1,600,000	\$0	\$1,600,000
<b>ALL FUNDS</b>	<b>\$553,176</b>	<b>\$1,154,101</b>	<b>\$537,789</b>	<b>\$9,167,990</b>	<b>\$759,880</b>	<b>\$12,172,936</b>

Notes: \$834K of carryover HTF is allocated to the Braddock Fund. \$4 million of the HTF and Bond funds are allocated for Beauregard.

# Grant Funding and Special Revenue Funds



## CITY AGENCY FY 2015 ESTIMATED SPECIAL REVENUE FUNDS

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
<u>Commonwealth's Attorney</u>						
<b>Victim Witness Assistance Program</b>	<b>VA Department of Criminal Justice Services</b>	3.0	\$186,767	\$63,699	\$0	\$250,466
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..						
<b>Violence Against Women Act Funds (V-Stop)</b>	<b>VA Department of Criminal Justice Services</b>	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						
<u>Sheriff</u>						
<b>CCCA (Pre-trial and Local Services)</b>	<b>State Department of Criminal Justice</b>	6.0	\$467,824	\$186,609	\$0	\$654,433
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.						

# Grant Funding and Special Revenue Funds



## CITY AGENCY FY 2015 ESTIMATED SPECIAL REVENUE FUNDS

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
<u>CSU and Other Public Safety</u>						
<b>VJCCA Sheltercare</b>	<b>State Department of Juvenile Justice</b>		\$184,177	\$972,299	\$0	\$1,156,476
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.						
<b>VJCCA Court Service Unit</b>	<b>State Department of Juvenile Justice</b>	3.0	\$63,081	\$133,413	\$95,575	\$292,069
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.						
<u>Human Rights</u>						
<b>Fair Employment Practices Agency Program - EEOC</b>	<b>Federal Equal Employment Opportunity Commission</b>	0.5	\$34,142	\$0	\$0	\$34,142
Funds are provided for investigating and closing EEOC cases. The City receives \$650 per closed case approved by the Equal Employment Opportunity Commission.						

# Grant Funding and Special Revenue Funds



## CITY AGENCY FY 2015 ESTIMATED SPECIAL REVENUE FUNDS

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
<b>TES</b>						
<b>Transportation Demand Management</b>	<b>Virginia Department of Rail and Transportation</b>	2.0	\$176,897	\$0	\$50,604	\$227,501
Funds are provided for outreach and staff to manage the City's Rideshare Program.						
<b>Fire</b>						
<b>Fire Programs Public Education</b>	<b>Virginia Department of Fire Programs</b>		\$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.						
<b>EMS Four for Life</b>	<b>Virginia Department of Health</b>		\$119,191	\$0	\$0	\$119,191
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.						
<b>Fire Training Fund</b>	<b>Virginia Department of Fire Programs</b>		\$340,393	\$0	\$0	\$340,393
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.						
<b>Hazmat Calls Answered</b>	<b>Virginia Department of Emergency Management</b>		\$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.						
<b>Hazmat Agreement</b>	<b>Virginia Department of Emergency Management</b>		\$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.						

# Grant Funding and Special Revenue Funds



## CITY AGENCY FY 2015 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>
<b>Recreation</b>						
<b>USDA After School Snack</b>	<b>United States Department of Agriculture</b>		\$141,459	\$0	\$0	\$141,459
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.						
<b>USDA Summer Food</b>	<b>United States Department of Agriculture</b>		\$137,612	\$0	\$0	\$137,612
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.						
<b>Litter Control</b>	<b>Virginia Department of Environmental Quality, Litter Prevention and Recycling Program</b>		\$30,000	\$0	\$0	\$30,000
The Virginia Department of Environmental Quality provides non-competitive grant funding to support the Adopt-a-Park Litter Control program						
<b>Local Government Challenge</b>	<b>Virginia Commission for the Arts</b>		\$10,000	\$0	\$0	\$10,000
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.						

# Grant Funding and Special Revenue Funds



## CITY AGENCY FY 2015 ESTIMATED SPECIAL REVENUE FUNDS

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
<b>Community and Human Services</b>						
<b>Projects for Assistance in Transition from Homelessness</b>	<b>U.S. Substance Abuse and Mental Health Administration</b>	1.1	\$104,020		\$2,722	\$106,742
Funds are provided for outreach and linking homeless consumers with MH/MR/SA services. For this particular program, the cash match is not City General Funds, but leveraged special revenue funds.						
<b>Transitional and Supportive Housing Programs</b>	<b>U.S. Department of Housing and Urban Development</b>		\$194,394	\$182,027	\$48,599	\$425,020
Funds are provided for supportive services, operations and administration in mental health and substance abuse residential programs. In addition to the funds shown above, \$430,345 of state revenue, client fees and other revenues are used to provide total program funds of \$855,365.						
<b>High Intensity Drug Trafficking Area Treatment (HIDTA)</b>	<b>U.S. Office of National Drug Control Policy</b>		\$159,924	\$0	\$0	\$159,924
Funds are provided for substance abuse treatment services for individuals involved in the justice system.						
<b>Grants for Infants and Toddlers with Disabilities (Part C)</b>	<b>U.S. Department of Education and Virginia Department of Behavioral Health and Disability Services</b>		\$651,967	\$393,102	\$0	\$1,045,069
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 fee revenue is used for a total program budget of \$1,082,269.						
<b>Jail Diversion</b>	<b>Virginia Department of Behavioral Health and Disability Services</b>	1.0	\$229,900	\$0	\$0	\$229,900
Funds are provided for treatment services to decrease crime and recidivism among persons with mental illness. No General Fund or cash match is associated with the Jail Diversion grant.						

# Grant Funding and Special Revenue Funds



## CITY AGENCY FY 2015 ESTIMATED SPECIAL REVENUE FUNDS

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
<b>Sexual Assault Response and Awareness (SARA) - Violence Against Women Act Funds</b>	<b>Virginia Department of Criminal Justice Services</b>	1.0	\$42,376	\$49,950	\$0	\$92,326
Funds are provided through the Violence Against Women Act for comprehensive services to Spanish speaking victims of sexual assault in Alexandria and educational outreach.						
<b>Rape Victims Companion Program - Sexual Assault Response and Awareness</b>	<b>Virginia Department of Criminal Justice Services</b>	3.0	\$188,062	\$114,892	\$0	\$302,954
Funds are provided through the federal Victims of Crime Act for rape crisis centers to provide direct services for victims of sexual violence.						
<b>Domestic Violence</b>	<b>Virginia Department of Social Services</b>	3.0	\$178,855	\$16,662	\$44,714	\$240,231
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.						
TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
<b>Project Discovery</b>	<b>State of Virginia</b>	1.0	\$62,700	\$19,130	\$0	\$81,830

# Grant Funding and Special Revenue Funds



## CITY AGENCY FY 2015 ESTIMATED SPECIAL REVENUE FUNDS

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.						
<b>Headstart</b>	<b>Department of Health and Human Services</b>		\$2,198,644	\$0	\$196,541	\$2,395,185
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.						
<b>Emergency Solutions Preventing Homelessness</b>	<b>VA Department of Housing and Community Development and Community Services Block Grant</b>	4.0	\$232,557	\$59,000	\$0	\$291,557
Funds to prevent immediate homelessness through case management and financial assistance to avoid the need for sheltering activities.						
<b>Homeless Shelter Programs</b>	<b>VA Department of Housing and Community Development</b>		\$250,000	\$173,206	\$0	\$423,206
Funds are provided to support homeless sheltering and case management efforts to rapidly rehouse shelter residents.						
<b>Community Services Block Grant</b>	<b>Virginia Department of Social Services, Office of Community Services</b>		\$127,737	\$767,795	\$30,059	\$925,591
Funds are provided to support efforts in preventing homelessness through counseling, education and financial assistance.						
<b>Virginia Cares</b>	<b>Virginia Cares</b>	1.0	\$48,353	\$64,177	\$0	\$112,530
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 Fund Balance



## FUND DESCRIPTIONS

- 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. Revenues are derived primarily from property and other local taxes, state and federal distributions, licenses, permits, charges for service, and interest income. A significant portion of the General Fund's revenues is used to finance the operations of the City of Alexandria School Board.
- The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2013, the Special Revenue Fund total fund balance was \$19,515,139. Funds included in this category include the Housing Fund, Sewer and Stormwater Funds, Potomac Yard and Other Special Revenue Funds. 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's fund balance, for GFOA reporting purposes, as of June 30, 2015 is \$30,689,784.
- 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, 2013, the Capital Projects Fund had a total fund balance of \$169,174,812. The significant increase in the balance compared to prior years relates to the timing of receipt of bond proceeds. 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's fund balance as of June 30, 2013, 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, 2015.
- 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, 2013, the Equipment Replacement Internal Services Fund had Total Net Assets of \$24,789,918. 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, 2015 is \$23,908,486.

# Statement of Estimated Fund Balance



## STATEMENT OF ESTIMATED GENERAL FUND BALANCE

### Commitments and Assignments in the Approved Fiscal Year 2015 Budget

The fiscal year 2015 Operating Budget contains the following commitments and assignments of fund balances estimated to be available as of June 30, 2014:

#### **Commitments:**

- \$5,000,000 for the City's self-insurance reserve
- 5,388,948 to fund capital projects contained in multiple years of the FY 2014 – FY 2023 Capital Improvement Program budget.

#### **Assignments:**

- \$2,636,379 to fund the FY 2015 Operating Budget;
- \$2,315,835 for real estate taxes dedicated to Potomac Yard
- \$2,000,000 for natural disasters or emergencies;
- \$3,500,000 for encumbrances obligated at the end of the year;
- \$900,000 for emergency response;
- \$750,000 for projects and initiatives that are approved but not yet under contract, such as City Council contingent reserve initiatives; and
- \$500,000 to cover accrued leave payments for City employees who separate from the City, either through retirement or voluntary/involuntary termination.

These commitments and assignments total \$23.0 million. Despite being designated for a particular purpose, the funds identified here are considered "spendable". 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. Based on projected revenues and expenditures in fiscal year 2014, the uncommitted/unassigned General Fund balance at June 30, 2014 is currently estimated to be \$38.9 million or 6.3 percent of projected FY 2014 General Fund revenues. The spendable General Fund balance is estimated to be \$61.9 million or 10.0 percent of projected General Fund revenues. Based on current projections, which reflect revenue collections through early June 2014, revenue forecasts through the remainder of Fiscal Year 2014 and an expectation that budgeted expenditures will occur as planned through June 2014, it is projected that the Spendable Fund Balance as a Percent of General Fund Revenue be at the 10% limit. Uncommitted and Unassigned Fund Balance as a Percent of General Fund Revenues is projected to be 6.3%, which is well above the target of 5.5%. Because most of the reduction in Fund Balance was planned, the City Manager and financial staff will continue to closely monitor Fund Balance and consider making changes to future commitments and recommend spending restrictions in the future, if necessary, to ensure that the ratios established in the City's Financial Policies are maintained.

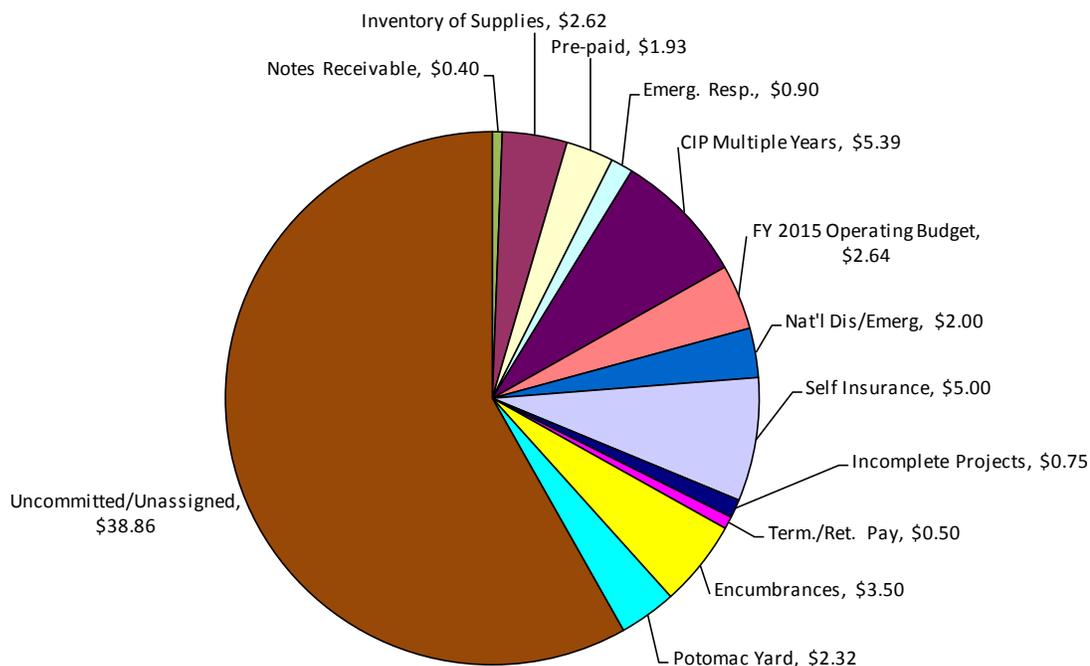
# Statement of Estimated Fund Balance



## GENERAL FUND BALANCE COMPONENTS

The following pie chart shows all of the components of General Fund balance estimated as of June 30, 2014. With the exception of \$0.4 million in Notes Receivable, \$2.62 million in inventory of supplies, and \$1.9 million in pre-paid expenditures, all of the components shown below are considered spendable fund balance.

**Fund Balance as of June 30, 2014**  
**\$66.8 million**



# Statement of Estimated Fund Balance



## UNDERSTANDING 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 2013, and projected fund balance at the close of FY 2014. The FY 2015 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 \$61.9 million as of June 30, 2014, which represents 6.2 percent of FY 2014 projected General Fund revenues. Uncommitted and unassigned fund balance provides \$38.9 million in funds that help to protect against future budget uncertainties.

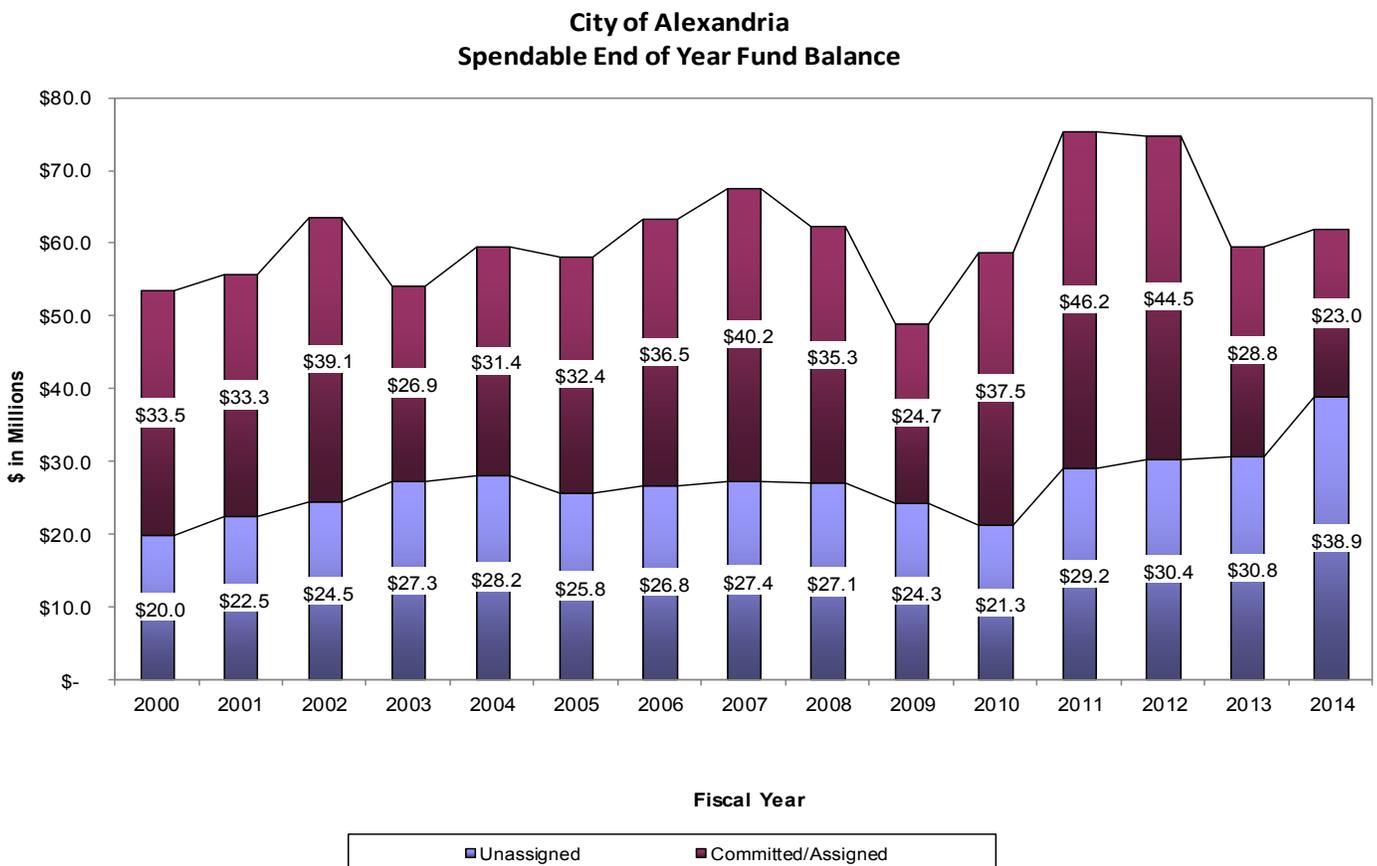
The details of commitments and assignments from FY 2012 through the proposed assignments of FY 2014 are shown in the table on page 5. It should be noted that commitments have been established by City Council. The City Manager can propose or recommend assignments. Either of these designations is still considered spendable fund balance.

# Statement of Estimated Fund Balance



## HISTORY OF GENERAL FUND BALANCE

The chart below shows the history of fund balance at the end of the year, including the actual balance from FY 2000 through FY 2013 and an estimate balance at the end of June 30, 2014. This does not reflect reserved (unspendable) fund balance, but is considered “spendable” regardless of whether it is committed or assigned.



## Statement of Estimated Fund Balance



## HISTORY OF END OF YEAR GENERAL FUND BALANCE

**HISTORY OF END OF YEAR FUND BALANCE**  
**ACTUAL 2012 AND 2013 ESTIMATED AS OF JUNE 30, 2014**

	2012	2013	2014
<b>Spendable Fund Balance End of Year</b>	<b>74,883,080</b>	<b>59,567,331</b>	<b>61,851,316</b>
<b>Commitments</b>			
FY 2013 Operating Budget	6,839,538		
FY 2014 Operating Budget		6,429,631	-
Subsequent CIP (FY 2014 and beyond)	1,755,000	5,388,948	5,388,948
Self Insurance	5,000,000	5,000,000	5,000,000
<b>Assignments</b>			
FY 2015 Operating Budget			2,636,379
New Incomplete Projects	1,723,717	2,846,412	750,000
Retiree Health and Life (OPEB)	900,000	200,000	-
Equipment Replacement	255,762	-	-
Gang IPE Position	75,661	-	-
Professional and Performance Investment	450,000	354,000	-
Planning Studies and One Time Studies	535,000	385,000	-
Potomac Yard			2,315,835
Encumbrances	2,588,843	3,563,310	3,500,000
Transportation/Stormwater Fund	6,891,427	242,000	-
Natural Disasters/Emergencies	1,300,000	2,000,000	2,000,000
Sequestration		1,000,000	-
Termination		500,000	500,000
Emergency Response	900,000	900,000	900,000
<b>Total Commitments &amp; Assignments</b>	<b>44,455,451</b>	<b>28,809,301</b>	<b>22,991,162</b>
<b>Uncommitted/Unassigned Fund Balance</b>	<b>\$ 30,427,629</b>	<b>\$ 30,758,030</b>	<b>\$ 38,860,154</b>
<b>Reservations/nonspendable</b>	<b>8,099,925</b>	<b>9,945,850</b>	<b>4,945,850</b>
<b>Total Fund Balance EOY</b>	<b>\$ 82,983,005</b>	<b>\$ 69,513,181</b>	<b>\$ 66,797,166</b>
General Fund Revenues	571,615,475	595,009,291	618,553,835
Estimated Uncommitted/Unassigned Fund Balance as % of General Fund Revenues	5.32%	5.17%	6.28%
Target = 5.5%; Limit = 4.0%			
Estimated Spendable Fund Balance as % of General Fund Revenues Limit = 10%	13.10%	10.01%	10.00%
<b>Fund Balance at End of FY</b>	<b>\$ 82,983,005</b>	<b>\$ 69,513,181</b>	<b>\$ 66,797,166</b>

## Statement of Estimated Fund Balance



## FUND BALANCE CALCULATIONS

Governmental Funds			Proprietary Funds	
	Special Revenue Funds/ <sup>1</sup>	Capital Projects Fund/ <sup>2</sup>		Internal Services Fund (Equipment Replacement Fund)
Beginning Fund Balance 7/1/13	\$30,649,784	\$169,174,812	Beginning Net Assets 7/1/13	\$24,789,918
Plus FY 2014 Budgeted Revenues	\$118,208,420	\$76,735,227	Plus FY 2014 Budgeted Revenues	\$5,517,040
Less FY 2014 Budgeted Expenditures	\$118,208,420	\$49,112,579	Less FY 2014 Budgeted Expenses	\$6,661,403
Projected Fund Balance 6/30/14	\$30,649,784	\$196,797,460	Projected Net Assets 6/30/2014	\$23,645,555
Plus FY 2015 Budgeted Revenues/ <sup>3</sup>	\$159,605,121	\$92,464,283	Plus FY 2015 Budgeted Revenues	\$4,874,281
Less FY 2015 Budgeted Expenditures	\$159,605,121	\$92,464,283	Less FY 2015 Budgeted Expenses	\$4,611,350
Projected Fund Balance FY 2015	\$30,649,784	\$196,797,460	Projected Net Assets 6/30/15	\$23,908,486

Sources: City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2013; City of Alexandria, Virginia, Operating Budget and Capital Improvement Program, Fiscal Year 2015.

/1 The Special Revenue Funds include the Housing Fund, Sewer and Stormwater Funds, Potomac Yard and Other Special Revenue Funds.

/2 The Capital Projects Fund Balance as of 7/1/2013 is produced for the Comprehensive Annual Financial Report. In all likelihood a large portion of Capital Projects, including Sanitary Sewers, will not be expended in FY 2014 and FY 2015, as many capital projects are multi-year in execution. The Capital Projects Fund Balance projected as of June 30, 2013, is based on the actual year to date activity as of June 23, 2014. No estimate is calculated for FY 2015, but some portion of revenue will not be collected and some portion of expenditures will not have occurred by the end of the year.

/3 FY 2015 Budgeted Revenues are based on current estimates, which are subject to change.

# Summary Tables



## TOTAL SOURCES & USES

The following tables provide a summary of revenues and expenditures including the General Fund, Special Revenue Fund, Capital Projects Fund, and all Component Unit Funds by source and use.

Source & Use	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	% Change FY 2014/15
<b>Revenue by Source</b>				
General Property Taxes	385,171,483	404,708,572	417,462,084	3.2%
Other Local Taxes	125,347,523	129,514,000	135,299,034	4.5%
Permits, Fees and Licenses	10,625,857	8,782,974	9,889,469	12.6%
Fines and Forfeitures	5,148,115	5,322,000	5,815,000	9.3%
Intergovernmental	125,862,936	102,686,367	138,912,376	35.3%
Charges for Services	34,607,643	31,433,430	33,412,956	6.3%
Use of Money and Property	4,180,072	5,890,000	4,590,966	-22.1%
Miscellaneous	10,176,615	7,084,720	6,456,135	-8.9%
Bond Proceeds	107,271,892	24,876,105	33,396,000	34.2%
Use of Spendable Fund Balance	-	14,368,963	18,128,194	26.2%
Equipment Replacement Charges for Services	5,266,619	6,661,403	4,741,350	-28.8%
Alexandria City Public Schools Special Revenue	54,437,935	58,310,352	53,570,432	-8.1%
Library Charges for Services	678,360	439,838	424,310	-3.5%
Alexandria Transit Company Charges for Services	4,539,969	4,460,000	4,949,000	11.0%
<b>Total Revenues</b>	<b>873,315,019</b>	<b>804,538,724</b>	<b>867,047,306</b>	<b>7.8%</b>
<b>Revenues by Fund</b>				
General Fund	595,009,292	624,848,747	636,769,902	1.9%
Special Revenues	125,934,854	101,488,000	150,288,895	48.1%
Capital Projects	62,753,279	76,735,227	92,164,283	20.1%
Equipment Replacement	5,266,619	6,661,403	4,741,350	-28.8%
Alexandria City Public Schools	234,049,407	243,921,824	251,838,526	3.2%
Library	7,065,587	7,289,752	7,031,470	-3.5%
Alexandria Transit Company	15,063,969	16,045,632	17,116,000	6.7%
Bond Proceeds	107,271,892	-	-	-
Less Transfers	(279,099,880)	(272,451,861)	(292,903,120)	7.5%
<b>Total Revenues</b>	<b>873,315,019</b>	<b>804,538,724</b>	<b>867,047,306</b>	<b>7.8%</b>
<b>Expenditures by Fund</b>				
General Fund	608,883,668	624,848,747	636,769,902	1.9%
Special Revenues	114,405,354	101,488,000	150,288,895	48.1%
Capital Projects	79,117,476	76,735,227	92,164,283	20.1%
Equipment Replacement	6,493,896	6,661,403	4,741,350	-28.8%
Alexandria City Public Schools	239,466,832	243,921,824	251,838,526	3.2%
Library	6,972,557	7,289,752	7,031,470	-3.5%
Alexandria Transit Company	15,751,563	16,045,632	17,116,000	6.7%
Debt Refunding	19,119,142	-	-	-
Less Transfers	(279,099,880)	-272,451,861	(292,903,120)	7.5%
<b>Total Expenditures</b>	<b>811,110,608</b>	<b>804,538,724</b>	<b>867,047,306</b>	<b>7.8%</b>

## Expenditure Summaries



## EXPENDITURES BY CLASSIFICATION

The following table provides a summary of operating budget expenditures for the General Fund and all operating funds by classification of expenditure.

Expenditures by Classification	General Fund				All Funds	
	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	% of Total	FY 2015 Approved	% of Total
Personnel	197,349,390	206,672,802	207,744,557	32.6%	275,091,271	25.8%
Non-Personnel	82,172,862	84,577,975	87,419,376	13.7%	126,180,101	11.8%
Capital Outlays	818,222	170,863	99,469	0.0%	4,876,241	0.5%
Interfund Transfers	65,296,410	47,033,633	44,013,134	6.9%	63,376,157	5.9%
Cash Capital	15,638,716	22,678,732	21,234,009	3.3%	25,548,491	2.4%
Debt Service*	50,243,748	57,027,260	64,441,506	10.1%	64,441,506	6.0%
<b>Total City Government</b>	<b>411,519,348</b>	<b>418,161,265</b>	<b>424,952,051</b>	<b>66.7%</b>	<b>559,513,767</b>	<b>52.4%</b>
ACPS	179,611,472	185,611,472	191,811,472	30.1%	443,649,998	41.5%
Transit	17,757,518	21,076,010	20,006,378	3.1%	64,622,378	6.1%
<b>Total Expenditures</b>	<b>608,888,338</b>	<b>624,848,747</b>	<b>636,769,901</b>	<b>100.0%</b>	<b>1,067,786,143</b>	<b>100.0%</b>
					<i>Interfund Transfers</i>	263,065,180
					<b>Net All Funds Expenditures</b>	<b>804,720,963</b>

\* FY 2013 excludes bond refunding debt service of \$19,114,473

## Expenditure Summaries



## EXPENDITURES BY DEPARTMENT

The following tables provide a summary of operating budget expenditures by department and strategic focus area.

Expenditures by Department and Strategic Focus Area	General Fund				All Funds	
	FY 2013 Actual*	FY 2014 Approved	FY 2015 Approved	% of Total	FY 2015 Approved	% of Total
<b>Accountable, Effective &amp; Well Managed Government</b>						
City Attorney	2,551,203	2,715,438	2,750,066	0.4%	2,750,066	0.3%
City Clerk and Clerk of Council	384,148	463,282	422,246	0.1%	422,246	0.1%
City Council	512,923	527,725	513,278	0.1%	513,278	0.1%
City Manager	2,374,806	2,432,507	2,288,367	0.4%	2,288,367	0.3%
Communications and Public Information	1,994,237	1,913,177	1,313,916	0.2%	1,313,916	0.2%
Finance	10,194,616	11,127,469	13,435,340	2.1%	14,195,780	1.8%
General Services	12,241,445	12,512,518	13,683,472	2.1%	13,888,472	1.7%
Human Resources	2,996,913	3,011,789	3,873,374	0.6%	3,873,374	0.5%
Information Technology Services	7,888,446	8,255,909	10,411,287	1.6%	10,802,110	1.3%
Performance and Accountability	423,656	723,098	860,566	0.1%	860,566	0.1%
Non Departmental	83,121,850	85,547,113	89,071,929	14.0%	90,071,929	11.2%
Management and Budget	1,012,634	1,277,825	1,259,906	0.2%	1,259,906	0.2%
Real Estate Assessments**	1,383,219	1,856,591	0	0.0%	0	0.0%
<b>Focus Area Total</b>	<b>127,080,095</b>	<b>132,364,441</b>	<b>139,883,747</b>	<b>22.0%</b>	<b>142,240,010</b>	<b>17.7%</b>
<b>Healthy and Thriving Residents</b>						
Community and Human Services	50,667,191	51,264,702	50,184,986	7.9%	88,161,746	11.0%
Health	6,654,007	6,851,046	6,149,432	1.0%	6,173,947	0.8%
Other Health Activities	1,324,000	1,374,000	1,765,350	0.3%	1,765,350	0.2%
Library	6,387,227	6,849,914	6,607,160	1.0%	7,031,470	0.9%
Recreation Parks & Cultural Activities	20,697,346	21,530,916	20,887,541	3.3%	22,201,109	2.8%
Alexandria City Public Schools	179,611,472	185,611,472	191,811,472	30.1%	251,838,526	31.3%
Northern Virginia Community College	11,721	11,785	11,877	0.0%	11,877	0.0%
<b>Focus Area Total</b>	<b>265,352,964</b>	<b>273,493,835</b>	<b>277,417,818</b>	<b>43.6%</b>	<b>377,184,025</b>	<b>46.9%</b>

\*Excludes \$19,119,142 in bond refunding

\*\*Included as part of the Finance Department in FY 2015

## Expenditure Summaries



## EXPENDITURES BY DEPARTMENT

Expenditures by Department and Strategic Focus Area	General Fund				All Funds	
	FY 2013 Actual*	FY 2014 Approved	FY 2015 Proposed	% of Total	FY 2015 Proposed	% of Total
<b>Livable, Green and Prospering City</b>						
Code Administration	762,654	822,975	120,000	0.0%	8,230,648	1.0%
Economic Development	4,744,476	5,085,724	5,156,855	0.8%	5,156,855	0.6%
Housing	2,151,520	2,313,228	2,436,813	0.4%	3,462,081	0.4%
Historic Alexandria	2,731,529	2,690,087	2,825,716	0.4%	3,561,214	0.4%
Planning & Zoning	5,938,320	5,813,984	5,317,991	0.8%	5,544,825	0.7%
Project Implementation	8,753	337,568	2,050,672	0.3%	3,134,644	0.4%
Transportation & Environmental Svc	40,755,413	32,675,128	31,279,855	4.9%	48,998,088	6.1%
Transit Subsidies	17,757,518	21,076,010	20,006,378	3.1%	52,455,378	6.5%
<b>Focus Area Total</b>	<b>74,850,184</b>	<b>70,814,704</b>	<b>69,194,280</b>	<b>10.9%</b>	<b>130,543,733</b>	<b>16.2%</b>
<b>Safe, Secure and Just Community</b>						
18th Circuit Court	1,420,552	1,609,069	1,566,692	0.2%	1,566,692	0.2%
18th General District Court	61,515	62,452	106,710	0.0%	106,710	0.0%
Clerk of the Circuit Court	1,532,483	1,665,830	1,602,691	0.3%	1,602,691	0.2%
Commonwealth Attorney	2,811,069	2,810,724	2,742,602	0.4%	3,000,172	0.4%
Court Service Unit	1,616,488	1,611,095	1,521,799	0.2%	1,616,880	0.2%
Emergency Communications	5,981,401	6,699,221	7,161,972	1.1%	7,161,972	0.9%
Fire	39,662,562	42,260,975	43,830,786	6.9%	44,948,105	5.6%
Human Rights	645,510	651,097	697,419	0.1%	735,083	0.1%
Juvenile and Domestic Relations Court	24,539	36,129	58,942	0.0%	58,942	0.0%
Law Library	120,855	121,287	60,643	0.0%	116,808	0.0%
Other Criminal and Justice Services	5,317,608	5,460,936	4,332,461	0.7%	4,516,638	0.6%
Police	52,502,827	55,021,466	55,286,068	8.7%	57,075,522	7.1%
Registrar of Voters	1,412,465	1,215,161	1,271,261	0.2%	1,271,261	0.2%
Sheriff	28,490,552	28,950,325	30,034,009	4.7%	30,975,717	3.8%
<b>Focus Area Total</b>	<b>141,600,426</b>	<b>148,175,767</b>	<b>150,274,055</b>	<b>23.6%</b>	<b>154,753,193</b>	<b>19.2%</b>
<b>City Total</b>	<b>608,883,668</b>	<b>624,848,747</b>	<b>636,769,901</b>	<b>100.0%</b>	<b>804,720,963</b>	<b>100.0%</b>

\*Excludes \$19,119,142 in bond refunding

# Expenditure Summaries



## FY 2015 EXPENDITURES BY FUND

The following tables provide a summary of operating budget expenditures by department, strategic focus area and operating fund.

FY 2015 Expenditures by Department and Fund	General Fund	Grants, Donations & Other	Affordable Housing	Sanitary Sewers	Storm Sewer	Potomac Yard	No. VA Transport. Authority	Internal Services	ACPS	Library	DASH	Total All Funds	Less Transfers	Net Expenses
<b>Accountable, Effective &amp; Well Managed Government</b>														
City Attorney	2,750,066	0	0	0	0	0	0	0	0	0	0	2,750,066	0	2,750,066
City Clerk and Clerk of Council	422,246	0	0	0	0	0	0	0	0	0	0	422,246	0	422,246
City Council	513,278	0	0	0	0	0	0	0	0	0	0	513,278	0	513,278
City Manager	2,288,367	0	0	0	0	0	0	0	0	0	0	2,288,367	0	2,288,367
Communications and Public Information	1,313,916	0	0	0	0	0	0	0	0	0	0	1,313,916	0	1,313,916
Finance	13,435,340	715,840	0	0	0	0	0	44,600	0	0	0	14,195,780	0	14,195,780
General Services	13,683,472	50,000	0	0	0	0	0	155,000	0	0	0	13,888,472	0	13,888,472
Human Resources	3,873,374	0	0	0	0	0	0	0	0	0	0	3,873,374	0	3,873,374
Information Technology Services	10,411,287	390,823	0	0	0	0	0	0	0	0	0	10,802,110	0	10,802,110
Performance and Accountability	860,566	0	0	0	0	0	0	0	0	0	0	860,566	0	860,566
Non Departmental	89,071,929	1,000,000	0	0	0	0	0	0	0	0	0	90,071,929	0	90,071,929
Management and Budget	1,259,906	0	0	0	0	0	0	0	0	0	0	1,259,906	0	1,259,906
<b>Focus Area Total</b>	<b>139,883,747</b>	<b>2,156,663</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>199,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>142,240,010</b>	<b>0</b>	<b>142,240,010</b>
<b>Healthy and Thriving Residents</b>														
Community and Human Services	50,184,986	74,363,336	0	0	0	0	0	61,500	0	0	0	124,609,822	(36,448,076)	88,161,746
Health	6,149,432	0	0	0	0	0	0	24,515	0	0	0	6,173,947	0	6,173,947
Other Health Activities	1,765,350	0	0	0	0	0	0	0	0	0	0	1,765,350	0	1,765,350
Library	6,607,160	0	0	0	0	0	0	0	0	7,031,470	0	13,638,630	(6,607,160)	7,031,470
Recreation Parks & Cultural Activities	20,887,541	1,058,939	0	0	0	0	0	377,000	0	0	0	22,323,480	(122,371)	22,201,109
Alexandria City Public Schools	191,811,472	0	0	0	0	0	0	0	251,838,526	0	0	443,649,998	(191,811,472)	251,838,526
Northern Virginia Community College	11,877	0	0	0	0	0	0	0	0	0	0	11,877	0	11,877
<b>Focus Area Total</b>	<b>277,417,818</b>	<b>75,422,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>463,015</b>	<b>251,838,526</b>	<b>7,031,470</b>	<b>0</b>	<b>612,173,104</b>	<b>(234,989,079)</b>	<b>377,184,025</b>
<b>Liveable, Green and Prospering City</b>														
Code Administration	120,000	8,102,148	0	0	0	0	0	8,500	0	0	0	8,230,648	0	8,230,648
Economic Development	5,156,855	0	0	0	0	0	0	0	0	0	0	5,156,855	0	5,156,855
Housing	2,436,813	1,055,933	598,040	0	0	0	0	0	0	0	0	4,090,786	(628,705)	3,462,081
Historic Alexandria	2,825,716	735,498	0	0	0	0	0	0	0	0	0	3,561,214	0	3,561,214
Planning & Zoning	5,317,991	226,834	0	0	0	0	0	0	0	0	0	5,544,825	0	5,544,825
Project Implementation	2,050,672	0	0	541,987	541,985	0	0	0	0	0	0	3,134,644	0	3,134,644
Transportation & Environmental Svc	31,279,855	722,577	0	7,452,958	1,221,893	2,614,482	18,667,000	2,163,500	0	0	0	64,122,265	(15,124,178)	48,998,087
Transit Subsidies	20,006,378	27,500,000	0	0	0	0	0	0	0	0	17,116,000	64,622,378	(12,167,000)	52,455,378
<b>Focus Area Total</b>	<b>69,194,280</b>	<b>38,342,990</b>	<b>598,040</b>	<b>7,994,945</b>	<b>1,763,878</b>	<b>2,614,482</b>	<b>18,667,000</b>	<b>2,172,000</b>	<b>0</b>	<b>0</b>	<b>17,116,000</b>	<b>158,463,615</b>	<b>(27,919,883)</b>	<b>130,543,732</b>
<b>Safe, Secure and Just Community</b>														
18th Circuit Court	1,566,692	0	0	0	0	0	0	0	0	0	0	1,566,692	0	1,566,692
18th General District Court	106,710	0	0	0	0	0	0	0	0	0	0	106,710	0	106,710
Clerk of the Circuit Court	1,602,691	0	0	0	0	0	0	0	0	0	0	1,602,691	0	1,602,691
Commonwealth Attorney	2,742,602	257,570	0	0	0	0	0	0	0	0	0	3,000,172	0	3,000,172
Court Service Unit	1,521,799	190,656	0	0	0	0	0	0	0	0	0	1,712,455	(95,575)	1,616,880
Emergency Communications	7,161,972	0	0	0	0	0	0	0	0	0	0	7,161,972	0	7,161,972
Fire	43,830,786	961,084	0	0	0	0	0	156,235	0	0	0	44,948,105	0	44,948,105
Human Rights	697,419	37,664	0	0	0	0	0	0	0	0	0	735,083	0	735,083
Juvenile and Domestic Relations Court	58,942	0	0	0	0	0	0	0	0	0	0	58,942	0	58,942
Law Library	60,643	116,808	0	0	0	0	0	0	0	0	0	177,451	(60,643)	116,808
Other Criminal and Justice Services	4,332,461	184,177	0	0	0	0	0	0	0	0	0	4,516,638	0	4,516,638
Police	55,286,068	164,954	0	0	0	0	0	1,624,500	0	0	0	57,075,522	0	57,075,522
Registrar of Voters	1,271,261	0	0	0	0	0	0	0	0	0	0	1,271,261	0	1,271,261
Sheriff	30,034,009	815,708	0	0	0	0	0	126,000	0	0	0	30,975,717	0	30,975,717
<b>Focus Area Total</b>	<b>150,274,055</b>	<b>2,728,621</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,906,735</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>154,909,411</b>	<b>(156,218)</b>	<b>154,753,193</b>
<b>City Total</b>	<b>636,769,901</b>	<b>118,650,549</b>	<b>598,040</b>	<b>7,994,945</b>	<b>1,763,878</b>	<b>2,614,482</b>	<b>18,667,000</b>	<b>4,741,350</b>	<b>251,838,526</b>	<b>7,031,470</b>	<b>17,116,000</b>	<b>1,067,786,141</b>	<b>(263,065,180)</b>	<b>804,720,963</b>

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES

For the FY 2015 budget, the City organized departments into the following four strategic focus areas:

- Accountable, Effective & Well Managed Government
- Healthy & Thriving Residents
- Livable, Green & Prospering City
- Safe, Secure & Just Community

Within these focus areas, departments evaluated their services according to the City's strategic outcomes in each area and developed a recommended allocation of funding within the amount of resources available. These recommendations included a mix of increased investments and service reductions in order to align services more closely with community priorities. The focus area recommendations were considered and adjusted by the City Manager for the Proposed budget, presented to City Council in February, and further amended by City Council through their add/delete mark-up sessions in May.

The following pages contain a summary of all of the changes in services adopted in the final approved budget, listed by department.

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
City Clerk & Clerk of Council	Increase level of service delivery through funding that facilitates easier (electronic) access to legislative records for City staff and the general public.	0.00	\$10,000
Code Administration	Includes \$1.7 million in funding for a permitting system to replace the current permitting system which dates to the early 1990's.	0.00	\$1,700,000
Code Administration	Adds part-time Records Clerk position to do daily scanning and filing for all departments with Permit Center related activities including Code, Planning & Zoning, and T&ES.	0.50	\$38,893
Community & Human Services (DCHS)	Eliminate the direct contribution to Northern Virginia Family Services (NVFS) earmark. NVFS will be directed to apply for funding from the Alexandria Fund for Human Services.	0.00	(\$25,000)
Community & Human Services (DCHS)	Eliminate the direct contribution to Concerned Citizens Network of Alexandria (CCNA). CCNA will be directed to apply for funding from the Alexandria Fund for Human Services.	0.00	(\$20,000)
Community & Human Services (DCHS)	Eliminate the full-time Project Superintendent position. The position is responsible for maintaining residential properties and several DCHS locations, these functions will transfer to the Business Project Manager.	(1.00)	(\$97,755)
Community & Human Services (DCHS)	Reduce Public Information Officer position from full-time to part-time and shift social media responsibilities to the Office of Communications and Public Information. Will delay the development of brochures and reduce communications support for community partners.	(0.50)	(\$43,365)
Community & Human Services (DCHS)	Eliminate full-time Healthy and Community Education Specialist position; will shift responsibilities of position to non-profit agency.	(1.00)	(\$71,400)
Community & Human Services (DCHS)	The proposed budget included a reduction of the AFHS by \$111,829. This funding was partially restored by Council during Add-Delete by adding \$75,000. The approved budget is \$1,996,430, which is \$36,829 less than FY 2014.	0.00	(\$36,829)

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Community & Human Services (DCHS)	Eliminate a part-time (0.5 FTE), Registered Nurse position in the Methadone program and reclassify a full-time Senior Therapist position in Substance Abuse Outpatient to a full-time Licensed Nurse Practitioner. The Licensed Nurse Practitioner will be able to increase net nursing hours for the Methadone program, but the waitlist in Substance Abuse Outpatient may increase.	(0.50)	(\$59,649)
Community & Human Services (DCHS)	Due to HUD's evolving funding priorities, the department will eliminate the Windsor transitional housing program and move the program currently in existence at Grayson House to the Windsor site. Will result in the elimination of the following positions: Therapist (0.75 FTE), Residential Counselor (0.4 FTE), Residential Counselor (0.4 FTE).	(1.55)	(\$38,342)
Community & Human Services (DCHS)	Reduce a full-time Senior Therapist at the Alexandria Detention Center to part-time (0.5 FTE). The FTE is fully accounted for in DCHS, but the cost of this position is shared with the Sheriff's department. DCHS will continue to fund their portion and provide this service in a part-time capacity, which will reduce the FTE count within DCHS from 1.00 to 0.50.	(0.50)	\$0
Community & Human Services (DCHS)	Restore a full-time Therapist position in the Sober Living Unit to support inmates with substance abuse and mental health issues.	1.00	\$81,720
Community & Human Services (DCHS)	Eliminate the mental health motivational treatment program and reduce the mental health residential case management program.	0.00	(\$95,872)
Community & Human Services (DCHS)	The Proposed budget included the elimination of the Senior Taxi program. This item was restored by Council during Add-Delete.	0.00	\$164,000
Community & Human Services (DCHS)	Through the Add-Delete process, Council included additional funding for the Guardianship Fund, bringing the program total to \$64,000 for FY 2015.	0.00	\$36,000
Community & Human Services (DCHS)	Eliminate Early Childhood Development Training Specialist, who provides education and training to child care center staff and family child care providers. Responsibilities will be shifted to other Early Childhood staff.	(1.00)	(\$134,806)

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Community & Human Services (DCHS)	The Proposed budget included a reduction within the Police Department of a Domestic Violence Family Services Specialist position. This position was restored by Council during Add-Delete and was transferred from the Police Department to DCHS to manage.	1.00	\$99,538
Community & Human Services (DCHS)	The Proposed budget included a reduction of the funding for the Northern Virginia Regional Dental Clinic. This item was restored by Council during Add-Delete.	0.00	\$25,000
Community & Human Services (DCHS)	Two full-time HS Benefits Program Specialists have been added to meet federal and state time standards.	2.00	\$105,067
Community & Human Services (DCHS)	The Proposed budget included a \$240,000 increase in Senior Rent Relief. It was reduced by \$150,000 to a \$90,000 increase through Add/Delete. DCHS also reallocated \$60,000 from the Emergency Shelter to Senior Rent Relief to more appropriately align the funding within this program. The total increase for Senior Rent Relief is \$150,000, however, this is offset by the \$60,000 reduction in the Emergency Shelter line of business, for a net program increase of \$90,000.	0.00	\$90,000
Community & Human Services (DCHS)	Eliminate the following full-time positions: Assistant Director, Community Services Program Coordinator I, Employment & Training Specialist, Employment & Training Specialist, and a Family Services Specialist I. General Fund employment services for adults will be limited to the resource room, group topics, and services for residents with disabilities.	(5.00)	(\$367,919)
Court Services	Eliminating one part time pre-trial position, which will result in increased caseloads and work product of existing staff.	(0.50)	(\$24,182)
Court Services	Eliminating one intake position, which will result in increased caseloads and work product of existing staff.	(1.00)	(\$69,276)
Court Services	Eliminate CSU donation contribution to Sheltercare. As part of the Other Public Safety department, Sheltercare will continue to receive \$972,299 in funding directly from the City for services provided.	0.00	(\$24,107)



# Summary of Service Level Changes

## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Economic Development (Other Agencies)	The Proposed Budget included a reduction in the Marketing Fund of \$85,000 from last year's budget, with \$50,000 remaining. During Add-Delete, \$50,000 of the \$85,000 reduction was restored, leaving the Marketing Fund at \$100,000.	0.00	(\$35,000)
Economic Development (Alexandria Convention & Visitors Association)	In FY 2015, to maintain ACVA's investment in advertising, ACVA will scale back the hours and staffing of the Visitor Center. The staffing level in the Visitor Center will be reduced from 3.0 FTE's to 2.0 FTE's and the Visitor Center will close at 6PM instead of 8PM. Funding for marketing programs remains stable. There is no impact on City employees FTE's.	0.00	\$35,670
Emergency Communications (DEC)	Computer Aided Dispatch Staffing. Staffing increases by 2.0 FTE to support and maintain the City's new Computer Aided Dispatch system expected to come online in mid-FY 2015.	2.00	\$218,588
Finance	A Management Analyst II was added to manage additional workload anticipated from the newly proposed recertification process for disabled public safety employees, to ensure continued eligibility for disability payments, and to assist with placement in alternative jobs as specified by changes in the pension plan ensuring that eligible employees return to work utilizes pension dollars more effectively. The position will be funded by the pension plan.	1.0	\$91,100
Fire	Elimination of 1 public information officer. This may result in delayed communication between the Fire Department and the Communications Department during large scale incidents. Additionally, the capacity to respond during non-work hours may be reduced and there may be a decrease in the timeliness of media releases.	(1.00)	(\$112,435)
Fire	Eliminate 10 vacant firefighter positions. This will eliminate the salary and benefits for 10 vacant firefighter positions in the department. Additional savings will be realized by not purchasing radios and self-contained breathing apparatus within the CIP.	(10.00)	(\$779,080)
Fire	Eliminate peak-time medic unit. The peak-time unit served Alexandria during periods of peak medical calls and ran approximately 750 calls in FY 2013. The implementation of Medic #210 will help to offset the increased service demand from this reduction.	0.00	(\$236,829)

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Fire	The proposed budget eliminated 3 fire marshal positions. As part of the Add-Delete process, City Council restored 1 of the 3 eliminated positions. The remaining positions will have schedules re-aligned to help balance the demands for service between inspections and investigations.	(2.00)	(\$239,150)
Fire	Eliminate 2 general fund emergency management positions. This may result in reduced planning and training for emergency events. 2 general fund positions and 3 grant funded positions will remain in the Emergency Management program to perform local and regional emergency management planning and preparedness.	(2.00)	(\$211,970)
Fire	Addition of 1 position to support the City's new Computer Aided Dispatch (CAD) system. New CAD position will take over additional CAD duties along with duties previously provided by temporary services.	1.00	\$116,977
Fire	Reduction in temporary IT services. Funds previously budgeted for temporary IT services will be used to offset the operating impact of the new CAD system position as outlined above.	0.00	(\$43,500)
General Services	Increased use of professional services in Real Estate Management of City Assets for guidance in the areas of real estate valuations/appraisals, maximized space/facility usage plans, evaluations of proposed uses on City surplus properties, strategies for soliciting surplus property to appropriate entities, assistance negotiating complex land swaps, and topics that fall outside the expertise of city staff.	0.00	\$72,306
General Services	Funding for new preventative maintenance contracts to include additional life safety, preventative maintenance of fire systems, annual inspections of roofing systems, and minor maintenance of roll up doors throughout the City's building portfolio.	0.00	\$172,000
General Services	Increased contractual services to enhance City Hall security by adding additional guard services.	0.00	\$43,000
General Services	Additional supplies and materials to enhance the preventative maintenance of City facilities. This will support the department's ability to perform preventative maintenance in-house rather than using contract services.	0.00	\$127,850

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
General Services	Two new positions to perform required preventative maintenance: one position is a building technician dedicated to addressing mechanical systems within City Hall and the second position is a Building Systems Specialist dedicated to the Alexandria Detention Center. This investment will support the department's ability to move from 35% to 40% of preventative maintenance work orders completed.	2.00	\$141,000
General Services	Increased funding for vehicle maintenance including parts and supplies. This reflects year-to-year trends for providing this service. This increase will be offset by cost recovery from user departments, reflecting the true cost of program delivery.	0.00	\$78,519
General Services	Licensing costs associated with new utility meters, energy use monitoring software, and utility billing services. These tools allow the department to monitor energy use and make informed decisions for energy consumption reduction strategies.	0.00	\$35,600
General Services	Creation of a Utility Engineer position to provide analysis, guidance, recommendations, and project implementation for the City's Operational Energy Management and Energy Assurance, and Reliability lines of business and allows the City to achieve energy cost savings. This position will be funded out of the City's Capital Improvement Plan, through the Energy Management Program capital project.	1.00	\$0
Health	Reallocating \$8,100 of a \$270,000 transfer from the Health Department's budget to INOVA within the "Other Health" budget. This will allow INOVA's funding to exist within one budget.	0.00	(\$8,100)
Health	Reallocating \$205,200 of a \$270,000 transfer from the Health Department's budget to INOVA within the "Other Health" budget. This will allow INOVA's funding to exist entirely within one budget.	0.00	(\$205,200)
Health	Elimination of two PT Public Health Nurse I, -0.15 FTES, in the Teen Wellness Center. These position eliminations are partially offset by the addition of a new 0.20 FTE Nurse Practitioner at the Teen Wellness Center.	(0.10)	(\$75,875)
Health	Reallocating \$56,700 of a \$270,000 transfer from the Health Department's budget to INOVA within the "Other Health" budget. This will allow INOVA's funding to exist entirely within one budget.	0.00	(\$56,700)

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Health	Reallocating \$209,000 from the Health Department's budget to Dental Services within the "Other Health" budget. This will allow Dental Services funding to exist entirely within one budget.	(0.62)	(\$156,533)
Health	Through the FY 2015 Add/Delete process, Council included funding for the Alexandria Redevelopment and Housing Authority's Smoking Cessation and Secondhand Smoke Reduction project.	0.00	\$15,000
Health	One-time resource recovery from prior year revenue in the State cooperative budget.	0.00	(\$331,803)
Historic Alexandria (OHA)	Reclassification of existing Museum Director into Deputy Director position to support increased retail and special event revenues.	0.00	\$46,641
Historic Alexandria (OHA)	Additional seasonal staff to enhance public access to information about the City's past, support the creation of new exhibits at the Alexandria Archaeology Museum and develop educational opportunities that will attract more visitors to the museum and City.	0.00	\$25,000
Historic Alexandria (OHA)	Part-time staff to support Archaeological Protection Code activities as waterfront development and other large City projects begin. The funding aids in sustaining the review of all ground-disturbing projects to ensure that information about the City's past is not lost as a result of development. This position is supported out of the Code Special Revenue Fund.	0.50	\$23,220
Historic Alexandria (OHA)	Conversion of part time Records Management Analyst to full time to address the increased number of permanent, historic records needed to be preserved and cataloged. This allows both the public and City employees to access information that illustrates the City's development and history over the years. Particular emphasis will be placed on cataloging photographs and maps for FY 2015.	0.25	\$36,037
Historic Alexandria (OHA)	Additional funding to allow Lyceum staff to properly care for City collections and make them available to visitors through exhibitions, print materials and public programming.	0.00	\$24,920

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Housing	Savings from reductions in debt service to be applied to program delivery expenses.	0.00	\$95,987
Housing	Five additional loans made to low and moderate income Alexandria residents.	0.00	\$214,000
Housing	Reduction in average loan cost to accommodate reduced CDBG carryover funds; service level to remain at 9 Home Rehabilitation Loan Program (HRLP) loans and one Rental Accessibility Modification Program (RAMP) grant.	0.00	(\$159,407)
Housing	Change in service from providing three Mini-RAMP grants in FY 2014 to providing two Mini-RAMP grants in FY 2015.	0.00	(\$1,500)
Housing	Carryover funding from unspent FY 2014 HOME grant allocation budget to be invested in the development or preservation of affordable housing opportunities, and to provide affordable housing developers technical assistance, project oversight, and construction monitoring as required, to ensure that all available financial resources are leveraged to maximize long-term affordable housing opportunities.	0.00	\$464,000
Housing	Carryover funding from unspent Housing Trust Fund budget to be invested in the development or preservation of affordable housing opportunities, and to provide affordable housing developers technical assistance, project oversight, and construction monitoring as required, to ensure that all available financial resources are leveraged to maximize long-term affordable housing opportunities.	0.00	\$4,735,000
Human Resources	Explore/Study the implementation of a new benefits platform, which can assist with ACA compliance and the coordination of file transfers between the City and all of the City's benefits providers.	0.00	\$50,000
Human Resources	Maintain current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, which includes the addition of 1.0 FTE (ERP Manager) previously funded through the City's CIP.	1.00	\$160,293

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Human Resources	Increase current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, which includes the reallocation of existing FTEs across programs for -1.0 FTE impact, and a new Investigator for +1.0 FTE impact.	0.00	\$356,258
Human Resources	The Proposed Budget included an increase of current levels of service delivery with non-personnel-related expenses by adding \$40,000 to the newly created/consolidated Professional Development and Training Fund. This increase was removed by City Council during Add/Delete.	0.00	\$0
Human Resources	Increase current levels of service delivery with non-personnel-related expenses by including additional training of department staff and attendance at relevant conferences.	0.00	\$45,179
Human Resources	Increase current levels of service delivery with one-time, non-personnel-related funding to procure consultants/vendors to create/enhance Medical Standards for the City, which are a part of all job announcements/specifications.	0.00	\$200,000
Human Rights	One part-time (0.5 FTE) Investigator position has been increased to full-time (1.0 FTE), which will allow the department to increase the number of Human Rights investigations it conducts annually.	0.50	\$34,142
Information Technology Services (ITS)	The provision of contractual services for creation of a baseline security architecture plan will improve security operations through the application of "best-practices" and will support more accurate decision-making.	0.00	\$62,000
Information Technology Services (ITS)	Provision of professional services for Mobile Device support will improve security operations by augmenting existing staff resources to allow for timely and secure deployment and management of smart phones/ tablet devices.	0.00	\$80,000
Information Technology Services (ITS)	Provision of professional services for Network Access Control will improve security operations by ensuring that the growing number of security threats are managed.	0.00	\$7,565

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Information Technology Services (ITS)	Increasing the budget for staff training will improve Security Operations by ensuring staff understand how to avoid introducing threats into the City's critical IT infrastructure.	0.00	\$3,571
Information Technology Services (ITS)	Through the Add-Delete process, Council eliminated funding in the amount of \$40,000 for Security Program contractual services as part of a total Add-Delete ITS budget reduction amount of \$175,000.	0.00	(\$40,000)
Information Technology Services (ITS)	An additional 1.0 FTE (Project Manager) will improve project management services by providing more project management support and ensuring a greater percentage of projects which meet scope, quality, cost, and schedule requirements.	1.00	\$143,652
Information Technology Services (ITS)	The Proposed Budget included \$83,200 for provision of professional services in order to continue support and development of the Microsoft System Center Suite will improve Help Desk service by reducing requests and simplifying overall administration. This item was reduced by \$40,800 through Council Add-Delete as part of an overall Add-Delete ITS budget reduction of \$175,000.	0.00	\$42,400
Information Technology Services (ITS)	The Proposed Budget included \$332,800 in funding for professional services to augment City staff to increase service within the Data Management and Programming Support Lines of Business by freeing up City Staff to participate in new projects, infrastructure improvements, introduction of new tools and utilities and staff development, training, and to move beyond pure "sustain and maintain" activities. This item was reduced by \$50,000 through Council Add-Delete as part of an overall Add-Delete ITS budget reduction of \$175,000.	0.00	\$282,800
Internal Audit / Performance & Accountability	Increase current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, including the addition of 1.0 FTE Performance Analyst.	1.00	\$111,283
Internal Audit / Performance & Accountability	Increase current levels of service delivery with non-personnel-related increases in funding for performance management software to help gather, report, and manage City data, including Results Alexandria.	0.00	\$50,000

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Law Library	The proposed budget included the elimination the City's General Fund contribution to Law Library operations. This would reduce the number of hours the Law Library is open each week to assist residents and other users. Access to the library's collections and resources would be similarly reduced. As part of the Add-Delete process, City Council restored 50% of the General Fund amount from FY 2014. The Law Library Board will still need to make a final determination on service levels for the library with this funding amount.	(1.00)	(\$60,644)
Library	Reduction in library materials budget. This adjustment results in a decrease in the number of adult and youth materials circulated by 0.8% as well as the turnover rate for both adult and youth materials.	0.00	(\$25,528)
Library	Increased contractual services for custodial services at Beatley Central Library for the purposes of providing cleaning services five nights per week, up from three nights in the previous year.	0.00	\$14,076
Library	Capital goods outlay for the conversion of sedan scheduled to be replaced in FY 2015 to a passenger van. This will enhance materials delivery services, a requirement to ensure continued funding from the Commonwealth of Virginia.	0.00	\$4,500
Management & Budget (OMB)	Increase current levels of service delivery with non-personnel-related decreases in funding for the printing/binding of CIP and operating budget books; helps reduce cost, increase staff efficiency, and be more environmentally friendly.	0.00	(\$3,000)
Other Health (INOVA Alexandria Hospital)	\$270,000 was transferred out of the Health Department budget to INOVA's budget within the Other Health Department to consolidate all of INVOA's funding into one program.	0.00	\$270,000
Other Health (INOVA Alexandria Hospital)	The INOVA total FY 2014 budget was reduced by 5.5% to align the City's outside agency funding with the resources available for FY 2015.	0.00	(\$58,850)
Other Health (Neighborhood Health)	The Neighborhood Health total FY 2014 budget was reduced by 5.5% to align the City's outside agency funding with the resources available for FY 2015.	0.00	(\$30,000)

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Other Health (Dental Services)	\$209,000 was transferred from the Health Department budget to a newly created program within the Other Health Department in order to establish a General Dentistry practice provided by an outside agency.	0.00	\$209,000
Other Health (Coroner's Office)	Reduction of \$3,300 to align the budget more accurately with anticipated annual expenditures.	0.00	(\$3,300)
Planning & Zoning	Additional funding for consultant services used to provide short-term expertise or skill in an area that is not available through City staff and for temporary positions needed to complete special projects.	0.00	\$50,000
Planning & Zoning	Additional funding for professional training is in order to maintain highly skilled professional staff in the areas of professional certifications and graphical and presentation communications.	0.00	\$11,800
Planning & Zoning	Additional funding for conference registrations and travel for staff to attend and present at conferences. These experiences provide staff opportunities to research, write, and present in a variety of venues, strengthening and polishing their skills. They also provide ways to showcase Alexandria's projects and reinforce Alexandria's reputation as a leader in the fields of planning, preservation and GIS.	0.00	\$9,350
Planning & Zoning	Convert one part-time administrative support position to full-time to provide staffing of the Planning Services and Information Counter. The counter provides members of the general public, businesspersons, and builders with answers to a variety of planning and land use questions that are not necessarily related to permits. Currently, this function is performed on a rotating basis by the planning staff, an arrangement that is not ideal because higher-value work such as the review of development applications is delayed so that the counter can remain staffed.	0.50	\$48,476
Planning & Zoning	Convert one historically approved and funded full-time seasonal administrative staff to a regular FTE to provide administrative support in the areas of scheduling, budgeting, and procurement. Conversion of this position allows the department to budget in FY 2015 and future years based on actual needs and recurring expenditures.	1.00	\$31,043

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Planning & Zoning	The Proposed Budget included funding for the conversion of a part-time seasonal staff person to a permanent, full-time Urban Planner I position. During Add-Delete, Council changed this programmatic adjustment to provide year-long funding for a seasonal position, but decided not to convert it to a full-time permanent position. An additional seasonal planner was continued from previous years.	0.00	\$60,000
Planning & Zoning	Part-time position to manage the implementation of the City's wayfinding program to improve directional signage to assist residents and visitors funded through the Transportation Improvement Program (TIP).	0.50	\$61,047
Police	Reduce financial temporary services. This may result in increased processing time for purchases/payments, as well as delays in obtaining necessary equipment/services to perform job functions.	0.00	(\$7,400)
Police	Eliminate 1 custodian position for satellite facilities. This will result in the closure of 12 Police satellite facilities. This will necessitate officers to return to Police Headquarters to perform administrative functions.	(1.00)	(\$43,484)
Police	Remove facility maintenance funding. Facility maintenance funding for APD's headquarters facility has been moved to the Department of General Services to reduce costs.	0.00	(\$342,000)
Police	APD has eliminated 2 vacant special police officer positions which provide security at APD's headquarters facility and repurposed those funds for additional contracted security. This adjustment resulted in no immediate savings.	(2.00)	\$0
Police	Eliminate 1 records clerk position. The records window will close one day per week to public. This may result in increased wait times for citizens on the remaining four days and delays in entry of law enforcement information.	(1.00)	(\$50,118)
Police	Eliminate 1 Community Oriented Policing Officer (COPS). This will decrease the number of COPS officers and the number of community stakeholder meetings.	(1.00)	(\$73,419)

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Police	Eliminate 1 OIIS (Homeland Security) detective. This will result in reduced capacity to provide timely intelligence, to investigate terrorism related incidents, and to coordinate efforts with the Northern Virginia Regional Intelligence Center, as well as other City partners (Fire, Sheriff, Human Rights, etc.,) in responding to terrorist threats.	(1.00)	(\$73,419)
Police	The proposed budget included the elimination of the domestic violence family services specialist. This would have eliminated follow up and social work services to victims in non-arrest cases. Domestic violence intervention efforts in these cases would have likely been eliminated/ significantly reduced or would have required the services of the Department of Community and Human Services (DCHS) or other City departments. As part of the Add-Delete process, City Council restored this position and transferred it to DCHS.	(1.00)	(\$99,538)
Police	Eliminate civilian crime scene investigations supervisor. This will increase span of control for Criminal Investigations Section (CIS). One sergeant position will be transferred and reclassified to lieutenant to oversee Crime Scene Investigations (CSI).	(1.00)	(\$108,256)
Police	During FY 2014, APD requested to add an additional 1.00 FTE to serve as a civilian computer forensic examiner to address increased workload within the department. This position was funded through non-personnel funds within APD's existing budget. This position has been made permanent in the FY 2015 budget with those same funds.	1.00	\$0
Police	Reduce overtime budget for internal investigations. Reduces internal investigation (II) services and diminishes II staff's ability to respond to crime/major incident scenes during non-work hours to investigate allegations of police misconduct.	0.00	(\$2,500)
Police	Reduce overtime for public information officers. Eliminates PIO staff's capacity to respond during non-work hours and decreases timeliness of media releases.	0.00	(\$6,334)

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Project Implementation (DPI)	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$3,972
Project Implementation (DPI)	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.). A significant portion of non-personnel increases in DPI is attributable to the reorganization of positions under this new Department. In total \$100,000 has been shifted from T&ES to DPI as part of this reorganization.	0.00	\$148,995
Project Implementation (DPI)	Approved reclassifications during FY 2014 in order to reflect the assignments and competencies requisite for administration within DPI and is expected to improve project management service to clients.	0.00	\$32,621
Project Implementation (DPI)	FY 2014 Approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of City capital Improvement projects. In addition, technical adjustment due to the reallocation of positions within the Department to reflect proper assignment of duties.	2.10	\$153,575
Project Implementation (DPI)	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$53,953
Project Implementation (DPI)	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.). A significant portion of non-personnel increases in DPI is attributable to the reorganization of positions under this new Department. In total \$100,000 has been shifted from T&ES to DPI as part of this reorganization.	0.00	\$66,832
Project Implementation (DPI)	Approved reclassifications during FY 2014 in order to reflect the assignments and competencies requisite for administration within DPI is expected to improve project management service to clients.	0.00	\$21,994

Note: Because FY 2015 will represent the first full year of service within the Department of Project Implementation (DPI), **all** programmatic adjustments are shown, regardless of impact to service delivery.

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Project Implementation (DPI)	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of City capital Improvement projects. In addition, technical adjustment due to the reallocation of positions within the Department to reflect proper assignment of duties.	14.70	\$1,654,706
Project Implementation (DPI)	Including salary-step contingency for hiring two Vacant Civil Engineer positions at a regional-market competitive salary will improve Capital Project Implementation service by allowing the Department to fill these positions at classification-appropriate salaries and not jeopardize the fiscal integrity of this new organization within the City.	0.00	\$82,178
Project Implementation (DPI)	Addition of 1.0 FTE (Civil Engineer IV), funded with TIP monies, will improve Capital Project Implementation service by increasing the number of transportation projects able to be reviewed and managed in FY 2015.	1.00	\$150,746
Project Implementation (DPI)	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$7,293
Project Implementation (DPI)	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.). A significant portion of non-personnel increases in DPI is attributable to the reorganization of positions under this new Department. In total, \$100,000 has been shifted from T&ES to DPI as part of this reorganization.	0.00	\$13,523
Project Implementation (DPI)	Approved reclassifications during FY2014 in order to reflect the assignments and competencies requisite for administration within DPI is expected to improve Small Area Plan Implementation Service.	0.00	\$3,683
Project Implementation (DPI)	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of City capital Improvement projects. In addition, technical adjustment due to the reallocation of positions within the Department to reflect proper assignment of duties.	2.20	\$346,048

Note: Because FY 2015 will represent the first full year of service within the Department of Project Implementation (DPI), **all** programmatic adjustments are shown, regardless of impact to service delivery.

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Project Implementation (DPI)	The addition 0.5 FTE (Urban Planner) will improve Small Area Plan implementation service by increasing the civic engagement element of this program and allowing more effective support of interdepartmental plan implementation efforts.	0.50	\$56,957
Recreation, Parks, & Cultural Activities (RPCA)	Savings from the elimination of an Admin Support IV position and transferring responsibilities to contractual services. This conversion may lead to increased response times for administrative requests.	(1.00)	(\$15,000)
Recreation, Parks, & Cultural Activities (RPCA)	Reduction of overtime: Impacts the department's capacity for after-hours response to service requests or maintenance needs, may lead to increased response times and work order backlog. Department will retain capacity to address safety issues and requests associated with keeping parks open for their intended use.	0.00	(\$94,193)
Recreation, Parks, & Cultural Activities (RPCA)	Park Manager Position: Consolidate administration of five Park Districts from five to four managers. This reduction in on-site management of the parks may increase the span of control for the remaining managers, delay the response to service requests from the community, reduce the oversight of routine maintenance and repairs, and impact the timely completion and/or the quality of the work.	(1.00)	(\$74,163)
Recreation, Parks, & Cultural Activities (RPCA)	Park Maintenance: Reduction of full time and seasonal staff, and contract services for landscaping (mowing and weed abatement) in parks rights-of-way, facility maintenance needs, and capacity to address graffiti removal, vandalism, and routine park repairs. Routine park maintenance tasks such as painting, hedge trimming, mulching, and fence repairs may be deferred. Response times to increase, impacting park appearance. Safety issues and maintenance needs associated with keeping parks open will remain a priority and be addressed as issues arise.	(1.00)	(\$143,534)
Recreation, Parks, & Cultural Activities (RPCA)	Horticulture: Eliminate two full time positions, seasonal positions, benefits, overtime, equipment, operating supplies, and tools. Contract out horticulture services currently provided by two City-crews. Re-allocate funds in professional services for contracted services. Level of service will be reduced to only providing flowers at Market Square.	(2.00)	(\$99,847)

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Recreation, Parks, & Cultural Activities (RPCA)	Urban Forestry: Eliminate four full time positions and seasonal staff salaries and benefits, overtime, equipment, operating supplies, and tools. Contract out all Urban Forestry maintenance services currently provided by two City-crews. Re-allocate funds in professional services for contracted services. Levels of service for response times to remain same.	(4.00)	(\$74,925)
Recreation, Parks, & Cultural Activities (RPCA)	Schools Ground Maintenance Service: Contract out all school grounds maintenance services, including mowing, weed control, trash collection and leaf removal. Eliminate one vacant (Labor II) position and seasonal positions. Re-allocate funds in professional services for contracted services. Levels of service will remain same per Memorandum of Understanding (MOU) with the Alexandria City Public School District.	(1.00)	(\$75,908)
Recreation, Parks, & Cultural Activities (RPCA)	Waterfront Operations: Reduce and defer site maintenance activities in Waterfront Parks. May increase days between mowing cycles and reduce plantings. Department will attempt to fill gap through increased volunteer services.	0.00	(\$19,953)
Recreation, Parks, & Cultural Activities (RPCA)	Elimination of the Labor Supervisor position: The increase in the use of contractual services allows for the reduction of one staff supervisory position. Savings partially offset by increase in contractual services.	(1.00)	(\$20,000)
Recreation, Parks, & Cultural Activities (RPCA)	Marina: Reduction of the number of seasonal staff during non-boating season November through March.	0.00	(\$30,000)
Recreation, Parks, & Cultural Activities (RPCA)	Operational support (staff and supplies) for the operation of expanded public restrooms in the City Marina for 10 months.	0.00	\$25,000
Recreation, Parks, & Cultural Activities (RPCA)	Eliminate Recreation Manager I position currently serving in administrative function. This will decrease levels of service in providing administration for recreation programs.	(1.00)	(\$105,730)
Recreation, Parks, & Cultural Activities (RPCA)	Eliminate 17 0.3 FTE part time positions and convert 8 existing 0.3 FTE part time positions into 0.5 FTE part time positions. By consolidating positions, department will be more efficient in operations and better be	(3.50)	(\$181,312)

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Recreation, Parks, & Cultural Activities (RPCA)	Transfer one FTE custodian position from the Cultural Activities program to the Recreation program. This will allow for roving crew coverage of Durant Center during new operating hours. Eliminate one FTE custodian position from the Recreation program. On request, custodial services will be available to rental groups using the Durant Center.	(1.00)	(45,874)
Recreation, Parks, & Cultural Activities (RPCA)	Change operating hours at the Durant Center from 9am to 10pm to 5pm - 10pm Monday - Friday to more closely align with customer demand. Transfer funding from seasonal personnel to professional services to provide new programs with artists and art organizations.	0.00	\$33,661
Sheriff	Elimination of 1 classification counselor. Reduction in program services to the inmate population.	(1.00)	(\$70,731)
Sheriff	Elimination of 1 chief deputy position. One Chief Deputy will oversee two bureaus which will increase span of control which will reduce direct oversight of both.	(1.00)	(\$189,499)
Sheriff	Elimination of 1 facility services deputy. This will result in added responsibilities to the Department of General Services and to current support services staff within the department. May also delay maintenance repairs in the detention center.	(1.00)	(\$134,466)
Sheriff	Elimination of 1 records clerk. This will increase the workload among remaining records clerks.	(1.00)	(\$55,099)
Sheriff	Elimination of 1 courthouse deputy position. This will decrease overall safety and security of the Courthouse. Additionally, this will reduce the security presence in civil cases conducted by the Court and may reduce the performance of civil process.	(1.00)	(\$68,092)
Transportation & Environmental Services (T&ES)	Reorganization of the Impound Lot under Leadership & Management Support (previously Transportation Management) is anticipated to improve service delivery and fiscal management related to the impound	3.30	\$260,922
Transportation & Environmental Services (T&ES)	Amount reflects the non-personnel portion of the shift of the Impound Lot.	0.00	\$269,141

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Transportation & Environmental Services (T&ES)	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of capital projects.	(0.50)	(\$44,798)
Transportation & Environmental Services (T&ES)	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of capital projects.	(0.05)	(\$5,418)
Transportation & Environmental Services (T&ES)	The use of TIP reserved funding to provide enhanced levels of service in street & sidewalk maintenance (\$200,000) and bus shelters (\$40,000) will increase the number of lane miles maintained, number of linear feet of sidewalk repaired and/or replaced, and number of bus shelters maintained throughout the City. This reflects general operating increases only; in addition, \$4.493m is included in the Approved FY 2015 Capital Improvement Program for Major Road Resurfacing, \$3.95m of which is funded by the TIP.	0.00	\$240,000
Transportation & Environmental Services (T&ES)	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of capital projects.	(7.20)	(\$754,218)
Transportation & Environmental Services (T&ES)	Addition of 7.00 FTE ((1.0) Inspector, (2.00) Labor Supervisor, (2.00) Equipment Operator, (2.00) Laborer II), will increase the number of city-owned BMPs properly maintained, and help to ensure that state and federal regulatory requirements are being met. These new positions are budgeted for an average of 9 months for FY 2015.	7.00	\$345,155
Transportation & Environmental Services (T&ES)	Through the Add-Delete process, Council included funding for a new 0.5 FTE Recycling Driver as part of a \$9.00 increase in the Residential Refuse Fee, from \$328 to \$337.	0.50	\$22,000
Transportation & Environmental Services (T&ES)	Through the Add-Delete process, Council included funding for expansion of the City's Public Space Recycling as part of a \$9.00 increase in the Residential Refuse Fee, from \$328 to \$337. This cost reflects the purchase of approximately 60 new recycling cans.	0.00	\$72,000
Transportation & Environmental Services (T&ES)	Through the Add-Delete process, Council included funding for expansion of the City's Composting services as part of a \$9.00 increase in the Residential Refuse Fee, from \$328 to \$337.	0.00	\$23,000

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Transportation & Environmental Services (T&ES)	Through the Add-Delete process, Council included funding for expansion of the City's Public Space Recycling as part of a \$9.00 increase in the Residential Refuse Fee, from \$328 to \$337. This cost reflects the purchase of a new collection vehicle.	0.00	\$60,000
Transportation & Environmental Services (T&ES)	Elimination of 0.5 FTE - General Fund Support for Air Pollution Control Specialist 50% funded by VA Paving SUP Special Revenue - This service is expected to be absorbed by existing staff, albeit at a lesser level. This reduction maintains this position at 0.5 with reduced capacity compared to FY 2014 levels of service.	(0.50)	(\$58,951)
Transportation & Environmental Services (T&ES)	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of capital projects.	(5.35)	(\$701,052)
Transportation & Environmental Services (T&ES)	Reorganization of the Impound Lot under Leadership & Management Support (previously Transportation Management) is anticipated to improve service delivery and fiscal management related to the impound lot and towing services overseen by the Department.	(3.30)	(\$260,922)
Transportation & Environmental Services (T&ES)	Amount reflects the non-personnel portion of the reorganization of the Impound Lot.	0.00	(\$269,141)
Transportation & Environmental Services (T&ES)	Provision of Professional Services to support maintenance and operation of parking meter and traffic management infrastructure will improve service delivery by ensuring equipment is working properly to allow the transportation system to function as intended.	0.00	\$100,000
Transportation & Environmental Services (T&ES)	FY 2014 Approved Position Cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of capital projects.	(3.90)	(\$505,620)
Transportation & Environmental Services (T&ES)	Amount reflects the decrease in non-personnel expenditure due to shifting resources from T&ES to DPI.	0.00	(\$16,022)

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Transportation & Environmental Services (T&ES)	The Proposed Budget included funding for increasing the Employee Transit Benefit from \$70 to \$130 per employee to allow employees who use this program more affordable access to transit options and serves to decrease single-occupant-vehicle travel within the City during peak hours. Through the Add-Delete process, Council removed \$74,000 of this funding, which will raise the Transit Benefit to \$100, rather than \$130.	0.00	\$74,740
Transportation & Environmental Services (T&ES)	The addition of a Laborer position will ensure that expanded transitway facilities & transit stations (bus shelters and associated public rights-of-way) are properly maintained.	1.00	\$65,787
Transit Subsidies (DASH/Trolley)	Addition of \$195,000 will allow King Street Trolley service expansion to occur—expanding hours by 1.5 hours (starting service at 10am compared to 11:30am) in the morning at a cost of \$124,000, and 1.75 additional hours on Thursday, Friday, and Saturday evenings (ending service at midnight compared to 10:15pm) at a cost of \$71,000, which will increase ridership during these periods of peak demand, allowing more residents and visitors multi-modal access along King Street. (Note: this is an all-funds expenditure in DASH, and also shown under the subsidy for the King Street Trolley.)	0.00	\$195,000
Transit Subsidies (DASH)	Service and/or other budget adjustment to be determined by DASH General Manager and Board of Directors at a savings of \$200,000 is anticipated to have minor impact on overall service delivery.	0.00	(\$200,000)
Transit Subsidies (WMATA)	Final operating budget figures provided to the City total \$2.1m over FY 2014 Approved levels, which reflects various increases both to improve service delivery through planned maintenance and other improvements, as well as to maintain service with requested funding for personnel— and non-personnel—related increases at WMATA, as well as an FY 15 audit adjustment. This increase is covered using NVTC funding.	0.00	\$2,100,762
Transit Subsidies (WMATA)	FY 2015 operations of the Route 1 Transitway (Metroway) provides Bus Rapid Transit (BRT) along a major transportation route, which improves access and mobility and decreases the number of single-occupant-vehicles (SOV's) within the City. This reflects the payment to WMATA for the operating subsidy associated with this new service.	0.00	\$1,800,000

# Summary of Service Level Changes



## ADJUSTMENTS TO CITY SERVICES (CONT'D)

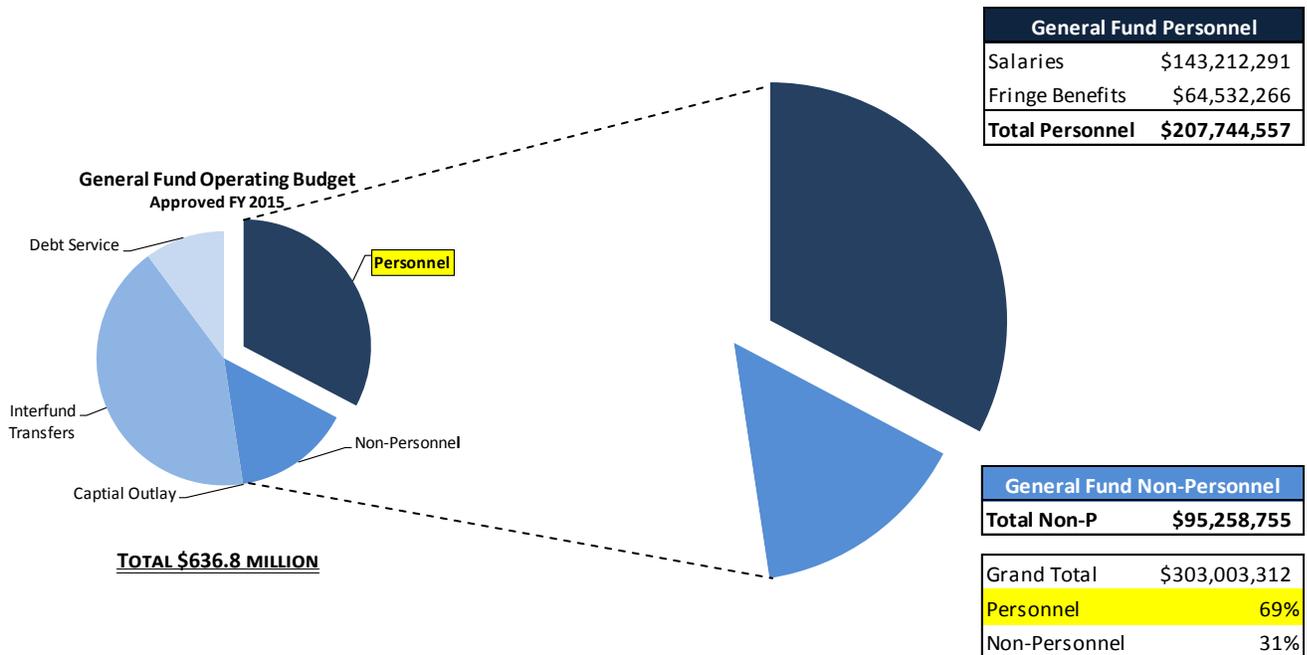
Department	City Service Adjustment	FTE Impact	FY 2015 Cost
Voter Registration & Elections	Increase current levels of service delivery by providing personnel and non-personnel funding to help implement Virginia's new Photo ID Law.	0.00	\$20,000



# Personnel & Compensation Summary

## FY 2015 INTRODUCTION & HIGHLIGHTS

The City of Alexandria continues to invest a large amount of resources in its workforce. When excluding debt service, interfund transfers (including to Alexandria City Public Schools) and capital outlays, more than two-thirds (69%) of the City’s remaining core General Fund operating expenses are utilized for personnel, consisting of salaries and benefits: salaries are provided for full-time, part-time and seasonal employees, while fringe benefits, for qualifying employees, include healthcare, retirement, social security, long-term disability, and life insurance.



Other personnel and compensation highlights from the FY 2015 Approved Budget include:

- Employees are eligible for a merit-based pay increase ranging from 2.3% – 5.0% of salary grade and step. Approximately \$4.6 million is budgeted for merit-based pay increases in FY 2015. The FY 2015 approved budget does not include a top-of-grade bonus for employees at the top step of the pay scales.
- The budget also includes \$162,159 in Executive Pay Band increases. The pay bands were created in FY 2014. Employees in these bands who receive satisfactory performance evaluations can earn merit-based pay increases.
- In FY 2013, City Council allocated \$500,000 to enhance the City’s career ladder program and address pay compression issues among sworn Public Safety personnel. In FY 2014, the City 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. In FY 2015, this trend continues, with the City providing \$700,000 to address career ladders in both General Schedule (\$400,000) and Public Safety (\$300,000).
- On a net basis, the City will have a decrease of 34 Full-Time Equivalents (FTEs) overall from the FY 2014 Amended count, which is a 1.3% decrease in total workforce. This brings the total FTE count for the City to 2,538 in FY 2015.
- At this time, the living wage will remain frozen at the FY 2009 level of \$13.13/hour. The City will continue to monitor this and conduct periodic reviews to ensure an appropriate living wage is maintained.



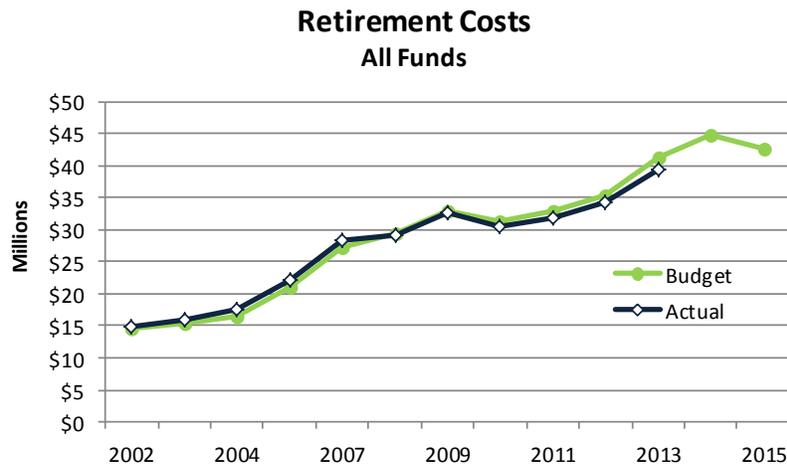
## FICA & RETIREMENT (INCLUDING VRS)

### Federal Insurance Contributions Act (FICA)

This represents the City share of Social Security and Medicare taxes, which is budgeted at \$14.95 million for All Funds (excluding Schools) in FY 2015, \$10.7 million of which is General Fund related. The current Social Security tax rate for the City is 6.20% of wages, and 1.45% for Medicare. The Calendar Year (CY) 2014 maximum earnings cap increases by \$3,300 to \$117,000 from the CY 2013 level of \$113,700. Earnings above this cap will not be taxed for Social Security, but are still subject to Medicare tax.

### Retirement

The FY 2015 retirement budget represents the contribution that the City pays towards employee retirement plans, including the Virginia Retirement System (VRS). The chart below shows the City's actual retirement costs from FY 2002 – 2013 and the budgeted costs for retirement from FY 2002 – 2015.



### Virginia Retirement System (VRS)

- In April 2012, the Virginia General Assembly passed legislation impacting contribution rates for the Virginia Retirement System (VRS). The employee share can no longer be paid by the employer, but must be contributed by the employee.
- The City is phasing in the shift of the contribution rates over a 5-year period until all employees participating in VRS are contributing at least 5% of their annual salary towards their retirement.
- For City employees hired *before* July 2010, the City is paying the employee share of VRS contributions on a sliding scale. In FY 2015, the City will pay 2%, while employees will be responsible for paying 3%. In FY 2016, the City's responsibility will slide down to 1% (and employees up to 4%). By FY 2017, the City will not be paying any of the employee share (with the employee paying the full 5% required).
- For City employees hired *after* July 2010, the employee is responsible for the full employee share of VRS contributions (5%) from the date of hire; there is no sliding scale.
- Beginning in FY 2013, a 1% salary increase each year for five years is being applied to the City's pay scales for General Schedule, Deputy Sheriffs, Fire Marshals and Medics, in order to offset the 5% VRS contribution from employees.

# Personnel & Compensation Summary

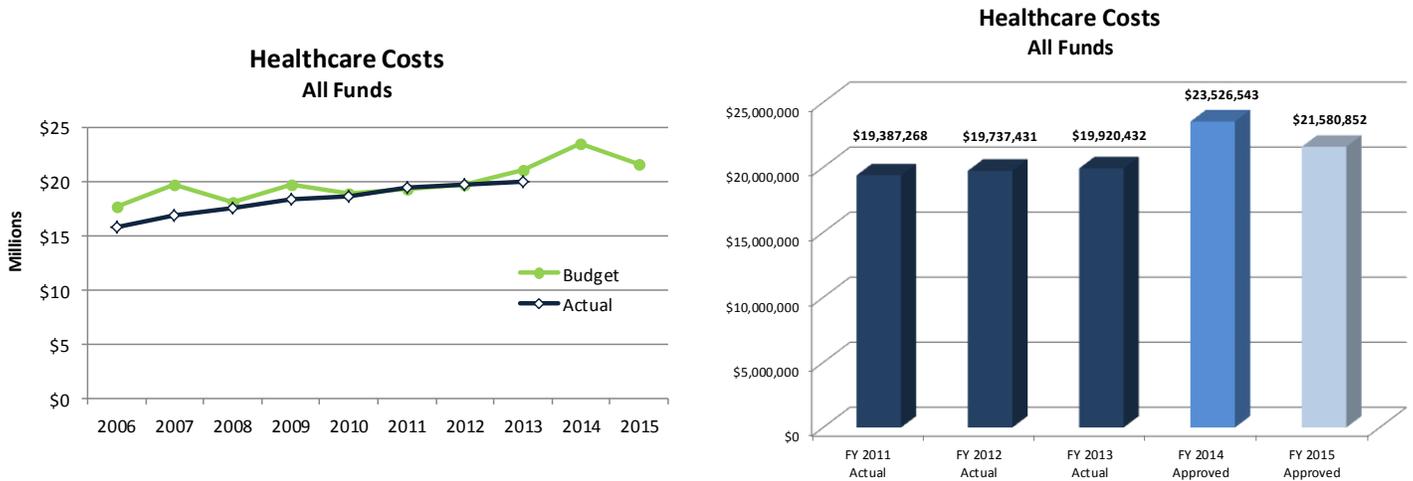


## HEALTHCARE

### Healthcare

Healthcare represents the share that the City pays for employee healthcare benefits. The chart below shows actual healthcare costs from FY 2006 – FY 2013, and the budgeted amount for healthcare from FY 2006 – FY 2015.

In FY 2015, healthcare costs are expected to decrease by approximately \$1.9 million (or 8.3%) from the FY 2014 Approved Budget. This reflects a number of factors, including more accurate budgeting for vacant positions, changes in health plans selected by employees, and changes in the overall number of enrollees. In addition, the City provided a \$750,000 pay supplement to employees in FY 2014 due to a health plan redesign, which was a one-time supplement in order to mitigate the introduction of deductibles.



### 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 in HMO plans by FY 2013. This percentage share is reviewed annually.

### From Fiscal Year 2014 to Fiscal Year 2015

With the implementation of a new health plan design in FY 2014, the City provided a one-time pay supplement to employees (total cost of \$750,000) to help offset costs associated with the health plan redesign, while the City worked to align flex spending enrollment with the plan year. This supplement was one-time funding in FY 2014 and is not included in FY 2015.

The FY 2015 Approved Budget includes an estimated average healthcare premium increase of 2.4% per enrollee. Information regarding specific impacts to employees and their healthcare plans has been provided during the City’s open enrollment period, including the fact that the FY 2015 Approved Budget freezes the premiums paid by employees at the FY 2014 levels, with the City responsible for covering any actual increases.



# Personnel & Compensation Summary

## LIFE INSURANCE, DISABILITY COVERAGE, AND PTO

### 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.

<b>Standard Insurance Company</b>	
<b>Group Life and Accidental Death &amp; Dismemberment Coverage:</b>	
Basic - City Funded (hired before 7/1/2009)	<b>2x Annual Salary</b>
Basic - City Funded (hired after 7/1/2009)	<b>1x Annual Salary</b>
Supplemental - Employee Paid	<b>Up to 2x Annual Salary</b>
<b>Line of Duty Coverage:</b>	
Police Officers and Firefighters Only - City Funded	<b>\$200,000</b>
<b>Long Term Disability*</b>	
120 Day Plan - City Funded	<b>City Pays 0.266% of Insured Earnings</b>
90 Day Plan - City & Employee Funded	<b>Employee Pays 0.10% of Insured Earnings; City Pays Remaining Cost</b>

*\*Rates are effective as of 03/1/2012*

Generally, full-time regular new hires in General Schedule positions will be placed into the VRS Hybrid plan starting January 1, 2014 (unless they are already participating in VRS from previous employment). The VRS Hybrid plan does not offer disability benefits as part of its core provisions. VRS has offered the VLDP (Virginia Local Disability Plan) for jurisdictions who do not elect to opt out. However, the City of Alexandria has opted out of the VLDP plan, and provides a comparable disability plan with equal or greater value.

### Paid Time Off (PTO)

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 (for full-time employees working 80 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 low in the category of paid time off when compared to our comparator jurisdictions.

<b>Paid Time Off*</b>	
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

*\*For full-time employees working 80 hours per pay period; prorated for part-time employees.*

# Personnel & Compensation Summary



## CITY WORKFORCE BY FULL-TIME EQUIVALENT (FTE)

As shown below by Focus Area, the FY 2015 Approved Budget includes a net decrease of 34.1 FTEs from the FY 2014 Amended total, which is a 1.3% decrease in the overall City workforce.

	FY 2013 Actual	FY 2014 Approved	FY 2014 Amended*	FY 2015 Approved
<b>Accountable, Effective &amp; Well-Managed Government</b>				
City Council	1.0	1.0	1.0	1.0
City Manager	12.0	12.0	12.0	14.5
Office of Management & Budget	10.0	11.0	11.0	11.0
Performance & Accountability	5.0	5.0	5.0	6.0
Information Technology Services	49.0	50.0	51.0	56.0
Communications & Public Information	13.5	13.5	13.5	7.0
City Clerk & Clerk of Council	4.0	4.0	4.0	3.0
Finance	105.5	107.5	107.5	107.5
Human Resources	21.0	23.0	23.0	25.0
City Attorney	14.0	14.0	14.0	14.0
General Services	67.2	66.0	66.0	69.8
<i>Subtotal Accountable</i>	302.2	307.0	308.0	314.8
<b>Healthy &amp; Thriving Residents</b>				
Community and Human Services	576.6	570.0	574.3	563.2
Health	16.2	16.2	16.2	15.4
Recreation & Cultural	170.6	172.7	173.6	156.2
Library	73.2	71.5	71.5	71.5
<i>Subtotal Healthy</i>	836.5	830.3	835.5	806.4
<b>Livable, Green &amp; Prospering City</b>				
Planning & Zoning	42.0	43.0	42.0	45.0
Project Implementation	2.0	2.0	21.0	22.5
Transportation & Environmental Services	208.5	220.5	202.5	212.0
Code	48.0	50.7	49.7	50.2
Housing	15.0	16.0	16.0	16.0
Historic Alexandria	26.2	25.7	25.7	26.5
<i>Subtotal Livable</i>	341.7	357.9	356.9	372.2
<b>Safe, Secure &amp; Just Community</b>				
18th Circuit Court	13.0	13.0	13.0	13.0
Commonwealth's Attorney	27.0	27.0	27.0	27.0
Sheriff	215.0	215.0	215.0	210.0
Clerk of the Circuit Court	22.0	22.0	22.0	22.0
Law Library	1.0	1.0	1.0	0.0
Court Services	9.5	8.5	8.5	7.0
Human Rights	5.5	5.5	5.5	6.0
Registrar	6.6	6.6	6.6	6.6
Fire	290.0	290.0	290.0	276.0
Police	428.8	427.0	428.0	420.0
Emergency Communications	55.0	55.0	55.0	57.0
<i>Subtotal Safe</i>	1,073.4	1,070.6	1,071.6	1,044.6
<b>GRAND TOTAL</b>	<b>2,553.8</b>	<b>2,565.8</b>	<b>2,572.0</b>	<b>2,537.9</b>

\*Amended count represents mid-year adjustments.

# Personnel & Compensation Summary



## FTE ADDITIONS & REDUCTIONS

The following table shows the reductions (-68.7 FTEs) and additions (+34.6 FTEs) of positions in the FY 2015 Approved Budget.

Department	Position	FTE Increase (Decrease)	Department	Position	FTE Increase (Decrease)
City Clerk	ADMINISTRATIVE SUPPORT V	-1.0	Communications	COMMUNICATIONS OFFICER	1.0
City Manager	SPECIAL ASST TO CITY MANAGER	-1.0	Finance	MANAGEMENT ANALYST II	1.0
City Manager	EXECUTIVE ASSISTANT	-1.0	General Services	ENERGY ENGINEER	1.0
Communications	DEPUTY COMMUNICATIONS DIRECTOR	-1.0	General Services	UTILITIES ANALYST	0.6
Finance	REAL ESTATE ASSMNT DIRECTOR	-1.0	General Services	BUILDING TECH (CITY HALL)	1.0
DCHS	PROJECT SUPERINTENDENT	-1.0	General Services	LABORER III	1.0
DCHS	PUBLIC INFORMATION SPECIALIST	-0.5	General Services	PROJECT MANAGER	0.2
DCHS	HEALTH & COMMUNITY ED SPEC	-1.0	Human Resources	ERP MANAGER	1.0
DCHS	REGISTERED NURSE	-0.5	Human Resources	INVESTIGATOR	1.0
DCHS	THERAPIST (Multiple)	-1.5	ITS	PROJECT MANAGER	1.0
DCHS	RESIDENTIAL COUNSELOR (Multiple)	-0.8	Performance & Acct	PERFORMANCE ANALYST	1.0
DCHS	FAMILY SERVICES SPEC III	-1.0	DCHS	THERAPIST	1.0
DCHS	FAMILY SERVICES SPEC II	-1.0	DCHS	HS BENEFITS PROGRAM SPEC (Multiple)	2.0
DCHS	ASST OFF OF EMPLOY & TRN DIR	-1.0	DCHS	EMPLOYMENT & TRAINING SPEC	0.25
DCHS	COMMUNITY SERVICES PRG I COOR	-1.0	Health	NEW POSITION	0.2
DCHS	EMPLOYMENT & TRAINING SPRV	-1.0	RPCA	THERAPEUTIC REC LEADER (Multiple)	1.6
DCHS	EMPLOYMENT & TRAINING SPEC (Multiple)	-2.0	Code	RECORDS CLERK	0.5
Health	DENTAL SERVICES DIRECTOR	-0.62	Historic Alexandria	ARCHAEOLOGIST	0.5
Health	PUBLIC HEALTH NURSE (Multiple)	-0.3	Historic Alexandria	RECORDS MGT ANALYST	0.25
RPCA	CUSTODIAN	-1.3	Planning & Zoning	GIS ANALYST II	1.0
RPCA	ADMIN SUPPORT IV	-1.0	Planning & Zoning	GIS ANALYST III	1.0
RPCA	LABOR SUPERVISOR	-1.0	Planning & Zoning	ADMIN SUPPORT III	1.0
RPCA	SCHOOL MAINT. LABORER II	-1.0	Planning & Zoning	ADMIN SUPPORT II	0.5
RPCA	HORTICULTURAL ASSTISTANT	-1.0	Planning & Zoning	WAYFINDING IMPLEMENTER	0.5
RPCA	HORTICULTURAL SPECIALIST I	-1.0	Project Imp.	CIVIL ENGINNER IV	1.0
RPCA	TREE TRIMMER (Multiple)	-3.0	Project Imp.	URBAN PLANNER II	0.5
RPCA	APPRENTICE TREE TRIMMER	-1.0	T&ES	EQUIPMENT OPERATOR I (RECYCLING)	0.5
RPCA	LABORER II	-1.0	T&ES	INSPECTOR I (BMP)	1.0
RPCA	PARK MANAGER	-1.0	T&ES	LABOR SUPERVISOR (BMP) (Multiple)	2.0
RPCA	REC MANAGER I	-1.0	T&ES	EQUIPMENT OPERATOR I (BMP) (Multiple)	2.0
RPCA	THERAPEUT REC LEADER (Multiple)	-0.9	T&ES	LABORER II (BMP)	2.0
RPCA	REC LEADER (Multiple)	-5.28	T&ES	CIVIL ENGINNER	1.0
T&ES	AIR POLLUTION CONTROL SPEC	-0.5	T&ES	LABORER III	1.0
Court Services	PROBATION OFFICER (Multiple)	-1.5	Emergency Comm	COMPUTER AIDED DIS. (Multiple)	2.0
Fire	FIRE FIGHTER (Multiple)	-10.0	Fire	COMPUTER AIDED DIS.	1.0
Fire	FIRE MARSHAL (Multiple)	-2.0	Human Rights	HUMAN RIGHTS INVESTIGATOR I	0.5
Fire	DEP EMER MANAGER (Multiple)	-2.0	<b>TOTALS ADDITIONS</b>		<b>34.6</b>
Fire	PUBLIC INFO OFFICER	-1.0			
Law Library	LAW LIBRARY DIRECTOR	-1.0			
Police	SPECIAL POLICE OFFICER (Multiple)	-2.0	<b>TOTAL REDUCTIONS</b>		<b>-68.7</b>
Police	RECORDS CLERK	-1.0	<b>TOTAL ADDITIONS</b>		<b>34.6</b>
Police	CUSTODIAN	-1.0	<b>NET FTE CHANGE</b>		<b>-34.1</b>
Police	CSI SUPERVISOR	-1.0			
Police	POLICE OFFICER I	-1.0	<b>FY 2014 AMENDED FTE COUNT</b>		<b>2,572.0</b>
Police	DETECTIVE III	-1.0	<b>NET FTE CHANGE</b>		<b>-34.1</b>
Sheriff	DEPUTY SHERIFF - CHIEF	-1.0	<b>FY 2015 APPROVED FTE COUNT</b>		<b>2,537.9</b>
Sheriff	DEPUTY SHERIFF IV	-1.0			
Sheriff	SENIOR RECORDS CLERK	-1.0			
Sheriff	INMATE CLASSIFICATION COUNSEL	-1.0			
Sheriff	DEPUTY SHERIFF	-1.0			
Sheriff	DEPUTY SHERIFF II	-1.0			
<b>TOTALS REDUCTIONS</b>		<b>-68.7</b>			

<b>TOTAL REDUCTIONS</b>	<b>-68.7</b>
<b>TOTAL ADDITIONS</b>	<b>34.6</b>
<b>NET FTE CHANGE</b>	<b>-34.1</b>

<b>FY 2014 AMENDED FTE COUNT</b>	<b>2,572.0</b>
<b>NET FTE CHANGE</b>	<b>-34.1</b>
<b>FY 2015 APPROVED FTE COUNT</b>	<b>2,537.9</b>

Note: 1.00 FTE represents a position working full-time at 80 hours per pay period. An FTE less than 1.00 represents a position that works less than FT.

# Personnel & Compensation Summary



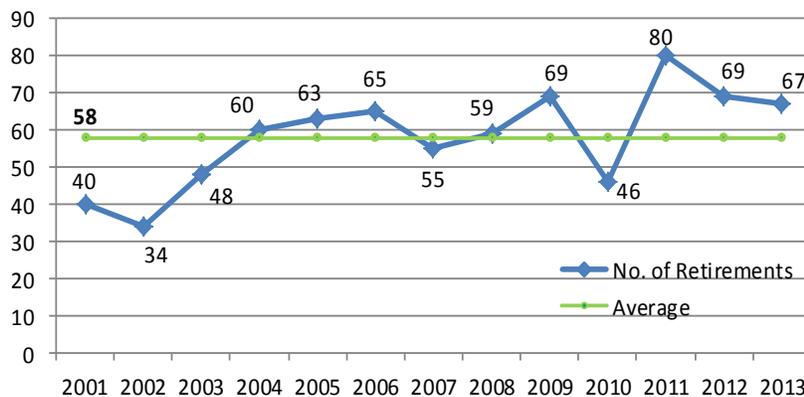
## CALENDAR YEAR 2013 TURNOVER

In Calendar Year (CY) 2013, overall employee turnover decreased by 6.1% (from 263 to 247 employees), while a total of 67 employees retired from City service, a decrease of 2.9% from CY 2012. The CY 2013 turnover amount represents an overall vacancy rate of approximately 9.6% when compared to the FY 2014 Amended FTE count.

	GS & PS		Overall
	Full-Time	Part-Time	
<b>Voluntary Turnover</b>			
New Job (Competitor)	20	3	23
New Job (Non-Competitor)	16	4	20
Personal Reasons	60	7	67
Dissatisfied with Conditions	1	0	1
Relocation	11	7	18
Return to School	2	1	3
Domestic Obligations	2	2	4
Quit Without Notice	1	1	2
<b>Sub-total</b>	<b>113</b>	<b>25</b>	<b>138</b>
<b>Involuntary Turnover</b>			
Excess Absence	2	0	2
Rules Violation	5	3	8
Not Qualified	1	0	1
Unsatisfactory Performance	4	0	4
<b>Sub-total</b>	<b>12</b>	<b>3</b>	<b>15</b>

	GS & PS		Overall
	Full-Time	Part-Time	
<b>Retirement</b>			
Disability Retire/PF Pension	4	0	4
Disability Retire/VRS	6	0	6
Early Retire/VRS	20	0	20
Normal Retire/PF	12	0	12
Normal Retire/VRS	25	0	25
<b>Sub-total</b>	<b>67</b>	<b>0</b>	<b>67</b>
<b>Other Turnover</b>			
Completion of Contract	4	10	14
Lack of Funding	0	0	0
Reduction in Force	1	1	2
Military	0	0	0
Department Transfer	0	0	0
Medical Reasons	3	2	5
Pregnancy	1	1	2
Position Discontinued	1	0	1
Death	2	1	3
<b>Sub-total</b>	<b>12</b>	<b>15</b>	<b>27</b>
<b>Totals</b>			
Total Turnover CY 2013	<b>204</b>	<b>43</b>	<b>247</b>
Total Turnover CY 2012	204	59	263

Employee Retirements  
(Calendar Year)



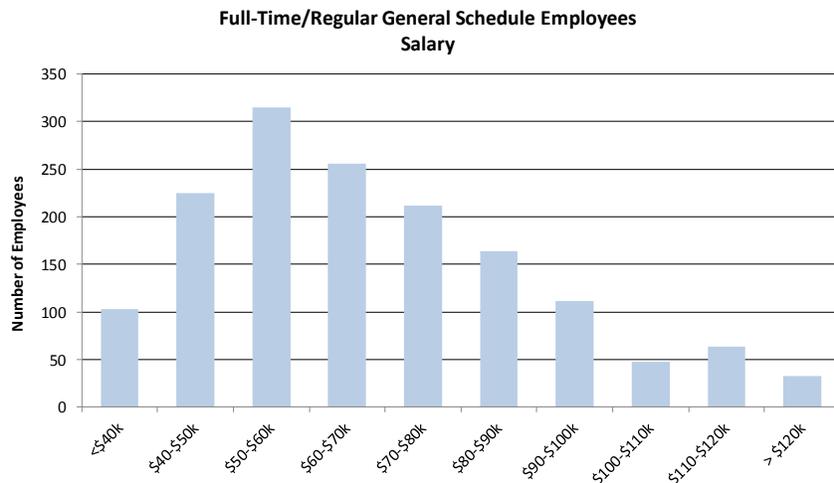


## SALARY DISTRIBUTION & AVERAGES

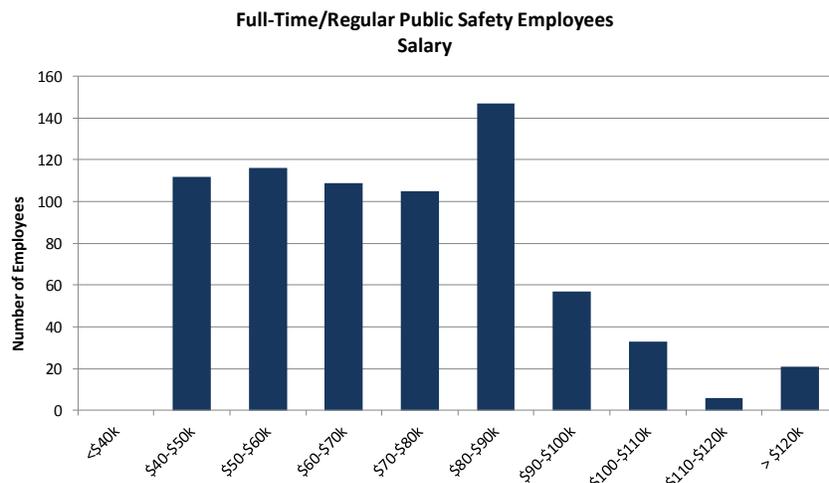
The following table shows the average annual salary for regular City employees:

	As of 1/1/13	As of 2/4/14	% Increase
<b>General Schedule (FT)</b>	\$67,212	\$68,404	1.8%
<b>Public Safety (FT)</b>	\$70,583	\$72,427	2.6%
<b>General Schedule (PT)</b>	\$31,437	\$39,675	26.2%

The majority of current General Schedule full-time employees (nearly 84%) earn between \$40,000 to \$100,000 annually, while a little under half earn more than the average salary for GS full-time employees (\$68,404), and about 9.5% earn more than \$100,000.



Approximately half of all sworn Public Safety employees earn more than the average salary of the group (\$72,427); about 8.5% earn more than \$100,000.



# Personnel & Compensation Summary



## YEARS OF SERVICE

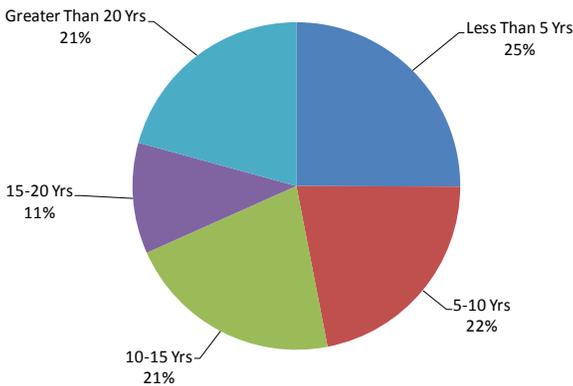
### General Scale

Nearly half of the current General Schedule workforce (47%) has been employed with the City for 10 years or less. 21% have worked for the City for 20 years or more.

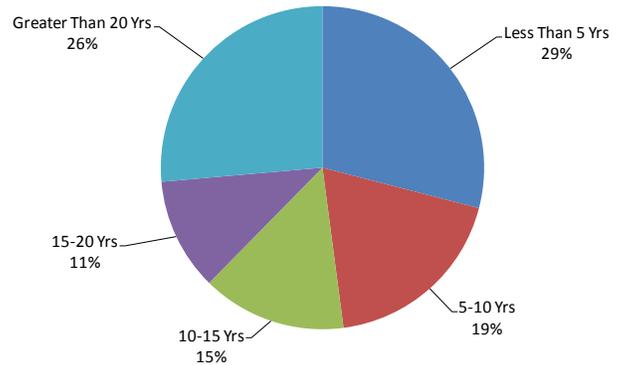
### Public Safety

Similar to General Scale employees, nearly half (48%) of the current Public Safety workforce has been employed with the City for 10 years or less. 26% have worked for the City for 20 years or more.

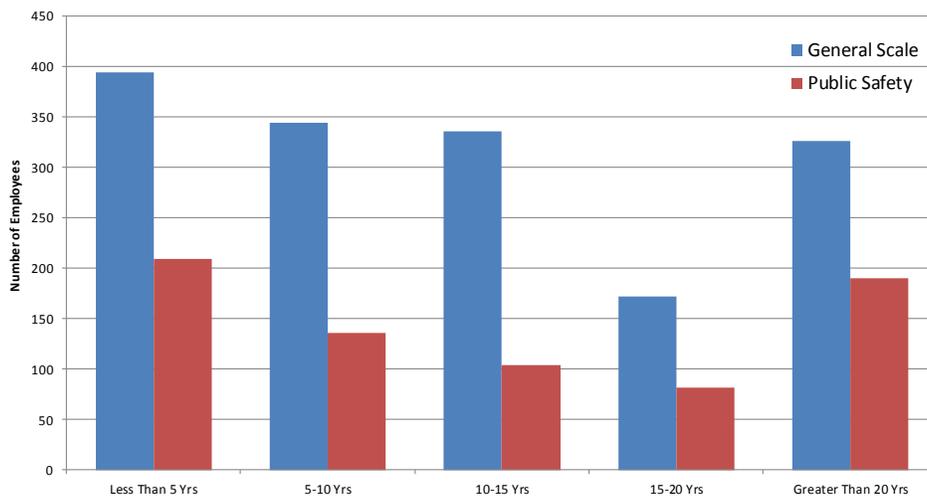
**Full-Time/Regular General Schedule  
Years of Service**



**Full-Time/Regular Public Safety  
Years of Service**



**Full-Time/Regular Employees  
Years of Service**

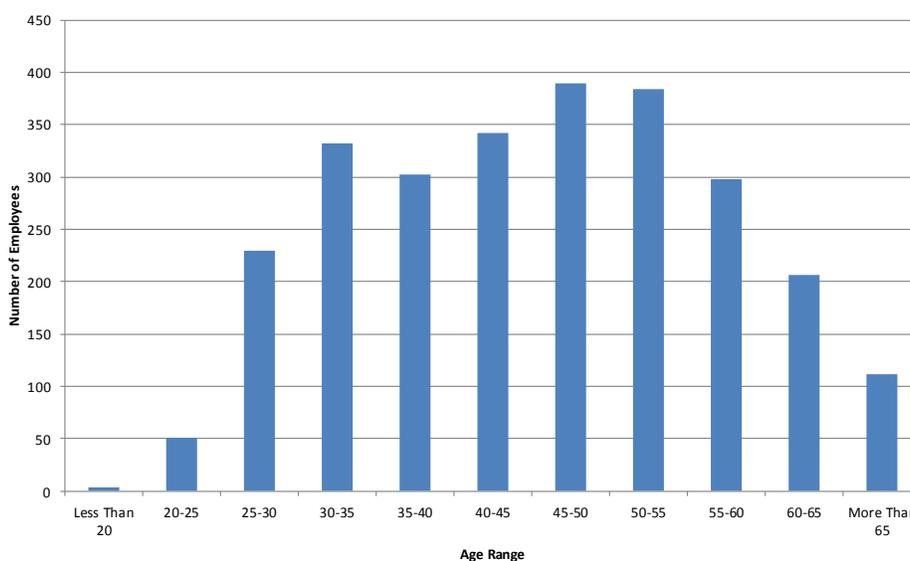




## EMPLOYEE DEMOGRAPHICS

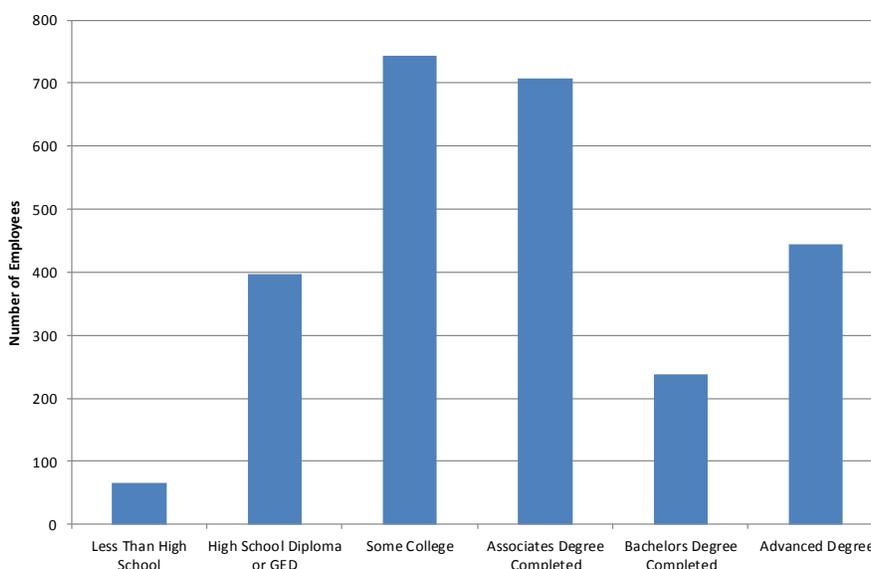
More than three-quarters (77%) of the City's workforce is between the ages of 30 and 60 years old.

**Regular Employees by Age Distribution**



Over half (54%) of the City's workforce has an Associates Degree, Bachelors Degree or Advanced Degree.

**Regular Employees by Highest Education Degree Attained\***



*\*Highest Education Degree Attained is self-reported by employees during the hiring/onboarding process.*



## ADDITIONAL EMPLOYEE BENEFITS

The City Manager continues to explore and identify creative forms of compensation to reward employees. The benefits below represent a portion of the forms of compensation available to staff in FY 2015.

- 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 2015. In the Approved Budget, regular City employees will be eligible to receive up to \$100 per month on a pre-tax basis, up from \$70 in FY 2014. Given the large number of City employees who commute to Alexandria from outside jurisdictions each day, this benefit helps to offset commuting costs.
- The City's telecommuting policy will continue unchanged in FY 2015. The policy permits interested employees to establish a telecommuting agreement with their supervisor and department head.
- To help further the professional development of City employees, tuition assistance is provided for education and training classes. In FY 2015, the tuition assistance program will be consolidated, along with professional development funding and training funding, into a new designated account within Human Resources entitled "Professional Development & Training."
- The goal of the City's Wellness Program, *Work N' Well*, which is administered by the Human Resources department, 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 healthcare costs.
- The City has several awards and recognition programs (e.g. *Just Say Thanks*) 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 also for those employees who have worked for the City for an extended period of time.

# Personnel & Compensation Summary



## OPEB & LINE OF DUTY

### 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 requirements and the City’s response will influence the credit and bond ratings of City debt. The FY 2015 Approved Budget provides approximately \$3.62 million in new funding for the City’s OPEB obligations.

### Line of Duty

A State mandated, but City-administered program, the Line of Duty Act (LODA) provides benefits to local government employees and volunteers who hold specified hazardous duty positions. More specifically, it provides benefits to first responders who die or become disabled in the line of duty, and by statute, LODA benefits must be provided. Health coverage is afforded to the disabled employee, but also a surviving spouse and dependent children. If disabled, healthcare benefits terminate upon the disabled person’s death, recovery, or return to full duty. The FY 2015 Approved Budget provides approximately \$1.9 million for new Line of Duty funding.

The table below shows the City’s estimated unfunded liability as well as its annual required contribution (ARC).

*Dollars in millions*

	Estimated Unfunded Liability		Annual Required Contribution (ARC)	
	City Programs <sup>1</sup>	Line of Duty <sup>2</sup>	City Programs <sup>1</sup>	Line of Duty <sup>2</sup>
<b>City of Alexandria<sup>3,4,5</sup></b>	\$69.0	\$16.6	\$7.9	\$2.6

- (1) Retiree life and health insurance premiums
- (2) State mandated City-administered program
- (3) As of December 31, 2012
- (4) Assumes no change in \$260 monthly healthcare rate
- (5) City's liability calculated by actuaries using the trust fund model with a 7.5% annual return assumption



# Accountable, Effective, and Well-Managed Government

Focus Area All Funds Budget		\$142,240,010
Department	All Funds Departmental Budget	
City Attorney	\$2,750,066	
City Clerk and Clerk of Council	\$422,246	
City Council	\$513,278	
City Manager	\$2,288,367	
Communications and Public Information	\$1,313,916	
Finance	\$14,195,780	
General Services	\$13,888,472	
Human Resources	\$3,873,374	
Information Technology Services	\$10,802,110	
Management and Budget	\$1,259,906	
Non Departmental (City Memberships, Insurance, Debt Service, Employee Compensation, Contingent Reserve, Response to Emergencies)	\$90,071,929	
Performance and Accountability	\$860,566	

Our City government is **Accountable** when we take responsibility for the programs and services provided to the community. Together, we will achieve these Long Term Outcomes...

## 1. Ensure City Government is accountable to the community

Our City government is **Effective** when we pursue the City's vision effectively. Together, we will achieve these Long Term Outcomes...

## 1. Achieve results that the community values

Our City government is **Well-Managed** when we manage public and private resources effectively. Together, we will achieve these Long Term Outcomes...

## 1. Ensure fiscal strength of the city government

# City Attorney



**Accountable, Effective &  
Well-Managed Government**

## City Attorney

Office of the City Attorney

### Department Contact Info

703.746.3750

[www.alexandriava.gov/cityattorney](http://www.alexandriava.gov/cityattorney)

### Department Head

James L. Banks, Jr.

City Attorney

703.746.3750

[James.Banks@alexandriava.gov](mailto:James.Banks@alexandriava.gov)

### Key Department Staff

Christopher Spera, Deputy City Attorney

Jill A. Schaub, Senior Assistant City Attorney

Joanna Anderson, Assistant City Attorney

Travis S. MacRae, Assistant City Attorney

George McAndrews, Assistant City Attorney

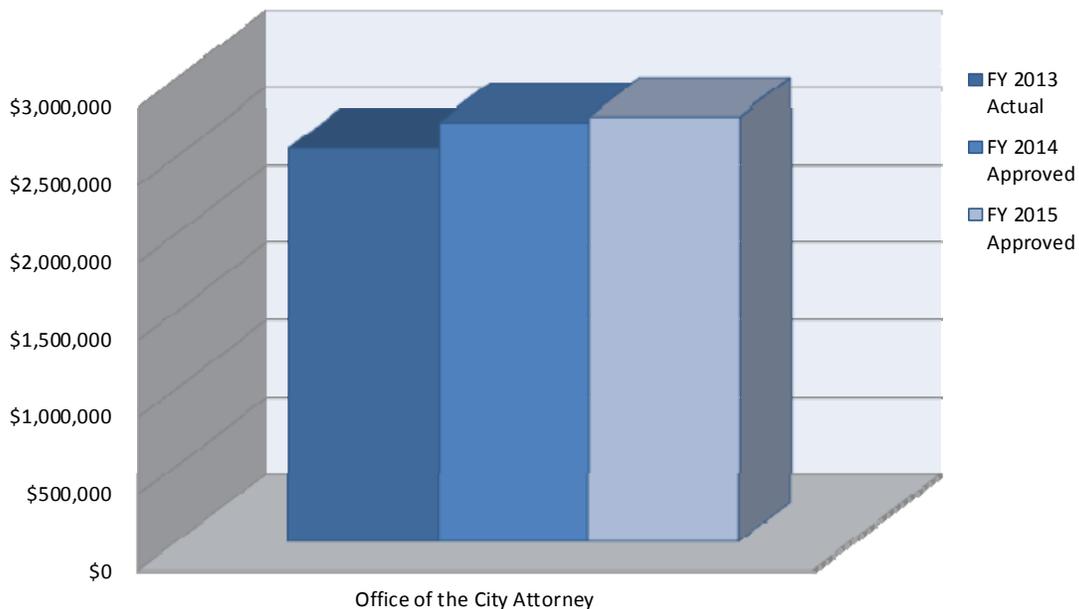
Mary A. O'Donnell, Assistant City Attorney

Meghan Roberts, Assistant City Attorney

Karen S. Snow, Assistant City Attorney

Christina Zechman-Brown, Assistant City Attorney

## All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	1,949,597	2,067,644	2,102,272	34,628	1.7%
Non-Personnel	601,606	647,794	647,794	0	0.0%
<b>Total Expenditures</b>	<b>\$2,551,203</b>	<b>\$2,715,438</b>	<b>\$2,750,066</b>	<b>\$34,628</b>	<b>1.3%</b>
<b>Expenditures by Fund</b>					
General Fund	2,551,203	2,715,438	2,750,066	34,628	1.3%
<b>Total Expenditures</b>	<b>\$2,551,203</b>	<b>\$2,715,438</b>	<b>\$2,750,066</b>	<b>\$34,628</b>	<b>1.3%</b>
<b>Total Department FTE's</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the City Attorney renders opinions, is responsible for drafting ordinances and other legal papers, represents the City in civil cases, and institutes and prosecutes legal proceedings on behalf of the City.

The City Attorney's total budget, all of which is funded through the General Fund, increases by 1.3% overall for FY 2015. The Department's Personnel budget is responsible for the \$34,628 increase in funds, which is related to increases in salaries and fringe benefits, while the Approved Budget includes the same FTE count, 14.0, as the two previous operating years. The Department's Non-Personnel Budget will remain flat with level funding from FY 2014 levels.

**Department Share of General Fund Operating Budget**



**City Attorney 0.43%**



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Office of the City Attorney	\$2,551,203	\$2,715,438	\$2,750,066	\$34,628	1.3%
<b>Total Expenditures</b>	<b>\$2,551,203</b>	<b>\$2,715,438</b>	<b>\$2,750,066</b>	<b>\$34,628</b>	<b>1.3%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Office of the City Attorney	14.00	14.00	14.00	0.00	0.0%
<b>Total FTE's</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>0.00</b>	<b>0.0%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Office of the City Attorney	No service adjustments		



## OFFICE OF THE CITY ATTORNEY

To ensure an **accountable, effective, & well-managed government**, this program provides children protective /foster care services, enforcement and compliance, freedom of information act processing, general litigation, leadership and management, legal counsel, and legislative services in order to achieve results that the community values, ensure city government is accountable to the community, and ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$2,551,203	\$2,715,438	\$2,750,066
Personnel	\$1,949,597	\$2,067,644	\$2,102,272
Non-Personnel	\$601,606	\$647,794	\$647,794
Full Time Equivalents (FTEs)	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
Performance Measures			
<i>% of Notices of Violation of City Code or Zoning Ordinances filed and upheld by the court</i>	N/A	85%	85%
<i>Number of Freedom of Information Act Requests</i>	N/A	750	750
<i>Number of ordinances drafted</i>	60	75	75
<i>Number of legal consultations between the City Attorney's Office and departments</i>	N/A	2,000	2,000
<i>Percent of appeals of City actions that are upheld by the court</i>	N/A	75%	75%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		14.00	\$2,715,438
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$34,628
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		14.00	\$2,750,066

# City Clerk & Clerk of Council



**Accountable, Effective &  
Well-Managed Government**

## City Clerk & Clerk of Council

City Clerk & Clerk of Council

### Department Contact Info

703.746.4550

[www.alexandriava.gov/cityclerk](http://www.alexandriava.gov/cityclerk)

### Department Head

Jackie M. Henderson, City Clerk & Clerk of Council

703.746.3975

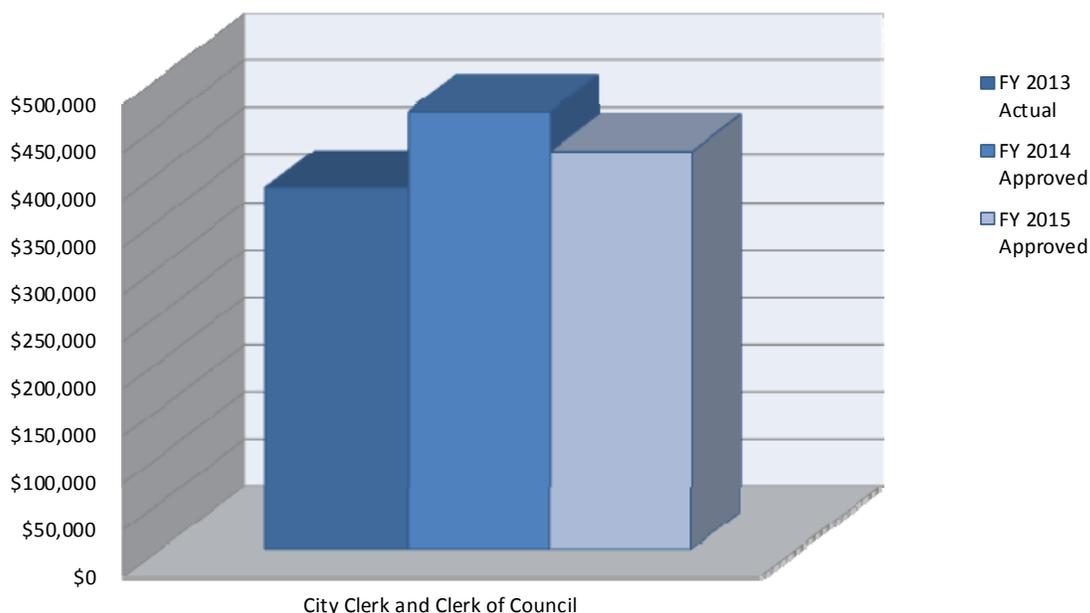
[Jackie.Henderson@alexandriava.gov](mailto:Jackie.Henderson@alexandriava.gov)

### Key Department Staff

Gloria A. Sitton, Deputy City Clerk

Brandi Galloway, Secretary

## All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	368,788	441,365	391,214	(50,151)	-11.4%
Non-Personnel	15,359	21,917	31,032	9,115	41.6%
<b>Total Expenditures</b>	<b><u>\$384,148</u></b>	<b><u>\$463,282</u></b>	<b><u>\$422,246</u></b>	<b><u>(\$41,036)</u></b>	<b><u>-8.9%</u></b>

Expenditures by Fund	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
General Fund	384,148	463,282	422,246	(41,036)	-8.9%
<b>Total Expenditures</b>	<b><u>\$384,148</u></b>	<b><u>\$463,282</u></b>	<b><u>\$422,246</u></b>	<b><u>(\$41,036)</u></b>	<b><u>-8.9%</u></b>

<b>Total Department FTE's</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>(1.00)</b>	<b>-25.0%</b>
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## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the City Clerk & Clerk of Council keeps a record of all approved ordinances, resolutions, and reports presented to Council for consideration, all of which are public records and open to public inspection, and is responsible for the production and distribution of dockets and supporting materials for Council meetings.

The City Clerk's total budget, all of which is funded through the General Fund, decreases by 8.9% for FY 2015. The FY 2015 Approved Budget includes the reduction of 1.0 FTE related to an unfilled administrative position, which is responsible for the 11.4% decrease in Personnel costs. The Department's Non-Personnel Budget increases by \$9,115 or 41.6% due to the inclusion of funding for a new microfilm reader, which will make legislative records accessible electronically for staff and the public.

**Department Share of General Fund Operating Budget**



**City Clerk 0.07%**

## City Clerk &amp; Clerk of Council



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
City Clerk and Clerk of Council	\$384,148	\$463,282	\$422,246	(\$41,036)	-8.9%
<b>Total Expenditures</b>	<b>\$384,148</b>	<b>\$463,282</b>	<b>\$422,246</b>	<b>(\$41,036)</b>	<b>-8.9%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
City Clerk and Clerk of Council	4.00	4.00	3.00	(1.00)	-25.0%
<b>Total FTE's</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>(1.00)</b>	<b>-25.0%</b>

# City Clerk & Clerk of Council



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
City Clerk & Clerk of Council	Increase level of service delivery through funding that facilitates easier (electronic) access to legislative records for City staff and the general public.	0.00	\$10,000

# City Clerk & Clerk of Council



## CITY CLERK & CLERK OF COUNCIL

To ensure an **accountable, effective, & well-managed government**, this program provides boards and commission support, council support, docket preparation, and meeting support in order to ensure city government is accountable to the community.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$384,148	\$463,282	\$422,246
Personnel	\$368,788	\$441,365	\$391,214
Non-Personnel	\$15,359	\$21,917	\$31,032
Full Time Equivalents (FTEs)	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>
Performance Measures			
<i>Number of applications received/number of vacancies filled by Council appointment</i>	420/260	370/250	450/260
<i>Percentage of requests researched within a week of receiving request</i>	75%	80%	80%
<i>Number of docket items processed</i>	595	700	560
<i>Minutes for meetings supported produced</i>	31	31	33

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$463,282
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery at a reduced cost by eliminating 1.0 FTE vacant administrative position.	(1.00)	(\$46,453)
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in fringe benefit costs.	0.00	(\$3,698)
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in miscellaneous expenses.	0.00	(\$885)
Program-wide services	Increase level of service delivery through funding that facilitates easier (electronic) access to legislative records for City staff and the general public.	0.00	\$10,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$422,246

# City Council



## Accountable, Effective & Well-Managed Government

### City Council

City Council Operations

#### Department Contact Info

703.746.4500

[www.alexandriava.gov/council](http://www.alexandriava.gov/council)

#### City Council Members

William D. Euille, Mayor

Allison Silberberg, Vice Mayor

John T. Chapman, Councilman

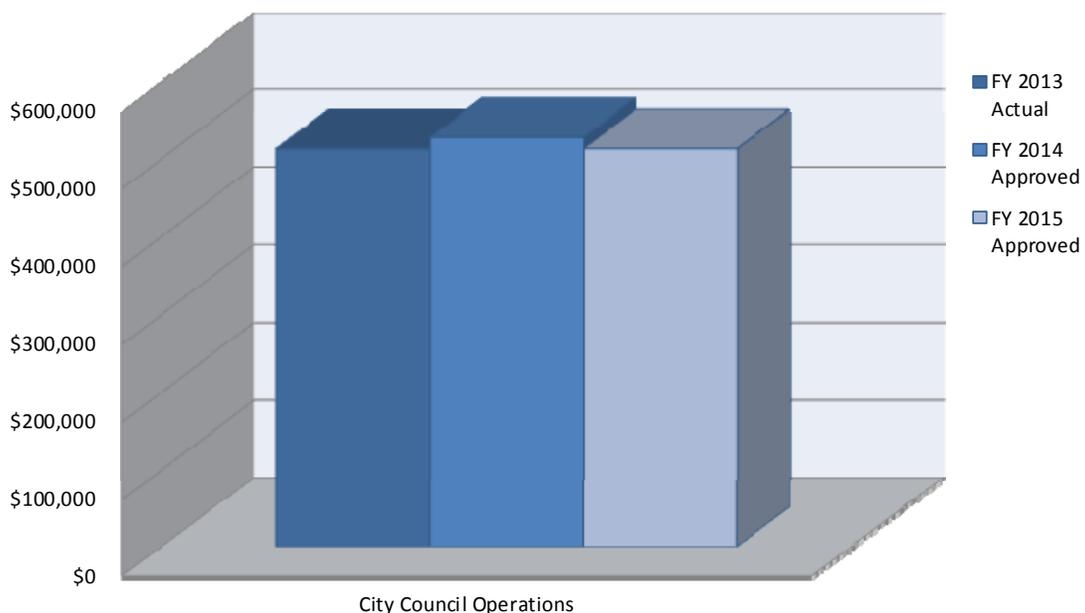
Timothy B. Lovain, Councilman

Redella S. Pepper, Councilwoman

Paul C. Smedberg, Councilman

Justin Wilson, Councilman

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	434,208	462,954	447,507	(15,447)	-3.3%
Non-Personnel	78,715	64,771	65,771	1,000	1.5%
<b>Total Expenditures</b>	<b>\$512,923</b>	<b>\$527,725</b>	<b>\$513,278</b>	<b>(\$14,447)</b>	<b>-2.7%</b>

Expenditures by Fund	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
General Fund	512,923	527,725	513,278	(14,447)	-2.7%
<b>Total Expenditures</b>	<b>\$512,923</b>	<b>\$527,725</b>	<b>\$513,278</b>	<b>(\$14,447)</b>	<b>-2.7%</b>

Total Department FTE's	1.00	1.00	1.00	0.00	0.0%
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## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the City Council helps shape policy and the strategic direction of the City government in order to achieve sustainable results which the community values, all while maintaining accountability to taxpayers and citizens.

The City Council's budget, all of which is funded through the General Fund, is projected to decrease overall by 2.7% for FY 2015 to \$513,278. The FY 2015 Personnel Budget will decrease by \$15,447, or 3.3%, which is related to a reduction in fringe benefit costs, while the Department's Non-Personnel Budget increases by \$1,000 or 1.5% due to the inclusion of increased funding for travel by Council members. The Council's FTE count of 1.0 is related to the full-time mayoral aide.

**Department Share of General Fund Operating Budget**



City Council 0.08%



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
City Council Operations	\$512,923	\$527,725	\$513,278	(\$14,447)	-2.7%
<b>Total Expenditures</b>	<b>\$512,923</b>	<b>\$527,725</b>	<b>\$513,278</b>	<b>(\$14,447)</b>	<b>-2.7%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
City Council Operations	1.00	1.00	1.00	0.00	0.0%
<b>Total FTE's</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.0%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
City Council Operations	No service adjustments		



## CITY COUNCIL OPERATIONS

To ensure an **accountable, effective and well-managed government**, this program provides strategic and policy direction so that City government is fiscally strong, accountable to the community and achieving results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$512,923	\$527,725	\$513,278
Personnel	\$434,208	\$462,954	\$447,507
Non-Personnel	\$78,715	\$64,771	\$65,771
Full Time Equivalents (FTEs)	1.00	1.00	1.00

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$527,725
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in funding for health coverage, salaries, and other fringe benefits including VRS.	0.00	(\$15,447)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding for long distance travel for Council members.	0.00	\$1,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$513,278

# City Manager



## Accountable, Effective & Well-Managed Government

### City Manager

Organizational Leadership & Management

#### Department Contact Info

703.746.4300

[www.alexandriava.gov/citymanager](http://www.alexandriava.gov/citymanager)

#### Department Head

Rashad M. Young

City Manager

703.746.4300

[Rashad.Young@alexandriava.gov](mailto:Rashad.Young@alexandriava.gov)

#### Key Department Staff

Tom Gates, Chief of Staff/Deputy City Manager

Michele Evans, Deputy City Manager

Mark Jinks, Deputy City Manager

Debra Collins, Deputy City Manager

Jerome Fletcher, Special Assistant to the City Manager

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Personnel	2,273,484	2,294,373	2,093,716	(200,657)	-8.7%
Non-Personnel	101,322	138,134	194,651	56,517	40.9%
<b>Total Expenditures</b>	<b>\$2,374,806</b>	<b>\$2,432,507</b>	<b>\$2,288,367</b>	<b>(\$144,140)</b>	<b>-5.9%</b>

Expenditures by Fund					
	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
General Fund	2,374,806	2,432,507	2,288,367	(144,140)	-5.9%
<b>Total Expenditures</b>	<b>\$2,374,806</b>	<b>\$2,432,507</b>	<b>\$2,288,367</b>	<b>(\$144,140)</b>	<b>-5.9%</b>

Total Department FTE's	FY 2013	FY 2014	FY 2015	Change	% Change
	12.00	12.00	14.50	2.50	20.8%

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the City Manager's Office carries out the policy directives of the City Council and manages the daily operations of the City government, including the preparation of the annual operating and capital budgets, an annual report, and other periodic financial and administrative reports.

The City Manager's total budget, all of which is funded through the General Fund, decreases by 5.9% overall for FY 2015. The Approved Budget includes the reduction of existing FTEs (-2.0), plus the transfer in of existing personnel (+4.5 FTEs) from the Communications department in order to move the City's civic and community engagement efforts under the umbrella of the City Manager's Office. The Department's Non-Personnel Budget increases by approximately \$56,500, or 40.9%, due mainly to the inclusion of \$25,000 for Special Events, which was previously budgeted and funded in Non-Departmental in FY 2014, and other items such as education/training and telecommunications, which are being transferred as part of the Communications department's reorganization.

Department Share of General Fund Operating Budget



City Manager 0.36%



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Organizational Leadership and Management	\$2,374,806	\$2,432,507	\$2,288,367	(\$144,140)	-5.9%
<b>Total Expenditures</b>	<b>\$2,374,806</b>	<b>\$2,432,507</b>	<b>\$2,288,367</b>	<b>(\$144,140)</b>	<b>-5.9%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Organizational Leadership and Management	12.00	12.00	14.50	2.50	20.8%
<b>Total FTE's</b>	<b>12.00</b>	<b>12.00</b>	<b>14.50</b>	<b>2.50</b>	<b>20.8%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Organizational Leadership & Management	No service adjustments		



## ORGANIZATIONAL LEADERSHIP & MANAGEMENT

To ensure an **accountable, effective, & well-managed government**, this program provides city council policy support, economic and community development, intergovernmental relations, organizational management, and responsive government in order to achieve results that the community values, and ensure city government is accountable to the community.

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Program Totals</b>			
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$2,374,806	\$2,432,507	\$2,288,367
Personnel	\$2,273,484	\$2,294,373	\$2,093,716
Non-Personnel	\$101,322	\$138,134	\$194,651
Full Time Equivalents (FTEs)	<b>12.00</b>	<b>12.00</b>	<b>14.50</b>
<b>Performance Measures</b>			
<i>Percent of performance measures that improve towards, meet, or exceed their targets</i>	N/A	N/A	75%
<i>Percent of citizens who are satisfied with City service delivery</i>	N/A	90%	90%
<i>Call.Click.Connect service requests closed on time/in one week</i>	N/A	79% / 72%	85% / 75%
<i>Percent of citizens who are satisfied with CMO communications efforts</i>	N/A	90%	90%
<i>% of Department Heads who are satisfied with the support/direction of the CMO</i>	N/A	95%	95%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		12.00	\$2,432,507
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in funding for health coverage, salaries, and other fringe benefits, including the elimination of 1.0 FTE Special Assistant to the City Manager and 1.0 FTE Executive Assistant.	(2.00)	(\$444,897)
Community Engagement	Maintain current levels of service delivery through the transfer of existing personnel and non-personnel from the Communications department, in order to move the City's civic and community engagement efforts under the City Manager.	4.50	\$475,745
Program-wide services	Maintain current levels of service delivery with the inclusion of department-wide vacancy savings.	0.00	(\$200,000)
<b>[Continued on following page]</b>			



## ORGANIZATIONAL LEADERSHIP & MANAGEMENT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with non-personnel-related resources, including reallocating Special Events funding from the Non-Departmental budget.	0.00	\$25,012
Community Engagement	The Proposed Budget included a \$60,000 increase in civic engagement efforts as a result of the <i>What's Next Alexandria</i> initiative (including funds for consultants, training, and materials). This funding increase was removed by Council during Add-Delete.	0.00	\$0
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>14.50</b>	<b>\$2,288,367</b>



## Accountable, Effective & Well-Managed Government

### Communications & Public Information

Public Information & Internal Support

#### Department Contact Info

703.746.3960

[www.alexandriava.gov/Communications](http://www.alexandriava.gov/Communications)

#### Department Head

Craig Fifer

Acting Director

703.746.3960

[Craig.Fifer@alexandriava.gov](mailto:Craig.Fifer@alexandriava.gov)

#### Key Department Staff

Andrea Blackford, Senior Communications Officer

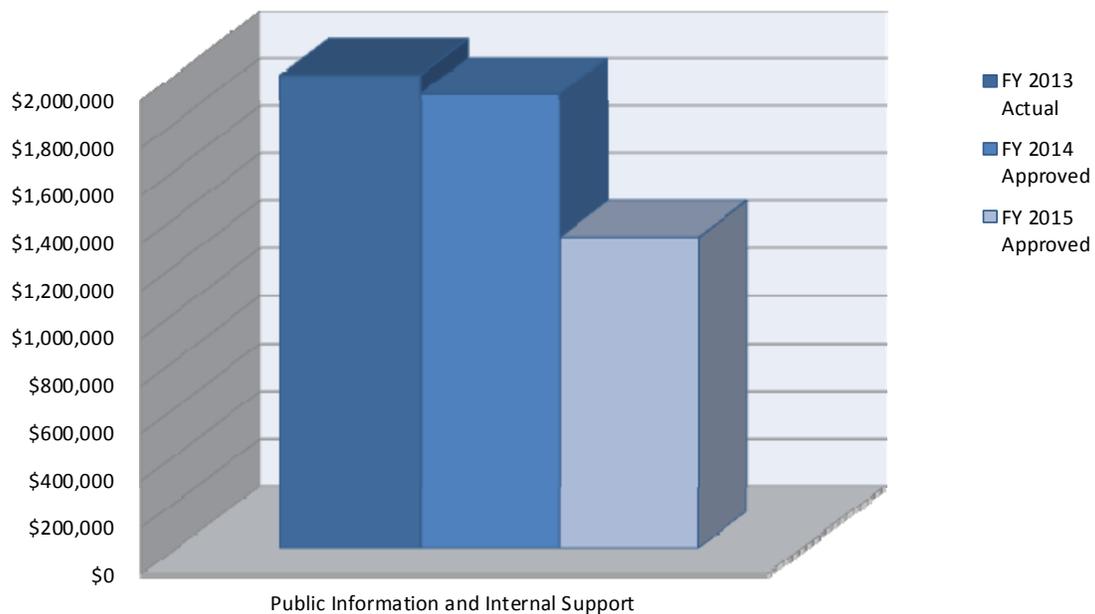
Michelle Davis, Visual Information Developer

Gerardo Dineros, Communications Content Developer

Melissa Riddy, Communications Officer

Justin Thompson, Communications Content Manager

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Personnel	1,708,669	1,731,339	891,663	(839,676)	-48.5%
Non-Personnel	285,460	181,838	422,253	240,415	132.2%
Capital Goods Outlay	108	0	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$1,994,237</u></b>	<b><u>\$1,913,177</u></b>	<b><u>\$1,313,916</u></b>	<b><u>(\$599,261)</u></b>	<b><u>-31.3%</u></b>

Expenditures by Fund					
General Fund	1,994,237	1,913,177	1,313,916	(599,261)	-31.3%
<b>Total Expenditures</b>	<b><u>\$1,994,237</u></b>	<b><u>\$1,913,177</u></b>	<b><u>\$1,313,916</u></b>	<b><u>(\$599,261)</u></b>	<b><u>-31.3%</u></b>

<b>Total Department FTE's</b>	<b>13.50</b>	<b>13.50</b>	<b>7.00</b>	<b>(6.50)</b>	<b>-48.1%</b>
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## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the Office of Communications and Public Information serves as the primary source of City information for the community, the news media, and City employees, utilizing a variety of communications tools across diverse platforms.

The Office of Communications and Public Information's budget decreases by 31.3% overall for FY 2015, mainly attributed to a Department-wide reorganization. The reorganization sends 4.50 existing FTEs to the City Manager's Office (related to community engagement), and 2.0 existing FTEs to ITS (related to E-Government). It also eliminates a Deputy Director position (-1.0 FTE) and adds a Communications Officer (+1.0 FTE). Offsetting this decrease in the Department's budget is the inclusion of \$300,000 of Non-Personnel expenses, which is used as pass-through funding to a contractor to provide video production and cablecasting services formerly provided by Comcast under the City's franchise agreement. Also included is funding for Action Alexandria - an online civic engagement initiative run by the local non-profit ACT for Alexandria - of \$25,000 (down from \$50k in FY 2014), which was previously funded outside of Communications' budget in DCHS in FY 2014 .

**Department Share of General Fund Operating Budget**



**Communications 0.21%**



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Public Information and Internal Support	\$1,994,237	\$1,913,177	\$1,313,916	(\$599,261)	-31.3%
<b>Total Expenditures</b>	<b>\$1,994,237</b>	<b>\$1,913,177</b>	<b>\$1,313,916</b>	<b>(\$599,261)</b>	<b>-31.3%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Public Information and Internal Support	13.50	13.50	7.00	(6.50)	-48.1%
<b>Total FTE's</b>	<b>13.50</b>	<b>13.50</b>	<b>7.00</b>	<b>(6.50)</b>	<b>-48.1%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Public Information & Internal Support	No service adjustments		



## PUBLIC INFORMATION &amp; INTERNAL SUPPORT

To ensure an **accountable, effective, & well-managed government**, this program provides community relations, content communications, and e-government in order to achieve results that the community values.

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Program Totals</b>			
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$1,994,237	\$1,913,177	\$1,313,916
Personnel	\$1,708,669	\$1,731,339	\$891,663
Non-Personnel	\$285,460	\$181,838	\$422,253
Capital Goods Outlay	\$108	\$0	\$0
Full Time Equivalents (FTEs)	<b>13.50</b>	<b>13.50</b>	<b>7.00</b>
<b>Performance Measures</b>			
<i>Percentage of customers who rate Call.Click.Connect. as good or very good</i>	N/A	80%	80%
<i>% of customers who say they are more engaged/informed because of City publications</i>	N/A	80%	80%
<i>% of customers with Internet access who say they have access to City online services</i>	N/A	80%	85%
<i>Number of news releases, media advisories, media interviews, social media posts etc. distributed</i>	N/A	N/A	750

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		13.50	\$1,913,177
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current service delivery with decreases in funding for fringe benefits and non-personnel costs.	0.00	(\$24,249)
Program-wide services	Maintain service delivery through a department reorganization, including the transfer of existing personnel and non-personnel to the City Manager's Office and ITS, plus eliminating the Deputy Director position and creating a Communications Officer.	(6.50)	(\$900,012)
Program-wide services	Maintain current service delivery with non-personnel related expenses by reallocating \$300,000 of pass-through funding related to video production and cablecasting into the Communications' budget.	0.00	\$300,000
Non-profit Seed Funding (Civic Engagement)	Maintain service delivery with non-personnel-related expenses by reallocating Action Alexandria funds into the Communications' budget and continuing funding at a reduced level (was \$50,000 in FY 2014).	0.00	\$25,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>7.00</b>	<b>\$1,313,916</b>

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



**Accountable, Effective &  
 Well Managed Government**

**Finance Department**

- Leadership & Management Support
- Pension Administration
- Purchasing
- Revenue
- Treasury
- Accounting
- Risk Management
- Real Estate Assessments

**Department Contact Info**

703.746.3900  
<http://alexandriava.gov/finance/>

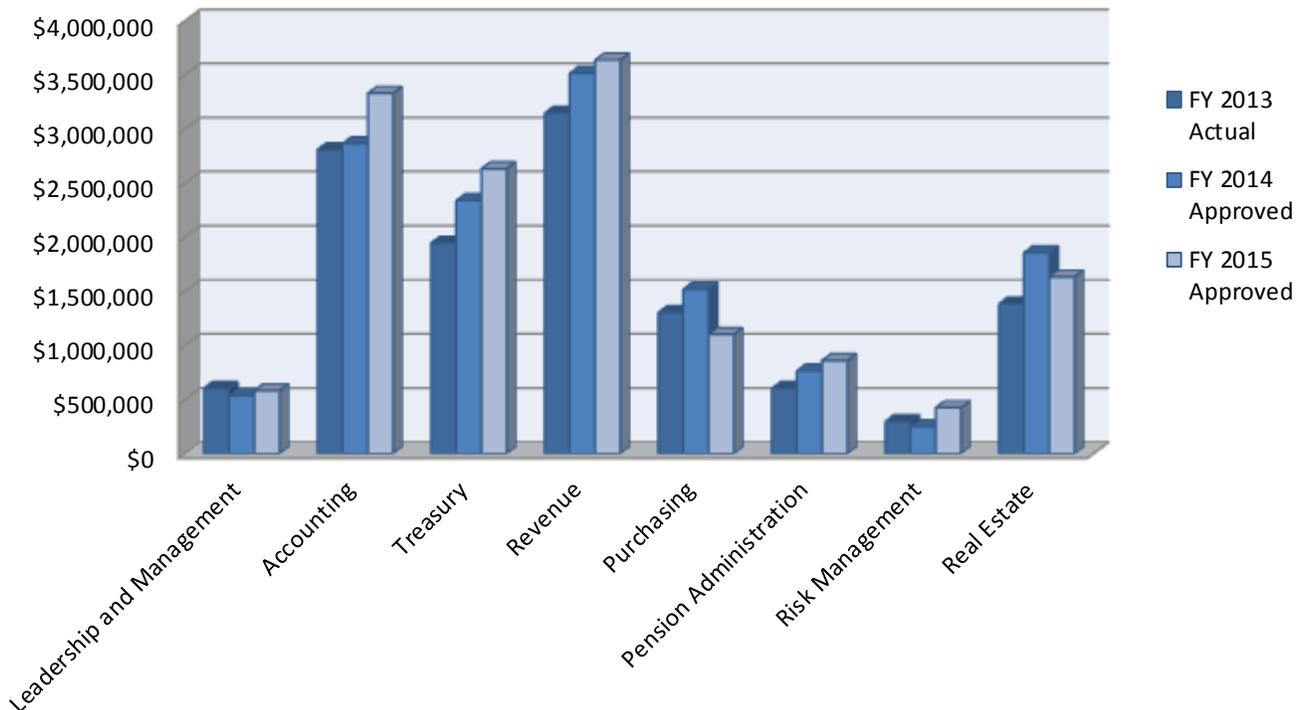
**Department Head**

Laura Triggs, CPA  
 Chief Financial Officer  
 703.746.3900  
[laura.triggs@alexandriava.gov](mailto:laura.triggs@alexandriava.gov)

**Department Staff**

- Ray Welch, Comptroller
- Kadira Coley, Acting Retirement Administrator
- Vacant Asst. Dir. Of Finance-Revenue
- David Clark, Asst. Dir. Of Finance-Treasury
- Stephen Taylor, Acting Purchasing Agent
- Bryan Page, Real Estate Assessor

**All Funds Summary by Program**



CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$9,334,083	\$10,395,399	\$10,691,890	\$296,491	2.9%
Non-Personnel	\$2,736,369	\$3,223,525	\$3,477,705	\$254,180	7.9%
Capital Goods Outlay	\$8,792	\$26,185	\$26,185	\$0	0.0%
Interfund Transfer	\$3,044	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b>\$12,082,287</b>	<b>\$13,645,109</b>	<b>\$14,195,780</b>	<b>\$550,671</b>	<b>4.0%</b>
<b>Expenditures by Fund</b>					
General Fund	\$11,577,834	\$12,984,060	\$13,435,340	\$451,280	3.5%
Internal Service Fund	\$37,288	\$44,600	\$44,600	\$0	0.0%
Other Special Revenues Funds	\$467,166	\$616,449	\$715,840	\$99,391	16.1%
<b>Total Designated Funding Sources</b>	<b>\$12,082,287</b>	<b>\$13,645,109</b>	<b>\$14,195,780</b>	<b>\$550,671</b>	<b>4.0%</b>
<b>Total Department FTE's</b>	<b>105.5</b>	<b>107.5</b>	<b>107.5</b>	<b>0.0</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **Accountable, Effective, & Well-Managed Government**, Finance Department includes Accounting Support, Treasury, Revenue, Purchasing, Pension Administration, Risk Management, and Real Estate Assessments.

The Finance Department total budget increases by 4.0% for FY 2015. For the FY 2015 budget, the Department of Real Estate Assessments is now included in the Finance Department as a division. The FY 2015 Approved Budget includes an increase of 1.0 FTE in the Pension Program, funded out of special revenues, and includes the reduction of 1.0 FTE in the Real Estate division. The Real Estate Department has been relocated into the Finance Department, and the vacant director position can be reduced without any service impact. The Department's Non-Personnel Budget increases by \$254,180 or 7.9% due to increases in the costs of maintaining current levels of service delivery.

**Department Share of General Fund Operating Budget**



**2.11%**

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



**PROGRAM LEVEL SUMMARY DATA**

**Expenditure Summary**

<b>Expenditure By Program</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>	<b>Change 2014 - 2015</b>	<b>% Change 2014-2015</b>
Leadership and Management	\$601,796	\$535,507	\$581,335	45,828	8.6%
Accounting	\$2,807,716	\$2,864,153	\$3,329,147	464,994	16.2%
Treasury	\$1,945,718	\$2,338,255	\$2,632,400	294,145	12.6%
Revenue	\$3,144,772	\$3,515,053	\$3,636,708	121,655	3.5%
Purchasing	\$1,301,875	\$1,520,370	\$1,099,864	(420,506)	-27.7%
Pension Administration	\$601,443	\$765,062	\$859,415	94,353	12.3%
Risk Management	\$295,750	\$250,118	\$424,370	174,252	69.7%
Real Estate	\$1,383,218	\$1,856,591	\$1,632,541	(224,050)	-12.1%
<b>Total Expenditures</b>	<b>\$12,082,287</b>	<b>\$13,645,109</b>	<b>\$14,195,780</b>	<b>\$550,671</b>	<b>4.0%</b>

**Staffing Summary**

<b>Authorized Positions (FTE's) by Program</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>	<b>Change 2014 - 2015</b>	<b>% Change 2014-2015</b>
Leadership and Management	2.7	3.2	3.0	(0.2)	-6.3%
Accounting	20.7	19.7	21.4	1.7	8.4%
Treasury	17.5	17.5	17.5	0.0	0.0%
Revenue	35.7	33.1	33.3	0.2	0.7%
Purchasing	8.0	11.2	9.0	(2.2)	-19.3%
Pension Administration	6.0	6.0	7.0	1.0	16.7%
Risk Management	1.0	1.8	2.3	0.5	27.8%
Real Estate	14.0	15.0	14.0	(1.0)	-6.7%
<b>Total FTE's</b>	<b>105.5</b>	<b>107.5</b>	<b>107.5</b>	<b>0.0</b>	<b>0.0%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Pension	<p>A Management Analyst II was added to manage additional workload anticipated from the newly proposed recertification process for disabled public safety employees, to ensure continued eligibility for disability payments, and to assist with placement in alternative jobs as specified by changes in the pension plan ensuring that eligible employees return to work utilizes pension dollars more effectively. The position will be funded by the pension plan.</p>	1.0	\$91,100

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## LEADERSHIP & MANAGEMENT SERVICES

To achieve an **accountable, effective, & well-managed government**, this program provides general financial management in order to ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	6.4%	4.7%	4.9%
Total Expenditures	\$601,796	\$535,507	\$581,335
Personnel	\$494,875	\$435,292	\$442,796
Non-Personnel	\$95,085	\$76,815	\$115,139
Capital Outlay	\$8,792	\$23,400	\$23,400
Interfund Transfer	\$3,044	\$0	\$0
Full Time Equivalents (FTEs)	2.7	3.2	3.0
Performance Measures			
<i>Percent of employees with financial responsibility who report awareness of information</i>	N/A	60%	65%
<i>Percent of employees with financial responsibility participating in training opportunities each year</i>	N/A	50%	55%
<i>Fund Balance as a percentage of revenues</i>	N/A	15.0%	15.0%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		3.2	\$535,507
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Technical adjustment due to the reallocation of positions within the department. Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	(0.2)	\$7,504
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.0	\$38,324
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>3.0</b>	<b>\$581,335</b>

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## ACCOUNTING

To achieve an **accountable, effective, & well-managed government**, this program provides financial reporting, paying employees and vendors, and reconciliations in order to ensure city government is accountable to the community, and ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	24.5%	25.2%	28.2%
Total Expenditures	\$2,807,716	\$2,864,153	\$3,329,147
Personnel	\$2,008,398	\$1,956,150	\$2,216,793
Non-Personnel	\$799,318	\$905,218	\$1,109,569
Capital Outlay	\$0	\$2,785	\$2,785
Full Time Equivalents (FTEs)	20.7	19.7	21.4
Performance Measures			
<i>Percent of GFOA standards met on financial reporting</i>	100%	100%	100%
<i>Percent of payments to vendors issued within the required timeframe</i>	97%	97%	97%
<i>Number of reconciliations conducted</i>	2,802	2,914	2,880

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		19.7	\$2,864,153
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Technical adjustment due to the reallocation of positions within the department. Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	1.7	\$260,643
Program-wide services	Maintain current levels of service delivery with non-personnel related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.) The increase includes support for the City's Enterprise Resource System. (\$130,000) This is a newly budgeted expenditure.	0.0	\$204,351
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		21.4	\$3,329,147

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## TREASURY

To achieve an **accountable, effective, & well-managed government**, this program provides cash management and investment, payment processing, and tax billing in order to ensure the fiscal strength of the city government, and achieve results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	17.0%	20.6%	22.3%
Total Expenditures	\$1,945,718	\$2,338,255	\$2,632,400
Personnel	\$1,355,416	\$1,455,527	\$1,660,050
Non-Personnel	\$590,302	\$882,728	\$972,350
Full Time Equivalents (FTEs)	17.5	17.5	17.5
Performance Measures			
<i>Rate of Return on investment of City assets within legal limits</i>	0.50%	0.55%	0.60%
<i>Percentage of tax payments deposited within 24 hours</i>	N/A	99.99%	99.99%
<i>Percent of bills mailed to residents and business owners 30 days in advance of the due date</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		17.5	\$2,338,255
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.0	\$204,523
Program-wide services	Maintain current levels of service delivery with non-personnel related increases in funding to meet the needs of contractual obligations , cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.)	0.0	89,622
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		17.5	\$2,632,400

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## REVENUE

To achieve an **accountable, effective, & well-managed government**, this program provides delinquent tax collection, tax assessment, tax audit research and analysis, and taxpayer assistance in order to achieve results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	27.4%	30.9%	30.8%
Total Expenditures	\$3,144,772	\$3,515,053	\$3,636,708
Personnel	\$2,697,275	\$2,897,221	\$3,005,375
Non-Personnel	\$447,497	\$617,832	\$631,333
Full Time Equivalents (FTEs)	35.7	33.1	33.3
Performance Measures			
<i>Percent of taxes assessed that are collectible</i>	N/A	99.0%	99.0%
<i>Percent of applications approved for tax relief</i>	96.0%	98.0%	95.0%
<i>Percent of delinquent taxes collected annually</i>	98.6%	97.0%	97.0%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		33.1	\$3,515,053
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Technical adjustment due to the reallocation of positions within the department. Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.2	\$108,154
Program-wide services	Technical adjustment for non-personnel-related reallocation of resources within the Department. No service impact.	0.0	\$13,501
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		33.3	\$3,636,708

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## PURCHASING

To achieve an **accountable, effective, & well-managed government**, this program provides purchasing in order to ensure city government is accountable to the community.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	11.3%	13.4%	9.3%
Total Expenditures	\$1,301,875	\$1,520,370	\$1,099,864
Personnel	\$785,935	\$1,127,689	\$839,490
Non-Personnel	\$515,940	\$392,681	\$260,374
Full Time Equivalents (FTEs)	8.0	11.2	9.0
Performance Measures			
<i>Percent of significant contract actions executed for client within necessary time frames</i>	85%	85%	87%
<i>Value of goods and services procured</i>	\$130,455,962	\$118,400,000	\$137,000,000
<i>Percent of bid award protests denied</i>	0%	<5%	<5%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		11.2	\$1,520,370
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Technical adjustment due to the reallocation of positions within the department. Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	(2.2)	(\$288,199)
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases related to a reduction in fees for professional services. The program is shifting from the use of external contract help to an internal City workforce with institutional procurement knowledge.	0.0	(\$132,307)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		9.0	\$1,099,864

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## PENSION

To achieve an **accountable, effective, & well-managed government**, this program provides pension investment, and plan administration in order to ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	5.2%	6.7%	7.3%
Total Expenditures	\$601,443	\$765,062	\$859,415
Personnel	\$543,778	\$691,918	\$772,771
Non-Personnel	\$57,665	\$73,144	\$86,644
Full Time Equivalents (FTEs)	6.0	6.0	7.0
Performance Measures			
<i>Rate of return on investment of pension assets</i>	11.8%	7.5%	7.5%
<i>Percent of annual required contribution funded</i>	100%	100%	100%
<i>Millions of dollars invested at fiscal year end</i>	\$389.9	\$399.4	\$450.6

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		6.0	\$765,062
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Pension Cost Allocation	A Management Analyst II was added. The position is requested to manage additional workload anticipated from the newly proposed recertification process for disabled public safety employees, to ensure continued eligibility for disability payments, and to assist with placement in alternative jobs as specified by changes in the pension plan ensuring that eligible employees return to works utilizes pension dollars more effectively. The position will be funded by the pension plan.	1.0	\$91,100
Program-wide services	Maintain current levels of service delivery with personnel related changes in health coverage, salaries, merit adjustments, and other fringe benefits, including VRS	0.0	(\$10,247)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.0	\$13,500
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM		7.0	\$859,415



## RISK MANAGEMENT

To achieve an **accountable, effective, & well-managed government**, this program provides (active) claims management, (proactive) safety management, and insurance management in order to ensure city government is accountable to the community, achieve results that the community values, and ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	2.1%	1.9%	2.9%
Total Expenditures	\$295,750	\$250,118	\$424,370
Personnel	\$240,598	\$218,751	\$338,754
Non-Personnel	\$55,152	\$31,367	\$85,616
Full Time Equivalents (FTEs)	1.0	1.8	2.3
Performance Measures			
<i>Percent of departments with more accident free work days than the industry standard</i>	N/A	40%	40%
<i>Number of claims processed</i>	352	340	360
<i>Number of safety outreach initiatives conducted</i>	145	130	150

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.8	\$250,118
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Technical adjustment due to the reallocation of positions within the department. Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.5	\$120,003
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.0	\$19,249
Torts Claim Management	Budgets cost incurred for building inspections currently covered with vacancy savings	0.0	\$35,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		2.3	\$424,370

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## REAL ESTATE

To ensure an **accountable, effective, & well-managed government**, this program provides real property assessments in order to ensure city government is accountable to the community.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	12.1%	16.3%	13.8%
Total Expenditures	\$1,383,218	\$1,856,591	\$1,632,541
Personnel	\$1,207,809	\$1,612,851	\$1,415,861
Non-Personnel	\$175,409	\$243,740	\$216,680
Full Time Equivalents (FTEs)	14.0	15.0	14.0
Performance Measures			
<i>Percent of the actual median sales price (for real property parcels) assessed accurately</i>	N/A	N/A	97%
<i>Percent of taxpayers who file appeals of their assessments</i>	1%	10%	5%
<i>Percent of locally assessed real property (parcels) that have been annually assessed</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		15.0	\$1,856,591
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	The Department of Real Estate Assessments has been relocated into the Finance Department as a division, and the vacant Director position has been eliminated. There is no service impact.	(1.0)	(202,868)
Program-wide services	Maintain the current levels of service delivery with personnel related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.0	\$5,878
Program-wide services	Reduced budget contract cost for real estate assessment appeals to reflect actual expenditures. There is no service impact.	0.0	(\$27,060)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		14.0	\$1,632,541

# Department of General Services



## Accountable, Effective & Well Managed Government

### General Services

- Leadership & Management Support Services
- Facilities Management
- Fleet Management
- Energy Management
- Printing & Mail Services
- External Services

#### Department Contact Info

703.746.4770

<http://alexandriava.gov/generalservices/>

#### Department Head

Jeremy McPike, Director

703.746.4770

[jeremy.mcpike@alexandriava.gov](mailto:jeremy.mcpike@alexandriava.gov)

#### Department Staff

Alfred Coleman, Deputy Director, Administration

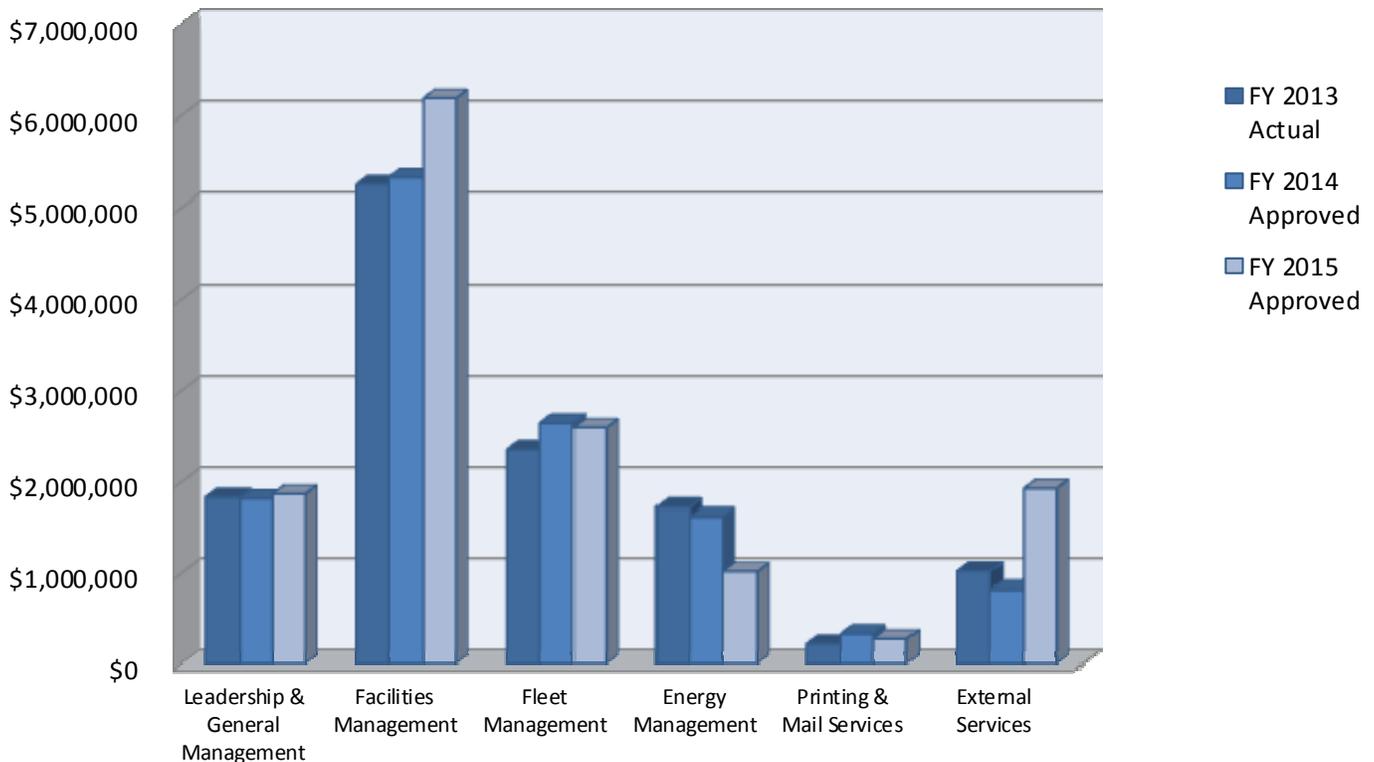
Titania Cross, Deputy Director, Planning, Construction and Facilities

Michael Stewart, Division Chief, Administration

Prabhakar Rao, Division Chief, Fleet Services

Bill Eger, Energy Manager

## All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Personnel	\$5,742,047	\$6,687,307	\$6,640,086	(\$47,221)	-0.7%
Non-Personnel	\$6,612,490	\$5,900,124	\$7,093,386	\$1,193,262	20.2%
Capital Goods Outlay	\$78,730	\$2,000	\$155,000	\$153,000	7650.0%
<b>Total Expenditures</b>	<b>\$12,433,267</b>	<b>\$12,589,431</b>	<b>\$13,888,472</b>	<b>\$1,299,041</b>	<b>10.3%</b>
<b>Expenditures by Fund</b>					
General Fund	\$12,241,445	\$12,512,518	\$13,683,472	\$1,170,954	9.4%
Internal Services	\$165,832	\$0	\$155,000	\$155,000	0.0%
Special Revenue Fund	\$21,750	\$76,913	\$50,000	(\$26,913)	0.0%
Non Fiscal Year Grants	\$4,240	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b>\$12,433,267</b>	<b>\$12,589,431</b>	<b>\$13,888,472</b>	<b>\$1,299,041</b>	<b>10.3%</b>
<b>Total Department FTE's</b>	<b>67.20</b>	<b>66.00</b>	<b>69.80</b>	<b>3.80</b>	<b>5.8%</b>

## FISCAL YEAR HIGHLIGHTS

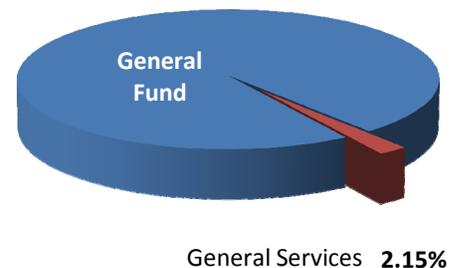
To ensure an **Accountable, Effective, and Well-Managed Government**, General Services provides Leadership & Management Support Services, Facilities Management, Fleet Management, Energy Management, Printing and Mail Services, and External Services.

In FY 2015, the total budget will increase by \$1,299,041 or 10.3%, while the General Fund budget will increase by \$1,170,954, or 9.4%.

The primary driver for this increase is attributable to the transfer of the budget and expenditures of \$1,064,255 related to the City's contract with the Animal Welfare League of Alexandria from Other Public Safety to the General Services External Services program. Other changes include the transfer of maintenance costs of \$265,000 for Alexandria Police Department Headquarters from Police, and \$168,820 for the Torpedo Factory Arts Center from Office of Historic Alexandria. These costs are offset by a \$680,200 transfer of utility costs at the Detention Center to the Sheriff budget to reflect the true cost of program delivery. Less these transfers, the General Fund year-to-year increase is \$284,784 or 2.3%.

The department will improve service delivery in the areas of facility preventative maintenance through an investment of \$374,492 leading to more work orders being completed. Also, the department will invest an additional \$78,519 for vehicle maintenance, reflecting year-to-year trends for providing this service. This will be offset by cost recovery from user departments, reflecting the true cost of program delivery.

Department Share of General Fund Operating Budget





## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & General Management	\$1,833,106	\$1,818,451	\$1,868,906	\$50,455	2.8%
Facilities Management	\$5,251,200	\$5,328,837	\$6,190,985	\$862,148	16.2%
Fleet Management	\$4,978,421	\$4,861,426	\$5,033,400	\$171,974	3.5%
Energy Management	\$1,727,715	\$1,627,132	\$1,019,895	(\$607,237)	-37.3%
Printing & Mail Services	\$386,716	\$464,926	\$443,845	(\$21,081)	-4.5%
External Services	\$1,025,564	\$830,180	\$1,931,443	\$1,101,263	132.7%
Less Recovered Costs For Fleet Management	(\$2,612,079)	(\$2,221,521)	(\$2,445,002)	(\$223,481)	10.1%
Less Recovered Costs For Printing Services	(\$157,375)	(\$120,000)	(\$155,000)	(\$35,000)	29.2%
<b>Total Expenditures</b>	<b>\$12,433,267</b>	<b>\$12,589,431</b>	<b>\$13,888,472</b>	<b>\$1,299,041</b>	<b>10.3%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & General Management	10.60	10.35	9.75	(0.60)	-5.8%
Facilities Management	32.30	31.85	35.65	3.80	11.9%
Fleet Management	18.10	19.00	18.00	(1.00)	-5.3%
Energy Management	2.30	0.80	2.40	1.60	200.0%
Printing & Mail Services	3.90	4.00	4.00	0.00	0.0%
External Services	0.00	0.00	0.00	0.00	0.0%
<b>Total FTE's</b>	<b>67.20</b>	<b>66.00</b>	<b>69.80</b>	<b>3.80</b>	<b>5.8%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Leadership and Management Support Services	Increased use of professional services in Real Estate Management of City Assets for guidance in the areas of real estate valuations/appraisals, maximized space/facility usage plans, evaluations of proposed uses on City surplus properties, strategies for soliciting surplus property to appropriate entities, assistance negotiating complex land swaps, and topics that fall outside the expertise of city staff.	0.00	\$72,306
Facilities Management	Funding for new preventative maintenance contracts to include additional life safety, preventative maintenance of fire systems, annual inspections of roofing systems, and minor maintenance of roll up doors throughout the City's building portfolio.	0.00	\$172,000
Facilities Management	Increased contractual services to enhance City Hall security by adding additional guard services.	0.00	\$43,000
Facilities Management	Additional supplies and materials to enhance the preventative maintenance of City facilities. This will support the department's ability to perform preventative maintenance in-house rather than using contract services.	0.00	\$127,850
Facilities Management	Two new positions to perform required preventative maintenance: one position is a building technician dedicated to addressing mechanical systems within City Hall and the second position is a Building Systems Specialist dedicated to the Alexandria Detention Center. This investment will support the department's ability to move from 35% to 40% of preventative maintenance work orders completed.	2.00	\$141,000
Fleet maintenance management	Increased funding for vehicle maintenance including parts and supplies. This reflects year-to-year trends for providing this service. This increase will be offset by cost recovery from user departments, reflecting the true cost of program delivery.	0.00	\$78,519
Energy Management	Licensing costs associated with new utility meters, energy use monitoring software, and utility billing services. These tools allow the department to monitor energy use and make informed decisions for energy consumption reduction strategies.	0.00	\$35,600
Energy Management	Creation of a Utility Engineer position to provide analysis, guidance, recommendations, and project implementation for the City's Operational Energy Management and Energy Assurance, and Reliability lines of business and allows the City to achieve energy cost savings. This position will be funded out of the City's Capital Improvement Plan, through the Energy Management Program capital project.	1.00	\$0



## LEADERSHIP AND MANAGEMENT SUPPORT SERVICES

To ensure an **accountable, effective, & well-managed government**, this program provides department managed business processes and real estate management in order to achieve results that the community values, ensure city government is accountable to the community, and ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	14.7%	14.4%	13.5%
Total Expenditures	\$1,833,106	\$1,818,451	\$1,868,906
Personnel	\$1,114,159	\$1,223,715	\$1,096,775
Non-Personnel	\$718,947	\$594,736	\$617,131
Capital Outlay	\$0	\$0	\$155,000
Full Time Equivalents (FTEs)	<b>10.60</b>	<b>10.35</b>	<b>9.75</b>
Performance Measures			
<i>Percent of purchase orders issued in accordance to timeline</i>	N/A	90%	90%
<i>Number of real estate leases managed</i>	96	96	96
<i>Number of penalties and legal actions associated with lease agreements</i>	0%	0%	0%
<i>Average score out of a 100 for winning proposals in response to all City Government property sale Request for Proposals (RFPs)</i>	84%	75%	85%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		10.35	\$1,818,451
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$54,960
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$56,538)
<b>[Continued on following page]</b>			

## Department of General Services



## LEADERSHIP AND MANAGEMENT SUPPORT SERVICES

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]			
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Additional funds transferred to the Vehicle Replacement Fund based on recommendations from the Fleet Management and Replacement Plan update.	0.00	\$155,000
Real Estate Management	Technical Adjustment - addition of office space lease costs inadvertently omitted from the Proposed Budget.	0.00	\$118,820
Real Estate Management	Increased use of professional services in Real Estate Management of City Assets for guidance in the areas of real estate valuations/appraisals, maximized space/facility usage plans, evaluations of proposed uses on City surplus properties, strategies for soliciting surplus property to appropriate entities, assistance negotiating complex land swaps, and topics that fall outside the expertise of city staff.	0.00	\$72,306
Real Estate Management	Transfer cost of leased space at 110 N. Royal Street to Transportation and Environmental Services to house transportation staff.	0.00	(\$62,193)
Program-wide services	Transfer of cost of temporary employment service contract used to process utility billings to the Energy Management program where a part time position will be created.	0.00	(\$50,000)
Program-wide services	Reallocation of part time Project Manager to Facilities Program for capital improvement planning projects.	(0.60)	(\$63,080)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>9.75</b>	<b>\$1,868,906</b>



## FACILITIES MANAGEMENT

To ensure an **accountable, effective, & well-managed government**, this program provides building portfolio management, and capital improvements planning/designing/construction management in order to ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	42.2%	42.3%	44.6%
Total Expenditures	\$5,251,200	\$5,328,837	\$6,190,985
Personnel	\$2,607,065	\$3,331,753	\$3,431,735
Non-Personnel	\$2,644,135	\$1,997,084	\$2,759,250
Full Time Equivalents (FTEs)	<b>32.30</b>	<b>31.85</b>	<b>35.65</b>
Performance Measures			
<i>Number of preventative maintenance hours completed annually</i>	N/A	3,500	4,000
<i>Percent of completed estimated hours needed for preventative building maintenance</i>	N/A	35%	40%
<i>Percent of planned Capital Improvement Projects completed on schedule</i>	95%	95%	95%
<i>Percent of planned Capital Improvement Projects completed within budget</i>	95%	95%	95%
<i>Percent of customers who rate facility needs satisfactory or better</i>	N/A	85%	85%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		31.85	\$5,328,837
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	(\$178,690)
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$14,554)
Building Portfolio Management	Transfer of \$265,000 of maintenance costs for Alexandria Police Department Headquarters from Police, and \$168,820 for the Torpedo Factory Arts Center from the Office of Historic Alexandria.	0.00	\$433,820
<b>[Continued on following page]</b>			



## FACILITIES MANAGEMENT

## PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]			
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Building Portfolio Management	Funding for new preventative maintenance contracts to include additional life safety, preventative maintenance of fire systems, annual inspections of roofing systems, and minor maintenance of roll up doors throughout the City's building portfolio.	0.00	\$172,000
Building Portfolio Management	Increased contractual services to enhance City Hall security by adding additional guard services.	0.00	\$43,000
Building Portfolio Management	Additional supplies and materials to enhance the preventative maintenance of City facilities. This will support the department's ability to perform preventative maintenance in-house rather than using contract services.	0.00	\$127,850
Building Portfolio Management	Two new positions to perform required preventative maintenance: one position is a building technician dedicated to addressing mechanical systems within City Hall and the second position is a Building Systems Specialist dedicated to the Alexandria Detention Center. This investment will support the department's ability to move from 35% to 40% of preventative maintenance work orders completed.	2.00	\$141,000
Building Portfolio Management	Reallocation of part time Project Manager from Leadership and Management Support Services program to manage capital improvement project planning and increase from 0.6 to 0.8 FTE.	0.80	\$63,080
Building Portfolio Management	Technical adjustment for the transfer and reclassification of a Fleet Technician position from the Fleet Management program to become a Building Services Technician during the FY 2014 Supplemental Appropriation. This change reflects the difference from the FY 2014 Approved Budget.	1.00	\$74,642
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>35.65</b>	<b>\$6,190,985</b>

## Department of General Services



## FLEET MANAGEMENT

To ensure an **accountable, effective, & well-managed government**, this program provides fleet management, fleet maintenance management, fuel management, and motor pool management in order to ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	19.0%	21.0%	18.6%
Total Expenditures	\$2,366,343	\$2,639,905	\$2,588,398
Personnel	\$1,500,056	\$1,724,591	\$1,630,736
Non-Personnel	\$3,399,635	\$3,134,835	\$3,402,664
Capital Outlay	\$78,730	\$2,000	\$0
Less Recovered Costs for Fleet Management	(\$2,612,079)	(\$2,221,521)	(\$2,445,002)
Full Time Equivalents (FTEs)	<b>18.10</b>	<b>19.00</b>	<b>18.00</b>
<b>Performance Measures</b>			
<i>Percent of vehicles replaced according to annual plan</i>	N/A	90%	90%
<i>Percent of units that have preventive maintenance performed on time</i>	N/A	90%	90%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		19.00	\$2,639,905
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$21,787
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$58,180
Fuel management	Reduction in city-wide fuel budget because of increased monitoring of fuel consumption and increased efficiency of new assets.	0.00	(\$94,351)
<b>[Continued on following page]</b>			



## FLEET MANAGEMENT

## PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Fleet maintenance management	Increased funding for vehicle maintenance including parts and supplies. This reflects year-to-year trends for providing this service. This increase will be offset by cost recovery from user departments, reflecting the true cost of program delivery.	0.00	\$78,519
Fleet management	Technical adjustment for the transfer and reclassification of a Fleet Technician position to the Facilities Management program to become a Building Services Technician during the FY 2014 Supplemental Appropriation. This change reflects the difference from the FY 2014 Approved Budget.	(1.00)	(\$74,642)
Fleet management	Reduction in overtime budget. More effective management practices will reduce the need for overtime staffing.	0.00	(\$41,000)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>18.00</b>	<b>\$2,588,398</b>



## ENERGY MANAGEMENT

To ensure an **accountable, effective, & well-managed government**, this program provides city operations energy management, community energy management programming, electrical infrastructure management, energy assurance and reliability management and coordination, public utility regulatory and policy guidance, and utility resource procurement and management in order to achieve results that the community values, and ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	13.9%	12.9%	7.3%
Total Expenditures	\$1,727,715	\$1,627,132	\$1,019,895
Personnel	\$256,767	\$119,622	\$169,995
Non-Personnel	\$1,470,948	\$1,507,510	\$849,900
Full Time Equivalents (FTEs)	<b>2.30</b>	<b>0.80</b>	<b>2.40</b>
Performance Measures			
<i>Percent of the City Government's total energy use from clean energy resources</i>	16%	20%	15%
<i>Number of residential units and businesses implementing energy efficiency retrofits</i>	8	250	20
<i>Percent of utility invoices paid on time without penalties</i>	N/A	99%	99%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.80	\$1,627,132
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$1,373
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$13,010)
City Operations Energy Management	Licensing costs associated with new utility meters, energy use monitoring software, and utility billing services. These tools allow the department to monitor energy use and make informed decisions for energy consumption reduction strategies.	0.00	\$35,600
<b>[Continued on following page]</b>			



ENERGY MANAGEMENT

PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]			
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Utility Procurement and Management	Transfer of Detention Center utility costs to the Sheriff budget to reflect the true cost of program delivery.	0.00	(\$680,200)
Utility Procurement and Management	Conversion of contractual services in the Leadership and Management Support Services program to a part time Utilities Analyst to conduct accurate and efficient payment of utility bills for all City departments and agencies.	0.60	\$49,000
City Operations Energy Management / Energy Assurance and Reliability	Creation of a Utility Engineer position to provide analysis, guidance, recommendations, and project implementation for the City's Operational Energy Management and Energy Assurance, and Reliability lines of business and allows the City to achieve energy cost savings. This position will be funded out of the City's Capital Improvement Plan, through the Energy Management Program capital project. This adjustment has no impact on the General Fund.	1.00	\$0
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>2.40</b>	<b>\$1,019,895</b>

## Department of General Services



## PRINTING AND MAIL SERVICES

To ensure an **accountable, effective, & well-managed government**, this program provides mail delivery services, and print services in order to ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	1.8%	2.7%	2.1%
Total Expenditures	\$229,341	\$344,926	\$288,845
Personnel	\$253,897	\$287,626	\$310,845
Non-Personnel	\$132,819	\$177,300	\$133,000
Less Recovered Costs For Printing Services	(\$157,375)	(\$120,000)	(\$155,000)
Full Time Equivalents (FTEs)	<b>3.90</b>	<b>4.00</b>	<b>4.00</b>
<b>Performance Measures</b>			
<i>Number of pieces of mail processed (incoming, outgoing, and internally routed)</i>	375,000	350,000	350,000
<i>Percent of customers satisfied or very satisfied with City print services</i>	96%	98%	98%
<i>Cost savings of a City print shop versus privatizing print services</i>	N/A	\$30,000	\$30,000

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$344,926
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$6,719
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$2,300)
Print Services	Adjustment to operating supplies and materials budget based on analysis of prior years actual costs.	0.00	(\$42,000)
Print Services	Increase in recovered costs for printing services from other City departments.	0.00	(\$35,000)
Print Services	Increase in seasonal support staff to assist with special projects.	0.00	\$16,500
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>4.00</b>	<b>\$288,845</b>



## EXTERNAL SERVICES

To ensure an **accountable, effective, & well-managed government**, this program manages contracts with external agencies including the animal shelter, parking management, and Farmer's Market vendors in order to ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	8.2%	6.6%	13.9%
Total Expenditures	\$1,025,564	\$830,180	\$1,931,443
Personnel	\$10,104	\$0	\$0
Non-Personnel	\$1,015,460	\$830,180	\$1,931,443
Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Performance Measures			
<i>Number of animals taken in (intake)</i>	N/A	1,020	1,020
<i>Number of animals adopted</i>	N/A	1,900	1,900
<i>Number of Farmer's Market vendors</i>	90	80	80
<i>Number of parking spaces available in City-Owned parking facilities</i>	N/A	935	935
<i>Revenue collected per parking space</i>	\$2,500	\$2,500	\$2,500

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$830,180
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$10,610
Animal Shelter Management	Transfer of the Animal Welfare League of Alexandria contract from Other Public Safety to the General Services External Services program.	0.00	\$1,064,255
Parking Management (External)	Increases to parking garage management contract due to increases in credit card service fees as this option is being used by more customers.	0.00	\$26,398
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,931,443

# Human Resources



## Accountable, Effective & Well-Managed Government

### Department Contact Info

703.746.3777

[www.alexandriava.gov/hr](http://www.alexandriava.gov/hr)

### Department Head

Bettina Deynes

Director

703.746.3777

[Bettina.Deynes@alexandriava.gov](mailto:Bettina.Deynes@alexandriava.gov)

### Key Department Staff

Steve Mason, Assistant Director

Bill Mitchell, Assistant Director

Penny Prue, Benefits Manager

Ryan Touhill, Compensation & Workforce Programs Manager

## Human Resources

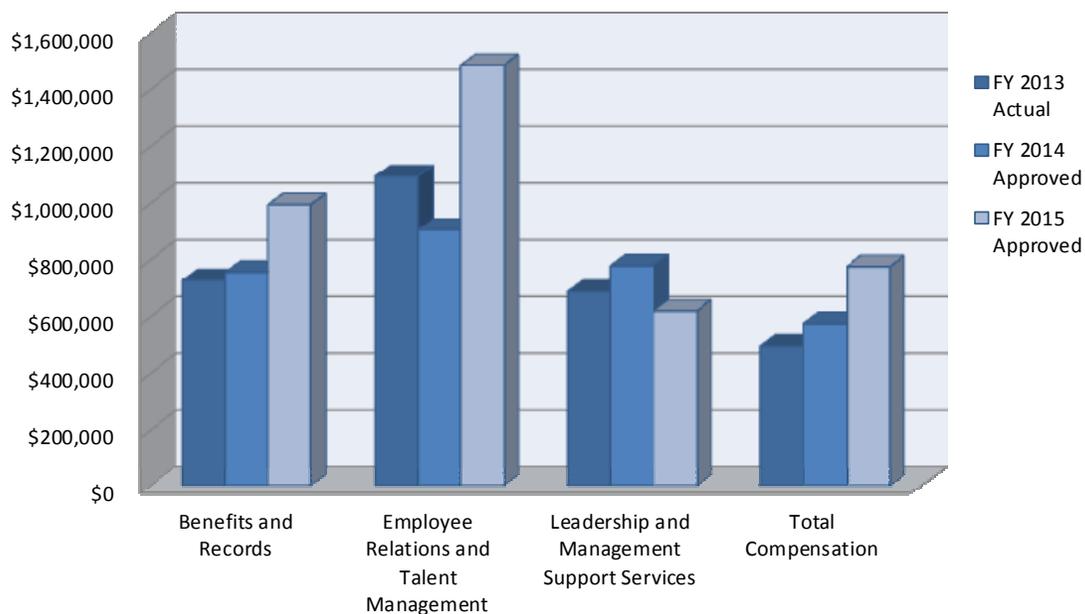
Benefits & Records

Employee Relations & Talent Management

Leadership Management & Support Services

Total Compensation

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	2,492,480	2,581,753	2,917,734	335,981	13.0%
Non-Personnel	504,433	430,036	955,640	525,604	122.2%
<b>Total Expenditures</b>	<b>\$2,996,913</b>	<b>\$3,011,789</b>	<b>\$3,873,374</b>	<b>\$861,585</b>	<b>28.6%</b>

Expenditures by Fund	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
General Fund	2,996,913	3,011,789	3,873,374	861,585	28.6%
<b>Total Expenditures</b>	<b>\$2,996,913</b>	<b>\$3,011,789</b>	<b>\$3,873,374</b>	<b>\$861,585</b>	<b>28.6%</b>

Total Department FTE's	21.00	23.00	25.00	2.00	8.7%
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## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, Human Resources facilitates various programs: Benefits & Records, Employee Relations & Talent Management, Leadership Management & Support Services, and Total Compensation.

The budget for Human Resources will increase by 28.6% overall for FY 2015 as a result of increases in both Personnel and Non-Personnel funding. The Department's Personnel costs are increased as a result of an overall net addition of 2.0 FTE, taking the total FTE count up to 25.0. The Department's Non-Personnel Budget will increase by more than a half million dollars, mainly attributed to: \$200,000 in one-time funding for an update of the City's Medical Standards; the inclusion of \$182,000 from the Tuition Assistance program, which is being transferred from the Non-Departmental budget; and \$50,000 towards the study of a new benefits platform, which will assist with Affordable Care Act (ACA) compliance. For FY 2015, the newly created "Professional Development and Training Fund" consolidates the previously utilized Tuition Assistance program, one-time monies funding the Professional Development Fund, and the current Training Fund, into one designated account in order to facilitate all related activities under one account.

**Department Share of General Fund Operating Budget**



**Human Resources 0.61%**

## Human Resources



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Benefits and Records	\$726,316	\$755,536	\$993,201	\$237,665	31.5%
Employee Relations and Talent Management	\$1,092,605	\$904,037	\$1,486,338	\$582,301	64.4%
Leadership and Management Support Services	\$685,431	\$778,312	\$618,384	(\$159,928)	-20.5%
Total Compensation	\$492,562	\$573,904	\$775,451	\$201,547	35.1%
<b>Total Expenditures</b>	<b>\$2,996,913</b>	<b>\$3,011,789</b>	<b>\$3,873,374</b>	<b>\$861,585</b>	<b>28.6%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Benefits and Records	6.00	6.00	7.00	1.00	16.7%
Employee Relations and Talent Management	8.00	8.00	8.00	0.00	0.0%
Leadership and Management Support Services	5.00	5.00	6.00	1.00	20.0%
Total Compensation	2.00	4.00	4.00	0.00	0.0%
<b>Total FTE's</b>	<b>21.00</b>	<b>23.00</b>	<b>25.00</b>	<b>2.00</b>	<b>8.7%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Benefits & Records	Explore/Study the implementation of a new benefits platform, which can assist with ACA compliance and the coordination of file transfers between the City and all of the City's benefits providers.	0.00	\$50,000
Benefits & Records	Maintain current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, which includes the addition of 1.0 FTE (ERP Manager) previously funded through the City's CIP.	1.00	\$157,018
Employee Relations & Talent Management	Increase current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, which includes the reallocation of existing FTEs across programs for -1.0 FTE impact, and a new Investigator for +1.0 FTE impact.	0.00	\$356,258
Employee Relations & Talent Management	The Proposed Budget included an increase of current levels of service delivery with non-personnel-related expenses by adding \$40,000 to the newly created/consolidated Professional Development & Training Fund. This increase was removed by City Council during Add/Delete, which leaves the Fund level from FY 2014 at approximately \$260,000.	0.00	\$0
Employee Relations & Talent Management	Increase current levels of service delivery with non-personnel-related expenses by including additional training of department staff and attendance at relevant conferences.	0.00	\$45,179
Total Compensation	Increase current levels of service delivery with one-time, non-personnel-related funding to procure consultants/vendors to create/enhance Medical Standards for the City, which are a part of all job announcements/specifications.	0.00	\$200,000

## Human Resources



## BENEFITS &amp; RECORDS

To ensure an **accountable, effective, & well-managed government**, this program coordinates and administers competitive health, life, and long-term disability insurance, flexible spending accounts, and other benefits for current employees and retirees and maintains accurate employee records to comply with applicable Federal and state regulations.

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Program Totals</b>			
% Total All Funds Budget	24.2%	25.1%	25.6%
Total Expenditures	\$726,316	\$755,536	\$993,201
Personnel	\$492,570	\$499,533	\$656,551
Non-Personnel	\$233,746	\$256,003	\$336,650
Full Time Equivalents (FTEs)	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>
<b>Performance Measures</b>			
<i>% deviation of total City benefit contribution to comparator average contribution</i>	N/A	N/A	0%
<i>% deviation of the City contribution to Welfare benefits to comparator avg contribution</i>	N/A	0%	0%
<i>% deviation of the City contribution to Work Life benefits to comparator avg contribution</i>	N/A	0%	0%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$755,536
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, which includes the addition of 1.0 FTE (ERP Manager) previously funded through the City's CIP.	1.00	\$157,018
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding for professional services and miscellaneous expenses.	0.00	\$30,647
Program-wide services	Explore/Study the implementation of a new benefits platform, which can assist with ACA compliance and the coordination of file transfers between the City itself and all of the City's benefits providers.	0.00	\$50,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>7.00</b>	<b>\$993,201</b>



## EMPLOYEE RELATIONS & TALENT MANAGEMENT

To ensure an **accountable, effective, & well-managed government**, this program provides cost effective and timely services to all City departments and assists in the recruiting, hiring, and promoting of a highly qualified and diverse workforce. This program also includes services in the areas of discipline and grievance processing in a fair and timely manner, and provides high quality educational opportunities for all employees in order to ensure the city government is accountable to the community.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	36.5%	30.0%	38.4%
Total Expenditures	\$1,092,605	\$904,037	\$1,486,338
Personnel	\$888,261	\$770,857	\$1,117,760
Non-Personnel	\$204,344	\$133,180	\$368,578
Full Time Equivalents (FTEs)	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
Performance Measures			
<i>Percentage of requests approved for professional development initiatives</i>	N/A	N/A	90%
<i>Number of disciplines received from the previous year</i>	54	43	34
<i>Number of classes available to employees</i>	N/A	45	50
<i>Percentage of employees successfully completing their probationary period</i>	N/A	N/A	92%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		8.00	\$904,037
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Increase current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, which includes the reallocation of existing FTEs across programs for -1.0 FTE impact, and a new Investigator for +1.0 FTE impact.	0.00	\$356,258
Professional Development and Training	Maintain current levels of service delivery with non-personnel-related expenses by reallocating \$182,000 of Tuition Assistance funding to the department's budget from the Non-Departmental budget.	0.00	\$182,000
Professional Development and Training	The Proposed Budget included a \$40,000 increase in the newly created/consolidated Professional Development & Training Fund. This adjustment was removed by Council during Add-Delete.	0.00	\$0
<b>[Continued on following page]</b>			

# Human Resources



## EMPLOYEE RELATIONS & TALENT MANAGEMENT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Increase current levels of service delivery with non-personnel-related expenses by including additional training of department staff and attendance at relevant conferences.	0.00	\$45,179
Program-wide services	Maintain current levels of service delivery with non-personnel-related expenses by increasing miscellaneous expenses.	0.00	\$8,219
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in fringe benefit costs.	0.00	(\$9,355)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>8.00</b>	<b>\$1,486,338</b>



## LEADERSHIP & MANAGEMENT SUPPORT SERVICES

To ensure an **accountable, effective, & well-managed government**, this program provides direction, resource management, focused trainings, and leadership in order to achieve results that the community values, ensure city government is accountable to the community, and ensure the fiscal strength of the City government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	22.9%	25.8%	16.0%
Total Expenditures	\$685,431	\$778,312	\$618,384
Personnel	\$621,702	\$744,543	\$573,656
Non-Personnel	\$63,729	\$33,769	\$44,728
Full Time Equivalents (FTEs)	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>
Performance Measures			
<i>Percentage of personnel action forms entered on time</i>	N/A	100%	N/A
<i>Percentage of Munis HR users that have completed training</i>	N/A	100%	N/A
<i>Percentage of employees who receive accurate paychecks on time</i>	N/A	100%	N/A
<i>% of all City employees successfully completing training based on identified needs</i>	N/A	10%	N/A

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		5.00	\$778,312
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in funding for salaries and fringe benefits, which includes the reallocation of existing FTEs across programs; although the FTE count increases, there is a decrease in costs resulting from the reallocation of existing lower salaried positions into this program, while moving higher salaried positions to other programs.	1.00	(\$170,887)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in miscellaneous expenses.	0.00	\$10,959
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$618,384

# Human Resources



## TOTAL COMPENSATION

To ensure an **accountable, effective, & well-managed government**, this program conducts research and analysis, and provides guidance on the classification and compensation of positions throughout the City. This ensures the City is accountable to its employees and the community, and maintains fiscally responsible.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	16.4%	19.1%	20.0%
Total Expenditures	\$492,562	\$573,904	\$775,451
Personnel	\$489,948	\$566,820	\$569,767
Non-Personnel	\$2,614	\$7,084	\$205,684
Full Time Equivalents (FTEs)	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>
Performance Measures			
<i>% of sampled jobs that are aligned with the average of the comparator market</i>	100%	100%	75%
<i>% of career ladder mobile employees who are elevated to the next level of their ladder</i>	27%	N/A	40%
<i>% of candidates receiving job offers who did not identify pay as a barrier to employment</i>	97%	95%	95%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$573,904
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, including VRS.	0.00	\$1,547
City-wide services	Increase current levels of service delivery with one-time, non-personnel-related funding to procure consultants/vendors to create/enhance Medical Standards for the City, which are a part of all job announcements/specifications.	0.00	\$200,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$775,451

# Information Technology Services



## Accountable, Effective & Well Managed Government

### Information Technology Services

- Leadership and Management Support Services
- Security
- IT Project Management
- Customer Services
- Network Operations
- Enterprise Business Systems Support
- Communications Support
- Applications

**Department Contact Info**

703.746.3001

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**Department Head**

Kevin Edwards

Director, ITS/CIO

[kevin.edwards@alexandriava.gov](mailto:kevin.edwards@alexandriava.gov)

**Department Staff**

Vacant, Deputy Director

Vacant, Division Chief

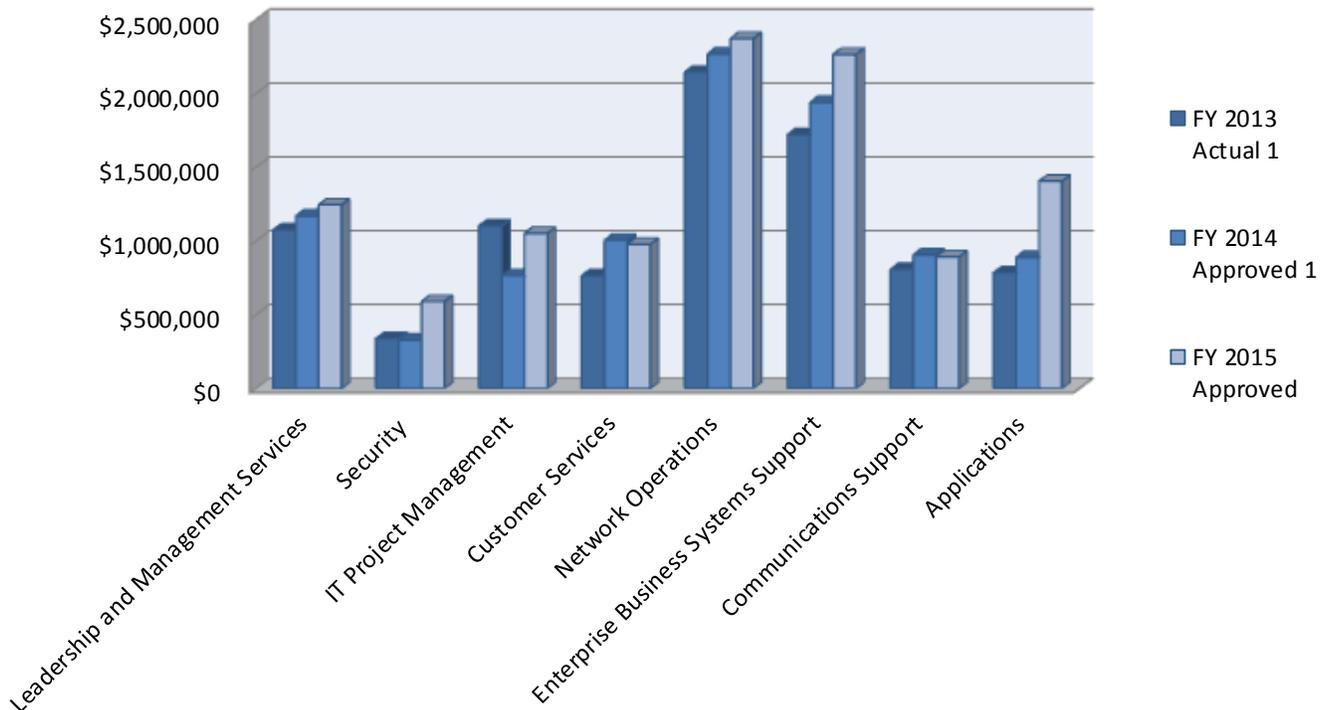
Curtis Ney, Division Chief

James Colevas, Division Chief

Steve Chozick, Division Chief

Yvette Gayles, Acting Division Chief

## All Funds Summary by Program



<sup>1</sup> FY 2013 Actuals and FY 2014 Approved Budget do not include amounts associated with the E-Government line-of-business within this Program, and only reflect the GIS Programmatic expenditures previously accounted for under Planning & Zoning

# Information Technology Services



## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual <sup>1</sup>	FY 2014 Approved <sup>1</sup>	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$5,815,930	\$6,216,436	\$7,040,223	\$823,787	13.3%
Non-Personnel	\$2,907,292	\$3,057,652	\$3,761,887	\$704,235	23.0%
Capital Goods Outlay	\$11,760	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b><u>\$8,734,982</u></b>	<b><u>\$9,274,088</u></b>	<b><u>\$10,802,110</u></b>	<b><u>\$1,528,022</u></b>	<b><u>16.5%</u></b>
<b>Expenditures by Fund</b>					
General Fund	\$8,672,253	\$9,091,236	\$10,411,287	\$1,320,051	14.5%
Other Special Revenue Funds	\$62,729	\$182,852	\$390,823	\$207,971	113.7%
<b>Total Expenditures</b>	<b><u>\$8,734,982</u></b>	<b><u>\$9,274,088</u></b>	<b><u>\$10,802,110</u></b>	<b><u>\$1,528,022</u></b>	<b><u>16.5%</u></b>
<b>Total Department FTEs</b>	<b>49.00</b>	<b>50.00</b>	<b>56.00</b>	<b>6.00</b>	<b>12.0%</b>

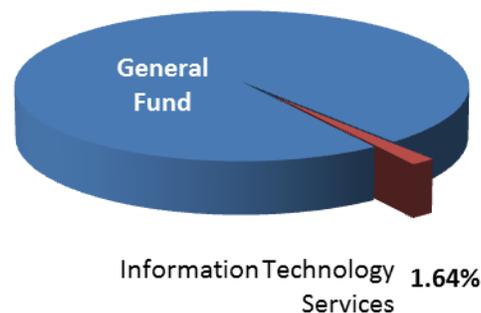
<sup>1</sup> FY 2013 Actuals and FY 2014 Approved Budget do not include amounts associated with the E-Government line-of-business within this Program, and only reflect the GIS Programmatic expenditures previously accounted for under Planning & Zoning

## FISCAL YEAR HIGHLIGHTS

To ensure an **Accountable, Effective, & Well-Managed Government**, Information Technology Services provides Communications Support, Customer Services, Enterprise Business Systems Support, Project Management, Leadership & Management Support, Network Operations, and Security.

Information Technology Services (ITS) total budget increases by 16.5% for FY 2015. The Department is part of an FY 2015 reorganization— shifting resources from Planning & Zoning in the Geographic Information Systems Program and the Department of Communications E-Government function to ITS. Of the 6.0 FTE increase, 2.0 is due to the positions from E-Gov, and 2.0 FTEs are associated with GIS and are conversion of positions previously funded in the CIP. An additional position is moved from Code Administration to ITS, which will continue to be funded by Code’s Special Revenue Fund for FY 2015. Finally, a position is added for Project Management services in order to improve project planning and delivery within that program. Service enhancements across the department are included in large part to help move beyond “sustain and maintain” activities and toward a proactive and strategic direction for ITS. Details for these increases are provided on the following pages.

**Department Share of General Fund Operating Budget**



## Information Technology Services



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual <sup>1</sup>	FY 2014 Approved <sup>1</sup>	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership and Management Services	\$1,074,247	\$1,169,604	\$1,246,112	\$76,508	6.5%
Security	\$337,836	\$327,473	\$590,405	\$262,932	80.3%
IT Project Management	\$1,102,288	\$766,108	\$1,052,477	\$286,369	37.4%
Customer Services	\$764,289	\$1,006,119	\$977,762	(\$28,357)	-2.8%
Network Operations	\$2,144,623	\$2,268,023	\$2,372,149	\$104,126	4.6%
Enterprise Business Systems Support	\$1,720,839	\$1,941,450	\$2,265,824	\$324,374	16.7%
Communications Support	\$807,052	\$906,195	\$892,253	(\$13,942)	-1.5%
Applications	\$783,807	\$889,116	\$1,405,128	\$516,012	58.0%
<b>Total Expenditures</b>	<b>\$8,734,982</b>	<b>\$9,274,088</b>	<b>\$10,802,110</b>	<b>\$1,528,022</b>	<b>16.5%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual <sup>1</sup>	FY 2014 Approved <sup>1</sup>	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership and Management Services	7.10	7.10	7.10	0.00	0.0%
Security	1.20	1.20	2.00	0.80	66.7%
IT Project Management	4.30	4.30	6.25	1.95	45.3%
Customer Services	6.05	6.05	5.60	(0.45)	-7.4%
Network Operations	8.30	8.30	8.20	(0.10)	-1.2%
Enterprise Business Systems Support	11.50	11.50	11.35	(0.15)	-1.3%
Communications Support	4.55	4.55	4.50	(0.05)	-1.1%
Applications	6.00	7.00	11.00	4.00	57.1%
<b>Total FTEs</b>	<b>49.00</b>	<b>50.00</b>	<b>56.00</b>	<b>6.00</b>	<b>12.0%</b>

<sup>1</sup> FY 2013 Actuals and FY 2014 Approved Budget do not include amounts associated with the E-Government line-of-business within this Program, and only reflect the GIS Programmatic expenditures previously accounted for under Planning & Zoning



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Security	The provision of contractual services for creation of a baseline security architecture plan will improve security operations through the application of “best-practices” and will support more accurate decision-making.	0.00	\$62,000
Security	Provision of professional services for Mobile Device support will improve security operations by augmenting existing staff resources to allow for timely and secure deployment and management of smart phones/ tablet devices.	0.00	\$80,000
Security	Provision of professional services for Network Access Control will improve security operations by ensuring that the growing number of security threats are managed.	0.00	\$7,565
Security	Increasing the budget for staff training will improve Security Operations by ensuring staff understand how to avoid introducing threats into the City’s critical IT infrastructure.	0.00	\$3,571
Security	Through the Add-Delete process, Council eliminated funding in the amount of \$40,000 for Security Program contractual services as part of a total Add-Delete ITS budget reduction amount of \$175,000.	0.00	(\$40,000)
IT Project Management	An additional 1.0 FTE (Project Manager) will improve project management services by providing more project management support and ensuring a greater percentage of projects which meet scope, quality, cost, and schedule requirements.	1.00	\$143,652
Customer Services	The Proposed Budget included \$83,200 for provision of professional services in order to continue support and development of the Microsoft System Center Suite to improve Help Desk service by reducing requests and simplifying overall administration. This item was reduced by \$40,800 through Council Add-Delete as part of an overall Add-Delete ITS budget reduction of \$175,000.	0.00	\$42,400
Enterprise Business Systems Support	The Proposed Budget included \$332,800 in funding for professional services to augment City staff to increase service within the Data Management and Programming Support Lines of Business by freeing up City Staff to participate in new projects, infrastructure improvements, introduction of new tools and utilities and staff development, training, and to move beyond pure “sustain and maintain” activities. This item was reduced by \$50,000 through Council Add-Delete as part of an overall Add-Delete ITS budget reduction of \$175,000.	0.00	\$282,800

# Information Technology Services



## LEADERSHIP & MANAGEMENT SERVICES

To ensure an **accountable, effective, & well-managed government**, this program provides financial management and leadership and general management in order to ensure the fiscal strength of the city government.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget		12.3%	12.6%	11.5%
Total Expenditures		\$1,074,247	\$1,169,604	\$1,246,112
Personnel		\$841,393	\$927,427	\$951,225
Non-Personnel		\$232,854	\$242,177	\$294,887
Full Time Equivalents (FTEs)		<b>7.10</b>	<b>7.10</b>	<b>7.10</b>
Performance Measures				
<i>Number of IT management staff receiving training</i>		N/A	N/A	6
<i>Percent of customers rating procurement of hardware and software services as good to excellent</i>		98%	98%	98%
<i>Percent of customers rating ITS services as good to excellent</i>		90%	90%	90%
<i>Percent of customers rating training services as good to excellent</i>		94%	96%	96%
<i>Percent of customers rating of currently deployed technology as good to excellent</i>		90%	90%	90%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		7.10	\$1,169,604
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$23,798
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$52,710
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		7.10	\$1,246,112

# Information Technology Services



## SECURITY

To ensure an **accountable, effective, & well-managed government**, this program provides security operations in order to achieve results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	3.9%	3.5%	5.5%
Total Expenditures	\$337,836	\$327,473	\$590,405
Personnel	\$76,024	\$156,915	\$234,057
Non-Personnel	\$261,812	\$170,558	\$356,348
Full Time Equivalents (FTEs)	<b>1.20</b>	<b>1.20</b>	<b>2.00</b>
Performance Measures			
<i>Percent of time systems available due to absence of security incidents</i>	N/A	N/A	99.9%
<i>Percent of users whose account is in compliance with password policy</i>	N/A	N/A	90%
<i>Number of hours Security staff received training per year</i>	N/A	N/A	40
<i>Percent of network clients protected with the latest security patches &amp; software</i>	N/A	85%	92%
<i>Percent of systems successfully patched as scheduled</i>	N/A	85%	92%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.20	\$327,473
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical adjustment due to the reallocation of positions within the Department. No service impact.	0.80	\$77,142
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$72,654
Security Operations	The provision of contractual services for creation of a baseline security architecture plan will improve security operations through the application of “best-practices” and will support more accurate decision-making.	0.00	\$62,000
<b>[Continued on following page]</b>			

# Information Technology Services



## SECURITY

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.20	\$327,473
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Security Operations	Provision of professional services for Mobile Device support will improve security operations by augmenting existing staff resources to allow for timely and secure deployment and management of smart phones/ tablet devices.	0.00	\$80,000
Security Operations	Provision of professional services for Network Access Control will improve security operations by ensuring that the growing number of security threats are managed.	0.00	\$7,565
Security Operations	Increasing the budget for staff training will improve Security Operations by ensuring staff understand how to avoid introducing threats into the City's critical IT infrastructure.	0.00	\$3,571
Program-wide services	Through the Add-Delete process, Council eliminated funding in the amount of \$40,000 for Security Program contractual services as part of a total Add-Delete ITS budget reduction amount of \$175,000.	0.00	(\$40,000)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>2.00</b>	<b>\$590,405</b>

# Information Technology Services



## IT PROJECT MANAGEMENT

To ensure an **accountable, effective, & well-managed government**, this program provides project management in order to achieve results that the community values, and ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	12.6%	8.3%	9.7%
Total Expenditures	\$1,102,288	\$766,108	\$1,052,477
Personnel	\$1,006,951	\$634,045	\$906,760
Non-Personnel	\$95,337	\$132,063	\$145,717
Full Time Equivalents (FTEs)	<b>4.30</b>	<b>4.30</b>	<b>6.25</b>
Performance Measures			
<i>Number of projects managed</i>	16	14	18
<i>Percent of projects delivered meeting (SCOPE)</i>	88%	86%	90%
<i>Percent of projects completed that provided improvements to current processes (QUALITY)</i>	100%	100%	100%
<i>Percent of projects completed that did not exceed budget (COST)</i>	95%	95%	95%
<i>Percent of projects completed that did not miss implementation deadlines (SCHEDULE)</i>	70%	65%	68%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.30	\$766,108
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical FTE adjustment due to the reallocation of positions within the Department. No service impact.	0.95	\$129,063
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$13,654

[Continued on following page]

# Information Technology Services



## IT PROJECT MANAGEMENT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.30	\$766,108
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Project Management	An additional 1.0 FTE (Project Manager) will improve project management services by providing more project management support and ensuring a greater percentage of projects which meet scope, quality, cost, and schedule requirements.	1.00	\$143,652
Project Management	The Proposed Budget included provision of professional project management services hired for 3 months of FY 2015 will augment productivity of existing City staff and will allow greater management of project scope, quality, cost, and schedule requirements. These services were removed by Council during Add-Delete.	0.00	\$0
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>6.25</b>	<b>\$1,052,477</b>

# Information Technology Services



## CUSTOMER SERVICES

To ensure an **accountable, effective, & well-managed government**, this program provides equipment replacement, and the help desk in order to achieve results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	8.7%	10.8%	9.1%
Total Expenditures	\$764,289	\$1,006,119	\$977,762
Personnel	\$413,788	\$648,921	\$577,078
Non-Personnel	\$350,501	\$357,198	\$400,684
Full Time Equivalents (FTEs)	<b>6.05</b>	<b>6.05</b>	<b>5.60</b>
Performance Measures			
<i>Percent of incident requests resolved by Help Desk within 1 day</i>	36%	40%	45%
<i>Percent of incident requests resolved by Help Desk within 3 days</i>	56%	56%	60%
<i>Percent of customers rating Help Desk's installation of new computer hardware or software as good to excellent</i>	90%	90%	90%
<i>Number of incidents and requests submitted via self-service portal (AlexIT)</i>	6248	7000	7000
<i>Average number of Help Desk incident requests closed per day</i>	21	22	22

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		6.05	\$1,006,119
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical adjustment due to the reallocation of positions within the Department. No service impact.	(1.45)	(\$190,320)
Program-wide services	Technical adjustment for non-personnel-related reallocation of resources within the Department. No service impact.	0.00	\$1,086
<b>[Continued on following page]</b>			

# Information Technology Services



## CUSTOMER SERVICES

## PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		6.05	\$1,006,119
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Help Desk	The Proposed Budget included \$83,200 for provision of professional services in order to continue support and development of the Microsoft System Center Suite to improve Help Desk service by reducing requests and simplifying overall administration. This item was reduced by \$40,800 through Council Add-Delete as part of an overall Add-Delete ITS budget reduction of \$175,000.	0.00	\$42,400
Help Desk	1.0 FTE is shifted from the Department of Code Administration to ITS. The duties of this position were fulfilled in FY 2014 under an interdepartmental agreement, and this position will continue to be funded by Code Special Revenue. No service impact.	1.00	\$118,477
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>5.60</b>	<b>\$977,762</b>

# Information Technology Services



## NETWORK OPERATIONS

To ensure an **accountable, effective, & well-managed government**, this program provides institutional network (Wide Area Network (WAN) support), messaging and collaboration, and server and data management in order to achieve results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	24.6%	24.5%	22.0%
Total Expenditures	\$2,144,623	\$2,268,023	\$2,372,149
Personnel	\$962,321	\$986,564	\$1,012,347
Non-Personnel	\$1,182,301	\$1,281,459	\$1,359,802
Full Time Equivalents (FTEs)	<b>8.30</b>	<b>8.30</b>	<b>8.20</b>
Performance Measures			
<i>Number of servers per ITS engineer</i>	N/A	108:1	108:1
<i>Number of virtualized servers</i>	322	306	356
<i>Percent of computing resources available for use</i>	N/A	N/A	50%
<i>Percent of time network services are available</i>	99%	99%	99%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		8.30	\$2,268,023
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical FTE adjustment due to the reallocation of positions within the Department. No service impact.	(0.10)	\$25,783
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$78,343
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		8.20	\$2,372,149

# Information Technology Services



## ENTERPRISE BUSINESS SYSTEMS SUPPORT

To ensure an **accountable, effective, & well-managed government**, this program provides data management & support, and programming support in order to ensure city government is accountable to the community, and ensure the fiscal strength of the city government.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total All Funds Budget	19.7%	20.9%	21.0%
	Total Expenditures	\$1,720,839	\$1,941,450	\$2,265,824
	Personnel	\$1,267,755	\$1,558,927	\$1,591,793
	Non-Personnel	\$453,084	\$382,523	\$674,031
	Full Time Equivalents (FTEs)	<b>11.50</b>	<b>11.50</b>	<b>11.35</b>
Performance Measures				
	<i>Number of critical patches implemented</i>	N/A	N/A	30200
	<i>Average time to test and migrate high priority releases/patches to production</i>	N/A	N/A	30 days
	<i>Number of service requests resolved</i>	N/A	N/A	2520
	<i>Percent of critical service requests resolved within 48 hours</i>	N/A	N/A	90%
	<i>Percent of critical service requests resolved within 72 hours</i>	N/A	N/A	92%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		11.50	\$1,941,450
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical adjustment due to the reallocation of positions within the Department. No service impact.	(0.15)	\$32,866
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$8,708

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# Information Technology Services



## ENTERPRISE BUSINESS SYSTEMS SUP-

## PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		11.50	\$1,941,450
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Data Management & Programming Support	The Proposed Budget included \$332,800 in funding for professional services to augment City staff to increase service within the Data Management and Programming Support Lines of Business by freeing up City Staff to participate in new projects, infrastructure improvements, introduction of new tools and utilities and staff development, training, and to move beyond pure “sustain and maintain” activities. This item was reduced by \$50,000 through Council Add-Delete as part of an overall Add-Delete ITS budget reduction of \$175,000.	0.00	\$282,800
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		11.35	\$2,265,824

# Information Technology Services



## COMMUNICATIONS SUPPORT

To ensure an **accountable, effective, & well-managed government**, this program provides voice and email communications in order to achieve results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	9.2%	9.8%	8.3%
Total Expenditures	\$807,052	\$906,195	\$892,253
Personnel	\$567,981	\$547,676	\$565,749
Non-Personnel	\$227,312	\$358,519	\$326,504
Capital Outlay	\$11,760	\$0	\$0
Full Time Equivalents (FTEs)	<b>4.55</b>	<b>4.55</b>	<b>4.50</b>
Performance Measures			
<i>Number of incident requests assigned to telecommunications team</i>	2322	2,500	3000
<i>Percent of incident requests resolved by telecommunications team in 1 day</i>	47%	47%	47%
<i>Percent of incident requests resolved by telecommunications team in 3 days</i>	61%	62%	62%
<i>Percentage of time VOIP is available</i>	N/A	99.5	99.5
<i>eMail - uptime based on Microsoft Enterprise Agreement</i>	N/A	N/A	95%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.55	\$906,195
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	(0.05)	\$18,073
Program-wide services	Maintain current levels of service delivery with non-personnel-related decrease in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$32,015)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		4.50	\$892,253

## Information Technology Services



## APPLICATIONS

To ensure an **accountable, effective, & well-managed government**, this program provides Geographic Information Systems (GIS) and E-Government Services (E-Gov) in order to achieve results that the community values.

Program Totals	FY 2013 Actual <sup>1</sup>	FY 2014 Approved <sup>1</sup>	FY 2015 Approved
% Total All Funds Budget	9.0%	9.6%	13.0%
Total Expenditures	\$783,807	\$889,116	\$1,405,128
Personnel	\$679,717	\$755,961	\$1,201,214
Non-Personnel	\$104,090	\$133,155	\$203,914
Capital Outlay	\$0	\$0	\$0
Full Time Equivalents (FTEs)	<b>6.00</b>	<b>7.00</b>	<b>11.00</b>
Performance Measures			
<i>Number of analytical studies undertaken</i>	0	1	2
<i>Percentage of time GIS database is up and available</i>	N/A	N/A	99%

<sup>1</sup> FY 2013 Actuals and FY 2014 Approved Budget do not include amounts associated with the E-Government line-of-business within this Program, and only reflect the GIS Programmatic expenditures previously accounted for under Planning & Zoning

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		7.0	\$889,116
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	For FY 2015, the E-Government line of business in the Communications Department, and the Geographic Information Systems (GIS) Program within Planning & Zoning have been reorganized under Information Technology Services, forming the Applications Program. The total personnel budget has been moved, and is reflected here for FY 2015. FTE count increase of 4.0 includes 2.0 FTE previously budgeted and shifted from E-Gov, and 2.0 FTE newly budgeted within GIS as part of a move of these positions from the Capital Improvement Program.	4.00	\$445,253
Program-wide services	The total non-personnel budget shifted to the reorganization of E-Gov and GIS under ITS has been moved, and is reflected here for FY 2015.	0.00	\$70,759
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>11.0</b>	<b>\$1,405,128</b>

# Office of Management & Budget



**Accountable, Effective &  
Well-Managed Government**

## Office of Management & Budget

Budget & Management Services

### Department Contact Info

703.746.3737

[www.alexandriava.gov/budget](http://www.alexandriava.gov/budget)

### Department Head

Nelsie L. Smith

Director

703.746.3736

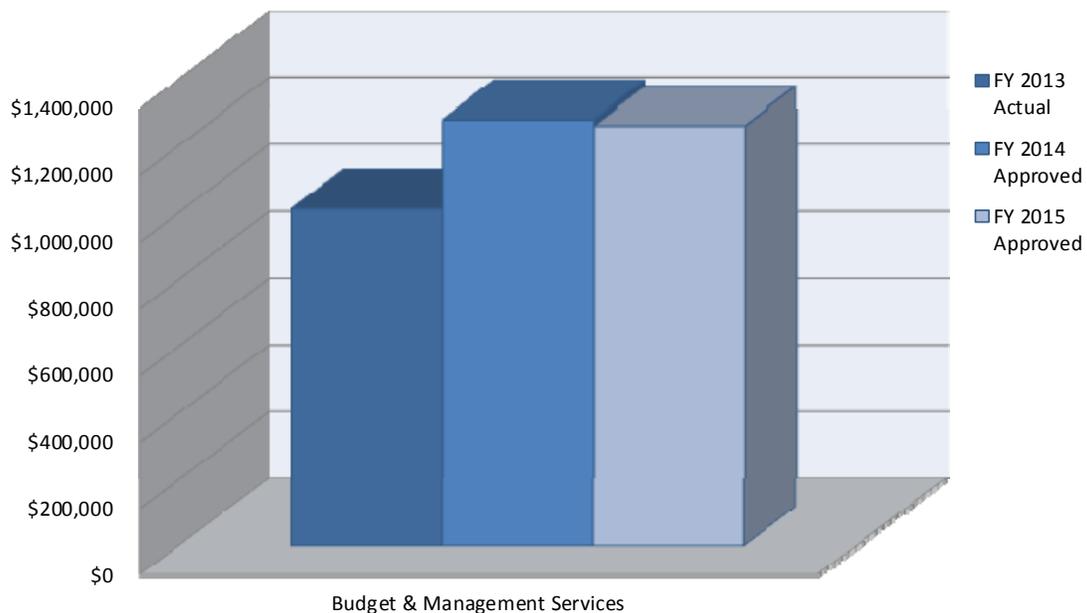
[Nelsie.Smith@alexandriava.gov](mailto:Nelsie.Smith@alexandriava.gov)

### Key Department Staff

Morgan Routt, Assistant Director

Christopher Bever, Acting Assistant Director

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Personnel	923,867	1,228,278	1,209,155	(19,123)	-1.6%
Non-Personnel	88,767	49,547	50,751	1,204	2.4%
<b>Total Expenditures</b>	<b>\$1,012,634</b>	<b>\$1,277,825</b>	<b>\$1,259,906</b>	<b>(\$17,919)</b>	<b>-1.4%</b>
<b>Expenditures by Fund</b>					
General Fund	1,012,634	1,277,825	1,259,906	(17,919)	-1.4%
<b>Total Expenditures</b>	<b>\$1,012,634</b>	<b>\$1,277,825</b>	<b>\$1,259,906</b>	<b>(\$17,919)</b>	<b>-1.4%</b>
<b>Total Department FTE's</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the Office of Management & Budget prepares, in consultation with the City Manager's Office, the annual operating budget and capital improvement program, while also performing on-going fiscal and operational management analyses of City programs.

The Office of Management & Budget sees a decrease in its FY 2015 budget of 1.4% overall from FY 2014 levels. The Department's Personnel budget decreases by \$19,123 overall (related to a reduction in the cost of fringe benefits), despite including an additional \$21,230 allocated for career ladders and reclassifications. The Proposed Budget includes the same FTE count, 11.0 full-time employees, as the previous operating year. The Department's Non-Personnel Budget will increase slightly by \$1,204, mainly as a result of increased funding to support employee development and training. Funds for printing of proposed and approved Capital Improvement Program (CIP) and operating budget books has been removed in an effort to reduce costs, increase staff efficiency, and be more environmentally friendly.

**Department Share of General Fund Operating Budget**



**Management & Budget 0.20%**



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Budget & Management Services	\$1,012,634	\$1,277,825	\$1,259,906	(\$17,919)	-1.4%
<b>Total Expenditures</b>	<b>\$1,012,634</b>	<b>\$1,277,825</b>	<b>\$1,259,906</b>	<b>(\$17,919)</b>	<b>-1.4%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Budget & Management Services	10.00	11.00	11.00	0.00	0.0%
<b>Total FTE's</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.0%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Budget & Management Services	Increase current levels of service delivery with non-personnel-related decreases in funding for the printing/binding of CIP and operating budget books; helps reduce cost, increase staff efficiency, and be more environmentally friendly.	0.00	(\$3,000)



## BUDGET & MANAGEMENT SERVICES

To ensure an **accountable, effective, & well-managed government**, this program coordinates the budget development process; manages, monitors, and analyzes the operating and capital budgets; manages Innovate Alexandria; and produces and publishes budget materials in order to achieve results that the community values and to make sure city government is accountable to the community and fiscally strong.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$1,012,634	\$1,277,825	\$1,259,906
Personnel	\$923,867	\$1,228,278	\$1,209,155
Non-Personnel	\$88,767	\$49,547	\$50,751
Full Time Equivalents (FTEs)	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>
Performance Measures			
<i>Number of original hits to OMB website</i>	N/A	37,000	45,000
<i>Percent of GFOA budget award standards rated outstanding</i>	50%	75%	75%
<i>Percent of revenue assumptions within the 2% margin of error in five year financial plan</i>	N/A	90%	90%
<i>Percent of capital projects completed within 25% of initial project cost estimate</i>	N/A	75%	77%
<i>Number of Innovate Alexandria ideas submitted</i>	N/A	91	100

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		11.00	\$1,277,825
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in funding for salaries and fringe benefits, including VRS and health.	0.00	(\$40,353)
Program-wide services	Maintain current levels of service delivery with personnel-related increases in funding for career ladders and reclassifications.	0.00	\$21,230
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding for employee development and training.	0.00	\$4,204
Program-wide services	Increase current levels of service delivery with non-personnel-related decreases in funding for the printing/binding of CIP and operating budget books.	0.00	(\$3,000)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		11.00	\$1,259,906

# Non-Departmental

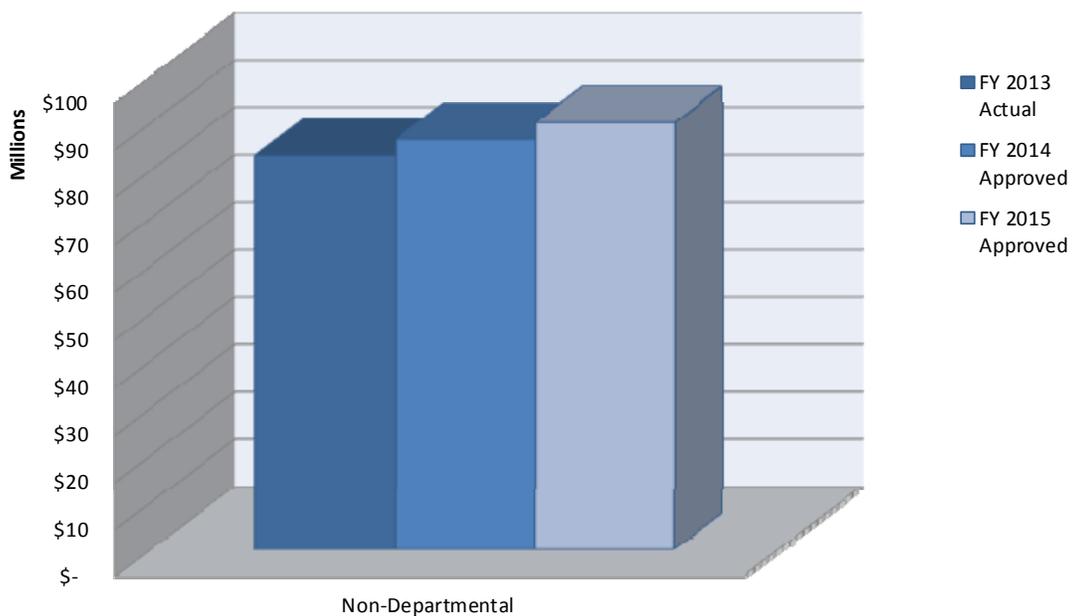


## Accountable, Effective & Well-Managed Government

### Non-Departmental

- Debt Service
- Cash Capital
- City Memberships
- Insurance
- Employee Compensation
- Other Operating Expenditures
- Response to Emergencies
- Contingent Reserves
- Other Post Employment Benefits

All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Capital Improvement Program Related Expenses:					
General Obligation Debt Service: WMATA	1,048,013	1,176,208	1,163,480	(12,728)	-1.1%
General Obligation Debt Service: General City/ACPS*	48,939,665	54,603,725	61,245,349	6,641,624	12.2%
Northern Virginia Transportation District Debt Service	256,070	256,070	256,070	0	0.0%
Transfer to Capital Projects (CIP Cash Capital)	22,195,986	17,757,911	18,058,794	300,883	1.7%
City Memberships	316,274	324,071	329,071	5,000	1.5%
Insurance	4,715,821	5,200,170	5,005,179	(194,991)	-3.7%
Employee Compensation (Employee Benefit Changes)	2,577,463	2,785,577	1,862,159	(923,418)	-33.1%
Other Operating Expenditures	1,221,113	1,158,359	307,744	(850,615)	-73.4%
Contingent Reserves	0	1,448,885	7,956	(1,440,929)	-99.5%
Other Post Employment Benefit (OPEB) Obligations	700,000	0	0	0	0.0%
Response to Emergencies	1,231,008	836,127	836,127	0	0.0%
Allowance for Special Revenue Fund Grants & Donations	0	1,000,000	1,000,000	0	0.0%
<b>Total Expenditures</b>	<b>\$83,201,414</b>	<b>\$86,547,103</b>	<b>\$90,071,929</b>	<b>\$3,524,826</b>	<b>4.1%</b>

\* For FY 2015, the Schools' portion of General Debt Service is approximately \$21 million.

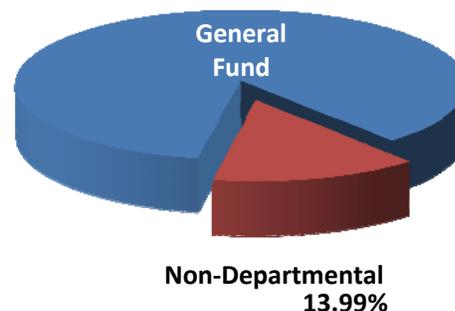
Expenditures by Fund	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
General Fund	83,201,414	85,547,103	89,071,929	3,524,826	4.1%
Fiscal Year Grants	0	1,000,000	1,000,000	0	0.0%
<b>Total Expenditures</b>	<b>\$83,201,414</b>	<b>\$86,547,103</b>	<b>\$90,071,929</b>	<b>\$3,524,826</b>	<b>4.1%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective and well-managed government**, this department provides a central place for expenditures related to debt service, cash capital, contingent reserves, insurance costs, City memberships, centrally-paid fringe benefits, and other miscellaneous operating costs so that the City is accountable to the community and fiscally stable.

The FY 2015 budget for Non-Departmental is increasing by \$3,524,826 over FY 2014. General City/Schools Debt Service requires the largest increase in funding (over 12%), but is offset by decreases and/or reallocations in other expenditure classifications, including Insurance, Employee Compensation, Other Operating Expenditures, and Contingent Reserves. For Insurance, worker's compensation has now been budgeted within each departmental budget, while funding for certain Other Operating Expenditures and Employee Compensation has also been placed into departmental budgets to more accurately reflect spending.

**Department Share of General Fund Operating Budget**



## Non-Departmental



## DEBT SERVICE

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Debt Service</b>			
General Obligation Debt Service: WMATA	1,048,013	1,176,208	1,163,480
General Obligation Debt Service: General City/Schools*	48,939,665	54,603,725	61,245,349
Northern Virginia Transportation District Debt Service	256,070	256,070	256,070
<b>Total Debt Service Expenditures</b>	<b>\$50,243,748</b>	<b>\$56,036,003</b>	<b>\$62,664,899</b>

\* For FY 2015, the Schools' portion of debt service is approximately \$21 million.

**Debt Service**

Total debt service increases \$6.6 million in FY 2015, which is attributed to capital investment for the City and Schools. Northern Virginia Transportation District (NVTD) debt service remains at the FY 2014 level, while there is an approximately \$13,000 decrease in debt service related to the Washington Metropolitan Area Transit Authority (WMATA).

Note: There are additional debt service costs to the City in FY 2015 (totaling nearly \$1.8 million), which are budgeted in the Fire Department and the Transportation & Environmental Services Department.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$56,036,003
Service / Line of Business	Impacts	Cost Modification
Debt Service: WMATA	Decrease in year-over-year debt service	(\$12,728)
Debt Service: City/Schools	Increase in year-over-year debt service	\$6,641,624
Debt Service: NVTD	Maintain prior year funding	\$0
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$62,664,899</b>

# Non-Departmental



## CIP CASH CAPITAL

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Cash Capital</b>			
Transfer to Capital Projects (Cash Capital)	22,195,986	17,757,911	18,058,794
<b>Total Cash Capital Expenditures</b>	<b>\$22,195,986</b>	<b>\$17,757,911</b>	<b>\$18,058,794</b>

### Transfer to Capital Projects (CIP Cash Capital)

The City plans to combine the approved amount of \$18,058,794 with \$3.0 million in prior year City funding from completed or closed out projects for a total cash contribution of \$21,058,794. This is a \$3.3 million, or 18.6%, increase over FY 2014 Approved.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$17,757,911
Service / Line of Business	Impacts	Cost Modification
Cash Capital	Increase in year-over-year funding for cash transfers to the CIP	\$300,883
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$18,058,794</b>

# Non-Departmental



## CITY MEMBERSHIPS

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: City Memberships</b>			
City Memberships	316,274	324,071	329,071
<b>Total City Memberships Expenditures</b>	<b>\$316,274</b>	<b>\$324,071</b>	<b>\$329,071</b>

### City Memberships

The budget for City Memberships increases by \$5,000 or 1.5% in FY 2015, reflecting one new membership—the Public Technology Institute. The other six memberships remain the same (and are budgeted at the same level as FY 2014):

- Metropolitan Washington Council of Governments, \$121,427
- Northern Virginia Regional Commission, \$111,036
- Virginia Municipal League, \$37,474
- National League of Cities, \$9,674
- Northern Virginia Transportation Commission, \$32,218
- Conference of Mayors, \$12,242

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$324,071
Service / Line of Business	Impacts	Cost Modification
City Memberships	New annual membership for the Public Technology Institute	\$5,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$329,071</b>

## Non-Departmental



## INSURANCE

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Insurance</b>			
Insurance Charges	4,715,821	5,200,170	5,005,179
<b>Total Insurance Expenditures</b>	<b>\$4,715,821</b>	<b>\$5,200,170</b>	<b>\$5,005,179</b>

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 claims adjustments, the current cost of health insurance for City retirees, and insurance policies held by the City.

The total insurance budget is decreasing nearly \$195,000 or 3.7% from FY 2014 levels. The largest decrease is Worker's Compensation at \$950,000, which is a result of shifting the budget responsibility to individual departments. Two of the largest increases are related to Liability Property Insurance, which goes up \$179,572, and Group Health for retired employees, which goes up \$146,385.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$5,200,170
Service / Line of Business	Impacts	Cost Modification
Worker's Compensation	Allocated to departments	(\$950,000)
Unemployment Compensation	Year-over-year increase	\$65,000
Fees for Professionals	Budgeted in Human Resources departmental budget	(\$37,500)
Group Health Retired Employees	Year-over-year increase	\$146,385
Life Insurance Retired Employees	Cost increase of the benefit in FY 2015. The Proposed Budget eliminated funding for retiree life insurance premiums at a cost reduction of \$247,430 from the FY 2014 budget. Council restored this funding in Add/Delete and added \$17,168 for a total cost of \$264,598 for City funded life insurance premiums in the FY 2015 Approved Budget to reflect actual projected costs.	\$17,168
Volunteer Fire Coverage	Year-over-year increase	\$8,377
Liability Property Insurance	Year-over-year increase	\$179,572
Fire & Extended Coverage	Year-over-year decrease	(\$33,804)
Worker's Compensation (claims > \$1mm)	Year-over-year increase	\$331,208
General Liability	Year-over-year increase	\$68,603
Claims Adjusting Services	Year-over-year increase	\$10,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$5,005,179</b>

## Non-Departmental



## EMPLOYEE COMPENSATION

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Employee Compensation &amp; Other Personnel Adjustments</b>			
Line of Duty Benefit Costs	0	0	0
Pension (Public Safety - Closed Defined Benefit System)	1,700,900	1,700,000	1,700,000
Employee Compensation	717,962	907,177	162,159
Additional Fire Overtime	0	0	0
Office of Project Implementation	0	0	0
Tuition Assistance	158,602	178,400	0
<b>Total Employee Compensation &amp; Other Personnel Adjustments</b>	<b>\$2,577,463</b>	<b>\$2,785,577</b>	<b>\$1,862,159</b>

**Employee Compensation & Other Personnel Adjustments**

Funding for various compensation and personnel related items decreases by \$923,418, including:

- (a) \$178,400 of Tuition Assistance funding being moved to the Human Resources departmental budget.
- (b) Eliminating \$750,000 related to a one-time pay supplement for the new health plan redesign in FY 2014.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$2,785,577
Service / Line of Business	Impacts	Cost Modification
Executive Pay Band	Creation of pool for Executive Pay increases	\$162,159
Healthcare Pay Supplement	Removal of one-time pay supplement	(\$750,000)
Career Ladders	Moved career ladder funding to departments	(\$157,177)
Tuition Assistance	Moved Tuition Assistance funding to Human Resources	(\$178,400)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$1,862,159</b>

## Non-Departmental



## OTHER OPERATING EXPENSES

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Other Operating Expenditures</b>			
Public Safety Radio System	236,155	434,577	0
Efficiency/Best Practices Studies	59,974	0	0
City Shop Fuel	0	0	0
Summer Interns	0	75,000	75,000
Waste-to-Energy Plant Property Taxes	313,488	290,000	0
Citizen Academy (Including Police Citizen Academy)	2,479	4,300	0
City-Wide Telecommunications	0	0	0
Targeted Recruitment	0	0	0
Other Expenditures	609,017	354,482	232,744
<b>Total Other General Fund Operating Expenditures</b>	<b>\$1,221,113</b>	<b>\$1,158,359</b>	<b>\$307,744</b>
Allowance for Special Revenue Fund Grants & Donations	0	1,000,000	1,000,000
<b>Total Other All Funds Operating Expenditures</b>	<b>\$1,221,113</b>	<b>\$2,158,359</b>	<b>\$1,307,744</b>

**Other Operating Expenses**

Funding for various items decreases by \$850,615, mainly related to:

- Reallocating various funding to appropriate departments: Public Safety Radio to Emergency Communications, Waste-to-Energy to Transportation & Environmental Services, and Citizen Academy to Communications & Public Information.
- Summer Interns remains in Non-D with level funding from FY 2014.
- Other Expenditures is reduced by \$121,738, which includes reallocating \$25,000 of Special Events funding to the City Manager's budget.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$2,158,359
Service / Line of Business	Impacts	Cost Modification
Public Safety Radio System	Reallocated funding to Emergency Communications	(\$434,577)
Waste-to-Energy	Reallocated funding to Transportation & Environmental Services	(\$290,000)
Citizen Academy	Reallocated funding to Communications & Public Information	(\$4,300)
Other Expenditures	Reduced certain components of miscellaneous expenses, including reallocating \$25,000 of Special Event funding to the City Manager's Office	(\$121,738)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$1,307,744</b>

# Non-Departmental



## RESPONSE TO EMERGENCIES

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Response to Emergencies</b>			
Response to Emergencies	1,231,008	836,127	836,127
<b>Total Response to Emergencies Expenditures</b>	<b>\$1,231,008</b>	<b>\$836,127</b>	<b>\$836,127</b>

### Response to Emergencies

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 removes the unpredictable burden of random snow and ice events from departmental budgets. City Council approved a level funding amount of \$836,127.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$836,127
Service / Line of Business	Impacts	Cost Modification
Response to Emergencies	Level funding from FY 2014	\$0
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$836,127</b>

## Non-Departmental



## CONTINGENT RESERVE

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Contingent Reserves</b>			
Contingent Reserves	0	1,448,885	7,956
Total Contingent Reserves Expenditures	<u>\$0</u>	<u>\$1,448,885</u>	<u>\$7,956</u>

**Contingent Reserves**

In the FY 2015 Approved Budget there is \$7,956 designated in Contingent Reserves for staff to perform two City-wide street light assessments.

## OTHER POST EMPLOYMENT BENEFITS

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Other Post Employment Benefits</b>			
Other Post Employment Benefits (OPEB) Obligations	700,000	0	0
Total OPEB Expenditures	<u>\$700,000</u>	<u>\$0</u>	<u>\$0</u>

**Other Post Employment Benefits**

Under accounting standards for other post employment benefits (OPEB), State and local governments are responsible for providing funding for the long-term cost of obligations made for post employment healthcare costs and life insurance. Meeting the challenge of funding this liability will assist the City in maintaining its 'AAA' bond ratings during a time in which lenders are looking far more carefully at "risks" before lending money to municipal governments. In prior years, the funds were budgeted here in the Non-Departmental account. In FY 2014, these funds were allocated to departmental budgets.

# Performance & Accountability



## Accountable, Effective & Well-Managed Government

### Department Contact Info

703.746.4743

[www.alexandriava.gov/internalaudit](http://www.alexandriava.gov/internalaudit)

### Key Department Staff

Deborah Welch

Chief Internal Auditor

703.746.4743

[Deborah.Welch@alexandriava.gov](mailto:Deborah.Welch@alexandriava.gov)

Greg Useem

Chief Performance Officer

703.746.3729

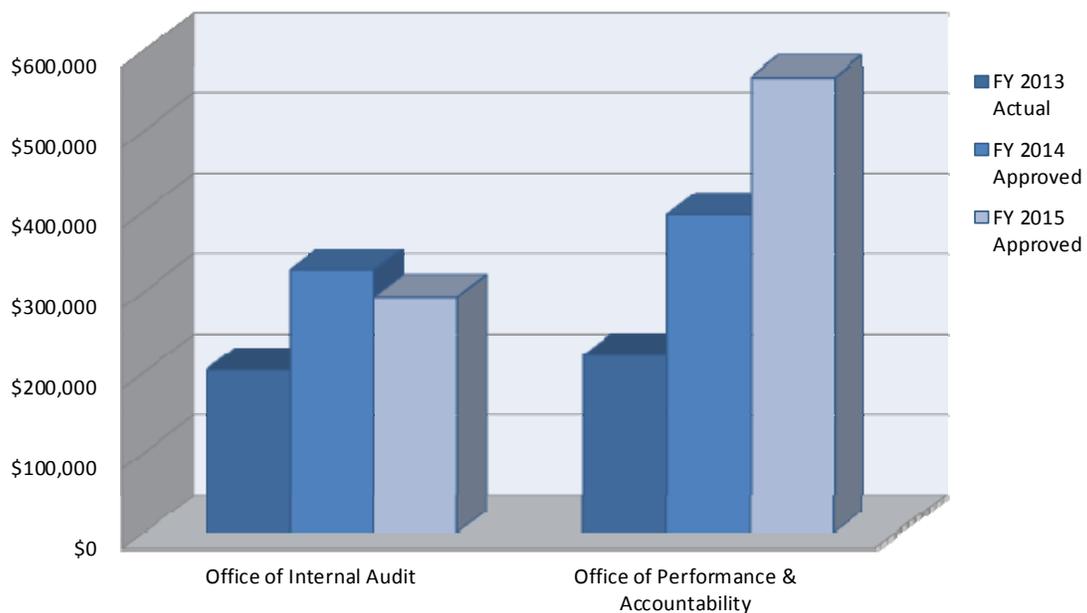
[Greg.Useem@alexandriava.gov](mailto:Greg.Useem@alexandriava.gov)

## Performance & Accountability

Office of Internal Audit

Office of Performance & Accountability

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Personnel	394,077	669,644	760,862	91,218	13.6%
Non-Personnel	29,579	53,454	99,704	46,250	86.5%
<b>Total Expenditures</b>	<b>\$423,656</b>	<b>\$723,098</b>	<b>\$860,566</b>	<b>\$137,468</b>	<b>19.0%</b>
<b>Expenditures by Fund</b>					
General Fund	423,656	723,098	860,566	137,468	19.0%
<b>Total Expenditures</b>	<b>\$423,656</b>	<b>\$723,098</b>	<b>\$860,566</b>	<b>\$137,468</b>	<b>19.0%</b>
<b>Total Department FTE's</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>1.00</b>	<b>20.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the Department of Performance & Accountability facilitates both the Internal Audit program and the Office of Performance and Accountability.

The budget for Performance & Accountability, all of which is funded through the General Fund, will increase by 19.0% overall for FY 2015 as a result of increases in both Personnel and Non-Personnel budgets. The Department's Personnel costs are increased mainly as a result of adding 1.0 FTE, taking the total FTE count up to 6.0. The Department's Non-Personnel Budget will increase by \$46,250, mostly attributed to \$50,000 in funding for software maintenance of performance management software, which is offset some by decreases in rent and the level of funding for some computer support devices.

**Department Share of General Fund Operating Budget**



**Performance & Accountability 0.14%**

## Performance &amp; Accountability



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Office of Internal Audit	\$202,779	\$327,064	\$294,073	(\$32,991)	-10.1%
Office of Performance & Accountability	\$220,877	\$396,034	\$566,493	\$170,459	43.0%
<b>Total Expenditures</b>	<b>\$423,656</b>	<b>\$723,098</b>	<b>\$860,566</b>	<b>\$137,468</b>	<b>19.0%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Office of Internal Audit	2.00	2.00	2.00	0.00	0.0%
Office of Performance & Accountability	3.00	3.00	4.00	1.00	33.3%
<b>Total FTE's</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>1.00</b>	<b>20.0%</b>

# Performance & Accountability



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Office of Performance & Accountability	Increase current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, including the addition of 1.0 FTE Performance Analyst.	1.00	\$111,283
Office of Performance & Accountability	Increase current levels of service delivery with non-personnel-related increases in funding for performance management software to help gather, report, and manage City data, including Results Alexandria.	0.00	\$50,000

# Performance & Accountability



## OFFICE OF INTERNAL AUDIT

To ensure an **accountable, effective, & well-managed government**, this program provides complaint investigations, and management of internal and external audits in order to ensure city government is accountable to the community.

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Program Totals</b>			
% Total All Funds Budget	47.9%	45.2%	34.2%
Total Expenditures	\$202,779	\$327,064	\$294,073
Personnel	\$179,847	\$283,610	\$264,369
Non-Personnel	\$22,932	\$43,454	\$29,704
Full Time Equivalents (FTEs)	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Performance Measures</b>			
<i>Number of complaints investigated</i>	35	55	65
<i>Number of audit reports issued</i>	16	15	11
<i>Percent of recommended action plans that are implemented within 45 days</i>	100%	95%	95%
<i>Number of audit recommendations made</i>	20	15	15
<i>Percent of substantiated complaints that result in a corrective action</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		2.00	\$327,064
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in funding for health coverage and other fringe benefits, including VRS.	0.00	(\$19,241)
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding for miscellaneous expenses, including rent and funding for computer support devices.	0.00	(\$13,750)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>2.00</b>	<b>\$294,073</b>

## Performance &amp; Accountability



## OFFICE OF PERFORMANCE &amp; ACCOUNTABILITY

To ensure an **accountable, effective, & well-managed government**, this program provides AlexStat, citywide strategic planning and measurement, leadership and management of Results Alexandria, and special management analysis projects in order to achieve results that the community values, and ensure city government is accountable to the community.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	52.1%	54.8%	65.8%
Total Expenditures	\$220,877	\$396,034	\$566,493
Personnel	\$214,230	\$386,034	\$496,493
Non-Personnel	\$6,647	\$10,000	\$70,000
Full Time Equivalents (FTEs)	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>
Performance Measures			
<i>Number of AlexStat meetings</i>	8	8	15
<i>Percent of AlexStat recommendations implemented successfully</i>	N/A	40%	40%
<i>Percent of AlexStat meeting recommendations agreed upon by the City Manager</i>	N/A	N/A	90%
<i>Percent of City programs that have a work plan</i>	N/A	N/A	95%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$396,034
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Increase current levels of service delivery with personnel-related increases in funding for salaries and fringe benefits, including the addition of 1.0 FTE Performance Analyst.	1.00	\$110,459
Program-wide services	Increase current levels of service delivery with non-personnel-related increases in funding for performance management software to help gather, report, and manage City data, including Results Alexandria.	0.00	\$50,000
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding for miscellaneous expenses.	0.00	\$10,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$566,493

# Healthy & Thriving Residents



Focus Area All Funds Budget		\$317,151,971
Department	All Funds Departmental Budget	
Alexandria City Public Schools (City contribution)	\$191,811,472	
Community and Human Services	\$88,161,746	
Health	\$6,173,947	
Library	\$7,031,470	
Northern Virginia Community College	\$11,877	
Other Health Activities (Coroner's Office, ANSHI, INOVA)	\$1,765,350	
Recreation, Parks, and Cultural Activities (RCPA)	\$22,201,109	

Our residents are **Healthy** when they experience good physical, mental, social, and spiritual health. Together, we will achieve these Long Term Outcomes...

1. **Improve City residents' overall health**
2. **Reduce City residents' incidence of preventable disease**

Our residents are **Thriving** when they have meaningful and fulfilling lives. Together, we will achieve these Long Term Outcomes...

1. **Reduce food insecurity and homelessness among City residents**
2. **Increase self-sufficiency and meaningful quality of life for the City's most vulnerable adults**
3. **Eliminate abuse and neglect in the community**
4. **Improve the quality of residents' leisure time**
5. **Ensure the educational and development attainment of all residents**
6. **Ensure all children and youth thrive and succeed**

# Alexandria City Public Schools



## Healthy & Thriving Communities

### Alexandria City Public Schools

- Salaries
- Employee Benefits
- Purchased Services
- Internal Services
- Other Charges
- Materials and Supplies
- Capital Outlay
- Other Uses of Funds

**Department Contact Info**

703.619.8137

<http://www.acps.k12.va.us/>

**Superintendent**

Dr. Alvin L. Crawley, Superintendent

**Department Staff**

Vacant, Chief of Staff

Stacey Johnson, Chief Financial Officer

Tammy Ignacio, Chief Operating Officer

Elizabeth Hoover, Chief Technology Officer

Kevin North, Chief Human Resources Officer

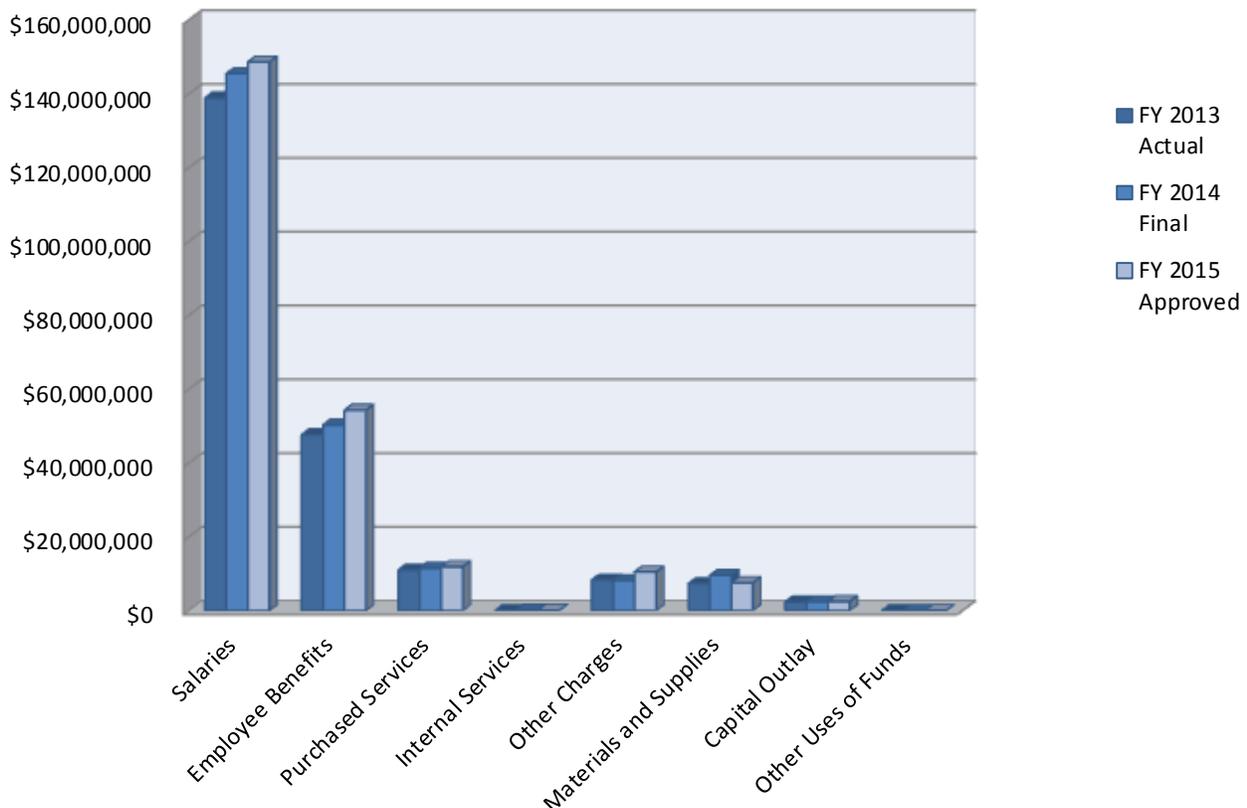
Vacant, Chief Academic Officer

Margaret Walsh, Chief Student Services Officer

Clinton Page, Chief Accountability Officer

Vacant, Executive Director of Alternative Programs & Equity

## Operating Expenditure by Major Object





## FISCAL YEAR HIGHLIGHTS

- In November 2013, City Council adopted a resolution establishing the annual budget process and set specific guidance for the FY 2015 budget. With regard to ACPS funding, the resolution specified “that the City Manager recommend the 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.”
- On January 30, 2014, the ACPS Interim Superintendent proposed a FY 2015 Operating budget totaling \$234,947,769, a 3.3% increase over the School Board’s FY 2014 Final Approved budget. The Interim Superintendent’s Proposed budget requested a transfer from the City of \$193,035,931, a 4.0% increase over the School Board’s FY 2014 Final Approved budget.
- Following the City’s adoption of the FY 2015 Approved budget on May 1, 2014, the ACPS Board adopted an Approved FY 2015 Operating budget of \$235,292,599, a 3.5% increase over the School Board’s FY 2014 Final budget. The FY 2015 Approved City General Fund transfer to the Schools for operating expenditures is \$191,811,472. This is an increase of \$6.2 million, or 3.3% over the FY 2014 ACPS Final budget.
- In addition to the General Fund transfer to ACPS, the City government provides approximately \$7.8 million in services to support ACPS operations in the City budget and will pay \$4.9 million in cash capital and another \$21.0 million in debt service to fund ACPS capital projects and debt service on prior year projects for FY 2015. A summary of those services is provided at the end of this section.
- The FY 2015 Approved Revenues, excluding the City Appropriation, is \$43,481,127. This is an increase of \$1.8 million, or 4.2% over the FY 2014 ACPS Final budget. Included in the Approved Revenues for FY 2015 is \$35.3 million in State Aid, \$4.5 million in Beginning Balance and \$3.6 million in Other Revenues, which includes \$1.2 million in Local Funds and \$90,000 in Federal Aid. Also included in Other Revenues, is an increase of the use of Medicaid fund balance to \$1.3 million and an increase in the use of Healthcare Benefits fund balance to \$2.3 million, which is partially offset by the transfer to the Preschool Initiative Fund of \$1.3 million. The \$1.8 million increase in Approved Revenues is largely due to increases in State Aid, as a result of increases in basic aid, sales tax receipts, and VRS retirement funding, and increases in the use of Fund Balance in Other Revenues. This is partially offset by a decrease in the beginning balance by \$2.1 million, from \$6.7 million to \$4.6 million in FY 2015.
- The FY 2015 Grants and Special Projects budget is projected to total \$11.7 million, which is an increase of \$135,735, or 1.2% over the FY 2014 ACPS Final budget.
- ACPS is projecting enrollment totals to be 14,171 in FY 2015, which is an increase of 548 students (3.7%) over FY 2014 actual enrollment. Projections suggest there will be an additional 376 elementary students and 172 secondary.
- The City Council Approved FY 2015 – 2024 Capital Improvement Program (CIP) totals \$279.1 million and includes \$17.7 million in funding for FY 2015. These amounts did not change from the City Manager’s Proposed CIP. On May 22, the Alexandria City Public Schools (ACPS) School Board adopted a \$315.1 million ten-year CIP, including \$17.7 million in funding for FY 2015. The primary difference in the ACPS Approved CIP is related to capacity projects beyond FY 2015. City and ACPS staff will continue to work together to determine capacity-driven capital investments in the coming fiscal years.



## EXPENDITURE & REVENUE SUMMARY

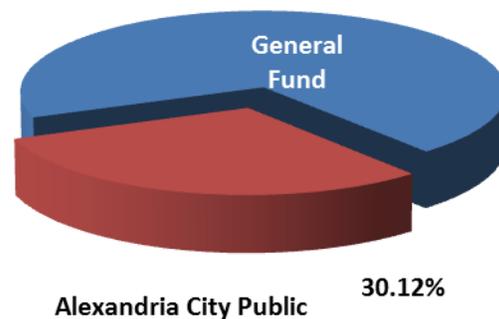
Expenditure By Classification	FY 2013 Actual	FY 2014 Final**	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Expenditures - Operating Budget only*	\$215,330,928	\$227,334,182	\$235,292,599	\$7,958,417	3.5%
<b>Total Expenditures**</b>	<b>\$215,330,928</b>	<b>\$227,334,182</b>	<b>\$235,292,599</b>	<b>\$7,958,417</b>	<b>3.5%</b>
<b>Sources of Funds</b>					
State Aid	\$31,627,806	\$33,470,464	\$35,319,779	\$1,849,315	5.5%
Beginning Balance	\$16,173,446	\$6,669,465	\$4,565,941	(\$2,103,524)	-31.5%
Other	\$1,141,053	\$1,582,781	\$3,595,407	\$2,012,626	127.2%
<b>Total Designated Funding Sources</b>	<b>\$48,942,305</b>	<b>\$41,722,710</b>	<b>\$43,481,127</b>	<b>\$1,758,417</b>	<b>4.2%</b>
Ending Balance***	\$13,097,782	\$0	\$0	\$0	0.0%
<b>Net General Fund Transfer</b>	<b>\$179,486,405</b>	<b>\$185,611,472</b>	<b>\$191,811,472</b>	<b>\$6,200,000</b>	<b>3.3%</b>
<b>Total Department FTE's*</b>	<b>2,033.43</b>	<b>2,121.04</b>	<b>2,157.94</b>	<b>36.90</b>	<b>1.7%</b>

\* The School's Operating Budget excludes expenditures associated with the FY 2015 School Nutrition Fund (\$7.2 million) and the Grants and Special Projects Fund (\$11.7 million).

\*\* Subsequent to the City Council Budget Adoption, the School Board met and approved 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 \$13.1 million ending balance in FY 2013, \$6.7 is used as a beginning balance for FY 2014 and \$4.5 million is designated as a beginning balance for FY 2015. The remaining \$1.9 million is designated for prepaid items and encumbered carryover.

Department Share of General Fund  
Operating Budget



## Alexandria City Public Schools



## MAJOR OBJECT LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Major Object	FY 2013	FY 2014	FY 2015	Change 2014	% Change
	Actual	Final	Approved	- 2015	2014-2015
Salaries	\$138,857,083	\$145,458,779	\$148,608,056	\$3,149,277	2.2%
Employee Benefits	\$47,639,880	\$50,287,483	\$54,270,913	\$3,983,430	7.9%
Purchased Services	\$10,948,053	\$11,472,624	\$11,858,049	\$385,425	3.4%
Internal Services	(\$777)	\$122,950	\$81,405	(\$41,545)	-33.8%
Other Charges	\$8,250,961	\$8,111,527	\$10,478,280	\$2,366,753	29.2%
Materials and Supplies	\$7,317,627	\$9,519,835	\$7,537,912	(\$1,981,923)	-20.8%
Capital Outlay	\$2,327,968	\$2,360,984	\$2,457,984	\$97,000	4.1%
Other Uses of Funds	(\$9,867)	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b>\$215,330,928</b>	<b>\$227,334,182</b>	<b>\$235,292,599</b>	<b>\$7,958,417</b>	<b>3.5%</b>

## Staffing Summary

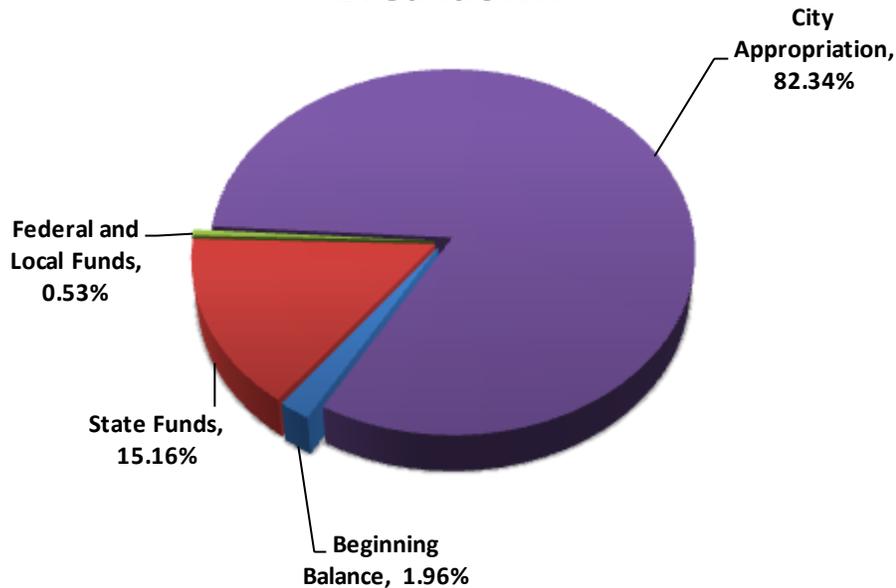
Distribution of Operating Fund Positions FTE:*	FY 2013	FY 2014	FY 2015	Change 2014	% Change
	Actual	Final	Approved	- 2015	2014-2015
Licensed Teachers	1,171.38	1,127.80	1,156.71	28.91	2.6%
Other Teacher Scale Positions	177.70	258.70	269.10	10.40	4.0%
Paraprofessionals	185.50	208.00	205.35	(2.65)	-1.3%
School-Based Administration	54.00	57.00	57.00	0.00	0.0%
Other Administration	30.00	32.25	31.25	(1.00)	-3.1%
Other Technical and Analytical	54.50	65.50	62.50	(3.00)	-4.6%
Clerical, Custodial, Cafeteria, Bus Drives, and Maintenance	360.35	371.79	376.03	4.24	1.1%
<b>Total FTE's</b>	<b>2,033.43</b>	<b>2,121.04</b>	<b>2,157.94</b>	<b>36.90</b>	<b>1.7%</b>
Students per Licensed Teacher FTE	10.90	12.10	12.30	0.20	1.7%
Students per Total FTE, All Funds	5.70	6.00	6.00	0.00	0.0%

\*Positions are for the Operating Fund only and do not include positions supported by the Grants and Special Projects Fund or the School Nutrition Fund.



## SOURCES OF REVENUE

### FY 2015 Approved Funding Source Breakdown



## COST PER PUPIL

New Enrollment/Objects	Cost Per Pupil				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Final	FY 2015 Approved
Average All Students	\$17,343	\$18,033	\$17,420	\$17,350	\$17,249
General Education	\$14,084	\$14,478	\$14,142	\$13,894	\$13,858
Special Education	\$33,190	\$35,951	\$34,671	\$35,271	\$34,909
English Language Learner	\$16,418	\$17,837	\$17,328	\$17,463	\$18,010

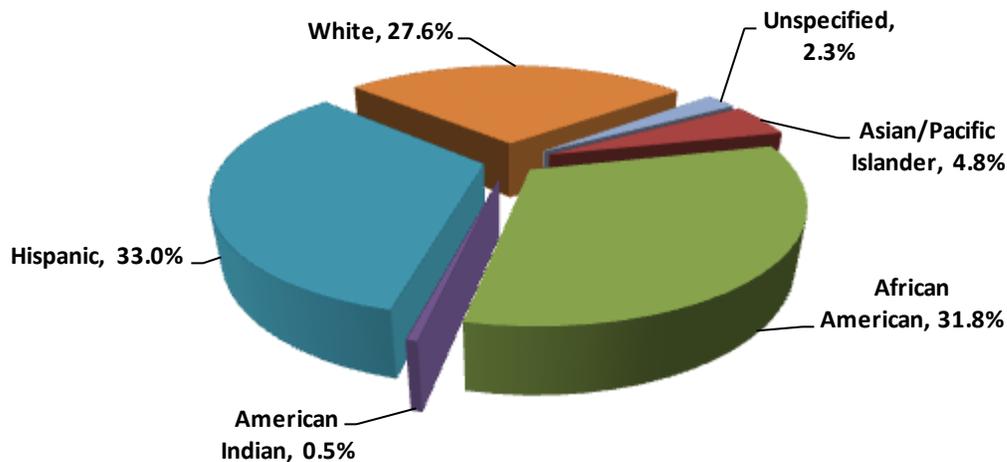
Cost per Pupil by Jurisdiction*	
Division	FY 2014
Alexandria City	\$16,880
Arlington County	\$18,678
Fairfax County	\$13,472
Loudoun County	\$11,638
Prince William County	\$10,158

\*Source: The most current version available of the Washington Area Boads of Education (WABE) 2014 Guide

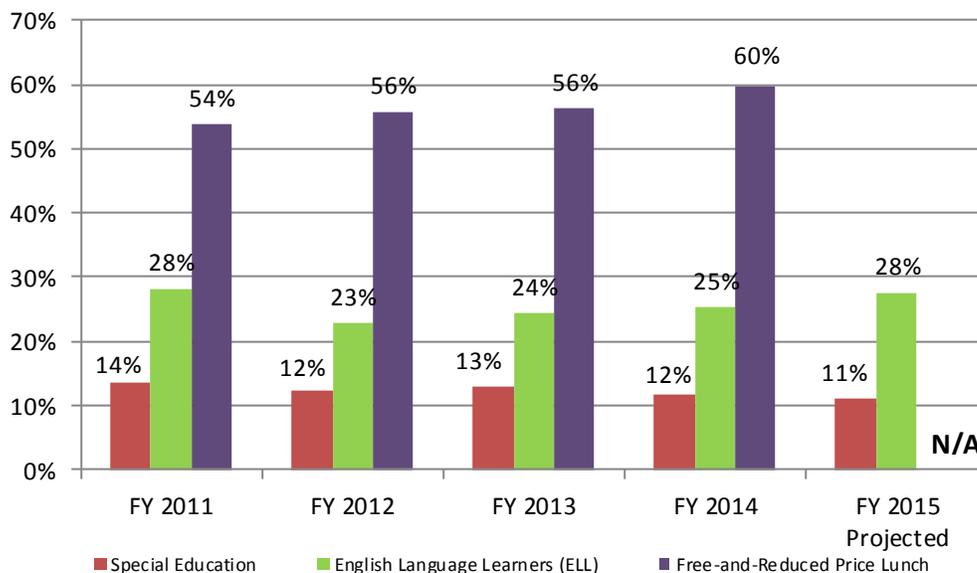


## ACPS STATISTICS

**ACPS Demographic Composition:  
Ethnic Enrollment FY 2015**



**Special Education, English Language Learners, and Free & Reduced-Price Meal Students  
As Percent of Total ACPS Enrollment**



# Alexandria City Public Schools



## ACPS STATISTICS (CONTINUED)

Students per Teacher Scale Position			
WABE Guide Data			
FY 2014*			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	9.2	10.6	14.2
Arlington County	10.4	16.1	16.6
Fairfax County	14.3	20.1	21.0
Loudoun County	16.7	20.0	22.4
Prince William County	15.6	21.3	22.7

\*Students per Teacher Scale Position include classroom teachers and other teachers such as ESOL/ESL, librarians, reading, coaches, mentors, music, art, PE, etc.

Students per Classroom Teacher			
WABE Guide Data			
FY 2014*			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	20.1	17.6	25.5
Arlington County	21.1	20.4	19.5
Fairfax County	21.4	24.3	25.0
Loudoun County	23.4	23.1	25.1
Prince William County	23.3	30.8	30.3

\*Classroom teachers are positions used to determine class size.

### 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	Total
FY 2009	141	1,175	1,113	1,025	890	822	841	770	725	711	766	807	768	669	115	11,338
FY 2010	116	1,236	1,184	1,093	999	879	810	767	753	725	741	813	766	616	126	11,624
FY 2011	183	1,301	1,175	1,120	1,047	983	842	781	751	733	758	769	776	715	65	11,999
FY 2012	282	1,361	1,287	1,106	1,061	1,028	953	801	753	739	784	803	713	655	69	12,395
FY 2013	276	1,516	1,345	1,223	1,098	1,048	996	871	775	765	813	847	789	673	79	13,114
FY 2014	285	1,418	1,462	1,255	1,181	1,063	1,013	946	872	784	892	846	832	714	60	13,623
FY 2015	287	1,551	1,404	1,391	1,229	1,162	1,030	923	908	861	872	945	804	744	60	14,171
FY 2016	278	1,570	1,520	1,324	1,356	1,204	1,123	951	889	897	954	924	898	719	71	14,678
FY 2017	286	1,576	1,540	1,431	1,292	1,327	1,165	1,017	909	880	996	1,011	878	803	67	15,178
FY 2018	295	1,640	1,546	1,455	1,396	1,268	1,281	1,056	977	895	979	1,055	961	785	64	15,653
FY 2019	305	1,660	1,615	1,462	1,425	1,366	1,231	1,162	1,011	966	991	1,037	1,003	860	61	16,155
FY 2020	315	1,681	1,632	1,520	1,426	1,396	1,323	1,119	1,105	997	1,073	1,050	985	897	61	16,580

Source: Alexandria City Public Schools

# Alexandria City Public Schools



## ACPS STATISTICS (CONTINUED)

ACPS Priorities for SY 2012-2016		ACPS Targets SY 12 - 13	ACPS Results SY 12-13	ACPS Targets SY 13-14	ACPS Targets SY 15-16	
Special Education and English Language Learners	1.Special Education (SPED)	% Pass on Reading SOL - SPED students	TBD	35%	53%	88.0%
		% Pass on Math SOL - SPED students	41%	32%	55%	82%
		% On-time graduation rates - SPED students	77%	90%	83%	93%
		% Dropout Rate - SPED students	17%	10%	14%	6%
		% Disproportionately between SPED identification and enrollment - Black Students	reduce to 4%	9.0%	reduce to 2%	0.0%
	2.English Language Learners	% Pass on Reading SOL - ELL students	TBD	46%	60%	88.0%
		% Pass on Math SOL - ELL students	54%	51%	64%	82%
		% On-time graduation rate - ELL students	83%	80%	87%	93%
		% Dropout Rate - ELL students	reduce to 14%	18%	reduce to 11%	6.0%
	Elementary	3.Elementary Reading & Math	% Pass on Grade 3-5 Reading SOL - all students	TBD	67%	74%
		% Pass on Grade 3-5 Reading SOL - Black students / Hispanic students	TBD	57% / 53%	68% / 65%	89.0%
		% of Fall-identified K-3 students who succeed in meeting the PALS Spring benchmark	56%	41%	71.0%	100%
		% Pass on Grade 3-5 Math SOL - all students	62.0%	65%	70%	84%
		% Pass on Grade 3-5 Math SOL - Black Students/Hispanic Students	51% / 53%	56% / 51%	62% / 64%	84.0%
		% Disproportionally between short-term suspensions and enrollment - Elementary School Black male students	reduce to 23%	35%	reduce to 15%	0.0%
4. TAG Identification (K-5)		% Disproportionally between K-5 TAG identification and K-5 student enrollment - FARM (Free and Reduced Meals)	reduce to 38%	45%	reduce to 23%	0%
		% Disproportionally between K-5 TAG identification and K-5 student enrollment - Black Students	reduce to 22%	17%	reduce to 13%	0%
		% Disproportionally between K-5 TAG identification and K-5 student enrollment - Hispanic Students	reduce to 24%	22%	reduce to 15%	0%

# Alexandria City Public Schools



## ACPS STATISTICS (CONTINUED)

ACPS Priorities for SY 2012-2013		ACPS Targets SY 12 - 13	ACPS Results SY 12-13	ACPS Targets SY 13-14	ACPS Targets SY 15-16		
Secondary	5.Middle Schools	% Pass on Grade 6-8 Reading SOL - all students	TBD	61%	69%	85%	
		% Pass on Grade 6-8 Reading SOL - Black students / Hispanic students	TBD	51% / 51%	62% / 62%	85%	
		% Pass on Math SOL - all students	60%	57%	67%	81%	
		% Pass on Math SOL - Black students / Hispanic students	52% / 50%	47% / 48%	62% / 61%	81%	
		% Participation in ELA Honors and % Pass on Reading SOL	55% / TBD	55% / 84%	68% / 88%	84% / 95%	
		% Participation in Algebra I by Grade 8 and % Pass on Algebra SOL	65% / 64%	84% / 58%	79% / %	99% / 80%	
		% Disproportionately between short-term suspensions and enrollment - Middle School Black make students	reduce to 21%	23%	reduce to 14%	0%	
		6.T.C. Williams	% of Students taking an AP class (Grades 10, 11, 12)	40%	38%	40%	n/a
			% of Students taking dual-enrollment classes	TBD	58%	64%	76%
			% Graduation based on Federal Graduation Indicator**	7%	6%	8%	8%
			% Completion of SAT or ACT by graduating seniors (SAT data only; ACT has not been validated yet)	74%	74%	79%	88%
			% Pass on English SOL	69%	62%	73%	80%
			% Pass on Math SOL	TBD	85%	88%	94%
			% Dropout Rate - Black students / Hispanic students	64%	66%	70	79%
		% Disproportionally between short-term suspensions and enrollment - High School Black male students	11% / 18%	10% / 15%	9% / 13%	6%	
		% of Students achieving a score of 3 or higher for each measurement topic in ELA and Math assessed by unit transfer tasks	reduce to 18%	19	reduce to 12%	0%	

Note: SOL data are reported using the adjusted pass rate, adjustments were made for certain transfer statuses, English language proficiency, and/or remediation.

\*\*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); current ACPS data is based on the SY 11-12 4-yr contract.

# Alexandria City Public Schools

## ACPS SHARED SERVICES

The following table provide a description of supplementary services, by department, the City of Alexandria provides to the Alexandria City Public School system beyond the City Appropriation with the estimated cost in FY 2014.

CITY PROVIDED SERVICES TO ACPS		
Department	Service Provided	Cost of Service
Office of Communications and Public Information (OCPI)	Provided A/V support for School Board meetings and Special Events through City contractor.	\$42,500
Department of Community and Human Services	At the T.C. Williams main campus, the Minnie Howard Campus, and Jefferson Houston Elementary School, DCHS provided mental health and substance abuse evaluation, treatment and consultation for individuals, couples, and families.	\$358,390
	At Ramsay, Patrick Henry, and Tucker Elementary Schools, Hammond Middle School, and T.C. Williams main campus, DCHS provided individual and group evidenced-based services toward prevention and youth development.	\$451,408
	Provided comprehensive services to support youth who require services beyond what is available in their home school. This cost information is based on FY 2013 actuals.	\$4,395,093
	Provided staff support for the Substance Abuse Prevention Coalition of Alexandria, the Alexandria Campaign on Adolescent Pregnancy, the Above the Influence club, and the KeepIt360 club.	\$17,970
Health	Provided staff and resources to the Adolescent Clinic or Teen Wellness Center located at T.C. Williams High School. Services included comprehensive medical and psychosocial services to the ACPS population (12-19 years of age).	\$487,228
General Services	ACPS currently occupies two City-owned facilities, the old DASH facility at 116 S. Quaker Lane and their Transportation facility located at 3540 Wheeler Avenue. ACPS pays for all operating and maintenance costs as well as any capital upgrades at the Transportation facility (3540 Wheeler Avenue), but does not pay any lease costs. On the open market, ACPS would likely pay upwards of \$650k annually in lease costs for a similarly sized building (43,875 sq. ft.). ACPS currently pays for some minor operating expenses at the old DASH facility (116 S. Quaker). The City currently pays for capital costs, some maintenance costs, and utility costs at this building.	\$55,000

CITY PROVIDED SERVICES TO ACPS

# Alexandria City Public Schools

## ACPS SHARED SERVICES

**CITY PROVIDED SERVICES TO ACPS**

Department	Service Provided	Cost of Service
Planning and Zoning	The City Demographer in the Planning and Zoning Department provides short and medium-term enrollment forecasts by school and grade to assist ACPS with developing their Long Range Education Facilities Plan.	\$75,232
Police Department	Provide ACPS with 26 School Crossing Guard positions and 1 School Crossing Guard Supervisor. This cost estimate includes salaries and benefits.	\$505,000
	Provide 5 School Resource Officers and 1 Sergeant to ACPS to provide a visible police presence, education, and intervention in the City schools to support youth and discourage criminal behavior. This cost estimate includes salaries and benefits.	\$698,000
Recreation, Parks, and Cultural Affairs	Provide facility and outdoor maintenance activities including interior and exterior building envelope, custodial services and supplies, solid waste and recycling, litter clean up, asphalt and concrete repairs, site lighting, interior and exterior graffiti removal, storm water facilities and BMP's, sanitary sewer, hydrants and fire lines, life and safety systems, shared use spaces, mowing operations, leaf collections, snow removal, spring maintenance, tree services, horticulture services, litter can service, and capital improvement projects.	\$397,000
Transportation and Environmental Services	Provide transit subsidy for school employees.	\$36,000
	Provide recycling service to 19 ACPS locations.	\$18,737
	Provide refuse collection for ACPS. These costs include personnel, maintenance, fuel and disposal costs for trash collection.	\$195,193
Non-Departmental Services	Debt Service/Cash Capital for ACPS Projects.	\$6,200,000
<b>Total Costs of Services (excluding Non-Departmental services)</b>		<b>\$7,799,751</b>
<b>Total Costs of Services (including Non-Departmental services)</b>		<b>\$13,999,751</b>



# Department of Community and Human Services

## Healthy and Thriving Residents

### DCHS

- Leadership & Management Support Services
- Alexandria Fund for Human Services
- Adult Leadership & General Management
- Adult Mental Health & Substance Abuse
- Emergency & Crisis Response Services
- Intellectual Disabilities Services for Adults
- Aging & Adult Services
- Children Leadership & General Management
- Early Childhood
- Child Welfare
- Comprehensive Services Act
- Youth Development
- Child & Family Treatment/Behavioral Health
- Domestic Violence & Sexual Assault
- Economic Leadership & Management
- Community Services and Benefits Program
- JobLink Employment Services

#### Department Contact Info

703.746.4900

<http://www.alexandriava.gov/DCHS>

#### Department Head

Kate A. Garvey

Director

[kate.garvey@alexandriava.gov](mailto:kate.garvey@alexandriava.gov)

#### Department Staff

Suzanne Chis, Deputy Director

Lisa Baker, Chief Staff Officer

Jane Hassell, Chief Officer

Dennis McKinney, Deputy Director

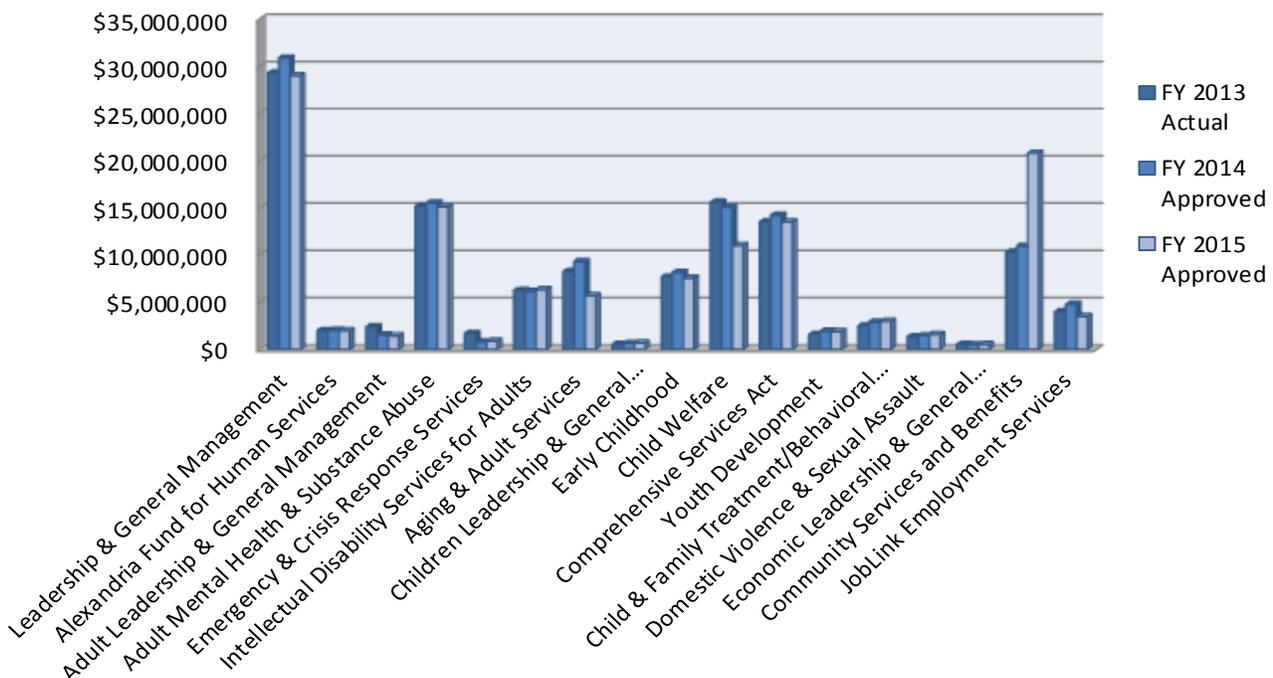
Deborah Warren, Deputy Director

Carol Layer, Deputy Director

Jeff Bolen, Human Resources Manager

Jim Fleming, Fiscal Officer III

### All Funds Summary by Program





# Department of Community and Human Services

## EXPENDITURE & REVENUE SUMMARY

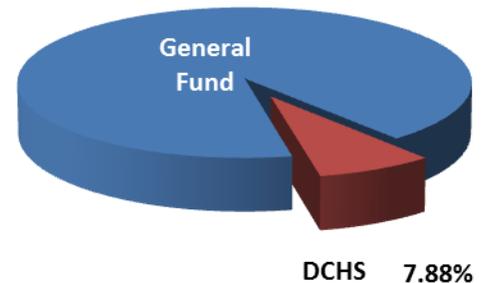
Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$52,157,489	\$53,416,613	\$52,705,796	(\$710,817)	-1.3%
Non-Personnel	\$33,720,846	\$35,819,664	\$35,391,420	(\$428,244)	-1.2%
Capital Goods Outlay	\$313,590	\$193,418	\$64,530	(\$128,888)	-66.6%
Interfund Transfers	\$36,592,739	\$37,463,538	\$36,448,076	(\$1,015,462)	-2.7%
<b>Total Expenditures</b>	<b>\$122,784,664</b>	<b>\$126,893,233</b>	<b>\$124,609,822</b>	<b>(\$2,283,411)</b>	<b>-1.8%</b>
<b>Sources of Funds</b>					
General Fund	\$50,667,191	\$51,264,702	\$50,184,986	(\$1,079,716)	-2.1%
Grant Funds	\$71,734,418	\$75,201,385	\$74,086,448	(\$1,114,937)	-1.5%
Donations Fund	\$180,678	\$229,158	\$269,288	\$40,130	17.5%
Internal Service Fund	\$202,377	\$190,388	\$61,500	(\$128,888)	-67.7%
Other Special Revenue Funds	\$0	\$7,600	\$7,600	\$0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$122,784,664</b>	<b>\$126,893,233</b>	<b>\$124,609,822</b>	<b>(\$2,283,411)</b>	<b>-1.8%</b>
Less Interfund Transfers	\$36,592,739	\$37,463,538	\$36,448,076	(\$1,015,462)	-2.7%
<b>Net Expenditures</b>	<b>\$86,191,925</b>	<b>\$89,429,695</b>	<b>\$88,161,746</b>	<b>(\$1,267,949)</b>	<b>-1.4%</b>
<b>Total Department FTE's</b>	<b>576.58</b>	<b>569.98</b>	<b>563.23</b>	<b>-6.75</b>	<b>-1.2%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure **healthy and thriving residents**, this program provides a fund for human services, adult mental health and substance abuse treatment, emergency & crisis response services, intellectual disabilities services, aging & adult services, early childhood services, child welfare services, youth development services, domestic violence & sexual assault services, and JobLink services.

The Department of Community and Human Services total budget decreases by -1.4% for FY 2015. The approved budget includes \$710,817 in decreases to personnel, including the reduction of -12.05 FTEs, which are partially offset by the addition of 5.00 new FTEs, as well as, salary adjustments, merit increase, health coverage increases, FY 2014 mid year grant adjustments and other fringe benefits increases. The net FTE decrease for FY 2015 is -6.75. For non-personnel, the FY 2015 approved budget includes \$428,244 in decreases, which are partially offset by increases for contractual obligations, cost inflation, or other fixed-cost increases.

Department Share of General Fund Operating Budget





# Department of Community and Human Services

## PROGRAM LEVEL SUMMARY DATA

### Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & General Management	\$29,282,685	\$30,863,631	\$28,994,841	(\$1,868,790)	-6.1%
Alexandria Fund for Human Services	\$2,012,581	\$2,033,259	\$1,996,430	(\$36,829)	-1.8%
Adult Leadership & General Management	\$2,403,631	\$1,536,486	\$1,447,221	(\$89,265)	-5.8%
Adult Mental Health & Substance Abuse	\$15,218,702	\$15,531,875	\$15,109,063	(\$422,812)	-2.7%
Emergency & Crisis Response Services	\$1,701,849	\$802,431	\$891,467	\$89,036	11.1%
Intellectual Disability Services for Adults	\$6,244,875	\$6,147,815	\$6,356,436	\$208,621	3.4%
Aging & Adult Services	\$8,271,040	\$9,318,049	\$5,704,749	(\$3,613,300)	-38.8%
Children Leadership & General Management	\$545,042	\$665,259	\$697,733	\$32,474	4.9%
Early Childhood	\$7,667,981	\$8,142,172	\$7,546,507	(\$595,665)	-7.3%
Child Welfare	\$15,600,991	\$15,062,028	\$11,007,611	(\$4,054,417)	-26.9%
Comprehensive Services Act	\$13,516,020	\$14,214,657	\$13,524,601	(\$690,056)	-4.9%
Youth Development	\$1,607,867	\$1,933,202	\$1,895,784	(\$37,418)	-1.9%
Child & Family Treatment/Behavioral Health	\$2,518,838	\$2,911,144	\$3,002,186	\$91,042	3.1%
Domestic Violence & Sexual Assault	\$1,355,813	\$1,468,362	\$1,603,509	\$135,147	9.2%
Economic Leadership & General Management	\$541,000	\$526,669	\$532,571	\$5,902	1.1%
Community Services and Benefits	\$10,293,276	\$10,929,421	\$20,791,322	\$9,861,901	90.2%
JobLink Employment Services	\$4,002,473	\$4,806,773	\$3,507,791	(\$1,298,982)	-27.0%
<b>Total Expenditures</b>	<b>\$122,784,664</b>	<b>\$126,893,233</b>	<b>\$124,609,822</b>	<b>(\$2,283,411)</b>	<b>-1.8%</b>
Less Interfund Transfers	\$36,592,739	\$37,463,538	\$36,448,076	(\$1,015,462)	-2.7%
<b>Net Expenditure</b>	<b>\$86,191,925</b>	<b>\$89,429,695</b>	<b>\$88,161,746</b>	<b>(\$1,267,949)</b>	<b>-1.4%</b>



# Department of Community and Human Services

## PROGRAM LEVEL SUMMARY DATA

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & General Management	58.80	63.70	61.99	(1.71)	-2.7%
Alexandria Fund for Human Services	0.00	0.00	0.00	0.00	0.0%
Adult Leadership & General Management	13.90	13.90	14.08	0.18	1.3%
Adult Mental Health & Substance Abuse	155.20	148.70	145.69	(3.01)	-2.0%
Emergency & Crisis Response Services	6.50	6.50	6.50	0.00	0.0%
Intellectual Disability Services for Adults	64.00	62.00	62.35	0.35	0.6%
Aging & Adult Services	27.10	32.50	32.50	0.00	0.0%
Children Leadership & General Management	6.30	5.50	5.47	(0.03)	-0.5%
Early Childhood	21.00	21.50	22.50	1.00	4.7%
Child Welfare	57.27	55.30	53.75	(1.55)	-2.8%
Comprehensive Services Act	3.00	3.00	3.00	0.00	0.0%
Youth Development	18.60	18.00	15.05	(2.95)	-16.4%
Child & Family Treatment/Behavioral Health	22.50	24.60	27.45	2.85	11.6%
Domestic Violence & Sexual Assault	14.01	14.30	15.25	0.95	6.6%
Economic Leadership & General Management	5.20	4.80	4.00	(0.80)	-16.7%
Community Services and Benefits	70.60	65.78	66.65	0.87	1.3%
JobLink Employment Services	32.60	29.90	27.00	(2.90)	-9.7%
<b>Total FTE's</b>	<b>576.58</b>	<b>569.98</b>	<b>563.23</b>	<b>(6.75)</b>	<b>-1.2%</b>

# Department of Community and Human Services

Following the implementation of a new financial system, it was decided to revise the budget document to improve consistency between the financial records and the budget document. In prior year budgets, the Office of Management and Budget would adjust the Interfund transfer for the Department of Community and Human Services to show the net cost of their FY 2015 budget. For FY 2015, the budget document shows the budgeted and actual expenditures and revenues with the Interfund transfer counted in both the general fund and the special revenue funds. The change in presentation brings the budget in line with the financial system but will not result in increased expenditure authority for DCHS. The table below shows program expenditures by source without duplication of the Interfund transfers between funds. The total appropriation for DCHS is the "General Fund Transfer" column plus the "Total Program Cost" column. The amount the department is budgeted to spend is the "Total Program Cost."

PROGRAM	GENERAL FUND OPERATIONS	GENERAL FUND TRANSFER	NET GENERAL FUND	SPECIAL REVENUES	TOTAL PROGRAM COST
Admin Leadership & Gen Mgt	\$1,791,359	\$5,606,649	\$7,398,008	\$965,040	\$8,363,048
Alexandria Fund for Human Services	\$1,996,430	\$0	\$1,996,430	\$0	\$1,996,430
<b>Subtotal Admin and OSIC</b>	<b>\$3,787,789</b>	<b>\$5,606,649</b>	<b>\$9,394,438</b>	<b>\$965,040</b>	<b>\$10,359,478</b>
Adult Leadership and General Mgt	\$0	\$1,447,221	\$1,447,221	\$0	\$1,447,221
Adult Mental Health and Substance Abuse	\$0	\$7,027,414	\$7,027,414	\$8,081,649	\$15,109,063
Aging & Adult Services	\$290,649	\$3,759,501	\$4,050,150	\$1,654,599	\$5,704,749
Emergency & Crisis Response Services	\$0	\$530,174	\$530,174	\$361,293	\$891,467
ID Services for Adults	\$0	\$3,668,834	\$3,668,834	\$2,687,602	\$6,356,436
<b>Subtotal Center for Adult Services</b>	<b>\$290,649</b>	<b>\$16,433,144</b>	<b>\$16,723,793</b>	<b>\$12,785,143</b>	<b>\$29,508,936</b>
Children Leadership & General Mgt	\$84,741	\$493,911	\$578,652	\$119,081	\$697,733
Child & Family Treatment	\$0	\$1,329,406	\$1,329,406	\$1,672,780	\$3,002,186
Child Welfare	\$218,026	\$3,126,921	\$3,344,947	\$7,662,664	\$11,007,611
Comprehensive Services Act	\$0	\$4,535,363	\$4,535,363	\$4,453,875	\$8,989,238
Domestic Violence & Sexual Assault	\$1,177,875	\$0	\$1,177,875	\$425,634	\$1,603,509
Early Childhood	\$2,838,674	\$1,135,717	\$3,974,391	\$3,572,116	\$7,546,507
Youth Development	\$521,834	\$500,719	\$1,022,553	\$873,231	\$1,895,784
<b>Subtotal Center for Children and Families</b>	<b>\$4,841,150</b>	<b>\$11,122,037</b>	<b>\$15,963,187</b>	<b>\$18,779,381</b>	<b>\$34,742,568</b>
Economic Leadership & General Mgt	\$454,486	\$37,523	\$492,009	\$40,562	\$532,571
Community Services	\$3,385,898	\$2,460,080	\$5,845,978	\$3,664,424	\$9,510,402
JobLink Employment Services	\$976,938	\$788,643	\$1,765,581	\$1,742,210	\$3,507,791
<b>Subtotal Center for Economic Support</b>	<b>\$4,817,322</b>	<b>\$3,286,246</b>	<b>\$8,103,568</b>	<b>\$5,447,196</b>	<b>\$13,550,764</b>
<b>DCHS TOTAL</b>	<b>\$13,736,910</b>	<b>\$36,448,076</b>	<b>\$50,184,986</b>	<b>\$37,976,760</b>	<b>\$88,161,746</b>



# Department of Community and Human Services

## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Leadership & General Management	Eliminate the direct contribution to Northern Virginia Family Services (NVFS) earmark. NVFS will be directed to apply for funding from the Alexandria Fund for Human Services.	0.00	(\$25,000)
Leadership & General Management	Eliminate the direct contribution to Concerned Citizens Network of Alexandria (CCNA). CCNA will be directed to apply for funding from the Alexandria Fund for Human Services.	0.00	(\$20,000)
Leadership & General Management	Eliminate the full-time Project Superintendent position. The position is responsible for maintaining residential properties and several DCHS locations, these functions will transfer to the Business Project Manager.	(1.00)	(\$97,755)
Leadership & General Management	Reduce Public Information Officer position from full-time to part-time and shift social media responsibilities to the Office of Communications and Public Information. Will delay the development of brochures and reduce communications support for community partners.	(0.50)	(\$43,365)
Leadership & General Management	Eliminate full-time Healthy and Community Education Specialist position; will shift responsibilities of position to non-profit agency.	(1.00)	(\$71,400)
Alexandria Fund for Human Services	The proposed budget included a reduction of the AFHS by \$111,829. This funding was partially restored by Council during Add-Delete by adding \$75,000. The approved budget is \$1,996,430, which is \$36,829 less than FY 2014.	0.00	(\$36,829)
Adult Mental Health & Substance Abuse	Eliminate a part-time (0.5 FTE), Registered Nurse position in the Methadone program and reclassify a full-time Senior Therapist position in Substance Abuse Outpatient to a full-time Licensed Nurse Practitioner. The Licensed Nurse Practitioner will be able to increase net nursing hours for the Methadone program, but the waitlist in Substance Abuse Outpatient may increase.	(0.50)	(\$59,649)
Adult Mental Health & Substance Abuse	Due to HUD's evolving funding priorities, the department will eliminate the Windsor transitional housing program and move the program currently in existence at Grayson House to the Windsor site. Will result in the elimination of the following positions: Therapist (0.75 FTE), Residential Counselor (0.4 FTE), Residential Counselor (0.4 FTE).	(1.55)	(\$38,342)



# Department of Community and Human Services

## ADJUSTMENTS TO CITY SERVICES CONTINUED

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Adult Mental Health & Substance Abuse	Reduce a full-time Senior Therapist at the Alexandria Detention Center to part-time (0.5 FTE). The FTE is fully accounted for in DCHS, but the cost of this position is shared with the Sheriff's department. DCHS will continue to fund their portion and provide this service in a part-time capacity, which will reduce the FTE count within DCHS from 1.00 to 0.50.	(0.50)	\$0
Adult Mental Health & Substance Abuse	Restore a full-time Therapist position in the Sober Living Unit to support inmates with substance abuse and mental health issues.	1.00	\$81,720
Adult Mental Health & Substance Abuse	Eliminate the mental health motivational treatment program and reduce the mental health residential case management program.	0.00	(\$95,872)
Aging & Adult Services	The Proposed budget included the elimination of the Senior Taxi program. This item was restored by Council during Add-Delete.	0.00	\$164,000
Aging & Adult Services	Through the Add-Delete process, Council included additional funding for the Guardianship Fund, bringing the program total to \$64,000 for FY 2015.	0.00	\$36,000
Early Childhood	Eliminate Early Childhood Development Training Specialist, who provides education and training to child care center staff and family child care providers. Responsibilities will be shifted to other Early Childhood staff.	(1.00)	(\$134,806)
Domestic Violence & Sexual Assault	The Proposed budget included a reduction within the Police Department of a Domestic Violence Family Services Specialist position. This position was restored by Council during Add-Delete and was transferred from the Police Department to DCHS to manage.	1.00	\$99,538
Community Services and Benefits	The Proposed budget included a reduction of the funding for the Northern Virginia Regional Dental Clinic. This item was restored by Council during Add-Delete.	0.00	\$25,000
Community Services and Benefits	Two full-time HS Benefits Program Specialists have been added to meet federal and state time standards.	2.00	\$105,067



# Department of Community and Human Services

## ADJUSTMENTS TO CITY SERVICES CONTINUED

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Community Services and Benefits	The Proposed budget included a \$240,000 increase in Senior Rent Relief. It was reduced by \$150,000 to a \$90,000 increase through Add/Delete. DCHS also reallocated \$60,000 from the Emergency Shelter to Senior Rent Relief to more appropriately align the funding within this program. The total increase for Senior Rent Relief is \$150,000, however, this is offset by the \$60,000 reduction in the Emergency Shelter line of business, for a net program increase of \$90,000.	0.00	\$90,000
JobLink Employment Services	Eliminate the following full-time positions: Assistant Director, Community Services Program Coordinator I, Employment & Training Specialist, Employment & Training Specialist, and a Family Services Specialist I. General Fund employment services for adults will be limited to the resource room, group topics, and services for residents with disabilities.	(5.00)	(\$367,919)



# Department of Community and Human Services

## LEADERSHIP & GENERAL MANAGEMENT

To ensure **healthy & thriving residents**, this program provides facilities management, human resources, leadership & general management, reimbursement, quality assurance and program evaluation, strategic initiatives and communication, and technology services in order to improve city residents' overall health.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	23.8%	24.3%	23.3%
Total Expenditures	\$29,282,685	\$30,863,631	\$28,994,841
Personnel	\$5,887,663	\$6,569,981	\$6,083,695
Non-Personnel	\$2,373,525	\$2,072,853	\$2,216,023
Interfund Transfer	\$20,780,099	\$22,028,579	\$20,631,793
Capital Outlay	\$241,398	\$192,218	\$63,330
Full Time Equivalents (FTEs)	<b>58.80</b>	<b>63.70</b>	<b>61.99</b>
Performance Measures			
<i># of calls to the Call Center</i>	22,287	23,000	23,000
<i>% of claims submitted within 60 days of service</i>	40%	60%	60%
<i># of work orders closed per FTE</i>	168	168	168
<i># of events publicized</i>	40	40	40
<i>% of employees hired who stay one year or longer</i>	N/A	N/A	75%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		63.70	\$30,863,631
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Strategic Initiatives and Communications	Eliminate the direct contribution to Northern Virginia Family Services (NVFS). NVFS will be directed to apply for funding from the Alexandria Fund for Human Services.	0.00	(\$25,000)
Strategic Initiatives and Communications	Eliminate the direct contribution to Concerned Citizens Network of Alexandria (CCNA). CCNA will be directed to apply for funding from the Alexandria Fund for Human Services.	0.00	(\$20,000)
Facilities Management	Eliminate the full-time Project Superintendent position. The position is responsible for maintaining residential properties and several DCHS locations, these functions will transfer to the Business Project Manager.	(1.00)	(\$97,755)
<b>[Continued on following page]</b>			



# Department of Community and Human Services

## LEADERSHIP & GENERAL MANAGEMENT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		63.70	\$30,863,631
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Strategic Initiatives and Communications	Reduce Public Information Officer position from full-time to part-time and shift social media responsibilities to the Office of Communications and Public Information. Will delay the development of brochures and reduce communications support for community partners.	(0.50)	(\$43,365)
Strategic Initiatives and Communications	Eliminate full-time Healthy and Community Education Specialist position; will shift responsibilities of position to non-profit agency.	(1.00)	(\$71,400)
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	0.79	(\$273,766)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$91,539
Program-wide services	Decrease to the Interfund transfer is the result of a reallocation of resources to other programs and reductions that were made through the FY15 budget development process.	0.00	(\$1,396,786)
Program-wide services	Increase in VDSS pass thru funding, which results in a decrease in the City's general fund contribution.	0.00	(\$32,257)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>61.99</b>	<b>\$28,994,841</b>



# Department of Community and Human Services

## ALEXANDRIA FUND FOR HUMAN SERVICES

To ensure **healthy & thriving residents**, this program provides Alexandria fund for human services (AFHS) children and youth priorities, and Alexandria fund for human services community partnership priorities in order to ensure all children and youth thrive and succeed, and increase self-sufficiency and meaningful quality of life for the city’s most vulnerable adults. Based on the recommendations in the November 2013, “Report of the Alexandria Fund for Human Services Review Committee,” the current Fund for Human Services awardees will continue to receive funding in FY 2015, pending implementation of the staff recommendations for FY 2016 and beyond. A link to that report can be found here, [14-2340 AFHS Review Committee Report \(18 Nov 2013\)](#).

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	1.6%	1.6%	1.6%
Total Expenditures	\$2,012,585	\$2,033,259	\$1,996,430
Non-Personnel	\$2,012,585	\$2,033,259	\$1,996,430
Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Performance Measures			
<i># of children and youth served</i>	4,013	3,000	3,000
<i># of residents served</i>	10,472	10,000	10,000
<i>% of Community Partnership priorities funded that achieve 70% of outcomes</i>	99%	90%	90%
<i>% of youth showing improvement in life functioning and/or life circumstances</i>	N/A	70%	70%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$2,033,259
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide Services	The proposed budget included a reduction of the AFHS by \$111,829. This funding was partially restored by Council during Add-Delete by adding \$75,000. The approved budget is \$1,996,430, which is \$36,829 less than FY 2014.	0.00	(\$36,829)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,996,430



# Department of Community and Human Services

## ADULT LEADERSHIP & GENERAL MANAGEMENT

To ensure **healthy & thriving residents**, this program provides administrative, technical, and management expertise to support the provision of effective and essential safety net services to Alexandrians.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	2.0%	1.2%	1.2%
Total Expenditures	\$2,403,631	\$1,536,486	\$1,447,221
Personnel	\$1,463,390	\$1,448,781	\$1,359,516
Non-Personnel	\$135,472	\$87,705	\$87,705
Interfund Transfer	\$804,769	\$0	\$0
Full Time Equivalents (FTEs)	<b>13.90</b>	<b>13.90</b>	<b>14.08</b>
Performance Measures			
<i>% of initial Results targets met</i>	N/A	85%	85%
<i># of FTEs managed</i>	272	270	264

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		13.90	\$1,536,486
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	0.18	(\$89,265)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		14.08	\$1,447,221



# Department of Community and Human Services

## ADULT MENTAL HEALTH & SUBSTANCE ABUSE

To ensure **healthy & thriving residents**, this program provides detoxification services, jail services, MH/SA case management, MH/SA residential services, outpatient services, psychiatric services, and psychosocial rehabilitation in order to improve city residents' overall health, and increase self-sufficiency and meaningful quality of life for the city's most vulnerable adults.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	12.4%	12.2%	12.1%
Total Expenditures	\$15,218,702	\$15,531,875	\$15,109,063
Personnel	\$13,553,821	\$13,678,820	\$13,267,327
Non-Personnel	\$1,664,881	\$1,853,055	\$1,841,736
Full Time Equivalents (FTEs)	<b>155.20</b>	<b>148.70</b>	<b>145.69</b>
Performance Measures			
<i>% of clients who stay in detoxifications services 3 or more days</i>	N/A	85%	85%
<i>% of consumers who report meeting goals during Sober Living program</i>	96%	95%	95%
<i>% discharged from case management program who met or partially met goals</i>	N/A	75%	75%
<i>% discharged from housing program who met or partially met treatment goals</i>	N/A	75%	75%
<i>% of consumers who will be maintained in the community without hospitalization</i>	93%	80%	80%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		148.70	\$15,531,875
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Outpatient Services	Eliminate a part-time (0.5 FTE), Registered Nurse position in the Methadone program and reclassify a full-time Senior Therapist position in Substance Abuse Outpatient to a full-time Licensed Nurse Practitioner. The Licensed Nurse Practitioner will be able to increase net nursing hours for the Methadone program, but the waitlist in Substance Abuse Outpatient may increase.	(0.50)	(\$59,649)
MH/SA Residential Services	Eliminate the Windsor transitional housing program and move the program currently in existence at Grayson House to the Windsor site. Will result in the elimination of the following positions: Therapist (0.75 FTE), Residential Counselor (0.4 FTE), Residential Counselor (0.4 FTE).	(1.55)	(\$38,342)

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# Department of Community and Human Services

## ADULT MENTAL HEALTH & SUBSTANCE ABUSE

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		148.70	\$15,531,875
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Jail Services	Reduce a full-time Senior Therapist at the Alexandria Detention Center to part-time (0.5 FTE). The FTE is fully accounted for in DCHS, but the cost of this position is shared with the Sheriff's department. DCHS will continue to fund their portion and provide this service in a part-time capacity, which will reduce the FTE count within DCHS from 1.00 to 0.50.	(0.50)	\$0
Jail Services	Restore a full-time Therapist position in the Sober Living Unit to support inmates with substance abuse and mental health issues.	1.00	\$81,720
MH/SA Residential Services	Eliminate the mental health motivational treatment program and reduce the mental health residential case management program.	0.00	(\$95,872)
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	(1.46)	(\$395,222)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$84,553
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>145.69</b>	<b>\$15,109,063</b>



# Department of Community and Human Services

## EMERGENCY & CRISIS RESPONSE SERVICES

To ensure **healthy & thriving residents**, this program provides crisis response and assessment in order to increase self-sufficiency and meaningful quality of life for the city's most vulnerable adults.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	1.4%	0.6%	0.7%
Total Expenditures	\$1,701,849	\$802,431	\$891,467
Personnel	\$944,601	\$759,829	\$848,865
Non-Personnel	\$64,426	\$42,602	\$42,602
Interfund Transfer	\$692,822	\$0	\$0
Full Time Equivalents (FTEs)	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>
Performance Measures			
<i>% who report feeling more hopeful after emergency services intervention</i>	88%	80%	80%
<i># of Mental Status/Risk Assessments completed</i>	N/A	400	400
<i># of persons served</i>	682	650	650

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		6.50	\$802,431
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	0.00	\$89,036
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		6.50	\$891,467



# Department of Community and Human Services

## INTELLECTUAL DISABILITY SERVICES FOR ADULTS

To ensure **healthy & thriving residents**, this program provides day support and vocational services, residential services, and support coordination services in order to increase self-sufficiency and meaningful quality of life for the city's most vulnerable adults.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	5.1%	4.8%	5.1%
Total Expenditures	\$6,244,875	\$6,147,815	\$6,356,436
Personnel	\$5,235,630	\$5,067,508	\$5,097,513
Non-Personnel	\$1,009,245	\$1,080,307	\$1,258,923
Full Time Equivalents (FTEs)	<b>64.00</b>	<b>62.00</b>	<b>62.35</b>
Performance Measures			
<i># of Day Support and Vocational Services individuals served</i>	70	75	75
<i>% of individuals who were able to access activities in the community</i>	93%	90%	90%
<i># of Residential Services individuals served</i>	50	52	52
<i>% of clients who were able to reach some/all of their goals over the past year</i>	N/A	90%	90%
<i>% of adults with ID who are satisfied with being able to access community services</i>	N/A	90%	90%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		62.00	\$6,147,815
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	0.35	\$30,005
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$178,616
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		62.35	\$6,356,436



# Department of Community and Human Services

## AGING & ADULT SERVICES

To ensure **healthy & thriving residents**, this program provides adult protective services, aging in place services, older adult clinical services, and residential placement and assistance in order to eliminate abuse and neglect in the community, and increase self-sufficiency and meaningful quality of life for the city's most vulnerable adults.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	6.7%	7.3%	4.6%
Total Expenditures	\$8,271,040	\$9,318,049	\$5,704,749
Personnel	\$2,874,011	\$3,140,216	\$3,079,323
Non-Personnel	\$2,238,839	\$2,682,987	\$2,625,426
Interfund Transfer	\$3,156,894	\$3,494,846	\$0
Capital Outlay	\$1,296	\$0	\$0
Full Time Equivalents (FTEs)	<b>27.10</b>	<b>32.50</b>	<b>32.50</b>
Performance Measures			
<i># of referrals for residential placement monthly</i>	179	179	179
<i>Total number of Adult Protective Services reports received</i>	348	230	350
<i>% of clients able to remain safely in their homes</i>	100%	100%	95%
<i># assisted in securing admission to nursing home and assisted living facilities</i>	11	10	12
<i>% of consumers who partially or fully met treatment goals</i>	80%	85%	85%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		32.50	\$9,318,049
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Aging in Place Services	The Proposed budget included the elimination of the Senior Taxi program. This item was restored by Council during Add-Delete.	0.00	\$164,000
Residential Placement and Assistance	Through the Add-Delete process, Council included additional funding for the Guardianship Fund, bringing the program total to \$64,000 for FY 2015.	0.00	\$36,000
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	0.00	(\$60,893)
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# Department of Community and Human Services



## AGING & ADULT SERVICES

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		32.50	\$9,318,049
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$225,595)
Program-wide services	Decrease to the Interfund transfer is the result of a reallocation of resources to other programs and reductions that were made through the FY15 budget development process.	0.00	(\$3,494,846)
Program-wide services	Increase in VDSS pass thru funding, which results in a decrease in the City's general fund contribution.	0.00	(\$31,966)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>32.50</b>	<b>\$5,704,749</b>



# Department of Community and Human Services

## CHILDREN LEADERSHIP & GENERAL MANAGEMENT

To ensure **healthy & thriving residents**, this program provides leadership & management in order to ensure all children and youth thrive and succeed.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	0.4%	0.5%	0.6%
Total Expenditures	\$545,042	\$665,259	\$697,733
Personnel	\$516,881	\$637,929	\$667,095
Non-Personnel	\$28,161	\$27,330	\$30,638
Full Time Equivalents (FTEs)	<b>6.30</b>	<b>5.50</b>	<b>5.47</b>
Performance Measures			
% of initial Results targets met	N/A	85%	85%
# of FTEs managed	142.8	142.2	141.47

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		5.50	\$665,259
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	(0.03)	\$29,166
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$7,914
Program-wide services	Increase in VDSS pass thru funding, which results in a decrease in the City's general fund contribution.	0.00	(\$4,606)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		5.47	\$697,733



# Department of Community and Human Services

## EARLY CHILDHOOD

To ensure **healthy & thriving residents**, this program provides child care services, early intervention, head start, out-of-school time services, and regulatory services and resource development in order to ensure all children and youth thrive and succeed, and ensure the educational and developmental attainment of all residents.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	6.2%	6.4%	6.1%
Total Expenditures	\$7,667,981	\$8,142,172	\$7,546,507
Personnel	\$2,009,611	\$2,130,594	\$2,081,666
Non-Personnel	\$4,922,739	\$5,232,167	\$5,464,841
Interfund Transfer	\$705,001	\$779,411	\$0
Capital Outlay	\$30,630	\$0	\$0
Full Time Equivalents (FTEs)	<b>21.00</b>	<b>21.50</b>	<b>22.50</b>
Performance Measures			
<i># of children found eligible for child care services</i>	561	750	619
<i>% of children receiving Part C services for 6+ months who show improvement</i>	100%	80%	80%
<i># of children enrolled in Head Start</i>	309	309	309
<i>% of child care sites that do not receive citations for major health or safety violations</i>	64%	75%	75%
<i># of family child care providers with valid City child care permits</i>	135	135	135

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		21.50	\$8,142,172
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Child Care Services	Reduce child care fees for professional services to bring in alignment with projected expenses.	0.00	(\$5,000)
Child Care Services	Eliminate Early Childhood Development Training Specialist, who provides education and training to child care center staff and family child care providers. Responsibilities will be shifted to other Early Childhood staff.	(1.00)	(\$134,806)
Head Start	Reduce local funding budgeted for Head Start due to restoration of funds at the federal level.	0.00	(\$115,785)
<b>[Continued on following page]</b>			



# Department of Community and Human Services

## EARLY CHILDHOOD

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		21.50	\$8,142,172
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Child Care Services	Increase budget by \$400,669 due to the appropriation of anticipated FY 2014 contingent reserve balance for child care services. Council appropriated \$549,331 to DCHS during FY 2014 and left a balance of \$400,669. This balance has been budgeted as a one-time funding source for increased child care services in FY 2015.	1.00	\$400,669
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$23,764)
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	1.00	\$85,878
Program-wide services	Decrease to the Interfund transfer is the result of a reallocation of resources to other programs and reductions that were made through the FY15 budget development process.	0.00	(\$779,411)
Program-wide services	Increase in VDSS pass thru funding, which results in a decrease in the City's general fund contribution.	0.00	(\$23,446)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>22.50</b>	<b>\$7,546,507</b>



# Department of Community and Human Services

## CHILD WELFARE

To ensure **healthy & thriving residents**, this program provides adoption, child protective services, and foster care services in order to eliminate abuse and neglect in the community, and ensure all children and youth thrive and succeed.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	12.7%	11.9%	8.8%
Total Expenditures	\$15,600,991	\$15,062,028	\$11,007,611
Personnel	\$5,925,853	\$5,721,604	\$5,706,446
Non-Personnel	\$5,355,660	\$6,061,655	\$5,301,165
Interfund Transfer	\$4,279,212	\$3,278,769	\$0
Capital Outlay	\$40,266	\$0	\$0
Full Time Equivalents (FTEs)	<b>57.27</b>	<b>55.30</b>	<b>53.75</b>
<b>Performance Measures</b>			
<i>% of children whose adoptions are finalized within 24 months</i>	57.0%	36.6%	36.6%
<i>% of children who do not experience recurrence of maltreatment</i>	100.0%	94.0%	95.0%
<i>% of Child Protective Services referrals responded to within required response time</i>	85.0%	90.0%	90.0%
<i># of families who receive Child Protective Services prevention and supportive services</i>	244	170	170
<i># of children who receive foster care and placement services</i>	84	113	100

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		55.30	\$15,062,028
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Child Protective Services	The management of the Child Thrive grant will transition to a non-profit agency and a Family Services Supervisor is transitioning back to her original duties, which will allow greater revenue reimbursement from VDSS.	0.00	(\$38,200)
Child Protective Services	Transition the Child Thrive grant to a non-profit, which allows for non-personnel savings.	0.00	(\$13,630)
Adoption	Eliminate a Family Services Specialist II who manages adoption subsidies. These functions will be dispersed amongst remaining staff.	(1.00)	(\$98,420)
Foster Care Services	Reduce training funds for foster care service providers.	0.00	(\$31,000)
<b>[Continued on following page]</b>			

# Department of Community and Human Services



## CHILD WELFARE

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		55.30	\$15,062,028
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$545,534)
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	(0.55)	\$83,262
Program-wide services	Decrease to the Interfund transfer is the result of a reallocation of resources to other programs and reductions that were made through the FY15 budget development process.	0.00	(\$3,278,769)
Program-wide services	Increase in VDSS pass thru funding, which results in a decrease in the City's general fund contribution.	0.00	(\$132,126)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>53.75</b>	<b>\$11,007,611</b>



# Department of Community and Human Services

## COMPREHENSIVE SERVICES ACT

To ensure **healthy & thriving residents**, this program provides the Comprehensive Services Act (CSA) in order to ensure all children and youth thrive and succeed.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	11.0%	11.2%	10.9%
Total Expenditures	\$13,516,020	\$14,214,657	\$13,524,601
Personnel	\$279,585	\$279,914	\$282,290
Non-Personnel	\$8,612,535	\$9,027,871	\$8,706,948
Interfund Transfer	\$4,623,900	\$4,906,872	\$4,535,363
Full Time Equivalents (FTEs)	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
Performance Measures			
<i>% of children with a completed Child Adolescent Needs Strengths assessment</i>	100%	100%	100%
<i>% of children with Family Assessment &amp; Planning Team plan or IEP</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$14,214,657
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Reduction based on projected trends for FY 2015 resulting from efforts to maintain children in less costly community-based care.	0.00	(\$326,444)
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	0.00	\$2,376
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$11,815
Program-wide services	Decrease to the Interfund transfer is the result of a reallocation of resources to other programs and reductions that were made through the FY15 budget development process.	0.00	(\$371,509)
Program-wide services	Increase in VDSS pass thru funding, which results in a decrease in the City's general fund contribution.	0.00	(\$6,294)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$13,524,601



# Department of Community and Human Services

## YOUTH DEVELOPMENT

To ensure **healthy & thriving residents**, this program provides youth development programs & initiatives in order to ensure all children and youth thrive and succeed.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	1.3%	1.5%	1.5%
Total Expenditures	\$1,607,867	\$1,933,202	\$1,895,784
Personnel	\$1,275,700	\$1,398,070	\$1,379,547
Non-Personnel	\$319,924	\$516,660	\$515,037
Interfund Transfer	\$12,243	\$17,272	\$0
Capital Outlay	\$0	\$1,200	\$1,200
Full Time Equivalents (FTEs)	<b>18.60</b>	<b>18.00</b>	<b>15.05</b>
Performance Measures			
<i>% of participants reporting a positive change as a result of programs</i>	86%	85%	85%
<i>% of program stakeholders reporting satisfaction with service</i>	93%	90%	90%
<i>% of program participants reporting satisfaction with service</i>	92%	90%	90%
<i>% of 12th graders using alcohol</i>	38%	37%	36%
<i>Teen pregnancy rate (most recent year)</i>	N/A	28.1	26.7

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		18.00	\$1,933,202
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	(2.95)	(\$18,523)
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$1,623)
<b>[Continued on following page]</b>			

# Department of Community and Human Services



## YOUTH DEVELOPMENT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		18.00	\$1,933,202
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Decrease to the Interfund transfer is the result of a reallocation of resources to other programs and reductions that were made through the FY15 budget development process.	0.00	(\$17,272)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		15.05	\$1,895,784



# Department of Community and Human Services

## CHILD & FAMILY TREATMENT/BEHAVIORAL HEALTH

To ensure **healthy & thriving residents**, this program provides children’s behavioral health services in order to ensure all children and youth thrive and succeed.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	2.1%	2.3%	2.4%
Total Expenditures	\$2,518,838	\$2,911,144	\$3,002,186
Personnel	\$2,314,580	\$2,657,619	\$2,801,766
Non-Personnel	\$204,258	\$253,525	\$200,420
Full Time Equivalents (FTEs)	<b>22.50</b>	<b>24.60</b>	<b>27.45</b>
Performance Measures			
<i>% of children receiving services who maintain or improve functioning</i>	85%	80%	80%
<i># of children and their families receiving mental health and substance abuse services</i>	699	710	725
<i>% of youth served by the Community Wraparound Team maintained in the community</i>	96%	95%	95%
<i>% of program stakeholders reporting satisfaction with service</i>	100%	90%	90%
<i>% of program participants reporting satisfaction with service</i>	92%	90%	90%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		24.60	\$2,911,144
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	2.85	\$144,147
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$53,105)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		27.45	\$3,002,186



# Department of Community and Human Services

## DOMESTIC VIOLENCE & SEXUAL ASSAULT

To ensure **healthy & thriving residents**, this program provides supportive counseling and advocacy in order to eliminate abuse and neglect in the community.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total All Funds Budget	1.1%	1.2%	1.3%
	Total Expenditures	\$1,355,813	\$1,468,362	\$1,603,509
	Personnel	\$1,124,729	\$1,247,122	\$1,377,665
	Non-Personnel	\$231,084	\$221,240	\$225,844
	Full Time Equivalents (FTEs)	<b>14.01</b>	<b>14.30</b>	<b>15.25</b>
Performance Measures				
	<i>% of clients who report a higher quality of life</i>	100%	90%	90%
	<i># of calls received on Sexual Assault and Domestic Violence hotlines</i>	1,841	1,850	1,850
	<i>% of clients who can identify a plan for safety</i>	98%	90%	90%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		14.30	\$1,468,362
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Supportive Counseling and Advocacy	The Proposed budget included a reduction within the Police Department of a Domestic Violence Family Services Specialist position. This position was restored by Council during Add-Delete and was transferred from the Police Department to DCHS to manage.	1.00	\$99,538
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	(0.05)	\$31,005
<b>[Continued on following page]</b>			

# Department of Community and Human Services



## DOMESTIC VIOLENCE & SEXUAL ASSAULT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		14.30	\$1,468,362
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$4,604
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		15.25	\$1,603,509



# Department of Community and Human Services

## ECONOMIC LEADERSHIP & GENERAL MANAGEMENT

To ensure **healthy & thriving residents**, this program provides leadership and management in order to ensure the educational and developmental attainment of all residents.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	0.4%	0.4%	0.4%
Total Expenditures	\$541,000	\$526,669	\$532,571
Personnel	\$505,073	\$506,419	\$461,334
Non-Personnel	\$35,927	\$20,250	\$71,237
Full Time Equivalents (FTEs)	<b>5.20</b>	<b>4.80</b>	<b>4.00</b>
Performance Measures			
<i>% of initial Results targets met</i>	N/A	N/A	90%
<i>% of intermediate outcome targets met</i>	90	90	90
<i># of FTEs managed</i>	108.3	100.4	98.15

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.80	\$526,669
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	(0.80)	(\$45,085)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$52,556
Program-wide services	Increase in VDSS pass thru funding, which results in a decrease in the City's general fund contribution.	0.00	(\$1,569)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$532,571



# Department of Community and Human Services

## COMMUNITY SERVICES AND BENEFITS

To ensure **healthy & thriving residents**, this program provides benefit programs and emergency services, homeless prevention, and homeless services in order to increase self-sufficiency and meaningful quality of life for the city's most vulnerable adults, and reduce food insecurity and homelessness among city residents.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	8.4%	8.6%	16.7%
Total Expenditures	\$10,293,277	\$10,929,421	\$20,791,322
Personnel	\$5,254,804	\$5,298,078	\$5,535,464
Non-Personnel	\$3,500,677	\$3,663,598	\$3,974,938
Interfund Transfer	\$1,537,796	\$1,967,745	\$11,280,920
Full Time Equivalents (FTEs)	<b>70.60</b>	<b>65.78</b>	<b>66.65</b>
Performance Measures			
# of households receiving State benefits, case management, and community support	N/A	17,200	17,125
% of eligible households participating in Supplemental Nutritional Assistance prog.	N/A	80%	80%
# of Rent Relief program participants	78	78	120
# of consumers receiving homeless prevention services	150	160	160
% of consumers retaining permanent housing at the end of service	76%	70%	70%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		65.78	\$10,929,421
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Benefit Programs and Emergency Services	The Proposed budget included a reduction of the funding for the Northern Virginia Regional Dental Clinic. This item was restored by Council during Add/Delete.	0.00	\$25,000
Benefit Programs and Emergency Services	The Proposed budget included a \$240,000 increase in Senior Rent Relief. It was reduced by \$150,000 to a \$90,000 increase through Add/Delete. DCHS also reallocated \$60,000 from the Emergency Shelter to Senior Rent Relief to more appropriately align the funding within this program. The total increase for Senior Rent Relief is \$150,000, however, this is offset by the \$60,000 reduction in the Emergency Shelter line of business, for a net program increase of \$90,000.	0.00	\$90,000
<b>[Continued on following page]</b>			



# Department of Community and Human Services

## COMMUNITY SERVICES AND BENEFITS

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		65.78	\$10,929,421
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Benefit Programs and Emergency Services	Two full-time HS Benefits Program Specialists have been added to meet federal and state time standards.	2.00	\$105,067
Program-wide services	Reclassification of Family Services Special I to a Family Services Specialist II to receive a greater reimbursement from VDSS.	0.00	(\$10,000)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$286,552
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	(1.13)	\$142,319
Program-wide services	Increase to the Interfund transfer is the result of a reallocation of resources to other programs and reductions that were made through the FY15 budget development process.	0.00	\$9,313,175
Program-wide services	Increase in VDSS pass thru funding, which results in a decrease in the City's general fund contribution.	0.00	(\$90,212)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>66.65</b>	<b>\$20,791,322</b>



# Department of Community and Human Services

## JOBLINK EMPLOYMENT SERVICES

To ensure **healthy & thriving residents**, this program provides adult employment and training, and youth employment and training in order to ensure all children and youth thrive and succeed, and increase self-sufficiency and meaningful quality of life for the city's most vulnerable adults.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	3.3%	3.8%	2.8%
Total Expenditures	\$4,002,473	\$4,806,773	\$3,507,791
Personnel	\$2,991,557	\$2,874,129	\$2,676,284
Non-Personnel	\$1,010,916	\$942,600	\$831,507
Interfund Transfer	\$0	\$990,044	\$0
Full Time Equivalents (FTEs)	<b>32.60</b>	<b>29.90</b>	<b>27.00</b>
Performance Measures			
<i># of adults who received hard and soft skills training or education</i>	N/A	282	245
<i># of youth assessed for services</i>	N/A	340	340
<i># of youth who gain employment</i>	N/A	272	272
<i># of youth who received hard and soft skills training or education</i>	N/A	243	243

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		29.90	\$4,806,773
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Adult Employment and Training	Eliminate the following full-time positions: Assistant Director, Community Services Program Coordinator I, Employment & Training Specialist, Employment & Training Specialist, and a Family Services Specialist I. General fund employment services for adults will be limited to the resource room, group topics, and services for residents with disabilities.	(5.00)	(\$367,919)
Adult Employment and Training	Non-Personnel reduction of the general fund contribution to the Adult Employment and Training line of business.	0.00	(\$99,781)
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# Department of Community and Human Services



## JOBLINK EMPLOYMENT SERVICES

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		29.90	\$4,806,773
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$6,899
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, reallocations and adjustments to other fringe benefits including VRS for both City and State supplemented employees.	2.10	\$170,074
Program-wide services	Decrease to the Interfund transfer is the result of a reallocation of resources to other programs and reductions that were made through the FY15 budget development process.	0.00	(\$990,044)
Program-wide services	Increase in VDSS pass thru funding, which results in a decrease in the City's general fund contribution.	0.00	(\$18,211)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>27.00</b>	<b>\$3,507,791</b>



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Jeff Levine, Deputy Director

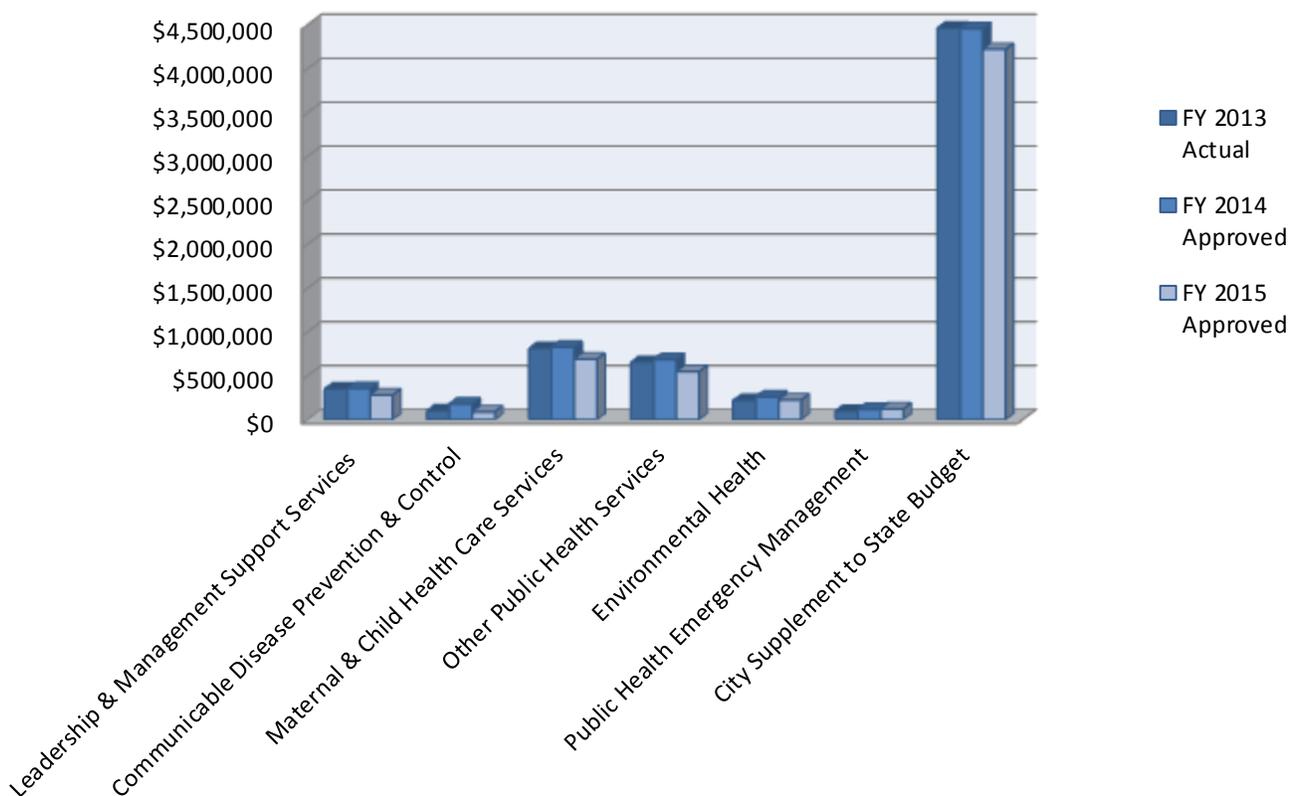
Juan C. Martinez, Fiscal Officer

## Healthy and Thriving Residents

### Health

- Leadership & Management Support Services
- Communicable Disease Prevention & Control
- Maternal & Child Health Care Services
- Other Public Health Services
- Environmental Health
- Public Health Emergency Management
- City Match & Supplement to State Budget

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

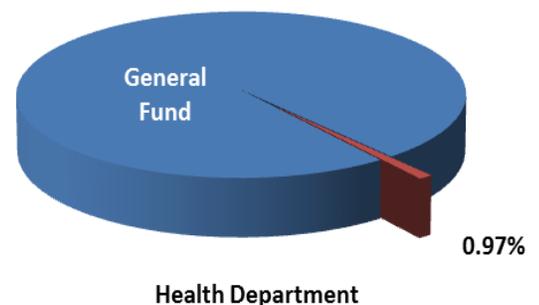
Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$1,738,078	\$1,897,357	\$1,769,368	(\$127,989)	-6.7%
Non-Personnel	\$4,942,284	\$4,953,689	\$4,380,064	(\$573,625)	-11.6%
Capital Goods Outlay	\$1,150	\$24,515	\$24,515	\$0	0.0%
Interfund Transfers	\$374	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b>\$6,681,886</b>	<b>\$6,875,561</b>	<b>\$6,173,947</b>	<b>(\$701,614)</b>	<b>-10.2%</b>
<b>Expenditures by Fund</b>					
General Fund	\$6,654,007	\$6,851,046	\$6,149,432	(\$701,614)	-10.2%
Internal Services	\$374	\$24,515	\$24,515	\$0	0.0%
Donations	\$3,169	\$0	\$0	\$0	0.0%
Non-Fiscal Year Grants	\$24,337	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b>\$6,681,887</b>	<b>\$6,875,561</b>	<b>\$6,173,947</b>	<b>(\$701,614)</b>	<b>-10.2%</b>
<b>Total Department FTE's</b>	<b>16.15</b>	<b>16.15</b>	<b>15.43</b>	<b>-0.72</b>	<b>-4.5%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure **healthy and thriving residents**, this program provides communicable disease prevention and control, maternal and child health care services, environmental health, public health emergency management, and other public health services.

In FY 2015, the Health Department total budget decreases by -10.2%. The most significant decrease results from the transfer of \$270,000 in pass thru funds from the Health department budget to INOVA through the "Other Health" budget. Additionally, the Health department transferred \$209,000 from their budget to the newly created Dental Services program. The total FTE count decreases by -0.72, as a result of the elimination of the Dental Services Director, a -0.62 FTE, and the elimination of two Public Health Nurse I, -0.15 FTEs, in the Teen Wellness Center. These position eliminations are partially offset by the addition of a new 0.20 FTE, at the Teen Wellness Center. In addition, the Health department realized savings of \$331,803, as a result of a one-time resource recovery of the city supplement to the State.

Department Share of General Fund Operating Budget





## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & Management Support Services	\$347,277	\$356,287	\$281,500	(\$74,787)	-21.0%
Communicable Disease Prevention & Control	\$98,865	\$179,841	\$89,694	(\$90,147)	-50.1%
Maternal & Child Health Care Services	\$810,026	\$825,197	\$689,287	(\$135,910)	-16.5%
Other Public Health Services	\$652,263	\$685,067	\$547,446	(\$137,621)	-20.1%
Environmental Health	\$216,761	\$259,115	\$224,765	(\$34,350)	-13.3%
Public Health Emergency Management	\$95,263	\$115,438	\$121,986	\$6,548	5.7%
City Supplement to State Budget	\$4,461,430	\$4,454,616	\$4,219,269	(\$235,347)	-5.3%
<b>Total Expenditures</b>	<b>\$6,681,885</b>	<b>\$6,875,561</b>	<b>\$6,173,947</b>	<b>(\$701,614)</b>	<b>-10.2%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program*	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & Management Support Services	1.00	1.88	1.88	0.00	0.0%
Communicable Disease Prevention & Control	2.10	1.10	1.00	(0.10)	-9.1%
Maternal & Child Health Care Services	6.05	7.05	7.05	0.00	0.0%
Other Public Health Services	5.00	4.12	3.50	(0.62)	-15.0%
Environmental Health	1.00	1.00	1.00	0.00	0.0%
Public Health Emergency Management	1.00	1.00	1.00	0.00	0.0%
City Supplement to State Budget	0.00	0.00	0.00	0.00	0.0%
<b>Total FTE's</b>	<b>16.15</b>	<b>16.15</b>	<b>15.43</b>	<b>(0.72)</b>	<b>-4.5%</b>

\* FTEs reported here are for City staff and do not include approximately 100 FTEs funded by the State cooperative budget (80 FTEs) or by other State and federal funds (20 FTEs).



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Communicable Disease and Prevention	Reallocating \$8,100 of a \$270,000 transfer from the Health Department's budget to INOVA within the "Other Health" budget. This will allow INOVA's funding to exist within one budget.	0.00	(\$8,100)
Maternal and Child Health Care Services	Reallocating \$205,200 of a \$270,000 transfer from the Health Department's budget to INOVA within the "Other Health" budget. This will allow INOVA's funding to exist entirely within one budget.	0.00	(\$205,200)
Maternal and Child Health Care Services	Elimination of two PT Public Health Nurse I, -0.15 FTES, in the Teen Wellness Center. These position eliminations are partially offset by the addition of a new 0.20 FTE Nurse Practitioner at the Teen Wellness Center.	(0.10)	(\$75,875)
Other Public Health Services	Reallocating \$56,700 of a \$270,000 transfer from the Health Department's budget to INOVA within the "Other Health" budget. This will allow INOVA's funding to exist entirely within one budget.	0.00	(\$56,700)
Other Public Health Services	Reallocating \$209,000 from the Health Department's budget to Dental Services within the "Other Health" budget. This will allow Dental Services funding to exist entirely within one budget.	(0.62)	(\$156,533)
Other Public Health Services	Through the FY 2015 Add/Delete process, Council included funding for the Alexandria Redevelopment and Housing Authority's Smoking Cessation and Secondhand Smoke Reduction project.	0.00	\$15,000
City Supplement to State Budget	One-time resource recovery from prior year revenue in the State cooperative budget.	0.00	(\$331,803)



## LEADERSHIP & MANAGEMENT SUPPORT SERVICES

To ensure **healthy & thriving residents**, this program provides leadership & general management in order to improve city residents' overall health.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	5.2%	5.2%	4.6%
Total Expenditures	\$347,278	\$356,287	\$281,500
Personnel	\$104,547	\$190,034	\$133,116
Non-Personnel	\$241,207	\$141,738	\$123,869
Capital Outlay	\$1,150	\$24,515	\$24,515
Interfund Transfer	\$374	\$0	\$0
Full Time Equivalents (FTEs)	<b>1.00</b>	<b>1.88</b>	<b>1.88</b>
Performance Measures			
<i>% of AHD clients who reported they received health services rated good or better</i>	N/A	N/A	85%
<i>Median time to fill vacant position (in days)</i>	90	81	81
<i>Number of client visits</i>	31,965	31,450	31,450

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.88	\$356,287
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS for both City and State supplemented employees.	0.00	(\$56,918)
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$17,869)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		1.88	\$281,500



## COMMUNICABLE DISEASE PREVENTION & CONTROL

To ensure **healthy & thriving residents**, this program provides disease surveillance, immunization, sexually transmitted infection control & HIV prevention, and tuberculosis elimination in order to improve city residents' overall health, and reduce city residents' incidence of preventable diseases.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	1.5%	2.6%	1.5%
Total Expenditures	\$98,865	\$179,841	\$89,694
Personnel	\$85,554	\$164,246	\$78,178
Non-Personnel	\$13,311	\$15,595	\$11,516
Full Time Equivalents (FTEs)	<b>2.10</b>	<b>1.10</b>	<b>1.00</b>
Performance Measures			
<i>Number of persons tested for HIV infection</i>	2,725	1,800	1,800
<i>Number of positive HIV tests</i>	11	11	10
<i>Number of immunizations given</i>	15,241	14,550	14,550
<i>Number of persons tested for STIs</i>	1,399	1,202	1,202
<i>Number of positive Syphilis, Gonorrhea, Chlamydia tests</i>	212	200	200
<i>Number of TB risk assessment screenings done</i>	3,332	3,491	3,491

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$179,841
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Reallocating \$8,100 of a \$270,000 transfer from the Health Department's budget to INOVA within the "Other Health" budget. This will allow INOVA's funding to exist within one budget.	0.00	(\$8,100)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.)	0.00	\$4,021
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS for both City and State supplemented employees.	0.00	(\$86,068)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$89,694



## MATERNAL & CHILD HEALTH CARE SERVICES

To ensure **healthy & thriving residents**, this program provides family planning, pediatric care & case management, prenatal care & case management, teen wellness center, and women, infants & children nutrition education & supplemental food program in order to improve city residents' overall health.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	12.1%	12.0%	11.2%
Total Expenditures	\$810,026	\$825,197	\$689,287
Personnel	\$480,120	\$487,314	\$555,684
Non-Personnel	\$329,906	\$337,883	\$133,603
Full Time Equivalents (FTEs)	<b>6.05</b>	<b>7.05</b>	<b>7.05</b>
Performance Measures			
<i>Number of Well-Child health visits</i>	2,495	2,287	2,287
<i>Number of Teen Wellness Center visits for STI, family planning and child health</i>	2,647	2,779	2,779
<i>Percent of children identified with developmental delay</i>	N/A	1%	1%
<i>Average number of active participants in WIC program per month</i>	3,083	3,100	3,100
<i>Percent of AHD live births resulting in low birth weight babies</i>	2.4%	4.7%	4.7%
<i>Percent of women who receive adequate prenatal care</i>	92%	96%	96%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		7.15	\$825,197
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Reallocating \$205,200 of a \$270,000 transfer from the Health Department's budget to INOVA within the "Other Health" budget. This will allow INOVA's funding to exist entirely within one budget.	0.00	(\$205,200)
Teen Wellness Center	Elimination of two PT Public Health Nurse I, -0.15 FTEs, in the Teen Wellness Center. These position eliminations are partially offset by the addition of a new 0.20 FTE Nurse Practitioner at the Teen Wellness Center.	(0.10)	(\$75,875)

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MATERNAL & CHILD HEALTH CARE SERVICES

PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		7.15	\$825,197
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$144,245
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$920
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>7.05</b>	<b>\$689,287</b>



## OTHER PUBLIC HEALTH SERVICES

To ensure **healthy & thriving residents**, this program provides health promotion, disease prevention & health equity, long term care screening, and pharmacy & laboratory services in order to improve city residents' overall health.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	9.8%	10.0%	8.9%
Total Expenditures	\$652,263	\$685,067	\$547,446
Personnel	\$506,819	\$454,442	\$413,760
Non-Personnel	\$145,444	\$230,625	\$133,686
Full Time Equivalents (FTEs)	<b>5.00</b>	<b>4.12</b>	<b>3.50</b>
Performance Measures			
<i>Number of clients receiving prescriptions</i>	2,040	2,344	2,344
<i>Number of long term care screening visits completed</i>	191	180	180
<i>Number of assessments sent to Department of Medical Assistance Services</i>	164	160	160
<i>Percent of adults who are overweight or obese</i>	N/A	44%	43%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.12	\$685,067
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Reallocating \$56,700 of a \$270,000 transfer from the Health Department's budget to INOVA within the "Other Health" budget. This will allow INOVA's funding to exist entirely within one budget.	0.00	(\$56,700)
Dental Services	Reallocating \$209,000 from the Health Department's budget to Dental Services within the "Other Health" budget. This will allow Dental Services funding to exist entirely within one budget.	(0.62)	(\$209,000)
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OTHER PUBLIC HEALTH SERVICES

PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.12	\$685,067
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Elimination of the HVAC contract for Casey Clinic.	0.00	(\$8,067)
Health Promotion, Disease Prevention & Health Equity	Through the FY 2015 Add/Delete process, Council included funding for the Alexandria Redevelopment and Housing Authority's Smoking Cessation and Secondhand Smoke Reduction project.	0.00	\$15,000
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$5,295
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$115,851
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>3.50</b>	<b>\$547,446</b>



## ENVIRONMENTAL HEALTH

To ensure **healthy & thriving residents**, this program provides aquatic health & safety, food safety, and vector control in order to reduce city residents' incidence of preventable diseases.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	3.2%	3.8%	3.6%
Total Expenditures	\$216,761	\$259,115	\$224,765
Personnel	\$163,591	\$201,049	\$167,772
Non-Personnel	\$53,171	\$58,066	\$56,993
Full Time Equivalents (FTEs)	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
Performance Measures			
<i>Number of aquatic health inspections conducted</i>	840	1,073	1,073
<i>Percent of potential rabies exposure investigations recommended to receive shots</i>	13%	12%	12%
<i>Percentage of food safety inspections conducted within State frequency guidelines</i>	94.1%	90%	90%
<i>Percentage reduction in repeat risk factor violations</i>	N/A	5%	10%
<i># of residents informed on how to protect themselves from vector-borne diseases</i>	2,235	2,200	2,200

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$259,115
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS for both City and State supplemented employees.	0.00	(\$33,277)
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$1,073)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$224,765



## PUBLIC HEALTH EMERGENCY MANAGEMENT

To ensure **healthy & thriving residents**, this program provides community outreach & preparation, emergency planning & response, and training & exercise in order to improve city residents' overall health.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	1.4%	1.7%	2.0%
Total Expenditures	\$95,263	\$115,438	\$121,986
Personnel	\$92,124	\$107,054	\$113,386
Non-Personnel	\$3,139	\$8,384	\$8,600
Full Time Equivalents (FTEs)	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
Performance Measures			
<i>Number of persons deceased due to public health emergencies</i>	0	0	0
<i>Number of volunteers recruited</i>	92	125	125
<i>Number of Emergency Operations Center activations where ESF 8 is activated</i>	0	2	2
<i>Number of community partners trained</i>	219	253	253
<i>Number of exercises conducted</i>	5	6	6

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$115,438
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$6,332
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$216
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$121,986



## CITY MATCH & SUPPLEMENT TO STATE BUDGET

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	66.8%	64.8%	68.3%
Total Expenditures	\$4,461,430	\$4,454,616	\$4,219,269
Personnel	\$305,323	\$293,218	\$307,472
Non-Personnel	\$4,156,107	\$4,161,398	\$3,911,797
Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$4,454,616
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	One-time resource recovery from prior year revenue in the State cooperative budget.	0.00	(\$331,803)
Program-wide services	Annual adjustment of City's 45% match 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.	0.00	\$96,456
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>0.00</b>	<b>\$4,219,269</b>



## Healthy and Thriving Residents

### Library Resources

- Leadership & General Management
- Beatley Central Library
- Barrett Branch Library
- Burke Branch Library
- Duncan Branch Library
- Special Collections/Local History

#### Department Contact Info

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#### Department Head

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#### Department Staff

Renee Dipilato, Deputy Director

Linda Wesson, Division Chief/Administrative Services

Jean Gregorio, Supervisory Administrative Support

#### Branch Managers

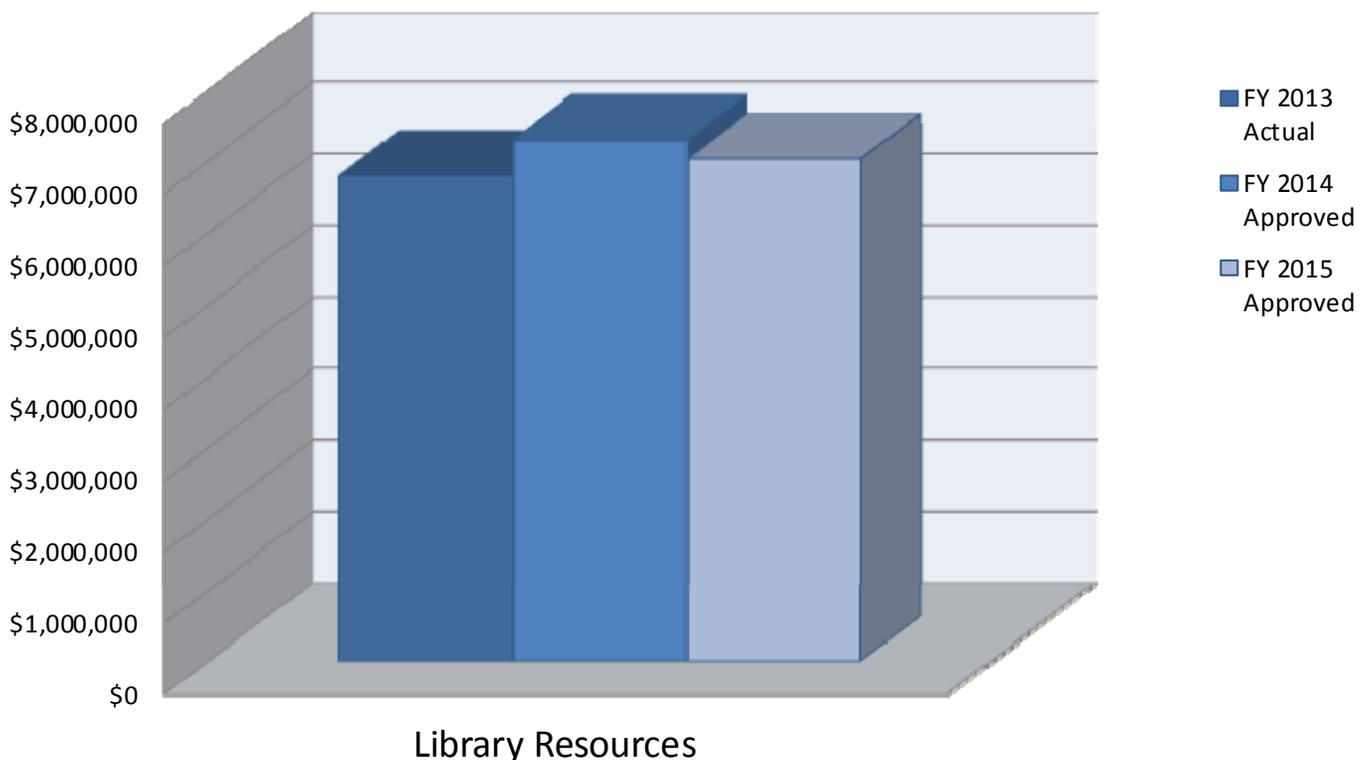
Vacant, Beatley Central Library

James Cahill, Barrett Branch Library

Kyle Maier, Burke Branch Library

Stephanie Clark, Duncan Branch Library

## Net All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$5,524,385	\$5,888,517	\$5,684,965	(\$203,552)	-3.5%
Non-Personnel	\$1,259,057	\$1,401,235	\$1,342,005	(\$59,230)	-4.2%
Capital Goods Outlay	\$0	\$0	\$4,500	\$4,500	N/A
Interfund Transfer	\$7,234,211	\$6,849,914	\$6,607,160	(\$242,754)	-3.5%
<b>Total Expenditures</b>	<b>\$14,017,653</b>	<b>\$14,139,666</b>	<b>\$13,638,630</b>	<b>(\$501,036)</b>	<b>-3.5%</b>
<b>Expenditures by Fund</b>					
General Fund	\$6,354,456	\$6,849,914	\$6,607,160	(\$242,754)	-3.5%
Special Revenue Fund	\$428,986	\$439,838	\$424,310	(\$15,528)	-3.5%
Library Fund	\$7,234,211	\$6,849,914	\$6,607,160	(\$242,754)	-3.5%
<b>Total Expenditures</b>	<b>\$14,017,653</b>	<b>\$14,139,666</b>	<b>\$13,638,630</b>	<b>(\$501,036)</b>	<b>-3.5%</b>
Less Interfund Transfers	\$7,234,211	\$6,849,914	\$6,607,160	(\$242,754)	-3.5%
<b>Net Expenditures</b>	<b>\$6,783,442</b>	<b>\$7,289,752</b>	<b>\$7,031,470</b>	<b>(\$258,282)</b>	<b>-3.5%</b>
<b>Total Department FTE's</b>	<b>73.20</b>	<b>71.50</b>	<b>71.50</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **Healthy and Thriving Residents**, the Alexandria Library provides print and non-print materials, on-site and remote access to electronic information, and in person information services.

In FY 2015, the total net expenditures for the Library will decrease by \$258,282 or -3.5% while the General Fund budget will decrease by \$242,754, or -3.5%.

The primary driver for this decrease is attributable to the decision to hold six positions vacant through FY 2015 until the Library completes its needs assessment, a savings of \$168,426. The work normally performed by these positions will be performed by existing staff members. There is also a \$25,528 reduction in the department's materials budget. This will result in a 0.8% decrease in the number of materials circulated.

The department is making investments in keeping facilities clean by increasing contract custodial services by \$14,076 at Beatley Central Library. Also, the department will improve materials delivery services through converting an existing sedan into a passenger van, a cost of \$4,500, at the time of its scheduled replacement this year.

Department Share of General Fund Operating Budget



Library **1.04%**



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Net Expenditures By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Library Resources	6,783,442	7,289,752	7,031,470	(258,282)	-3.5%
<b>Net Total Expenditures*</b>	<b>6,783,442</b>	<b>7,289,752</b>	<b>7,031,470</b>	<b>(258,282)</b>	<b>-3.5%</b>

\* Net Total Expenditures includes only the City contribution from the General Fund and all special revenues (State aid and revenues from fees and fines)

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Library Resources	73.20	71.50	71.50	0.00	0.0%
<b>Total FTE's</b>	<b>73.20</b>	<b>71.50</b>	<b>71.50</b>	<b>0.00</b>	<b>0.0%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Library Resources	Reduction in library materials budget. This adjustment results in a decrease in the number of adult and youth materials circulated by 0.8% as well as the turnover rate for both adult and youth materials.	0.00	(\$25,528)
Library Resources	Increased contractual services for custodial services at Beatley Central Library for the purposes of providing cleaning services five nights per week, up from three nights in the previous year.	0.00	\$14,076
Library Resources	Capital goods outlay for the conversion of sedan scheduled to be replaced in FY 2015 to a passenger van. This will enhance materials delivery services, a requirement to ensure continued funding from the Commonwealth of Virginia.	0.00	\$4,500



## LIBRARY RESOURCES

To ensure **healthy & thriving residents**, this program provides adult and youth services that support the educational and developmental success of all residents, and improve the quality of their lives .

Program Totals	FY 2013 Actual	FY 2015 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Net Total Expenditures *	\$6,783,442	\$7,289,752	\$7,031,470
Personnel	\$5,524,385	\$5,888,517	\$5,684,965
Non-Personnel	\$1,259,057	\$1,401,235	\$1,342,005
Capital Outlay	\$0	\$0	\$4,500
Full Time Equivalent (FTEs)	<b>73.20</b>	<b>71.50</b>	<b>71.50</b>

\* Net Total Expenditures includes only the City contribution from the General Fund and all special revenues (State aid and revenues from fees and fines)

Performance Measures			
<i>Number of adult materials circulated</i>	N/A	706,000	700,000
<i>Number of times each adult book circulates per year (turnover rate)</i>	N/A	2.0	1.9
<i>Number of people who attended adult programs</i>	9,840	11,000	10,000
<i>Number of youth materials circulated</i>	N/A	639,920	635,000
<i>Number of times each youth book circulates per year (turnover rate)</i>	N/A	6.0	5.8
<i>Number of youth who attended programs</i>	22,804	22,804	22,800

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		71.50	\$7,289,752
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	(\$35,126)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases (or decreases) in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$47,778)

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## LIBRARY RESOURCES

## PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]			
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Reduction in library materials budget. This adjustment results in a decrease in the number of adult and youth materials circulated by 0.8% as well as the turnover rate for both adult and youth materials.	0.00	(\$25,528)
Program-wide services	Increased contractual services for custodial services at Beatley Central Library for the purposes of providing cleaning services five nights per week, up from three nights in the previous year.	0.00	\$14,076
Program-wide services	Capital goods outlay for the conversion of sedan scheduled to be replaced in FY 2015 to a passenger van. This will enhance materials delivery services, a requirement to ensure continued funding from the Commonwealth of Virginia.	0.00	\$4,500
Program-wide services	The department plans to hold vacant six positions through FY 2015. The work normally performed by these individuals will be performed by existing staff members. The department will determine which positions to hold vacant based on the need to provide critical operations.	0.00	(\$168,426)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>71.50</b>	<b>\$7,031,470</b>



## EXPENDITURE & REVENUE SUMMARY

### Expenditure Summary

Expenditure By Organization	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Northern Virginia Community College	\$11,785	\$11,785	\$11,877	\$92	0.8%
<b>Total Expenditures</b>	<b>\$11,785</b>	<b>\$11,785</b>	<b>\$11,877</b>	<b>\$92</b>	<b>0.8%</b>

### Summary Table FY 2015 Approved

Jurisdiction	Population FY 2014	Population* FY 2015	Population Percent Change FY 14 - FY 15	Jurisdiction Percent Share	Operating Budget Request
City of Alexandria	143,464	147,391	2.7%	6.3%	\$11,877
Arlington County	214,373	220,565	2.8%	9.5%	\$17,774
City of Fairfax	22,866	23,505	2.7%	1.0%	\$1,894
Fairfax County	1,096,023	1,112,325	1.5%	47.8%	\$89,635
City of Falls Church	12,567	12,960	3.0%	0.6%	\$1,044
Loudoun County	324,337	333,253	2.7%	14.3%	\$26,855
Manassas City	39,060	39,902	2.1%	1.7%	\$3,215
Manassas Park City	14,540	14,838	2.0%	0.7%	\$1,196
Prince William County	414,531	421,164	1.6%	18.1%	\$33,939
<b>Total</b>	<b>2,281,761</b>	<b>2,325,903</b>		<b>100.0%</b>	<b>\$187,429</b>

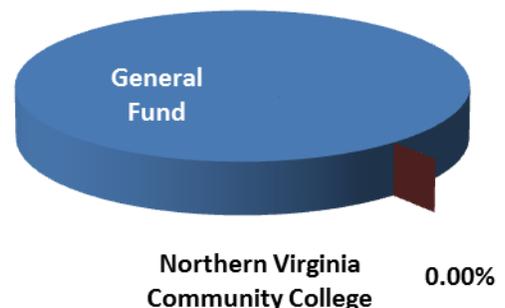
\*Population figures provided by NVCC come from the Weldon Cooper Center for Public Service

## FISCAL YEAR HIGHLIGHTS

To ensure **healthy and thriving residents**, this program provides local maintenance to the operating budget of Northern Virginia Community College.

The Northern Virginia Community College (NVCC) total budget increases by 0.8% in FY 2015. NVCC is asking for an additional \$92 over their FY 2014 appropriation. The increase is determined through a formula calculated annually based on the population of participating jurisdictions. The City provides these funds to NVCC for services and student activities that would not be possible with State funds alone. These programs are essential to NVCC's ability to operate and maintain the College for the community's continued use.

### Department Share of General Fund Operating Budget



# Other Health Activities



## EXPENDITURE & REVENUE SUMMARY

### Expenditure Summary

Expenditure By Organization	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
INOVA Alexandria Hospital	\$800,000	\$800,000	\$1,011,150	\$211,150	20.9%
Neighborhood Health	\$510,000	\$560,000	\$530,000	(\$30,000)	-5.7%
Health Systems Agency of Northern Virginia	\$14,000	\$14,000	\$14,000	\$0	0.0%
Dental Services	\$0	\$0	\$209,000	\$209,000	100.0%
Coroner's Office	\$980	\$4,500	\$1,200	(\$3,300)	-275.0%
<b>Total Expenditures</b>	<b>\$1,324,980</b>	<b>\$1,378,500</b>	<b>\$1,765,350</b>	<b>\$386,850</b>	<b>21.9%</b>

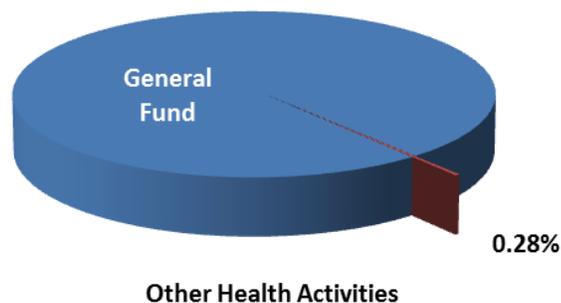
\*The City of Alexandria contribution to these agencies is fully supported by the General Fund as a lump sum amount. Personnel and non-personnel costs are not individually calculated.

## FISCAL YEAR HIGHLIGHTS

To ensure **healthy and thriving residents**, this program provides services from the following agencies; INOVA Alexandria Hospital, Arlandria Health Center, Health Systems Agency of Northern Virginia, a dental services program, and the Coroner's Office

The Other Health Services total budget increases by 21.9% in FY 2015. These increases are the result of the transfer of \$270,000 from the Health department budget to INOVA Alexandria Hospital and a the transfer of \$209,000 from the Health department budget to the newly created Dental Services program. The overall budget for all agencies, apart from the Dental Services program and the Health Systems Agency of Northern Virginia, decreased due to the fiscal restraints of the City's overall budget in FY 2015.

Department Share of General Fund Operating Budget



## Other Health Activities



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
INOVA Alexandria Hospital	\$270,000 was transferred out of the Health Department budget to INOVA's budget within the Other Health Department to consolidate all of INVOA's funding into one program.	0.00	\$270,000
INOVA Alexandria Hospital	The INOVA total FY 2014 budget was reduced by 5.5% to align the City's outside agency funding with the resources available for FY 2015.	0.00	(\$58,850)
Neighborhood Health	The Neighborhood Health total FY 2014 budget was reduced by 5.5% to align the City's outside agency funding with the resources available for FY 2015.	0.00	(\$30,000)
Dental Services	\$209,000 was transferred from the Health Department budget to a newly created program within the Other Health Department in order to establish a General Dentistry practice provided by an outside agency.	0.00	\$209,000
Coroner's Office	Reduction of \$3,300 to align the budget more accurately with anticipated annual expenditures.	0.00	(\$3,300)

# Other Health Activities



## INOVA ALEXANDRIA HOSPITAL

To ensure **healthy & thriving residents**, this program, through a cooperative agreement with the City, provides health care services, including; inpatient admissions, emergency room visits, obstetric and surgical services, to meet the health care needs of the City's low-income residents.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	60.4%	58.0%	57.3%
Total Expenditures	\$800,000	\$800,000	\$1,011,150

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$800,000
Service	Impacts	FTE Impact	Cost Modification
Program-wide service	\$270,000 was transferred out of the Health Department budget to INOVA's budget within the Other Health Department to consolidate all of INVOA's funding into one program.	0.00	\$270,000
Program-wide service	The INOVA total FY 2014 budget was reduced by 5.5% to align the City's outside agency funding with the resources available for FY 2015.	0.00	(\$58,850)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,011,150

# Other Health Activities



## NEIGHBORHOOD HEALTH

To ensure **healthy & thriving residents**, this program, operates a Community Health Center (CHC) in Alexandria, known as the Arlandria Health Center. At the Casey Health Center, Neighborhood Health provides comprehensive primary health care services to adults with chronic or acute illnesses, including HIV. Neighborhood Health also provides mental health counseling, pharmaceutical services, dental services, and pediatric primary care services at other sites.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	38.5%	40.6%	30.0%
Total Expenditures	\$510,000	\$560,000	\$530,000

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$560,000
Service	Impacts	FTE Impact	Cost Modification
Program-wide service	The Neighborhood Health total FY 2014 budget was reduced by 5.5% to align the City's outside agency funding with the resources available for FY 2015.	0.00	(\$30,000)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$530,000

# Other Health Activities



## HEALTH SYSTEMS AGENCY OF NORTHERN VIRGINIA

To ensure **healthy & thriving residents**, this program provides health planning and resources development for several jurisdictions throughout Northern Virginia, including the City of Alexandria. This agency helps to restrain health care cost increases, prevents unnecessary duplication of services, and promotes needed services throughout the City.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	1.1%	1.0%	0.8%
Total Expenditures	\$14,000	\$14,000	\$14,000

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$14,000
Service	Impacts	FTE Impact	Cost Modification
Program-wide service	There are no programmatic adjustments to the FY 2015 budget.	0.00	\$0
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$14,000

# Other Health Activities



## DENTAL SERVICES

To ensure **healthy & thriving residents**, this program provides quality dental care at reduced costs for both low-income adult and child patients.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	0.0%	0.0%	11.8%
Total Expenditures	\$0	\$0	\$209,000

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$0
Service	Impacts	FTE Impact	Cost Modification
Program-wide service	\$209,000 was transferred from the Health Department budget to a newly created program within the Other Health Department in order to establish a General Dentistry practice provided by an outside agency.	0.00	\$209,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$209,000

# Other Health Activities



## CORONER'S OFFICE

To ensure **healthy & thriving residents**, this program provides investigations into certain deaths, including but not limited to, trauma, injury, violence, poisoning, accident, suicide or homicide; that occurs within the City in accordance with Section 32.1-283 of the Code of Virginia.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	0.1%	0.3%	0.1%
Total Expenditures	\$980	\$4,500	\$1,200

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$4,500
Service	Impacts	FTE Impact	Cost Modification
Program-wide service	Reduction of FY 2014 budget to more accurately align the budget with anticipated annual expenditures.	0.00	(\$3,300)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,200



# Recreation, Parks, & Cultural Activities (RPCA)

**Department Contact Info**

703.746.4343

<http://www.alexandriava.gov/Recreation>

**Department Head**

James Spengler, Director

703.746.5500

[james.spengler@alexandriava.gov](mailto:james.spengler@alexandriava.gov)

**Department Staff**

Dinesh Tiwari, Deputy Director, Park Operations

Diane Ruggiero, Deputy Director, Office of the Arts

William Chesley, Deputy Director, Recreation Services

Ron Kagawa, Division Chief, Park Planning, Design, and Capital Improvements

Jack Browand, Division Chief, Public Information, Special Events, and Waterfront Operations

Fariba Maslaki, Fiscal Officer III

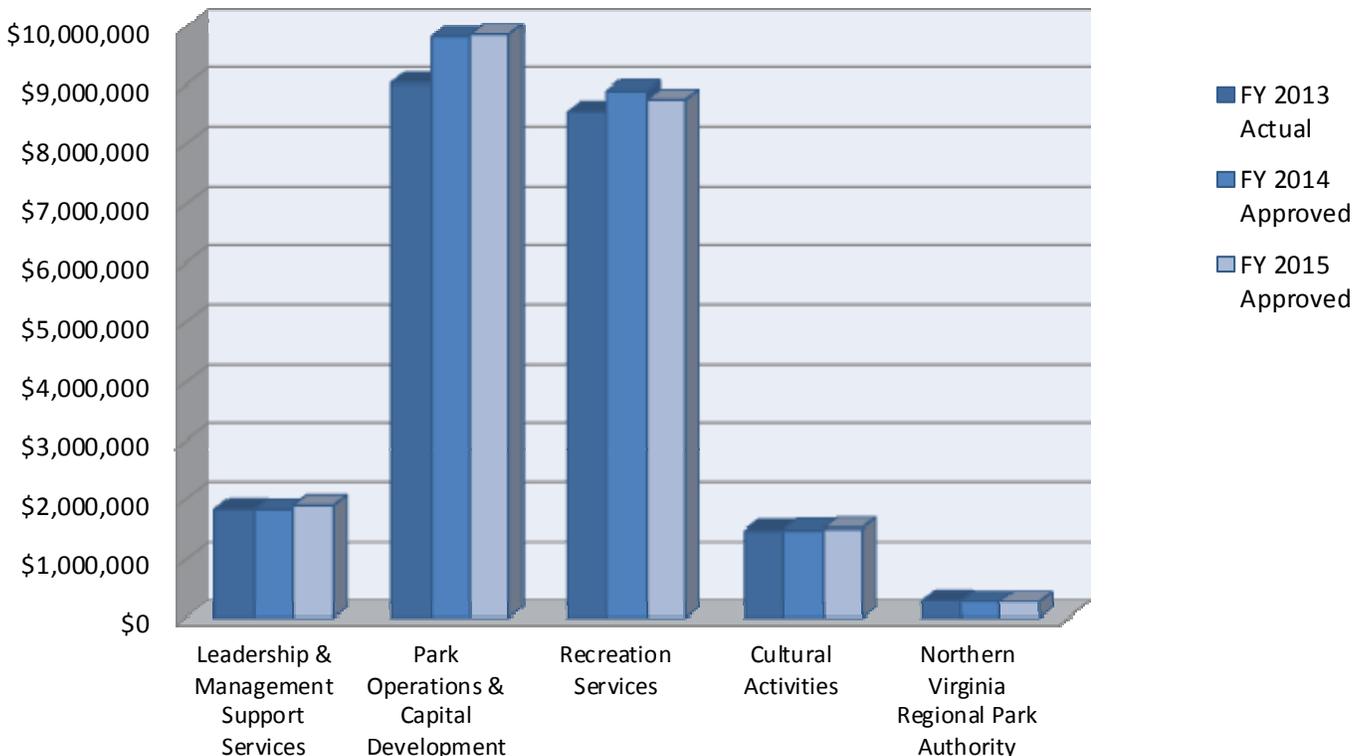
Belinda Hilliard, Human Resources Manager I

**Healthy and Thriving Residents**

**Recreation, Parks, & Cultural Activities (RPCA)**

- Leadership & Management Support Services
- Park Operations & Capital Development
- Recreation Services
- Cultural Activities
- Northern Virginia Regional Park Authority (NVRPA)

**All Funds Summary by Program**



# Recreation, Parks, & Cultural Activities (RPCA)



## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$15,214,063	\$15,996,288	\$14,696,921	(\$1,299,367)	-8.1%
Non-Personnel	\$5,800,956	\$6,029,461	\$7,111,915	\$1,082,454	18.0%
Capital Goods Outlay	\$25,260	\$175,572	\$392,273	\$216,701	0.0%
Interfund Transfers to the Special Revenue Fund	\$145,371	\$127,371	\$122,371	(\$5,000)	-3.9%
<b>Total Expenditures</b>	<b>\$21,185,650</b>	<b>\$22,328,692</b>	<b>\$22,323,480</b>	<b>(\$5,212)</b>	<b>0.0%</b>
<b>Expenditures by Fund</b>					
General Fund	\$20,697,346	\$21,530,916	\$20,887,541	(\$643,375)	-3.0%
Internal Services	\$11,560	\$153,799	\$377,000	\$223,201	145.1%
Special Revenue Fund	\$400,777	\$353,884	\$378,884	\$25,000	7.1%
Fiscal Year Grants	\$24,750	\$25,000	\$52,000	\$27,000	108.0%
Non Fiscal Year Grants*	\$6,100	\$240,800	\$279,071	\$38,271	15.9%
Donations**	\$45,116	\$24,293	\$348,984	\$324,691	1336.6%
<b>Total Expenditures</b>	<b>\$21,185,650</b>	<b>\$22,328,692</b>	<b>\$22,323,480</b>	<b>(\$5,212)</b>	<b>0.0%</b>
Less Interfund Transfers	\$145,371	\$127,371	\$122,371	(\$5,000)	-3.9%
<b>Net Expenditures</b>	<b>\$21,040,279</b>	<b>\$22,201,321</b>	<b>\$22,201,109</b>	<b>(\$212)</b>	<b>0.0%</b>
<b>Total Department FTE's</b>	<b>170.60</b>	<b>172.70</b>	<b>156.20</b>	<b>(16.50)</b>	<b>-9.6%</b>

\* Each year, the department applies for a grant from the United States Department of Agriculture (USDA) for the After School and Summer Food grant programs. For FY2015, RPCA is projecting a \$264,000 award.

\*\* Beginning in FY 2015, the department includes carryover donation funds in the All Funds operating budget. The \$324,691 increase is primarily due to including carryover funds not budgeted in previous years.

## FISCAL YEAR HIGHLIGHTS

To ensure an **Healthy and Thriving Residents**, the Recreation, Parks, and Cultural Activities Department provides Leadership & Management Support Services, Park Operations & Capital Development Services, Recreation Services, Cultural Activities, and funding for the Northern Virginia Regional Park Authority

In FY 2015, the total budget will decrease by \$5,212 or 0.0%, while the General Fund budget will decrease by \$643,375, or 3.0%.

To offset the increased costs from operations and maintenance of ten new parks, as well as increases in personnel related costs such as health coverage, salaries, and other fringe benefits, the department has instituted an aggressive plan to modify base staffing levels to align with non-peak maintenance service rates (typically occurring during the winter months) and supplementing resources with contractual services during peak times. This plan has identified \$556,615 in savings through the reduction of 9 full time equivalent positions and costs associated with operating supplies, with minimal impacts to service delivery.

**Department Share of General Fund Operating Budget**



# Recreation, Parks, & Cultural Activities (RPCA)



## PROGRAM LEVEL SUMMARY DATA

### Expenditure Summary

Expenditure By Program	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Leadership & Management Support Services	\$1,827,045	\$1,823,379	\$1,897,672	\$74,293	4.1%
Park Operations & Capital Development	\$9,031,416	\$9,828,997	\$9,864,374	\$35,377	0.4%
Recreation Services	\$8,558,440	\$8,908,527	\$8,766,853	(\$141,674)	-1.6%
Cultural Activities	\$1,479,936	\$1,495,060	\$1,518,633	\$23,573	1.6%
Northern Virginia Regional Park Authority	\$288,814	\$272,729	\$275,949	\$3,220	1.2%
<b>Total Expenditures</b>	<b>\$21,185,650</b>	<b>\$22,328,692</b>	<b>\$22,323,480</b>	<b>(\$5,212)</b>	<b>0.0%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Leadership & Management Support Services	16.80	15.80	14.80	(1.00)	-6.3%
Park Operations & Capital Development	68.30	71.30	61.30	(10.00)	-14.0%
Recreation Services	77.50	78.60	74.10	(4.50)	-5.7%
Cultural Activities	8.00	7.00	6.00	(1.00)	-14.3%
Northern Virginia Regional Park Authority	0.00	0.00	0.00	0.00	
<b>Total FTE's</b>	<b>170.60</b>	<b>172.70</b>	<b>156.20</b>	<b>(16.50)</b>	<b>-9.6%</b>

# Recreation, Parks, & Cultural Activities (RPCA)



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Leadership & Management Support Services	Savings from the elimination of an Admin Support IV position and transferring responsibilities to contractual services. This conversion may lead to increased response times for administrative requests.	(1.00)	(\$15,000)
Park Operations & Capital Development	Reduction of overtime: Impacts the department's capacity for after-hours response to service requests or maintenance needs, may lead to increased response times and work order backlog. Department will retain capacity to address safety issues and requests associated with keeping parks open for their intended use.	0.00	(\$94,193)
Park Operations & Capital Development	Park Manager Position: Consolidate administration of five Park Districts from five to four managers. This reduction in on-site management of the parks may increase the span of control for the remaining managers, delay the response to service requests from the community, reduce the oversight of routine maintenance and repairs, and impact the timely completion and/or the quality of the work.	(1.00)	(\$74,163)
Park Operations & Capital Development	Park Maintenance: Reduction of full time and seasonal staff, and contract services for landscaping (mowing and weed abatement) in parks rights-of-way, facility maintenance needs, and capacity to address graffiti removal, vandalism, and routine park repairs. Routine park maintenance tasks such as painting, hedge trimming, mulching, and fence repairs may be deferred. Response times to increase, impacting park appearance. Safety issues and maintenance needs associated with keeping parks open will remain a priority and be addressed as issues arise.	(1.00)	(\$143,534)
Park Operations & Capital Development	Horticulture: Eliminate two full time positions, seasonal positions, benefits, overtime, equipment, operating supplies, and tools. Contract out horticulture services currently provided by two City-crews. Re-allocate funds in professional services for contracted services. Level of service will be reduced to only providing flowers at Market Square.	(2.00)	(\$99,847)
Park Operations & Capital Development	Urban Forestry: Eliminate four full time positions and seasonal staff salaries and benefits, overtime, equipment, operating supplies, and tools. Contract out all Urban Forestry maintenance services currently provided by two City-crews. Re-allocate funds in professional services for contracted services. Levels of service for response times to remain same.	(4.00)	(\$74,925)
Park Operations & Capital Development	Schools Ground Maintenance Service: Contract out all school grounds maintenance services, including mowing, weed control, trash collection and leaf removal. Eliminate one vacant (Labor II) position and seasonal positions. Re-allocate funds in professional services for contracted services. Levels of service will remain same per Memorandum of Understanding (MOU) with the Alexandria City Public School District.	(1.00)	(\$75,908)

# Recreation, Parks, & Cultural Activities (RPCA)



## ADJUSTMENTS TO CITY SERVICES CONTINUED

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Park Operations & Capital Development	Waterfront Operations: Reduce and defer site maintenance activities in Waterfront Parks. May increase days between mowing cycles and reduce plantings. Department will attempt to fill gap through increased volunteer services.	0.00	(\$19,953)
Park Operations & Capital Development	Elimination of the Labor Supervisor position: The increase in the use of contractual services allows for the reduction of one staff supervisory position. Savings partially offset by increase in contractual services.	(1.00)	(\$20,000)
Park Operations & Capital Development	Marina: Reduction of the number of seasonal staff during non-boating season November through March.	0.00	(\$30,000)
Park Operations & Capital Development	Operational support (staff and supplies) for the operation of expanded public restrooms in the City Marina for 10 months.	0.00	\$25,000
Recreation Services	Eliminate Recreation Manager I position currently serving in administrative function. This will decrease levels of service in providing administration for recreation programs.	(1.00)	(\$105,730)
Recreation Services	Eliminate 17 0.3 FTE part time positions and convert 8 existing 0.3 FTE part time positions into 0.5 FTE part time positions. By consolidating positions, department will be more efficient in operations and better be able to provide services to public.	(3.50)	(\$181,312)
Recreation Services / Cultural Activities	Transfer one FTE custodian position from the Cultural Activities program to the Recreation program. This will allow for roving crew coverage of Durant Center during new operating hours. Eliminate one FTE custodian position from the Recreation program. On request, custodial services will be available to rental groups using the Durant Center.	(1.00)	(45,874)
Cultural Activities	Change operating hours at the Durant Center from 9am to 10pm to 5pm - 10pm Monday - Friday to more closely align with customer demand. Transfer funding from seasonal personnel to professional services to provide new programs with artists and art organizations.	0.00	\$33,661
Department Revenues	Increase in revenues from program and activity fees that include, classes, camps, workshops, admissions and other programs as needed in order to stay in line with market trends and cost recovery efforts. Rates were adjusted in accordance with the Resource Allocation and Cost Recovery Policy, adopted by City Council on September 24, 2013.	0.00	\$437,054



# Recreation, Parks, & Cultural Activities (RPCA)

## LEADERSHIP & MANAGEMENT SUPPORT SERVICES

To ensure **healthy & thriving residents**, this program provides organization compliance, organization development, and organization planning/direction in order to improve the quality of residents' leisure time.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	8.6%	8.2%	8.5%
Total Expenditures	\$1,827,045	\$1,823,379	\$1,897,672
Personnel	\$1,427,005	\$1,379,013	\$1,383,868
Non-Personnel	\$400,039	\$429,093	\$498,531
Capital Outlay	\$0	\$15,273	\$15,273
Full Time Equivalents (FTEs)	<b>16.80</b>	<b>15.80</b>	<b>14.80</b>

Performance Measures	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<i>Overall public satisfaction with parks and recreation in the city</i>	N/A	N/A	90%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		15.80	\$1,823,379
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$67,955
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$51,084
Program-wide services	Savings from the elimination of an Admin Support IV position and transferring responsibilities to contractual services. This conversion may lead to increased response times for administrative requests.	(1.00)	(\$15,000)
Program-wide services	Adjustment to telecommunications budget based on analysis of prior years actual costs.	0.00	(\$29,746)
<b>TOTAL FY 2015 PROPOSED ALL FUNDS PROGRAM BUDGET</b>		<b>14.80</b>	<b>\$1,897,672</b>



# Recreation, Parks, & Cultural Activities (RPCA)

## PARK OPERATIONS & CAPITAL DEVELOPMENT

To ensure **healthy & thriving residents**, this program provides environmental education, natural resource management, park design, park operations and facility maintenance, the city marina, and park planning in order to improve city residents' overall health, and improve the quality of residents' leisure time.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	42.6%	44.0%	44.2%
Total Expenditures	\$9,031,416	\$9,828,997	\$9,864,374
Personnel	\$5,663,028	\$6,293,126	\$5,284,435
Non-Personnel	\$3,343,128	\$3,375,572	\$4,202,939
Capital Outlay	\$25,260	\$160,299	\$377,000
Full Time Equivalents (FTEs)	<b>68.30</b>	<b>71.30</b>	<b>61.30</b>
Performance Measures			
<i>Percentage of scheduled maintenance activities that are completed on time</i>	N/A	90%	85%
<i>Percentage of City resident households who have visited the City of Alexandria Parks within the past 12 months</i>	82%	85%	80%
<i>Percentage of resident households who rate the physical condition of all of the City's parks and open spaces visited as either "excellent" or "good"</i>	84%	85%	80%
<i>Number of acres of natural lands receiving active management or improvements by Park Operations during the year</i>	N/A	40	40
<i>Net annual increase in number of acres of natural lands categorized as "high" quality</i>	N/A	5	5
<i>Number of pleasure and commercial boat visits</i>	334	300	300

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		71.30	\$9,828,997
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$53,852
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.). Department is increasing use of contractor services to replace full time positions.	0.00	\$365,847

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# Recreation, Parks, & Cultural Activities (RPCA)



## PARK OPERATIONS & CAPITAL DEVELOPMENT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Reduction of overtime: Impacts the department's capacity for after-hours response to service requests or maintenance needs, may lead to increased response times and work order backlog. Department will retain capacity to address safety issues and requests associated with keeping parks open for their intended use.	0.00	(\$94,193)
Program-wide services	Park Manager Position: Consolidate administration of five Park Districts from five to four managers. This reduction in on-site management of the parks may increase the span of control for the remaining managers, delay the response to service requests from the community, reduce the oversight of routine maintenance and repairs, and impact the timely completion and/or the quality of the work.	(1.00)	(\$74,163)
Program-wide services	Additional funds transferred to the vehicle replacement internal services fund based on recommendations from the Fleet Management and Replacement Plan update.	0.00	\$223,201
Park Operations & Facility Maintenance	Park Maintenance: Reduction of full time and seasonal staff, and contract services for landscaping (mowing and weed abatement) in parks rights-of-way, facility maintenance needs, and capacity to address graffiti removal, vandalism, and routine park repairs. Routine park maintenance tasks such as painting, hedge trimming, mulching, and fence repairs may be deferred. Response times to increase, impacting park appearance. Safety issues and maintenance needs associated with keeping parks open will remain a priority and be addressed as issues arise.	(1.00)	(\$143,534)

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# Recreation, Parks, & Cultural Activities (RPCA)

## PARK OPERATIONS & CAPITAL DEVELOPMENT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Park Operations & Facility Maintenance	Horticulture: Eliminate two full time positions, seasonal positions, benefits, overtime, equipment, operating supplies, and tools. Contract out horticulture services currently provided by two City-crews. Re-allocate funds in professional services for contracted services. Level of service will be reduced to only providing flowers at Market Square.	(2.00)	(\$99,847)
Park Operations & Facility Maintenance	Urban Forestry: Eliminate four full time positions and seasonal staff salaries and benefits, overtime, equipment, operating supplies, and tools. Contract out all Urban Forestry maintenance services currently provided by two City-crews. Re-allocate funds in professional services for contracted services. Levels of service for response times to remain same.	(4.00)	(\$74,925)
Park Operations & Facility Maintenance	Schools Ground Maintenance Service: Contract out all school grounds maintenance services, including mowing, weed control, trash collection and leaf removal. Eliminate one vacant (Labor II) position and seasonal positions. Re-allocate funds in professional services for contracted services. Levels of service will remain same per Memorandum of Understanding (MOU) with the Alexandria City Public School District.	(1.00)	(\$75,908)
Park Operations & Facility Maintenance	Waterfront Operations: Reduce and defer site maintenance activities in Waterfront Parks. May increase days between mowing cycles and reduce plantings. Department will attempt to fill gap through increased volunteer services.	0.00	(\$19,953)
Park Operations & Facility Maintenance	Elimination of the Labor Supervisor position: The increase in the use of contractual services allows for the reduction of one staff supervision position. Savings partially offset by increase in contractual services.	(1.00)	(\$20,000)
City Marina	Marina: Reduction of the number of seasonal staff during non-boating season November through March.	0.00	(\$30,000)
City Marina	Operational support (staff and supplies) for the operation of expanded public restrooms in the City Marina for 10 months.	0.00	\$25,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>61.30</b>	<b>\$9,864,374</b>



# Recreation, Parks, & Cultural Activities (RPCA)

## RECREATION SERVICES

To ensure **healthy & thriving residents**, this program facilitates programs, and produces recreation programs in order to improve the quality of residents' leisure time.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	40.4%	39.9%	39.3%
Total Expenditures	\$8,558,440	\$8,908,527	\$8,766,853
Personnel	\$7,145,075	\$7,302,150	\$7,045,580
Non-Personnel	\$1,413,365	\$1,606,377	\$1,721,273
Full Time Equivalents (FTEs)	<b>77.50</b>	<b>78.60</b>	<b>74.10</b>
Performance Measures			
<i>Number of residents registered in a program</i>	N/A	20,000	20,000
<i>Percent of participants satisfied with programs</i>	90%	90%	90%
<i>Number of residents that utilize recreation facilities for self-generated or affiliate group programs</i>	N/A	12,000	12,000
<i>Percent of residents that are satisfied with facilities in which they participate in self-generated or affiliate group programs</i>	N/A	N/A	90%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		78.60	\$8,908,527
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$88,285
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$68,745)
<b>[Continued on following page]</b>			

# Recreation, Parks, & Cultural Activities (RPCA)



## RECREATION SERVICES

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Facilitate Programs	Eliminate Recreation Manager I position currently serving in administrative function. This will decrease levels of service in providing administration for recreation programs.	(1.00)	(\$105,730)
Facilitate Programs	Warwick Pool: In the proposed budget, closing Warwick Pool to allow for renovations was recommended for a savings of \$97,685. Following the adoption of the Pools Strategic Plan, Council restored \$75,457 of funding to allow the pool to remain operational through the FY 2015 swimming season.	0.00	(\$22,228)
Facilitate Programs	Transfer one FTE custodian position from the Cultural Activities program to the Recreation program. This will allow for roving crew coverage of Durant Center during new operating hours. Eliminate one FTE custodian position from the Recreation program. On request, custodial services will be available to rental groups using the Durant Center.	0.00	(45,874)
Facilitate Programs	Technical adjustment to account for three duplicate part time Therapeutic Recreation Leader positions.	0.00	(\$70,070)
Facilitate Programs	Eliminate 17 0.3 FTE part time positions and convert 8 existing 0.3 FTE part time positions into 0.5 FTE part time positions. By consolidating positions, department will be more efficient in operations and better be able to provide services to public.	(3.50)	(\$181,312)
Facilitate Programs	Technical adjustment for the inclusion of the USDA After School and USDA Summer Food grant programs in the operating budget.	0.00	\$264,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>74.10</b>	<b>\$8,766,853</b>



# Recreation, Parks, & Cultural Activities (RPCA)

## CULTURAL ACTIVITIES

To ensure **healthy & thriving residents**, this program facilitates programs, facilitates special event programming, maintains and administer city public art, and produces programs in order to improve the quality of residents' leisure time.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	7.0%	6.7%	6.8%
Total Expenditures	\$1,479,936	\$1,495,060	\$1,518,633
Personnel	\$978,955	\$1,021,999	\$983,039
Non-Personnel	\$355,610	\$345,690	\$413,223
Interfund Transfer	\$145,371	\$127,371	\$122,371
Full Time Equivalent (FTEs)	<b>8.00</b>	<b>7.00</b>	<b>6.00</b>
Performance Measures			
<i>Number of special events permits issued</i>	164	175	175
<i>Number of people who attend special events</i>	371,000	400,000	400,000
<i>Number of residents whose needs are being met from art produced by grantees</i>	N/A	N/A	15,000

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		7.00	\$1,495,060
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	(\$35,869)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$25,781
Produce Programs	Change operating hours at the Durant Center from 9am to 10pm to 5pm - 10pm Monday - Friday to more closely align with customer demand. Transfer funding from seasonal personnel to professional services to provide new programs with artists and art organizations.	0.00	\$33,661
Produce Programs	Technical Change: Transfer of Custodian position to Recreation Services program, where one Custodian position is being eliminated.	(1.00)	\$0
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$1,518,633

# Recreation, Parks, & Cultural Activities (RPCA)



## NORTHERN VIRGINIA REGIONAL PARK AUTHORITY

To ensure **healthy & thriving residents**, this program provides funding for a regional membership in order to improve the quality of residents' leisure time.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total All Funds Budget	1.4%	1.2%	1.2%
	Total Expenditures	\$288,814	\$272,729	\$275,949
	Non-Personnel	\$288,814	\$272,729	\$275,949
	Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Performance Measures				
	<i>Percent of Alexandria residents using regional facilities</i>	N/A	N/A	N/A

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$272,729
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Regional Membership	The annual allocation to the Northern Virginia Regional Park Authority (NVRPA) is formula based on population. For FY 2015, the per capita rate remains the same at \$1.89 per resident, and the increase of \$3,220 is based NVRPA's estimate of Alexandria's population gaining 1,704 residents from 144,301 in FY 2014 to 146,005 in FY 2015.	0.00	\$3,220
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$275,949



Focus Area All Funds Budget		\$126,463,733
Department	All Funds Departmental Budget	
Code Administration	\$8,230,648	
Economic Development (AEDP, ACVA, SBDC)	\$5,156,855	
Historic Alexandria	\$3,561,214	
Housing	\$3,462,081	
Planning & Zoning	\$5,544,825	
Project Implementation	\$3,134,644	
Transit Subsidies (DASH, WMATA)	\$52,455,378	
Transportation & Environmental Services	\$44,918,088	

Our city is **Livable** when our neighborhoods are amenity-rich, inclusive, diverse, well-functioning, and attractive while preserving our unique history. Together, we will achieve these Long Term Outcomes...

1. **Promote neighborhoods that are amenity rich**
2. **Promote neighborhoods that are inclusive and diverse**
3. **Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure**

Our city is **Green** when the City's natural and built environment is healthy. Together, we will achieve these Long Term Outcomes...

1. **Improve the City's air quality**
2. **Improve the health of City waterways**
3. **Sustain the natural quality of land within the City**

Our city is **Prospering** when we have a strong local economy. Together, we will achieve these Long Term Outcomes...

1. **Increase the value of the City's real estate tax base**
2. **Increase the economic benefits of tourism to the City**
3. **Ensure Alexandria supports, retains, and attracts businesses**
4. **Increase transportation system mobility, connectivity, and accessibility that supports the City's economy**

# Department of Code Administration



## Livable, Green, & Prospering City

### Department of Code Administration

- Administrative Support
- Plan Review
- Permit Center
- New Construction
- Property Maintenance & Nuisance Activities

#### Department Contact Info

703.746.4200

<http://alexandriava.gov/code>

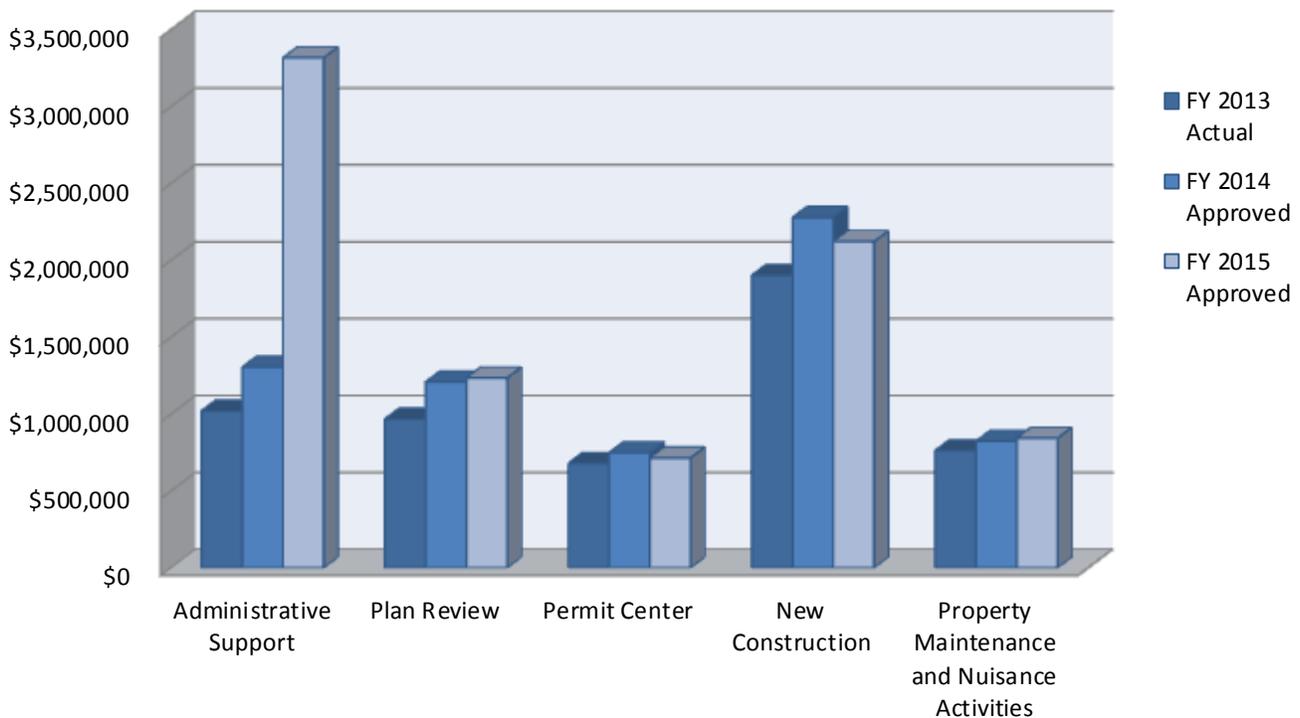
#### Department Head

John Catlett, Director

703.746.4200

[john.catlett@alexandriava.gov](mailto:john.catlett@alexandriava.gov)

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$4,493,292	\$5,194,108	\$5,446,499	\$252,391	4.9%
Non-Personnel	\$794,064	\$977,431	\$1,035,649	\$58,218	6.0%
Capital Goods Outlay	\$870	\$191,575	\$48,500	(\$143,075)	-74.7%
Interfund Transfer	\$41,697	\$0	\$1,700,000	\$1,700,000	N/A
<b>Total Expenditures</b>	<b>\$5,329,922</b>	<b>\$6,363,114</b>	<b>\$8,230,648</b>	<b>\$1,867,534</b>	<b>29.3%</b>
<b>Expenditures by Fund</b>					
General Fund	\$762,654	\$822,975	\$120,000	(\$702,975)	-85.4%
Internal Services	\$41,697	\$166,262	\$8,500	(\$157,762)	-94.9%
Special Revenue Fund	\$4,525,571	\$5,373,877	\$8,102,148	\$2,728,271	50.8%
<b>Total Designated Funding Sources</b>	<b>\$5,329,922</b>	<b>\$6,363,114</b>	<b>\$8,230,648</b>	<b>\$1,867,534</b>	<b>29.3%</b>
<b>Total Department FTE's</b>	<b>48.0</b>	<b>50.7</b>	<b>50.2</b>	<b>-0.5</b>	<b>-1.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure a **Livable, Green, & Prospering City,**

Department of Code Administration provides plan review, permitting service, inspections of new construction, and property maintenance services.

The Department of Code Administration total budget increases by 29.3% for FY 2015. The FY 2015 Approved Budget includes the reduction of 0.5 FTE, including one position moved from Code Administration to ITS, which will continue to be funded by Code Special Revenues for FY 2015. The FTE reduction is offset by the addition of a part-time Records Clerk to do scanning and filing for all Permit Center Departments.

There is \$1.7 million budgeted in the Administrative Support Program as a capital contribution for the purchase of a new permitting system.

All personnel costs in the Property Maintenance and Nuisance Activities program have been relocated from the General Fund to the permit fee supported Special Revenues Fund. The only remaining General Fund expenditure in Code Administration is for rodent abatement.

### Department Share of General Fund Operating Budget



Code Administration **0.02%**



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Administrative Support	\$1,019,282	\$1,304,547	\$3,316,824	\$2,012,277	154.3%
Plan Review	\$967,509	\$1,208,008	\$1,234,733	\$26,725	2.2%
Permit Center	\$678,910	\$748,776	\$714,788	(\$33,988)	-4.5%
New Construction	\$1,901,567	\$2,278,808	\$2,121,211	(\$157,597)	-6.9%
Property Maintenance and Nuisance Activities	\$762,654	\$822,975	\$843,092	\$20,117	2.4%
<b>Total Expenditures</b>	<b>\$5,329,922</b>	<b>\$6,363,114</b>	<b>\$8,230,648</b>	<b>\$1,867,534</b>	<b>29.3%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Administrative Support	6.0	6.6	7.6	1.0	15.5%
Plan Review	9.0	10.0	10.0	0.0	0.0%
Permit Center	9.0	9.1	8.6	(0.5)	-5.3%
New Construction	17.0	18.0	17.0	(1.0)	-5.6%
Property Maintenance and Nuisance Activities	7.0	7.0	7.0	0.0	0.0%
<b>Total FTE's</b>	<b>48.0</b>	<b>50.7</b>	<b>50.2</b>	<b>(0.5)</b>	<b>-0.9%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Administrative Support	Includes \$1.7 million in funding for a permitting system to replace the current permitting system which dates to the early 1990's.	N/A	\$1,700,000
Administrative Support	Adds part-time Records Clerk position to do daily scanning and filing for all departments with Permit Center related activities including Code, Planning & Zoning, and T&ES.	0.5	\$38,893



## ADMINISTRATIVE SUPPORT

To ensure a **livable, green, & prospering city**, this program provides managerial and administrative support in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	17.0%	20.5%	40.3%
Total Expenditures	\$1,019,282	\$1,304,547	\$3,316,824
Personnel	\$733,323	\$842,020	\$966,675
Non-Personnel	\$243,392	\$270,952	\$601,649
Capital Outlay	\$870	\$191,575	\$48,500
Interfund Transfer	\$41,697	\$0	\$1,700,000
Full Time Equivalents (FTEs)	<b>6.0</b>	<b>6.6</b>	<b>7.6</b>

Performance Measures	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<i>Number of noncompliant violations issued to Code Administration</i>	N/A	N/A	0.0%
<i>Total amount of all funds managed</i>	5,329,922	6,363,114	8,230,648

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		6.6	\$1,304,547
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Technical adjustment to due to the reallocation of positions within the department. No service impact.	1.5	\$172,918
Program-wide services	Reallocation of IT Coordinator to Department of Information Technology. No service impact.	(1.0)	(\$115,778)
Program-wide services	Addition of new Records Clerk. The clerk will do daily scanning and filing for all Permit Center related departments. This will free up physical space and allow better tracking of documents.	0.5	\$38,893
<b>[Continued on following page]</b>			



## ADMINISTRATIVE SUPPORT

## PROGRAMMATIC ADJUSTMENTS CONTINUED

(Continued from previous page)

Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. No service impact.	0.0	\$28,621
Program-wide services	Code collects an information technology levy and a training levy on all Permit Center related transactions. The levies are now budgeted in the Administrative Support program.	N/A	\$155,000
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost increases, or other fixed-cost increases (e.g. fuel, utilities, etc.) Also technical adjustment due to reallocation of resources within the Department. No service impact.	N/A	\$175,697
Program-wide services	Capital outlay is decreased due to the budgeted replacement of fewer vehicles in FY 2015.	N/A	(\$143,075)
Program-wide services	Interfund transfer of \$1.7 million from Code's Special Revenues account to the CIP account for the purchase of a replacement electronic permitting system replacement.	N/A	\$1,700,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>7.6</b>	<b>\$3,316,823</b>



## PLAN REVIEW

To ensure a **livable, green, & prospering city**, this program provides plan review services in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total All Funds Budget	16.1%	19.0%	15.0%
	Total Expenditures	\$967,509	\$1,208,008	\$1,234,733
	Personnel	\$950,326	\$1,137,798	\$1,194,733
	Non-Personnel	\$17,183	\$70,210	\$40,000
	Full Time Equivalents (FTEs)	<b>9.0</b>	<b>10.0</b>	<b>10.0</b>
Performance Measures				
	<i>Number of all building and trade plans reviewed per week</i>	172	267	264
	<i>Total percentage of all plan reviews completed per week within the Plan Review Time Frame</i>	N/A	N/A	98%
	<i>Number of SBROFO-Project Consultations per week</i>	N/A	50	50

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		10.0	\$1,208,008
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits.	0.0	\$56,935
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost changes, or other fixed-cost changes (e.g. fuel, utilities, etc.).	N/A	(\$30,210)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		10.0	\$1,234,733



## NEW CONSTRUCTION

To ensure a **livable, green, & prospering city**, this program provides new construction inspections, and training in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	31.6%	35.8%	25.8%
Total Expenditures	\$1,901,567	\$2,278,808	\$2,121,211
Personnel	\$1,534,202	\$1,794,781	\$1,848,211
Non-Personnel	\$367,365	\$484,027	\$273,000
Full Time Equivalents (FTEs)	<b>17.0</b>	<b>18.0</b>	<b>17.0</b>
Performance Measures			
<i>Number of Inspections Performed</i>	600	610	610
<i>Cost per Inspection Completed</i>	\$ 68	\$ 72	\$ 57
<i>Percent of inspections completed within one working day of receipt</i>	99%	99%	99%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		18.0	\$2,278,808
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Technical adjustment due to the reallocation of positions within the department. No service impact.	(1.0)	(\$134,025)
Program-wide services	Maintain current levels of service delivery with personnel-related increase in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	N/A	\$188,218
Program-wide services	Technical adjustment for non-personnel related reallocation of resources within the department. No service impact.	N/A	(\$211,027)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		17.0	\$2,121,974

## Department of Code Administration



## PERMIT CENTER

To ensure a **livable, green, & prospering city**, this program provides issuing permits in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	11.3%	11.8%	8.7%
Total Expenditures	\$678,910	\$748,776	\$714,788
Personnel	\$665,536	\$736,034	\$713,788
Non-Personnel	\$13,374	\$12,742	\$1,000
Full Time Equivalents (FTEs)	9.0	9.1	8.6
Other Departmental Permit Center Employees Supported by Permit Fees	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
Total Expenditures	-	<b>835,333</b>	1,024,024
Personnel	-	835,333	1,024,024
Full Time Equivalents (FTEs)	-	10.0	11.0
Performance Measures			
<i>Percent of customers served within 30 minutes</i>	99%	99%	99%
<i>Number of commercial building permits issued</i>	4,897	4,907	7,500
<i>Percent of construction permits issued on day of application</i>	33%	35%	35%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		9.1	\$748,776
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Technical adjustment due to the reallocation of positions within the Department. No service impact.	(0.5)	(\$22,246)
Program-wide services	Technical adjustment for non-personnel reallocation of resources within the department. No service impact	N/A	(\$11,742)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		8.6	\$714,788



## PROPERTY MAINTENANCE

To ensure a **livable, green, & prospering city**, this program provides property maintenance and nuisance activities/inspections in order to promote neighborhoods that are amenity-rich.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total All Funds Budget	12.7%	12.9%	10.2%
	Total Expenditures	\$762,654	\$822,975	\$843,092
	Personnel	\$609,904	\$683,475	\$723,092
	Non-Personnel	\$152,750	\$139,500	\$120,000
	Full Time Equivalents (FTEs)	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>
Performance Measures				
	<i>Number of City code violations cited and resolved</i>	5,000	4,000	4,000
	<i>Total cases responded to within established time frames</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		7.0	\$822,975
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. As part of the FY 2015 budget proposal, personnel costs in this program are now being paid out of the Special Revenue fund instead of the General Fund.	N/A	\$39,617
Program-wide services	The budgeted level of the rodent control contract has been adjusted to reflect actual expenditures.	N/A	(\$19,500)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		7.0	\$843,092

# Economic Development Agencies



## Livable, Green & Prospering City

### Economic Development Agencies

Alexandria Convention & Visitors Association  
 Alexandria Economic Development Partnership  
 Alexandria Small Business Development Center  
 Other Economic Development Agencies including  
 The Marketing Fund, Holiday Lights, and First Night

#### Department Contact Info

##### Alexandria Convention and Visitors Association

Patricia Washington, President and CEO

[VisitAlexandriava.com](http://VisitAlexandriava.com)

[patricia@visitAlexva.com](mailto:patricia@visitAlexva.com)

##### Alexandria Economic Development Partnership

Val Hawkins, President and CEO

[www.alexecon.org](http://www.alexecon.org)

[Hawkins@alexecon.org](mailto:Hawkins@alexecon.org)

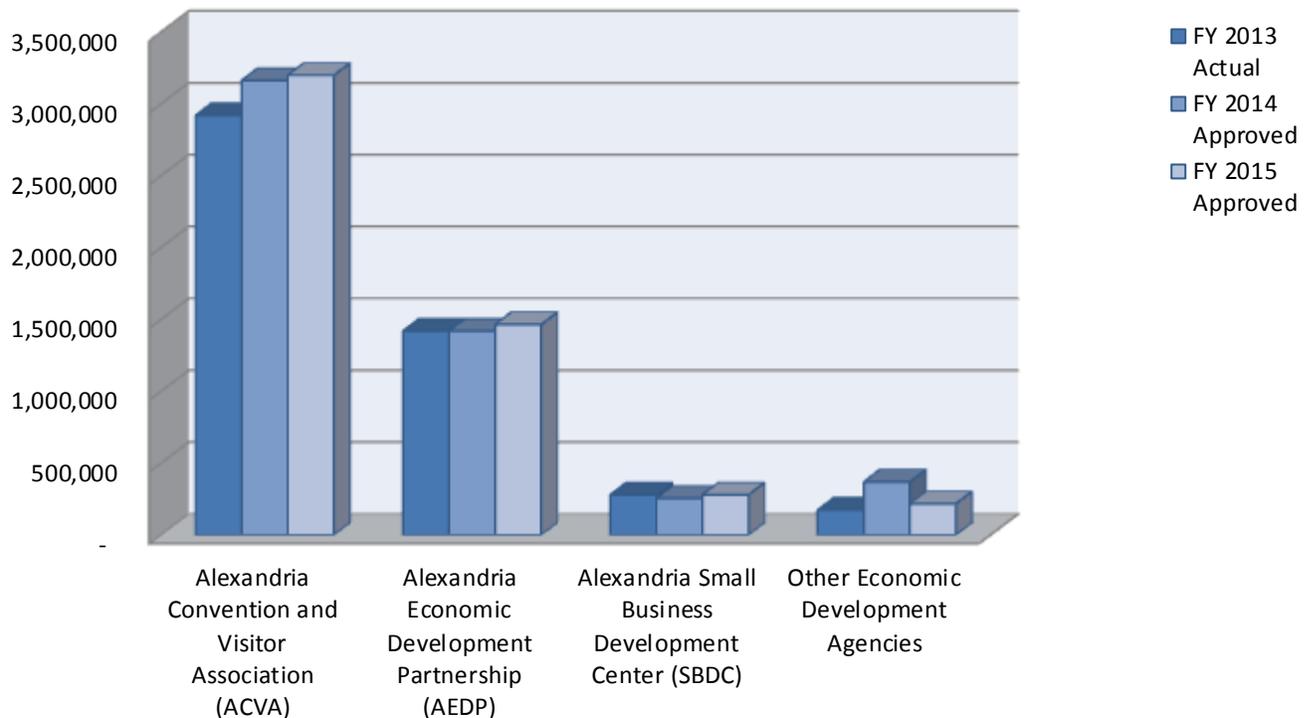
##### Alexandria Small Business Development Center

Bill Reagan, Executive Director

[www.alexandriasbdc.org](http://www.alexandriasbdc.org)

[billr@alexandriasbdc.org](mailto:billr@alexandriasbdc.org)

### Multiyear Summary by Program





# Economic Development Agencies

## EXPENDITURE & REVENUE SUMMARY

### Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Alexandria Convention and Visitor Association (ACVA)	\$2,918,430	\$3,161,683	\$3,197,353	\$35,670	1.1%
Alexandria Economic Development Partnership (AEDP)	\$1,418,653	\$1,417,567	\$1,463,277	\$45,710	3.2%
Alexandria Small Business Development Center (SBDC)	\$279,270	\$254,574	\$279,225	\$24,651	9.7%
Other Economic Development Agencies	\$128,123	\$251,900	\$217,000	(\$34,900)	-13.9%
<b>Total Expenditures</b>	<b>\$4,744,476</b>	<b>\$5,085,724</b>	<b>\$5,156,855</b>	<b>\$71,131</b>	<b>1.4%</b>

Expenditure By Fund	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
General Fund	4,744,476	5,085,724	5,156,855	71,131	1.4%
<b>Total Expenditures</b>	<b>\$4,744,476</b>	<b>\$5,085,724</b>	<b>\$5,156,855</b>	<b>\$71,131</b>	<b>1.4%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure a **Livable, Green, & Prospering City**,

Economic Development Agencies include the Alexandria Visitors and Convention Center, the Alexandria Economic Development Partnership, the Small Business Development Center, the Marketing Fund, First Night, and Holiday Lights.

The Economic Development Agencies' budget increases by 1.4%. Inflationary increases to maintain current levels of service delivery in ACVA, AEDP, and SBDC are offset by a decrease in Marketing Fund Expenditures from \$135,000 to \$100,000 in Other Economic Development Agencies.

Department Share of General Fund Operating Budget



0.81%

# Economic Development Agencies



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Other Economic Development Agencies	The Proposed Budget included a reduction in the Marketing Fund of \$85,000 from last year's budget, with \$50,000 remaining. During Add-Delete, \$50,000 of the \$85,000 reduction was restored, leaving the Marketing Fund at \$100,000.	N/A	(\$35,000)
Alexandria Convention and Visitors Association	In FY 2015, to maintain ACVA's investment in advertising, ACVA will scale back the hours and staffing of the Visitor Center. The staffing level in the Visitor Center will be reduced from 3.0 FTE's to 2.0 FTE's and the Visitor Center will close at 6PM instead of 8PM. Funding for marketing programs remains stable. There is no impact on City employees FTE's.	0.0	\$35,670

# Economic Development Agencies



## ALEXANDRIA CONVENTION AND VISITORS ASSOCIATION

To ensure a **livable, green, and prospering city**, this program provides advertising, communications, meeting & convention sales, membership, research, social media, the visitalexandriava.com web site, and a visitor center in order to increase the economic benefits of tourism to the city.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	61.5%	62.2%	62.0%
Total Expenditures	\$2,918,430	\$3,161,683	\$3,197,353
Performance Measures			
<i>Number of rooms, meals, and retail taxes collected (millions)</i>	\$53.6	\$52.1	\$53.6
<i>Number of dollars of estimated revenue from sales leads (millions)</i>	\$30.8	\$31.4	\$33.8
<i>Number of unique web site visitors</i>	1,069,000	1,090,000	1,300,000

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.0	\$3,161,683
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	In FY 2015, to maintain ACVA's investment in advertising, ACVA will scale back the hours and staffing of the Visitor Center. The staffing level in the Visitor Center will be reduced from 3.0 FTE's to 2.0 FTE's and the Visitor Center will close at 5PM instead of 8PM. Funding for marketing programs remains stable. There is no impact on City employee FTEs.	0.0	\$35,670
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.0	\$3,197,353

# Economic Development Agencies



## ALEXANDRIA ECONOMIC DEVELOPMENT PARTNERSHIP

To ensure a **livable, green, and prospering city**, this program provides marketing, business retention, expansion, assistance services, and business attraction initiatives in order to support, retain, and attract business to Alexandria.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	29.9%	27.9%	28.4%
Total Expenditures	\$1,418,653	\$1,417,567	\$1,463,277
Performance Measures			
<i>Average office rental rate per square foot</i>	\$ 30.67	\$ 30.50	\$ 31.00
<i>Office vacancy rate</i>	17.20%	18.60%	18.00%
<i>Retail vacancy rate</i>	4.40%	4.80%	4.00%
<i>Number of jobs in Alexandria</i>	94,975	95,944	96,415

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.0	\$1,417,567
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with adequate adjustments for personnel and non-personnel increases in the cost of doing business. No service delivery impact.	0.0	\$45,710
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.0	\$1,463,277

# Economic Development Agencies



## SMALL BUSINESS DEVELOPMENT CENTER

To ensure a **livable, green, and prospering city**, this program provides business assistance and counseling services including workshops and information, in order to support, retain, and attract businesses to Alexandria.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total All Funds Budget	5.9%	5.0%	5.4%
	Total Expenditures	\$279,270	\$254,574	\$279,225
	Less Revenues	\$0	\$0	\$0
	Net General Fund Expenditures	\$279,270	\$254,574	\$279,225
Performance Measures				
	<i># of individuals counseled/total hours</i>	332/1040	341/1180	550/2025
	<i># of startup packets created and distributed</i>	381	420	600
	<i># of training events/total # of attendees</i>	41/1052	45/1125	50/1300

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.0	\$254,574
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with adequate adjustments for personnel and non-personnel increases in the cost of doing business. No service delivery impact.	0.0	\$24,651
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.0	\$279,225

# Economic Development Agencies



## OTHER ECONOMIC DEVELOPMENT AGENCIES

To ensure a **livable, green, and prospering city**, these agencies provide the Marketing Fund, First Night, and Holiday Lights.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	2.7%	5.0%	4.2%
Total Expenditures	\$128,123	\$251,900	\$217,000

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.0	\$251,900
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Marketing Fund	The Proposed Budget included a reduction in the Marketing Fund of \$85,000 from last year's budget, with \$50,000 remaining. During Add-Delete, \$50,000 of the \$85,000 reduction was restored, leaving the Marketing Fund at \$100,000.	0.0	(\$35,000)
Holiday Lights	Maintains the current level of service delivery with non-personnel related increases in funding to meet the fixed cost increases. Funding level of \$72,000 will cover installation of lights in November and keep the lights on until April 1. A \$6,750 City match to extend the lights until June 30 is not included in the FY 2015 Proposed budget.	0.0	\$100
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>0.0</b>	<b>\$217,000</b>

# Historic Alexandria



## Livable, Green, and Prospering City

### 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://alexandriava.gov/historic>

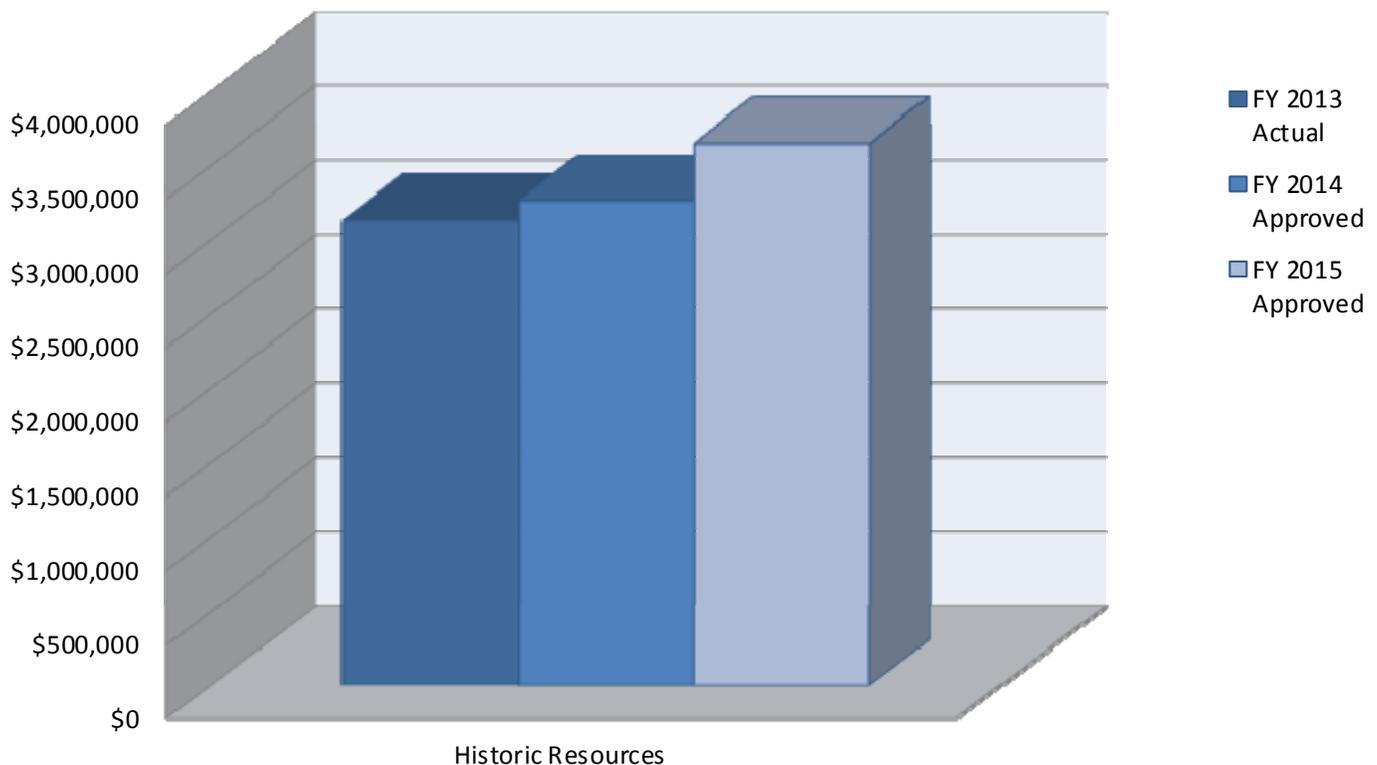
#### Department Head

Lance Mallamo, Director

703.746.4554

[lance.mallamo@alexandriava.gov](mailto:lance.mallamo@alexandriava.gov)

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$2,439,331	\$2,488,981	\$2,638,961	\$149,980	6.0%
Non-Personnel	\$684,178	\$771,661	\$916,253	\$144,592	18.7%
Capital Goods Outlay	\$9,700	\$4,500	\$6,000	\$1,500	33.3%
<b>Total Expenditures</b>	<b><u>\$3,133,209</u></b>	<b><u>\$3,265,142</u></b>	<b><u>\$3,561,214</u></b>	<b><u>\$296,072</u></b>	<b><u>9.1%</u></b>
<b>Expenditures by Fund</b>					
General Fund	\$2,731,529	\$2,690,087	\$2,825,716	\$135,629	5.0%
Special Revenue Fund	\$107,310	\$224,958	\$306,662	\$81,704	36.3%
Donations	\$294,370	\$350,097	\$428,836	\$78,739	22.5%
<b>Total Expenditures</b>	<b><u>\$3,133,209</u></b>	<b><u>\$3,265,142</u></b>	<b><u>\$3,561,214</u></b>	<b><u>\$296,072</u></b>	<b><u>9.1%</u></b>
<b>Total Department FTE's</b>	<b>26.20</b>	<b>25.70</b>	<b>26.45</b>	<b>0.75</b>	<b>2.9%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure a **Livable, Green, and Prospering City**, the Office of Historic Alexandria 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, and records.

In FY 2015, the total budget will increase \$296,072 or 9.1%, while the General Fund budget will increase by \$135,629, or 8.3%.

The primary reason for this increase is attributable to the reclassification of an existing management position into a Deputy Director position. This reclassification will cost \$46,641. This change is expected to increase revenues for the department, and make the Office of Historic Alexandria (OHA) more self sustaining by increasing retail and special event revenues. The position will also provide increased administrative oversight of the department.

The department is also making a \$25,000 investment in the Alexandria Archaeology Museum to improve exhibits, a \$36,037 investment in the Records Center to improve document preservation, and a \$24,920 investment in the Lyceum to properly care for City collections and make them available to a wider audience.

**Department Share of General Fund Operating Budget**



Historic Alexandria **0.44%**

# Historic Alexandria



## PROGRAM LEVEL SUMMARY DATA

### Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Historic Resources	\$3,133,209	\$3,265,142	\$3,561,214	\$296,072	9.1%
<b>Total Expenditures</b>	<b>\$3,133,209</b>	<b>\$3,265,142</b>	<b>\$3,561,214</b>	<b>\$296,072</b>	<b>9.1%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Historic Resources	26.20	25.70	26.45	0.75	2.9%
<b>Total FTE's</b>	<b>26.20</b>	<b>25.70</b>	<b>26.45</b>	<b>0.75</b>	<b>2.9%</b>

## Historic Alexandria



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Historic Resources	Reclassification of existing Museum Director into Deputy Director position to support increased retail and special event revenues.	0.00	\$46,641
Historic Resources	Additional seasonal staff to enhance public access to information about the City's past, support the creation of new exhibits at the Alexandria Archaeology Museum and develop educational opportunities that will attract more visitors to the museum and City.	0.00	\$25,000
Historic Resources	Part-time staff to support Archaeological Protection Code activities as waterfront development and other large City projects begin. The funding aids in sustaining the review of all ground-disturbing projects to ensure that information about the City's past is not lost as a result of development. This position is supported out of the Code Special Revenue Fund.	0.50	\$23,220
Historic Resources	Conversion of part time Records Management Analyst to full time to address the increased number of permanent, historic records needed to be preserved and cataloged. This allows both the public and City employees to access information that illustrates the City's development and history over the years. Particular emphasis will be placed on cataloging photographs and maps for FY 2015.	0.25	\$36,037
Historic Resources	Additional funding to allow Lyceum staff to properly care for City collections and make them available to visitors through exhibitions, print materials and public programming.	0.00	\$24,920

# Historic Alexandria



## HISTORIC RESOURCES

To ensure a **livable, green, & prospering city**, this program provides education, leadership & management, preservation, records management, and visitor services in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$3,133,209	\$3,265,142	\$3,561,214
Personnel	\$2,439,331	\$2,488,981	\$2,638,961
Non-Personnel	\$684,178	\$771,661	\$916,253
Capital Outlay	\$9,700	\$4,500	\$6,000
Full Time Equivalents (FTEs)	<b>26.20</b>	<b>25.70</b>	<b>26.45</b>

### Performance Measures

<i>Percent of participants surveyed who increased their knowledge of Alexandria's history</i>	98%	98%	98%
<i>Number of museum visitors</i>	179,682	189,395	160,000
<i>Total value of grants &amp; gifts</i>	N/A	N/A	\$300,000
<i>Percent of record requests processed within required time</i>	97%	95%	95%
<i>Total revenue from facility rentals</i>	N/A	N/A	\$120,000
<i>Total value of sales from museum store</i>	N/A	N/A	\$4,500

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		25.70	\$3,265,142
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$19,901
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$90,344

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## Historic Alexandria



## HISTORIC RESOURCES

## PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]			
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Transfer of expenses for utilities at the Torpedo Factory Arts Center to the General Services Department budget.	0.00	(\$94,123)
Program-wide services	The Proposed Budget included the creation of Director of Development position to focus specifically on developing non-City financial resources for museum operations, services, and departmental initiatives. The creation of this position was recommended by American Association of Museums Accreditation Site Review Committee. This position was removed by Council during Add-Delete.	0.00	\$0
Program-wide services	Increases to operating supplies, professional services, and seasonal staff at Fort Ward, Gadsby's Tavern, and the Stabler Leadbeater Museum funded with donations.	0.00	\$30,432
Program-wide services	Reclassification of existing Museum Director into Deputy Director position to support increased retail and special event revenues.	0.00	\$46,641
Program-wide services	Increase in expenses associated with greater retail sales due to the work of the new Deputy Director position. These expenses are less than the expected revenue to be generated by the reclassified position.	0.00	\$43,700
Archaeology	Additional seasonal staff to enhance public access to information about the City's past, support the creation of new exhibits at the Alexandria Archaeology Museum and develop educational opportunities that will attract more visitors to the museum and City.	0.00	\$25,000
[Continued on following page]			

## Historic Alexandria



## HISTORIC RESOURCES

## PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]			
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Archaeology Permit Center Support	Part-time staff to support Archaeological Protection Code activities as waterfront development and other large City projects begin. The funding aids in sustaining the review of all ground-disturbing projects to ensure that information about the City's past is not lost as a result of development. This position is supported out of the Code Special Revenue Fund.	0.50	\$23,220
Archives and Records Management	Conversion of part time Records Management Analyst to full time to address the increased number of permanent, historic records needed to be preserved and cataloged. This allows both the public and City employees to access information that illustrates the City's development and history over the years. Particular emphasis will be placed on cataloging photographs and maps for FY 2015.	0.25	\$36,037
Civil War Sesquicentennial and Commemorations	Additional professional services to be funded through donations for Civil War Sesquicentennial and other commemoration activities such as those for the War of 1812.	0.00	\$50,000
Lyceum	Additional funding to allow Lyceum staff to properly care for City collections and make them available to visitors through exhibitions, print materials and public programming.	0.00	\$24,920
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>26.45</b>	<b>\$3,561,214</b>

# Office of Housing



## Livable, Green, and Prospering City

### Office of Housing

- Leadership & Management Support Services
- Home Ownership
- Housing Rehabilitation
- Landlord Tenant Relations
- Affordable Housing Development & Preservation

**Department Contact Info**

703.746.4990

<http://alexandriava.gov/housing/>

**Department Head**

Mildrilyn Davis, Director

703.746.4990

[Mildrilyn.Davis@alexandriava.gov](mailto:Mildrilyn.Davis@alexandriava.gov)

**Department Staff**

Helen McIlvaine, Deputy Director

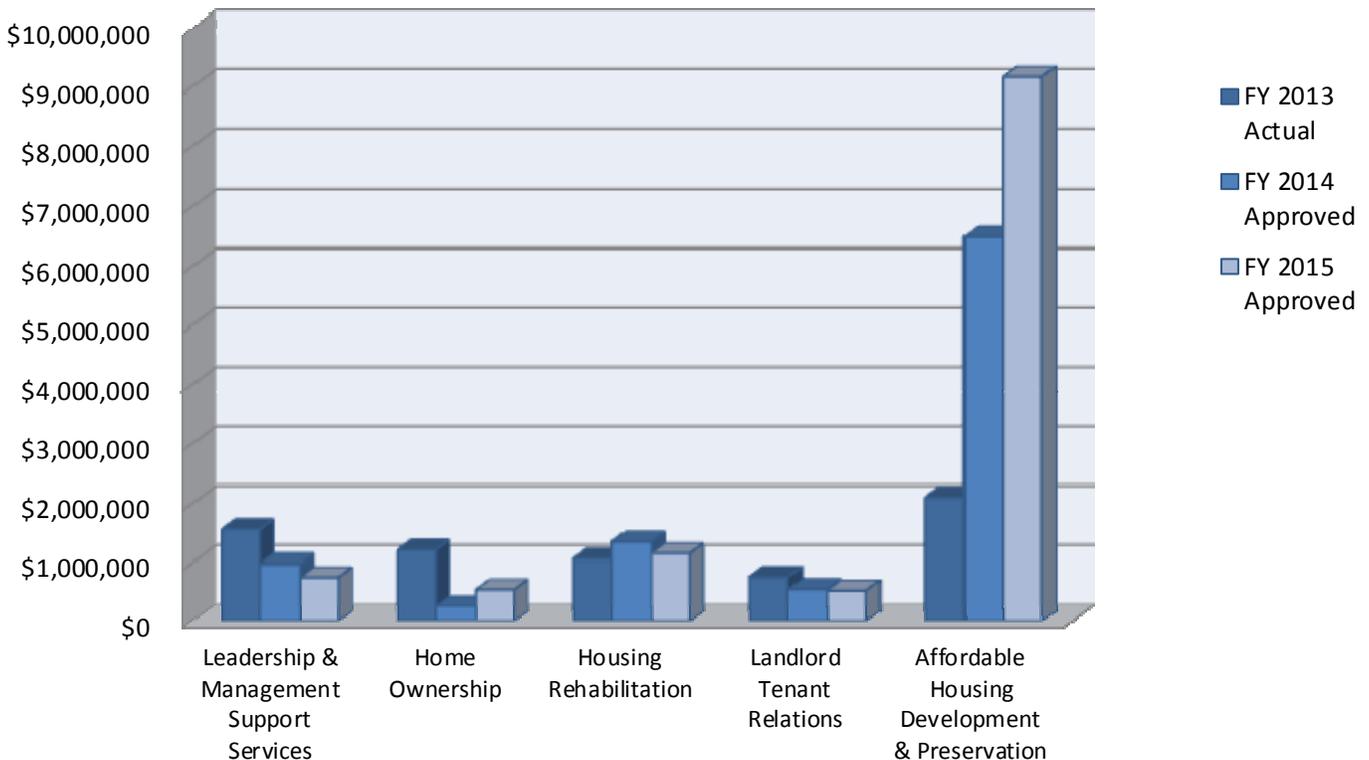
Melodie Seau, Division Chief, Landlord Tenant Relations

Shane Cochran, Division Chief, Program Implementation

Eric Keeler, Division Chief, Program Administration

Sean Christensen, Fiscal Officer

## All Funds Summary by Program





## EXPENDITURE &amp; REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$1,557,867	\$1,859,800	\$1,847,652	(\$12,148)	-0.7%
Non-Personnel	\$2,995,598	\$5,465,726	\$9,694,924	\$4,229,198	77.4%
Interfund Transfer	\$2,151,520	\$2,313,228	\$628,705	(\$1,684,523)	-72.8%
<b>Total Expenditures</b>	<b>\$6,704,985</b>	<b>\$9,638,754</b>	<b>\$12,171,281</b>	<b>\$2,532,527</b>	<b>26.3%</b>
<b>Expenditures by Fund</b>					
General Fund	\$4,099,421	\$2,313,228	\$2,436,813	\$123,585	5.3%
Grant Funds (CDBG, NSP and HOME)	\$2,343,377	\$1,787,549	\$2,126,468	\$338,919	19.0%
<i>CDBG, NSP and HOME New Revenue</i>	\$421,144	\$980,032	\$1,025,268	\$45,236	4.6%
<i>CDBG, NSP and HOME Carryover Revenue</i>	\$1,528,405	\$585,069	\$850,200	\$265,131	45.3%
<i>CDBG, NSP and HOME Program Income</i>	\$393,828	\$222,448	\$251,000	\$28,552	12.8%
Housing Trust Fund	\$262,187	\$3,937,977	\$6,008,000	\$2,070,023	52.6%
<i>Housing Trust Fund New Revenue - Earmarked</i>	\$0	\$1,960,000	\$500,000	(\$1,460,000)	-74.5%
<i>Housing Trust Fund New Revenue - Not Earmarked</i>	\$0	\$565,000	\$470,000	(\$95,000)	-16.8%
<i>Housing Trust Fund Carryover Revenue - Earmarked*</i>	\$262,187	\$870,000	\$3,491,655	\$2,621,655	301.3%
<i>Housing Trust Fund Carryover Revenue - Not Earmarked</i>	\$0	\$542,977	\$1,546,345	\$1,003,368	184.8%
Affordable Housing Bonds - Earmarked*	\$0	\$1,600,000	\$1,600,000	\$0	0.0%
<b>Total Expenditures</b>	<b>\$6,704,985</b>	<b>\$9,638,754</b>	<b>\$12,171,281</b>	<b>\$2,532,527</b>	<b>26.3%</b>
Less Interfund Transfers	\$2,151,520	\$2,313,228	\$628,705	(\$1,684,523)	-72.8%
<b>Net Expenditures</b>	<b>\$4,553,465</b>	<b>\$7,325,526</b>	<b>\$11,542,576</b>	<b>\$4,217,050</b>	<b>57.6%</b>
<b>Total Department FTE's</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>	<b>0.0%</b>

\*FY 2015 reflects \$4,834,000 previously earmarked by City Council through the Braddock (\$834K) and Beaugard Small Area Plans (\$4.0M) for affordable housing within those plan areas.

Note: Carryover monies are shown in the FY 2013 Actual and FY 2014 and FY 2015 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, Housing Trust Fund, and Affordable Housing Bonds and Dedicated Revenue).



## FISCAL YEAR HIGHLIGHTS

To ensure a **Livable, Green, and Prospering City**, the Office of Housing provides Leadership & Management Support Services, Home Ownership Services, Housing Rehabilitation, Landlord Tenant Relations, and Affordable Housing Development & Preservation.

In FY 2015, the total budget will increase \$2,532,527 or 26.3%, while the General Fund budget will increase by \$123,585, or 5.3%.

No significant changes were made to staffing within the department and the personnel budget dropped by \$12,148 or -0.7% due to changes to health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Non-personnel expenses in the general fund increased by \$135,733 or 29.9% driven by \$95,987 in debt savings being applied to service delivery.

Outside of the General Fund, the department will continue to use federal grant funding and the Housing Trust Fund to make investments in new home ownership, home rehabilitation, and affordable housing. Funds not spent during the FY 2014 Fiscal Year will be carried over to FY 2015.

Department Share of General Fund Operating Budget



Housing **0.38%**

## PROGRAM LEVEL SUMMARY DATA

### Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & Management Support Services	\$1,559,478	\$980,255	\$759,219	(\$221,036)	-22.5%
Home Ownership	\$1,210,774	\$267,762	\$553,164	\$285,402	106.6%
Housing Rehabilitation	\$1,063,805	\$1,350,704	\$1,154,098	(\$196,606)	-14.6%
Landlord Tenant Relations	\$768,858	\$559,511	\$536,829	(\$22,682)	-4.1%
Affordable Housing Development & Preservation	\$2,102,070	\$6,480,522	\$9,167,971	\$2,687,449	41.5%
<b>Total Expenditures</b>	<b>\$6,704,985</b>	<b>\$9,638,754</b>	<b>\$12,171,281</b>	<b>\$2,532,527</b>	<b>26.3%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & Management Support Services	5.30	5.30	5.60	0.30	5.7%
Home Ownership	0.80	0.80	0.80	0.00	0.0%
Housing Rehabilitation	1.90	1.90	1.90	0.00	0.0%
Landlord Tenant Relations	3.30	4.30	4.00	(0.30)	-7.0%
Affordable Housing Development & Preservation	3.70	3.70	3.70	0.00	0.0%
<b>Total FTE's</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>	<b>0.0%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Department-wide	Savings from reductions in debt service to be applied to program delivery expenses.	0.00	\$95,987
Home Ownership	Five additional loans made to low and moderate income Alexandria residents.	0.00	\$214,000
Housing Rehabilitation	Reduction in average loan cost to accommodate reduced CDBG carryover funds; service level to remain at 9 Home Rehabilitation Loan Program (HRLP) loans and one Rental Accessibility Modification Program (RAMP) grant.	0.00	(\$159,407)
Housing Rehabilitation	Change in service from providing three Mini-RAMP grants in FY 2014 to providing two Mini-RAMP grants in FY 2015.	0.00	(\$1,500)
Affordable Housing Development and Preservation	Carryover funding from unspent FY 2014 HOME grant allocation budget to be invested in the development or preservation of affordable housing opportunities, and to provide affordable housing developers technical assistance, project oversight, and construction monitoring as required, to ensure that all available financial resources are leveraged to maximize long-term affordable housing opportunities.	0.00	\$464,000
Affordable Housing Development and Preservation	Carryover funding from unspent Housing Trust Fund budget to be invested in the development or preservation of affordable housing opportunities, and to provide affordable housing developers technical assistance, project oversight, and construction monitoring as required, to ensure that all available financial resources are leveraged to maximize long-term affordable housing opportunities.	0.00	\$4,735,000



## LEADERSHIP AND MANAGEMENT SUPPORT SERVICES

To ensure a **livable, green, & prospering city**, this program provides general management, education, training and counseling, and partnership development and management in order to promote neighborhoods that are inclusive and diverse.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	23.3%	10.2%	6.2%
Total Expenditures	\$1,559,478	\$980,255	\$759,219
Personnel	\$599,694	\$798,498	\$635,702
Non-Personnel	\$171,920	\$181,757	\$123,517
Interfund Transfer	\$787,864	\$0	\$0
Full Time Equivalents (FTEs)	<b>5.30</b>	<b>5.30</b>	<b>5.60</b>

Performance Measures			
<i>Number of state and federal grants received</i>	3	2	2
<i>Commitment and expenditure of federal, state or local funds within established due dates</i>	100%	100%	100%
<i>Number of programs sustained or expanded through partnerships</i>	3	4	4

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		5.30	\$980,255
Funding Source	Adjustments to Program Funding	FTE Impact	Cost Modification
General Fund	Technical adjustment for personnel and non-personnel-related reallocation of resources within the Department. No service impact.	0.30	(\$227,171)
CDBG	New budgeted grant revenue.	0.00	\$11,164
HOME	Reduction in budgeted grant revenue.	0.00	(\$5,028)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>5.60</b>	<b>\$759,219</b>



## HOME OWNERSHIP

To ensure a **livable, green, & prospering city**, this program provides lending and asset management, and sales and marketing for affordable homeownership units in order to promote neighborhoods that are inclusive and diverse.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	18.1%	2.8%	4.5%
Total Expenditures	\$1,210,774	\$267,762	\$553,164
Personnel	\$103,586	\$34,252	\$95,773
Non-Personnel	\$1,107,189	\$233,510	\$457,391
Full Time Equivalents (FTEs)	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>
<b>Performance Measures</b>			
<i>Total number of units in program</i>	140	124	124
<i>Number of marketed homeownership units purchased by income eligible households</i>	3	4	9
<i>Number of affordable home purchase opportunities made available</i>	3	4	9
<i>Number of households contacted through marketing efforts</i>	7,000	7,000	7,000

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.80	\$267,762
Funding Source	Adjustments to Program Funding	FTE Impact	Cost Modification
General Fund	Technical adjustment for personnel and non-personnel-related reallocation of resources within the Department. No service impact.	0.00	\$71,402
CBDG	Additional projected program income from loan repayments.	0.00	\$25,000
HOME	Additional projected program income from loan repayments.	0.00	\$4,000
Housing Trust Fund	\$35,000 in new revenue and \$150,000 in carryover funding.	0.00	\$185,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>0.80</b>	<b>\$553,164</b>



## HOUSING REHABILITATION

To ensure a **livable, green, & prospering city**, this program provides financing and loan/grant management for housing rehabilitation in order to promote neighborhoods that are inclusive and diverse.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	15.9%	14.0%	9.5%
Total Expenditures	\$1,063,805	\$1,350,704	\$1,154,098
Personnel	\$303,179	\$320,360	\$239,063
Non-Personnel	\$760,627	\$1,030,344	\$915,035
Full Time Equivalents (FTEs)	<b>1.90</b>	<b>1.90</b>	<b>1.90</b>
<b>Performance Measures</b>			
<i>Number of properties with the following types of housing conditions addressed:</i>			
<i>code violations, energy efficiency, lead based paint, accessibility</i>	6	13	12
<i>Number of loans closed</i>	6	13	12
<i>Number of applications received</i>	15	15	15
<i>Number of residents contacted through mail, seminars, other outreach</i>	1,200	1,300	1,300

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.90	\$1,350,704
Funding Source	Adjustments to Program Funding	FTE Impact	Cost Modification
General Fund	Technical adjustment for personnel and non-personnel-related reallocation of resources within the Department. No service impact.	0.00	(\$35,699)
CDBG	Net change of \$34,462 in new budgeted grant funding and a \$193,869 reduction of projected carryover funds.	0.00	(\$159,407)
Housing Trust Fund	Reduction in projected carryover program funds.	0.00	(\$1,500)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>1.90</b>	<b>\$1,154,098</b>



## LANDLORD TENANT RELATIONS

To ensure a **livable, green, & prospering city**, this program provides counseling for tenants and landlords and legal and programmatic compliance monitoring, in order to promote neighborhoods that are inclusive and diverse.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	11.5%	5.8%	4.4%
Total Expenditures	\$768,858	\$559,511	\$536,829
Personnel	\$355,571	\$76,621	\$457,189
Non-Personnel	\$40,850	\$53,176	\$79,640
Interfund Transfer	\$372,437	\$429,714	\$0
Full Time Equivalents (FTEs)	<b>3.30</b>	<b>4.30</b>	<b>4.00</b>
Performance Measures			
<i>Number of complaints received and mediated/referred</i>	1,307	1,150	1,150
<i>Percentage of positive landlord-tenant resolutions</i>	98%	95%	95%
<i>Number of displaced residents assisted with relocation counseling</i>	31	25	57
<i>Percent of displaced tenants able to find permanent housing within the City after displacement</i>	N/A	70%	75%
<i>Rate of evictions of occupied rental units</i>	N/A	1.7%	1.5%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.30	\$559,551
Funding Source	Adjustments to Program Funding	FTE Impact	Cost Modification
General Fund	Technical adjustment for personnel and non-personnel-related reallocation of resources within the Department. No service impact.	(0.30)	(\$22,360)
CDBG	Net change of new grant funding and reduction of carryover funds.	0.00	(\$362)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$536,829



## AFFORDABLE HOUSING DEVELOPMENT & PRESERVATION

To ensure a **livable, green, & prospering city**, this program secures and fosters affordable units and provides financing and loan/grant management, and lending and asset management in order to promote neighborhoods that are inclusive and diverse.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	31.4%	67.2%	75.3%
Total Expenditures	\$2,102,070	\$6,480,522	\$9,167,971
Personnel	\$195,838	\$198,386	\$419,925
Non-Personnel	\$915,013	\$2,798,622	\$6,519,341
Capital Outlays	\$0	\$1,600,000	\$1,600,000
Interfund Transfer	\$991,219	\$1,883,514	\$628,705
Full Time Equivalents (FTEs)	<b>3.70</b>	<b>3.70</b>	<b>3.70</b>
<b>Performance Measures</b>			
<i>Amount of financial contributions secured through the development process</i>	\$1,400,000	\$2,460,000	\$850,000
<i>Number of new or preserved units affordable to households at 60% AMI</i>	153	40	158
<i>Number of committed units affordable to households at 60% AMI</i>	1,342	1,342	1,342
<i>Number of affordable units secured through the development process</i>	2000%	1000%	28
<i>Number of developments monitored</i>	11	13	14
<i>Number of development /preservation loans provided</i>	3	3	2

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		3.70	\$6,480,522
Funding Source	Adjustments to Program Funding	FTE Impact	Cost Modification
General Fund	Technical adjustment for personnel and non-personnel-related reallocation of resources within the Department. No service impact.	0.00	\$248,810
General Fund	\$2,576 increases to grant match for HOME and \$85,988 in additional dedicated revenue.	0.00	\$88,564
HOME	Net change of a \$448 reduction in repayment of loans and a \$464,000 increase of carryover funds.	0.00	\$463,552
Housing Trust Fund	Decrease in new outside contributions to the Housing Trust Fund.	0.00	(\$1,590,000)
Housing Trust Fund	\$3,377,941 increase in program carryover funding and a \$98,582 increase in HOME match carryover funding.	0.00	\$3,476,523
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>3.70</b>	<b>\$9,167,971</b>



FY 2015 HOUSING PROGRAM SOURCES AND USES

Program (Uses)	Affordable Housing					Total All Funds
	Home Ownership	Housing Rehabilitation	Landlord Tenant	Development & Preservation	Leadership & Mgmt Support Services	
<b>Funding (Sources)</b>						
<b>CDBG</b>						
New Grant	\$0	\$502,100	\$15,960	\$0	\$141,311	\$659,371
Program Income	\$50,000	\$125,000	\$0	\$0	\$0	\$175,000
Carryover	\$0	\$381,200	\$5,000	\$0	\$0	\$386,200
	\$50,000	\$1,008,300	\$20,960	\$0	\$141,311	<b>\$1,220,571</b>
	<b>One Loan</b>	<b>Nine HPRLP Loans One RAMP Loan</b>	<b>One Round of Fair Housing Testing</b>			
<b>HOME</b>						
New Grant		\$0	\$0	\$333,979	\$31,918	\$365,897
Program Income	\$40,000	\$0	\$0	\$36,000	\$0	\$76,000
Carryover	\$0	\$0	\$0	\$464,000		\$464,000
	\$40,000	\$0	\$0	\$833,979	\$31,918	<b>\$905,897</b>
	<b>One Loan</b>					
<b>GENERAL FUND</b>						
New Dedicated Revenue	\$113,164	\$92,798	\$419,852	\$638,882	\$585,990	\$1,850,686
New HOME Match	\$0	\$0	\$96,017	\$459,445	\$0	\$555,462
	\$113,164	\$92,798	\$515,869	\$1,128,992	\$585,990	<b>\$2,436,813</b>
	<b>Admin Support for Homeownership Program</b>			<b>Projected 28 Developer Pledged Units &amp; Funding to Support AHDC</b>		
<b>HOUSING TRUST FUND</b>						
New	\$100,000	\$0	\$0	\$870,000	\$0	\$970,000
Carryover	\$250,000	\$53,000	\$0	\$4,565,345		\$4,868,345
HOME Match (Carryover)	\$0	\$0	\$0	\$169,655	\$0	\$169,655
	\$350,000	\$53,000	\$0	\$5,605,000	\$0	<b>\$6,008,000</b>
	<b>Seven Loans</b>	<b>Two Mini-RAMP Grants &amp; Funding for RTA</b>				
<b>GO BONDS FOR BEAUREGARD</b>	\$0	\$0	\$0	\$1,600,000	\$0	<b>\$1,600,000</b>
<b>ALL FUNDS</b>	<b>\$553,164</b>	<b>\$1,154,098</b>	<b>\$536,829</b>	<b>\$9,167,971</b>	<b>\$759,219</b>	<b>\$12,171,281</b>

Notes: \$834K of carryover HTF is allocated to the Braddock Fund. \$4 million of the HTF and Bond funds are allocated for Beauregard.



## MISCELLANEOUS INFORMATION

Proposed Housing Trust Fund (HTF) expenditures for FY 2015 include a new allocation or reallocation of up to \$1,035,000 in estimated carryover Housing Trust Fund monies for the following programs:

\$800,000	Housing Opportunities Fund (HOF): Not yet designated
\$185,000	HOF: AHDC, Home Match, and Fees for Professional Services
<u>\$50,000</u>	Rebuilding Together Alexandria
\$1,035,000	Total

In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2015 will be used to supplement the following programs:

\$450,000	HOF: Not yet designated
<u>\$400,000</u>	Beauregard Small Area Plan Housing Fund
\$850,000	Total

Proposed HOF allocation to the Alexandria Housing Development Corporation of \$259,940, consisting of both General Fund and Housing Trust Fund HOF monies.

# Planning and Zoning



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**Department Staff**

Susan Eddy, Deputy Director

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Carrie Beach, Division Chief, Neighborhood Planning and Community Development

Al Cox, Manager, Historic Preservation

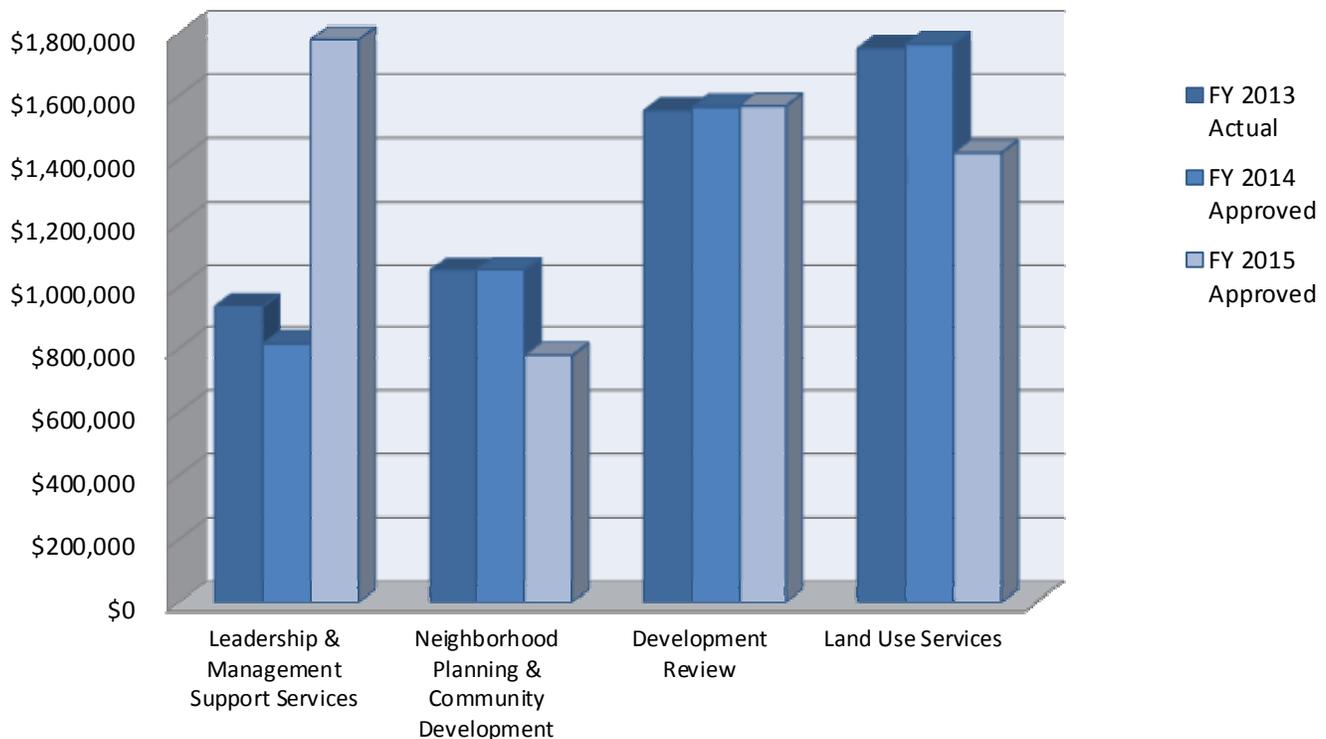
Cicely Woodrow, Management Analyst III

**Livable, Green, and Prospering City**

**Planning and Zoning**

- Leadership & Management Support Services
- Neighborhood Planning & Community Development
- Development Review
- Land Use Services

**All Funds Summary by Program**





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$4,987,087	\$5,085,934	\$5,362,998	\$277,064	5.4%
Non-Personnel	\$307,908	\$110,761	\$181,827	\$71,066	64.2%
<b>Total Expenditures</b>	<b>\$5,294,995</b>	<b>\$5,196,695</b>	<b>\$5,544,825</b>	<b>\$348,130</b>	<b>6.7%</b>
<b>Expenditures by Fund</b>					
General Fund	\$5,154,513	\$4,978,657	\$5,317,991	\$339,334	6.8%
Special Revenue Fund	\$78,345	\$218,038	\$226,834	\$8,796	0.0%
Non Fiscal Year Grants	\$62,137	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b>\$5,294,995</b>	<b>\$5,196,695</b>	<b>\$5,544,825</b>	<b>\$348,130</b>	<b>6.7%</b>
<b>Total Department FTE's</b>	<b>42.00</b>	<b>43.00</b>	<b>45.00</b>	<b>2.00</b>	<b>4.7%</b>

Note: Between when the FY 2015 budget was proposed and final adoption, the Geographic Information Systems Program within the Planning and Zoning department was transferred to the Information Technology Services department. All current and previous year budget information for the Geographic Information Systems program is now reflected in the Information Technology Services department Applications Program.

## FISCAL YEAR HIGHLIGHTS

To ensure a **Livable, Green, and Prospering City**, the Department of Planning and Zoning provides Leadership & Management Support Services, Neighborhood Planning & Community Development, Development Review, Land Use Services, and Geographic Information Systems

In FY 2015, the total budget will increase \$348,130 or 6.7%, while the General Fund budget will increase by \$339,334, or 6.8%.

The primary reason for this increase is attributable to a number of staff enhancements that will provide improved levels of service to the community. The department is adding a part time planner at \$61,047 to implement the City's wayfinding signage program. One part time position and one seasonal staff position are being made permanent for \$79,519 to address long-standing planning and administrative needs.

The department is also making a \$31,150 investment in staff development through increased training and conference participation as well as a \$50,000 investment in consulting services to provide guidance in areas where the expertise or skill is not available with current staff.

**Department Share of General Fund Operating Budget**



Planning and Zoning **0.84%**



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & Management Support Services	\$938,794	\$814,432	\$1,777,710	\$963,278	118.3%
Neighborhood Planning & Community Development	\$1,052,880	\$1,054,369	\$778,205	(\$276,164)	-26.2%
Development Review	\$1,553,468	\$1,564,555	\$1,567,217	\$2,662	0.2%
Land Use Services	\$1,749,852	\$1,763,339	\$1,421,693	(\$341,646)	-19.4%
<b>Total Expenditures</b>	<b>\$5,294,995</b>	<b>\$5,196,695</b>	<b>\$5,544,825</b>	<b>\$348,130</b>	<b>6.7%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & Management Support Services	6.00	6.00	14.00	8.00	133.3%
Neighborhood Planning & Community Development *	8.10	8.00	6.50	(1.50)	-18.8%
Development Review	11.30	13.10	11.00	(2.10)	-16.0%
Land Use Services	16.60	15.90	13.50	(2.40)	-15.1%
<b>Total FTE's</b>	<b>42.00</b>	<b>43.00</b>	<b>45.00</b>	<b>2.00</b>	<b>4.7%</b>

\* The Neighborhood Planning and Community Development Program contains a term-limited FTE position funded with FY 2014 carryover funds dedicated to the Oakville Triangle project. This position will end when the project funding is completely expended. Therefore, this position is not reflected in the total FTE count for Fiscal Year 2015.



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Department-wide services	Additional funding for consultant services used to provide short-term expertise or skill in an area that is not available through City staff and for temporary positions needed to complete special projects.	0.00	\$50,000
Department-wide services	Additional funding for professional training is in order to maintain highly skilled professional staff in the areas of professional certifications and graphical and presentation communications.	0.00	\$11,800
Department-wide services	Additional funding for conference registrations and travel for staff to attend and present at conferences. These experiences provide staff opportunities to research, write, and present in a variety of venues, strengthening and polishing their skills. They also provide ways to showcase Alexandria's projects and reinforce Alexandria's reputation as a leader in the fields of planning, preservation and GIS.	0.00	\$9,350
Leadership & Management Support Services	Convert one part-time administrative support position to full-time to provide staffing of the Planning Services and Information Counter. The counter provides members of the general public, businesspersons, and builders with answers to a variety of planning and land use questions that are not necessarily related to permits. Currently, this function is performed on a rotating basis by the planning staff, an arrangement that is not ideal because higher-value work such as the review of development applications is delayed so that the counter can remain staffed.	0.50	\$48,476
Leadership & Management Support Services	Convert one historically approved and funded full-time seasonal administrative staff to a regular FTE to provide administrative support in the areas of scheduling, budgeting, and procurement. Conversion of this position allows the department to budget in FY 2015 and future years based on actual needs and recurring expenditures.	1.00	\$31,043
Development Review	The Proposed Budget included funding for the conversion of a part-time seasonal staff person to a permanent, full-time Urban Planner I position. During Add-Delete, Council changed this programmatic adjustment to provide year-long funding for a seasonal position, but decided not to convert it to a full-time permanent position. An additional seasonal planner was continued from previous years.	0.00	\$60,000
Neighborhood Planning & Community Development	Part time position to manage the implementation of the City's wayfinding program to improve directional signage to assist residents and visitors funded through the Transportation Improvement Program (TIP).	0.50	\$61,047



## LEADERSHIP & MANAGEMENT SUPPORT SERVICES

To ensure a **livable, green, & prospering city**, this program provides management and administrative support across departmental programs and to boards and commissions in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	17.7%	15.7%	32.1%
Total Expenditures	\$938,794	\$814,432	\$1,777,710
Personnel	\$861,022	\$771,646	\$1,658,529
Non-Personnel	\$77,773	\$42,786	\$119,181
Full Time Equivalents (FTEs)	<b>6.00</b>	<b>6.00</b>	<b>14.00</b>
Performance Measures			
<i>Percent of Planning Commission dockets prepared on time</i>	100%	100%	100%
<i>Number of Planning Commission docket items</i>	116	225	225
<i>Number of public notices provided</i>	N/A	200	200

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$814,432
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$80,732
Program-wide services	Technical adjustment due to the reallocation of positions within the Department to account for the full cost of all leadership positions in this program. Includes the transfer of 3.10 FTE from Development Review, 2.40 FTE from Land Use Services, and 1.0 FTE from Neighborhood Planning and Community Development. No service impact.	6.50	\$722,432
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$9,445

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## LEADERSHIP & MANAGEMENT SUPPORT SERVICES

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Administration	Convert one part-time administrative support position to full-time to provide staffing of the Planning Services and Information Counter. The counter provides members of the general public, businesspersons, and builders with answers to a variety of planning and land use questions that are not necessarily related to permits. Currently, this function is performed on a rotating basis by the planning staff, an arrangement that is not ideal because higher-value work such as the review of development applications is delayed so that the counter can remain staffed.	0.50	\$48,476
Administration	Convert one historically approved and funded full-time seasonal administrative staff to a regular FTE to provide administrative support in the areas of scheduling, budgeting, and procurement. Conversion of this position allows the department to budget in FY 2015 and future years based on actual needs and recurring expenditures.	1.00	\$31,043
Department-wide services	Additional funding for consultant services used to provide short-term expertise or skill in an area that is not available through City staff and for temporary positions needed to complete special projects.	0.00	\$50,000
Department-wide services	Additional funding for professional training is in order to maintain highly skilled professional staff in the areas of professional certifications and graphical and presentation communications.	0.00	\$11,800
Department-wide services	Additional funding for conference registrations and travel for staff to attend and present at conferences. These experiences provide staff opportunities to research, write, and present in a variety of venues, strengthening and polishing their skills. They also provide ways to showcase Alexandria's projects and reinforce Alexandria's reputation as a leader in the fields of planning, preservation and GIS.	0.00	\$9,350
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>14.00</b>	<b>\$1,777,710</b>



## NEIGHBORHOOD PLANNING & COMMUNITY DEVELOPMENT

To ensure a **livable, green, & prospering city**, this program provides small area planning, citywide and master planning, major studies, plan implementation, and demographic analysis and forecasts in order to increase the value of the city's real estate tax base, promote an attractive urban environment that reflects our history and provides well-functioning infrastructure, and promote neighborhoods that are amenity-rich.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	19.9%	20.3%	14.0%
Total Expenditures	\$1,052,880	\$1,054,369	\$778,205
Personnel	\$927,019	\$1,040,180	\$760,700
Non-Personnel	\$125,861	\$14,189	\$17,505
Full Time Equivalents (FTEs)	<b>8.10</b>	<b>8.00</b>	<b>6.50 *</b>
Performance Measures			
<i>Number of plans and studies completed</i>	0	2	3
<i>Percent of plans and studies approved</i>	N/A	100%	100%

\* This program contains a term-limited FTE position funded with FY2014 carryover funds dedicated to the Oakville Triangle project. This position will end when the project funding is completely expended. Therefore, this position is not reflected in the total FTE count for Fiscal Year 2015.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		8.00	\$1,054,369
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$31,329
Program-wide services	Technical adjustment due to the reallocation of positions within the program to account for the full cost of all department leadership positions in the Leadership and Management Support Services program. No service impact.	(1.00)	(\$258,045)
<b>[Continued on following page]</b>			



NEIGHBORHOOD PLANNING &  
COMMUNITY DEVELOPMENT

PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$4,186
Small Area Planning	Transfer of a Principal Planner position to the Department of Project Implementation to provide project management for Neighborhood Planning & Community Development initiatives.	(1.00)	(\$114,681)
Small Area Planning, Citywide and Master Planning, and Major Studies	Part time position to manage the implementation of the City's wayfinding program to improve directional signage to assist residents and visitors funded through the Transportation Improvement Program (TIP).	0.50	\$61,047
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>6.50</b>	<b>\$778,205</b>



## DEVELOPMENT REVIEW

To ensure a **livable, green, & prospering city**, this program provides development review in order to increase the value of the city's real estate tax base, promote an attractive urban environment that reflects our history and provides well-functioning infrastructure, and promote neighborhoods that are amenity-rich.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	29.3%	30.1%	28.3%
Total Expenditures	\$1,553,468	\$1,564,555	\$1,567,217
Personnel	\$1,536,797	\$1,550,855	\$1,554,712
Non-Personnel	\$16,671	\$13,700	\$12,505
Full Time Equivalents (FTEs)	<b>11.30</b>	<b>13.10</b>	<b>11.00</b>
Performance Measures			
<i>Number of development applications submitted</i>	31	25	30
<i>Percent of development applications reviewed within established time frame</i>	N/A	100%	100%
<i>Number of square feet in development applications</i>	5.1 million	4.5 million	4.5 million

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		13.10	\$1,564,555
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$68,926
Program-wide services	Technical adjustment due to the reallocation of positions within the program to account for the full cost of all department leadership positions in the Leadership and Management Support Services program. No service impact.	(3.10)	(\$125,419)
<b>[Continued on following page]</b>			

# Planning and Zoning



## DEVELOPMENT REVIEW

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$845)
Development Review	The Proposed Budget included funding for the conversion of a part-time seasonal staff person to a permanent, full-time Urban Planner I position. During Add-Delete, Council changed this programmatic adjustment to provide year-long funding for a seasonal position, but decided not to convert it to a full-time permanent position. An additional seasonal planner was continued from previous years.	0.00	\$60,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>11.00</b>	<b>\$1,567,217</b>



## LAND USE SERVICES

To ensure a **livable, green, & prospering city**, this program provides historic preservation (identify, protect, promote, and educate the public on the city's cultural and architectural heritage; application review; and enforcement of historic preservation ordinance), special use permit administration, zoning enforcement, and zoning review in order to increase the economic benefits of tourism to the city, increase the value of the city's real estate tax base, and promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	33.0%	33.9%	25.6%
Total Expenditures	\$1,749,852	\$1,763,339	\$1,421,693
Personnel	\$1,662,250	\$1,723,253	\$1,389,057
Non-Personnel	\$87,603	\$40,086	\$32,636
Full Time Equivalents (FTEs)	<b>16.60</b>	<b>15.90</b>	<b>13.50</b>
Performance Measures			
<i>Number of zoning applications submitted</i>	70	78	75
<i>Percent of zoning applications reviewed within established time frame</i>	N/A	N/A	100%
<i>Number of zoning enforcement inspections completed</i>	1,135	1,000	1,050
<i>Number of Board of Architectural Review applications submitted</i>	226	304	237
<i>Percentage of Board of Architectural Review applications reviewed within established time frame</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		15.90	\$1,763,339
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$58,822
Program-wide services	Technical adjustment due to the reallocation of positions within the program to account for the full cost of all department leadership positions in the Leadership and Management Support Services program. No service impact.	(2.40)	(\$392,148)
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$8,320)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		13.50	\$1,421,693

# Project Implementation



## Livable, Green, & Prospering City

### Department of Project Implementation

Leadership and Management  
Capital Projects  
Neighborhood Planning & Community Development

#### Department Contact Info

703.746.4045

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#### Department Head

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#### Department Staff

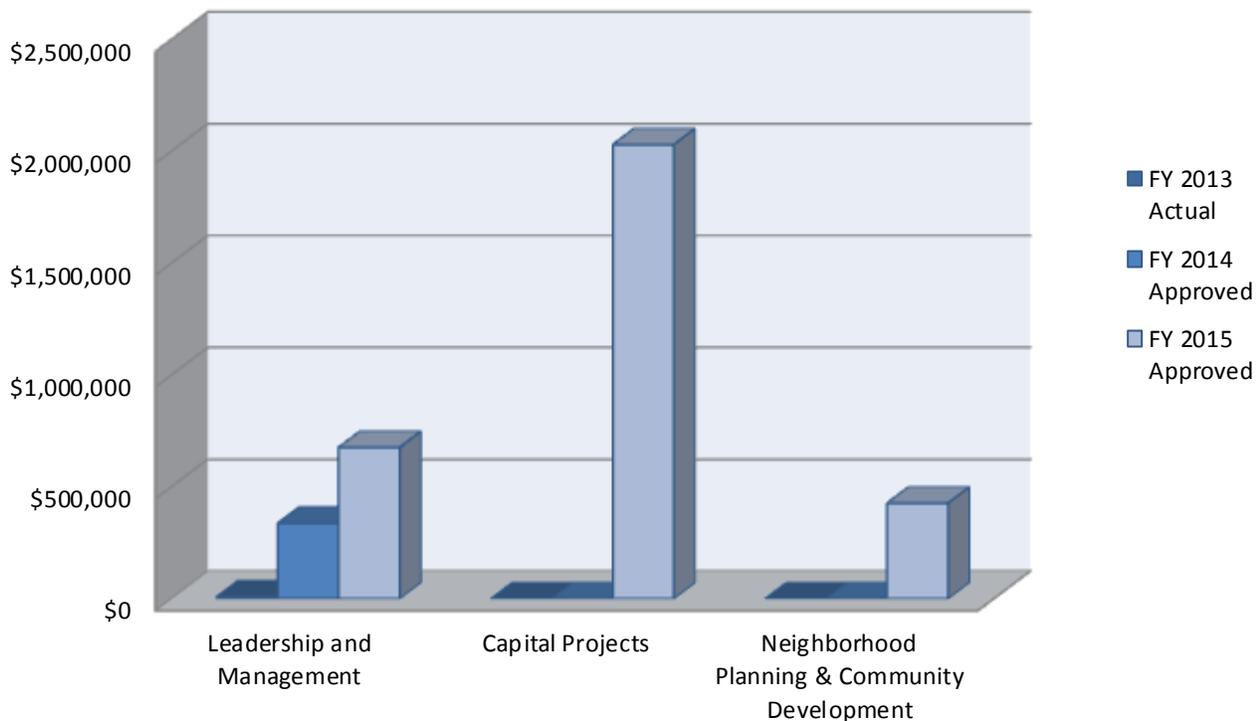
Vacant, Deputy Director

Mitchell Bernstein, Division Chief, Design

Lucky Stokes, Division Chief, Construction

Suellen Savukas, Division chief,  
Administrative Services

### All Funds Summary by Program



# Project Implementation



## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Personnel	\$2,730	\$327,568	\$2,895,294	\$2,567,726	783.9%
Non-Personnel	\$6,024	\$10,000	\$239,350	\$229,350	2293.5%
<b>Total Expenditures</b>	<b>\$8,753</b>	<b>\$337,568</b>	<b>\$3,134,644</b>	<b>\$2,797,076</b>	<b>828.6%</b>
<b>Expenditures by Fund</b>					
General Fund (Includes Transportation Improvement Program)	\$8,753	\$337,568	\$2,050,672	\$1,713,104	507.5%
Stormwater Fund	\$0	\$0	\$541,987	\$541,987	N/A
Sanitary Sewers Fund	\$0	\$0	\$541,985	\$541,985	N/A
<b>Total Expenditures</b>	<b>\$8,753</b>	<b>\$337,568</b>	<b>\$3,134,644</b>	<b>\$2,797,076</b>	<b>828.6%</b>
<b>Total Department FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>22.50</b>	<b>20.50</b>	<b>1025.0%</b>

Note: General Fund Expenditures include \$395,407 charged to the City's Transportation Improvement Program (TIP) reserved revenue. Of this amount \$150,746 is for funding 1.0 FTE (Civil Engineer IV) newly approved for FY 2015.

## FISCAL YEAR HIGHLIGHTS

To ensure a **Livable, Green, and Prospering City**, the Department of Project Implementation provides Leadership & Management Support Services, Capital Projects management, and Neighborhood Plan Implementation.

During FY 2014, the Department of Project Implementation (DPI) was established. DPI was created to implement City capital projects and coordinate the planning and implementation of complex, multi-departmental projects, many associated with Small Area Plans. The department will focus on applying best-management project management methods to shorten the delivery timetable and improve project outcomes. Adding to 2.0 FTEs approved for FY 2014, FY 2014 mid-year adjustments included 18.0 FTE shifted from various programs within Transportation & Environmental Services (T&ES) to DPI, and 1.0 FTE shifted from Planning & Zoning to DPI. For FY 2015, the department adds 1.5 FTEs (full-time Civil Engineer funded by Transportation Improvement Program (TIP) funding, and one half-time Urban Planner) in order to improve overall performance on project delivery.

The total FY 2015 budget for DPI is \$3,134,644—an increase of 828.6% over FY2014 Approved—and reflects the resources requested for the fully staffed and operational department to continue and improve service delivery. Over 47% of DPI expenditures are charged to Sanitary Sewers, Stormwater, and TIP revenues.

**Department Share of General Fund Operating Budget**



Department of Project Implementation **0.32%**

# Project Implementation



## PROGRAM LEVEL SUMMARY DATA

### Expenditure Summary

<b>Expenditure By Program</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>	<b>Change 2014 - 2015</b>	<b>% Change 2014-2015</b>
Leadership and Management	\$8,753	\$337,568	\$676,731	\$339,163	100.5%
Capital Projects	\$0	\$0	\$2,030,409	\$2,030,409	N/A
Neighborhood Planning & Community Development	\$0	\$0	\$427,504	\$427,504	N/A
<b>Total Expenditures</b>	<b>\$8,753</b>	<b>\$337,568</b>	<b>\$3,134,644</b>	<b>\$2,797,076</b>	<b>828.6%</b>

### Staffing Summary

<b>Authorized Positions (FTEs) by Program</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Proposed</b>	<b>Change 2014 - 2015</b>	<b>% Change 2014-2015</b>
Leadership and Management	2.00	2.00	4.10	2.10	105.0%
Capital Projects	0.00	0.00	15.70	15.70	N/A
Neighborhood Planning & Community Development	0.00	0.00	2.70	2.70	N/A
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>22.50</b>	<b>20.50</b>	<b>1025.0%</b>

# Project Implementation



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Leadership & Management	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$3,972
Leadership & Management	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.). A significant portion of non-personnel increases in DPI is attributable to the reorganization of positions under this new Department. In total \$100,000 has been shifted from T&ES to DPI as part of this reorganization.	0.00	\$148,995
Leadership & Management	Approved reclassifications during FY 2014 in order to reflect the assignments and competencies requisite for administration within DPI and is expected to improve project management service to clients.	0.00	\$32,621
Leadership & Management	FY 2014 Approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of City capital Improvement projects. In addition, technical adjustment due to the reallocation of positions within the Department to reflect proper assignment of duties.	2.10	\$153,575
Capital Projects	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$53,953
Capital Projects	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.). A significant portion of non-personnel increases in DPI is attributable to the reorganization of positions under this new Department. In total \$100,000 has been shifted from T&ES to DPI as part of this reorganization.	0.00	\$66,832
Capital Projects	Approved reclassifications during FY 2014 in order to reflect the assignments and competencies requisite for administration within DPI is expected to improve project management service to clients.	0.00	\$21,994
<b>[Continued on the following page]</b>			

*Note: Because FY 2015 will represent the first full year of service within the Department of Project Implementation, all programmatic adjustments are shown, regardless of impact to service delivery.*

## Project Implementation



## ADJUSTMENTS TO CITY SERVICES CONTINUED

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Capital Projects	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of City capital Improvement projects. In addition, technical adjustment due to the reallocation of positions within the Department to reflect proper assignment of duties.	14.70	\$1,654,706
Capital Projects	Including salary-step contingency for hiring two Vacant Civil Engineer positions at a regional-market competitive salary will improve Capital Project Implementation service by allowing the Department to fill these positions at classification-appropriate salaries and not jeopardize the fiscal integrity of this new organization within the City.	0.00	\$82,178
Capital Projects	Addition of 1.0 FTE (Civil Engineer IV), funded with TIP monies, will improve Capital Project Implementation service by increasing the number of transportation projects able to be reviewed and managed in FY 2015.	1.00	\$150,746
Neighborhood Planning & Community Development	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$7,293
Neighborhood Planning & Community Development	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.). A significant portion of non-personnel increases in DPI is attributable to the reorganization of positions under this new Department. In total, \$100,000 has been shifted from T&ES to DPI as part of this reorganization.	0.00	\$13,523
Neighborhood Planning & Community Development	Approved reclassifications during FY2014 in order to reflect the assignments and competencies requisite for administration within DPI is expected to improve Small Area Plan Implementation Service.	0.00	\$3,683
Neighborhood Planning & Community Development	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of City capital Improvement projects. In addition, technical adjustment due to the reallocation of positions within the Department to reflect proper assignment of duties.	2.20	\$346,048
Neighborhood Planning & Community Development	The addition 0.5 FTE (Urban Planner) will improve Small Area Plan implementation service by increasing the civic engagement element of this program and allowing more effective support of interdepartmental plan implementation efforts.	0.50	\$56,957

# Project Implementation



## LEADERSHIP AND MANAGEMENT

To ensure a **livable, green, & prospering city**, this program provides effective project management service to clients in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	21.6%
Total Expenditures	\$8,753	\$337,568	\$676,731
Personnel	\$2,730	\$327,568	\$517,736
Non-Personnel	\$6,024	\$10,000	\$158,995
Full Time Equivalents (FTEs)	<b>2.00</b>	<b>2.00</b>	<b>4.10</b>
Performance Measures			
<i>Percent of completed projects that meet City design standards</i>	N/A	90%	90%
<i>Number of employees who receive project management training</i>	N/A	10	15
<i>Number of interdepartmental projects that follow an approved project charter</i>	N/A	2	2

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		2.00	\$337,568
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$3,971
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.). A significant portion of non-personnel increases in DPI is attributable to the reorganization of positions under this new Department. In total \$100,000 has been shifted from T&ES to DPI as part of this reorganization.	0.00	\$148,995
[Continued on following page]			

# Project Implementation



## LEADERSHIP AND MANAGEMENT

## PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		2.00	\$337,568
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Approved reclassifications during FY2014 in order to reflect the assignments and competencies requisite for administration within DPI and is expected to improve project management service to clients.	0.00	\$32,621
Program-wide services	FY 2014 Approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of City capital Improvement projects. In addition, technical adjustment due to the reallocation of positions within the Department to reflect proper assignment of duties.	2.10	\$153,575
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>4.10</b>	<b>\$676,731</b>

# Project Implementation



## CAPITAL PROJECTS

To ensure a **livable, green, & prospering city**, this program provides efficient and effective implementation of Capital Improvement Program (CIP) projects, in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	0.0%	0.0%	64.8%
Total Expenditures	\$0	\$0	\$2,030,409
Personnel	\$0	\$0	\$1,963,577
Non-Personnel	\$0	\$0	\$66,832
Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>15.70</b>
Performance Measures			
<i>Percent of completed projects that meet City design standards</i>	N/A	90%	90%
<i>Number of projects managed</i>	N/A	25	40
<i>Number of projects constructed</i>	N/A	5	8
<i>Number of construction projects designed</i>	N/A	5	12

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$0
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$53,954
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.). A significant portion of non-personnel increases in DPI is attributable to the reorganization of positions under this new Department. In total \$100,000 has been shifted from T&ES to DPI as part of this reorganization.	0.00	\$66,832
Program-wide services	Approved reclassifications during FY2014 in order to reflect the assignments and competencies requisite for administration within DPI is expected to improve project management service to clients.	0.00	\$21,994
<b>[Continued on following page]</b>			

# Project Implementation



## CAPITAL PROJECTS

## PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$0
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	FY 2014 Approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of City capital Improvement projects. In addition, technical adjustment due to the reallocation of positions within the Department to reflect proper assignment of duties.	14.70	\$1,654,706
Capital Project Implementation	Including salary-step contingency for hiring two Vacant Civil Engineer positions at a regional-market competitive salary will improve Capital Project Implementation service by allowing the Department to fill these positions at classification-appropriate salaries and not jeopardize the fiscal integrity of this new organization within the City.	0.00	\$82,178
Capital Project Implementation	Addition of 1.0 FTE (Civil Engineer IV), funded with TIP monies, will improve Capital Project Implementation service by increasing the number of transportation projects able to be reviewed and managed by the Department in FY 2015.	1.00	\$150,746
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>15.70</b>	<b>\$2,030,409</b>



# Project Implementation

## NEIGHBORHOOD PLANNING & COMMUNITY DEVELOPMENT

To ensure a **livable, green, & prospering city**, this program provides Small Area Plan (SAP) implementation in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	0.0%	0.0%	13.6%
Total Expenditures	\$0	\$0	\$427,504
Personnel	\$0	\$0	\$413,981
Non-Personnel	\$0	\$0	\$13,523
Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>2.70</b>
Performance Measures			
<i>Number of projects identified for CIP implementation</i>	N/A	5	1
<i>Number of SAP Implementation Plans Developed</i>	N/A	2	0

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$0
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$7,293
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.). A significant portion of non-personnel increases in DPI is attributable to the reorganization of positions under this new Department. In total, \$100,000 has been shifted from T&ES to DPI as part of this reorganization.	0.00	\$13,523
Small Area Plan Implementation	Approved reclassifications during FY2014 in order to reflect the assignments and competencies requisite for administration within DPI is expected to improve Small Area Plan Implementation Service.	0.00	\$3,683
<b>[Continued on following page]</b>			



# Project Implementation

## NEIGHBORHOOD PLANNING & COMMUNITY DEVELOPMENT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.0	\$0
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	FY 2014 Approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of City capital Improvement projects. In addition, technical adjustment due to the reallocation of positions within the Department to reflect proper assignment of duties.	2.20	\$346,048
Small Area Plan Implementation	The addition 0.5 FTE (Urban Planner) will improve Small Area Plan implementation service by increasing the civic engagement element of this program and allowing more effective support of interdepartmental plan implementation efforts.	0.50	\$56,957
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>2.70</b>	<b>\$427,504</b>

# Transit Subsidies



## Livable, Green, & Prospering City

### Transit Subsidies

- Alexandria Transit Corporation (DASH)
- King Street Trolley
- DOT Paratransit
- Virginia Railway Express (VRE)
- Washington Metropolitan Area Transit Authority (WMATA)

#### Department Contact Info

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#### Department Head

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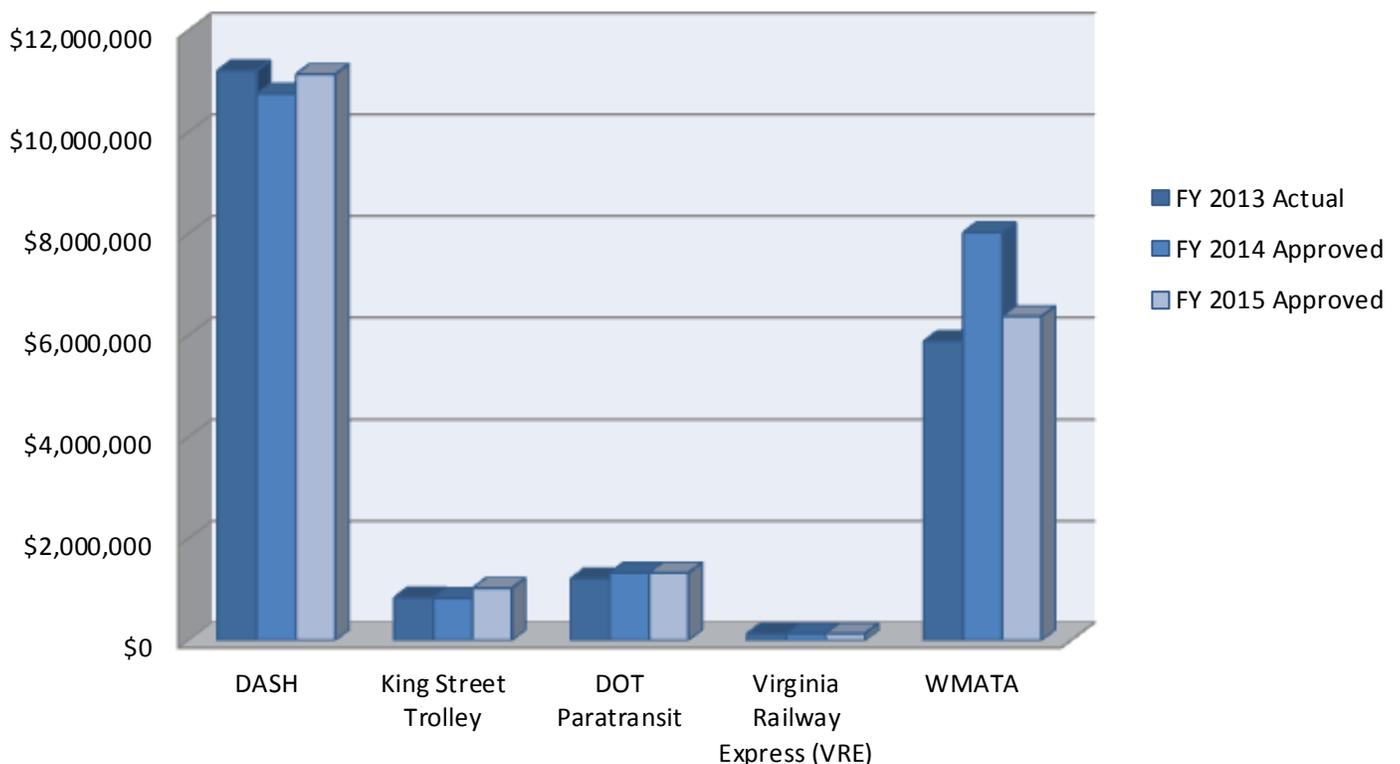
[rich.baier@alexandriava.gov](mailto:rich.baier@alexandriava.gov)

#### Department Staff

Marti Reinfeld, Transit Services Division Chief

Antonio Baxter,  
Strategic Management Services Division Chief

## General Fund Transit Subsidy Summary by Program



# Transit Subsidies



## EXPENDITURE & REVENUE SUMMARY

General Fund Subsidy By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
DASH	\$11,211,595	\$10,755,632	\$11,142,000	\$386,368	3.6%
King Street Trolley	\$841,178	\$830,000	\$1,025,000	\$195,000	23.5%
DOT Paratransit	\$1,212,411	\$1,330,328	\$1,330,328	\$0	0.0%
Virginia Railway Express (VRE)	\$133,894	\$133,894	\$133,894	\$0	0.0%
WMATA	\$5,886,035	\$8,026,156	\$6,375,156	-\$1,651,000	-20.6%
<b>Total General Fund Subsidy for Transit</b>	<b>\$19,285,113</b>	<b>\$21,076,010</b>	<b>\$20,006,378</b>	<b>-\$1,069,632</b>	<b>-5.1%</b>

### Sources of Funds

DASH Operating Revenue	\$3,699,968	\$4,460,000	\$4,949,000	\$489,000	11.0%
NVTC Pass-Through Revenue	\$13,989,794	\$19,065,680	\$27,500,000	\$8,434,320	44.2%
NVTA 30% Funds (WMATA Operating Subsidy)	\$0	\$0	\$1,800,000	\$1,800,000	N/A
General Fund Subsidy	\$19,285,113	\$21,076,010	\$20,006,378	-\$1,069,632	-5.1%
<b>Total Transit Expenditures</b>	<b>\$36,974,875</b>	<b>\$44,601,690</b>	<b>\$54,255,378</b>	<b>\$9,653,688</b>	<b>21.6%</b>

**Note:**

For FY 2015, funding, as a result of Virginia General Assembly action (HB 2313), is available through the Northern Virginia Transportation Commission (NVTC) and the Northern Virginia Transportation Authority (NVTA) for Transit and Transportation purposes. Currently, planned funding of \$1.8m of NVTA 30% funds will be utilized for WMATA’s operation of the Route 1 Transitway (BRT)

In addition, NVTC funding was previously not budgeted in the City as it went directly to NVTC. It will now be budgeted and appropriated as a pass-through from the City to NVTC as a result of a new State reporting requirement. The figures shown reflect this change. Of the \$27.5m in NVTC funds, \$22.8m will be used for WMATA operating purposes, with the balance used to support WMATA capital contributions and maintain a reserve for cash flow timing risk management needs.

## FISCAL YEAR HIGHLIGHTS

To ensure a **livable, green, and prospering City**, Transit Subsidies provides City-supported funding to DASH, DOT Paratransit, King Street Trolley, Virginia Railway Express (VRE), and WMATA.

The Approved FY 2015 Transit Subsidies General Fund budget decreases by 5% primarily as a result of increased use of NVTC funding to support the City’s contribution to WMATA. The total WMATA contribution increases by \$3.9m, including \$2.1m in costs to maintain service and \$1.8m in costs for the operation of the Route 1 Transitway (Metroway). The Approved FY 2015 DASH operating subsidy increases by \$386,368, which includes \$200,000 in reductions determined by the General Manager and DASH Board of Directors. Increased King Street Trolley service is approved for FY 2015, expanding service starting at 10am (compared to 11:30am during FY 2014) and making service available on Thursday, Friday, and Saturday evenings (periods of peak demand) until midnight.

**Department Share of General Fund Operating Budget**



Transit Subsidies **3.15%**

# Transit Subsidies



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
DASH/Trolley	Addition of \$195,000 will allow King Street Trolley service expansion to occur—expanding hours by 1.5 hours (starting service at 10am compared to 11:30am) in the morning at a cost of \$124,000, and 1.75 additional hours on Thursday, Friday, and Saturday evenings (ending service at midnight compared to 10:15pm) at a cost of \$71,000, which will increase ridership during these periods of peak demand, allowing more residents and visitors multi-modal access along King Street. (Note: this is an all-funds expenditure in DASH, and also shown under the subsidy for the King Street Trolley.)		\$195,000
DASH	Service and/or other budget adjustment to be determined by DASH General Manager and Board of Directors at a savings of \$200,000 is anticipated to have minor impact on overall service delivery.		-\$200,000
WMATA	Final operating budget figures provided to the City total \$2.1m over FY 2014 Approved levels, which reflects various increases both to improve service delivery through planned maintenance and other improvements, as well as to maintain service with requested funding for personnel— and non-personnel— related increases at WMATA, as well as an FY 15 audit adjustment. This increase is covered using NVTC funding.		\$2,100,762
WMATA	FY 2015 operations of the Route 1 Transitway (Metroway) provides Bus Rapid Transit (BRT) along a major transportation route, which improves access and mobility and decreases the number of single-occupant-vehicles (SOV's) within the City. This reflects the payment to WMATA for the operating subsidy associated with this new service.		\$1,800,000

# Transit Subsidies



## DASH

To ensure a livable, green, & prospering city, this program provides local bus service in the City in order to increase transportation system mobility, connectivity, and accessibility that supports the city's economy.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total General Fund Transit Subsidy	58.1%	51.0%	55.7%
Total Operating Expenditures (Including Trolley Operations)	\$15,751,563	\$16,045,632	\$17,116,000
Trolley Subsidy	(\$840,000)	(\$830,000)	(\$1,025,000)
Operating Revenues	\$3,699,968	\$4,460,000	\$4,949,000
Net General Fund Subsidy	\$11,211,595	\$10,755,632	\$11,142,000

### Performance Measures

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$16,045,632
Service/Line of Business	Impacts	FTE Impact Cost Modification
DASH Bus	Budgeted amounts of \$489,000 in additional DASH Operating Revenues, and \$586,368 in General Fund Subsidy, totaling \$1.075 million, maintains current levels of service delivery with personnel- and non-personnel-related increases in health coverage, salaries, merit adjustments, other fringe benefits, increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	\$1,075,368
DASH Bus	Service or other budget adjustment to be determined by DASH General Manager and Board of Directors at a cost of \$200,000 is included in the General Fund Subsidy total, and is anticipated to have minor impact on overall service delivery.	(\$200,000)
DASH Bus	See King Street Trolley Programmatic Adjustments for detail on service adjustment.	\$195,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$17,116,000</b>

# Transit Subsidies



## KING STREET TROLLEY

To ensure a livable, green, & prospering city, this program provides bus service from King Street Metro to Waterfront in order to increase transportation system mobility, connectivity, and accessibility that supports the city’s economy.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total General Fund Transit Subsidy	4.4%	3.9%	5.1%
	General Fund Subsidy	\$841,178	\$830,000	\$1,025,000
<b>Performance Measures</b>				

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$830,000
Service/Line of Business	Impacts	FTE Impact Cost Modification
King Street Trolley Service	Addition of \$195,000 will allow King Street Trolley service expansion to occur—expanding hours by 1.5 hours (starting service at 10am compared to 11:30am) in the morning at a cost of \$124,000, and 1.75 additional hours on Thursday, Friday, and Saturday evenings (ending service at midnight compared to 10:15pm) at a cost of \$71,000, which will increase ridership during these periods of peak demand, allowing more residents and visitors multi-modal access along King Street.	\$195,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$1,025,000</b>

# Transit Subsidies



## DOT PARATRANSIT

To ensure a livable, green, & prospering city, this program provides transit services for the disabled in order to increase transportation system mobility, connectivity, and accessibility that supports the city's economy.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total General Fund Transit Subsidy	6.3%	6.3%	6.6%
General Fund Subsidy	\$1,212,411	\$1,330,328	\$1,330,328
<b>Performance Measures</b>			

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$1,330,328	
Service/Line of Business	Impacts	FTE Impact	Cost Modification
DOT Paratransit Service	No adjustments to the subsidy have been approved for FY 2015.		\$0
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		\$1,330,328	

# Transit Subsidies



## VIRGINIA RAILWAY EXPRESS (VRE)

To ensure a livable, green, & prospering city, this program provides commuter rail service in order to increase transportation system mobility, connectivity, and accessibility that supports the city's economy.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total General Fund Transit Subsidy	0.7%	0.6%	0.7%
General Fund Subsidy	\$133,894	\$133,894	\$133,894
<b>Performance Measures</b>			

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$133,894	
Service/Line of Business	Impacts	FTE Impact	Cost Modification
VRE Commuter Rail	No adjustments to the subsidy have been Approved for FY 2015.		\$0
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		\$133,894	

# Transit Subsidies



## WMATA

To ensure a **livable, green, & prospering city**, this program provides local/regional bus service and local/regional service in order to increase transportation system mobility, connectivity, and accessibility that supports the city’s economy.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total General Fund Transit Subsidy	30.5%	38.1%	31.9%
Total Expenditures	\$19,875,829	\$27,091,836	\$30,992,598
Use of NVTC Funding	\$13,989,794	\$19,065,680	\$22,817,442
Use of NVTA 30% Funds	\$0	\$0	\$1,800,000
General Fund Subsidy	\$5,886,035	\$8,026,156	\$6,375,156

### Performance Measures

**Note:**  
For FY 2015, funding, as a result of Virginia General Assembly action (HB 2313), is available through the Northern Virginia Transportation Commission (NVTC) and the Northern Virginia Transportation Authority (NVTA) for Transit and Transportation purposes. Currently, planned funding of \$1.8m of NVTA 30% funds will be utilized for WMATA’s operation of the Route 1 Transitway (BRT), and have been included here as part of the FY 2015 Approved Budget.

In addition, NVTC funding was previously not budgeted in the City as it went directly to NVTC. It will now be budgeted and appropriated as a pass-through from the City to NVTC as a result of a new State reporting requirement.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET			\$27,091,836
Service/Line of Business	Impacts	FTE Impact	Cost Modification
WMATA Metrorail, Metrobus, Metro Access Paratransit, and NVTC Funding	Final operating budget figures provided to the City total \$2.1m over FY 2014 Approved levels, which reflects various increases both to improve service delivery through planned maintenance and other improvements, as well as to maintain service with requested funding for personnel– and non-personnel—related increases at WMATA, as well as an FY 15 audit adjustment. This increase is covered using NVTC funding.		\$2,100,762
WMATA Metrorail, Metrobus, Metro Access Paratransit, and NVTC Funding	In FY 2015, additional revenues are available through NVTC due to changes in the State’s Gas Tax allocation, which has allowed the City fiscal capacity for appropriating these funds for payment to WMATA. As a result, additional NVTC funds are applied to the WMATA subsidy, allowing a reduction in the General Fund Obligation of \$1.651m.		(\$1,651,000)

[Continued on following page]

# Transit Subsidies



## WMATA

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET			\$27,091,836
Service/Line of Business	Impacts	FTE Impact	Cost Modification
WMATA Metrorail, Metrobus, Metro Access Paratransit, and NVTC Funding	Reflects use of NVTC funding described to offset the reduction in General Fund subsidy obligation.		\$1,651,000
WMATA Metrorail, Metrobus, Metro Access Paratransit, and NVTC Funding	FY 2015 operations of the Route 1 Transitway (Metroway) provides Bus Rapid Transit (BRT) along a major transportation route, which improves access and mobility and decreases the number of single-occupant-vehicles (SOV's) within the City. This reflects the payment to WMATA for the operating subsidy associated with this new service.		\$1,800,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET			\$30,992,598

# Transportation & Environmental Services



## Livable, Green, and Prospering City

### Transportation & Environmental Services

- Leadership & Management Support Services
- Street and Sidewalk Maintenance
- Sewer Maintenance
- Recycling
- Refuse Collection
- Street Cleaning
- Environmental Quality
- Plan Review and Permitting
- Transportation Management
- Capital Project Management
- Regional Transportation Systems
- Transportation Planning & Support
- Transportation Expansion Program
- Northern Virginia Transportation Authority (NVTVA)
- Vehicle Replacement

#### Department Contact Info

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Director

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[rich.baier@alexandriava.gov](mailto:rich.baier@alexandriava.gov)

#### Department Staff

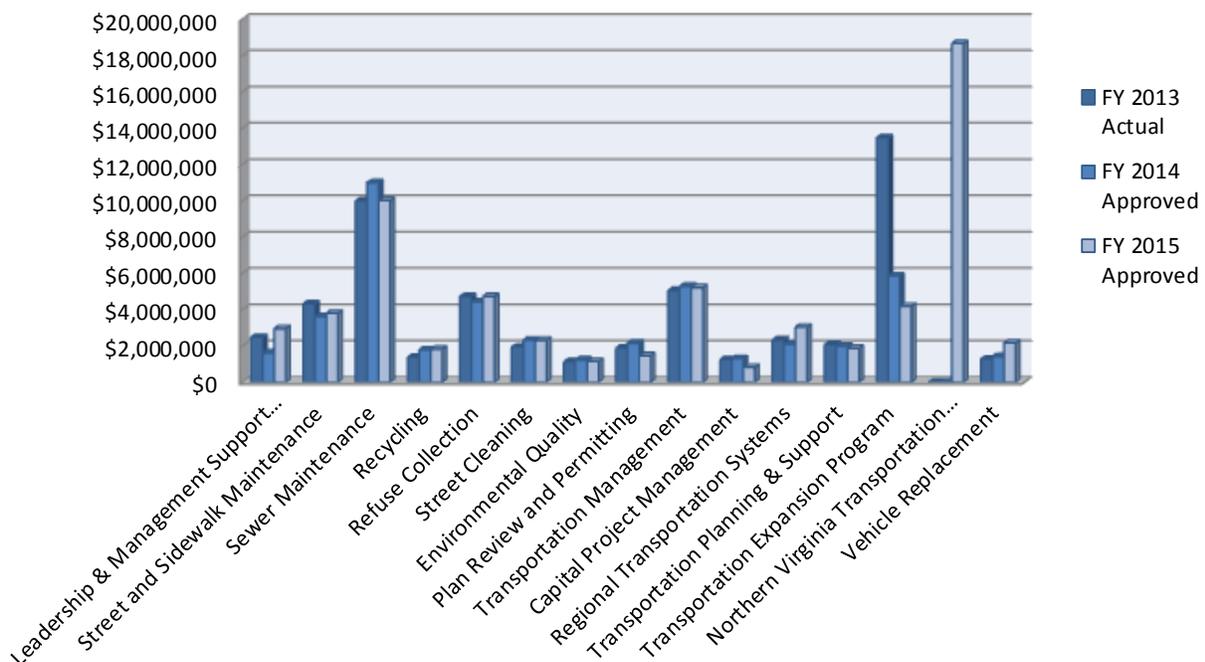
Yon Lambert, Deputy Director for Operations

Bill Skrabak, Deputy Director, Office of Environmental Quality

Vacant, Deputy Director for Transportation

Antonio Baxter, Strategic Management Services Division Chief

### All Funds Summary by Program





# Transportation & Environmental Services

## EXPENDITURE & REVENUE SUMMARY

<b>Expenditure By Classification</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>	<b>Change 2014 - 2015</b>	<b>% Change 2014-2015</b>
Personnel	\$18,878,710	\$20,325,395	\$18,943,093	-\$1,382,302	-6.8%
Non-Personnel	\$13,144,088	\$13,097,117	\$17,246,936	\$4,149,819	31.7%
Capital Goods Outlay	\$662,619	\$1,465,763	\$2,163,500	\$697,737	47.6%
Interfund Transfers	\$20,555,871	\$10,522,909	\$25,203,324	\$14,680,415	139.5%
Debt Service	\$0	\$628,475	\$565,412	-\$63,063	-10.0%
<b>Total Expenditures</b>	<b>\$53,241,287</b>	<b>\$46,039,659</b>	<b>\$64,122,266</b>	<b>\$18,082,607</b>	<b>39.3%</b>
<b>Expenditures by Fund</b>					
General Fund	\$40,755,413	\$32,675,128	\$31,279,855	-\$1,395,273	-4.3%
Internal Services	\$1,271,842	\$1,409,763	\$2,163,500	\$753,737	53.5%
ARRA - Stimulus Funds	\$76,739	\$0	\$0	\$0	N/A
Donations	\$14,072	\$0	\$0	\$0	N/A
Fiscal Year Grants	\$312,302	\$365,716	\$356,624	-\$9,092	-2.5%
Non-Fiscal Year Grants	\$1,204,229	\$0	\$0	\$0	N/A
Sanitary Sewer Fund	\$7,110,115	\$8,068,865	\$7,452,958	-\$615,907	-7.6%
Storm Sewer Fund	\$1,711,144	\$1,682,033	\$1,221,893	-\$460,140	-27.4%
Potomac Yard Metrorail Station Financing	\$725,000	\$1,471,507	\$2,614,482	\$1,142,975	77.7%
NVTA	\$0	\$0	\$18,667,000	\$18,667,000	N/A
Other Special Revenue Funds	\$60,432	\$366,647	\$365,953	-\$694	-0.2%
<b>Total Expenditures</b>	<b>\$53,241,287</b>	<b>\$46,039,659</b>	<b>\$64,122,266</b>	<b>\$18,082,607</b>	<b>39.3%</b>
Less Interfund Transfers	\$5,975,769	\$5,602,088	\$15,124,178	\$9,522,090	170.0%
<b>Net Expenditures</b>	<b>\$47,265,518</b>	<b>\$40,437,571</b>	<b>\$48,998,088</b>	<b>\$8,560,517</b>	<b>21.2%</b>



# Transportation & Environmental Services

## FISCAL YEAR HIGHLIGHTS

To ensure a **Livable, Green, and Prospering City**, T&ES provides Leadership & Management Support, Streets & Sidewalk Maintenance, Sewer Maintenance, Recycling, Refuse, Street Cleaning, Environmental Quality, Plan Review & Permitting, Transportation Management, Capital Projects, Regional Transportation Systems, Transportation Planning & Support, Transportation Expansion, Northern Virginia Transportation Authority (NVTA), and Vehicle Purchase.

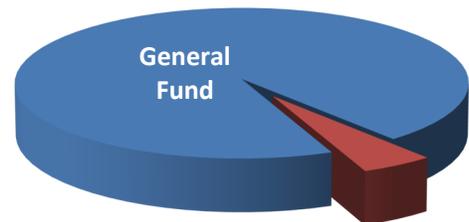
The T&ES total all-funds budget increases by \$18.1m, or 39.3%, from FY 2014, due primarily to the inclusion of \$12.2m budgeted as a pass-through interfund transfer to account for the 12.5 cent commercial real-estate tax revenue equivalent for NVTA 30% accounting agreement. In addition, NVTA 30% revenue is budgeted for the operation of the Route 1 Transitway (\$2.42m) and an interfund transfer to support Capital Projects (\$4.08m).

The department budget also represents a shift of 18 FTE to reorganize the department and create the Department of Project Implementation (DPI) during FY 2014. By shifting competency for project management and implementation, overall service delivery is expected to be improved with no net impact on the FY 2014 budget. FY 2015 budgeted amounts reflect levels of service under this new, two department organization. The total budget decrease in T&ES due to the reorganization of staff under DPI for FY 2015 is approximately \$2.03m.

Offsetting much of the decrease in budget shifted to DPI, the FY 2015 Approved Budget adds 7.0 FTE for Stormwater Management system maintenance, which is necessary to maintain and improve water quality and ensure state and federal permitting requirements

continue to be met. 1.0 FTE (TIP funded) is added as maintenance staff for Transitways and Transit Stations, and 1.0 FTE (Sanitary Sewers funded) is added for sewer engineering. Total service related adjustments not inclusive of the creation of DPI total approximately \$940,000. Other net increases in the overall T&ES budget are made up of a number of current service adjustments. Details on all adjustments are found on the following pages.

**Department Share of General Fund Operating Budget**



Department of Transportation & Environmental Services **4.91%**



# Transportation & Environmental Services

## PROGRAM LEVEL SUMMARY DATA

### Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & Management Support Services	\$2,472,206	\$1,616,235	\$2,942,764	\$1,326,529	82.1%
Street and Sidewalk Maintenance	\$4,311,151	\$3,616,883	\$3,795,550	\$178,667	4.9%
Sewer Maintenance	\$9,978,927	\$10,989,967	\$10,004,339	-\$985,628	-9.0%
Recycling	\$1,372,794	\$1,774,915	\$1,816,596	\$41,681	2.3%
Refuse Collection	\$4,723,799	\$4,427,366	\$4,719,612	\$292,246	6.6%
Street Cleaning	\$1,937,922	\$2,314,520	\$2,308,527	-\$5,993	-0.3%
Environmental Quality	\$1,127,199	\$1,233,174	\$1,137,687	-\$95,487	-7.7%
Plan Review and Permitting	\$1,878,011	\$2,147,413	\$1,460,560	-\$686,853	-32.0%
Transportation Management	\$5,053,710	\$5,278,744	\$5,211,782	-\$66,962	-1.3%
Capital Project Management	\$1,243,713	\$1,297,738	\$809,891	-\$487,847	-37.6%
Regional Transportation Systems	\$2,332,277	\$2,096,361	\$3,031,986	\$935,625	44.6%
Transportation Planning & Support	\$2,070,565	\$1,984,427	\$1,873,401	-\$111,026	-5.6%
Transportation Expansion Program	\$13,467,173	\$5,852,153	\$4,179,071	-\$1,673,082	-28.6%
Northern Virginia Transportation Authority (NVTA)	\$0	\$0	\$18,667,000	\$18,667,000	N/A
Vehicle Replacement	\$1,271,842	\$1,409,763	\$2,163,500	\$753,737	53.5%
<b>Total Expenditures</b>	<b>\$53,241,287</b>	<b>\$46,039,659</b>	<b>\$64,122,266</b>	<b>\$18,082,607</b>	<b>39.3%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & Management Support Services	10.75	11.90	14.25	2.35	19.7%
Street and Sidewalk Maintenance	15.76	15.26	14.01	(1.25)	-8.2%
Sewer Maintenance	39.74	47.69	46.29	(1.40)	-2.9%
Recycling	4.79	4.89	6.49	1.60	32.7%
Refuse Collection	34.84	35.79	34.85	(0.94)	-2.6%
Street Cleaning	19.84	22.44	23.93	1.49	6.6%
Environmental Quality	8.38	8.38	8.18	(0.20)	-2.4%
Plan Review and Permitting	18.31	18.31	14.26	(4.05)	-22.1%
Transportation Management	28.60	27.90	25.55	(2.35)	-8.4%
Capital Project Management	11.19	11.19	7.44	(3.75)	-33.5%
Regional Transportation Systems	4.80	4.75	4.75	0.00	0.0%
Transportation Planning & Support	10.50	10.00	8.00	(2.00)	-20.0%
Transportation Expansion Program	1.00	2.00	4.00	2.00	100.0%
Northern Virginia Transportation Authority (NVTA)	0.00	0.00	0.00	0.00	0.0%
Vehicle Replacement	0.00	0.00	0.00	0.00	0.0%
<b>Total FTE's</b>	<b>208.50</b>	<b>220.50</b>	<b>212.00</b>	<b>(8.50)</b>	<b>-3.9%</b>

# Transportation & Environmental Services



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Leadership & Management Support	Reorganization of the Impound Lot under Leadership & Management Support (previously Transportation Management) is anticipated to improve service delivery and fiscal management related to the impound lot and towing services overseen by the Department.	3.30	\$260,922
Leadership & Management Support	Amount reflects the non-personnel portion of the shift of the Impound Lot.	0.00	\$269,141
Leadership & Management Support	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of capital projects.	(0.50)	(\$44,798)
Streets & Sidewalk Maintenance	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of capital projects.	(0.05)	(\$5,418)
Streets & Sidewalk Maintenance	The use of TIP reserved funding to provide enhanced levels of service in street & sidewalk maintenance (\$200,000) and bus shelters (\$40,000) will increase the number of lane miles maintained, number of linear feet of sidewalk repaired and/or replaced, and number of bus shelters maintained throughout the City. This reflects general operating increases only; in addition, \$4.493m is included in the Approved FY 2015 Capital Improvement Program for Major Road Resurfacing, \$3.95m of which is funded by the TIP.	0.00	\$240,000
Sewer Maintenance	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of capital projects.	(7.20)	(\$754,218)
Sewer Maintenance	Addition of 7.00 FTE ((1.0) Inspector, (2.00) Labor Supervisor, (2.00) Equipment Operator, (2.00) Laborer II), will increase the number of city-owned BMPs properly maintained, and help to ensure that state and federal regulatory requirements are being met. These new positions are budgeted for an average of 9 months for FY 2015.	7.00	\$345,155
Recycling	Through the Add-Delete process, Council included funding for a new 0.5 FTE Recycling Driver as part of a \$9.00 increase in the Residential Refuse Fee, from \$328 to \$337.	0.50	\$22,000
Recycling	Through the Add-Delete process, Council included funding for expansion of the City's Public Space Recycling as part of a \$9.00 increase in the Residential Refuse Fee, from \$328 to \$337. This cost reflects the purchase of approximately 60 new recycling cans.	0.00	\$72,000
Recycling	Through the Add-Delete process, Council included funding for expansion of the City's Composting services as part of a \$9.00 increase in the Residential Refuse Fee, from \$328 to \$337.	0	\$23,000
<b>Continued on following page</b>			

# Transportation & Environmental Services



## ADJUSTMENTS TO CITY SERVICES CONTINUED

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Refuse	Through the Add-Delete process, Council included funding for expansion of the City's Public Space Recycling as part of a \$9.00 increase in the Residential Refuse Fee, from \$328 to \$337. This cost reflects the purchase of a new collection vehicle.	0.00	\$60,000
Environmental Quality	Elimination of 0.5 FTE - General Fund Support for Air Pollution Control Specialist 50% funded by VA Paving SUP Special Revenue - This service is expected to be absorbed by existing staff, albeit at a lesser level. This reduction maintains this position at 0.5 with reduced capacity compared to FY 2014 levels of service.	(0.50)	(\$58,951)
Plan Review & Permitting	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of capital projects.	(5.35)	(\$701,052)
Transportation Management	Reorganization of the Impound Lot under Leadership & Management Support (previously Transportation Management) is anticipated to improve service delivery and fiscal management related to the impound lot and towing services overseen by the Department.	(3.30)	(\$260,922)
Transportation Management	Amount reflects the non-personnel portion of the reorganization of the Impound Lot.	0.00	(\$269,141)
Transportation Management	Provision of Professional Services to support maintenance and operation of parking meter and traffic management infrastructure will improve service delivery by ensuring equipment is working properly to allow the transportation system to function as intended.	0.00	\$100,000
Capital Projects	FY 2014 Approved Position Cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of capital projects.	(3.90)	(\$505,620)
Capital Projects	Amount reflects the decrease in non-personnel expenditure due to shifting resources from T&ES to DPI.	0.00	(\$16,022)
Transportation Planning & Support	The Proposed Budget included funding for increasing the Employee Transit Benefit from \$70 to \$130 per employee to allow employees who use this program more affordable access to transit options and serves to decrease single-occupant-vehicle travel within the City during peak hours. Through the Add-Delete process, Council removed \$74,000 of this funding, which will raise the Transit Benefit to \$100, rather than \$130.	0.00	\$74,740
Transportation Expansion	The addition of Laborer position will ensure that expanded transitway facilities & transit stations (bus shelters and associated public rights-of-way) are properly maintained.	1.00	\$65,787



# Transportation & Environmental Services

## LEADERSHIP & MANAGEMENT SUPPORT

To ensure a **livable, green, & prospering city**, this program provides budget planning/fiscal support, communications, HR services, impound lot, workplace safety, injury & illness prevention, IT support, and procurement in order to increase transportation system mobility, connectivity, and accessibility that supports the city's economy, and promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	4.6%	3.5%	4.6%
Total Expenditures	\$2,472,206	\$1,616,235	\$2,942,764
Personnel	\$1,753,968	\$1,228,628	\$1,921,594
Non-Personnel	\$718,237	\$387,607	\$1,021,170
Full Time Equivalents (FTEs)	<b>10.75</b>	<b>11.90</b>	<b>14.25</b>
Performance Measures			
<i>Percent of employees trained in OSHA compliance</i>	N/A	50%	70%
<i>Number of OSHA issues identified and corrected in 30 days</i>	N/A	40	40
<i>Number of requisitions completed in established timeframe</i>	250	350	360
<i>Number of Grants</i>	82	100+	100

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		11.90	\$1,616,235
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases due to refined position budgeting (e.g. fringe benefit calculations, lower salary calculations for new-hires, or programmatic budgeting of savings due to turnover). Amount also includes technical adjustment due to the reallocation of positions within the Department. No service impact.	(0.45)	(\$23,158)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases (or decreases) in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.). Also reflects shift of resources previously budgeted in central management which are now appropriately budgeted in various programs across the department.	0.00	\$77,422

[Continued on following page]

# Transportation & Environmental Services



## LEADERSHIP & MANAGEMENT SUPPORT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		11.90	\$1,616,235
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of City Capital Improvement projects.	(0.50)	(\$44,798)
Injury & Illness Prevention	Workers Compensation charges have been budgeted for FY 2015 in the Department at a total amount of \$600,000. Of this, \$500,000 has been budgeted in Leadership & Management Support to oversee administration of those funds. Of this amount, \$250,000 is factored into the calculation of the Residential Solid-Waste Fee. An additional \$100,000 is budgeted in Sanitary Sewers Special Revenue to reflect anticipated budgeted need within programmatic activities of Sewer Maintenance.	0.00	\$500,000
Impound Lot	Reorganization of the Impound Lot under Leadership & Management Support (previously under Transportation Management) is anticipated to improve service delivery and fiscal management related to the impound lot and towing services overseen by the Department.	3.30	\$260,922
Impound Lot	Amount reflects the non-personnel portion of the shift of the Impound Lot.	0.00	\$269,141
Communications	The Proposed Budget included the addition of 1.0 FTE for Civic Engagement/Public Communications, which was anticipated to improve communications service for the City, including more robust website management, outreach, public meeting presence, and adherence to the City's Principles of Civic Engagement. This position was removed by Council during Add-Delete.	0.00	\$0
Budget Planning/Fiscal Services	Shifted from the Non-Departmental Budget, this amount reflects the City's tax-contribution for Waste to Energy transferred to Arlington County.	0.00	\$287,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>14.25</b>	<b>\$2,942,764</b>



# Transportation & Environmental Services

## STREET & SIDEWALK MAINTENANCE

To ensure a **livable, green, & prospering city**, this program provides sidewalk maintenance, street maintenance, and winter weather response in order to increase transportation system mobility, connectivity, and accessibility that supports the city’s economy, promote an attractive urban environment that reflects our history and provides well-functioning infrastructure, and promote neighborhoods that are amenity-rich.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	8.10%	7.86%	5.92%
Total Expenditures	\$4,311,151	\$3,616,883	\$3,795,550
Personnel	\$1,151,279	\$1,266,320	\$1,143,926
Non-Personnel	\$3,156,143	\$2,350,563	\$2,651,624
Full Time Equivalents (FTEs)	<b>15.76</b>	<b>15.26</b>	<b>14.01</b>
Performance Measures			
<i>Square feet of brick sidewalk repair</i>	N/A	5800	6100
<i>Square feet of concrete sidewalk repair</i>	N/A	6400	6700
<i>Number of bus shelters maintained</i>	N/A	140	168
<i>Average Pavement Condition Index (PCI) Score (71 is satisfactory)</i>	57	62	65

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		15.26	\$3,616,883
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical adjustment due to the reallocation of positions within the Department. No service impact.	(1.20)	(\$116,976)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases (or decreases) in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$81,061
<b>[Continued on following page]</b>			

# Transportation & Environmental Services



## STREET & SIDEWALK MAINTENANCE

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		15.26	\$3,616,883
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of City Capital Improvement projects.	(0.05)	(\$5,418)
Street Maintenance & Sidewalk Maintenance	The use of TIP reserved funding to provide enhanced levels of service in street & sidewalk maintenance (\$200,000) and bus shelters (\$40,000) will increase the number of lane miles maintained, number of linear feet of sidewalk repaired and/or replaced, and number of bus shelters maintained throughout the City. This reflects general operating increases only; in addition, \$4.493m is included in the Approved FY 2015 Capital Improvement Program for Major Road Resurfacing, \$3.95m of which is funded by the TIP.	0.00	\$240,000
Street Maintenance & Sidewalk Maintenance	Through the Add-Delete process, Council eliminated a total of \$50,000 in infrastructure repairs funding across the T&ES Departmental budget. This item reflects a portion of that reduction within this Program area.	0.00	(\$20,000)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>14.01</b>	<b>\$3,795,550</b>



# Transportation & Environmental Services

## SEWER MAINTENANCE

To ensure a **livable, green, & prospering city**, this program provides maintenance of Best Management Practice (BMPs), fire hydrants, sanitary sewers, and storm sewers in order to improve the health of city waterways, and promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	18.7%	23.9%	15.6%
Total Expenditures	\$9,978,927	\$10,989,967	\$10,004,339
Personnel	\$3,350,051	\$4,347,280	\$4,135,099
Non-Personnel	\$1,384,377	\$2,565,802	\$2,753,217
Capital Outlay	\$1,497	\$6,000	\$0
Interfund Transfer	\$5,243,002	\$4,070,885	\$3,116,023
Full Time Equivalents (FTEs)	<b>39.74</b>	<b>47.69</b>	<b>46.29</b>
Performance Measures			
<i>Percentage of City owned BMP's that receive required annual maintenance</i>	10%	25%	75%
<i>Number of catch basins cleaned annually</i>	2,264	2,500	2500
<i>Number of linear feet of CCTV inspection annually</i>	20,000 LF	80,000 LF	100,000 LF

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		47.69	\$10,989,967
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	1.20	\$96,882
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$181,415
Program-wide services	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of City Capital Improvement projects.	(7.20)	(\$754,218)
<b>[Continued on following page]</b>			

# Transportation & Environmental Services



## SEWER MAINTENANCE

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		47.69	\$10,989,967
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Including \$100,000 of T&ES's overall workers compensation budget (\$600,000) within Sanitary Sewer Fund reflects anticipated claim costs to this program.	0.00	\$100,000
Program-wide services	This reduction reflects a reduction to budgeted amounts for Cash Capital transferred to the CIP and Debt Service to be budgeted using Sanitary Sewer and Stormwater Special Revenue funding within this program.	0.00	(\$954,162)
BMP Maintenance	Addition of 7.00 FTE ((1.0) Inspector, (2.00) Labor Supervisor, (2.00) Equipment Operator, (2.00) Laborer II), will increase the number of city-owned BMPs properly maintained, and help to ensure that state and federal regulatory requirements are being met. These new positions are budgeted for an average of 9 months for FY 2015.	7.00	\$345,155
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>46.29</b>	<b>\$10,004,339</b>

# Transportation & Environmental Services



## RECYCLING

To ensure a **livable, green, & prospering city**, this program provides hazardous waste disposal, and waste reduction in order to improve the health of city waterways, and promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	2.6%	3.9%	2.8%
Total Expenditures	\$1,372,794	\$1,774,915	\$1,816,596
Personnel	\$436,858	\$440,571	\$492,029
Non-Personnel	\$935,936	\$1,334,344	\$1,324,567
Full Time Equivalent (FTEs)	<b>4.79</b>	<b>4.89</b>	<b>6.49</b>
Performance Measures			
<i>Tons of recyclable material collected/ tons of recyclable material collected (change from previous year)</i>	N/A	N/A	2% increase
<i>Tons of recycling collected annually/total tons collected (refuse+recycling) (Percent Diversion Rate)</i>	N/A	N/A	49%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.89	\$1,774,915
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical adjustment due to the reallocation of positions within the Department. No service impact.	1.10	\$29,458
Program-wide services	Maintain current levels of service delivery with non-personnel-related decrease in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$104,777)

[Continued on following page]

# Transportation & Environmental Services



## RECYCLING

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.89	\$1,774,915
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Waste Reduction	Through the Add-Delete process, Council included funding for a new 0.5 FTE Recycling Driver as part of a \$9.00 increase in the Residential Refuse Fee, from \$328 to \$337.	0.50	\$22,000
Waste Reduction	Through the Add-Delete process, Council included funding for expansion of the City's Public Space Recycling as part of a \$9.00 increase in the Residential Refuse Fee, from \$328 to \$337. This cost reflects the purchase of approximately 60 new recycling cans.	0.00	\$72,000
Waste Reduction	Through the Add-Delete process, Council included funding for expansion of the City's Composting services as part of a \$9.00 increase in the Residential Refuse Fee, from \$328 to \$337.	0	\$23,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>6.49</b>	<b>\$1,816,596</b>



# Transportation & Environmental Services

## REFUSE

To ensure a **livable, green, & prospering city**, this program provides refuse collection, tub grinding, and vegetation collection in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure, and sustains the natural quality of land within the city.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	8.9%	9.6%	7.4%
Total Expenditures	\$4,723,799	\$4,427,366	\$4,719,612
Personnel	\$2,702,696	\$2,644,472	\$2,630,385
Non-Personnel	\$2,021,103	\$1,782,894	\$2,089,227
Full Time Equivalents (FTEs)	<b>34.84</b>	<b>35.79</b>	<b>34.85</b>
Performance Measures			
<i>Number of valid misses/complaints (Customer Satisfaction Rate)</i>	N/A	N/A	95%
<i>Number of cubic Yards of Vegetation Processed (Percent of Material Collected)</i>	N/A	100%	90%
<i>Tons of trash collected (Percent of Eligible material set-out)</i>	N/A	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		35.79	\$4,427,366
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical adjustment due to the reallocation of positions within the Department. No service impact.	(0.94)	(\$14,087)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.). Of the amount shown, approximately \$150,000 is associated with budgeted amounts for depreciation on vehicles and large equipment.	0.00	\$246,333
Refuse Collection	Through the Add-Delete process, Council included funding for expansion of the City's Public Space Recycling as part of a \$9.00 increase in the Residential Refuse Fee, from \$328 to \$337. This cost reflects the purchase of a new collection vehicle.	0.00	\$60,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		34.85	\$4,719,612

# Transportation & Environmental Services



## CALCULATION OF THE RESIDENTIAL REFUSE FEE RATE

Expenditure By Program	FY 2014 Approved	FY 2015 Approved
Residential Refuse Collection	\$3,726,310	\$4,005,480
Residential Curbside Recycling	\$976,403	\$933,859
Spring Clean-up	\$66,891	\$63,430
Leaf Collection	\$813,541	\$820,992
Workers Compensation Budget	\$0	\$250,000
Indirect Costs (City Administrative Support)	\$597,600	\$637,200
Contingent Reserve funding	\$210,000	\$0
<b>Total Expenditures</b>	<b>\$6,390,745</b>	<b>\$6,710,961</b>
Residences Served	19,506	19,900
<b>Residential Refuse Fee</b>	<b>\$328</b>	<b>\$337</b>

Notes: In FY 2014, City Council placed \$210,000 in contingent reserves, which was released on September 10, 2013 and has been used to begin expanded activities some of which will continue in FY 2015, including expanded public space recycling. As part of an FY 2015 approved increase to the Residential Refuse Fee of \$9.00, from \$328 to \$337, recycling and refuse activities will be expanded further—including additional recycling cans for public spaces (\$72,000), a 0.5 FTE recycling driver (\$22,000), and a collection vehicle (\$60,000). In addition, the City's successful composting pilot is continued for FY 2015 (\$23,000).

For the FY 2015 Approved Budget, the number of residences served increases due to new development in the City, primarily in Potomac Yard.



# Transportation & Environmental Services

## STREET CLEANING

To ensure a **livable, green, & prospering city**, this program provides street cleaning in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	3.6%	5.0%	3.6%
Total Expenditures	\$1,937,922	\$2,314,520	\$2,308,527
Personnel	\$1,424,817	\$1,654,311	\$1,625,846
Non-Personnel	\$513,105	\$660,209	\$682,681
Full Time Equivalents (FTEs)	<b>19.84</b>	<b>22.44</b>	<b>23.93</b>
Performance Measures			
<i>Cubic yards of material collected annually (% increase in previous year actuals)</i>	N/A	N/A	10%
<i>Number of lane miles swept and flushed in each zone (commercial and residential) (% of City Streets)</i>	N/A	N/A	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		22.4	\$2,314,520
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases due to refined position budgeting (e.g. fringe benefit calculations, lower salary calculations for new-hires, or programmatic budgeting of savings due to turnover). Amount also includes technical adjustment due to the reallocation of positions within the Department. No service impact.	1.49	(\$28,465)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$22,472.00
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		23.93	\$2,308,527



# Transportation & Environmental Services

## ENVIRONMENTAL QUALITY

To ensure a **livable, green, & prospering city**, this program provides air pollution control, contaminated land, noise control, sanitary sewer infrastructure, and storm sewer infrastructure in order to improve the city’s air quality, promote an attractive urban environment that reflects our history and provides well-functioning infrastructure, and sustain the natural quality of land within the city.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	2.1%	2.7%	1.8%
Total Expenditures	\$1,127,199	\$1,233,174	\$1,137,687
Personnel	\$1,004,375	\$1,059,150	\$942,382
Non-Personnel	\$119,094	\$174,024	\$195,305
Capital Outlay	\$3,729	\$0	\$0
Full Time Equivalents (FTEs)	<b>8.38</b>	<b>8.38</b>	<b>8.18</b>
Performance Measures			
<i>Number of contaminated development site plans reviewed and inspected</i>	22	15	15
<i>Percentage of complaints resolved in 30 days or less</i>	N/A	90%	65%
<i>Acreage treated by storm water best management practice facilities</i>	10.5	7	7
<i>Number of development proposals evaluated against available capacity in the system</i>	N/A	30	30

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		8.38	\$1,233,174
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases due to refined position budgeting (e.g. fringe benefit calculations, lower salary calculations for new-hires, or programmatic budgeting of savings due to turnover).	0.00	(\$103,028)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$22,472
Air Pollution Control	Elimination of 0.5 FTE - General Fund Support for Air Pollution Control Specialist 50% funded by VA Paving SUP Special Revenue - This service is expected to be absorbed by existing staff, albeit at a lesser level. This reduction maintains this position at 0.5 with reduced capacity compared to FY 2014 levels of service.	(0.50)	(\$58,951)

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# Transportation & Environmental Services



## ENVIRONMENTAL QUALITY

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		8.38	\$1,233,174
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Water quality/Sewers	For FY 2015, Flood Plain Management service (previously associated with Plan Review Program) is included under the Environmental Quality Program in order to better reflect this line of business as a programmatic component. No service impact.	0.30	\$45,211
Water quality/Sewers	Amount reflects the non-personnel cost associated with the shift of Flood Plain Management service.	0.00	\$6,309
Contaminated Land	Through the Add-Delete process, Council eliminated a total of \$50,000 in infrastructure repairs funding across the T&ES Departmental budget. This item reflects a portion of that reduction within this Program area.	0.00	(\$7,500)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>8.18</b>	<b>\$1,137,687</b>



# Transportation & Environmental Services

## PLAN REVIEW & PERMITTING

To ensure a **livable, green, & prospering city**, this program provides development review and right of way management in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	3.5%	4.7%	2.3%
Total Expenditures	\$1,878,011	\$2,147,413	\$1,460,560
Personnel	\$1,786,596	\$2,007,004	\$1,352,595
Non-Personnel	\$91,416	\$140,409	\$107,965
Full Time Equivalents (FTEs)	<b>18.31</b>	<b>18.31</b>	<b>14.26</b>
Performance Measures			
<i>Number of T&amp;ES Permits Issued</i>	2,750	2,750	3,900
<i>Percent of T&amp;ES Permits issued within 3 day deadline</i>	100%	100%	100%
<i>Percent of Development Projects Inspected on Schedule</i>	100%	100%	100%
<i>Percent of Projects Reviewed by 2 week deadline</i>	95%	95%	95%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		18.31	\$2,147,413
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical adjustment due to the reallocation of positions within the Department. No service impact.	1.30	\$91,854
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$26,135)
Program-wide services	For FY 2015, Flood Plain Management service is included under the Environmental Quality Program in order to better reflect this line of business as a programmatic component. No service impact.	(0.30)	(\$45,211)
<b>[Continued on following page]</b>			



# Transportation & Environmental Services

## PLAN REVIEW & PERMITTING

## PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		18.31	\$2,147,413
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Amount reflects the non-personnel portion of the shift of Flood Plain Management service.	0.00	(\$6,309)
Program-wide services	FY 2014 approved position cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of capital projects.	(5.35)	(\$701,052)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>14.26</b>	<b>\$1,460,560</b>



# Transportation & Environmental Services

## TRANSPORTATION MANAGEMENT

To ensure a **livable, green, & prospering city**, this program provides street lighting and transportation system infrastructure maintenance and repair in order to increase transportation system mobility, connectivity, and accessibility that supports the city's economy, and promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	9.5%	11.5%	8.1%
Total Expenditures	\$5,053,710	\$5,278,744	\$5,211,782
Personnel	\$2,309,745	\$2,572,291	\$2,337,079
Non-Personnel	\$2,743,965	\$2,706,453	\$2,874,703
Full Time Equivalents (FTEs)	<b>28.60</b>	<b>27.90</b>	<b>25.55</b>

Performance Measures	FY 2013	FY 2014	FY 2015
<i>Street light outages responded to</i>	700	770	770

Note: As part of the Add/Delete process, Council included \$7,956 to allow Transportation Management staff to perform two City-wide street light assessments. This funding has been placed in, and will be released from, Contingent Reserves pending a plan and docketed request from the Department for those funds.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		27.90	\$5,278,744
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide Services	Maintain current levels of service delivery with personnel-related decreases due to refined position budgeting (e.g. fringe benefit calculations, lower salary calculations for new-hires, or programmatic budgeting of savings due to turnover).	(0.05)	(\$79,732)
Program-wide Services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$52,816
Program-wide Services	Reorganization of the Impound Lot under Leadership & Management Support (previously Transportation Management) is anticipated to improve service delivery and fiscal management related to the impound lot and towing services overseen by the Department.	(3.30)	(\$260,922)
Program-wide Services	Amount reflects the non-personnel portion of the reorganization of the Impound Lot.	0.00	(\$269,141)

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# Transportation & Environmental Services



## TRANSPORTATION MANAGEMENT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		27.90	\$5,278,744
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Traffic Calming	Reorganization of the traffic calming service personnel under transportation management (previously Transportation Planning & Support). This is a technical adjustment and does not impact service delivery.	1.00	\$105,442
Traffic Calming	Reorganization of the traffic calming service non-personnel under transportation management (previously Transportation Planning & Support). This is a technical adjustment and does not impact service delivery.	0.00	\$16,050
Street Lighting	Utility cost paid to Dominion Virginia Electric Power for Street Lighting increases for FY 2015 and reflects continuation of current service levels within this line of business.	0.00	\$268,525
Traffic Infrastructure	Provision of Professional Services to support maintenance and operation of parking meter and traffic management infrastructure will improve service delivery by ensuring equipment is working properly to allow the transportation system to function as intended.	0.00	\$100,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>25.55</b>	<b>\$5,211,782</b>



# Transportation & Environmental Services

## CAPITAL PROJECTS

To ensure a **livable, green, & prospering city**, this program provides project management in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	2.3%	2.8%	1.3%
Total Expenditures	\$1,243,713	\$1,297,738	\$809,891
Personnel	\$1,135,313	\$1,174,731	\$710,406
Non-Personnel	\$68,321	\$73,007	\$99,485
Capital Outlay	\$40,079	\$50,000	\$0
Full Time Equivalents (FTEs)	<b>11.19</b>	<b>11.19</b>	<b>7.44</b>
Performance Measures			
<i>Percent of concept task orders completed within budget</i>	100%	95%	95%
<i>Number of Road &amp; Bridge Projects Advanced</i>	10	8	8
<i>Number of Bridges Inspected and Maintained</i>	1	1	15

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		11.19	\$1,297,738
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical adjustment due to the reallocation of positions within the Department. No service impact.	0.15	\$41,295
Program-wide services	Amount reflects the decrease in non-personnel expenditure due to shifting resources from T&ES to DPI.	0.00	(\$16,022)
Program-wide services	FY 2014 Approved Position Cost shifted from T&ES to DPI. Consolidation of these positions within DPI is expected to improve delivery (scope, schedule, budget) of capital projects.	(3.90)	(\$505,620)
Program-wide services	Through the Add-Delete process, Council eliminated a total of \$50,000 in infrastructure repairs funding across the T&ES Departmental budget. This item reflects a portion of that reduction within this Program area.	0.00	(\$7,500)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		7.44	\$809,891



# Transportation & Environmental Services

## REGIONAL TRANSPORTATION SYSTEMS

To ensure a **livable, green, & prospering city**, this program provides staffing for regional transit agencies, commissions and boards, reviews development plans for transit implications and opportunities, operates DOT paratransit service, compiles operational and financial data for the National Transit Database, coordinates with DASH and WMATA, and manages planning and implementation of City's transit infrastructure including bus shelters, high capacity transitway corridors, and new/improved Metrorail stations and station areas.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	4.4%	4.6%	4.7%
Total Expenditures	\$2,332,277	\$2,096,361	\$3,031,986
Personnel	\$910,392	\$585,579	\$364,404
Non-Personnel	\$629,578	\$39,275	\$53,100
Capital Outlay	\$67,306	\$0	\$0
Interfund Transfer	\$725,000	\$1,471,507	\$2,614,482
Full Time Equivalents (FTEs)	<b>4.80</b>	<b>4.75</b>	<b>4.75</b>
<b>Performance Measures</b>			
<i>Number of paratransit trips scheduled</i>	54283	55100	55100
<i>Average cost per trip (ambulatory)</i>	\$16.50	\$15.90	\$15.90
<i>Average cost per trip (non-ambulatory)</i>	\$37.15	\$37.50	\$37.60

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.75	\$2,096,361
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases due to refined position budgeting (e.g. fringe benefit calculations, lower salary calculations for new-hires, or programmatic budgeting of savings due to turnover).	0.00	(\$221,175)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$23,825
Potomac Yard Station Funding	Increased Tax-Revenues dedicated to support of the Potomac Yard Station Fund are budgeted as a transfer within this Program. No impact to service.	0.00	\$1,142,975
Program-wide services	Through the Add-Delete process, Council eliminated a total of \$50,000 in infrastructure repairs funding across the T&ES Departmental budget. This item reflects a portion of that reduction within this Program area.	0.00	(\$10,000)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>4.75</b>	<b>\$3,031,986</b>



# Transportation & Environmental Services

## TRANSPORTATION PLANNING & SUPPORT

To ensure a **livable, green, & prospering city**, this program provides Capital Bikeshare, complete streets, shared-use paths, Transportation Demand Management (TDM): local motion- citywide programming, and transportation demand management: Transportation Management Plan (TMP) management in order to increase transportation system mobility, connectivity, and accessibility that supports the city's economy.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	3.9%	4.3%	2.9%
Total Expenditures	\$2,070,565	\$1,984,427	\$1,873,401
Personnel	\$900,576	\$1,117,201	\$855,905
Non-Personnel	\$750,413	\$807,530	\$966,892
Capital Outlay	\$411,808	\$0	\$0
Interfund Transfer	\$7,767	\$59,696	\$50,604
Full Time Equivalents (FTEs)	<b>10.50</b>	<b>10.00</b>	<b>8.00</b>
<b>Performance Measures</b>			
<i>Percent Transportation Management Plan (TMP) compliance</i>	74%	76%	76%
<i>Number Complete Streets of projects completed</i>	30	32	32
<i>Miles of sidewalks, bicycle facilities, and infrastructure installed</i>	3	4	4

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		10.00	\$1,984,427
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases due to refined position budgeting (e.g. fringe benefit calculations, lower salary calculations for new-hires, or programmatic budgeting of savings due to turnover).	0.00	(\$46,040)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$25,480
Program-wide services	For FY 2015, one position is shifted under the Transportation Improvement Program (TIP) funding (Transportation Expansion Program). No impact to service.	(1.00)	(\$109,814)
Program-wide services	Reorganization of the traffic calming service under transportation management. This is a technical adjustment and does not impact service delivery.	(1.00)	(\$105,442)
<b>[Continued on following page]</b>			

# Transportation & Environmental Services



## TRANSPORTATION PLANNING & SUPPORT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		10.00	\$1,984,427
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Reorganization of the traffic calming service under transportation management. This is a technical adjustment and does not impact service delivery.	0.00	\$16,050
Employee Transit Benefit	The Proposed Budget included funding for increasing the Employee Transit Benefit from \$70 to \$130 per employee to allow employees who use this program more affordable access to transit options and serves to decrease single-occupant-vehicle travel within the City during peak hours. Through the Add-Delete process, Council removed \$74,000 of this funding, which will raise the Transit Benefit to \$100, rather than \$130.	0.00	\$74,740
Capital Bikeshare	Operating costs for Capital Bikeshare (existing 8 stations and 8 new planned stations) have increased for FY 2015. The total cost of Capital Bikeshare operating (\$239,000) is covered under the TIP.	0.00	\$39,000
Local Motion	The Proposed Budget included funding for distribution of printed mapping materials to better inform users of the City's multi-modal transportation system about options available for bike routes, which may decrease single occupant vehicle travel. This item was removed by Council during Add-Delete.	0.00	\$0
Program-wide services	Through the Add-Delete process, Council eliminated a total of \$50,000 in infrastructure repairs funding across the T&ES Departmental budget. This item reflects a portion of that reduction within this Program area.	0.00	(\$5,000)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>8.00</b>	<b>\$1,873,401</b>

# Transportation & Environmental Services



## TRANSPORTATION EXPANSION

To ensure a **livable, green, & prospering city**, this program expends a share of the City's 2.2 cents reserved revenue which makes up the Transportation Improvement Program (TIP) fund, including Cash Capital and Debt Service, and provides funding for expanded transportation planning and transitway maintenance services within T&ES.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	25.3%	12.7%	6.5%
Total Expenditures	\$13,467,173	\$5,852,153	\$4,179,071
Personnel	\$12,042	\$227,857	\$431,444
Non-Personnel	\$12,401	\$75,000	\$7,000
Interfund Transfer	\$13,442,730	\$4,920,821	\$3,175,215
Debt Service	\$0	\$628,475	\$565,412
Full Time Equivalents (FTEs)	<b>1.00</b>	<b>2.00</b>	<b>4.00</b>

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		2.00	\$5,852,153
Service / Line of Business	Impacts	FTE Impact	Cost Modification
<i>Adjustment to the definition of the Transportation Improvement Program (TIP) has allowed new programs to be supported by this reserved revenue. For a complete accounting of sources and uses in the TIP, please see the TIP sheet located on page following this program section.</i>			
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS	0.00	\$27,986
Transportation Planning	Start-up costs for new employees are budgeted in the TIP which reflects the anticipated cost of onboarding new positions. This is a one-time expenditure.	0.00	\$7,000
TIP Cash Capital	Interfund transfers (to the CIP) decrease as a result of additional operating expenditures funded by the TIP when compared to FY 2015.	0.00	(\$1,745,606)
Program-wide services	Non-personnel costs decrease as a result of shifting the cost budgeted for maintenance of the Route 1 Transitway Medians to planned NVTA funding.	0.00	(\$75,000)
<b>[Continued on following page]</b>			

# Transportation & Environmental Services



## TRANSPORTATION EXPANSION

## PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		2.00	\$5,852,153
Service / Line of Business	Impacts	FTE Impact	Cost Modification
TIP Debt Service	Debt service is reduced to reflect the associated payback amount of general obligation (GO) bonds leveraged with TIP funding through FY 2014. Additional debt-service beyond this amount will not be paid from the TIP for GO funded projects for future years.	0.00	(\$63,063)
Transportation Planning	Personnel Costs increase to reflect the shift of one Urban Planner from Transportation Planning & Support to TIP funding under this program.	1.00	\$109,814
Transitway Maintenance	The addition of Laborer position will ensure that expanded transitway facilities & transit stations (bus shelters and associated public rights-of-way) are properly maintained.	1.00	\$65,787
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>4.00</b>	<b>\$4,179,071</b>

# Transportation & Environmental Services



## SUMMARY FOR THE CITY TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

The Transportation Improvement Program (TIP) Fund is the City's 2.2 cents of Reserved Real Estate Tax revenue, which provides funding for expanded transportation and transit capital infrastructure and the associated operating expenses therein. For the FY 2015 Approved Budget, due to the new NVTA 70% and 30% funding as a result of action by the Virginia General Assembly (HB 2313), the definition for eligible TIP expenditures is expanded to allow for funding to maintain and enhance our existing transportation infrastructure in the City - including road resurfacing, road repairs (potholes), sidewalk maintenance and bus shelter maintenance. The TIP continues to support new and expanded programs such as Capital Bikeshare, King Street Trolley service hour expansion and maintenance of new multi-purpose trail systems. Under this new definition, the 2.2 cents reservation is still entirely for transportation.

Transportation Improvement Program Operating Expenditures by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Transportation Expansion Program (T&amp;ES)</b>	<b>\$13,467,173</b>	<b>\$5,852,153</b>	<b>\$4,421,071</b>
<i>Staffing for Planning &amp; Implementation</i>	\$12,042	\$227,857	\$431,444
<i>Non-Personnel Expenditures</i>	\$12,401	\$75,000	\$7,000
<i>Indirect Costs</i>	\$0	\$242,000	\$242,000
<i>Transfer to Capital Improvement Program</i>	\$13,442,730	\$4,678,821	\$3,175,215
<i>Debt Service (Bonds issued through FY 2013 only)</i>	\$0	\$628,475	\$565,412
<b>Streets &amp; Sidewalk Maintenance (T&amp;ES)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$840,000</b>
<i>Streets and Sidewalk Repair</i>	\$0	\$0	\$700,000
<i>Enhanced City-wide Bus Shelter Maintenance</i>	\$0	\$0	\$140,000
<b>Transportation Planing &amp; Support (T&amp;ES)</b>	<b>\$0</b>	<b>\$200,807</b>	<b>\$239,000</b>
<i>Capital Bikeshare Operating Costs</i>	\$0	\$200,807	\$239,000
<b>Capital Project Management (Dept. of Project Implementation)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$396,122</b>
<i>Staffing for Planning &amp; Implementation</i>	\$0	\$0	\$389,122
<i>Non-Personnel Expenditures</i>	\$0	\$0	\$7,000
<b>Transit Subsidies (DASH Operating)</b>	<b>\$0</b>	<b>\$1,638,000</b>	<b>\$1,803,000</b>
<i>Operation of Expanded Routes</i>	\$0	\$1,638,000	\$1,608,000
<i>Expanded Trolley Operations</i>	\$0	\$0	\$195,000
<b>Neighborhood &amp; Community Planning (P&amp;Z)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$61,047</b>
<i>Wayfinding Implementation Staff</i>	\$0	\$0	\$61,047
<b>Transportation Improvement Program (Total Operating Costs)</b>	<b>\$13,467,173</b>	<b>\$7,690,960</b>	<b>\$7,760,241</b>

Note: FY 2013 Actuals represent \$6.8m in carry-forward balances within the TIP from FY 2012

# Transportation & Environmental Services



## NORTHERN VIRGINIA TRANSPORTATION AUTHORITY (NVTA)

To ensure a **livable, green, & prospering city**, this program accounts for the City's share of 30% State Revenue through the Northern Virginia Transportation Authority (NVTA), and the budgeted equivalent of 12.5 cents of commercial real-estate tax revenue, which goes to support enhanced transportation and transit services throughout the Washington Metropolitan Region.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	0.0%	0.0%	29.1%
Total Expenditures	\$0	\$0	\$18,667,000
Personnel	\$0	\$0	\$0
Non-Personnel	\$0	\$0	\$2,420,000
Interfund Transfer	\$0	\$0	\$16,247,000
Debt Service	\$0	\$0	\$0
Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$0
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	FY2015 operations of the Route 1 (Corridor A) Transitway provides Bus Rapid Transit (BRT) along a major transportation route, which improves access and mobility and decreases the number of single-occupant-vehicles (SOV's) within the City. Expenditures include payment to WMATA for operating subsidy, median maintenance, and fixed equipment maintenance and repair.	0.00	\$2,420,000
Program-wide services	The budgeted transfer of the DASH General Fund subsidy amount is included for accounting purposes, maintaining this expenditure in a special-fund per the funding agreement with NVTA.	0.00	\$11,142,000
Program-wide services	The budgeted transfer of the King Street Trolley subsidy amount is included for accounting purposes, maintaining this expenditure in a special-fund per the funding agreement with NVTA.	0.00	\$1,025,000
Program-wide services	The DASH Bus Capital Improvement Program (CIP) Funding from 30% revenues is included here as an interfund transfer to account for those special revenues within a separate account, and which will	0.00	\$4,080,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>0.00</b>	<b>\$18,667,000</b>



# Transportation & Environmental Services

## VEHICLE PURCHASE

To ensure a **livable, green, & prospering city**, this program provides fleet replacement management in order to promote an attractive urban environment that reflects our history and provides well-functioning infrastructure.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget		2.4%	3.1%	3.4%
Total Expenditures		\$1,271,842	\$1,409,763	\$2,163,500
Capital Outlay		\$134,470	\$1,409,763	\$2,163,500
Interfund Transfer		\$1,137,371	\$0	\$0
Full Time Equivalents (FTEs)		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Performance Measures				
<i>Number of units replaced according to annual plan</i>		N/A	1	16

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,409,763
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide Services	The Vehicle Purchase program expenditures reflect the cost of vehicle replacement and new purchases scheduled as part of the General Services managed Fleet Replacement Plan. These purchases maintain the T&ES fleet and equipment stock in a accountable and fiscally responsible manner, which ensures that City resources are managed effectively.		\$753,737
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$2,163,500

# Transportation & Environmental Services



## SANITARY SEWER SPECIAL REVENUE FUND

### Sanitary Sewer Rate

	FY 2015 Approved
Sanitary Sewer Rate (\$ per 1,000 gallons)	\$1.25
Approved Rate Increase	0.00%
New Sanitary Sewer Rate	\$1.25

### Revenues

	FY 2015 Approved
Sewer Line Maintenance Fee	\$6,641,987
Sewer Connection Fee	\$1,352,958
New Debt Issuance	\$2,425,000
Use of Reprogrammed Prior Year Funding	\$500,000
Fund Balance Carryover	\$291,000
<b>Total Revenues</b>	<b>\$11,210,945</b>

### Operating Expenditures

	FY 2015 Approved
Current Personnel (T&ES)	\$2,267,820
Additional Personnel (T&ES)	\$131,957
Debt Service	\$2,553,396
Indirect Costs	\$240,178
Transfer to Capital Improvement Program	\$209,449
DPI Personnel Charges	\$541,987
T&ES Workers Compensation	\$100,000
Sewer Jet Cleaning	\$242,500
Corrective Maintenance	\$100,000
Other Non-Personnel (Training, Utilities, Rentals, etc.)	\$137,226
Equipment Replacement	\$115,432
Sanitary Sewer Capacity Study - Flow Metering and Sewer Modeling	\$625,000
Sewer Billing	\$80,000
Annual CCTV of Sewers	\$400,000
Heavy Cleaning of Sewers	\$250,000
Wet Weather Management Facility Operating	\$0
<b>Total Operating Budget Expenditures</b>	<b>\$7,994,945</b>

### CIP Expenditures

	FY 2015 Approved
Green Infrastructure	\$350,000
Wet Weather Management Facility	\$2,250,000
Combined Sewer Overflow Planning	\$500,000
<b>Total Capital Improvement Program Expenditures (FY 2015 Only)</b>	<b>\$3,100,000</b>

# Transportation & Environmental Services



## STORMWATER SPECIAL REVENUE FUND

### Stormwater Management Funding

	FY 2015 Approved
Real Estate Tax Dedication for Stormwater	\$0.005
Revenue from Stormwater Tax Dedication	\$1,763,878

### Operating Expenditures

	FY 2015 Approved
Current Personnel (T&ES)	\$653,038
Additional Personnel (T&ES)	\$245,155
Indirect Costs	\$113,000
Transfer to Capital Improvement Program	\$0
DPI Personnel Charges	\$541,985
BMP Maintenance Materials	\$60,700
Maintenance of Oronoco Bay Remediation System	\$150,000
Heavy Cleaning of Storm Sewers	\$0
<b>Total Operating Expenditures</b>	<b>\$1,763,878</b>

## Safe, Secure, and Just Community



Focus Area All Funds Budget		\$154,753,193
Department	All Funds Departmental Budget	
18th Circuit Court	\$1,566,692	
18th General District Court	\$106,710	
Clerk of Circuit Court	\$1,602,691	
Commonwealth Attorney	\$3,000,172	
Court Service Unit	\$1,616,880	
Emergency Communications	\$7,161,972	
Fire	\$44,948,105	
Human Rights	\$735,083	
Juvenile and Domestic Relations District Court	\$58,942	
Law Library	\$116,808	
Other Criminal and Justice Services (Adult Probation/ Parole, Magistrate, Regional Training Academy, Regional Jail, Public Defender, Juvenile Detention Home, ShelterCare, Volunteer Alexandria)	\$4,516,638	
Police	\$57,075,522	
Registrar of Voters	\$1,271,261	
Sheriff	\$30,975,717	

Our community is **Safe & Secure** when all community members, visitors, employees, and their property are protected from harm. Together, we will achieve these Long Term Outcomes...

1. **Reduce harm to people and property from fire**
2. **Reduce crime**
3. **Increase survivability from medical emergencies and traumatic injuries**
4. **Reduce harm to people and property from disasters**

Our community is **Just** when all community members, visitors, and employees receive just treatment. Together, we will achieve these Long Term Outcomes...

1. **Ensure all community members are treated justly and protected under the law**

# 18th Circuit Court



## Safe, Secure & Just Community

### 18th Circuit Court

18th Circuit Court

#### Department Contact Info

703.746.4123

[www.alexandriava.gov/circuitcourt](http://www.alexandriava.gov/circuitcourt)

#### Department Head

Lisa B. Kemler

Chief Judge

703.746.4123

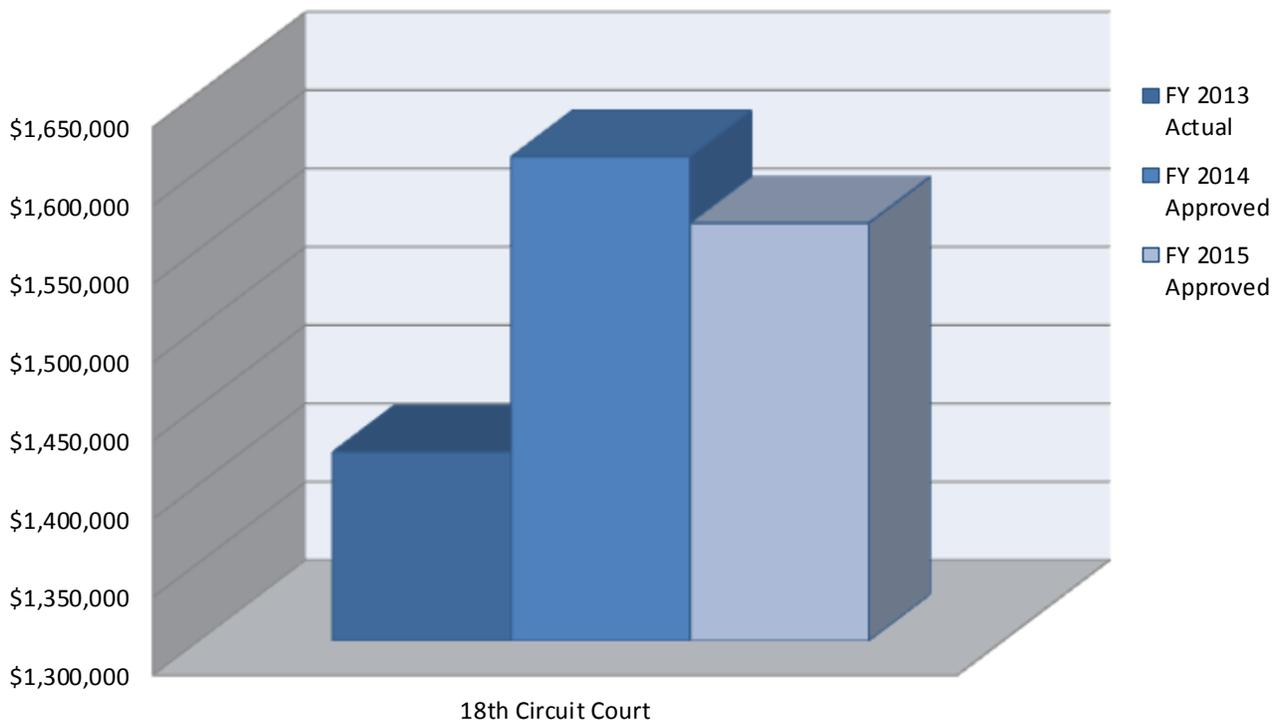
[lisa.kemler@alexandriava.gov](mailto:lisa.kemler@alexandriava.gov)

#### Department Staff

Diane P. Fiske, Court Administrator

Lori A. Knoernschild, Deputy Court Administrator

### All Funds Summary by Program



# 18th Circuit Court



## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$1,344,530	\$1,451,511	\$1,409,134	(\$42,377)	-2.9%
Non-Personnel	\$76,021	\$157,558	\$157,558	\$0	0.0%
Capital Goods Outlay	\$0	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b>\$1,420,552</b>	<b>\$1,609,069</b>	<b>\$1,566,692</b>	<b>(\$42,377)</b>	<b>-2.6%</b>
<b>Expenditures by Fund</b>					
General Fund	\$1,420,552	\$1,609,069	\$1,566,692	(\$42,377)	-2.6%
Internal Services	\$0	\$0	\$0	\$0	N/A
Other Special Revenue Funds	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$1,420,552</b>	<b>\$1,609,069</b>	<b>\$1,566,692</b>	<b>(\$42,377)</b>	<b>-2.6%</b>
<b>Total Department FTEs</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure a **safe, secure, & just community**, the 18th Circuit Court provides fiscal management, human resources, IT management, and policy & accreditation management in order to reduce crime.

There are no major changes to the 18th Circuit Court's budget in FY 2015. Personnel spending decreases due to savings from employee turnover and benefits. There is no change to the level of funding for non-personnel expenditures. FTE counts remain unchanged at FY 2014 levels.

**Department Share of General Fund Operating Budget**



**18th Circuit Court 0.25%**

## 18th Circuit Court



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
18th Circuit Court	\$1,420,552	\$1,609,069	\$1,566,692	(\$42,377)	-2.6%
<b>Total Expenditures</b>	<b>\$1,420,552</b>	<b>\$1,609,069</b>	<b>\$1,566,692</b>	<b>(\$42,377)</b>	<b>-2.6%</b>

## Staffing Summary

Authorized Positions (FTEs) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
18th Circuit Court	13.00	13.00	13.00	0.00	0.0%
<b>Total FTEs</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>0.0%</b>

# 18th Circuit Court



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
18th Circuit Court	No service adjustments.	0.00	\$0

# 18th Circuit Court



## 18TH CIRCUIT COURT

To ensure a **safe, secure, & just community**, this department provides fiscal management, human resources, IT management, and policy & accreditation management in order to reduce crime.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	5.4%	9.8%	10.1%
Total Expenditures	\$1,420,552	\$1,609,069	\$1,566,692
Personnel	\$1,344,530	\$1,451,511	\$1,409,134
Non Personnel	\$76,021	\$157,558	\$157,558
Full Time Equivalents (FTEs)	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
Performance Measures			
<i>Percent of civil and criminal cases closed within required timeframe</i>	98%	98%	99%
<i>Percent of AJIS satisfied customers</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		13.00	\$1,609,069
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel related decreases in health coverage, salaries, merit adjustments and other fringe benefits including VRS.	0.00	(\$42,377)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		13.00	\$1,566,692

# 18th General District Court



## Safe, Secure & Just Community

### 18th General District Court

18th General District Court

#### Department Contact Info

703.746.4010

[www.alexandriava.gov/districtcourt](http://www.alexandriava.gov/districtcourt)

#### Department Head

Becky J. Moore

Chief Judge

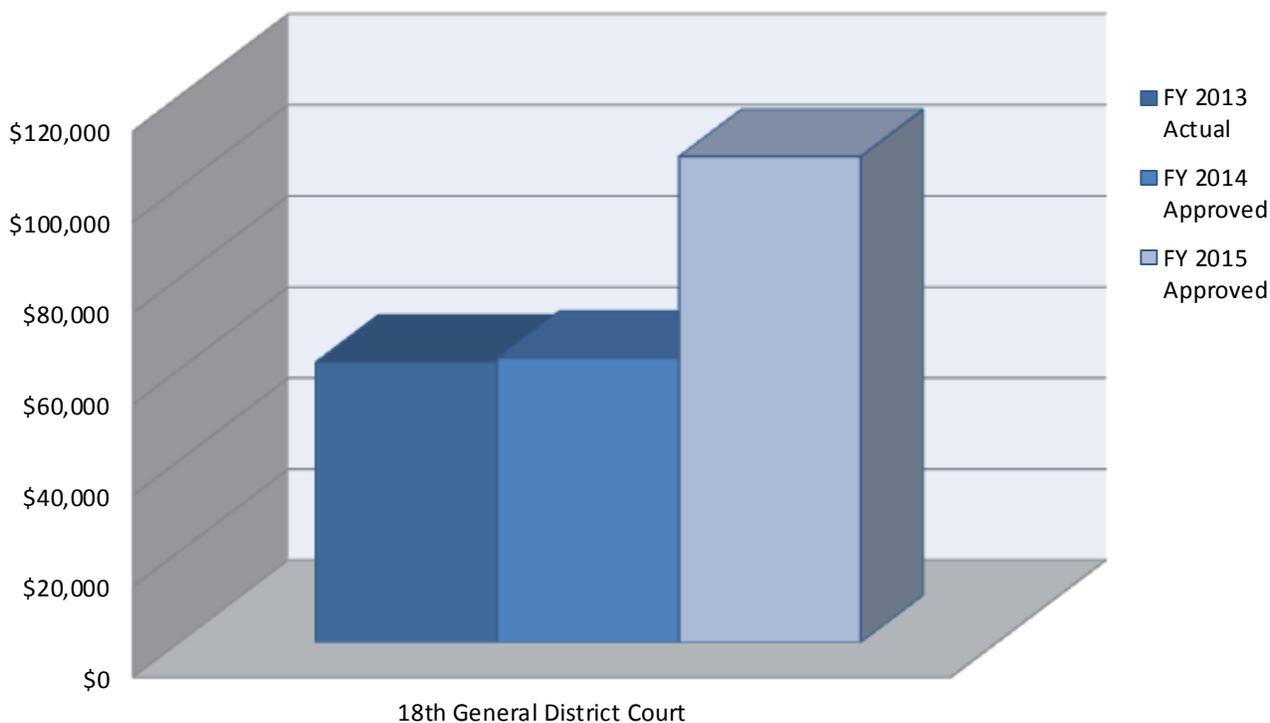
703.746.4010

[becky.moore@alexandriava.gov](mailto:becky.moore@alexandriava.gov)

#### Department Staff

JeAnne Rosson, Clerk

## All Funds Summary by Program



# 18th General District Court



## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$0	\$0	\$44,258	\$44,258	N/A
Non-Personnel	\$60,580	\$62,452	\$62,452	\$0	0.0%
Capital Goods Outlay	\$935	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$61,515</b>	<b>\$62,452</b>	<b>\$106,710</b>	<b>\$44,258</b>	<b>70.9%</b>
<b>Expenditures by Fund</b>					
General Fund	\$61,515	\$62,452	\$106,710	\$44,258	70.9%
Internal Services	\$0	\$0	\$0	\$0	N/A
Other Special Revenue Funds	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$61,515</b>	<b>\$62,452</b>	<b>\$106,710</b>	<b>\$44,258</b>	<b>70.9%</b>
<b>Total Department FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>N/A</b>

## FISCAL YEAR HIGHLIGHTS

To ensure a **safe, secure, & just community**, the 18th General District Court provides adjudication of civil, criminal and traffic cases so that all community members are treated justly and protected under the law.

In FY 2015, As part of the Add-Delete process, City Council established a 7.5% City pay supplement for 18th General District Court employees. This reflects the \$44,258 change in the department's budget from FY 2014.

**Department Share of General Fund Operating Budget**



**18th General District Court 0.02%**

# 18th General District Court



## PROGRAM LEVEL SUMMARY DATA

### Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
18th General District Court	\$61,515	\$62,452	\$106,710	\$44,258	70.9%
<b>Total Expenditures</b>	<b>\$61,515</b>	<b>\$62,452</b>	<b>\$106,710</b>	<b>\$44,258</b>	<b>70.9%</b>

### Staffing Summary

Authorized Positions (FTEs) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
18th General District Court	0.00	0.00	0.00	0.00	N/A
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>N/A</b>

# 18th General District Court



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
18th General District Court	No service adjustments.	0.00	\$0

# 18th General District Court



## 18TH GENERAL DISTRICT COURT

To ensure a **safe, secure, & just community**, this program provides adjudication of civil, criminal and traffic cases so that all community members are treated justly and protected under the law.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$61,515	\$62,452	\$106,710
Personnel	\$0	\$0	\$44,258
Non-Personnel	\$60,580	\$62,452	\$62,452
Capital Outlay	\$935	\$0	\$0
Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Performance Measures			
<i>Number of traffic cases filed</i>	21,392	35,000	35,000
<i>Number of civil cases filed</i>	6,034	6,000	6,000
<i>Number of criminal cases filed</i>	9,060	9,000	9,000
<i>Number of mental hearings</i>	252	250	250

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$62,452
Service / Line of Business	Impacts	FTE Impact	Cost Modification
18th General District Court	Addition of a 7.5% pay supplement to the employees of the 18th General District Court. As part of the Add -Delete process, City Council established a 7.5% City pay supplement for 18th General District Court employees.	0.00	\$44,258
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$44,258

# Clerk of the Circuit Court



## Safe, Secure & Just Community

### Clerk of the Circuit Court

Clerk of the Circuit Court

#### Department Contact Info

703.746.4044

[www.alexandriava.gov/clerkofcourt](http://www.alexandriava.gov/clerkofcourt)

#### Department Head

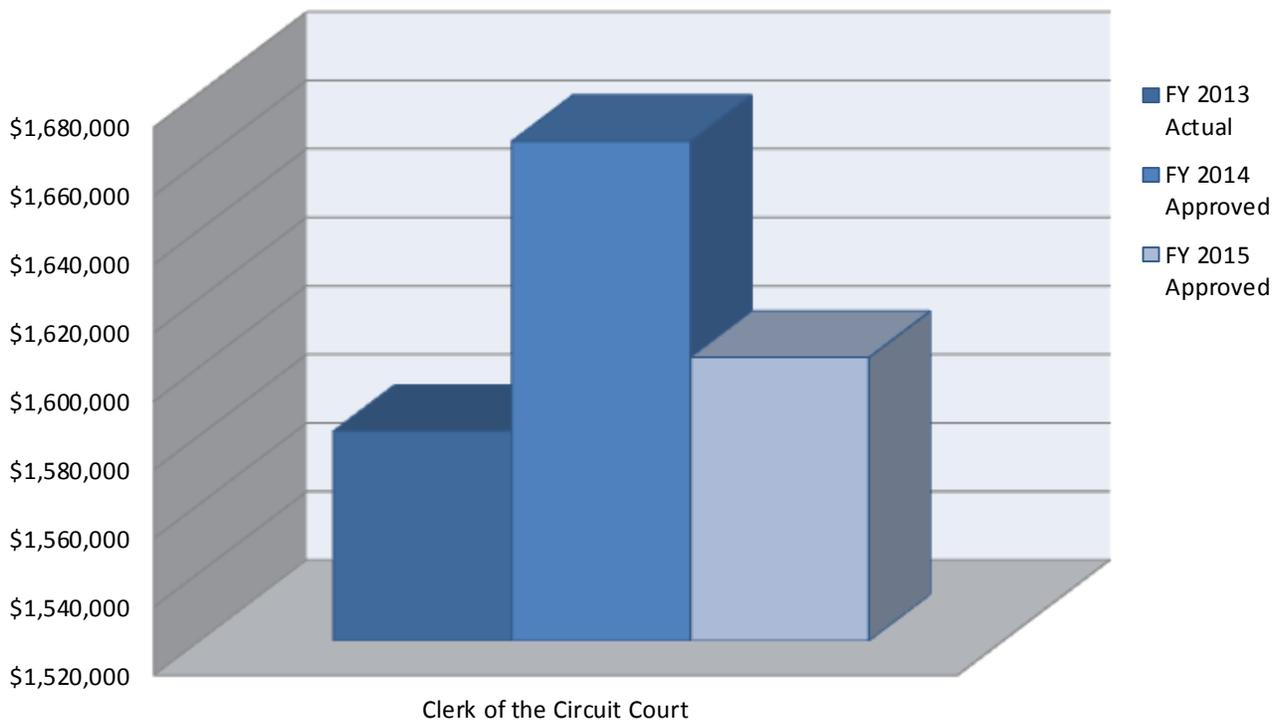
Ed Semonian

Clerk of the Circuit Court

703.746.4044

[ed.semonian@alexandriava.gov](mailto:ed.semonian@alexandriava.gov)

### All Funds Summary by Program



# Clerk of the Circuit Court



## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$1,476,244	\$1,575,439	\$1,512,300	(\$63,139)	-4.0%
Non-Personnel	\$97,437	\$90,391	\$90,391	\$0	0.0%
Capital Goods Outlay	\$7,478	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$1,581,159</b>	<b>\$1,665,830</b>	<b>\$1,602,691</b>	<b>(\$63,139)</b>	<b>-3.8%</b>
<b>Expenditures by Fund</b>					
General Fund	\$1,532,483	\$1,665,830	\$1,602,691	(\$63,139)	-3.8%
Other Special Revenue Funds	\$48,676	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$1,581,159</b>	<b>\$1,665,830</b>	<b>\$1,602,691</b>	<b>(\$63,139)</b>	<b>-3.8%</b>
<b>Total Department FTEs</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure a **safe, secure, & just community**, the Clerk of the Circuit Court provides assistance at court proceedings, processes criminal and civil pleadings, orders and case filings, and maintains land records so that all community members are treated justly and protected under the law.

There are no major changes to the Clerk of the Court's budget in FY 2015. Personnel spending decreases due to savings from employee turnover and benefits. Non-personnel and capital goods outlay spending decreases primarily due to technical adjustments for grants from prior fiscal years. FTE counts remain unchanged from FY 2014 levels.

**Department Share of General Fund Operating Budget**



**Clerk of the Circuit Court 0.25%**

## Clerk of the Court



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Clerk of the Circuit Court	\$1,581,159	\$1,665,830	\$1,602,691	(\$63,139)	-3.8%
<b>Total Expenditures</b>	<b>\$1,581,159</b>	<b>\$1,665,830</b>	<b>\$1,602,691</b>	<b>(\$63,139)</b>	<b>-3.8%</b>

## Staffing Summary

Authorized Positions (FTEs) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Clerk of the Circuit Court	22.00	22.00	22.00	0.00	0.0%
<b>Total FTEs</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>0.00</b>	<b>0.0%</b>

# Clerk of the Circuit Court



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Clerk of the Circuit Court	No service adjustments.	0.00	\$0

# Clerk of the Circuit Court



## CLERK OF THE CIRCUIT COURT

To ensure a **safe, secure, & just community**, this program provides assistance at court proceedings, processes criminal and civil pleadings, orders and case filings, and maintains land records so that all community members are treated justly and protected under the law.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$1,581,159	\$1,665,830	\$1,602,691
Personnel	\$1,476,244	\$1,575,439	\$1,512,300
Non-Personnel	\$97,437	\$90,391	\$90,391
Capital Outlay	\$7,478	\$0	\$0
Full Time Equivalents (FTEs)	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>
Performance Measures			
<i>Number of Criminal Cases Processed</i>	1,362	1,400	1,500
<i>Number of Land Records Documents Processed</i>	30,779	28,000	30,000
<i>Number of Civil Filings Processed</i>	4,855	4,650	4,500

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		22.00	\$1,665,830
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel related decreases in health coverage, salaries, merit adjustments and other fringe benefits including VRS.	0.00	(\$63,139)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		22.00	\$1,602,691



## Net City Share of Clerk of the Circuit Court Operations

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
General Fund Expenditures	\$1,532,483	\$1,665,830	\$1,602,691
<b>Clerk of the Court Related General Fund Revenues <sup>1</sup></b>			
State Compensation Board	\$845,456	\$936,911	\$936,911
Excess Clerks Fees Collected	\$354,907	\$150,000	\$300,000
<b>Total</b>	<b>\$1,200,363</b>	<b>\$1,086,911</b>	<b>\$1,236,911</b>
<b>Net City Share (General Fund Expenditures Less Related Revenues)</b>	<b>\$332,120</b>	<b>\$578,919</b>	<b>\$365,780</b>

<sup>1</sup> In addition to the General Fund revenues reflected here, the Clerk of Circuit Court 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. The Clerk of the Court collects these fees in excess of the amount required to fund the State Compensation Board's funding level. These "excess" fees are split between the City and the State. The increase in the budgeted fees was made to closer reflect the actual collections over the past few fiscal years.

# Office of the Commonwealth's Attorney



## Safe, Secure, & Just Community

### Office of the Commonwealth's Attorney

Office of the Commonwealth's Attorney

#### Department Contact Info

703.746.4100

[www.alexandriava.gov/commattorney](http://www.alexandriava.gov/commattorney)

#### Department Head

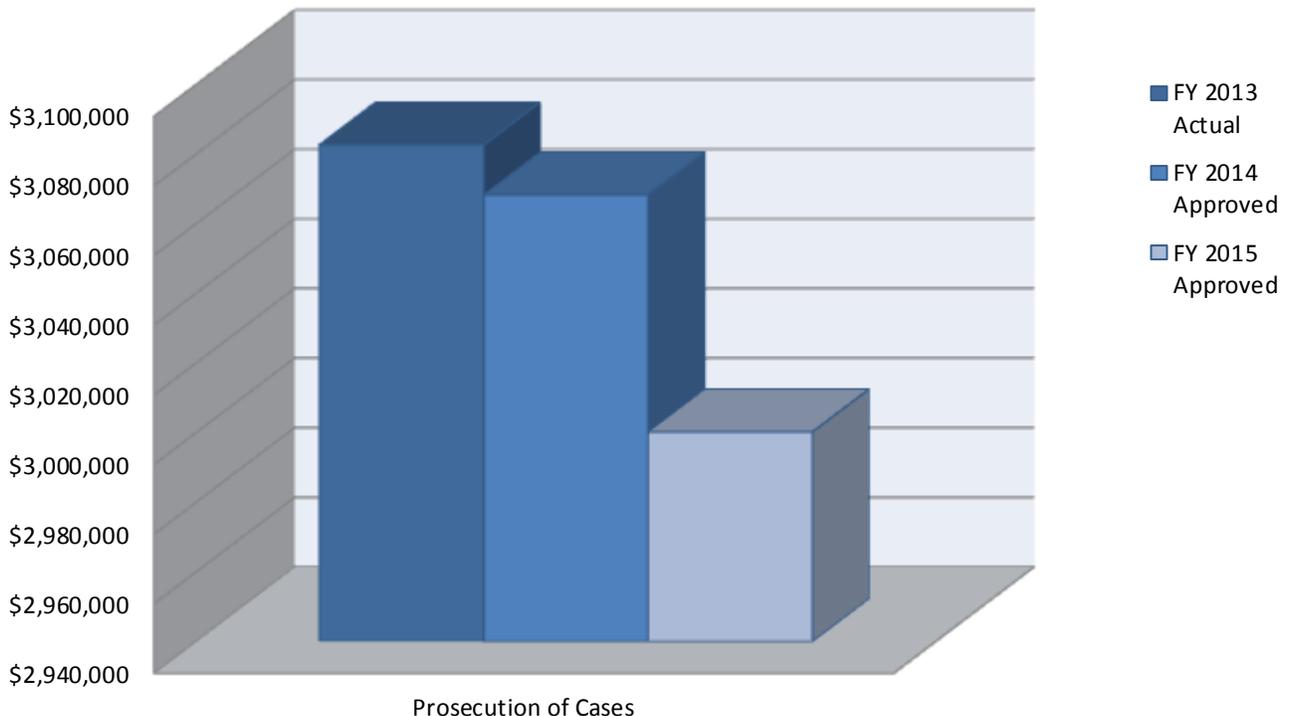
Bryan Porter

Commonwealth's Attorney

703.746.4100

[bryan.porter@alexandriava.gov](mailto:bryan.porter@alexandriava.gov)

## All Funds Summary by Program





# Office of the Commonwealth's Attorney

## EXPENDITURE & REVENUE SUMMARY

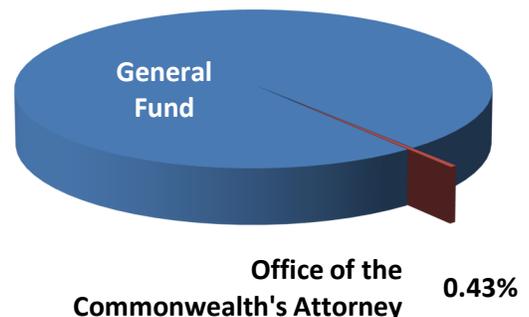
Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$2,924,199	\$2,963,767	\$2,900,310	(\$63,457)	-2.1%
Non-Personnel	\$104,808	\$103,027	\$99,862	(\$3,165)	-3.1%
Capital Goods Outlay	\$51,329	\$1,500	\$0	(\$1,500)	-100.0%
Interfund Transfer	\$2,267	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$3,082,603</b>	<b>\$3,068,294</b>	<b>\$3,000,172</b>	<b>(\$68,122)</b>	<b>-2.2%</b>
<b>Expenditures by Fund</b>					
General Fund	\$2,811,069	\$2,810,724	\$2,742,602	(\$68,122)	-2.4%
Internal Services	\$2,267	\$0	\$0	\$0	N/A
Fiscal Year Grants	\$181,485	\$257,570	\$186,767	(\$70,803)	-27.5%
Non Fiscal Year Grants	\$69,686	\$0	\$70,803	\$70,803	N/A
Other Special Revenue Funds	\$18,097	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$3,082,603</b>	<b>\$3,068,294</b>	<b>\$3,000,172</b>	<b>(\$68,122)</b>	<b>-2.2%</b>
<b>Total Department FTEs</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure a **safe, secure, & just community**, the Office of the Commonwealth's Attorney provides prosecution of criminal cases in order to reduce crime and make sure that all community members are treated justly and protected under the law.

There are no major changes to budget for the Office of the Commonwealth's Attorney in FY 2015. Personnel spending decreases are due to savings from employee turnover and benefits. Non-personnel and capital goods outlay spending decreases are primarily due to technical adjustments for grants from prior fiscal years. FTE counts remain unchanged from FY 2014 levels.

**Department Share of General Fund Operating Budget**





# Office of the Commonwealth's Attorney

## PROGRAM LEVEL SUMMARY DATA

### Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Prosecution of Cases	\$3,082,603	\$3,068,294	\$3,000,172	(\$68,122)	-2.2%
<b>Total Expenditures</b>	<b>\$3,082,603</b>	<b>\$3,068,294</b>	<b>\$3,000,172</b>	<b>(\$68,122)</b>	<b>-2.2%</b>

### Staffing Summary

Authorized Positions (FTEs) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Prosecution of Cases	27.00	27.00	27.00	0.00	0.0%
<b>Total FTEs</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>0.00</b>	<b>0.0%</b>



# Office of the Commonwealth's Attorney

## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Office of the Commonwealth's Attorney	No service adjustments.	0.00	\$0



# Office of the Commonwealth's Attorney

## OFFICE OF THE COMMONWEALTH'S ATTORNEY

To ensure a **safe, secure, & just community**, this program provides prosecution of criminal cases in order to reduce crime and make sure that all community members are treated justly and protected under the law.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$3,082,603	\$3,068,294	\$3,000,172
Personnel	\$2,924,199	\$2,963,767	\$2,900,310
Non-Personnel	\$104,808	\$103,027	\$99,862
Capital Goods Outlay	\$51,329	\$1,500	\$0
Interfund Transfer	\$2,267	\$0	\$0
Full Time Equivalents (FTEs)	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>
Performance Measures			
<i>Conviction rate for felony cases</i>	92%	92%	92%
<i>Percentile ranking within the state of Virginia for concluding cases within prescribed time guidelines</i>	1	1	1

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		27.00	\$3,068,294
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments and other fringe benefits due to employee turnover. No service impact.	0.00	(\$63,457)
Grant technical adjustments	Maintain current levels of service delivery with adequate non-personnel resources by decreases in funding (e.g. contract administration, fuel costs, rental and lease agreements). No service impact.	0.00	(\$3,165)
Program-wide services	Reduction in capital goods outlay. Reduced capital goods outlay to match planned replacement of department equipment and vehicles.	0.00	(\$1,500)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		27.00	\$3,000,172



## Net City Share of Commonwealth's Attorney Operations

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
General Fund Expenditures	\$2,811,069	\$2,810,724	\$2,742,602
<b>Commonwealth's Attorney Related General Fund Revenues</b>			
State Compensation Board	\$1,098,045	\$1,256,839	\$1,253,581
<b>Total</b>	<b>\$1,098,045</b>	<b>\$1,256,839</b>	<b>\$1,253,581</b>
<b>Net City Share (General Fund Expenditures Less Related Revenues)</b>	<b>\$1,713,024</b>	<b>\$1,553,885</b>	<b>\$1,489,021</b>

# Court Service Unit



## Safe, Secure & Just Community

### Court Service Unit

Leadership and Management Support

Intake

Probation

#### Department Contact Info

703.746.4144

[www.alexandriava.gov/courtservice/](http://www.alexandriava.gov/courtservice/)

#### Department Head

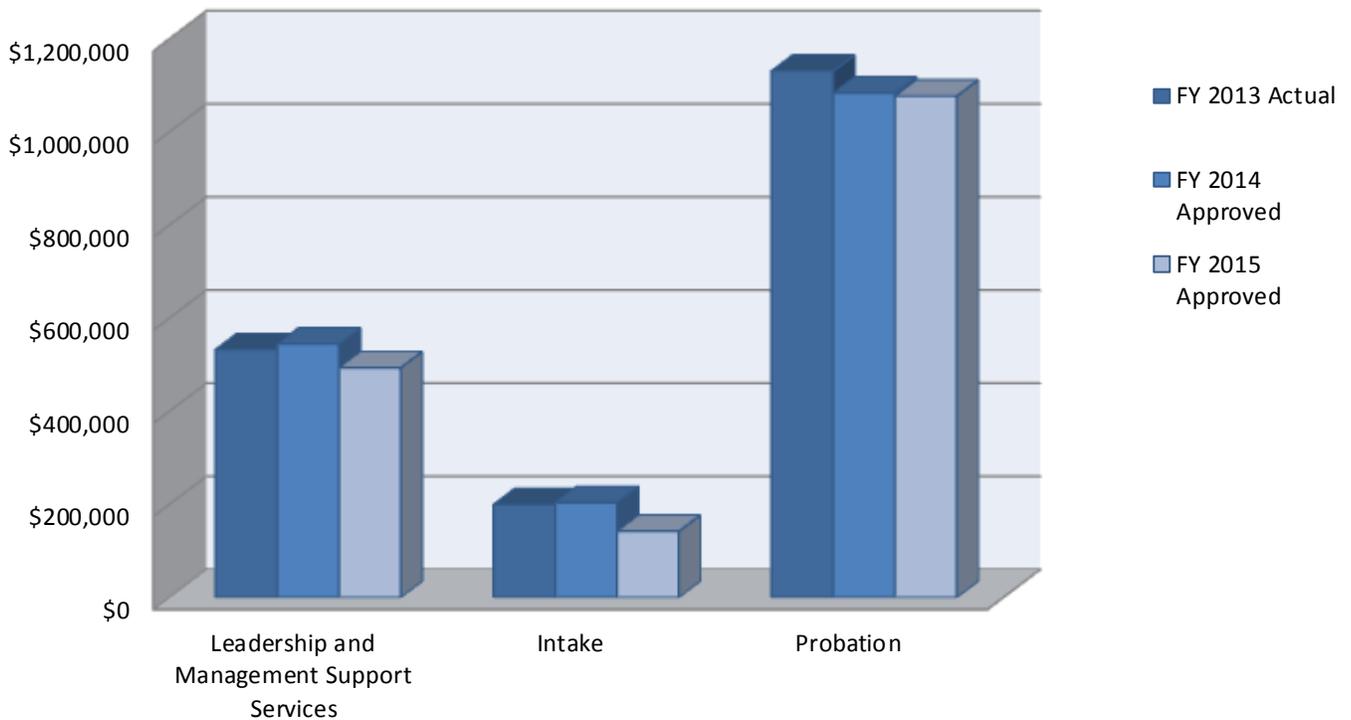
Ron Lemley

Director, Court Service

703.746.4144

[ron.lemley@alexandriava.gov](mailto:ron.lemley@alexandriava.gov)

### All Funds Summary by Program



# Court Service Unit



## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$1,449,709	\$1,520,551	\$1,438,476	(\$82,075)	-5.4%
Non-Personnel	\$310,619	\$212,845	\$178,405	(\$34,440)	-16.2%
Interfund Transfers	\$101,916	\$98,599	\$95,575	(\$3,024)	-3.1%
<b>Total Expenditures</b>	<b>\$1,862,244</b>	<b>\$1,831,995</b>	<b>\$1,712,455</b>	<b>(\$119,540)</b>	<b>-6.5%</b>

Expenditures by Fund	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
General Fund	\$1,616,488	\$1,611,095	\$1,521,799	(\$89,296)	-5.5%
Internal Services	\$8,630	\$0	\$0	\$0	0.0%
Donations	\$1,352	\$0	\$0	\$0	0.0%
Grants	\$235,774	\$220,900	\$190,656	(\$30,244)	-13.7%
<b>Total Expenditures</b>	<b>\$1,862,244</b>	<b>\$1,831,995</b>	<b>\$1,712,455</b>	<b>(\$119,540)</b>	<b>-6.5%</b>

Less Interfund Transfer	\$101,916	\$98,599	\$95,575	(\$3,024)	0.0%
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<b>Net Expenditures</b>	<b>\$1,760,328</b>	<b>\$1,733,396</b>	<b>\$1,616,880</b>	<b>(\$116,516)</b>	<b>0.0%</b>
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<b>Total Department FTE's</b>	<b>9.50</b>	<b>8.50</b>	<b>7.00</b>	<b>-1.50</b>	<b>-17.6%</b>
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## FISCAL YEAR HIGHLIGHTS

To ensure an **safe, secure and just community**, Court Service Unit provides, leadership and management, intake and probation services.

The Court Service budget is decreasing by - 6.5%. The Juvenile Accountability Block Grant is being eliminated, resulting in a reduction of -\$30,244 in FY 2015. The budget is eliminating -1.5 FTEs, for a pre-trial Service position (-0.50 FTE), as a result of the discontinuation of the Juvenile Accountability Block Grant, and an Intake position (-1.0 FTE). Court Service is also eliminating their contribution to Sheltercare for a reduction of -\$24,107.

Department Share of General Fund Operating Budget



Court Services Unit 0.24%

## Court Service Unit



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership and Management Support Services	\$532,255	\$544,286	\$493,511	(\$50,775)	-9.3%
Intake	\$199,381	\$203,661	\$142,093	(\$61,568)	-30.2%
Probation	\$1,130,608	\$1,084,048	\$1,076,851	(\$7,197)	-0.7%
<b>Total Expenditures</b>	<b>\$1,862,244</b>	<b>\$1,831,995</b>	<b>\$1,712,455</b>	<b>(\$119,540)</b>	<b>-6.5%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership and Management Support Services	1.1	1.0	1.0	0.0	0.0%
Intake	1.4	1.5	0.0	(1.5)	-100.0%
Probation	7.0	6.0	6.0	0.0	0.0%
<b>Total FTE's*</b>	<b>9.5</b>	<b>8.5</b>	<b>7.0</b>	<b>(1.5)</b>	<b>-17.6%</b>

\*The Court Service Unit is comprised of 7 full time City employees. Additionally, there are 22 State employees working in the Court Service Unit that are not reflected in the staffing summary, however, the City supplement for these employees is reflected in the personnel sections for each program.

# Court Service Unit



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Intake	Eliminating one part time pre-trial position, which will result in increased caseloads and work product of existing staff.	(0.50)	(\$24,182)
Intake	Eliminating one intake position, which will result in increased caseloads and work product of existing staff.	(1.00)	(\$69,276)
Probation	Eliminate CSU donation contribution to Sheltercare . As part of the Other Public Safety department, Sheltercare will continue to receive \$972,299 in funding directly from the City for services provided.	0.00	(\$24,107)

# Court Service Unit



## LEADERSHIP AND MANAGEMENT SUPPORT

To ensure a **safe, secure, & just community**, this program provides leadership and general management and gang prevention and intervention in order to reduce crime.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	28.6%	29.7%	28.8%
Total Expenditures	\$532,256	\$544,286	\$493,511
Personnel	\$383,608	\$398,559	\$346,604
Non-Personnel	\$140,018	\$145,727	\$146,907
Interfund Transfer	\$8,630	\$0	\$0
Full Time Equivalents (FTEs)	<b>1.1</b>	<b>1.0</b>	<b>1.0</b>
Performance Measures			
<i>Number of services provided</i>	19	20	20
<i># of community members educated about the risk factors of gang involvement</i>	2,187	2,400	2,400
<i>Number of youth and adults engaging in gang prevention services</i>	325	340	340

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$544,286
Service /Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Reduce Court mediation training.	0.00	(\$4,000)
Program-wide services	Reduce overall training budget.	0.00	(\$4,000)
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS for both City and State supplemented employees.	0.00	(\$51,955)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$9,180
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$493,511

# Court Service Unit



## INTAKE

To ensure a **safe, secure, & just community**, this program provides diversion, new complaint legal determination, and on-call services in order to ensure all community members are treated justly and protected under the law, and to reduce crime.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	10.7%	11.1%	8.3%
Total Expenditures	\$199,382	\$203,661	\$142,093
Personnel	\$187,872	\$184,448	\$132,635
Non-Personnel	\$11,510	\$16,189	\$9,458
Interfund Transfer	\$0	\$3,024	\$0
Full Time Equivalents (FTEs)	<b>1.4</b>	<b>1.5</b>	<b>0.0</b>

Performance Measures	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<i>Percentage of probable cause determinations</i>	95%	95%	95%
<i>Number of intake calls after hours</i>	300	270	290
<i>Number of youth placed on diversion</i>	106	95	95
<i>Percentage of youth in compliance</i>	95%	100%	100%
<i>Percentage of youth released after-hours not committing offenses</i>	0%	95%	95%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.50	\$203,661
Service /Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Eliminating one pre-trial position which will result in less supervision of offenders released to the community.	(0.50)	(\$24,182)
Program-wide services	Eliminating one intake position which will result in increased caseloads and work product of existing staff.	(1.00)	(\$69,276)
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS for both City and State supplemented employees.	0.00	\$41,645
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$9,755)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>0.00</b>	<b>\$142,093</b>

# Court Service Unit



## PROBATION

To ensure a **safe, secure, & just community**, this program provides intensive case management, investigation screening and report writing, mental health services, probation/parole, and skills development in order to ensure all community members are treated justly and protected under the law, and to reduce crime.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total All Funds Budget	60.7%	59.2%	62.9%
	Total Expenditures	\$1,130,608	\$1,084,048	\$1,076,851
	Personnel	\$878,230	\$942,326	\$959,236
	Non-Personnel	\$159,092	\$46,147	\$22,040
	Interfund Transfer	\$93,286	\$95,575	\$95,575
	Full Time Equivalents (FTEs)	<b>7.0</b>	<b>6.0</b>	<b>6.0</b>
Performance Measures				
	<i>Number of youth provided with monthly supervision</i>	254	230	230
	<i>Percentage of youth in compliance with supervision</i>	74%	80%	80%
	<i>Number provided with Court Services Unit skills development programs</i>	4	3	3
	<i>Percentage of clients who successfully complete services</i>	90%	90%	90%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$1,084,048
Service /Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Eliminate CSU donation contribution to Sheltercare. As part of the Other Public Safety department, Sheltercare will continue to receive \$972,299 in funding directly from the City for services provided.	0.00	(\$24,107)
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS for both City and State supplemented employees.	0.00	\$16,910
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$1,076,851



# Department of Emergency Communications

## Safe, Secure & Just Community

### Department of Emergency Communications

Leadership & Management Support Services

Operations

#### Department Contact Info

703.746.1888

[www.alexandriava.gov/  
emergencycommunications](http://www.alexandriava.gov/emergencycommunications)

#### Department Head

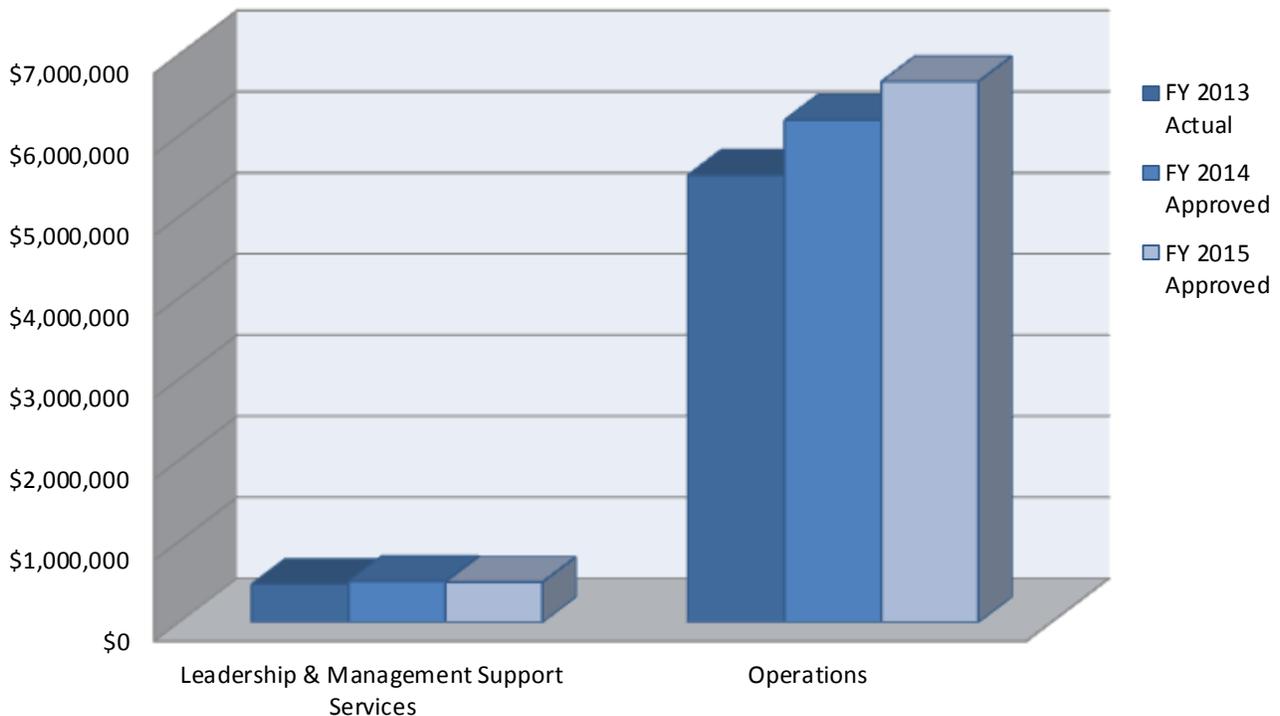
Jo-Anne Munroe

Director

703.746.1861

[joanne.munroe@alexandriava.gov](mailto:joanne.munroe@alexandriava.gov)

### All Funds Summary by Program





# Department of Emergency Communications

## EXPENDITURE & REVENUE SUMMARY

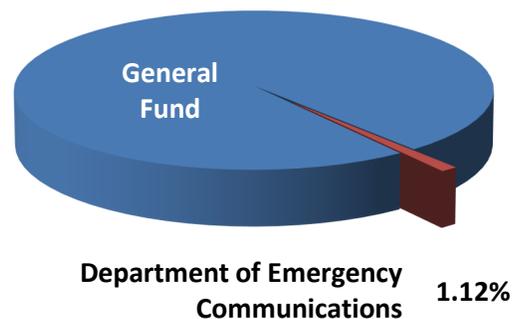
Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$5,207,887	\$5,297,922	\$5,571,976	\$274,054	5.2%
Non-Personnel	\$773,515	\$1,394,388	\$1,568,085	\$173,697	12.5%
Capital Goods Outlay	\$0	\$6,911	\$21,911	\$15,000	217.0%
<b>Total Expenditures</b>	<b><u>\$5,981,401</u></b>	<b><u>\$6,699,221</u></b>	<b><u>\$7,161,972</u></b>	<b><u>\$462,751</u></b>	<b><u>6.9%</u></b>
<b>Expenditures by Fund</b>					
General Fund	\$5,981,401	\$6,699,221	\$7,161,972	\$462,751	6.9%
<b>Total Expenditures</b>	<b><u>\$5,981,401</u></b>	<b><u>\$6,699,221</u></b>	<b><u>\$7,161,972</u></b>	<b><u>\$462,751</u></b>	<b><u>6.9%</u></b>
<b>Total Department FTEs</b>	<b>55.00</b>	<b>55.00</b>	<b>57.00</b>	<b>2.00</b>	<b>3.6%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **safe, secure & just community**, the Department of Emergency Communications provides Leadership & Management Support Services and Operations.

The FY 2015 budget for the Department of Emergency Communications (DEC) increases by 6.9% over FY 2014 levels. This is primarily due to the transfer of the City's radio system maintenance budget from the non-departmental budget into DEC's budget for FY 2015. Additionally, 2.0 FTE were added to support the City's new Computer Aided Dispatch System which is expected to come online in mid-FY 2015. The FY 2015 budget does not include any service reductions.

**Department Share of General Fund Operating Budget**





# Department of Emergency Communications

## PROGRAM LEVEL SUMMARY DATA

### Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & Management Support Services	\$470,532	\$508,048	\$495,881	(\$12,167)	-2.4%
Operations	\$5,510,870	\$6,191,173	\$6,666,091	\$474,918	7.7%
<b>Total Expenditures</b>	<b>\$5,981,401</b>	<b>\$6,699,221</b>	<b>\$7,161,972</b>	<b>\$462,751</b>	<b>6.9%</b>

### Staffing Summary

Authorized Positions (FTEs) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & Management Support Services	3.00	3.00	3.00	0.00	0.0%
Operations	52.00	52.00	54.00	2.00	3.8%
<b>Total FTEs</b>	<b>55.00</b>	<b>55.00</b>	<b>57.00</b>	<b>2.00</b>	<b>3.6%</b>



# Department of Emergency Communications

## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Operations	Computer Aided Dispatch Staffing. Staffing increases by 2.0 FTE to support and maintain the City's new Computer Aided Dispatch system expected to come online in mid-FY 2015.	2.00	\$218,588



# Department of Emergency Communications

## LEADERSHIP & MANAGEMENT SUPPORT SERVICES

To ensure a **safe, secure, & just community**, this program provides administrative support in order to increase survivability from medical emergencies and traumatic injuries, reduce crime, reduce harm to people and property from fire, and reduce harm to people or property from disasters.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	7.9%	7.6%	6.9%
Total Expenditures	\$470,532	\$508,048	\$495,881
Personnel	\$438,637	\$464,026	\$448,909
Non-Personnel	\$31,895	\$44,022	\$46,972
Full Time Equivalents (FTEs)	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
Performance Measures			
<i>Percent of new hires and employee turnover in a fiscal year</i>	18%	10%	8%
<i>Percent of the Fiscal budget that is expended</i>	95%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$508,048
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	(\$15,117)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$2,950
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$495,881



# Department of Emergency Communications

## OPERATIONS

To ensure a **safe, secure, & just community**, this program provides fiscal support, human resources support, IT support, public safety and emergency call taking and dispatching, quality assurance support, radio communications support, and training support in order to increase survivability from medical emergencies and traumatic injuries, reduce crime, reduce harm to people and property from fire, and reduce harm to people or property from disasters.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	92.1%	92.4%	93.1%
Total Expenditures	\$5,510,870	\$6,191,173	\$6,666,091
Personnel	\$4,769,250	\$4,833,896	\$5,123,067
Non-Personnel	\$741,620	\$1,350,366	\$1,521,113
Capital Goods Outlay	\$0	\$6,911	\$21,911
Full Time Equivalents (FTEs)	<b>52.00</b>	<b>52.00</b>	<b>54.00</b>
Performance Measures			
<i>Number of emergency calls received</i>	85,982	86,000	86,000
<i>Total number of calls received (emergency and non-emergency)</i>	271,939	272,000	272,000
<i>Percent of the Computer Aided Dispatch system that is Operable in a Fiscal year</i>	95%	95%	95%
<i>Percent of the Radio systems that is operable in a fiscal year for public safety</i>	100%	95%	95%
<i>Percent of calls meeting the State and industry guidelines</i>	90%	90%	95%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		52.00	\$6,191,173
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	(26,053)
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by decreases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This is primarily due to lower than previously budgeted costs for 911 systems maintenance.	0.00	(\$263,830)

[Continued on following page]



# Department of Emergency Communications

## OPERATIONS

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]			
Service / Line of Business	Impacts	FTE Impact	Cost Modification
IT Support	Computer Aided Dispatch Staffing. Staffing increases by 2.0 FTE to support and maintain the City's new Computer Aided Dispatch system expected to come online in mid-FY 2015.	2.00	\$218,588
Radio Communications Support	Radio maintenance budget transferred from non-departmental budget. Previously, expenditures for the maintenance of the City's radio system were budgeted for in the non-departmental budget. These costs have been transferred to DEC to better account for the cost of this line of business.	0.00	\$434,577
Public Safety and Emergency Call Taking and Dispatching	Increased overtime budget. Increased overtime budget based on prior fiscal year actual expenditures and experience.	0.00	\$346,636
Public Safety and Emergency Call Taking and Dispatching	Vacancy savings. A vacancy savings amount was included to reflect savings from historical turnover rates within the department. This amount is offset by increased overtime to maintain minimum staffing levels and service quality.	0.00	(\$250,000)
Public Safety and Emergency Call Taking and Dispatching	Increase in capital goods outlay. Increased capital goods outlay to match planned replacement of department equipment and vehicles.	0.00	\$15,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>54.00</b>	<b>\$6,666,091</b>

# Fire Department



## Safe, Secure & Just Community

### Fire Department

- Leadership & Management Support Services
- Fire Emergency Services
- Emergency Medical Services
- Fire Prevention & Life Safety
- Emergency Management
- Logistics
- Information Technology
- Employee Professional Development
- Special Operations
- Vehicle Operations & Maintenance
- Vehicle & IT Replacement

#### Department Contact Info

703.746.5200

[www.alexandriava.gov/fire](http://www.alexandriava.gov/fire)

#### Department Head

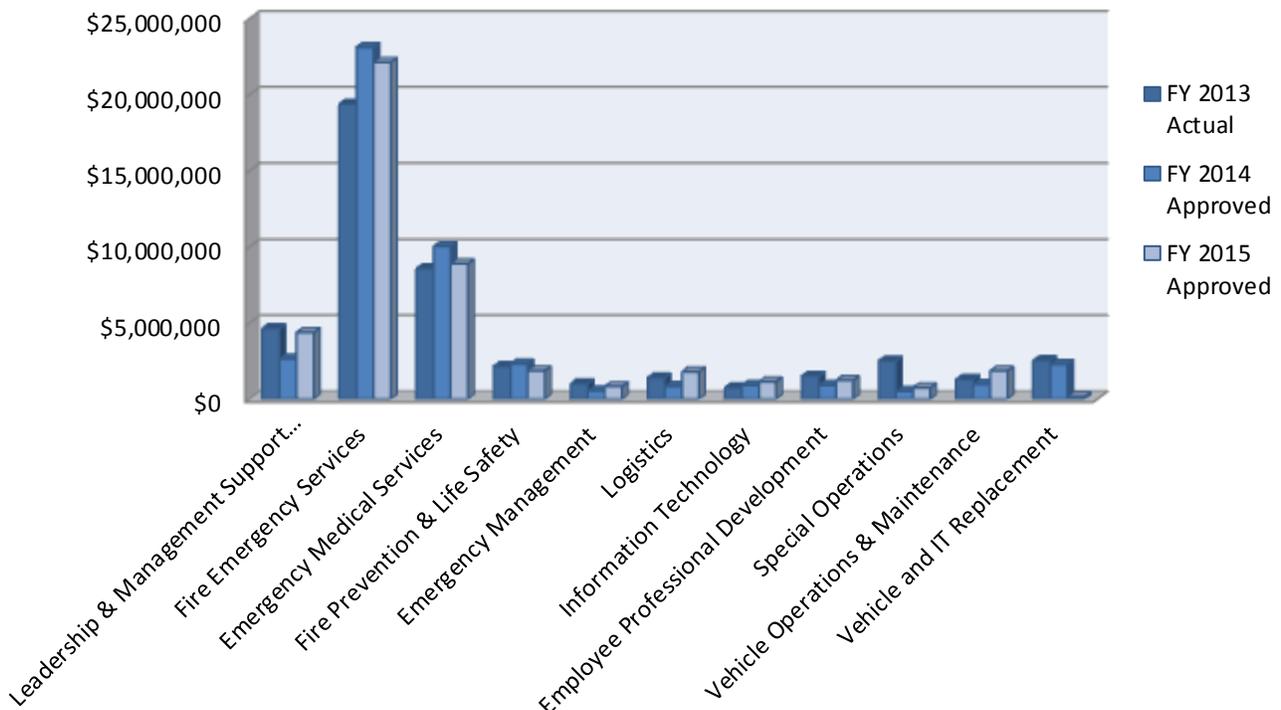
Robert C. Dubé

Fire Chief

703.746.5200

[robert.dube@alexandriava.gov](mailto:robert.dube@alexandriava.gov)

### All Funds Summary by Program



# Fire Department



## EXPENDITURE & REVENUE SUMMARY

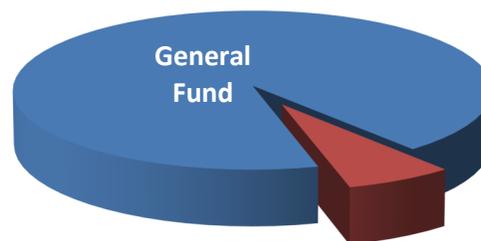
Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$35,120,823	\$36,433,582	\$37,941,841	\$1,508,259	4.1%
Non-Personnel	\$6,661,321	\$5,924,173	\$5,625,834	(\$298,339)	-5.0%
Capital Goods Outlay	\$3,158,666	\$2,261,589	\$169,235	(\$2,092,354)	-92.5%
Debt Service	\$0	\$362,782	\$1,211,195	\$848,413	233.9%
Interfund Transfers	\$734,129	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$45,674,938</b>	<b>\$44,982,126</b>	<b>\$44,948,105</b>	<b>(\$34,021)</b>	<b>-0.1%</b>
<b>Expenditures by Fund</b>					
General Fund	\$39,662,562	\$42,260,975	\$43,830,786	\$1,569,811	3.7%
Donations	\$0	\$2,500	\$2,500	\$0	0.0%
Internal Services	\$2,529,413	\$2,261,485	\$156,235	(\$2,105,250)	-93.1%
Grants	\$3,482,963	\$457,166	\$933,584	\$476,418	104.2%
Other Special Revenue	\$0	\$0	\$25,000	\$25,000	N/A
<b>Total Expenditures</b>	<b>\$45,674,938</b>	<b>\$44,982,126</b>	<b>\$44,948,105</b>	<b>(\$34,021)</b>	<b>-0.1%</b>
<b>Total Department FTEs</b>	<b>290.00</b>	<b>290.00</b>	<b>276.00</b>	<b>-14.00</b>	<b>-4.8%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure a **safe, secure & just community**, the Fire Department provides Leadership & Management Support Services, Fire Emergency Services, Emergency Medical Services, Fire Prevention and Life Safety, Emergency Management, Logistics, Information Technology, Employee Professional Development, Special Operations, Vehicle Operations and Maintenance and Vehicle and IT Replacement.

The FY 2015 operating budget for the Fire Department decreases by -0.1% or -\$34,021. This is primarily due to a reduction in the planned use of cash for replacement of vehicles and apparatus in FY 2015 as part of Fire’s fleet replacement plan of \$2,105,250. This decrease is offset by higher debt service, \$848,413, to finance that new apparatus and equipment. Additionally, personnel expenditures increase 4.1% or \$1,508,259 primarily due to the inclusion of a worker’s compensation budget at the cost of \$1,751,412 and a position to support the new CAD system. This increase is offset by the reduction of 10 vacant firefighter positions, 2 emergency management positions, 2 fire marshal positions and 1 PIO position. Details on these and other reductions and their expected impacts to service can be found on the following pages.

**Department Share of General Fund Operating Budget**



**Fire Department 6.88%**

## Fire Department



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & Management Support Services	\$4,631,685	\$2,641,532	\$4,366,791	\$1,725,259	65.3%
Fire Emergency Services	\$19,386,380	\$23,112,161	\$22,124,537	(\$987,624)	-4.3%
Emergency Medical Services	\$8,571,883	\$10,020,731	\$8,891,514	(\$1,129,217)	-11.3%
Fire Prevention & Life Safety	\$2,135,949	\$2,302,170	\$1,858,229	(\$443,941)	-19.3%
Emergency Management	\$993,432	\$534,768	\$817,191	\$282,423	52.8%
Logistics	\$1,392,672	\$837,614	\$1,787,275	\$949,661	113.4%
Information Technology	\$733,549	\$891,544	\$1,134,218	\$242,674	27.2%
Employee Professional Development	\$1,504,552	\$903,173	\$1,222,643	\$319,470	35.4%
Special Operations	\$2,510,850	\$506,881	\$744,743	\$237,862	46.9%
Vehicle Operations & Maintenance	\$1,284,574	\$970,067	\$1,844,731	\$874,664	90.2%
Vehicle and IT Replacement	\$2,529,413	\$2,261,485	\$156,235	(\$2,105,250)	-93.1%
<b>Total Expenditures</b>	<b>\$45,674,938</b>	<b>\$44,982,126</b>	<b>\$44,948,105</b>	<b>(\$34,021)</b>	<b>-0.1%</b>

## Staffing Summary

Authorized Positions (FTEs) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & Management Support Services	16.00	16.00	15.00	(1.00)	-6.3%
Fire Emergency Services	162.90	162.90	155.00	(7.90)	-4.8%
Emergency Medical Services	76.00	76.00	73.00	(3.00)	-3.9%
Fire Prevention & Life Safety	17.00	17.00	15.00	(2.00)	-11.8%
Emergency Management	3.50	3.50	2.00	(1.50)	-42.9%
Logistics	2.00	2.00	3.00	1.00	50.0%
Information Technology	3.00	3.00	4.00	1.00	33.3%
Employee Professional Development	4.00	4.00	4.00	0.00	0.0%
Special Operations	1.50	1.50	1.00	(0.50)	-33.3%
Vehicle Operations & Maintenance	4.10	4.10	4.00	(0.10)	-2.4%
<b>Total FTEs</b>	<b>290.00</b>	<b>290.00</b>	<b>276.00</b>	<b>(14.00)</b>	<b>-4.8%</b>

## Fire Department



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Leadership & Management Support Services	Elimination of 1 public information officer. This may result in delayed communication between the Fire Department and the Office of Communications and Public Information during large scale incidents. Additionally, the capacity to respond during non-work hours may be reduced and there may be a decrease in the timeliness of media releases.	(1.00)	(\$112,435)
Fire Emergency Services	Eliminate 10 vacant firefighter positions. This will eliminate the salary and benefits for 10 vacant firefighter positions in the department. Additional savings will be realized by not purchasing radios and self-contained breathing apparatus within the CIP.	(10.00)	(\$779,080)
Emergency Medical Services	Eliminate peak-time medic unit. The peak-time unit served Alexandria during periods of peak medical calls and ran approximately 750 calls in FY 2013. The implementation of Medic #210 will help to offset the increased service demand from this reduction.	0.00	(\$236,829)
Fire Inspections	The proposed budget eliminated 3 fire marshal positions. As part of the Add-Delete process, City Council restored 1 of the 3 eliminated positions. The remaining positions will have schedules re-aligned to help balance the demands for service between inspections and investigations.	(2.00)	(\$239,150)
Emergency Management	Eliminate 2 general fund emergency management positions. This may result in reduced planning and training for emergency events. 2 general fund positions and 3 grant funded positions will remain in the Emergency Management program to perform local and regional emergency management planning and preparedness.	(2.00)	(\$211,970)
Technology Systems	Addition of 1 position to support the City's new Computer Aided Dispatch (CAD) system. New CAD position will take over additional CAD duties along with duties previously provided by temporary services.	1.00	\$116,977
Technology Systems	Reduction in temporary IT services. Funds previously budgeted for temporary IT services will be used to offset the operating impact of the new CAD system position as outlined above.	0.00	(\$43,500)

# Fire Department



## LEADERSHIP & MANAGEMENT SUPPORT SERVICES

To ensure a **safe, secure, & just community**, this program provides community services, finance, human resources, and safety in order to reduce harm to people and property from fire.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	10.1%	5.9%	9.7%
Total Expenditures	\$4,631,685	\$2,641,532	\$4,366,791
Personnel	\$4,243,349	\$2,222,046	\$3,936,659
Non-Personnel	\$384,901	\$419,382	\$430,132
Capital Goods Outlay	\$3,435	\$104	\$0
Full Time Equivalents (FTEs)	<b>16.00</b>	<b>16.00</b>	<b>15.00</b>
Performance Measures			
<i>Number of community outreach visits for fire prevention education for citizens</i>	75	95	95
<i>Number of ambulance billing refunds</i>	55	55	<55
<i>Percent of timely employee performance evaluations</i>	90%	100%	100%
<i>Number of shift days taken for sick leave</i>	754.4	822.0	750.0
<i>Number of shift days lost to restricted duty</i>	1,017	813	1,000

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		16.00	\$2,641,532
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$72,636
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by increases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	\$10,750

[Continued on following page]

# Fire Department



## LEADERSHIP & MANAGEMENT SUPPORT SERVICES

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Including department's overall workers compensation budget in this program reflects anticipated claim costs to this department in FY 2015.	0.00	\$1,754,412
Program-wide services	Increase in capital goods outlay. This includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	(\$104)
Community Services	Elimination of 1 public information officer. This may result in delayed communication between the Fire Department and the Office of Communications and Public Information during large scale incidents. Additionally, the capacity to respond during non-work hours may be reduced and there may be a decrease in the timeliness of media releases.	(1.00)	(\$112,435)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>15.00</b>	<b>\$4,366,791</b>

# Fire Department



## FIRE EMERGENCY SERVICES

To ensure a **safe, secure, & just community**, this program provides fire emergency service in order to reduce harm to people and property from fire, and reduce harm to people or property from disasters.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	42.4%	51.4%	49.2%
Total Expenditures	\$19,386,380	\$23,112,161	\$22,124,537
Personnel	\$17,919,020	\$20,782,185	\$20,419,392
Non-Personnel	\$1,352,765	\$1,967,194	\$493,950
Capital Goods Outlay	\$114,595	\$0	\$0
Debt Service	\$0	\$362,782	\$1,211,195
Full Time Equivalents (FTEs)	<b>162.90</b>	<b>162.90</b>	<b>155.00</b>
Performance Measures			
<i>Percent of fire emergency incidents responded to within 5 minutes</i>	70.43%	64.94%	70%
<i>Average number of calls for service per fire emergency units</i>	1,512	1,686	1,690
<i>Average number of Firefighters per capita of residential population</i>	886	989	953
<i>Percent of days that the fire department is at their minimum staffing of 42 personnel</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		162.90	\$23,112,161
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment was made due to the reallocation of positions within the Department. No service impact.	2.10	\$1,202,132
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by increases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	(\$1,473,244)
<b>[Continued on following page]</b>			



FIRE EMERGENCY SERVICES

PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service	Impacts	FTE Impact	Cost Modification
Fire Emergency Services	Increase in debt service contribution. Increased budget to service debt related to new fire apparatus for the department.	0.00	\$848,413
Fire Emergency Services	The proposed budget included the relocation of Engine #204 to Station #210 to help balance firefighting resources more effectively and provide a more consistent level of service across the City. As part of the Add-Delete process, City Council retained the engine at Station #204 and did not staff an engine at Station #210.	0.00	(\$785,845)
Fire Emergency Services	Eliminate 10 vacant firefighter positions. This will eliminate the salary and benefits for 10 vacant firefighter positions in the department. Additional savings will be realized by not purchasing radios and self-contained breathing apparatus within the CIP.	(10.00)	(\$779,080)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>155.00</b>	<b>\$22,124,537</b>

# Fire Department



## EMERGENCY MEDICAL SERVICES

To ensure a **safe, secure, & just community**, this program provides emergency medical service in order to increase survivability from medical emergencies and traumatic injuries.

Program Totals	FY 2013	FY 2014	FY 2015
	Actual	Approved	Approved
% Total All Funds Budget	18.8%	22.3%	19.8%
Total Expenditures	\$8,571,883	\$10,020,731	\$8,891,514
Personnel	\$7,601,504	\$8,907,147	\$8,350,023
Non-Personnel	\$791,638	\$1,113,584	\$528,491
Capital Goods Outlay	\$178,741	\$0	\$13,000
Full Time Equivalents (FTEs)	<b>76.00</b>	<b>76.00</b>	<b>73.00</b>

Performance Measures			
<i>Percent of responses to emergency medical incidents where the first arriving unit is on scene within 5 minutes</i>	41%	42%	45%
<i>Average number of minutes an emergency unit is on the scene of an emergency</i>	16.45	16.55	16.50
<i>Percentage of personnel within the EMS section trained to the level of Paramedic</i>	77%	79%	80%
<i>Number of personnel working on their shift day</i>	12	12	14

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		76.00	\$10,020,731
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment was made due to the reallocation of positions within the Department. No service impact.	(3.00)	(\$320,295)
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by decreases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	(\$585,093)

[Continued on following page]

# Fire Department



## EMERGENCY MEDICAL SERVICES

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Increase in capital goods outlay. This includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	\$13,000
Emergency Medical Services	Eliminate peak-time medic unit. The peak-time unit served Alexandria during periods of peak medical calls and ran approximately 750 calls in FY 2013. The implementation of Medic #210 will help to offset the increased service demand from this reduction.	0.00	(\$236,829)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>73.00</b>	<b>\$8,891,514</b>

# Fire Department



## FIRE PREVENTION & LIFE SAFETY

To ensure a **safe, secure, & just community**, this program provides fire inspections, fire investigations, and fire systems retesting in order to reduce harm to people and property from fire.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	4.7%	5.1%	4.1%
Total Expenditures	\$2,135,949	\$2,302,170	\$1,858,229
Personnel	\$2,054,677	\$2,182,176	\$1,841,926
Non-Personnel	\$81,272	\$119,994	\$16,303
Capital Goods Outlay	\$0	\$0	\$0
Full Time Equivalents (FTEs)	<b>17.00</b>	<b>17.00</b>	<b>15.00</b>
Performance Measures			
<i>Number of Fire Code violations</i>	2,822	2,765	2,074
<i>Number of Fire Prevention Permit Inspections</i>	2,022	2,700	2,700
<i>Number of fires/hazards investigated</i>	113	75	60
<i>Number of origin and cause Investigations</i>	113	113	110
<i>Number of Fire Protection systems inspected</i>	3,538	3,607	2,750

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		17.00	\$2,302,170
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. No service impact.	0.00	(\$101,100)
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by decreases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	(\$103,691)

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# Fire Department



## FIRE PREVENTION & LIFE SAFETY

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service	Impacts	FTE Impact	Cost Modification
Fire Inspections	The proposed budget eliminated 3 fire marshal positions. As part of the Add-Delete process, City Council restored 1 of the 3 eliminated positions. The remaining positions will have schedules re-aligned to help balance the demands for service between inspections and investigations.	(2.00)	(\$239,150)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>15.00</b>	<b>\$1,858,229</b>

# Fire Department



## EMERGENCY MANAGEMENT

To ensure a **safe, secure, & just community**, this program provides community outreach and preparedness, emergency management planning, emergency management response, and training and exercises in order to reduce harm to people or property from disasters.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	2.2%	1.2%	1.8%
Total Expenditures	\$993,432	\$534,768	\$817,191
Personnel	\$631,061	\$469,751	\$488,468
Non-Personnel	\$319,950	\$65,017	\$328,723
Capital Goods Outlay	\$42,421	\$0	\$0
Full Time Equivalents (FTEs)	<b>3.50</b>	<b>3.50</b>	<b>2.00</b>

Performance Measures			
<i>Number of Community members reached at emergency management outreach events</i>	5,200	7,000	7,000
<i>Percent of emergency management operations plans that are considered up-to-date (updated every 4 years)</i>	50%	100%	100%
<i>Number of incidents/disaster that OEM responds to</i>	12	20	6
<i>Average number of hours the Emergency Operations Center is set after activation</i>	2	2	2
<i>Number of Exercises</i>	18	2	2

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		3.50	\$534,768
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment was made due to the reallocation of positions within the Department. No service impact.	0.50	\$36,590
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by increases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	\$13,803

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# Fire Department



## EMERGENCY MANAGEMENT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service	Impacts	FTE Impact	Cost Modification
Emergency Management Planning	Eliminate 2 general fund emergency management positions. 2 general fund positions and 3 grant funded positions will remain in the Emergency Management program to perform local and regional emergency management planning and preparedness.	(2.00)	(\$211,970)
Emergency Management Planning	FY 2015 includes budget authority for 4 Urban Area Security Initiative grants that the Fire Department receives annually. Historically, these grants have been appropriated through the fall appropriations ordinance but are now included as part of the budget.	0.00	\$444,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>2.00</b>	<b>\$817,191</b>

# Fire Department



## LOGISTICS

To ensure a **safe, secure, & just community**, this program provides facilities management, and supply management in order to reduce harm to people and property from fire.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total All Funds Budget	3.0%	1.9%	4.0%
	Total Expenditures	\$1,392,672	\$837,614	\$1,787,275
	Personnel	\$193,011	\$184,418	\$371,064
	Non-Personnel	\$1,199,661	\$653,196	\$1,416,211
	Capital Goods Outlay	\$0	\$0	\$0
	Full Time Equivalents (FTEs)	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>
Performance Measures				
	<i>Number of facility repair requests</i>	626	484	525
	<i>Number of Capital Facilities Maintenance Program projects completed per year</i>	7	10	9
	<i>Number of items inventoried</i>	19,002	19,589	22,000
	<i>Number of issued equipment items as required in General Orders</i>	14,530	15,530	18,530
	<i>Number of situations a station runs out of necessary items</i>	0	0	0

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		2.00	\$837,614
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment was made due to the reallocation of positions within the Department. No service impact.	1.00	\$186,646
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by increases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	\$763,015
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>3.00</b>	<b>\$1,787,275</b>

# Fire Department



## INFORMATION TECHNOLOGY

To ensure a **safe, secure, & just community**, this program provides research and analysis, and technology systems in order to reduce harm to people and property from fire.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total All Funds Budget	1.6%	2.0%	2.5%
	Total Expenditures	\$733,549	\$891,544	\$1,134,218
	Personnel	\$378,567	\$399,558	\$517,196
	Non-Personnel	\$354,982	\$491,986	\$617,022
	Capital Goods Outlay	\$0	\$0	\$0
	Full Time Equivalents (FTEs)	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>
Performance Measures				
	<i>Number of fire help desk projects initiated or maintained</i>	12	16	18
	<i>Number of fire help desk requests resolved</i>	1,300	1,350	1,400
	<i>Number of reports generated</i>	52	50	90
	<i>Percent of uptime for major systems</i>	99%	99%	99%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$891,544
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. No service impact.	0.00	\$661
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by increases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	\$168,536
<b>[Continued on following page]</b>			

# Fire Department



## INFORMATION TECHNOLOGY

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service	Impacts	FTE Impact	Cost Modification
Technology Systems	Addition of 1 position to support the City's new Computer Aided Dispatch (CAD) system. New CAD position will take over additional CAD duties along with duties previously provided by temporary services.	1.00	\$116,977
Technology Systems	Reduction in temporary IT services. Funds previously budgeted for temporary IT services will be used to offset the operating impact of the new CAD system position as outlined above.	0.00	(\$43,500)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>4.00</b>	<b>\$1,134,218</b>

# Fire Department



## EMPLOYEE PROFESSIONAL DEVELOPMENT

To ensure a **safe, secure, & just community**, this program provides employee professional development to ensure adequately trained new and current personnel in order to reduce harm to people or property from disasters.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total All Funds Budget	3.3%	2.0%	2.7%
	Total Expenditures	\$1,504,552	\$903,173	\$1,222,643
	Personnel	\$1,118,864	\$727,040	\$943,593
	Non-Personnel	\$371,435	\$176,133	\$279,050
	Capital Goods Outlay	\$14,253	\$0	\$0
	Full Time Equivalents (FTEs)	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Performance Measures				
	<i>Number of firefighter and medic recruits trained</i>	28	14	10
	<i>Number of hours of In-service training provided to firefighters and medics</i>	28,864	30,000	31,000
	<i>Number of firefighters and medics employed</i>	244	244	234
	<i>Number of post incident analysis completed</i>	51	52	50

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$903,173
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. No service impact.	0.00	\$216,553
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by increases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	\$102,917
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$1,222,643

# Fire Department



## SPECIAL OPERATIONS

To ensure a **safe, secure, & just community**, this program provides special operations such as HAZMAT, Marine Operations and Technical Rescue in order to reduce harm to people or property from disasters.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	5.5%	1.1%	1.7%
Total Expenditures	\$2,510,850	\$506,881	\$744,743
Personnel	\$604,801	\$176,617	\$680,833
Non-Personnel	\$373,806	\$330,264	\$63,910
Capital Goods Outlay	\$1,532,242	\$0	\$0
Full Time Equivalents (FTEs)	<b>1.50</b>	<b>1.50</b>	<b>1.00</b>

Performance Measures	FY 2013	FY 2014	FY 2015
<i>Average number of calls for service by special operations teams per capita of residential population</i>	1,300	1,668	1,200
<i>Average Number of trained team members assembled on scene of special operations incidents</i>	2.92	3.05	3.25

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.50	\$506,881
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment was made due to the reallocation of positions within the Department. Specialty pay for special operations has been added to this program. No service impact.	(0.50)	\$504,216
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by increases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	(\$266,354)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>1.00</b>	<b>\$744,743</b>

# Fire Department



## VEHICLE OPERATIONS & MAINTENANCE

To ensure a **safe, secure, & just community**, this program provides fleet management in order to reduce harm to people and property from fire.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	2.8%	2.2%	4.1%
Total Expenditures	\$1,284,574	\$970,067	\$1,844,731
Personnel	\$375,969	\$382,644	\$392,689
Non-Personnel	\$889,605	\$587,423	\$1,452,042
Capital Goods Outlay	\$19,000	\$0	\$0
Full Time Equivalents (FTEs)	<b>4.10</b>	<b>4.10</b>	<b>4.00</b>
Performance Measures			
<i>Percent of the needed fire vehicle fleet that is available/operational</i>	90%	90%	>90%
<i>Number of frontline reserve apparatus</i>	2	6	6
<i>Number of preventative vehicle maintenance services completed</i>	246	390	390

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.10	\$970,067
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment was made due to the reallocation of positions within the Department. No service impact.	(0.10)	\$10,045
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by increases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of fuel and vehicle replacement costs within the department. No service impact.	0.00	\$808,129

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# Fire Department



## VEHICLE OPERATIONS & MAINTENANCE

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service	Impacts	FTE Impact	Cost Modification
Fleet Management	Fire boat fuel and maintenance costs. Additional operating costs for fuel [\$166,000] and maintenance [\$28,725] for the new fire boat have been added to the FY 2015 budget. Due to a grant award, 75% of the maintenance costs for the boat are being paid for in FY 2015. Expected maintenance costs for the fire boat in FY 2016 are approximately an additional \$90,000.	0.00	\$194,725
Fleet Management	Swiftwater equipment depreciation. Depreciation costs associated with the swiftwater boats and vehicle have been added to the FY 2015 budget.	0.00	\$18,000
Fleet Management	Defer 4 light duty vehicle replacements by one year. These units serve the Community Services, Facilities, Fire Marshals and Emergency Management functions.	0.00	(\$156,235)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>4.00</b>	<b>\$1,844,731</b>

# Human Rights



## Safe, Secure & Just Community

### Human Rights

Enforcement

Community Inclusiveness and Awareness

#### Department Contact Info

703.746.3140

[www.alexandriava.gov/humanrights/](http://www.alexandriava.gov/humanrights/)

#### Department Head

Jean M. Kelleher

Director, Human Rights

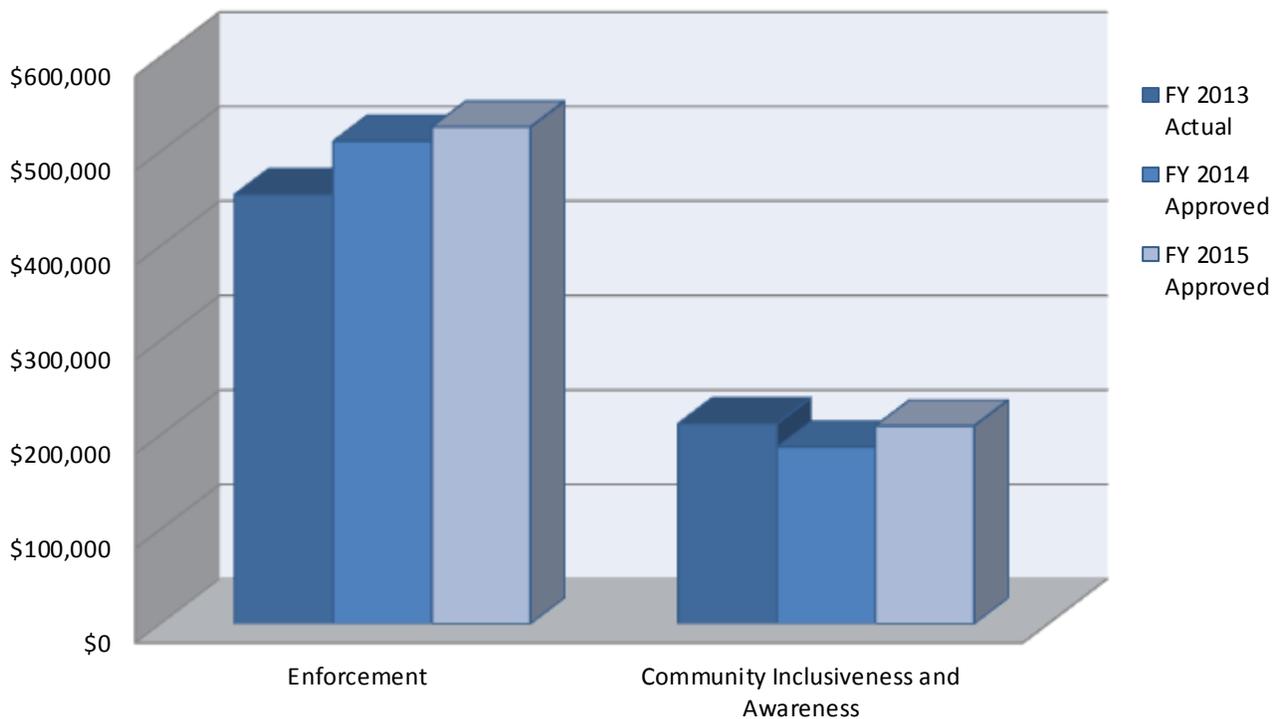
703.746.3140

[jean.kelleher@alexandriava.gov](mailto:jean.kelleher@alexandriava.gov)

#### Department Staff

Mike Hatfield, ADA Program Manager

### All Funds Summary by Program



# Human Rights



## EXPENDITURE & REVENUE SUMMARY

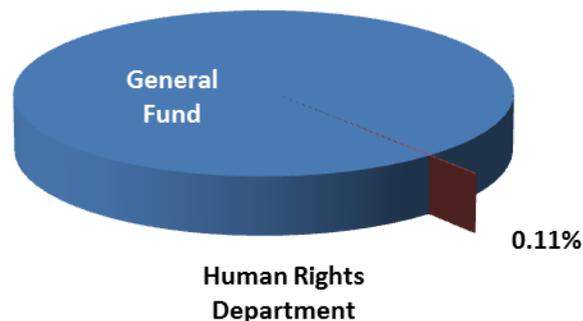
Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$563,667	\$608,075	\$643,257	\$35,182	5.5%
Non-Personnel	\$101,662	\$89,509	\$91,826	\$2,317	2.5%
<b>Total Expenditures</b>	<b>\$665,329</b>	<b>\$697,584</b>	<b>\$735,083</b>	<b>\$37,499</b>	<b>5.1%</b>
<b>Sources of Funds</b>					
General	\$645,510	\$651,097	\$697,419	\$46,322	6.6%
Grants	\$18,819	\$42,965	\$34,142	(\$8,823)	-25.8%
Donations	\$1,000	\$3,522	\$3,522	\$0	0.0%
Non-Expendable Trust	\$500	\$0	\$0	\$0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$665,829</b>	<b>\$697,584</b>	<b>\$735,083</b>	<b>\$37,499</b>	<b>5.1%</b>
<b>Total Department FTE's</b>	<b>5.5</b>	<b>5.5</b>	<b>6.0</b>	<b>0.5</b>	<b>8.3%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure a **safe, secure and just community**, Human Rights provides enforcement of anti-discrimination laws and fosters community inclusiveness and awareness.

In FY 2015 the Human Rights budget increases by 5.1%. The position count is increasing by 0.5 FTE as a result of an increase of a part-time (0.5 FTE) Investigator position to full-time (1.0 FTE). Other increases are attributable to normal annual operating expenses, such as merit increases, and increases in contractual obligations.

Department Share of General Fund Operating Budget



## Human Rights



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Enforcement	\$454,098	\$510,559	\$525,658	\$15,099	2.9%
Community Inclusiveness and Awareness	\$211,731	\$187,025	\$209,425	\$22,400	10.7%
<b>Total Expenditures</b>	<b>\$665,829</b>	<b>\$697,584</b>	<b>\$735,083</b>	<b>\$37,499</b>	<b>5.1%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Enforcement	3.9	3.9	4.4	0.5	11.4%
Community Inclusiveness and Awareness	1.6	1.6	1.6	0.0	0.0%
<b>Total FTE's</b>	<b>5.5</b>	<b>5.5</b>	<b>6.0</b>	<b>0.5</b>	<b>8.3%</b>

# Human Rights



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Enforcement	One part-time (0.5 FTE) Investigator position has been increased to full-time (1.0 FTE), which will allow the department to increase the number of Human Rights investigations it conducts annually.	0.50	\$34,142

## Human Rights



## ENFORCEMENT

To ensure a **safe, secure, & just community**, this program provides complaint resolution, and disability rights program management in order to ensure all community members are treated justly and protected under the law.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	68.3%	73.2%	71.5%
Total Expenditures	\$454,098	\$510,559	\$525,658
Personnel	\$389,392	\$428,654	\$463,483
Non-Personnel	\$64,706	\$81,905	\$62,175
Full Time Equivalents (FTEs)	<b>3.90</b>	<b>3.90</b>	<b>4.40</b>
Performance Measures			
<i>% of cases for which Alternative Dispute Resolution is attempted</i>	0%	40%	40%
<i># of individuals who receive compliance guidance from Human Rights</i>	2,400	2,500	2,500
<i># of disability discrimination complaints filed against the City</i>	N/A	5	2
<i># of cases worked</i>	280	275	300
<i># of complaints with City, State, Federal or concurrent jurisdiction that are closed</i>	N/A	75	90

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		3.90	\$510,559
Service /Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	One part-time (0.5 FTE) Investigator position has been increased to full-time (1.0 FTE), which will allow the department to increase the number of Human Rights investigations it conducts annually.	0.50	\$34,142
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$687
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$19,730)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		4.40	\$525,658



## COMMUNITY INCLUSIVENESS AND AWARENESS

To ensure a **safe, secure, & just community**, this program provides outreach, training, and collaboration in order to ensure all community members are treated justly and protected under the law.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	31.8%	26.8%	28.5%
Total Expenditures	\$211,731	\$187,025	\$209,425
Personnel	\$174,275	\$179,421	\$179,774
Non-Personnel	\$37,456	\$7,604	\$29,651
Full Time Equivalents (FTEs)	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>
Performance Measures			
<i># of collaborative Commission initiatives facilitated</i>	N/A	22	24
<i>% of respondents reporting awareness of anti-discrimination laws and protections</i>	N/A	75%	80%
<i># of hate crimes reported</i>	1	0	0
<i># of individuals reached at collaborative outreach events</i>	N/A	800	900

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.60	\$187,025
Service /Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$353
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$22,047
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		1.60	\$209,425

# Juvenile & Domestic Relations District Court



## Safe, Secure, & Just Community

### Juvenile & Domestic Relations District Court

Juvenile & Domestic Relations District Court

#### Department Contact Info

703.746.4141

[www.alexandriava.gov/jdrcourt](http://www.alexandriava.gov/jdrcourt)

#### Department Head

Constance H. Frogale

Chief Judge

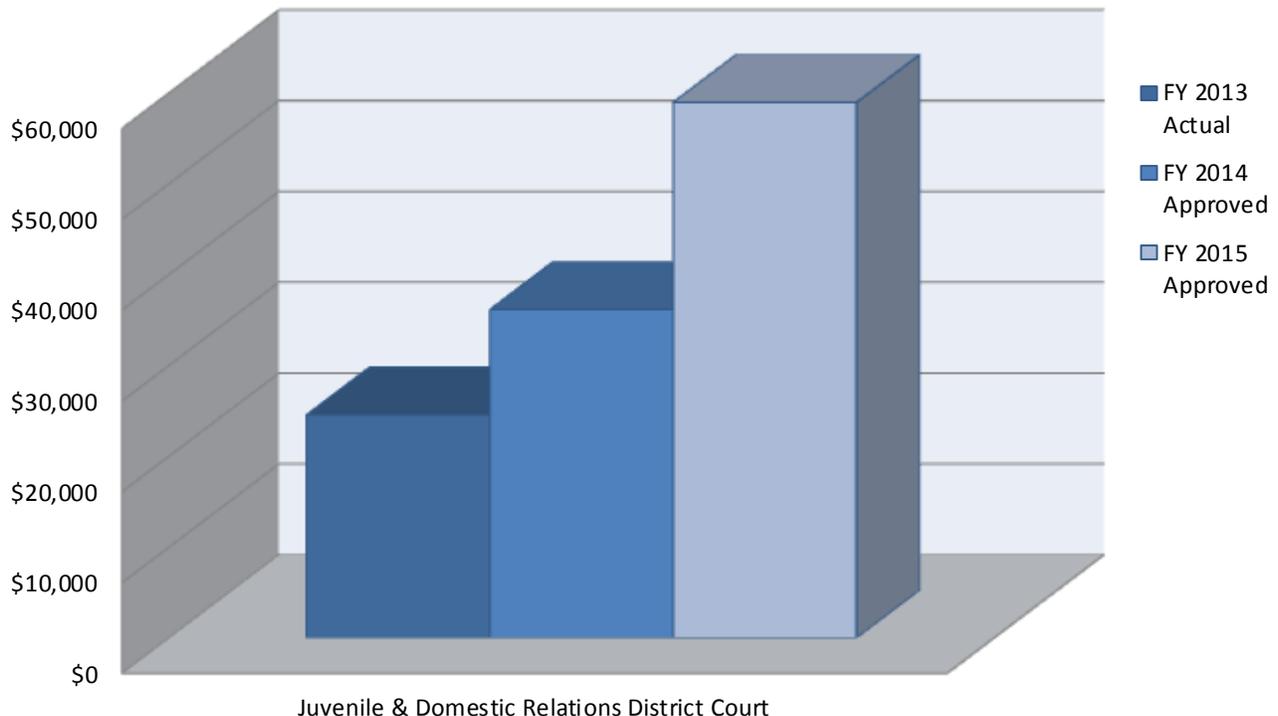
703.746.4141

[constance.frogale@alexandriava.gov](mailto:constance.frogale@alexandriava.gov)

#### Department Staff

Eric Barr, Clerk of Court

## All Funds Summary by Program





# Juvenile & Domestic Relations District Court

## EXPENDITURE & REVENUE SUMMARY

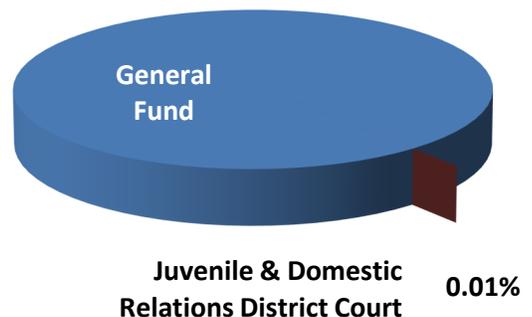
Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$0	\$0	\$22,813	\$22,813	N/A
Non-Personnel	\$24,539	\$36,129	\$36,129	\$0	0.0%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$24,539</b>	<b>\$36,129</b>	<b>\$58,942</b>	<b>\$22,813</b>	<b>63.1%</b>
<b>Expenditures by Fund</b>					
General Fund	\$24,539	\$36,129	\$58,942	\$22,813	63.1%
Internal Services	\$0	\$0	\$0	\$0	N/A
Other Special Revenue Funds	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$24,539</b>	<b>\$36,129</b>	<b>\$58,942</b>	<b>\$22,813</b>	<b>63.1%</b>
<b>Total Department FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>N/A</b>

## FISCAL YEAR HIGHLIGHTS

To ensure a **safe, secure & just community, the** Juvenile and Domestic Relations District Court ensures the fair, effective and efficient administration of all juvenile and domestic relations cases in the court system.

In FY 2015, As part of the Add-Delete process, City Council established a 7.5% City pay supplement for Juvenile & Domestic Relations District Court employees. This reflects the \$22,813 change in the department's budget from FY 2014.

**Department Share of General Fund Operating Budget**





# Juvenile & Domestic Relations District Court

## PROGRAM LEVEL SUMMARY DATA

### Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Juvenile & Domestic Relations District Court	\$24,539	\$36,129	\$58,942	\$22,813	63.1%
<b>Total Expenditures</b>	<b>\$24,539</b>	<b>\$36,129</b>	<b>\$58,942</b>	<b>\$22,813</b>	<b>63.1%</b>

### Staffing Summary

Authorized Positions (FTEs) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Juvenile & Domestic Relations District Court	0.00	0.00	0.00	0.00	N/A
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>N/A</b>

# Juvenile & Domestic Relations District Court



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Juvenile & Domestic Relations District Court	No service adjustments.	0.00	\$0



# Juvenile & Domestic Relations District Court

## JUVENILE & DOMESTIC RELATIONS DISTRICT COURT

To ensure a **safe, secure & just community**, the Juvenile and Domestic Relations District Court ensures the fair, effective and efficient administration of all juvenile and domestic relations cases in the court system.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget		100.0%	100.0%	100.0%
Total Expenditures		\$24,539	\$36,129	\$58,942
Personnel		\$0	\$0	\$22,813
Non-Personnel		\$24,539	\$36,129	\$36,129
Full Time Equivalents (FTEs)		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Performance Measures				
<i>Number of Juvenile Cases Docketed</i>		2,732	3,100	2,900
<i>Number of Juvenile Cases Concluded</i>		2,758	3,300	2,500
<i>Number of Domestic Relations Cases Docketed</i>		1,924	2,200	2,100
<i>Number of Domestic Relations Cases Concluded</i>		1,956	2,700	2,200

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$36,129
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Juvenile & Domestic Relations District Court	Addition of a 7.5% pay supplement to the employees of the Juvenile & Domestic Relations District Court. As part of the Add-Delete process, City Council established a 7.5% City pay supplement for Juvenile & Domestic Relations District Court employees.	0.00	\$22,813
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		<b>0.00</b>	<b>\$58,942</b>

# Law Library



## Safe, Secure & Just Community

### Department Contact Info

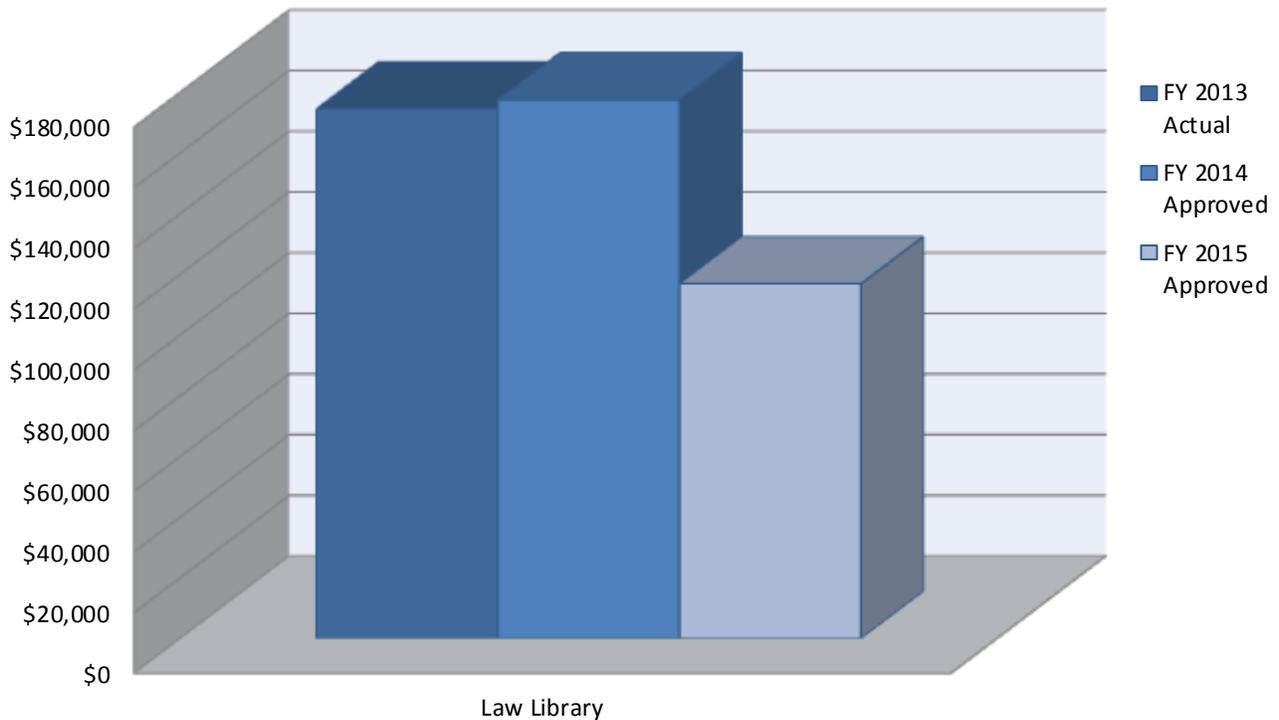
703.746.4077

[www.alexandriava.gov/lawlibrary](http://www.alexandriava.gov/lawlibrary)

### Law Library

Law Library

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$98,657	\$100,632	\$60,643	(\$39,989)	-39.7%
Non-Personnel	\$75,722	\$76,820	\$56,165	(\$20,655)	-26.9%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$174,379</b>	<b>\$177,452</b>	<b>\$116,808</b>	<b>(\$60,644)</b>	<b>-34.2%</b>
<b>Expenditures by Fund</b>					
General Fund	\$120,855	\$121,287	\$60,643	(\$60,644)	-50.0%
Internal Services	\$0	\$0	\$0	\$0	N/A
Other Special Revenue Funds	\$53,524	\$56,165	\$56,165	\$0	0.0%
<b>Total Expenditures</b>	<b>\$174,379</b>	<b>\$177,452</b>	<b>\$116,808</b>	<b>(\$60,644)</b>	<b>-34.2%</b>
<b>Total Department FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>(1.00)</b>	<b>-100.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure a **safe, secure, & just community**, the Law Library provides Alexandria residents with a current, general legal resource collection and reference services so that all community members are treated justly and protected under the law.

As part of the FY 2015 Proposed Budget, the City's general fund contribution to the Law Library's operations would have been eliminated. This would have resulted in the elimination of all personnel expenditures, -\$100,632, as well as a reduction in non-personnel expenditures, -\$20,655. However, as part of the Add-Delete process, City Council restored 50% of the General Fund amount from FY 2014. The Law Library Board is still responsible to determining the level of service that can be provided with this funding.

**Department Share of General Fund Operating Budget**



Law Library 0.01%



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Law Library	\$174,379	\$177,452	\$116,808	(\$60,644)	-34.2%
<b>Total Expenditures</b>	<b>\$174,379</b>	<b>\$177,452</b>	<b>\$116,808</b>	<b>(\$60,644)</b>	<b>-34.2%</b>

## Staffing Summary

Authorized Positions (FTEs) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Law Library <sup>1</sup>	1.00	1.00	0.00	(1.00)	-100.0%
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>(1.00)</b>	<b>-100.0%</b>

<sup>1</sup>Continuation of this position in FY 2015 is contingent upon the Law Library Board identifying additional non-City funding for the position or adjusting it to be a part-time position.

# Law Library



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Law Library	<p>The proposed budget included the elimination the City’s General Fund contribution to Law Library operations. This would reduce the number of hours the Law Library is open each week to assist residents and other users. Access to the library’s collections and resources would be similarly reduced. As part of the Add-Delete process, City Council restored 50% of the General Fund amount from FY 2014. The Law Library Board will still need to make a final determination on service levels for the library with this funding amount.</p>	-1.00	(\$60,644)

# Law Library



## LAW LIBRARY

To ensure a **safe, secure, & just community**, this program provides Alexandria residents with a current, general legal resource collection and reference services so that all community members are treated justly and protected under the law.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$174,379	\$177,452	\$116,808
Personnel	\$98,657	\$100,632	\$60,643
Non-Personnel	\$75,722	\$76,820	\$56,165
Full Time Equivalents (FTEs)	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
Performance Measures			
<i>Number of Assists Provided</i>	2,284	2,500	2,500
<i>Number of Visits to the Library</i>	10,913	11,000	11,000

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$177,452
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Law Library	The proposed budget included the elimination the City's General Fund contribution to Law Library operations. This would reduce the number of hours the Law Library is open each week to assist residents and other users. Access to the library's collections and resources would be similarly reduced. As part of the Add-Delete process, City Council restored 50% of the General Fund amount from FY 2014. The Law Library Board will still need to make a final determination on service levels for the library with this funding amount.	-1.00	(\$60,644)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$116,808

# Other Public Safety & Justice Programs



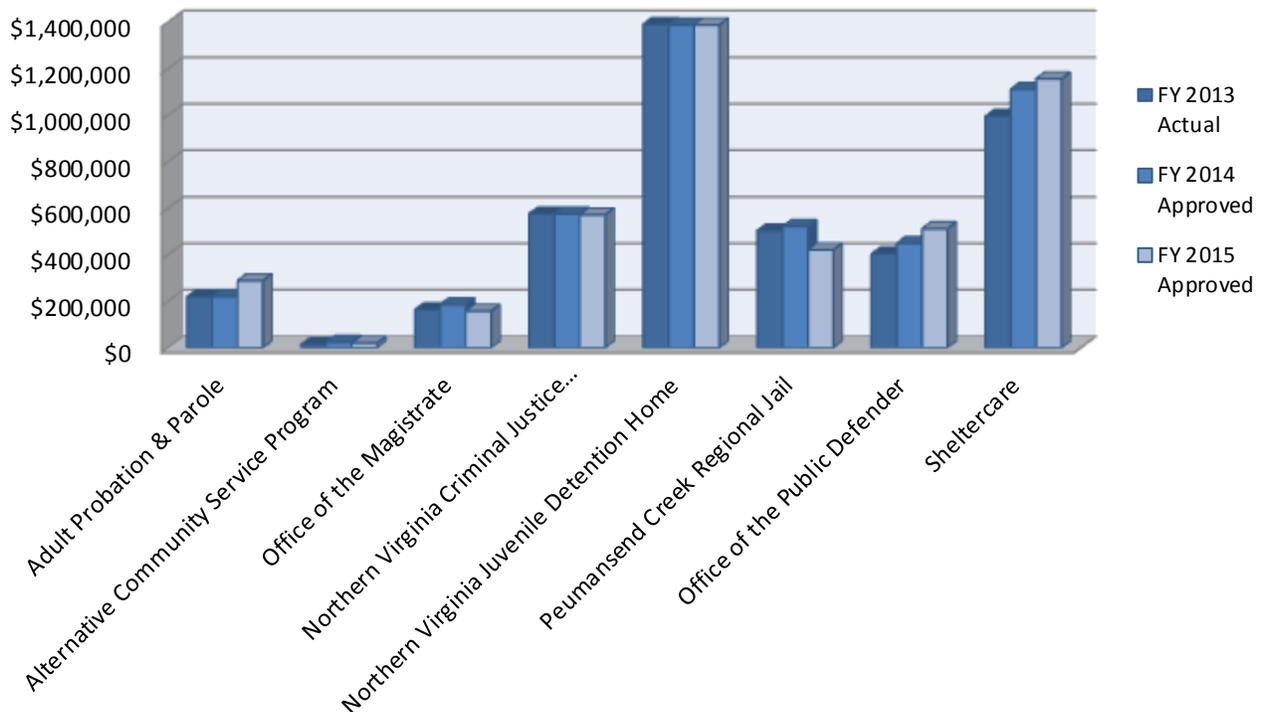
## Safe, Secure & Just Community

### Other Public Safety & Justice Programs

- Adult Probation & Parole
- Alternative Community Service Program
- Northern Virginia Criminal Justice Training Academy
- Northern Virginia Juvenile Detention Home
- Office of the Magistrate
- Peumansend Regional Jail
- Office of the Public Defender
- Sheltercare Program

Agency contact info is further in this section.

### All Funds Summary by Program



# Other Public Safety & Justice Programs



## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$481,969	\$529,574	\$625,449	\$95,875	18.1%
Non-Personnel	\$4,903,301	\$5,115,539	\$3,891,189	(\$1,224,350)	-23.9%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$5,385,269</b>	<b>\$5,645,113</b>	<b>\$4,516,638</b>	<b>(\$1,128,475)</b>	<b>-20.0%</b>
<b>Expenditures by Fund</b>					
General Fund	\$5,317,608	\$5,460,936	\$4,332,461	(\$1,128,475)	-20.7%
Internal Services	\$67,662	\$0	\$0	\$0	N/A
Fiscal Year Grants	\$0	\$184,177	\$184,177	\$0	0.0%
<b>Total Expenditures</b>	<b>\$5,385,269</b>	<b>\$5,645,113</b>	<b>\$4,516,638</b>	<b>(\$1,128,475)</b>	<b>-20.0%</b>
<b>Total Department FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>N/A</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **safe, secure, & just community**, Other Public Safety and Justice Programs provide Adult Probation & Parole, Alternative Community Service, Northern Virginia Criminal Justice Training Academy, Northern Virginia Juvenile Detention Home, Office of the Magistrate, Peumansend Regional Jail, Office of the Public Defender and Sheltercare.

In FY 2015, the Other Public Safety and Justice programs combined budget decreases by \$1,128,475 or 21.4%. This decrease is due primarily to the transfer of the expenses, \$1,162,753 related to the Vola Lawson Animal Shelter to the Department of General Services to provide a higher level of service. Adjustments to the Animal Shelter’s budget for FY 2015 can be found in the Department of General Services budget text. The budget for the Coroner’s Office, \$1,200, was also moved to the Other Health section of the budget. Additionally, the City plans to credit unused FY 2014 bed space at the Peumansend Regional Jail to offset the City’s FY 2015 contribution, \$100,000. These decreases were offset by personnel and non-personnel increases primarily within the Office of Adult Probation & Parole, the Office of the Public Defender and Sheltercare.

**Department Share of General Fund Operating Budget**



## Other Public Safety &amp; Justice Programs



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Organization	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Adult Probation & Parole	\$218,755	\$220,497	\$289,071	\$68,574	31.1%
Alternative Community Service Program	\$13,230	\$25,000	\$20,000	(\$5,000)	-20.0%
Animal Welfare League of Alexandria	\$1,119,031	\$1,162,753	\$0	(\$1,162,753)	-100.0%
Office of the Magistrate	\$163,953	\$186,232	\$158,174	(\$28,058)	-15.1%
Northern Virginia Criminal Justice Training Academy	\$576,518	\$576,461	\$571,949	(\$4,512)	-0.8%
Northern Virginia Juvenile Detention Home	\$1,390,956	\$1,387,435	\$1,387,435	\$0	0.0%
Peumansend Creek Regional Jail	\$503,542	\$521,289	\$421,289	(\$100,000)	-19.2%
Office of the Public Defender	\$402,998	\$449,125	\$512,244	\$63,119	14.1%
Sheltercare	\$995,306	\$1,111,821	\$1,156,476	\$44,655	4.0%
<b>Total Expenditures</b>	<b>\$5,384,289</b>	<b>\$5,640,613</b>	<b>\$4,516,638</b>	<b>(\$1,123,975)</b>	<b>-19.9%</b>

**Agency Contact Info****Adult Probation & Parole:**

Lisa Stapleton, Chief Probation Officer  
703-518-8000 lisa.stapleton@vadoc.virginia.gov

**Alternative Community Service Program:**

Marion Brunken, Director  
703-836-2176 mbrunken@volunteeralexandria.org

**Northern Virginia Criminal Justice Training Academy:**

Thomas R. Fitzpatrick, Deputy Director  
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 Region  
703-746-4515 george.balljr@alexandriava.gov

**Peumansend 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 & Justice Programs



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Other Public Safety & Justice Programs	No service adjustments.	0.00	\$0

# Other Public Safety & Justice Programs



## ADULT PROBATION & PAROLE

To ensure a **safe, secure, & just community**, this program provides supervision, treatment, and services to persons on parole or probation who live within the City of Alexandria.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	4.1%	3.9%	6.4%
Total Expenditures	\$218,755	\$220,497	\$289,071
Personnel	\$218,755	\$220,497	\$289,071
Non-Personnel	\$0	\$0	\$0
Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Performance Measures			
<i># of clients served through supervision services</i>	544	500	500
<i>Pre-sentence reports written for court</i>	120	120	120
<i>Percentage of supervision cases discharged without revocation at or before scheduled expiration</i>	68%	70%	72%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$220,497
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Adult Probation & Parole	Maintain current levels of service delivery with personnel-related increases in salaries supplements and merit adjustments.	0.00	\$68,574
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$289,071

# Other Public Safety & Justice Programs



## ALTERNATIVE COMMUNITY SERVICE PROGRAM

To ensure a **safe, secure, & just community**, this program provides assistance to individuals performing court-mandated community service within the City of Alexandria.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget		0.2%	0.4%	0.4%
Total Expenditures		\$13,230	\$25,000	\$20,000
Personnel		\$0	\$0	\$0
Non-Personnel		\$13,230	\$25,000	\$20,000
Full Time Equivalents (FTEs)		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Performance Measures				
<i>Total clients served</i>		148	160	220
<i>Assigned volunteer client hours</i>		12,027	13,284	17,600
<i>Average hours per client</i>		81	83	80
<i>Public Defender referrals</i>		29	30	35
<i>Percentage of clients who fully complete their community service hours</i>		83%	85%	85%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$25,000
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Alternative Community Service Program	Technical adjustment for non-personnel-related reallocation of resources within the Department. No service impact.	0.00	(\$5,000)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$20,000

# Other Public Safety & Justice Programs



## NORTHERN VIRGINIA CRIMINAL JUSTICE TRAINING ACADEMY

To ensure a **safe, secure, & just community**, this program provides certified training for sworn Police and Sheriff personnel and other law enforcement staff in 17 local governments and government-sanctioned organizations.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	10.7%	10.2%	12.7%
Total Expenditures	\$576,518	\$576,461	\$571,949
Personnel	\$0	\$0	\$0
Non-Personnel	\$576,518	\$576,461	\$571,949
Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Performance Measures

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$576,461
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Northern Virginia Criminal Justice Training Academy	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations.	0.00	(\$4,512)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		<b>0.00</b>	<b>\$571,949</b>

# Other Public Safety & Justice Programs



## NORTHERN VIRGINIA JUVENILE DETENTION HOME

To ensure a **safe, secure, & just community**, this program provides service to confine juveniles from Alexandria, Arlington County, and Falls Church who are awaiting deposition 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.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget		25.8%	24.6%	30.7%
Total Expenditures		\$1,390,956	\$1,387,435	\$1,387,435
Personnel		\$0	\$0	\$0
Non-Personnel		\$1,390,956	\$1,387,435	\$1,387,435
Full Time Equivalents (FTEs)		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Performance Measures				
<i>Number of Alexandria clients served</i>		143	155	175
<i>Percentage of post-dispositional juveniles receiving individual counseling</i>		100%	100%	100%
<i>Percentage of post-dispositional juveniles involved in group counseling</i>		100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,387,435
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Northern Virginia Juvenile Detention Home	The proposed budget included reducing the City contribution for services to the Northern Virginia Juvenile Detention Home by \$100,000. As part of the Add-Delete Process, City Council restored the funding until the City/Center agreement is updated to enable the Center to utilize prior year funding and return the City's contribution. A proportional reduction will be also be made by the other regional jurisdictions (Arlington and Falls Church).	0.00	\$0
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,387,435

# Other Public Safety & Justice Programs



## OFFICE OF THE MAGISTRATE

To ensure a **safe, secure, & just community**, this program provides issuance of arrest warrants, summonses, subpoenas, and civil warrants and conducts bond hearings to set bail for individuals charged with a criminal offense in the City of Alexandria.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	3.0%	3.3%	3.5%
Total Expenditures	\$163,953	\$186,232	\$158,174
Personnel	\$155,014	\$170,000	\$141,942
Non-Personnel	\$8,939	\$16,232	\$16,232
Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Performance Measures</b>			

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$186,232
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Office of the Magistrate	Maintain current levels of service delivery with personnel-related decreases in salary supplements and merit adjustments. Additionally, a recent change to state code has made newly hired magistrates ineligible for City salary supplements.	0.00	(\$28,058)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		<b>0.00</b>	<b>\$158,174</b>

# Other Public Safety & Justice Programs



## PEUMANSEND REGIONAL JAIL

To ensure a **safe, secure, & just community**, this program provides incarceration for low-risk, non-violent inmates in a minimum security setting so that local jail space can be used to house higher-risk inmates.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	9.4%	9.2%	9.3%
Total Expenditures	\$503,542	\$521,289	\$421,289
Personnel	\$0	\$0	\$0
Non-Personnel	\$503,542	\$521,289	\$421,289
Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Performance Measures</b>			

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$521,289
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Peumansend Regional Jail	Credit expected from unused bed space from FY 2014 that will be used towards the FY 2015 City contribution.	0.00	(\$100,000)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		<b>0.00</b>	<b>\$421,289</b>

# Other Public Safety & Justice Programs



## OFFICE OF THE PUBLIC DEFENDER

To ensure a **safe, secure, & just community**, this program provides service as legal counsel for indigent City of Alexandria residents, both juveniles and adults, who have been charged with jailable offenses.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	7.5%	8.0%	11.3%
Total Expenditures	\$402,998	\$449,125	\$512,244
Personnel	\$108,200	\$139,077	\$194,436
Non-Personnel	\$294,799	\$310,048	\$317,808
Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Performance Measures			
<i>Number of adult crime cases filed</i>	2,191	2,172	2,180
<i>Number of adult crime cases appealed*</i>	TBD	TBD	TBD
<i>Number of juvenile crime cases filed</i>	119	100	100
<i>Number of juvenile crime cases appealed*</i>	TBD	TBD	TBD

\* New case management system does not count "appeal cases" as separate cases. At this time, the Office of the Public Defender is working on a report which will identify the number of cases which are appealed.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$449,125
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Office of the Public Defender	Maintain current levels of service delivery with personnel-related increases in salaries supplements and merit adjustments.	0.00	\$55,539
Office of the Public Defender	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$7,760
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>0.00</b>	<b>\$512,244</b>

# Other Public Safety & Justice Programs



## SHELTERCARE

To ensure a **safe, secure, & just community**, this program provides counseling services for troubled youth, runaways, and abused children from the City of Alexandria.

		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Program Totals</b>				
	% Total All Funds Budget	18.5%	19.7%	25.6%
	Total Expenditures	\$995,306	\$1,111,821	\$1,156,476
	Personnel	\$0	\$0	\$0
	Non-Personnel	\$995,306	\$1,111,821	\$1,156,476
	Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Performance Measures</b>				
	<i>Number of Alexandria clients served</i>	70	75	75
	<i>Number of Alexandria childcare days utilized</i>	3,210	3,300	3,300
	<i>Percentage of Alexandria bed space utilized</i>	78%	80%	80%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,111,821
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Sheltercare	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits; and maintain adequate non-personnel resources for contract administration, fuel, and facility maintenance.	0.00	\$44,655
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,156,476

# Police Department



## Safe, Secure & Just Community

### Police Department

- Leadership & Management Support Services
- Administrative Support Services
- Patrol
- Operations Support Services
- Criminal Investigations
- Public Services
- Vehicle and IT Replacement

**Department Contact Info**

703.746.4700

[www.alexandriava.gov/police](http://www.alexandriava.gov/police)

**Department Head**

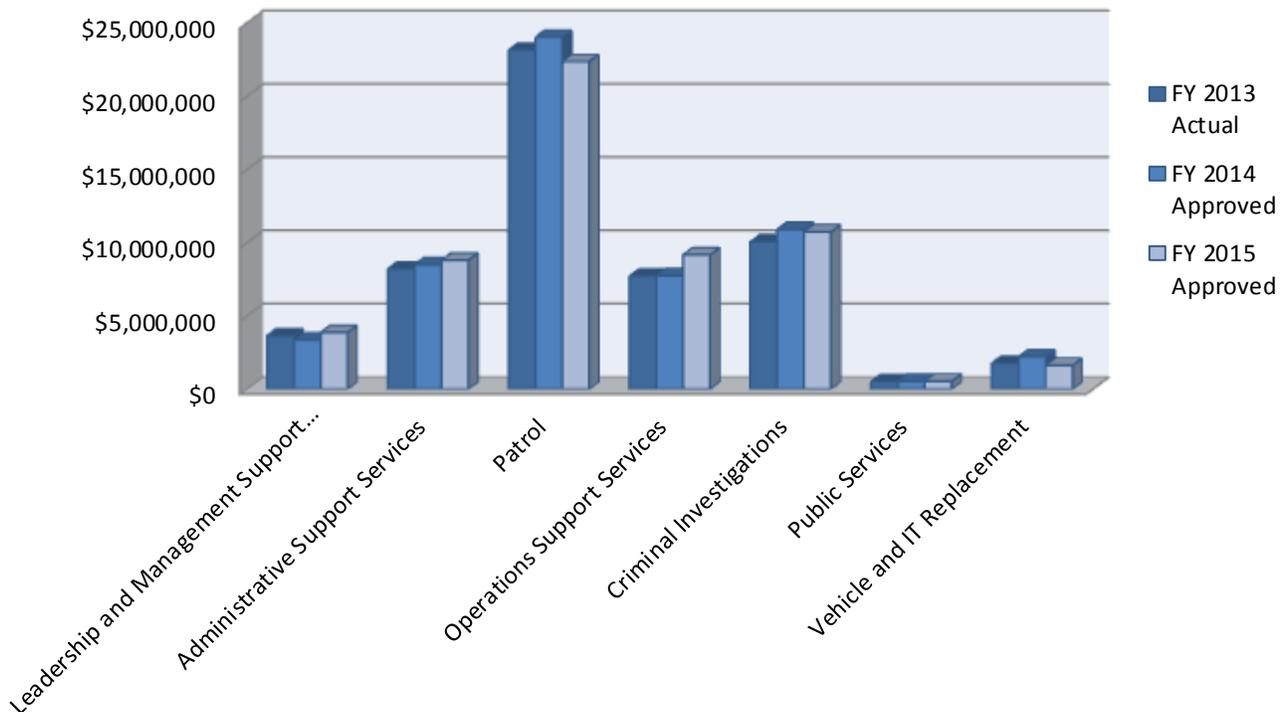
Earl Cook

Chief of Police

703.746.4700

[earl.cook@alexandriava.gov](mailto:earl.cook@alexandriava.gov)

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

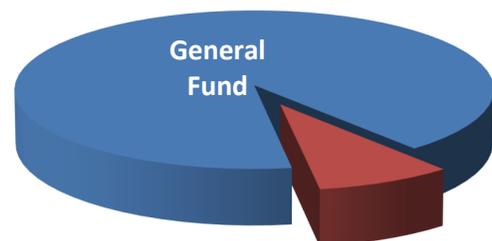
Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$46,687,251	\$47,924,268	\$48,705,884	\$781,616	1.6%
Non-Personnel	\$6,792,396	\$7,064,908	\$6,710,138	(\$354,770)	-5.0%
Capital Goods Outlay	\$539,843	\$2,285,325	\$1,659,500	(\$625,825)	-27.4%
Interfund Transfers	\$1,021,376	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$55,040,866</b>	<b>\$57,274,501</b>	<b>\$57,075,522</b>	<b>(\$198,979)</b>	<b>-0.3%</b>
<b>Expenditures by Fund</b>					
General Fund	\$52,502,827	\$55,021,466	\$55,286,068	\$264,602	0.5%
Internal Services	\$1,777,286	\$2,223,035	\$1,624,500	(\$598,535)	-26.9%
Other Special Revenue Funds	\$379,128	\$30,000	\$99,500	\$69,500	231.7%
Grants	\$380,228	\$0	\$65,454	\$65,454	N/A
Donations	\$1,396	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$55,040,866</b>	<b>\$57,274,501</b>	<b>\$57,075,522</b>	<b>(\$198,979)</b>	<b>-0.3%</b>
<b>Total Department FTEs</b>	<b>428.75</b>	<b>427.00</b>	<b>420.00</b>	<b>-7.0</b>	<b>-1.6%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **safe, secure & just community**, the Police Department provides Leadership & Management Support Services, Administrative Support Services, Patrol, Operations Support Services, Criminal Investigations, Public Services and Vehicle & IT Replacement.

The FY 2015 budget for the Police Department is decreasing by 0.3% or \$198,979 from FY 2014. This reduction is primarily due to a net reduction of 7.0 FTE across the department as well as a decrease in planned expenditures related to equipment replacement of \$598,535. Details on these reductions and their expected impacts to service can be found on the following pages. These decreases are offset partially by increased personnel costs for merit increases as well as cost growth for fringe benefits including healthcare and retirement. Non-personnel costs also increased due to costs related to fuel and leased space. Additionally, a reduction of the facilities maintenance budget has occurred and those costs have been shifted to the Department of General Services, partially offsetting this increase.

**Department Share of General Fund Operating Budget**



**Police Department 8.68%**

## Police Department



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership and Management Support Services	\$3,642,725	\$3,359,975	\$3,862,821	\$502,846	15.0%
Administrative Support Services	\$8,205,173	\$8,496,992	\$8,790,707	\$293,715	3.5%
Patrol	\$23,139,336	\$24,022,479	\$22,356,344	-\$1,666,135	-6.9%
Operations Support Services	\$7,709,626	\$7,742,952	\$9,166,229	\$1,423,277	18.4%
Criminal Investigations	\$10,046,356	\$10,899,785	\$10,728,267	-\$171,518	-1.6%
Public Services	\$520,363	\$529,283	\$546,654	\$17,371	3.3%
Vehicle and IT Replacement	\$1,777,286	\$2,223,035	\$1,624,500	-\$598,535	-26.9%
<b>Total Expenditures</b>	<b>\$55,040,866</b>	<b>\$57,274,501</b>	<b>\$57,075,522</b>	<b>(\$198,979)</b>	<b>-0.3%</b>

## Staffing Summary

Authorized Positions (FTEs) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership and Management Support Services	19.75	19.75	18.75	-1.00	-5.1%
Administrative Support Services	65.25	66.50	61.50	-5.00	-7.5%
Patrol <sup>1</sup>	192.75	190.75	180.00	-10.75	-5.6%
Operations Support Services	70.00	70.00	79.75	9.75	13.9%
Criminal Investigations	77.00	76.00	76.00	0.00	0.0%
Public Services	4.00	4.00	4.00	0.00	0.0%
<b>Total FTEs</b>	<b>428.75</b>	<b>427.00</b>	<b>420.00</b>	<b>-7.00</b>	<b>-1.6%</b>
Sworn Personnel	311.00	306.00	304.00	-2.00	-0.7%
Non-Sworn Personnel	117.75	121.00	116.00	-5.00	-4.1%
<b>Total FTEs</b>	<b>428.75</b>	<b>427.00</b>	<b>420.00</b>	<b>-7.00</b>	<b>-1.6%</b>

<sup>1</sup>Patrol program staffing decreases by 9.00 FTE due to the transfer of the Tactical unit to the Operations Support Services program as part of the FY 2015 budget. An additional 0.75 FTE was re-allocated through a technical adjustment in the department as well as a reduction of 1 COPS officer (1.00 FTE).



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Leadership & Management Support Services	Reduce financial temporary services. This may result in increased processing time for purchases/payments, as well as delays in obtaining necessary equipment/services to perform job functions.	0.00	(\$7,400)
Facilities and Security Management	Eliminate 1 custodian position for satellite facilities. This will result in the closure of 12 Police satellite facilities. This will necessitate officers to return to Police Headquarters to perform administrative functions.	(1.00)	(\$43,484)
Facilities and Security Management	Remove facility maintenance funding. Facility maintenance funding for APD's headquarters facility has been moved to the Department of General Services to reduce costs.	0.00	(\$342,000)
Facilities and Security Management	APD has eliminated 2 vacant special police officer positions which provide security at APD's headquarters facility and repurposed those funds for additional contracted security. This adjustment resulted in no immediate savings.	(2.00)	\$0
Report Management	Eliminate 1 records clerk position. The records window will close one day per week to public. This may result in increased wait times for citizens on the remaining four days and delays in entry of law enforcement information.	(1.00)	(\$50,118)
Community Policing	Eliminate 1 Community Oriented Policing Officer (COPS). This will decrease the number of COPS officers and the number of community stakeholder meetings.	(1.00)	(\$73,419)
Unplanned Incidents	Eliminate 1 OIIS (Homeland Security) detective. This will result in reduced capacity to provide timely intelligence, to investigate terrorism related incidents, and to coordinate efforts with the Northern Virginia Regional Intelligence Center, as well as other City partners (Fire, Sheriff, Human Rights, etc.,) in responding to terrorist threats.	(1.00)	(\$73,419)



## ADJUSTMENTS TO CITY SERVICES CONTINUED

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Investigate Crime	The proposed budget included the elimination of the domestic violence family services specialist. This would have eliminated follow up and social work services to victims in non-arrest cases. Domestic violence intervention efforts in these cases would have likely been eliminated/ significantly reduced or would have required the services of the Department of Community and Human Services (DCHS) or other City departments. As part of the Add-Delete process, City Council restored this position and transferred it to DCHS.	(1.00)	(\$99,538)
Crime Scene Investigations	Eliminate civilian crime scene investigations supervisor. This will increase span of control for Criminal Investigations Section (CIS). One sergeant position will be transferred and reclassified to lieutenant to oversee Crime Scene Investigations (CSI).	(1.00)	(\$108,256)
Electronic Forensics Function	During FY 2014, APD requested to add an additional 1.00 FTE to serve as a civilian computer forensic examiner to address increased workload within the department. This position was funded through non-personnel funds within APD's existing budget. This position has been made permanent in the FY 2015 budget with those same funds.	1.00	\$0
Professional Standards Management	Reduce overtime budget for internal investigations. Reduces internal investigation (II) services and diminishes II staff's ability to respond to crime/major incident scenes during non-work hours to investigate allegations of police misconduct.	0.00	(\$2,500)
Public Information and Relations Management	Reduce overtime for public information officers. Eliminates PIO staff's capacity to respond during non-work hours and decreases timeliness of media releases.	0.00	(\$6,334)

# Police Department



## LEADERSHIP & MANAGEMENT SUPPORT SERVICES

To ensure a **safe, secure, & just community**, this program provides city & public relations outreach, fiscal management, human resources management, and leadership and general management in order to reduce crime.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	6.6%	5.9%	6.8%
Total Expenditures	\$3,642,725	\$3,359,975	\$3,862,821
Personnel	\$3,237,235	\$2,914,116	\$3,521,353
Non-Personnel	\$277,594	\$445,859	\$341,467
Capital Goods Outlay	\$127,896	\$0	\$0
Full Time Equivalent (FTEs)	<b>19.75</b>	<b>19.75</b>	<b>18.75</b>
Performance Measures			
<i>Number of Call.Click.Connect items received (excluding parking, traffic, and taxi)</i>	N/A	159	159
<i>Part I crimes per 1000 population (CY data)</i>	22.3	22.3	22.3
<i>Number of calls for service (CY data)</i>	49,886	49,886	49,886
<i>Percent of staff who review goals and objectives</i>	96%	90%	90%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		19.75	\$3,359,975
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment was made due to the reallocation of positions within the Department. No service impact.	(1.00)	(\$192,812)
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by decreases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	(\$96,992)

[Continued on following page]

# Police Department



## LEADERSHIP & MANAGEMENT SUPPORT SERVICES

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Including department's overall workers compensation budget in this program reflects anticipated claim costs to this department in FY 2015.	0.00	\$800,049
Fiscal Management	Reduce financial temporary services. This may result in increased processing time for purchases/ payments, as well as delays in obtaining necessary equipment/services to perform job functions.	0.00	(\$7,400)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>18.75</b>	<b>\$3,862,821</b>

# Police Department



## ADMINISTRATIVE SUPPORT SERVICES

To ensure a **safe, secure, & just community**, this program provides certification and training, facilities and security management, fleet management, information technology management, policy review and maintenance, property and evidence management, and report management in order to ensure all community members are treated justly and protected under the law, and to reduce crime.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	14.9%	14.8%	15.4%
Total Expenditures	\$8,205,173	\$8,496,992	\$8,790,707
Personnel	\$5,354,019	\$5,787,332	\$5,672,309
Non-Personnel	\$2,731,812	\$2,705,205	\$3,098,398
Capital Goods Outlay	\$119,342	\$4,455	\$20,000
Full Time Equivalents (FTEs)	<b>65.25</b>	<b>66.50</b>	<b>61.50</b>

Performance Measures	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<i>Percent of successful security access events</i>	99%	99%	99%
<i>Average daily number of police department vehicles out of service for maintenance or repair</i>	N/A	13	13
<i>Number of directives and addenda issued or revised</i>	36	45	45
<i>Number of preventable injuries to sworn personnel</i>	N/A	0	0
<i>Number of pieces of evidence turned in for criminal cases</i>	5,332	5,055	5,221

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		66.50	\$8,496,992
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment was made due to the reallocation of positions within the Department. No service impact.	(1.00)	(\$21,421)
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by increases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	\$735,193

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## ADMINISTRATIVE SUPPORT SERVICES

## PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]			
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Reduction in capital goods outlay. This includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	\$15,545
Facilities and Security Management	Eliminate 1 custodian position for satellite facilities. This will result in the closure of 12 Police satellite facilities. This will necessitate officers to return to Police Headquarters to perform administrative functions.	(1.00)	(\$43,484)
Facilities and Security Management	Remove facility maintenance funding. Facility maintenance funding for APD's headquarters facility has been moved to the Department of General Services to reduce costs.	0.00	(\$342,000)
Facilities and Security Management	APD has eliminated 2 vacant special police officer positions which provide security at APD's headquarters facility and repurposed those funds for additional contracted security. This adjustment resulted in no immediate savings.	(2.00)	\$0
Report Management	Eliminate 1 records clerk position. The records window will close one day per week to public. This may result in increased wait times for citizens on the remaining four days and delays in entry of law enforcement information.	(1.00)	(\$50,118)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>61.50</b>	<b>\$8,790,707</b>

# Police Department



## PATROL

To ensure a **safe, secure, & just community**, this program provides community policing and engagement, crime analysis, evidence based policing, impaired traffic enforcement, and training in order to ensure all community members are treated justly and protected under the law, and to reduce crime.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	42.0%	41.9%	39.2%
Total Expenditures	\$23,139,336	\$24,022,479	\$22,356,344
Personnel	\$21,700,944	\$22,130,882	\$20,996,124
Non-Personnel	\$1,438,392	\$1,886,923	\$1,360,220
Capital Goods Outlay	\$0	\$4,674	\$0
Full Time Equivalents (FTEs)	<b>192.75</b>	<b>190.75</b>	<b>180.00</b>
Performance Measures			
<i>Part 1 Crime rate per 1,000 inhabitants (CY data)</i>	22.3	22.3	22.3
<i>Number of civic associations with assigned liaisons</i>	129	129	129
<i>Number of communities that have an assigned COPs officer(s)</i>	9	9	9
<i>Number of DUI arrests (CY data)</i>	347	347	347
<i>Number of CIT classes performed each year</i>	4	4	4

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		190.75	\$24,022,479
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment was made due to the reallocation of positions within the Department. No service impact.	(9.75)	(\$1,061,339)
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by increases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	(\$526,703)

[Continued on following page]

# Police Department



## PATROL

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Reduction in capital goods outlay. This includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	(\$4,674)
Community Policing	Eliminate 1 Community Oriented Policing Officer (COPS). This will decrease the number of COPS officers and the number of community stakeholder meetings.	(1.00)	(\$73,419)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>180.00</b>	<b>\$22,356,344</b>

## Police Department



## OPERATIONS SUPPORT SERVICES

To ensure a **safe, secure, & just community**, this program provides K-9 operations, parking enforcement, school resource officers, special event management, tactical training, taxi inspection, traffic enforcement, and unplanned incident management in order to reduce crime, and to reduce harm to people or property from disasters.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	14.0%	13.5%	16.1%
Total Expenditures	\$7,709,626	\$7,742,952	\$9,166,229
Personnel	\$7,084,314	\$6,959,357	\$8,406,228
Non-Personnel	\$624,332	\$764,899	\$760,001
Capital Goods Outlay	\$981	\$18,696	\$0
Full Time Equivalents (FTEs)	<b>70.00</b>	<b>70.00</b>	<b>79.75</b>
Performance Measures			
<i>Number of trained K-9 teams</i>	8	8	8
<i>Number of parking citations</i>	76,201	67,938	67,938
<i>Number of officers in City secondary schools</i>	5	5	5
<i>Number of taxicabs inspected</i>	1,538	1,661	1,661
<i>Number of responses to unplanned incidents</i>	45	46	46

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		70.00	\$7,742,952
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment was made due to the reallocation of positions within the Department. No service impact.	10.75	\$1,520,290
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by decreases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	(\$4,898)
<b>[Continued on following page]</b>			

# Police Department



## OPERATIONS SUPPORT SERVICES

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Reduction in capital goods outlay. This includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	(\$18,696)
Unplanned Incidents	Eliminate 1 OIIS (Homeland Security) detective. This will result in reduced capacity to provide timely intelligence, to investigate terrorism related incidents, and to coordinate efforts with the Northern Virginia Regional Intelligence Center, as well as other City partners (Fire, Sheriff, Human Rights, etc.) in responding to terrorist threats.	(1.00)	(\$73,419)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>79.75</b>	<b>\$9,166,229</b>



## CRIMINAL INVESTIGATIONS

To ensure a **safe, secure, & just community**, this program provides crime scene investigation, an electronic forensics and surveillance function, criminal investigations, task force investigations, and vice & narcotics investigations in order to reduce crime.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	18.3%	19.0%	18.8%
Total Expenditures	\$10,046,356	\$10,899,785	\$10,728,267
Personnel	\$8,810,737	\$9,642,594	\$9,607,112
Non-Personnel	\$1,091,082	\$1,222,726	\$1,106,156
Capital Goods Outlay	\$144,538	\$34,465	\$15,000
Full Time Equivalents (FTEs)	<b>77.00</b>	<b>76.00</b>	<b>76.00</b>
Performance Measures			
<i>Number of crime scenes processed (CY data)</i>	1,389	1,289	1,289
<i>Number of electronic devices examined (CY data)</i>	118	133	133
<i>Number of cases where surveillance assets are used (CY data)</i>	38	34	34
<i>Number of Task Force cases investigated</i>	846	1,015	1,024
<i>Number of vice, gambling, liquor, organized crime and narcotics cases initiated (CY data)</i>	82	101	101

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		76.00	\$10,899,785
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment was made due to the reallocation of positions within the Department. No service impact.	1.00	\$172,312
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by decreases in funding (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	(\$116,570)
<b>[Continued on following page]</b>			



## CRIMINAL INVESTIGATIONS

## PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]			
Service	Impacts	FTE Impact	Cost Modification
Investigate Crime	Reduction in capital goods outlay. This includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	(\$19,465)
Investigate Crime	The proposed budget included the elimination of the domestic violence family services specialist. This would have eliminated follow up and social work services to victims in non-arrest cases. Domestic violence intervention efforts in these cases would have likely been eliminated/significantly reduced or would have required the services of the Department of Community and Human Services (DCHS) or other City departments. As part of the Add-Delete process, City Council restored this position and transferred it to DCHS.	(1.00)	(\$99,538)
Crime Scene Investigations	Eliminate civilian crime scene investigations supervisor. This will increase span of control for Criminal Investigations Section (CIS). One sergeant position will be transferred and reclassified to lieutenant to oversee Crime Scene Investigations (CSI).	(1.00)	(\$108,256)
Electronic Forensics Function	During FY 2014, APD requested to add an additional 1.00 FTE to serve as a civilian computer forensic examiner to address increased workload within the department. This position was funded through non-personnel funds within APD's existing budget. This position has been made permanent in the FY 2015 budget with those same funds.	1.00	\$0
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>76.00</b>	<b>\$10,728,267</b>

# Police Department



## PUBLIC SERVICES

To ensure a **safe, secure, & just community**, this program provides professional standards management, and public information and relations management in order to ensure all community members are treated justly and protected under the law, and to reduce crime.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	0.9%	0.9%	1.0%
Total Expenditures	\$520,363	\$529,283	\$546,654
Personnel	\$500,003	\$489,987	\$502,758
Non-Personnel	\$20,360	\$39,296	\$43,896
Capital Goods Outlay	\$0	\$0	\$0
Full Time Equivalents (FTEs)	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Performance Measures			
<i>Total number of investigations conducted (CY data)</i>	120	120	110
<i>Percent of sustained Citizen complaints (CY data)</i>	35%	35%	35%
<i>Number of communications issued to the media, citizens and public</i>	812	812	900
<i>Number of mediums through which information is communicated to citizens and employees</i>	12	12	12
<i>Percent of uses of force that were within policy (CY data)</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$529,283
Service	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$21,605
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment was made due to the reallocation of positions within the Department. No service impact.	0.00	\$4,600

[Continued on following page]

# Police Department



## PUBLIC SERVICES

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service	Impacts	FTE Impact	Cost Modification
Professional Standards Management	Reduce overtime budget for internal investigations. Reduces internal investigation (II) services and diminishes II staff's ability to respond to crime/major incident scenes during non-work hours to investigate allegations of police misconduct.	0	(\$2,500)
Public Information and Relations Management	Reduce overtime for public information officers. Eliminates PIO staff's capacity to respond during non-work hours and decreases timeliness of media releases.	0	(\$6,334)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>4.0</b>	<b>\$546,654</b>



## Net City Share of Police Department Operations

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
General Fund Expenditures	\$52,502,827	\$55,021,466	\$55,286,068
<b>Police Department Related General Fund Revenues</b>			
HB599 Revenue	\$4,977,312	\$5,380,536	\$5,595,757
Parking Revenue	\$3,696,672	\$3,908,000	\$4,100,000
<b>Total</b>	<b>\$8,673,984</b>	<b>\$9,288,536</b>	<b>\$9,695,757</b>
<b>Net City Share (General Fund Exp Less Related Revenues)</b>	<b>\$43,828,843</b>	<b>\$45,732,930</b>	<b>\$45,590,311</b>

# Voter Registration & Elections



## Safe, Secure & Just Community

### Voter Registration & Elections

Office of Voter Registration & Elections

#### Department Contact Info

703.746.4050

[www.alexandriava.gov/elections](http://www.alexandriava.gov/elections)

#### Department Head

Anna Leider

General Registrar

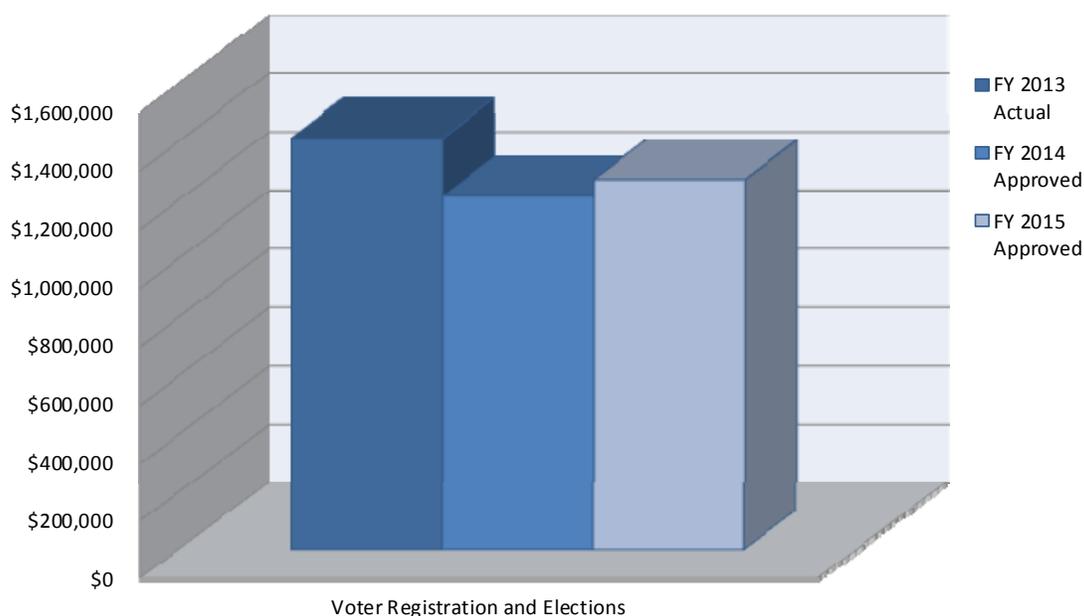
703.746.4050

[Anna.Leider@alexandriava.gov](mailto:Anna.Leider@alexandriava.gov)

#### Key Department Staff

Eric Spicer, Elections Administrator

### All Funds Summary by Program



# Voter Registration & Elections



## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Personnel	916,486	804,154	834,415	30,261	3.8%
Non-Personnel	495,979	411,007	436,846	25,839	6.3%
<b>Total Expenditures</b>	<b><u>\$1,412,465</u></b>	<b><u>\$1,215,161</u></b>	<b><u>\$1,271,261</u></b>	<b><u>\$56,100</u></b>	<b><u>4.6%</u></b>
<b>Expenditures by Fund</b>					
General Fund	1,412,465	1,215,161	1,271,261	56,100	4.6%
<b>Total Expenditures</b>	<b><u>\$1,412,465</u></b>	<b><u>\$1,215,161</u></b>	<b><u>\$1,271,261</u></b>	<b><u>\$56,100</u></b>	<b><u>4.6%</u></b>
<b>Total Department FTE's</b>	<b>6.60</b>	<b>6.60</b>	<b>6.60</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure a **safe, secure & just community**, the Office of Voter Registration & Elections administers elections (including primaries and special elections) and facilitates voter registration efforts in the City.

The FY 2015 Office of Voter Registration & Elections budget, which is funded through the City's General Fund, increases by 4.6% overall. The Department's Personnel budget increases \$30,261 while Non-Personnel expenses increase by \$25,839. The overall increase of \$56,100 is mainly a result of reinstating funding for a primary election (\$55,000), which was budgeted in the City's fund balance in FY 2014, and one-time monies (\$20,000) to go towards implementing Virginia's new Photo ID Law. Offsets, such as a reduction in fringe benefits, helped mitigate the overall increase in the Approved Budget, which includes the same FTE count, 6.60, as the two previous operating years.

**Department Share of General Fund Operating Budget**



**Registrar 0.20%**

# Voter Registration & Elections



## PROGRAM LEVEL SUMMARY DATA

### Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Voter Registration and Elections	\$1,412,465	\$1,215,161	\$1,271,261	\$56,100	4.6%
<b>Total Expenditures</b>	<b>\$1,412,465</b>	<b>\$1,215,161</b>	<b>\$1,271,261</b>	<b>\$56,100</b>	<b>4.6%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Voter Registration and Elections	6.60	6.60	6.60	0.00	0.0%
<b>Total FTE's</b>	<b>6.60</b>	<b>6.60</b>	<b>6.60</b>	<b>0.00</b>	<b>0.0%</b>

# Voter Registration & Elections



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Voter Registration & Elections	Increase current levels of service delivery by providing personnel and non-personnel funding to help implement Virginia's new Photo ID Law.	0.00	\$20,000

# Voter Registration & Elections



## VOTER REGISTRATION & ELECTIONS

To ensure a **safe, secure, & just community**, this program provides voter registration services and elections administration in accordance with federal, state and local laws in order to safeguard the legitimate and orderly transfer of power.

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Program Totals</b>			
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$1,412,465	\$1,215,161	\$1,271,261
Personnel	\$916,486	\$804,154	\$834,415
Non-Personnel	\$495,979	\$411,007	\$436,846
Full Time Equivalents (FTEs)	<b>6.60</b>	<b>6.60</b>	<b>6.60</b>
<b>Performance Measures</b>			
<i>% of Registration and Election activities in compliance with federal/state/local laws</i>	100%	99.99%	99.99%
<i>Number of registered voters</i>	96,812	103,000	105,000
<i>Number of voter registration transactions</i>	148,384	90,000	90,000
<i>Cost of Voter Registration per registered voter</i>	\$8.43	\$7.48	\$7.50
<i>Number of elections administered</i>	3	2	2
<i>Cost of Election Administration per registered voter served (precincts &amp; absentee voting)</i>	\$6.95	\$8.33	\$8.13

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		6.60	\$1,215,161
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery by reinstating personnel and non-personnel funding (previously budgeted in fund balance) for a primary election.	0.00	\$55,000
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in funding for health coverage and other fringe benefits, including VRS.	0.00	(\$18,900)
Voter Outreach	Increase current levels of service delivery by providing one-time (personnel and non-personnel) funding to help implement Virginia's new Photo ID Law.	0.00	\$20,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>6.60</b>	<b>\$1,271,261</b>

## Voter Registration &amp; Elections



### Net City Share of Registrar's Office

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
General Fund Expenditures	\$1,412,465	\$1,215,161	\$1,271,261
Voter Registrar Related General Fund Revenues			
State Reimbursements for Personnel Costs <sup>1</sup>	\$52,799	\$52,799	\$52,799
<b>Total</b>	<b>\$52,799</b>	<b>\$52,799</b>	<b>\$52,799</b>
<b>Net City Share (General Fund Exp Less Reimbursements)</b>	<b>\$1,359,666</b>	<b>\$1,162,362</b>	<b>\$1,218,462</b>

<sup>1</sup> The reimbursements from the Commonwealth are for the Registrar and Electoral Board's salaries. The Registrar's salary is also supplemented by the City. Reimbursements are based on a fiscal year starting March 1 and ending February 28. Because of the reimbursable nature of expenses, both FY 2014 and FY 2015 are based upon the total amount requested for reimbursement in FY 2013.

# Sheriff's Office



## Safe, Secure & Just Community

### Sheriff's Office

- Leadership & Management Support Services
- Inmate Services
- Detention Center Security
- Detention Center Support Services
- Field Operations
- Judicial Services

#### Department Contact Info

703.746.4114

[www.alexandriava.gov/sheriff](http://www.alexandriava.gov/sheriff)

#### Department Head

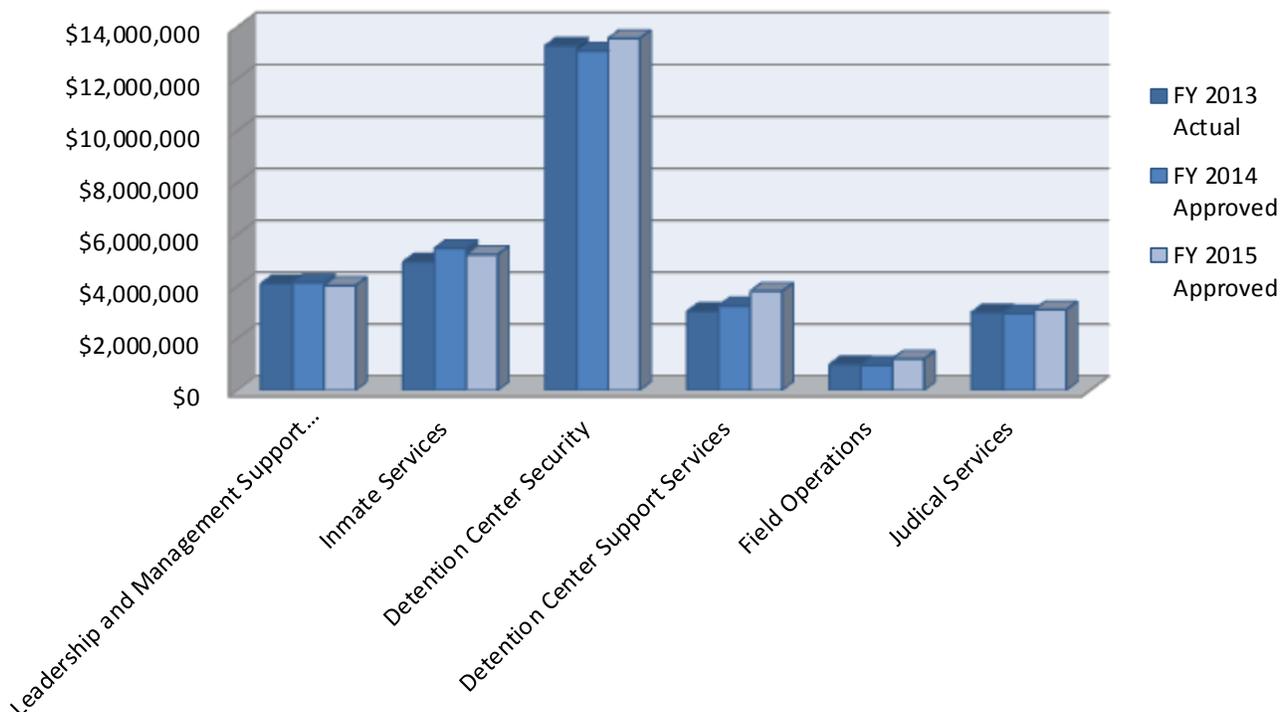
Dana Lawhorne

Sheriff

703.746.4114

[dana.lawhorne@alexandriava.gov](mailto:dana.lawhorne@alexandriava.gov)

## All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

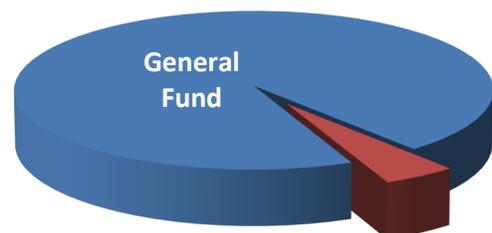
Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$24,972,265	\$24,959,472	\$25,587,334	\$627,862	2.5%
Non-Personnel	\$4,180,595	\$4,714,675	\$5,247,791	\$533,116	11.3%
Capital Goods Outlay	\$99,594	\$202,150	\$140,592	(\$61,558)	-30.5%
Interfund Transfers	\$94,844	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$29,347,297</b>	<b>\$29,876,297</b>	<b>\$30,975,717</b>	<b>\$1,099,420</b>	<b>3.7%</b>
<b>Expenditures by Fund</b>					
General Fund	\$28,490,552	\$28,950,325	\$30,034,009	\$1,083,684	3.7%
Internal Services	\$173,526	\$187,556	\$126,000	(\$61,556)	-32.8%
Other Special Revenue Funds	\$251,051	\$193,650	\$270,942	\$77,292	39.9%
Fiscal Year Grants	\$425,998	\$544,766	\$544,766	\$0	0.0%
ARRA	\$6,170	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$29,347,297</b>	<b>\$29,876,297</b>	<b>\$30,975,717</b>	<b>\$1,099,420</b>	<b>3.7%</b>
<b>Total Department FTEs</b>	<b>215.00</b>	<b>215.00</b>	<b>210.00</b>	<b>-5.00</b>	<b>-2.3%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **safe, secure & just community**, the Sheriff's Office provides Leadership & Management Support Services, Inmate Services, Detention Center Security, Detention Center Support Services, Field Operations and Judicial Services.

The FY 2015 approved budget for the Sheriff's Office increases 3.7%, or \$1,099,420, from FY 2014. This is primarily due to the transfer of \$680,200 of utilities costs from the Department of General Services to the Sheriff's Office to better show the cost of providing services. Additionally, \$666,739 represents the cost increase to provide salaries and fringe benefits to the department's employees and includes a worker's compensation budget to the department of \$670,000. These increases are partially offset primarily by a reduction of -5.0 FTE at a savings of -\$517,887. These reductions and their anticipated service impacts can be found in the following pages.

**Department Share of General Fund Operating Budget**



**Sheriff's Office 4.72%**

## Sheriff's Office



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Leadership and Management Support Services	\$4,104,015	\$4,150,569	\$4,040,737	(\$109,832)	-2.6%
Inmate Services	\$4,944,379	\$5,470,303	\$5,233,219	(\$237,084)	-4.3%
Detention Center Security	\$13,266,702	\$13,077,698	\$13,561,227	\$483,529	3.7%
Detention Center Support Services	\$3,044,261	\$3,254,892	\$3,817,733	\$562,841	17.3%
Field Operations	\$994,063	\$967,992	\$1,212,620	\$244,628	25.3%
Judicial Services	\$2,993,877	\$2,954,843	\$3,110,181	\$155,338	5.3%
<b>Total Expenditures</b>	<b>\$29,347,297</b>	<b>\$29,876,297</b>	<b>\$30,975,717</b>	<b>\$1,099,420</b>	<b>3.7%</b>

## Staffing Summary

Authorized Positions (FTEs) by Program	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Leadership and Management Support Services	27.00	27.00	26.00	(1.00)	-3.7%
Inmate Services	22.90	23.00	22.00	(1.00)	-4.3%
Detention Center Security	109.10	115.00	111.00	(4.00)	-3.5%
Detention Center Support Services	22.20	19.80	18.00	(1.80)	-9.1%
Field Operations	9.50	7.00	9.60	2.60	37.1%
Judicial Services	24.30	23.20	23.40	0.20	0.9%
<b>Total FTEs</b>	<b>215.00</b>	<b>215.00</b>	<b>210.00</b>	<b>(5.00)</b>	<b>-2.3%</b>
Sworn Personnel	173.00	172.00	169.00	(3.00)	-0.6%
Non-Sworn Personnel	42.00	43.00	41.00	(2.00)	2.4%
<b>Total FTEs</b>	<b>215.00</b>	<b>215.00</b>	<b>210.00</b>	<b>(5.00)</b>	<b>-2.3%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Inmate Services	Elimination of 1 classification counselor. Reduction in program services to the inmate population.	(1.00)	(\$70,731)
Detention Center Support Services	Elimination of 1 chief deputy position. One Chief Deputy will oversee two bureaus which will increase span of control which will reduce direct oversight of both.	(1.00)	(\$189,499)
Detention Center Support Services	Elimination of 1 facility services deputy. This will result in added responsibilities to the Department of General Services and to current support services staff within the department. May also delay maintenance repairs in the detention center.	(1.00)	(\$134,466)
Detention Center Support Services	Elimination of 1 records clerk. This will increase the workload among remaining records clerks.	(1.00)	(\$55,099)
Legal Process	Elimination of 1 courthouse deputy position. This will decrease overall safety and security of the Courthouse. Additionally, this will reduce the security presence in civil cases conducted by the Court and may reduce the performance of civil process.	(1.00)	(\$68,092)



## LEADERSHIP & MANAGEMENT SUPPORT SERVICES

To ensure a **safe, secure, & just community**, this program provides fiscal management, human resources, IT management, and policy & accreditation management in order to reduce crime.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	14.0%	13.9%	13.0%
Total Expenditures	\$4,104,015	\$4,150,569	\$4,040,737
Personnel	\$3,315,920	\$3,319,315	\$3,253,552
Non-Personnel	\$633,456	\$643,698	\$661,185
Capital Goods Outlay	\$59,796	\$187,556	\$126,000
Interfund Transfers	\$94,844	\$0	\$0
Full Time Equivalents (FTEs)	<b>27.00</b>	<b>27.00</b>	<b>26.00</b>
Performance Measures			
<i>Percentage of approved budget spent</i>	98%	100%	100%
<i>Percentage of sworn employees retained beyond five years</i>	86%	85%	85%
<i>Number of technical support requests satisfactorily closed</i>	1,313	1,300	1,300
<i>Number of staff found in violation of office policy</i>	8	0	0

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		27.00	\$4,150,569
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment due to the reallocation of positions within the Department. No service impact.	(1.00)	(\$105,763)
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by increases in funding for (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	\$17,487
<b>[Continued on following page]</b>			

# Sheriff's Office



## LEADERSHIP & MANAGEMENT SUPPORT

## PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Reduction in capital goods outlay. Reduced capital goods outlay to match planned replacement of department equipment and vehicles.	0.00	(\$61,556)
Program-wide services	Including department's overall workers compensation budget in this program reflects anticipated claim costs to this program in FY 2015.	0.00	\$40,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>26.00</b>	<b>\$4,040,737</b>



## INMATE SERVICES

To ensure a **safe, secure, & just community**, this program provides inmate programs, and quality of life in order to ensure all community members are treated justly and protected under the law, and reduce crime.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	16.8%	18.3%	16.9%
Total Expenditures	\$4,944,379	\$5,470,303	\$5,233,219
Personnel	\$2,260,619	\$2,476,412	\$2,403,996
Non-Personnel	\$2,680,104	\$2,989,297	\$2,824,631
Capital Goods Outlay	\$3,655	\$4,594	\$4,592
Full Time Equivalents (FTEs)	<b>22.90</b>	<b>23.00</b>	<b>22.00</b>
Performance Measures			
<i>Percentage of eligible inmates attending core programs (Sobriety, Education, and Re-Entry)</i>	31%	35%	35%
<i>Percent of inmates who return to jail within one year</i>	5.64%	<10%	5.85%
<i>Percentage of inmates classified appropriately, and offered medical and mental health services</i>	100%	100%	100%
<i>Percentage of inmates who were not involved in a physical altercation against staff and/or inmates</i>	99%	99%	99%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		23.00	\$5,470,303
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	(\$26,685)
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by decreases in funding for (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	(\$2,946)
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## INMATE SERVICES

## PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Reduction in capital goods outlay. Reduced capital goods outlay to match planned replacement of department equipment and vehicles.	0.00	(\$2)
Program-wide services	Including department's overall workers compensation budget in this program reflects anticipated claim costs to this program in FY 2015.	0.00	\$25,000
Inmate Services	Transfer of lease space to Department of General Services. The Sheriff's Office is planning on moving their pre-trial services personnel back to the Public Safety Center in order to save costs.	0.00	(\$118,820)
Inmate Services	Transfer of costs related to a contract for 1 mental health therapist position to the Department of Community and Human Services. No service impact.	0.00	(\$42,900)
Quality of Life	Elimination of 1 classification counselor. Reduction in program services to the inmate population.	(1.00)	(\$70,731)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>22.00</b>	<b>\$5,233,219</b>



## DETENTION CENTER SECURITY

To ensure a **safe, secure, & just community**, this program provides facility security in order to reduce crime.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	45.2%	43.8%	43.8%
Total Expenditures	\$13,266,702	\$13,077,698	\$13,561,227
Personnel	\$13,221,664	\$13,046,203	\$13,529,732
Non-Personnel	\$12,437	\$21,495	\$21,495
Capital Goods Outlay	\$32,601	\$10,000	\$10,000
Full Time Equivalents (FTEs)	<b>109.10</b>	<b>115.00</b>	<b>111.00</b>
Performance Measures			
<i>Number of cell searches, inmate intake searches, and strip searches</i>	15,029	15,029	15,029
<i>Number of visitors screened and new arrests physically searched</i>	23,150	23,600	23,600
<i>Percentage of inmates held without assaults</i>	97%	97%	97%
<i>Percentage of inmates held without escapes and suicides</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		115.00	\$13,077,698
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment due to the reallocation of positions within the Department. No service impact.	(4.00)	(\$71,471)
Program-wide services	Including department's overall workers compensation budget in this program reflects anticipated claim costs to this program in FY 2015.	0.00	\$555,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		111.00	\$13,561,227



## DETENTION CENTER SUPPORT SERVICES

To ensure a **safe, secure, & just community**, this program provides facility support, food services, inmate records, and inmate work detail in order to ensure all community members are treated justly and protected under the law.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	10.4%	10.9%	12.3%
Total Expenditures	\$3,044,261	\$3,254,892	\$3,817,733
Personnel	\$2,204,736	\$2,213,987	\$2,096,533
Non-Personnel	\$838,056	\$1,040,905	\$1,721,200
Capital Goods Outlay	\$1,470	\$0	\$0
Full Time Equivalents (FTEs)	<b>22.20</b>	<b>19.80</b>	<b>18.00</b>
Performance Measures			
<i>Number of injuries due to environmental conditions (staff, inmates, public)</i>	10	0	0
<i>Percentage of ACA, DOC, BOP, and ICE Standards met</i>	100%	100%	100%
<i>Percentage of incarcerations without improper detentions or erroneous releases</i>	100%	100%	100%
<i>Number of service hours provided</i>	2,506	5,000	5,000
<i>Dollar value of inmate hours provided</i>	\$68,664	\$205,500	\$137,000

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		19.80	\$3,254,892
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment due to the reallocation of positions within the Department. No service impact.	1.20	\$261,610
Program-wide services	Maintain current levels of service delivery with adequate non-personnel resources by decreases in funding for (e.g. contract administration, fuel costs, rental and lease agreements). This also includes a technical adjustment due to the reallocation of costs within the department. No service impact.	0.00	\$95

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## DETENTION CENTER SUPPORT SERVICES

## PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]			
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Elimination of 1 chief deputy position. One Chief Deputy will oversee two bureaus which will increase span of control which will reduce direct oversight of both.	(1.00)	(\$189,499)
Facility Support	Elimination of 1 facility services deputy. This will result in added responsibilities to the Department of General Services and to current support services staff within the department. May also delay maintenance repairs in the detention center.	(1.00)	(\$134,466)
Facility Support	Transfer of utilities budget from the Department of General Services into the Sheriff's Office budget to better account for the cost of providing services.	0.00	\$680,200
Inmate Work Detail	The proposed budget included the elimination of 1 inmate work detail deputy. This would have eliminated supervised inmate assistance to the City for litter pick-up within the City, lawn maintenance, sandbagging and snow removal, debris clean-up during and after City emergencies, painting of City infrastructure, etc. This position was restored by City Council as part of the Add-Delete process.	0.00	\$0
Inmate Records	Elimination of 1 records clerk. This will increase the workload among remaining records clerks.	(1.00)	(\$55,099)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>18.00</b>	<b>\$3,817,733</b>



## FIELD OPERATIONS

To ensure a **safe, secure, & just community**, this program provides warrant, transportation, gang intelligence, and K-9 division in order to reduce crime.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total All Funds Budget	3.4%	3.2%	3.9%
	Total Expenditures	\$994,063	\$967,992	\$1,212,620
	Personnel	\$993,131	\$964,712	\$1,209,340
	Non-Personnel	\$932	\$3,280	\$3,280
	Capital Goods Outlay	\$0	\$0	\$0
	Full Time Equivalents (FTEs)	<b>9.50</b>	<b>7.00</b>	<b>9.60</b>
Performance Measures				
	<i>Percentage of prisoner transports, warrant executed, gang interviews completed, and K9 searches conducted without incident</i>	100%	100%	100%
	<i>Number of prisoners transported, warrants executed, inmates with gang affiliation are classified safely, K9 searches conducted</i>	7,253	7,700	7,700

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		7.00	\$967,992
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment due to the reallocation of positions within the Department. No service impact.	2.60	\$244,628
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		9.60	\$1,212,620



## JUDICAL SERVICES

To ensure a **safe, secure, & just community**, this program provides courthouse security, and legal process in order to ensure all community members are treated justly and protected under the law, and reduce crime.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total All Funds Budget	10.2%	9.9%	10.0%
	Total Expenditures	\$2,993,877	\$2,954,843	\$3,110,181
	Personnel	\$2,976,196	\$2,938,843	\$3,094,181
	Non-Personnel	\$15,610	\$16,000	\$16,000
	Capital Goods Outlay	\$2,072	\$0	\$0
	Full Time Equivalents (FTEs)	<b>24.30</b>	<b>23.20</b>	<b>23.40</b>
Performance Measures				
	<i>Number of screenings conducted</i>	230,954	276,000	276,000
	<i>Percentage of proceedings held without security incident</i>	100%	100%	100%
	<i>Number of service attempts</i>	8,304	7,100	7,100
	<i>Percentage of people who received the documents according to the Code of Virginia</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		23.20	\$2,954,843
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. In addition, a technical adjustment due to the reallocation of positions within the Department. No service impact.	1.20	\$173,430
Program-wide services	Including department's overall workers compensation budget in this program reflects anticipated claim costs to this program in FY 2015.	0.00	\$50,000
<b>[Continued on following page]</b>			

# Sheriff's Office



## JUDICIAL SERVICES

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Legal Process	Elimination of 1 courthouse deputy position. This will decrease overall safety and security of the Courthouse. Additionally, this will reduce the security presence in civil cases conducted by the Court and may reduce the performance of civil process.	(1.00)	(\$68,092)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>23.40</b>	<b>\$3,110,181</b>



## Net City Share of Sheriff's Office Operations

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
General Fund Expenditures	\$28,490,552	\$28,950,325	\$30,034,009
<b>Sheriff Related General Fund Revenues</b>			
Federal Prisoner Per Diem <sup>1</sup>	\$6,647,790	\$6,562,337	\$6,305,174
Boarding of Prisoners for Other Jurisdictions <sup>2</sup>	\$0	\$0	\$300,000
State Compensation Board	\$4,463,400	\$4,958,580	\$4,958,580
State Prisoner Per Diem	\$370,692	\$453,452	\$453,452
State Criminal Alien Assistance Program	\$65,992	\$175,000	\$47,000
Sheriff's Fees	\$12,101	\$14,000	\$12,101
Weekenders Fees	\$8,252	\$8,000	\$6,000
Work Release Fees	\$1,262	\$13,000	\$5,000
Medical Co-Pays	\$2,960	\$4,000	\$4,000
<b>Total</b>	<b>\$11,572,449</b>	<b>\$12,188,369</b>	<b>\$12,091,307</b>
<b>Net City Share (General Fund Exp Less Related Revenues)</b>	<b>\$16,918,103</b>	<b>\$16,761,956</b>	<b>\$17,942,702</b>

<sup>1</sup> FY 2014 Federal Prisoner Per Diem assumes a commitment of 163 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 165 to 175 Federal Prisoners on average in FY 2011, FY 2012, and FY 2013. To date in FY 2014, the average is 152. The Sheriff has agreed that an estimated 155.8 prisoners per day may be used for the FY 2015 revenue estimate.

<sup>2</sup> The Sheriff's Office has entered into agreements to house prisoners for the Prince William-Manassas Regional Adult Detention Center and the City of Falls Church Sheriff's Office.



# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

## APPROVED CIP OVERVIEW

The FY 2015 – 2024 Capital Improvement Program (CIP) was approved by City Council on May 1, 2014 and includes \$1.459 billion in total funding. The Approved CIP includes funding for the Potomac Yard Metrorail Station (from developer contributions and special tax districts which will leverage required borrowing), as well as the reserved 2.2 cents on the base real estate tax rate for the continuation of the City’s Transportation Improvement Program (TIP) approved by City Council beginning in FY 2012. Additionally, new funding from the Northern Virginia Transportation Authority (NVTA) is programmed in the CIP for the first time. NVTA funding is designated specifically for transportation purposes. With the new NVTA funding available to the City for expanded transportation and transit infrastructure, the City Council has approved broadening eligible expenditures to be funded by the TIP. The TIP originally was for expanded transportation and transit infrastructure; now it can be used for any transportation related operating or capital expenditure. While the definition of the TIP has changed, the entire 2.2 cents will still be utilized for transportation related expenditures, with details provided in the Transportation and Transit Infrastructure section of the Capital Improvement Program document.

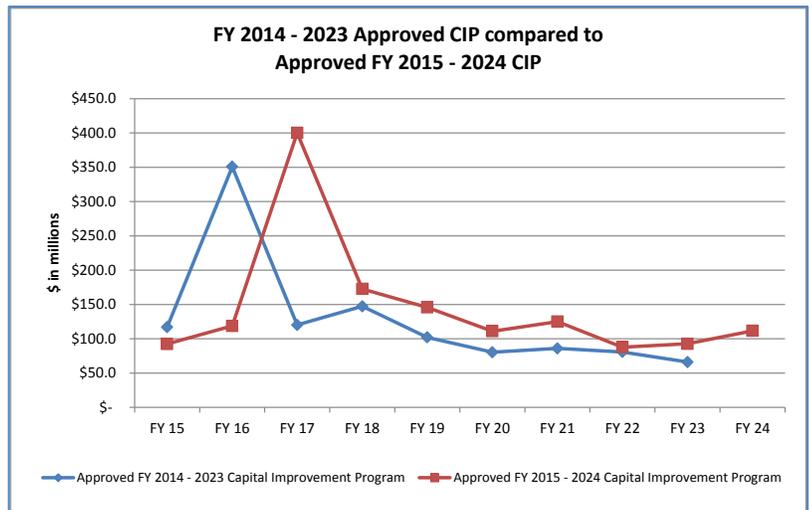
A total of \$279.1 million is approved for Alexandria City Public Schools (ACPS) capital infrastructure needs, including \$149.5 million to address increased enrollment needs over the 10-year plan. Additional funding is also provided for maintenance of our existing transportation infrastructure such as roads, sidewalks, and shared-use paths, along with continued investment in Complete Streets initiatives.

The Approved FY 2015 – 2024 Capital Improvement Program totals \$1.459 billion, which represents a \$230.5 million, or 18.8%, increase from the Approved FY 2014 - 2023 CIP. To achieve a true comparison of the costs of the two plans, FY 2014 and FY 2024 must be removed from the comparison. When comparing

only nine years (FY 2015 – 2023), the Approved CIP increases \$195.5 million, or 17.0% over last year’s Approved CIP. A large shift in funding from FY 2016 to FY 2017 involves shifting construction funding for Potomac Yard from late FY 2016 to early FY 2017.

### New Northern Virginia Transportation Authority (NVTA) Revenues

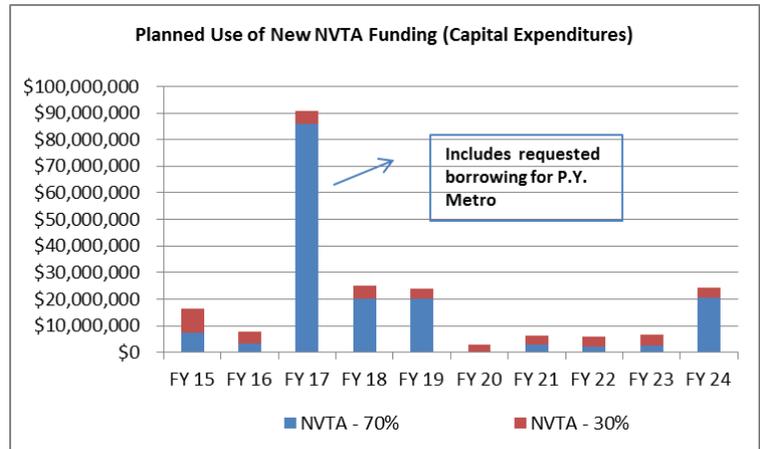
The most significant change from the Approved FY 2014 – 2023 CIP is the inclusion of Northern Virginia Transportation Authority (NVTA) funding, which is the result of new revenue available for transportation-related capital and operating expenditures. This revenue is derived from HB2313 legislation passed by State General Assembly action during the FY 2014 budget process, and is classified as NVTA 70% and NVTA 30% revenues through the CIP document.





# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

NVTA 70% revenues (estimated at \$165.0 million over the 10-year plan) must be utilized for projects that provide regional benefits (e.g. Potomac Yard Metrorail Station, Beaugard Corridor) while NVTA 30% revenues (estimated at \$45.1 million over the 10-year plan) are used at discretion of local governments for local transportation improvements. The City anticipates utilizing NVTA 30% revenues to support DASH bus purchases and replacing and installing new bus shelters, among other local projects. NVTA revenue has allowed the City to make significant new investments in transportation infrastructure while reducing planned borrowing originally intended to support the larger transportation projects. By leveraging new NVTA funding, the City has been able to reduced planned borrowing for the Potomac Yard Metrorail Station by \$61.3 million and eliminated borrowing leveraged by the Transportation Improvement Program (\$28.0 million).



It is important to note that NVTA funding is still a relatively new revenue source for the City, and revenue projections will most likely change as tax collection data becomes available. Furthermore, the NVTA 70% funding decisions have yet to be made by NVTA. The NVTA 70% funding programmed in the CIP by City staff represents the City’s ideal allocation of these funds. Decisions regarding the actual dollar amount and receipt of funding by fiscal year for each locality in the region will be made by NVTA in the context of all regional transportation needs.

### Diversity of Capital Improvement Program Funding

The funding makeup of the City’s capital program is growing increasingly diverse each year. To help organize this complexity (which brings new opportunities as well), the Approved FY 2015 – 2024 CIP divides revenue sources into three different types. Unrestricted City funds include general cash sources and General Obligation (G.O.) 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 beneficial to discuss financing issues with them separately. Non-City funds generally include State and Federal grants (including NVTA funding) and earmarks as well as private capital contributions and revenues from the City’s telecommunication financial agreement with Comcast. These revenues are also restricted in their use.

With the new opportunities provided by the new NVTA funding, the City has moved from a 29.4% cash sources / 70.6% borrowing structure in last year’s CIP to a 41.1% cash sources / 58.9% borrowing structure in this year’s 10-year plan. The table on the next page provides details on the diversity of funding, comparing last year’s approved plan to this year’s approved plan.



# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

Revenues	Approved FY 2014-2023	Approved FY 2015-2024	Difference FY 2015-FY 2014
<b>Unrestricted</b>			
Cash Sources (Including G/F Transfer)	\$ 244,501,125	\$ 237,996,758	\$ (6,504,367)
G.O. Bonds	\$ 493,994,000	\$ 571,063,000	\$ 77,068,999
<i>Subtotal, Unrestricted City Revenues</i>	<i>\$ 738,495,125</i>	<i>\$ 809,059,758</i>	<i>\$ 70,564,632</i>
<b>Restricted</b>			
Potomac Yard (Cash Sources)	\$ 7,500,000	\$ 5,525,000	\$ (1,975,000)
Potomac Yard (GO Bonds)	\$ 265,300,000	\$ 204,000,000	\$ (61,300,000)
Sanitary Sewers (Cash Sources)	\$ 12,940,000	\$ 6,670,000	\$ (6,270,000)
Sanitary Sewers (GO Bonds)	\$ 80,180,000	\$ 84,400,000	\$ 4,220,000
Transportation Improvement Program (Cash Sources)	\$ 28,605,000	\$ 20,320,000	\$ (8,285,000)
Transportation Improvement Program (GO Bonds)	\$ 28,000,000	\$ -	\$ (28,000,000)
Code Fund	\$ 500,000	\$ 1,729,000	\$ 1,229,000
Other	\$ 2,465,000	\$ -	\$ (2,465,000)
<i>Subtotal, Restricted City Revenues</i>	<i>\$ 425,490,000</i>	<i>\$ 322,644,000</i>	<i>\$ (102,846,000)</i>
<b>Non-City</b>			
NVTA 70%	\$ -	\$ 165,000,000	\$ 165,000,000
NVTA 30%	\$ -	\$ 45,097,920	\$ 45,097,920
Other State and Federal Grants	\$ 49,007,999	\$ 31,342,080	\$ (17,665,919)
Private Capital Contributions	\$ 4,550,727	\$ 79,519,895	\$ 74,969,168
Comcast Revenues	\$ 10,540,000	\$ 5,870,000	\$ (4,670,000)
<i>Subtotal, Non-City Revenues</i>	<i>\$ 64,098,726</i>	<i>\$ 326,829,895</i>	<i>\$ 262,731,169</i>
<b>Total, All Revenue Sources</b>	<b>\$ 1,228,083,852</b>	<b>\$ 1,458,533,652</b>	<b>\$ 230,449,800</b>

## Project Categorization

The Approved FY 2015 – 2024 CIP addresses two broad areas of expenditure:

- Protection of the City's investment in existing public facilities or infrastructure (physical assets) through capital maintenance or renovations; and
- Planning and construction of major new public facilities and infrastructure, including new or replacement Information technology systems.

The Approved FY 2015 – 2024 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, while utilizing new funding to provide support for projects that will provide new and expanded City facilities. This focus is supported by the continued use of the same three-Category prioritization system used in the development of the Approved FY 2014 – 2023 CIP.



# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

Similar to FY 2014, the Office of Management and Budget first categorized projects into one of three Categories, as well as the City’s Information Technology (IT) Plan.

- **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 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.

Project Category	Total FY 2015-2024
Category 1 - Asset Maintenance	\$ 426,089,845
Category 2 - Renovations/Existing Assets	\$ 112,509,070
Category 3 - New Facilities	\$ 865,518,737
Information Technology Plan	\$ 54,416,000
<b>Total, All Categories</b>	<b>\$ 1,458,533,652</b>

Beyond basic capital maintenance issues, the Approved FY 2015 – 2024 CIP reflects a vision for the City’s future. The FY 2015 CIP decision making process included an initial effort to integrate the capital plan with City Council’s guidance, the Strategic Plan, and the City Manager’s Performance Plan.

Of the \$865.5 million In Category 3 projects, \$486.6 million is for new and expanded transportation and transit infrastructure projects, including construction of the Potomac Yard Metrorail Station (Strategic Plan Goal 1 – Economic Development) and the Beauregard Transit Corridor (Strategic Plan Goal 3 – Transportation). Other significant Category 3 projects include a major infrastructure and renovation project in City Hall in FY 2020 – 2021, four fire station rebuilds, and construction of one new fire station in the Beauregard Corridor (paid for primarily through developer contributions) in FY 2015 – 2021. Funding for capacity related projects for Alexandria City Public Schools (ACPS) is budgeted at \$149.5 million over the 10-year plan, and totals \$279.1 million when including Category 1 projects.

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 fully funded in the Approved CIP. These costs could reach \$250 million - \$400 million over the next two to three decades, and will be reflected in future CIPs as the City gets further along in the planning process. Additionally, funding for full implementation of construction of the project elements of the Waterfront Small Area Plan is not included in the Approved CIP, as specific revenue sources have not yet been identified to pay for these projects. Major improvements to the City’s park system identified through an internal and external planning process are also not included as part of the 10-year plan.



# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

## CIP 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 10-year period.

The adoption of the 10-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 2015) represents a funding commitment for the project to proceed to the next stage, or to be implemented depending on the level of funding provided.

The City defines capital project expenditures (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. These also include technology related expenditures.***

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 2015 – FY 2024**

In developing the Approved FY 2015 – 2024 CIP, there were some general guidelines followed in developing the balanced 10-year plan. These guidelines included:

- Using the City Council Approved FY 2014 – 2023 CIP as the “base” for the Approved FY 2015 – 2024 CIP;
- Incorporating City Council guidance into the plan;
- Working to align projects with our City’s Strategic Plan and City Manager’s Performance Plan with an emphasis on preserving and maintaining our City’s existing physical assets;
- Utilizing new NVTA funding to improve our transportation and transit infrastructure; and
- Utilizing project prioritization and rankings to inform funding decisions.

The FY 2015 CIP builds upon process improvements implemented during the FY 2014 budget process.

### **FY 2015 – 2024 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 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 investments to yield improved services through greater operational efficiency and effectiveness;



# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

- 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 Manager’s Performance Plan.

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 in the Appendices of the Capital Improvement Program document) that informs budget decisions.
- **Quality Submissions** – standard project submission designed to collect relevant information used in the assist 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 and City Manager’s Performance Plan** – integration of work from the City’s budget focus areas, including identification of long-term outcomes associated with the City’s capital investments. **A summary listing of projects organized by Strategic Plan Goal can be found on pages 15-27 through 15-36.**

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. This evaluation tool was used to evaluate and rank capital project requests during the FY 2015 development process. Projects rankings were used to inform decision making in conjunction with the general guidelines (noted earlier) used to develop this year’s approved plan. The evaluation criteria, along with all the project rankings, can be found in the Appendices of the Capital Improvement Program document.

Several other initiatives implemented in FY 2014 were continued and improved in FY 2015. 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 snapshot of prior year resources available to complete on-going capital maintenance needs. Projects which have large prior year balances may have funding reprioritized in the early years of the 10-year plans until project implementation rates suggest the need for additional funding.

Other initiatives implemented in FY 2015 included the addition of detailed information regarding project budget changes from last year’s plan to this year’s plan, along with additional operating impacts associated with the implementation of capital projects are provided on each individual project page.

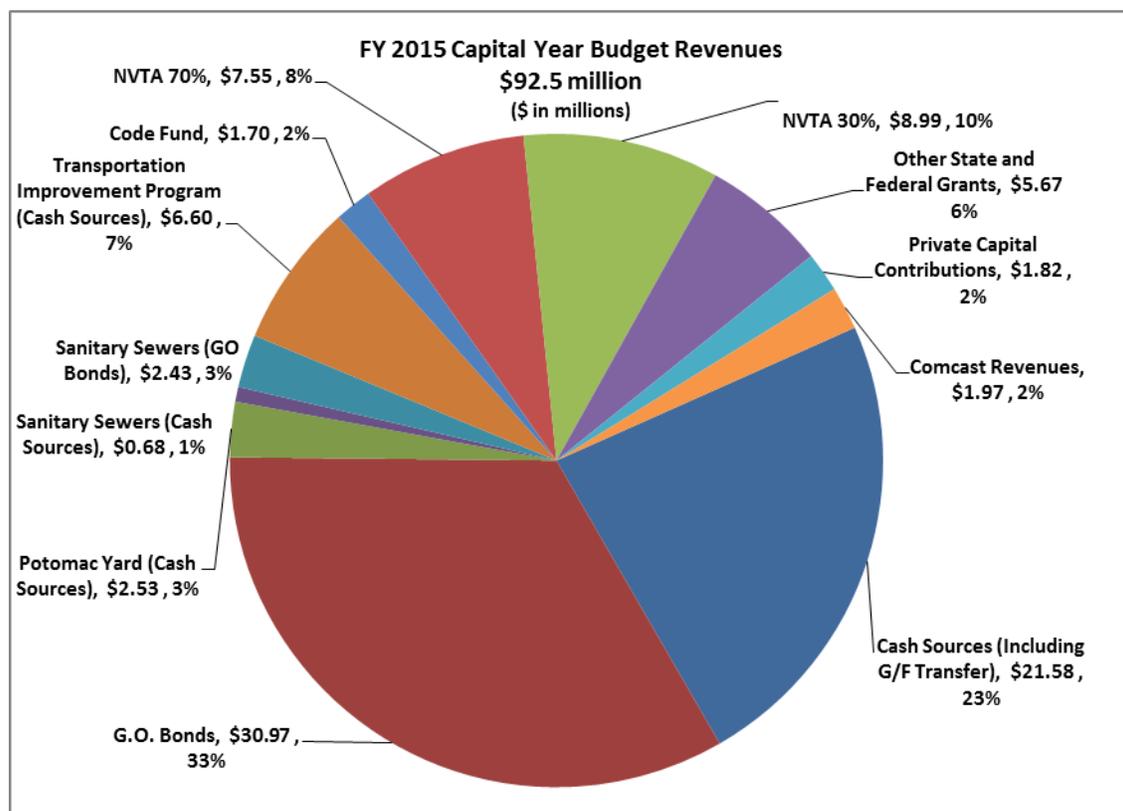


# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

## FY 2015 APPROVED CIP SOURCES AND USES

### FY 2015 Capital Year Budget Revenues (Sources)

The total Approved CIP for FY 2015 is \$92.5 million, which is a \$24.7 million decrease from FY 2015 in last year’s planned CIP. A listing of all revenues included in the FY 2015 capital year budget can be found on pages 15-37 through 15-44.



Revenue highlights of the Approved FY 2015 Capital Year Budget expenditures include:

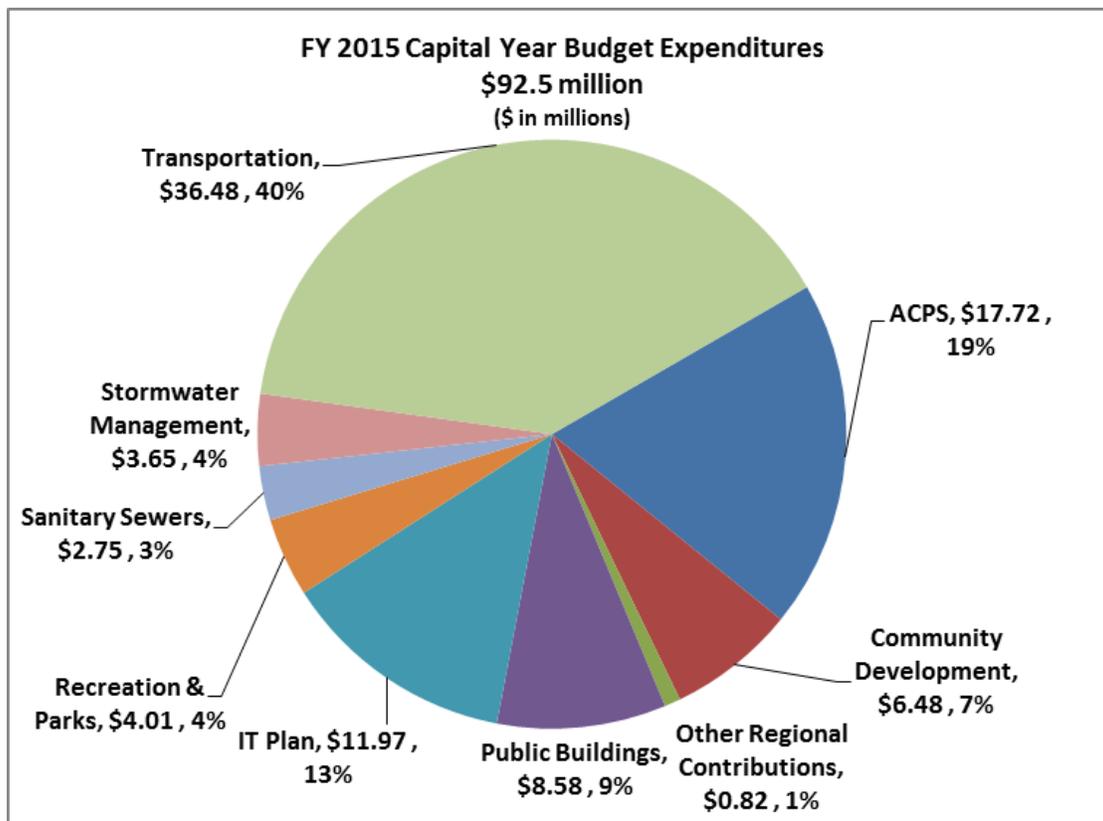
- A reduction of \$45.8 million in General Obligation Bond borrowing as planned in last year’s approved CIP for FY 2015. The total amount of borrowing is reduced from \$79.2 million to \$33.4 million. This is primarily due to shifting the City Hall project out to FY 2020 – 2021 and moving construction funding for the K-8 Patrick Henry capacity project to FY 2016. Additionally, new NVTA funding was used in place of planned borrowing. This reduction in borrowing saved nearly \$2.0 million in planned debt service costs that would have been included in the General Fund operating budget for FY 2015.
- The level of Cash Capital is fairly consistent with last year’s plan. Prior year project balances from projects that will be closed out are utilized as a FY 2015 cash source, totaling \$3.0 million along with an \$18.1 million General Fund Cash Capital transfer.
- NVTA 70% and 30% revenue is budgeted at \$16.54 million, and includes appropriation of funds received in FY 2014 and planned in FY 2015.



# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

## FY 2015 Capital Year Budget Expenditures (Uses)

The total Approved CIP expenditures for FY 2015 is \$92.5 million, which is a \$24.7 million decrease from FY 2015 in last year’s planned CIP. FY 2015 is the only year of the 10-year CIP that is formally appropriated by City Council. **A listing of all projects included in the FY 2015 capital year budget can be found on pages 15-21 through 15-26.** The narrative below details only FY 2015 Capital Year Budget highlights by CIP document section.



Project highlights of the Approved FY 2015 Capital Year Budget expenditures include:

- **Transportation (\$36.48 million FY 2015 Capital Year Budget)**
  - \$7.8 million for DASH bus replacement and expansion, from NVTA 70% and NVTA 30% funding.
  - \$5.4 million for contributions to WMATA’s capital program.
  - \$5.0 million for continued planning and design of the Potomac Yard Metrorail Station, from NVTA 70% and Potomac Yard Special Tax District revenues.
  - \$4.5 million for Street reconstruction and resurfacing, increasing lane miles resurfaced by 82%, from an estimated 22 miles in FY 2014 to approximately 40 miles in FY 2015.
  
- **Alexandria City Public Schools (\$17.72 million FY 2015 Capital Year Budget)**
  - Includes \$11.0 million for non-capacity projects such as roof replacements and HVAC improvements.
  - Provides \$6.7 for capacity related projects including continuing planning and design for a capacity related project at Patrick Henry Elementary School.



# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

- **Information Technology Plan (\$11.97 million FY 2015 Capital Year Budget)**
  - A relocation of the City's Network Operations Center (NOC) from a leased space to a City-owned facility was added during the FY 2015 budget development process. A total of \$6.5 million is budgeted for this relocation.
  
- **Public Buildings (\$8.58 million FY 2015 Capital Year Budget)**
  - \$3.2 million is budgeted for improvements at Public Safety facilities including planning and design funding for a rebuild of Fire Station 203 (Cameron Mills).
  - \$1.0 million is provided for systematic roof replacements and elevator improvements City-wide.
  
- **Community Development (\$6.48 million FY 2015 Capital Year Budget)**
  - City Marina Waterfront dredging is budgeted at \$2.55 million (in addition to \$0.45 million in FY 2014).
  - Funds to continue design and engineering for Waterfront Small Area Plan implementation projects are budgeted at \$1.4 million.
  - The second year of funding required to replace Fire Department Self-Contained Breathing Apparatus (SCBA) is budgeted at \$1.3 million (in addition to \$1.4 million in FY 2014).
  
- **Sanitary Sewers and Stormwater Management (\$6.4 million FY 2015 Capital Year Budget)**
  - A stormwater infrastructure project at Lake Cook which will assist the City in meeting federally mandated stormwater improvements is budgeted at \$2.4 million, which includes a \$1.2 million State grant.
  - \$2.25 million is budgeted for preliminary design and engineering for a Wet Weather Management Facility to reduce the occurrence of sewer overflows.
  
- **Recreation and Parks (\$4.01 million FY 2015 Capital Year Budget)**
  - Design and engineering will begin on the Windmill Hill Park Bulkhead using \$1.2 million in prior year balances and \$0.3 million in FY 2015. Construction funding of \$3.7 million is planned in FY 2016.
  - Preliminary design work in conjunction with ACPS will continue for a new Patrick Henry Recreation Center. A total of \$0.8 million in FY 2014 and FY 2015 will be utilized for planning and design work, with the balance of funding needed to complete the project (\$5.7 million) planned in FY 2016.
  
- **Other Regional Contributions (\$0.82 million FY 2015 Capital Year Budget)**
  - Contributions for capital improvements for Northern Virginia Regional Parks Authority (NVRPA) projects are budgeted at \$0.38 million.
  - Contributions for capital improvements at Northern Virginia Community College (NVCC) are budgeted at \$0.33 million.

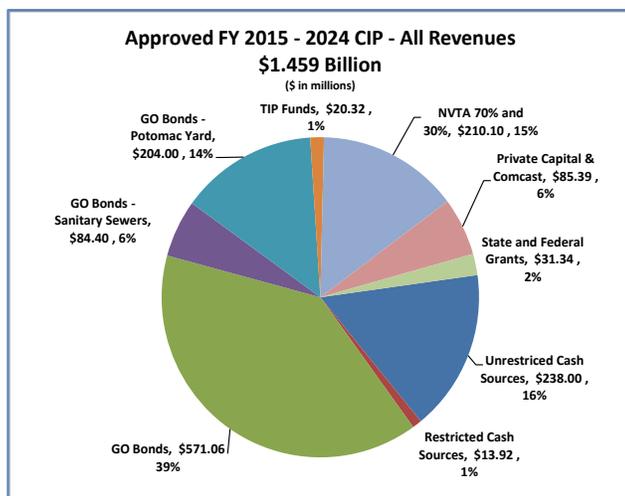


# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

## FY 2015 – 2024 APPROVED CIP SOURCES AND USES

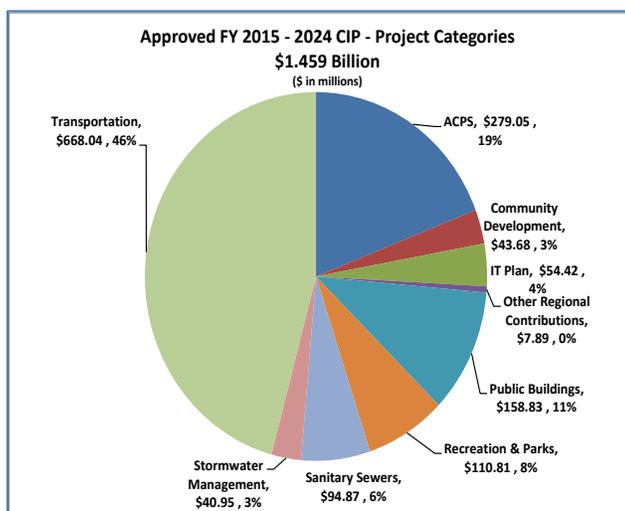
### FY 2015 – 2024 Capital Improvement Program – Sources and Uses Overview

The total Approved CIP for FY 2015 – 2024 is \$1.459 billion, a \$230.5 million increase over last year’s approved CIP. While this represents an 18.8% increase over last year’s plan, the planned level of Cash Capital and General Obligation Bond borrowing is fairly consistent when comparing the two plans. The increase is primarily due to new revenue received from NVTA as well as private capital contributions budgeted for the first time for transportation improvements in the Beauregard Corridor. A listing of all projects and revenues sources included in the 10-year plan can be found throughout the Approved FY 2015 - 2024 Capital Improvement Program document. The narrative below provides only highlights of the 10-year plan revenues and expenditures. **A listing of all projects and funding sources in the entire 10-year plan can be found on pages 15-19 (summary of projects and funding sources), 15-21 through 15-26 (projects) and 15-37 through 15-44 (funding sources).**



### FY 2015 – 2024 Revenue highlights include:

- A reduction of \$61.3 million in borrowing associated with the Potomac Yard Metrorail Station due to new NVTA 70% which may be available for the project beginning FY 2017.
- With the new opportunities provided by the NVTA funding, the City has moved from a 29.4% cash sources / 70.6% borrowing structure in last year’s CIP to a 41.1% cash sources / 58.9% borrowing structure in this year’s 10-year plan.
- NVTA 70% and 30% provide additional cash sources to the City, allowing the City to reduce planned borrowing and provide additional resources to expanded transportation infrastructure.
- Private developer contributions for transportation and other City facilities in the Beauregard Corridor are included at over \$74 million, for the first time, in the CIP.



### FY 2015 – 2024 Project highlights include:

- Continuation of the Potomac Yard Metrorail Station project, with \$279.0 budgeted in FY 2015 – 2017 (total estimated project costs including prior year funding are \$285.9).
- Funding for Alexandria City Public Schools total \$279.1 million, and includes \$149.5 million to address capacity related needs over the life of the 10-year plan.
- Sanitary Sewer and Stormwater funding totals \$135.8 million, and begins to address long-term capital infrastructure needs related to federally mandated improvements. These improvements could total up to \$400 million over the next 2 – 3 decades.
- Four fire station rebuilds and a construction of a new fire station in the Beauregard Corridor are included in the plan at a total estimated cost of \$60.4 million.



# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

## DEBT SERVICE AND DEBT RATIOS

The Approved FY 2015 – 2024 Capital Improvement Program assumes \$859.4 million in borrowing to fund the capital infrastructure needs identified throughout this Capital Improvement program document. Included in that amount is \$204.0 million in bonds for the Potomac Yard Metrorail Station backed by Potomac Yard Special Tax District Revenues, and \$84.4 million in bonds for Sanitary Sewer projects backed by the Sewer Line Maintenance Fee and Sewer Line Connection Fees. A total of \$571.1 million in bonds are issued for other City projects, including Alexandria City Public Schools capital infrastructure needs. The debt service on these bonds is paid back through the City's General Funds. Based on prior reviews by, and discussions with Moody's and Standard & Poor's bond rating agencies, this amount of debt is not anticipated to endanger the City's hard-earned 'AAA'/'Aaa' bond ratings. This amount of investment will impact the annual operating budget, through increased debt service payments.

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.

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.

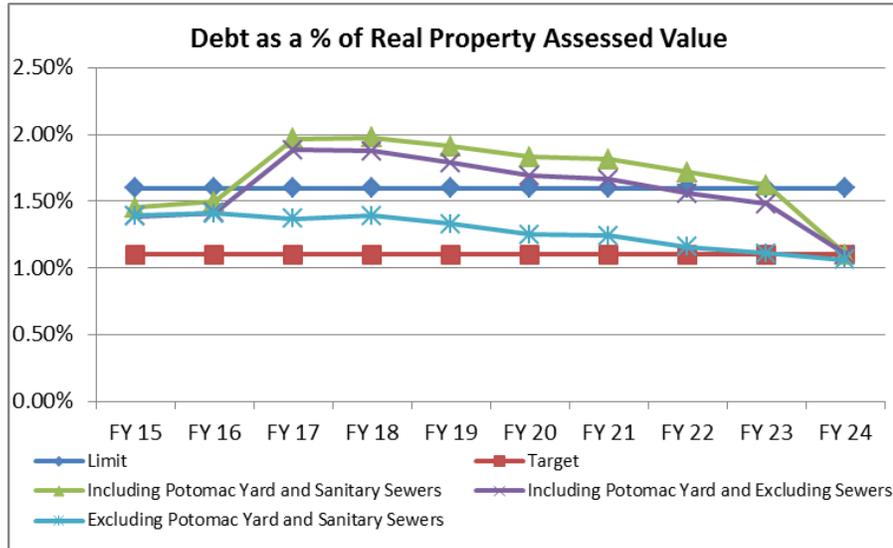
**Each year of the 10-year plan stays within these limits except to account for Potomac Yard Metrorail Station borrowing.**

Revisions to the debt ratios guideline will be approved during FY 2015 as a result of the projected debt issuance for the planned Potomac Yard Metrorail Station. Both City Council and the bond ratings agencies have been informed for a number of years that limits would be exceeded to accommodate this project in the 10-year plan. While the Metrorail Station borrowing is significant, the resulting economic development and increase to total City assessed property values currently project a significant return on investment making this a high-priority project for the City.



# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

## City Council Debt Limits

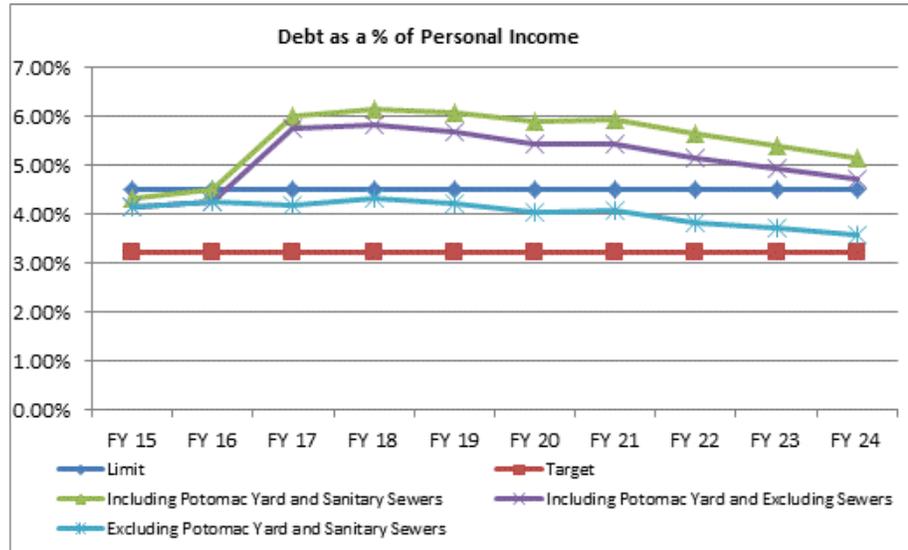


### Debt as a Percentage of Fair Market Real Property Value

**Target = 1.1 percent; Limit = 1.6 percent; FY 2015 = 1.39 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. The City is in compliance with this debt ratio for all 10 years of the plan excluding Potomac Yard Metrorail Station debt.



### Debt as a Percentage of Total Personal Income

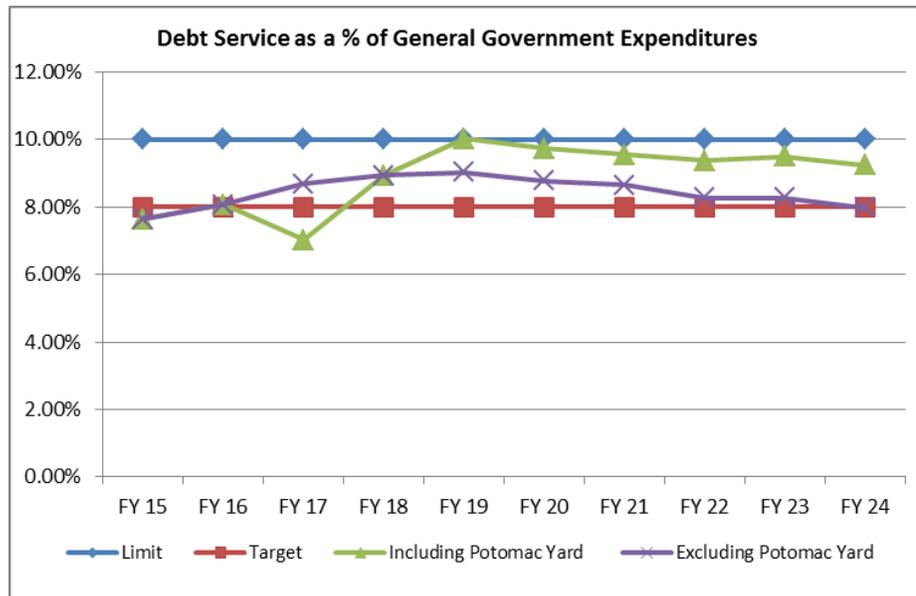
**Target = 3.2 percent; Limit = 4.5 percent; FY 2015 = 4.13 percent**

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. The City is in compliance with this debt ratio for all 10 years of the plan excluding Potomac Yard Metrorail Station debt.



# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

## City Council Debt Limits (Continued)



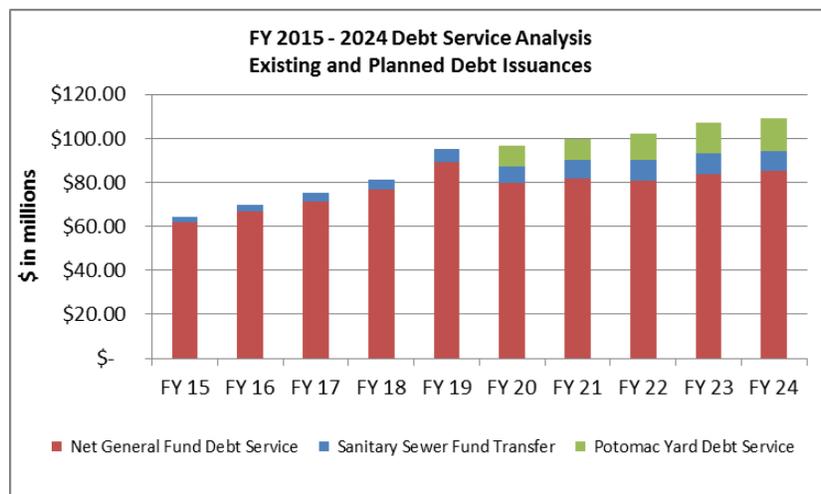
### Debt Service as a Percentage of General Government Expenditures

**Target = 8.0 percent; Limit = 10.0 percent; FY 2015 = 7.64 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. The City is in compliance with this debt ratio for all 10 years of the plan even when including Potomac Yard Metrorail Station debt.

## Debt Service

While the City stays within the fiscally prudent self-imposed debt guidelines (excluding future borrowing for the Potomac Yard Metrorail Station), debt service payments will continue to grow in order to fund the debt service on previously issued and planned debt issuances. As the debt service continues to grow (as evident in the chart below), and City revenues continue to experience minimal to moderate growth, the affordability of the current 10-year plan must be examined in the coming fiscal years. The chart below provides information on the projected debt service payments for both existing debt (issued through FY 2014) and planned debt (FY 2015 through FY 2024). Debt service is broken down into three categories – General Debt Service, Sanitary Sewer Debt Service, and Potomac Yard Debt Service. In FY 2015, \$64.4 million is budgeted for debt service payments, of which \$2.55 million will be paid from the Sanitary Sewer Fund. Potomac Yard Debt Service does not begin until FY 2019. **Additional detail on existing and planned debt service and previously issued GO Bonds can be found on pages 15-45 through 15-56.**



# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

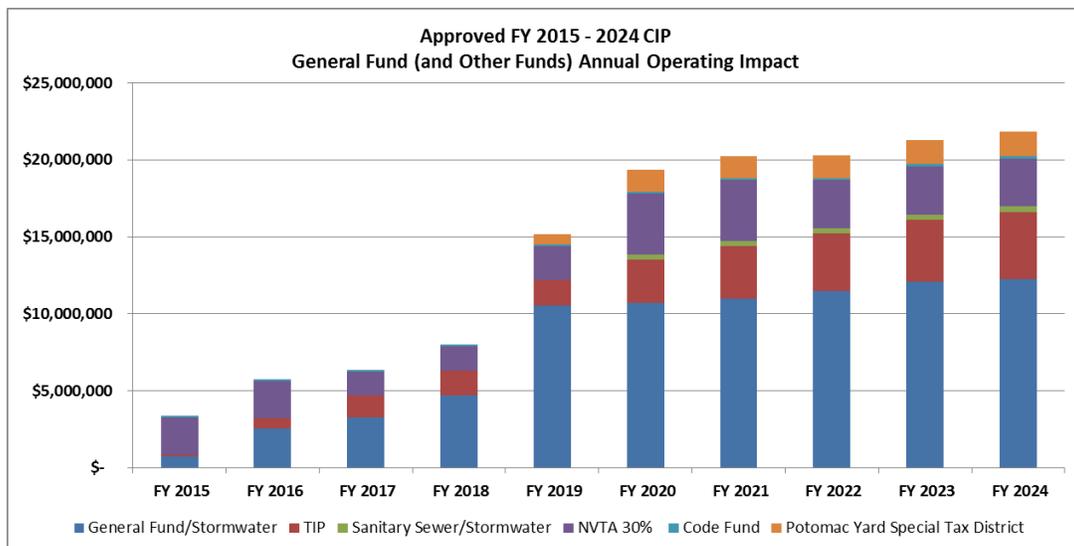


## ADDITIONAL OPERATING IMPACT

In addition to the General Fund impacts of both the Cash Capital transfer and debt service payments, the CIP also has operating impacts based on the actual projects implemented. These costs can be as simple as additional operating funding to maintain new Complete Streets infrastructure, to additional staffing required to operate a new Computer Aided Dispatch System, to utility costs associated with opening a new City facility. The chart to the right provides a summary of all the additional operating impacts that were included as part of the FY 2015 operating budget. In all cases, these were projects previously funded by City Council. In cases like the Fire Station 210 (Eisenhower Valley)/Impound Lot project, the majority of additional operating costs (new positions to staff the new station) have already been included in prior year budgets. The additional operating impact is intended to capture only the change from FY 2014 to FY 2015 associated with implementing a capital project.

Project	Funding Source	FY 2015
Route 1 Transitway	TIP	2,420,000
Computer Aided Dispatch (CAD) System	Gen. Fund	426,495
Oronoco Outfall	Stormwater	150,000
Enterprise Resource Planning System	Gen. Fund	147,000
Fire Station 210 (Eisenhower Valley) / Impound Lot	Gen. Fund	140,160
Permit Processing System	Code Fund	100,000
Transportation Signage & Wayfinding Program	TIP	61,047
Bus Shelters and Benches	TIP	40,000
Capital Bikeshare	TIP	31,000
City Marina Restrooms	Gen. Fund	25,000
<b>Total, All Projects and Funds</b>		<b>3,540,702</b>
<b>Total, General Fund Only</b>		<b>738,655</b>

As part of the Approved FY 2015 – 2024 CIP, an additional operating analysis was performed for each project and impacts are noted on each individual project page of the Capital Improvement Program document. While not all impacts will be posted against the general fund, the estimated impact to the General Fund (with Stormwater costs included) could be as much as \$12.3 million annually in FY 2024. In some cases, these additional increases noted may be offset with new revenues or transitioning from shifting priorities or changing business practices within the City. Additional operating impacts are updated annually, and are refined as the project moves closer to the current capital year budget. **The following two pages provide details on FY 2015 additional operating impacts that are reflected as part of the FY 2015 Approved Operating Budget. A ten-year analysis of projected additional operating impacts associated with capital projects can be found on pages 15-57 through 15-59.**





# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

Project	Additional Operating Impact Description	Funding Source	FY 2015
Route 1 Transitway	All additional operating impacts will be funded through NVTVA 30% funding. The current estimate for annual operating costs is \$2.42 million. In FY 2015 - 2016, the route is considered a local route. Beginning in FY 2017, the route is expected to be converted to a regional route with costs to be shared with other WMATA Compact jurisdictions. This will reduce the cost of operations to \$1.573 million. All cost estimates include median and transitway station maintenance.	TIP	\$ 2,420,000
Computer Aided Dispatch (CAD) System	Additional operating impact in FY 2015 includes conversion of two GIS positions paid for in the capital budget which will be converted to FTEs in January 2015; two new DEC and one new Fire position for system administration; and one reclassification of an existing police position (\$426,495). In FY 2016 and beyond, hardware and software maintenance agreements are budgeted along with position costs adjusted annually for inflation.	Gen. Fund	\$ 426,495
Oronoco Outfall	Funding in the amount of \$150,000 is included as part of the FY 2015 Stormwater budget from the reserved 0.5 cents for stormwater on the base real estate tax rate. Annual funding is provided for the operation and maintenance of the remediation system after construction is completed, as well as on-going free product recovery efforts adjacent to the source area.	Stormwater	\$ 150,000
Enterprise Resource Planning System	A full-time Enterprise Resource Project Manager for Human Resources will be added to the operating budget in FY 2015 at a cost of \$147,000. Previous costs for hardware and software maintenance were included as part of the FY 2014 operating budget.	Gen. Fund	\$ 147,000
Fire Station 210 (Eisenhower Valley) / Impound Lot	In FY 2015, \$140,160 is added to the operating budget to account for station operating costs including utilities. In prior year budgets, all personnel costs have previously been budgeted. The \$140,160 represents the additional operating impact in FY 2015.	Gen. Fund	\$ 140,160
Permit Processing System	Additional operating impacts in FY 2015 include hardware and software annual maintenance agreements, as well as staff support to for the new system (\$100,000).	Code Fund	\$ 100,000



# Approved FY 2015 – FY 2024 Capital Improvement Program Overview

Project	Additional Operating Impact Description	Funding Source	FY 2015
Transportation Signage & Wayfinding Program	As part of the FY 2015 Operating Budget, a 0.5 FTE position is added in Planning & Zoning to support this and other transportation related projects (\$61,047, paid through the TIP fund.)	TIP	\$ 61,047
Bus Shelters and Benches	An additional \$40,000 from TIP funding is added to the \$100,000 previously budgeted for bus shelter and bench maintenance to account for the installation of new facilities. All funding for bus shelter and bench maintenance (\$140,000) is budgeted in the TIP.	TIP	\$ 40,000
Capital Bikeshare	The operating impact noted is the additional impact over the FY 2014 base budget of \$208,000 beginning FY 2015. The total impact in FY 2015 will be \$239,000.	TIP	\$ 31,000
City Marina Restrooms	The FY 2015 operating budget includes \$25,000 for 10 months of maintenance and supplies for the new restrooms facilities. The amount is increased to \$30,000 in FY 2016, and increases by inflation each year thereafter.	Gen. Fund	\$ 25,000
<b>Total, All Projects and Funds</b>			<b>\$ 3,540,702</b>
<b>Total, General Fund Only</b>			<b>\$ 738,655</b>

# Approved FY 2015 – FY 2024 Capital Improvement Program Overview



## ECO-CITY INITIATIVE AND THE CIP

The Approved FY 2015 – 2024 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, 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, Citywide Sewershed Infiltration and Inflow, and Holmes Run Trunk Sewer. Additionally, two projects are included in the Approved FY 2015 – 2024 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 environmental regulatory requirements.

Projects involving energy management and retrofitting of existing street lights and traffic lights with light-emitting diode (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 2015 – 2024 CIP supports the Eco-City Charter and Environmental Action Plan with continued funding both now and well into the future.

# Approved FY 2015 – FY 2024 Capital Improvement Program Overview



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**Table 1**  
**Approved FY 2015 – 2024 Capital Improvement Program**  
**Total Sources and Uses of Capital Improvement Program Funds**

Source of Funds	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL FY 2015 - 2024
<b>All City Cash Sources (Cash Capital)</b>											
General Fund Planned Appropriations (Transfer from General Fund)	\$ 18,058,794	\$ 22,826,065	\$ 22,260,064	\$ 21,932,575	\$ 23,096,881	\$ 23,337,642	\$ 23,259,904	\$ 24,011,496	\$ 24,603,660	\$ 24,303,929	\$ 227,691,010
Prior Year CIP/Projects Closed-Out	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
General Obligation Bond Interest Earnings	\$ 300,000	\$ 400,000	\$ 500,000	\$ 600,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 6,000,000
Sale of Property Revenue	\$ -	\$ 440,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 440,000
Other Base City Sources	\$ 216,437	\$ 216,437	\$ 216,437	\$ 216,437	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 865,748
<b>Subtotal, All Unrestricted City Cash Sources</b>	<b>\$ 21,575,231</b>	<b>\$ 23,882,502</b>	<b>\$ 22,976,501</b>	<b>\$ 22,749,012</b>	<b>\$ 23,796,881</b>	<b>\$ 24,037,642</b>	<b>\$ 23,959,904</b>	<b>\$ 24,711,496</b>	<b>\$ 25,303,660</b>	<b>\$ 25,003,929</b>	<b>\$ 237,996,758</b>
<b>Unrestricted Borrowing Sources</b>											
*General Obligation Bonds (Excl. Sewers/TIP)	\$ 30,971,000	\$ 68,490,000	\$ 53,158,000	\$ 82,369,000	\$ 52,790,000	\$ 45,959,000	\$ 79,083,000	\$ 41,823,000	\$ 57,320,000	\$ 59,100,000	\$ 571,063,000
<b>Subtotal, All Unrestricted City Sources</b>	<b>\$ 52,546,231</b>	<b>\$ 92,372,502</b>	<b>\$ 76,134,501</b>	<b>\$ 105,118,012</b>	<b>\$ 76,586,881</b>	<b>\$ 69,996,642</b>	<b>\$ 103,042,904</b>	<b>\$ 66,534,496</b>	<b>\$ 82,623,660</b>	<b>\$ 84,103,929</b>	<b>\$ 809,059,758</b>
<b>Restricted City Sources</b>											
Transfer from Code Enterprise Fund	\$ 1,700,000	\$ 29,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,729,000
Sanitary Sewer Fees	\$ 675,000	\$ 300,000	\$ 200,000	\$ 510,000	\$ 655,000	\$ 1,675,000	\$ 1,955,000	\$ -	\$ 700,000	\$ -	\$ 6,670,000
General Obligation Bonds - Sanitary Sewers	\$ 2,425,000	\$ 6,600,000	\$ 3,575,000	\$ 13,115,000	\$ 14,445,000	\$ 16,070,000	\$ 12,520,000	\$ 13,150,000	\$ 700,000	\$ 1,800,000	\$ 84,400,000
Cash Capital - Transportation Improvement Program	\$ 3,050,000	\$ 2,000,000	\$ 2,655,000	\$ 2,550,000	\$ 2,640,000	\$ 650,000	\$ 325,000	\$ 1,150,000	\$ 1,250,000	\$ 500,000	\$ 16,770,000
Reprogrammed Transportation Improvement Program Balances	\$ 3,550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,550,000
General Obligation Bonds - Potomac Yard Metrorail Station	\$ -	\$ -	\$ 204,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 204,000,000
Potomac Yard Special Tax District/Development Contributions	\$ 2,525,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,525,000
<b>Subtotal, Restricted City Sources</b>	<b>\$ 13,925,000</b>	<b>\$ 11,929,000</b>	<b>\$ 210,430,000</b>	<b>\$ 16,175,000</b>	<b>\$ 17,740,000</b>	<b>\$ 18,395,000</b>	<b>\$ 14,800,000</b>	<b>\$ 14,300,000</b>	<b>\$ 2,650,000</b>	<b>\$ 2,300,000</b>	<b>\$ 322,644,000</b>
<b>Non-City Sources</b>											
Comcast Revenues	\$ 1,970,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,870,000
Stormwater Local Assistance Fund	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000
Private Capital Contributions	\$ 1,816,052	\$ 2,600,000	\$ 16,103,843	\$ 21,000,000	\$ 21,300,000	\$ 16,700,000	\$ -	\$ -	\$ -	\$ -	\$ 79,519,895
NVTA 70%	\$ 7,550,000	\$ 3,400,000	\$ 85,740,000	\$ 20,000,000	\$ 20,000,000	\$ 210,000	\$ 3,000,000	\$ 2,100,000	\$ 2,600,000	\$ 20,400,000	\$ 165,000,000
NVTA 30%	\$ 8,985,000	\$ 4,200,000	\$ 5,207,640	\$ 5,207,640	\$ 3,907,640	\$ 2,600,000	\$ 3,250,000	\$ 3,900,000	\$ 3,900,000	\$ 3,900,000	\$ 45,057,920
Reprogrammed VDOT Funds	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
CMAQ/RSTP	\$ 3,034,000	\$ 2,025,000	\$ 3,095,000	\$ 1,560,000	\$ 3,600,000	\$ 2,190,000	\$ -	\$ -	\$ -	\$ -	\$ 15,504,000
New Freedom Grant	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 320,000
State Revenue Sharing	\$ 118,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 9,118,000
Urban Funds	\$ -	\$ -	\$ 1,126,360	\$ 1,408,360	\$ 1,705,360	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,240,080
<b>Subtotal, Non-City Sources</b>	<b>\$ 25,993,052</b>	<b>\$ 14,525,000</b>	<b>\$ 113,572,843</b>	<b>\$ 51,476,000</b>	<b>\$ 51,513,000</b>	<b>\$ 22,700,000</b>	<b>\$ 7,250,000</b>	<b>\$ 7,000,000</b>	<b>\$ 7,500,000</b>	<b>\$ 25,300,000</b>	<b>\$ 326,829,895</b>
<b>Total, All Sources</b>	<b>\$ 92,464,283</b>	<b>\$ 118,826,502</b>	<b>\$ 400,137,344</b>	<b>\$ 172,769,012</b>	<b>\$ 145,839,881</b>	<b>\$ 111,091,642</b>	<b>\$ 125,092,904</b>	<b>\$ 87,834,496</b>	<b>\$ 92,773,660</b>	<b>\$ 111,703,929</b>	<b>\$ 1,458,533,652</b>

\*General Obligation Bonds

FY 2015 - The actual General Obligation Bond amount is estimated at \$35.997 million to complete borrowing (\$5.026 million) for the ACPS Jefferson-Houston K-8 facility. Sanitary Sewer bonds (\$2.425 million) will be budgeted, but will not be issued until FY 2016.

The total planned amount of borrowing (\$35.997 million) is the figure used when calculating debt ratios.

All Uses (CIP Document Section)											TOTAL
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2015 - 2024
Schools	\$ 17,715,817	\$ 38,808,279	\$ 21,190,135	\$ 50,371,893	\$ 23,839,966	\$ 14,874,892	\$ 14,977,281	\$ 22,867,962	\$ 36,988,176	\$ 37,416,455	\$ 279,050,856
Community Development	\$ 6,483,201	\$ 2,872,000	\$ 2,553,000	\$ 2,027,500	\$ 4,551,500	\$ 9,329,500	\$ 2,626,500	\$ 3,325,500	\$ 3,167,500	\$ 6,742,500	\$ 43,678,701
Recreation & Parks	\$ 4,011,221	\$ 18,165,000	\$ 23,959,843	\$ 10,768,000	\$ 9,088,000	\$ 8,933,000	\$ 8,933,000	\$ 8,983,000	\$ 8,983,000	\$ 8,983,000	\$ 110,807,064
Public Buildings	\$ 8,584,700	\$ 14,651,000	\$ 6,370,000	\$ 27,505,000	\$ 21,247,000	\$ 14,386,000	\$ 53,199,000	\$ 4,485,000	\$ 4,375,000	\$ 4,028,000	\$ 158,830,700
Transit & Transportation	\$ 36,482,000	\$ 29,580,000	\$ 333,399,000	\$ 60,126,000	\$ 61,603,000	\$ 35,025,000	\$ 19,850,000	\$ 25,025,000	\$ 27,525,000	\$ 39,425,000	\$ 668,040,000
Sanitary Sewers	\$ 2,750,000	\$ 6,650,000	\$ 3,775,000	\$ 13,625,000	\$ 16,950,000	\$ 19,020,000	\$ 15,750,000	\$ 13,150,000	\$ 1,400,000	\$ 1,800,000	\$ 94,870,000
Stormwater Management	\$ 3,650,000	\$ 2,400,000	\$ 3,500,000	\$ 3,350,000	\$ 2,750,000	\$ 4,225,000	\$ 4,225,000	\$ 4,250,000	\$ 4,850,000	\$ 7,750,000	\$ 40,950,000
Information Technology	\$ 11,970,000	\$ 4,848,000	\$ 4,540,000	\$ 4,240,000	\$ 5,051,000	\$ 4,535,000	\$ 4,765,000	\$ 4,977,000	\$ 4,710,000	\$ 4,780,000	\$ 54,416,000
Other Regional Contributions	\$ 817,344	\$ 852,223	\$ 850,366	\$ 755,619	\$ 759,415	\$ 763,250	\$ 767,122	\$ 771,034	\$ 774,984	\$ 778,974	\$ 7,890,331
<b>TOTAL ALL USES</b>	<b>\$ 92,464,283</b>	<b>\$ 118,826,502</b>	<b>\$ 400,137,344</b>	<b>\$ 172,769,012</b>	<b>\$ 145,839,881</b>	<b>\$ 111,091,642</b>	<b>\$ 125,092,903</b>	<b>\$ 87,834,496</b>	<b>\$ 92,773,660</b>	<b>\$ 111,703,929</b>	<b>\$ 1,458,533,652</b>
% FROM BONDS	36.1%	63.2%	65.2%	55.3%	46.1%	55.8%	73.2%	62.6%	62.5%	54.5%	58.9%
% FROM CITY AND OTHER CASH SOURCES	63.9%	36.8%	34.8%	44.7%	53.9%	44.2%	26.8%	37.4%	37.5%	45.5%	41.1%

**Table 2**  
**Approved FY 2015 – 2024 Capital Improvement Program**  
**Summary of Projects by CIP Document Section**

Note: Projects with \$0 in funding in FY 2015 - 2024 are fully funded and do not require additional resources at this time. They appear in the table below because they are still active projects with their own individual project pages in the CIP.												
CIP Section/Subsection/Project	Unallocated (2/14)	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>ACPS</b>												
ACPS Total Capacity Funding	\$0	\$6,670,365	\$27,550,000	\$9,512,678	\$38,896,799	\$12,400,000	\$500,000	\$500,000	\$8,500,000	\$22,500,000	\$22,500,000	\$149,529,842
ACPS Total Non-Capacity Funding	\$0	\$11,045,452	\$11,258,279	\$11,677,457	\$11,475,094	\$11,439,966	\$14,374,892	\$14,477,281	\$14,367,962	\$14,488,176	\$14,916,455	\$129,521,014
<b>ACPS Total</b>	<b>\$0</b>	<b>\$17,715,817</b>	<b>\$38,808,279</b>	<b>\$21,190,135</b>	<b>\$50,371,893</b>	<b>\$23,839,966</b>	<b>\$14,874,892</b>	<b>\$14,977,281</b>	<b>\$22,867,962</b>	<b>\$36,988,176</b>	<b>\$37,416,455</b>	<b>\$279,050,856</b>
<b>Community Development</b>												
<b>City-Wide Amenities</b>												
Public Art Acquisition	\$150,000	\$150,000	\$200,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$500,000	\$500,000	\$3,600,000
Public Art Conservation Program	\$25,000	\$0	\$15,000	\$15,000	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$187,500
Transportation Signage & Wayfinding System	\$225,000	\$0	\$200,000	\$515,000	\$361,000	\$432,000	\$241,000	\$0	\$0	\$0	\$0	\$1,749,000
Gadsby Lighting Fixtures & Poles Replacement	\$110,000	\$0	\$0	\$75,000	\$0	\$75,000	\$0	\$75,000	\$0	\$75,000	\$0	\$300,000
<b>Neighborhood Planning</b>												
Waterfront Small Area Plan Implementation	\$495,000	\$1,400,000	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Braddock Road Area Plan - Streetscape Improvements	\$377,680	\$255,831	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$660,831
King Street Plan Implementation	\$0	\$0	\$150,000	\$250,000	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$900,000
<b>Waterways Maint. &amp; Imprv.</b>												
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	\$3,000,000	\$0	\$0	\$0	\$500,000	\$5,000,000	\$0	\$0	\$0	\$0	\$8,500,000
Environmental Restoration	\$378,750	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$750,000
<b>Public Safety Enhancements</b>												
Fire Department Vehicles & Apparatus	\$0	\$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	\$6,000,000	\$23,483,000
Replacement of Self Contained Breathing Apparatus	\$1,414,570	\$1,323,370	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,323,370
Citywide Street Lighting	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$225,000
<b>Community Development Total</b>	<b>\$5,293,005</b>	<b>\$6,483,201</b>	<b>\$2,872,000</b>	<b>\$2,553,000</b>	<b>\$2,027,500</b>	<b>\$4,551,500</b>	<b>\$9,329,500</b>	<b>\$2,626,500</b>	<b>\$3,325,500</b>	<b>\$3,167,500</b>	<b>\$6,742,500</b>	<b>\$43,678,701</b>

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CIP Section/Subsection/Project	Unallocated (2/14)	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Recreation &amp; Parks</b>												
<b>Park Maintenance &amp; Improvements</b>												
Restaurant Depot Contribution Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Americans with Disabilities Act (ADA) Requirements	\$49,000	\$0	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$261,000
Ball Court Renovations	\$16,000	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,350,000
Park Renovations CFMP	\$309,000	\$238,000	\$338,000	\$338,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$3,980,000
Playground Renovations CFMP	\$565,000	\$650,000	\$750,000	\$500,000	\$550,000	\$600,000	\$650,000	\$650,000	\$700,000	\$700,000	\$700,000	\$6,450,000
Tree & Shrub Capital Maintenance	\$0	\$176,000	\$226,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$3,010,000
Soft Surface Trails	\$20,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$1,200,000
Water Management & Irrigation	\$177,000	\$0	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$1,152,000
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
Athletic Field Restroom Renovations	\$0	\$20,000	\$225,000	\$225,000	\$225,000	\$205,000	\$0	\$0	\$0	\$0	\$0	\$900,000
Windmill Hill Park Improvements	\$764,773	\$300,000	\$3,700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
Park Maintenance Facilities	\$0	\$0	\$0	\$30,000	\$210,000	\$0	\$0	\$0	\$0	\$0	\$0	\$240,000
Athletic Field Improvements (incl. Synthetic Turf)	\$0	\$0	\$0	\$1,610,000	\$2,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$16,110,000
<b>Recreation Facility Maintenance</b>												
City Marina Maintenance	\$147,000	\$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	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$7,000,000
<b>Renovated or New Recreation Facilities</b>												
Chinquapin Aquatics Center (Renovations w/ Competition Pool)	\$0	\$0	\$4,500,000	\$15,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19,500,000
Aquatics Facilities TBD	\$0	\$0	\$0	\$0	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000
Braddock Area Plan Park	\$764,773	\$855,221	\$0	\$403,843	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,259,064
Patrick Henry Recreation Center	\$0	\$485,000	\$5,665,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,150,000
Boothe Park and Playground Renovation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
East Del Ray Avenue Pocket Park (Phase II)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Marina Restrooms	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
City Marina Seawalls	\$0	\$0	\$255,000	\$1,445,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700,000
City Marina Utility Upgrades	\$0	\$0	\$187,000	\$1,063,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,250,000
<b>Open Space Acquisition &amp; Development</b>												
Open Space Acquisition and Develop.	\$5,354,840	\$0	\$800,000	\$1,500,000	\$0	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$26,300,000
<b>Recreation &amp; Parks Total</b>	<b>\$8,167,386</b>	<b>\$4,011,221</b>	<b>\$18,165,000</b>	<b>\$23,959,843</b>	<b>\$10,768,000</b>	<b>\$9,088,000</b>	<b>\$8,933,000</b>	<b>\$8,933,000</b>	<b>\$8,983,000</b>	<b>\$8,983,000</b>	<b>\$8,983,000</b>	<b>\$110,807,064</b>

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CIP Section/Subsection/Project	Unallocated (2/14)	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Public Buildings</b>												
<b>General Government Facilities</b>												
General Services CFMP	\$151,200	\$1,100,000	\$1,100,000	\$1,100,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$13,800,000
Energy Management Program	\$745,000	\$600,000	\$650,000	\$455,000	\$495,000	\$550,000	\$550,000	\$650,000	\$750,000	\$850,000	\$635,000	\$6,185,000
Emergency Generators	\$768,000	\$945,000	\$232,000	\$580,000	\$400,000	\$25,000	\$25,000	\$207,000	\$450,000	\$25,000	\$108,000	\$2,997,000
Building Physical Conditions Assessment	\$0	\$233,000	\$173,000	\$200,000	\$95,000	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000	\$1,001,000
City Hall HVAC & Infrastructure Replacement	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$9,000,000	\$38,500,000	\$0	\$0	\$0	\$47,500,000
City Hall Security Enhancements	\$175,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Roof Replacement Program	\$308,800	\$366,000	\$780,000	\$200,000	\$358,000	\$0	\$126,000	\$754,000	\$0	\$215,000	\$0	\$2,799,000
Fleet Facility - Lift Replacement	\$585,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Elevator Replacement/Refurbishment	\$0	\$675,000	\$1,040,000	\$115,000	\$0	\$200,000	\$800,000	\$0	\$0	\$0	\$0	\$2,830,000
<b>Library Facilities</b>												
Library CFMP	\$0	\$220,000	\$175,000	\$285,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,730,000
<b>Preservation of Historic Facilities</b>												
City Historic Facilities CFMP	\$345,000	\$245,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$3,350,000
Gadsby's Tavern Restaurant Kitchen Equipment	\$0	\$0	\$245,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$245,000
Torpedo Factory Repairs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Public Health &amp; Welfare Facilities</b>												
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
Health Dept Garage Concrete Deck & Parking Restration	\$0	\$900,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$900,000
<b>Public Safety Facilities</b>												
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	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Station 203 (Cameron Mills)	\$0	\$600,000	\$7,121,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,721,000
Fire Station 207 (Duke Street)	\$0	\$0	\$0	\$700,000	\$17,272,000	\$0	\$0	\$0	\$0	\$0	\$0	\$17,972,000
Fire Station 211 (Beauregard)	\$0	\$0	\$0	\$1,100,000	\$5,000,000	\$7,100,000	\$0	\$0	\$0	\$0	\$0	\$13,200,000
Fire Station 206 (Seminary Rd)	\$0	\$0	\$0	\$0	\$700,000	\$10,187,000	\$0	\$0	\$0	\$0	\$0	\$10,887,000
Fire Station 205 (Cameron Street)	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000	\$9,903,000	\$0	\$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
Courthouse Renovations - HVAC and CFMP	\$0	\$500,000	\$250,000	\$250,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$2,050,000
Adult Detention Center HVAC Replacement	\$0	\$980,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$980,700
EOC/Public Safety Center Reuse	\$4,515,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police K-9 Facility Renovation	\$390,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pistol Range	\$0	\$180,000	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,680,000
Vola Lawson Animal Shelter	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$300,000
<b>Public Buildings Total</b>	<b>\$9,813,000</b>	<b>\$8,584,700</b>	<b>\$14,651,000</b>	<b>\$6,370,000</b>	<b>\$27,505,000</b>	<b>\$21,247,000</b>	<b>\$14,386,000</b>	<b>\$53,199,000</b>	<b>\$4,485,000</b>	<b>\$4,375,000</b>	<b>\$4,028,000</b>	<b>\$158,830,700</b>

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CIP Section/Subsection/Project	Unallocated (2/14)	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Transportation</b>												
<b>Public Transit</b>												
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 Improvements	\$6,895,878	\$0	\$0	\$382,000	\$382,000	\$382,000	\$0	\$0	\$0	\$0	\$0	\$1,146,000
Potomac Yard Metrorail Station	\$2,475,000	\$5,025,000	\$4,000,000	\$270,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$279,025,000
WMATA Capital Contributions	\$0	\$5,380,000	\$5,530,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$55,310,000
Bus Shelters and Benches	\$0	\$1,550,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,550,000
DASH Bus Fleet Replacements (Since FY 2011)	\$0	\$4,550,000	\$3,900,000	\$5,200,000	\$2,600,000	\$3,900,000	\$0	\$3,900,000	\$7,150,000	\$9,100,000	\$5,850,000	\$46,150,000
DASH Bus Fleet Expansion	\$0	\$3,250,000	\$0	\$0	\$3,900,000	\$1,300,000	\$2,600,000	\$0	\$2,600,000	\$0	\$0	\$13,650,000
Hybrid Bus and Trolley Battery Pack Replacement	\$0	\$100,000	\$200,000	\$350,000	\$400,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$1,250,000
Van Dorn Metrorail Station Area Imprv.	\$0	\$0	\$0	\$500,000	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,750,000
Landmark Transit Station	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000	\$5,400,000	\$6,000,000
<b>High Capacity Transit Corridors</b>												
Route 1 Transitway	\$0	\$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	\$3,000,000	\$0	\$0	\$0	\$3,000,000
Transit Corridor "B" - Duke Street (Incl. Duke St Complete St)	\$0	\$250,000	\$0	\$0	\$0	\$0	\$210,000	\$0	\$2,100,000	\$2,000,000	\$15,000,000	\$19,560,000
Transit Corridor "C" - Beauregard	\$1,825,000	\$100,000	\$5,000,000	\$32,592,000	\$33,534,000	\$21,831,000	\$500,000	\$0	\$0	\$0	\$0	\$93,557,000
Transit Corridor "C" Transit Priority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Non-Motorized Transportation</b>												
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
Pedestrian & Bicycle Master Plan Update	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Safe Routes to Schools	\$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
Holmes Run Greenway	\$6,452,402	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mt. Vernon Trail @ East Abingdon	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Access to Transit	\$1,548,000	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Capital Bikeshare	\$600,000	\$484,000	\$0	\$500,000	\$750,000	\$300,000	\$320,000	\$0	\$0	\$0	\$0	\$2,354,000
Complete Streets	\$433,088	\$1,000,000	\$900,000	\$900,000	\$900,000	\$1,240,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$9,440,000
Shared-Use Paths	\$118,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$3,000,000
Sidewalk Capital Maintenance	\$439,469	\$500,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$3,200,000
Parking Study	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Bicycle Parking at Major Transit Stops	\$0	\$0	\$50,000	\$500,000	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$750,000
Old Cameron Run Trail	\$0	\$0	\$500,000	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000
Cameron & Prince Bicycle Facilities	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Braddock Rd. Metro Multimodal Connections	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Backlick Run Multi-Use Paths	\$0	\$0	\$0	\$0	\$200,000	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$3,200,000
Van Dorn/Beauregard Bicycle Facilities	\$0	\$0	\$0	\$0	\$0	\$250,000	\$1,270,000	\$0	\$0	\$0	\$0	\$1,520,000

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CIP Section/Subsection/Project	Unallocated (2/14)	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Streets &amp; Bridges</b>												
Street Reconstruction & Resurfacing of Major Roads	\$770,679	\$4,493,000	\$3,975,000	\$5,200,000	\$4,200,000	\$4,750,000	\$5,125,000	\$4,350,000	\$4,725,000	\$4,725,000	\$4,725,000	\$46,268,000
Bridge Repairs	\$1,100,000	\$875,000	\$300,000	\$700,000	\$300,000	\$700,000	\$300,000	\$700,000	\$300,000	\$700,000	\$300,000	\$5,175,000
King/Quaker Lane/Braddock Rd. Intersection	\$5,848,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Eisenhower Avenue Roadway Improvements	\$4,428,816	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
King & Beaugard Intersection Improvements	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Madison & Montgomery Reconstruction	\$0	\$1,100,000	\$0	\$6,325,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,425,000
Seminary Road at Beaugard Street Ellipse	\$0	\$1,175,000	\$0	\$0	\$3,500,000	\$16,200,000	\$16,700,000	\$0	\$0	\$0	\$0	\$37,575,000
Route 1 @ E. Reed Intersection Improvements	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
Mt. Vernon Ave/Russell Road Intersection	\$0	\$250,000	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
High Street Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000
Van Dorn Metro Multimodal Bridge	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000
<b>Fixed Transportation Equipment</b>												
Fixed Transportation Equipment	\$1,010,000	\$490,000	\$850,000	\$850,000	\$1,450,000	\$850,000	\$850,000	\$850,000	\$850,000	\$2,350,000	\$850,000	\$10,240,000
Intelligent Transportation Systems (ITS) Integration	\$1,567,019	\$2,450,000	\$1,975,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,425,000
Citywide Transportation Management System (SCOOT/TDi)	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Transportation Technologies	\$550,000	\$0	\$250,000	\$250,000	\$0	\$250,000	\$0	\$0	\$250,000	\$0	\$250,000	\$1,250,000
Parking Technologies	\$0	\$0	\$0	\$0	\$110,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$310,000
<b>Transportation Total</b>	<b>\$42,303,436</b>	<b>\$36,482,000</b>	<b>\$29,580,000</b>	<b>\$333,399,000</b>	<b>\$60,126,000</b>	<b>\$61,603,000</b>	<b>\$35,025,000</b>	<b>\$19,850,000</b>	<b>\$25,025,000</b>	<b>\$27,525,000</b>	<b>\$39,425,000</b>	<b>\$668,040,000</b>
<b>Sanitary Sewers</b>												
King & West Combined Sewer Diversion Structure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Holmes Run Trunk Sewer	\$5,637,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Four Mile Run Sanitary Sewer Repair	\$1,830,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Combined Sewer Overflow 001 Planning	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Wet Weather Management Facility	\$0	\$2,250,000	\$2,250,000	\$0	\$8,750,000	\$9,000,000	\$0	\$0	\$0	\$0	\$0	\$22,250,000
Combined Sewer System (CSS) Permit Compliance	\$1,490,690	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,700,000
Reconstructions & Extensions of Sanitary Sewers	\$2,095,918	\$0	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$8,100,000
Combined Sewer Separation Projects	\$1,300,000	\$0	\$200,000	\$200,000	\$600,000	\$200,000	\$200,000	\$600,000	\$200,000	\$200,000	\$600,000	\$3,000,000
Citywide 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
Sewer Assessment & Rehabilitation	\$450,000	\$0	\$0	\$0	\$0	\$3,700,000	\$2,550,000	\$2,550,000	\$0	\$0	\$0	\$8,800,000
AlexRenew Wastewater Treatment Plant Capacity	\$500,000	\$0	\$0	\$0	\$0	\$0	\$11,070,000	\$11,400,000	\$11,750,000	\$0	\$0	\$34,220,000
<b>Sanitary Sewers Total</b>	<b>\$22,623,608</b>	<b>\$2,750,000</b>	<b>\$6,650,000</b>	<b>\$3,775,000</b>	<b>\$13,625,000</b>	<b>\$16,950,000</b>	<b>\$19,020,000</b>	<b>\$15,750,000</b>	<b>\$13,150,000</b>	<b>\$1,400,000</b>	<b>\$1,800,000</b>	<b>\$94,870,000</b>

Note: Projects with \$0 in funding in FY 2015 - 2024 are fully funded and do not require additional resources at this time. They appear in the table below because they are still active projects with their own individual project pages in the CIP.												
CIP Section/Subsection/Project	Unallocated (2/14)	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Stormwater Management</b>												
Ft. Ward Stormwater	\$460,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taylor Run at Janney's Lane	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NPDES / MS4 Permit	\$34,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Four Mile Run Channel Maintenance	\$1,610,000	\$0	\$0	\$0	\$600,000	\$0	\$0	\$0	\$0	\$600,000	\$0	\$1,200,000
Storm Sewer Capacity Assessment	\$0	\$0	\$0	\$0	\$0	\$0	\$475,000	\$475,000	\$0	\$0	\$0	\$950,000
Green Infrastructure in CSO Areas	\$300,000	\$700,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000
Stream & Channel Maintenance	\$618,750	\$550,000	\$1,200,000	\$1,200,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$6,100,000
MS4-TMDL Compliance Water Quality Imprv.	\$800,000	\$0	\$0	\$400,000	\$500,000	\$500,000	\$3,000,000	\$3,000,000	\$3,500,000	\$3,500,000	\$7,000,000	\$21,400,000
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
Lake Cook Stormwater Management	\$0	\$2,400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400,000
Cameron Station Pond Retrofit	\$0	\$0	\$0	\$500,000	\$1,500,000	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$3,500,000
City Facilities Stormwater Best Management Practices (BMPs)	\$0	\$0	\$400,000	\$1,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
<b>Stormwater Management Total</b>	<b>\$6,556,863</b>	<b>\$3,650,000</b>	<b>\$2,400,000</b>	<b>\$3,500,000</b>	<b>\$3,350,000</b>	<b>\$2,750,000</b>	<b>\$4,225,000</b>	<b>\$4,225,000</b>	<b>\$4,250,000</b>	<b>\$4,850,000</b>	<b>\$7,750,000</b>	<b>\$40,950,000</b>
<b>Other Regional Contributions</b>												
Northern Virginia Community College (NVCC)	\$0	\$331,630	\$372,162	\$375,884	\$379,643	\$383,439	\$387,274	\$391,146	\$395,058	\$399,008	\$402,998	\$3,818,242
Northern Virginia Regional Park Authority (NVRPA)	\$0	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$3,759,760
Peumansend Creek Regional Jail	\$0	\$109,738	\$104,085	\$98,506	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$312,329
<b>Other Regional Contributions Total</b>	<b>\$0</b>	<b>\$817,344</b>	<b>\$852,223</b>	<b>\$850,366</b>	<b>\$755,619</b>	<b>\$759,415</b>	<b>\$763,250</b>	<b>\$767,122</b>	<b>\$771,034</b>	<b>\$774,984</b>	<b>\$778,974</b>	<b>\$7,890,331</b>
<b>IT Plan</b>												
<b>Public Access Development</b>												
Customer Relationship Management System	\$100,000	\$0	\$580,000	\$100,000	\$50,000	\$25,000	\$25,000	\$100,000	\$25,000	\$25,000	\$25,000	\$955,000
Electronic Government	\$317,340	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Financial Systems</b>												
Employee Pension Administration System	\$0	\$0	\$0	\$0	\$300,000	\$50,000	\$0	\$0	\$0	\$175,000	\$25,000	\$550,000
Enterprise Resource Planning System	\$500,000	\$75,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$575,000
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	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Personal Property Tax System	\$100,000	\$0	\$0	\$90,000	\$460,000	\$0	\$0	\$0	\$0	\$60,000	\$280,000	\$890,000
Purchasing System Upgrade	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Real Estate Account Receivable System	\$0	\$0	\$0	\$325,000	\$60,000	\$0	\$0	\$0	\$120,000	\$0	\$0	\$505,000
Real Estate Assessment System (CAMA)	\$0	\$0	\$0	\$0	\$30,000	\$600,000	\$200,000	\$0	\$0	\$0	\$0	\$830,000
Phone, Web, Portable Device Payment Portals	\$0	\$0	\$560,000	\$160,000	\$0	\$0	\$340,000	\$0	\$0	\$0	\$0	\$1,060,000
Business Tax System/Reciprocity Contractor System	\$149,000	\$0	\$0	\$90,000	\$0	\$0	\$0	\$100,000	\$382,000	\$0	\$0	\$572,000
<b>Geographic Information Systems</b>												
GIS Development	\$70,000	\$230,000	\$160,000	\$190,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$680,000

**Table 3**  
**Approved FY 2015 – 2024 Capital Improvement Program**  
**Capital Improvement Program Projects by Strategic Plan Goal**

<b>Strategic Plan Goal Summary</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>	<b>FY 24</b>	<b>FY 15-24 TOTAL</b>
Goal 1 - Economic Development	\$11,695,831	\$5,359,000	\$270,900,000	\$746,000	\$1,317,000	\$5,376,000	\$135,000	\$135,000	\$135,000	\$135,000	\$295,933,831
Goal 2- Health & Environment	\$10,337,197	\$18,418,976	\$29,362,819	\$28,388,976	\$29,553,976	\$33,093,976	\$29,743,976	\$27,468,976	\$16,268,976	\$19,503,976	\$242,141,824
Goal 3 - Transportation	\$31,307,000	\$25,580,000	\$63,399,000	\$60,126,000	\$61,603,000	\$35,025,000	\$19,850,000	\$25,025,000	\$27,525,000	\$39,425,000	\$388,865,000
Goal 4 - Children, Youth, & Families	\$18,752,447	\$45,020,441	\$21,851,019	\$50,901,536	\$24,373,405	\$15,412,166	\$15,518,427	\$23,413,020	\$37,537,184	\$37,969,453	\$290,749,098
Goal 5 - Financial Sustainability	\$14,430,700	\$8,243,000	\$8,388,000	\$6,243,000	\$5,565,000	\$15,846,000	\$45,774,000	\$6,757,000	\$6,780,000	\$6,560,000	\$124,586,700
Goal 6 - Public Safety	\$5,546,108	\$15,645,085	\$5,626,506	\$25,696,000	\$22,710,000	\$5,571,000	\$13,254,000	\$4,168,000	\$3,660,000	\$7,243,000	\$109,119,699
Goal 7 - Caring Community	\$395,000	\$560,000	\$610,000	\$667,500	\$717,500	\$767,500	\$817,500	\$867,500	\$867,500	\$867,500	\$7,137,500
<b>Total, All Goals</b>	<b>\$92,464,283</b>	<b>\$118,826,502</b>	<b>\$400,137,344</b>	<b>\$172,769,012</b>	<b>\$145,839,881</b>	<b>\$111,091,642</b>	<b>\$125,092,903</b>	<b>\$87,834,496</b>	<b>\$92,773,660</b>	<b>\$111,703,929</b>	<b>\$1,458,533,652</b>

**Goal 1: Alexandria has quality development and redevelopment, support for local businesses, and a strong, diverse, and growing local economy.**

<b>Strategic Plan Goal/CIP Section/Project</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>	<b>FY 24</b>	<b>FY 15-24 TOTAL</b>
<b>Goal 1 - Economic Development</b>											
<b>Community Development</b>											
Braddock Road Area Plan - Streetscape Improvements	\$255,831	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$660,831
City Marina Waterfront Dredging	\$3,000,000	\$0	\$0	\$0	\$500,000	\$5,000,000	\$0	\$0	\$0	\$0	\$8,500,000
King Street Plan Implementation	\$0	\$150,000	\$250,000	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$900,000
Transportation Signage & Wayfinding System	\$0	\$200,000	\$515,000	\$361,000	\$432,000	\$241,000	\$0	\$0	\$0	\$0	\$1,749,000
Waterfront Small Area Plan Implementation	\$1,400,000	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
<b>IT Plan</b>											
Permit Processing	\$1,700,000	\$29,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,729,000
<b>Public Buildings</b>											
Gadsby's Tavern Restaurant Kitchen Equipment	\$0	\$245,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$245,000
<b>Recreation &amp; Parks</b>											
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
City Marina Restrooms	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
<b>Transportation</b>											
Parking Study	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Polomac Yard Metrorail Station	\$5,025,000	\$4,000,000	\$270,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$279,025,000
<b>Goal 1 - Economic Development Total</b>	<b>\$11,695,831</b>	<b>\$5,359,000</b>	<b>\$270,900,000</b>	<b>\$746,000</b>	<b>\$1,317,000</b>	<b>\$5,376,000</b>	<b>\$135,000</b>	<b>\$135,000</b>	<b>\$135,000</b>	<b>\$135,000</b>	<b>\$295,933,831</b>

**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	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Goal 2- Health &amp; Environment</b>											
<b>Community Development</b>											
Environmental Restoration	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$750,000
Four Mile Run Stream Restoration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Oronoco Outfall	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>IT Plan</b>											
DCHS HIPAA Data Security Compliance	\$0	\$25,000	\$25,000	\$25,000	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$135,000
DCHS Payment System Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recreation Database System	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Regional Contributions</b>											
Northern Virginia Regional Park Authority (NVRPA)	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$3,759,760
<b>Public Buildings</b>											
Energy Management Program	\$600,000	\$650,000	\$455,000	\$495,000	\$550,000	\$550,000	\$650,000	\$750,000	\$850,000	\$635,000	\$6,185,000
Mental Health Residential Facilities CFMP	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,500,000
<b>Recreation &amp; Parks</b>											
Americans with Disabilities Act (ADA) Requirements	\$0	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$261,000
Aquatics Facilities TBD	\$0	\$0	\$0	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000
Athletic Field Improvements (incl. Synthetic Turf)	\$0	\$0	\$1,610,000	\$2,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$16,110,000
Athletic Field Restroom Renovations	\$20,000	\$225,000	\$225,000	\$225,000	\$205,000	\$0	\$0	\$0	\$0	\$0	\$900,000
Ball Court Renovations	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,350,000
Boothe Park and Playground Renovation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Braddock Area Plan Park	\$855,221	\$0	\$403,843	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,259,064
Chinquapin Aquatics Center (Renovations w/ Competition Pool)	\$0	\$4,500,000	\$15,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19,500,000
East Del Ray Avenue Pocket Park (Phase II)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Open Space Acquisition and Develop.	\$0	\$800,000	\$1,500,000	\$0	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$26,300,000
Park Renovations CFMP	\$238,000	\$338,000	\$338,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$3,980,000
Playground Renovations CFMP	\$650,000	\$750,000	\$500,000	\$550,000	\$600,000	\$650,000	\$650,000	\$700,000	\$700,000	\$700,000	\$6,450,000
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	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$7,000,000
Restaurant Depot Contribution Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Soft Surface Trails	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$1,200,000
Tree & Shrub Capital Maintenance	\$176,000	\$226,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$3,010,000
Water Management & Irrigation	\$0	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$1,152,000

**Goal 2: Alexandria respects, protects and enhances the health of its citizens and the quality of its natural environment. (Continued)**

Strategic Plan Goal/CIP Section/Project	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Sanitary Sewers</b>											
AlexRenew Wastewater Treatment Plant Capacity	\$0	\$0	\$0	\$0	\$0	\$11,070,000	\$11,400,000	\$11,750,000	\$0	\$0	\$34,220,000
Citywide Sewershed Infiltration & Inflow	\$0	\$3,000,000	\$2,375,000	\$3,075,000	\$2,850,000	\$4,000,000	\$0	\$0	\$0	\$0	\$15,300,000
Combined Sewer Overflow 001 Planning	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Combined Sewer Separation Projects	\$0	\$200,000	\$200,000	\$600,000	\$200,000	\$200,000	\$600,000	\$200,000	\$200,000	\$600,000	\$3,000,000
Combined Sewer System (CSS) Permit Compliance	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,700,000
Four Mile Run Sanitary Sewer Repair	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Holmes Run Trunk Sewer	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
King & West Combined Sewer Diversion Structure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reconstructions & Extensions of Sanitary Sewers	\$0	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$8,100,000
Sewer Assessment & Rehabilitation	\$0	\$0	\$0	\$0	\$3,700,000	\$2,550,000	\$2,550,000	\$0	\$0	\$0	\$8,800,000
Wet Weather Management Facility	\$2,250,000	\$2,250,000	\$0	\$8,750,000	\$9,000,000	\$0	\$0	\$0	\$0	\$0	\$22,250,000
<b>Stormwater Management</b>											
Cameron Station Pond Retrofit	\$0	\$0	\$500,000	\$1,500,000	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$3,500,000
City Facilities Stormwater Best Management Practices (BMPs)	\$0	\$400,000	\$1,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Four Mile Run Channel Maintenance	\$0	\$0	\$0	\$600,000	\$0	\$0	\$0	\$0	\$600,000	\$0	\$1,200,000
Ft. Ward Stormwater	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Green Infrastructure in CSO Areas	\$700,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000
Lake Cook Stormwater Management	\$2,400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400,000
MS4-TMDL Compliance Water Quality Imprv.	\$0	\$0	\$400,000	\$500,000	\$500,000	\$3,000,000	\$3,000,000	\$3,500,000	\$3,500,000	\$7,000,000	\$21,400,000
NPDES / MS4 Permit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Storm Sewer Capacity Assessment	\$0	\$0	\$0	\$0	\$0	\$475,000	\$475,000	\$0	\$0	\$0	\$950,000
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
Stream & Channel Maintenance	\$550,000	\$1,200,000	\$1,200,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$6,100,000
Taylor Run at Janney's Lane	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Goal 2- Health &amp; Environment Total</b>	<b>\$10,337,197</b>	<b>\$18,418,976</b>	<b>\$29,362,819</b>	<b>\$28,388,976</b>	<b>\$29,553,976</b>	<b>\$33,093,976</b>	<b>\$29,743,976</b>	<b>\$27,468,976</b>	<b>\$16,268,976</b>	<b>\$19,503,976</b>	<b>\$242,141,824</b>

**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	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Goal 3 - Transportation</b>											
<b>Transportation</b>											
Access to Transit	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Backlick Run Multi-Use Paths	\$0	\$0	\$0	\$200,000	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$3,200,000
Bicycle Parking at Major Transit Stops	\$0	\$50,000	\$500,000	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$750,000
BRAC Neighborhood Protection Plan	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Braddock Rd. Metro Multimodal Connections	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Bridge Repairs	\$875,000	\$300,000	\$700,000	\$300,000	\$700,000	\$300,000	\$700,000	\$300,000	\$700,000	\$300,000	\$5,175,000
Bus Shelters and Benches	\$1,550,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,550,000
Cameron & Prince Bicycle Facilities	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Capital Bikeshare	\$484,000	\$0	\$500,000	\$750,000	\$300,000	\$320,000	\$0	\$0	\$0	\$0	\$2,354,000
Citywide Transportation Management System (SCOOT/TDi)	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Complete Streets	\$1,000,000	\$900,000	\$900,000	\$900,000	\$1,240,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$9,440,000
DASH Bus Fleet Expansion	\$3,250,000	\$0	\$0	\$3,900,000	\$1,300,000	\$2,600,000	\$0	\$2,600,000	\$0	\$0	\$13,650,000
DASH Bus Fleet Replacements (Since FY 2011)	\$4,550,000	\$3,900,000	\$5,200,000	\$2,600,000	\$3,900,000	\$0	\$3,900,000	\$7,150,000	\$9,100,000	\$5,850,000	\$46,150,000
Edsall and South Pickett Pedestrian Imprv.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Eisenhower Avenue Roadway Improvements	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Fixed Transportation Equipment	\$490,000	\$850,000	\$850,000	\$1,450,000	\$850,000	\$850,000	\$850,000	\$850,000	\$2,350,000	\$850,000	\$10,240,000
High Street Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000
Holmes Run Greenway	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Hybrid Bus and Trolley Battery Pack Replacement	\$100,000	\$200,000	\$350,000	\$400,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$1,250,000
Intelligent Transportation Systems (ITS) Integration	\$2,450,000	\$1,975,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,425,000
King & Beauregard Intersection Improvements	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
King Street Metrorail Station Area Improvements	\$0	\$0	\$382,000	\$382,000	\$382,000	\$0	\$0	\$0	\$0	\$0	\$1,146,000
King/Quaker Lane/Braddock Rd. Intersection	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landmark Transit Station	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000	\$5,400,000	\$6,000,000
Madison & Montgomery Reconstruction	\$1,100,000	\$0	\$6,325,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,425,000
Mt. Vernon Ave/Russell Road Intersection	\$250,000	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Mt. Vernon Trail @ East Abingdon	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Old Cameron Run Trail	\$0	\$500,000	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000
Parking Technologies	\$0	\$0	\$0	\$110,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$310,000
Pedestrian & Bicycle Master Plan Update	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Route 1 @ E. Reed Intersection Improvements	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
Route 1 Transitway	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000

**Goal 3: A multimodal transportation network that supports sustainable land use and provides internal mobility and regional connectivity for Alexandrians. (Continued)**

Strategic Plan Goal/CIP Section/Project	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
Safe Routes to Schools	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seminary Road at Beauregard Street Ellipse	\$1,175,000	\$0	\$0	\$3,500,000	\$16,200,000	\$16,700,000	\$0	\$0	\$0	\$0	\$37,575,000
Shared-Use Paths	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$3,000,000
Sidewalk Capital Maintenance	\$500,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$3,200,000
South Eisenhower Metrorail Station - South Entrance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Street Reconstruction & Resurfacing of Major Roads	\$4,493,000	\$3,975,000	\$5,200,000	\$4,200,000	\$4,750,000	\$5,125,000	\$4,350,000	\$4,725,000	\$4,725,000	\$4,725,000	\$46,268,000
Transit Corridor "A" - Crystal City/Polomac Yard Streetcars	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$3,000,000
Transit Corridor "B" - Duke Street (Incl. Duke St Complete St)	\$250,000	\$0	\$0	\$0	\$0	\$210,000	\$0	\$2,100,000	\$2,000,000	\$15,000,000	\$19,560,000
Transit Corridor "C" - Beauregard	\$100,000	\$5,000,000	\$32,592,000	\$33,534,000	\$21,831,000	\$500,000	\$0	\$0	\$0	\$0	\$93,557,000
Transit Corridor "C" Transit Priority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transportation Technologies	\$0	\$250,000	\$250,000	\$0	\$250,000	\$0	\$0	\$250,000	\$0	\$250,000	\$1,250,000
Van Dorn Metro Multimodal Bridge	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000
Van Dorn Metrorail Station Area Imprv.	\$0	\$0	\$500,000	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,750,000
Van Dorn/Beauregard Bicycle Facilities	\$0	\$0	\$0	\$0	\$250,000	\$1,270,000	\$0	\$0	\$0	\$0	\$1,520,000
Wilkes Street Bikeway	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
WMATA Capital Contributions	\$5,380,000	\$5,530,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$55,310,000
<b>Goal 3 - Transportation Total</b>	<b>\$31,307,000</b>	<b>\$25,580,000</b>	<b>\$63,399,000</b>	<b>\$60,126,000</b>	<b>\$61,603,000</b>	<b>\$35,025,000</b>	<b>\$19,850,000</b>	<b>\$25,025,000</b>	<b>\$27,525,000</b>	<b>\$39,425,000</b>	<b>\$388,865,000</b>

**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	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Goal 4 - Children, Youth, &amp; Families</b>											
<b>ACPS</b>											
ACPS Total Capacity Funding	\$6,670,365	\$27,550,000	\$9,512,678	\$38,896,799	\$12,400,000	\$500,000	\$500,000	\$8,500,000	\$22,500,000	\$22,500,000	\$149,529,842
ACPS Total Non-Capacity Funding	\$11,045,452	\$11,258,279	\$11,677,457	\$11,475,094	\$11,439,966	\$14,374,892	\$14,477,281	\$14,367,962	\$14,488,176	\$14,916,455	\$129,521,014
<b>Other Regional Contributions</b>											
Northern Virginia Community College (NVCC)	\$331,630	\$372,162	\$375,884	\$379,643	\$383,439	\$387,274	\$391,146	\$395,058	\$399,008	\$402,998	\$3,818,242
<b>Public Buildings</b>											
Library CFMP	\$220,000	\$175,000	\$285,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,730,000
<b>Recreation &amp; Parks</b>											
Patrick Henry Recreation Center	\$485,000	\$5,665,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,150,000
<b>Goal 4 - Children, Youth, &amp; Families Total</b>	<b>\$18,752,447</b>	<b>\$45,020,441</b>	<b>\$21,851,019</b>	<b>\$50,901,536</b>	<b>\$24,373,405</b>	<b>\$15,412,166</b>	<b>\$15,518,427</b>	<b>\$23,413,020</b>	<b>\$37,537,184</b>	<b>\$37,969,453</b>	<b>\$290,749,098</b>

**Goal 5: Alexandria is financially sustainable, efficient, community oriented and values its employees.**

Strategic Plan Goal/CIP Section/Project	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Goal 5 - Financial Sustainability</b>											
<b>Community Development</b>											
Gadsby Lighting Fixtures & Poles Replacement	\$0	\$0	\$75,000	\$0	\$75,000	\$0	\$75,000	\$0	\$75,000	\$0	\$300,000
<b>IT Plan</b>											
AJIS Enhancements	\$131,000	\$73,000	\$40,000	\$40,000	\$40,000	\$150,000	\$0	\$0	\$0	\$0	\$474,000
Business Tax System/Reciprocity Contractor System	\$0	\$0	\$90,000	\$0	\$0	\$0	\$100,000	\$382,000	\$0	\$0	\$572,000
Connectivity Initiatives	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$4,500,000
Customer Relationship Management System	\$0	\$580,000	\$100,000	\$50,000	\$25,000	\$25,000	\$100,000	\$25,000	\$25,000	\$25,000	\$955,000
Database Infrastructure	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$200,000
Document Imaging	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electronic Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Email, Messaging, and Conferencing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Pension Administration System	\$0	\$0	\$0	\$300,000	\$50,000	\$0	\$0	\$0	\$175,000	\$25,000	\$550,000
Enterprise Collaboration (Including AlexStat Hardware & Software)	\$290,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$490,000
Enterprise Data Storage Infrastructure	\$150,000	\$200,000	\$400,000	\$400,000	\$300,000	\$200,000	\$0	\$0	\$0	\$0	\$1,650,000
Enterprise Maintenance Mgmt System	\$0	\$100,000	\$130,000	\$100,000	\$40,000	\$40,000	\$40,000	\$0	\$0	\$0	\$450,000
Enterprise Resource Planning System	\$75,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$575,000
Finance Payment Kiosk	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ford Ward INET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GIS Development	\$230,000	\$160,000	\$190,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$680,000
Handheld Data Collection Devices	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Information Technology Equipment Replacement	\$200,000	\$200,000	\$200,000	\$400,000	\$620,000	\$620,000	\$0	\$0	\$0	\$0	\$2,240,000
Information Technology Lump Sum Funding	\$0	\$0	\$0	\$0	\$0	\$500,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$16,500,000
IT Enterprise Management System	\$0	\$50,000	\$150,000	\$20,000	\$20,000	\$100,000	\$0	\$0	\$0	\$0	\$340,000
LAN Development	\$0	\$15,000	\$15,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$105,000
LAN/WAN Infrastructure	\$370,000	\$260,000	\$260,000	\$260,000	\$260,000	\$260,000	\$0	\$0	\$0	\$0	\$1,670,000
Municipal Fiber	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Network Operations Center (NOC) Relocation	\$6,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,500,000
Network Security	\$200,000	\$250,000	\$225,000	\$225,000	\$225,000	\$225,000	\$0	\$0	\$0	\$0	\$1,350,000
Network Server Infrastructure	\$300,000	\$500,000	\$400,000	\$175,000	\$175,000	\$500,000	\$0	\$0	\$0	\$0	\$2,050,000
Personal Property Tax System	\$0	\$0	\$90,000	\$460,000	\$0	\$0	\$0	\$0	\$60,000	\$280,000	\$890,000
Phone, Web, Portable Device Payment Portals	\$0	\$560,000	\$160,000	\$0	\$0	\$340,000	\$0	\$0	\$0	\$0	\$1,060,000
Purchasing System Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Real Estate Account Receivable System	\$0	\$0	\$325,000	\$60,000	\$0	\$0	\$0	\$120,000	\$0	\$0	\$505,000
Real Estate Assessment System (CAMA)	\$0	\$0	\$0	\$30,000	\$600,000	\$200,000	\$0	\$0	\$0	\$0	\$830,000
Remote Access	\$0	\$250,000	\$150,000	\$150,000	\$150,000	\$75,000	\$75,000	\$0	\$0	\$0	\$850,000
Upgrade Work Station Operating Systems	\$200,000	\$150,000	\$175,000	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$1,125,000
Voice Over Internet Protocol	\$500,000	\$450,000	\$150,000	\$350,000	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$1,750,000

**Goal 5: Alexandria is financially sustainable, efficient, community oriented and values its employees. (Continued)**

Strategic Plan Goal/CIP Section/Project	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Public Buildings</b>											
Adult Detention Center HVAC Replacement	\$980,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$980,700
Building Physical Conditions Assessment	\$233,000	\$173,000	\$200,000	\$95,000	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000	\$1,001,000
Burn Building - Smoke Stack Demolition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Hall HVAC & Infrastructure Replacement	\$0	\$0	\$0	\$0	\$0	\$9,000,000	\$38,500,000	\$0	\$0	\$0	\$47,500,000
Courthouse Renovations - HVAC and CFMP	\$500,000	\$250,000	\$250,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$2,050,000
Elevator Replacement/Refurbishment	\$675,000	\$1,040,000	\$115,000	\$0	\$200,000	\$800,000	\$0	\$0	\$0	\$0	\$2,830,000
Fleet Facility - Lift Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Services CFMP	\$1,100,000	\$1,100,000	\$1,100,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$13,800,000
Health Dept Garage Concrete Deck & Parking Restoration	\$900,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$900,000
Roof Replacement Program	\$366,000	\$780,000	\$200,000	\$358,000	\$0	\$126,000	\$754,000	\$0	\$215,000	\$0	\$2,799,000
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
<b>Recreation &amp; Parks</b>											
City Marina Seawalls	\$0	\$255,000	\$1,445,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700,000
City Marina Utility Upgrades	\$0	\$187,000	\$1,063,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,250,000
Park Maintenance Facilities	\$0	\$0	\$30,000	\$210,000	\$0	\$0	\$0	\$0	\$0	\$0	\$240,000
<b>Goal 5 - Financial Sustainability Total</b>	<b>\$14,430,700</b>	<b>\$8,243,000</b>	<b>\$8,388,000</b>	<b>\$6,243,000</b>	<b>\$5,565,000</b>	<b>\$15,846,000</b>	<b>\$45,774,000</b>	<b>\$6,757,000</b>	<b>\$6,780,000</b>	<b>\$6,560,000</b>	<b>\$124,586,700</b>

**Goal 6: The City protects the safety and security of its residents, businesses, employees, and visitors.**

Strategic Plan Goal/CIP Section/Project	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Goal 6 - Public Safety</b>											
<b>Community Development</b>											
Citywide Street Lighting	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$225,000
Fire Department Vehicles & Apparatus	\$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	\$6,000,000	\$23,483,000
Replacement of Self Contained Breathing Apparatus	\$1,323,370	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,323,370
<b>IT Plan</b>											
Computer Aided Dispatch (CAD) System Replacement	\$230,000	\$366,000	\$635,000	\$315,000	\$1,411,000	\$265,000	\$0	\$0	\$0	\$0	\$3,222,000
EMS Records Management System	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Radios	\$394,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$394,000
Fire Records Management Project	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Radio Network Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Remote Radio Technology	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Regional Contributions</b>											
Peumansend Creek Regional Jail	\$109,738	\$104,085	\$98,506	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$312,329
<b>Public Buildings</b>											
City Hall Security Enhancements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Emergency Generators	\$945,000	\$232,000	\$580,000	\$400,000	\$25,000	\$25,000	\$207,000	\$450,000	\$25,000	\$108,000	\$2,997,000
EOC/Public Safety Center Reuse	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Department CFMP	\$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 203 (Cameron Mills)	\$600,000	\$7,121,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,721,000
Fire Station 205 (Cameron Street)	\$0	\$0	\$0	\$0	\$0	\$700,000	\$9,903,000	\$0	\$0	\$0	\$10,603,000
Fire Station 206 (Seminary Rd)	\$0	\$0	\$0	\$700,000	\$10,187,000	\$0	\$0	\$0	\$0	\$0	\$10,887,000
Fire Station 207 (Duke Street)	\$0	\$0	\$700,000	\$17,272,000	\$0	\$0	\$0	\$0	\$0	\$0	\$17,972,000
Fire Station 210 (Eisenhower Valley)/Impound Lot	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Station 211 (Beauregard)	\$0	\$0	\$1,100,000	\$5,000,000	\$7,100,000	\$0	\$0	\$0	\$0	\$0	\$13,200,000
Office of the Sheriff CFMP	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$4,600,000
Pistol Range	\$180,000	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,680,000
Police K-9 Facility Renovation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Recreation &amp; Parks</b>											
Pavement Improvements in Parks	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$2,500,000
Windmill Hill Park Improvements	\$300,000	\$3,700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
<b>Goal 6 - Public Safety Total</b>	<b>\$5,546,108</b>	<b>\$15,645,085</b>	<b>\$5,626,506</b>	<b>\$25,696,000</b>	<b>\$22,710,000</b>	<b>\$5,571,000</b>	<b>\$13,254,000</b>	<b>\$4,168,000</b>	<b>\$3,660,000</b>	<b>\$7,243,000</b>	<b>\$109,119,699</b>

**Goal 7: Alexandria is a caring and inclusive community that values its rich diversity, history and culture, and promotes affordability.**

<b>Strategic Plan Goal/CIP Section/Project</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>	<b>FY 24</b>	<b>FY 15-24 TOTAL</b>
<b>Goal 7 - Caring Community</b>											
<b>Community Development</b>											
Public Art Acquisition	\$150,000	\$200,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$500,000	\$500,000	\$3,600,000
Public Art Conservation Program	\$0	\$15,000	\$15,000	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$187,500
<b>Public Buildings</b>											
City Historic Facilities CFMP	\$245,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$345,000	\$3,350,000
Torpedo Factory Repairs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Goal 7 - Caring Community Total</b>	<b>\$395,000</b>	<b>\$560,000</b>	<b>\$610,000</b>	<b>\$667,500</b>	<b>\$717,500</b>	<b>\$767,500</b>	<b>\$817,500</b>	<b>\$867,500</b>	<b>\$867,500</b>	<b>\$867,500</b>	<b>\$7,137,500</b>

**Approved FY 2015 – 2024 Capital Improvement Program  
All Funding Sources**

Revenue Source/CIP Section/Project	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Cash Capital</b>											
<b>ACPS</b>											
ACPS Total Capacity Funding	\$2,000,300	\$1,550,000	\$2,900,000	\$2,800,000	\$400,000	\$500,000	\$500,000	\$1,999,724	\$2,000,000	\$2,000,000	\$16,650,024
ACPS Total Non-Capacity Funding	\$2,933,617	\$2,574,779	\$2,920,635	\$2,869,393	\$2,866,466	\$2,825,392	\$2,914,781	\$4,530,739	\$4,065,676	\$4,048,955	\$32,550,433
<b>Community Development</b>											
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
City Marina Waterfront Dredging	\$1,000,000	\$0	\$0	\$0	\$500,000	\$1,250,000	\$0	\$0	\$0	\$0	\$2,750,000
Environmental Restoration	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$750,000
Gadsby Lighting Fixtures & Poles Replacement	\$0	\$0	\$75,000	\$0	\$75,000	\$0	\$75,000	\$0	\$75,000	\$0	\$300,000
King Street Plan Implementation	\$0	\$150,000	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$300,000
Public Art Acquisition	\$150,000	\$200,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$500,000	\$500,000	\$3,600,000
Public Art Conservation Program	\$0	\$15,000	\$15,000	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$187,500
Transportation Signage & Wayfinding System	\$0	\$200,000	\$515,000	\$361,000	\$432,000	\$241,000	\$0	\$0	\$0	\$0	\$1,749,000
Waterfront Small Area Plan Implementation	\$1,400,000	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Citywide Street Lighting	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$225,000
Replacement of Self Contained Breathing Apparatus	\$1,323,370	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,323,370
<b>IT Plan</b>											
AJIS Enhancements	\$131,000	\$73,000	\$40,000	\$40,000	\$40,000	\$150,000	\$0	\$0	\$0	\$0	\$474,000
Business Tax System	\$0	\$0	\$90,000	\$0	\$0	\$0	\$100,000	\$382,000	\$0	\$0	\$572,000
Connectivity Initiatives	\$0	\$0	\$0	\$0	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$2,700,000
Customer Relationship Management System	\$0	\$580,000	\$100,000	\$50,000	\$25,000	\$25,000	\$100,000	\$25,000	\$25,000	\$25,000	\$955,000
Database Infrastructure	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$200,000
DCHS HIPAA Data Security Compliance	\$0	\$25,000	\$25,000	\$25,000	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$135,000
Employee Pension Administration System	\$0	\$0	\$0	\$300,000	\$50,000	\$0	\$0	\$0	\$175,000	\$25,000	\$550,000
Enterprise Data Storage Infrastructure	\$0	\$0	\$0	\$0	\$300,000	\$200,000	\$0	\$0	\$0	\$0	\$500,000
Enterprise Maintenance Mgmt System	\$0	\$100,000	\$130,000	\$100,000	\$40,000	\$40,000	\$40,000	\$0	\$0	\$0	\$450,000
Enterprise Resource Planning System	\$75,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$575,000
Fire Radios	\$394,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$394,000
GIS Development	\$230,000	\$160,000	\$190,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$680,000
Handheld Data Collection Devices	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
IT Enterprise Management System	\$0	\$50,000	\$150,000	\$20,000	\$20,000	\$100,000	\$0	\$0	\$0	\$0	\$340,000
LAN Development	\$0	\$15,000	\$15,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$105,000
LAN/WAN Infrastructure	\$0	\$0	\$0	\$0	\$260,000	\$260,000	\$0	\$0	\$0	\$0	\$520,000
Municipal Fiber	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Network Server Infrastructure	\$0	\$360,000	\$400,000	\$175,000	\$175,000	\$500,000	\$0	\$0	\$0	\$0	\$1,610,000

Revenue Source/CIP Section/Project	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Cash Capital</b>											
Personal Property Tax System	\$0	\$0	\$90,000	\$460,000	\$0	\$0	\$0	\$0	\$60,000	\$280,000	\$890,000
Phone, Web, Portable Device Payment Portals	\$0	\$560,000	\$160,000	\$0	\$0	\$340,000	\$0	\$0	\$0	\$0	\$1,060,000
Real Estate Account Receivable System	\$0	\$0	\$325,000	\$60,000	\$0	\$0	\$0	\$120,000	\$0	\$0	\$505,000
Real Estate Assessment System (CAMA)	\$0	\$0	\$0	\$30,000	\$600,000	\$200,000	\$0	\$0	\$0	\$0	\$830,000
Remote Access	\$0	\$250,000	\$150,000	\$150,000	\$150,000	\$75,000	\$75,000	\$0	\$0	\$0	\$850,000
Security	\$0	\$0	\$35,000	\$35,000	\$225,000	\$225,000	\$0	\$0	\$0	\$0	\$520,000
Upgrade Work Station Operating Systems	\$200,000	\$150,000	\$175,000	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$1,125,000
Voice Over Internet Protocol	\$0	\$450,000	\$150,000	\$350,000	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$1,250,000
Information Technology Equipment Replacement	\$200,000	\$200,000	\$200,000	\$400,000	\$620,000	\$620,000	\$0	\$0	\$0	\$0	\$2,240,000
Computer Aided Dispatch (CAD) System Replacement	\$230,000	\$366,000	\$635,000	\$315,000	\$1,411,000	\$265,000	\$0	\$0	\$0	\$0	\$3,222,000
Information Technology Lump Sum Funding	\$0	\$0	\$0	\$0	\$0	\$500,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$16,500,000
Enterprise Collaboration (Including AlexStat Hardware & Software)	\$290,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$490,000
<b>Other Regional Contributions</b>											
Peumansend Creek Regional Jail	\$109,738	\$104,085	\$98,506	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$312,329
Northern Virginia Community College (NVCC)	\$331,630	\$372,162	\$375,884	\$379,643	\$383,439	\$387,274	\$391,146	\$395,058	\$399,008	\$402,998	\$3,818,242
Northern Virginia Regional Park Authority (NVRPA)	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$375,976	\$3,759,760
<b>Public Buildings</b>											
Adult Detention Center HVAC Replacement	\$98,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$98,700
Building Physical Conditions Assessment	\$233,000	\$173,000	\$200,000	\$95,000	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000	\$1,001,000
City Hall HVAC & Infrastructure Replacement	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,850,000	\$0	\$0	\$0	\$7,350,000
City Historic Facilities CFMP	\$145,000	\$145,000	\$145,000	\$145,000	\$145,000	\$145,000	\$145,000	\$145,000	\$145,000	\$145,000	\$1,450,000
Courthouse Renovations - HVAC and CFMP	\$100,000	\$75,000	\$75,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$600,000
Elevator Replacement/Refurbishment	\$67,000	\$104,000	\$115,000	\$0	\$20,000	\$80,000	\$0	\$0	\$0	\$0	\$386,000
Emergency Generators	\$145,000	\$82,000	\$150,000	\$100,000	\$25,000	\$25,000	\$100,000	\$100,000	\$25,000	\$108,000	\$860,000
Energy Management Program	\$200,000	\$65,000	\$90,000	\$100,000	\$110,000	\$110,000	\$130,000	\$150,000	\$170,000	\$130,000	\$1,255,000
Fire Department CFMP	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$800,000
Fire Station 203 (Cameron Mills)	\$600,000	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,800,000
Fire Station 205 (Cameron Street)	\$0	\$0	\$0	\$0	\$0	\$700,000	\$1,300,000	\$0	\$0	\$0	\$2,000,000
Fire Station 206 (Seminary Rd)	\$0	\$0	\$0	\$700,000	\$1,400,000	\$0	\$0	\$0	\$0	\$0	\$2,100,000
Fire Station 207 (Duke Street)	\$0	\$0	\$700,000	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,950,000
Gadsby's Tavern Restaurant Kitchen Equipment	\$0	\$245,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$245,000
General Services CFMP	\$269,400	\$150,000	\$150,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,969,400
Health Dept Garage Concrete Deck & Parking Restoration	\$180,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$180,000
Library CFMP	\$220,000	\$175,000	\$285,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,730,000
Mental Health Residential Facilities CFMP	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,500,000
Office of the Sheriff CFMP	\$185,000	\$175,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$1,640,000
Pistol Range	\$180,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$380,000
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
<b>Recreation &amp; Parks</b>											
Aquatics Facilities TBD	\$0	\$0	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Athletic Field Improvements (incl. Synthetic Turf)	\$0	\$0	\$110,000	\$250,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,560,000
Athletic Field Restroom Renovations	\$20,000	\$20,000	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$80,000
Ball Court Renovations	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$135,000
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
City Marina Restrooms	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
City Marina Seawalls	\$0	\$255,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$255,000
City Marina Utility Upgrades	\$0	\$187,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$187,000
Open Space Acquisition and Develop.	\$0	\$100,000	\$325,000	\$0	\$4,000,000	\$2,500,000	\$3,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$21,925,000
Park Maintenance Facilities	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000

Revenue Source/CIP Section/Project	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Cash Capital</b>											
Park Renovations CFMP	\$238,000	\$338,000	\$338,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$438,000	\$3,980,000
Patrick Henry Recreation Center	\$485,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,485,000
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	\$650,000	\$750,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$1,720,000
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	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,500,000
Soft Surface Trails	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$1,200,000
Tree & Shrub Capital Maintenance	\$176,000	\$226,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$3,010,000
Water Management & Irrigation	\$0	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$128,000	\$1,152,000
Windmill Hill Park Improvements	\$300,000	\$1,755,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,055,000
Americans with Disabilities Act (ADA) Requirements	\$0	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$261,000
Chinquapin Aquatics Center (Renovations w/ Competition Pool)	\$0	\$2,000,000	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,500,000
<b>Stormwater Management</b>											
Cameron Station Pond Retrofit	\$0	\$0	\$250,000	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$1,250,000
Four Mile Run Channel Maintenance	\$0	\$0	\$0	\$600,000	\$0	\$0	\$0	\$0	\$600,000	\$0	\$1,200,000
Lake Cook Stormwater Management	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
MS4-TMDL Compliance Water Quality Imprv.	\$0	\$0	\$400,000	\$500,000	\$500,000	\$1,000,000	\$1,000,000	\$1,750,000	\$1,750,000	\$2,500,000	\$9,400,000
Storm Sewer Capacity Assessment	\$0	\$0	\$0	\$0	\$0	\$475,000	\$475,000	\$0	\$0	\$0	\$950,000
Stream & Channel Maintenance	\$275,000	\$600,000	\$600,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$3,050,000
City Facilities Stormwater Best Management Practices (BMPs)	\$0	\$200,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
<b>Transportation</b>											
Bridge Repairs	\$75,000	\$75,000	\$700,000	\$75,000	\$175,000	\$75,000	\$175,000	\$75,000	\$175,000	\$300,000	\$1,900,000
Complete Streets	\$334,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$2,359,000
Fixed Transportation Equipment	\$45,000	\$425,000	\$425,000	\$725,000	\$425,000	\$425,000	\$425,000	\$425,000	\$1,175,000	\$425,000	\$4,920,000
Shared-Use Paths	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,700,000
Hybrid Bus and Trolley Battery Pack Replacement	\$100,000	\$200,000	\$350,000	\$400,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$1,250,000
Sidewalk Capital Maintenance	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,700,000
Street Reconstruction & Resurfacing of Major Roads	\$425,000	\$1,400,000	\$1,625,000	\$1,700,000	\$2,250,000	\$775,000	\$325,000	\$1,475,000	\$1,475,000	\$1,475,000	\$12,925,000
<b>Cash Capital Total</b>	<b>\$18,575,231</b>	<b>\$23,882,502</b>	<b>\$22,976,501</b>	<b>\$22,749,012</b>	<b>\$23,796,881</b>	<b>\$24,037,642</b>	<b>\$23,959,904</b>	<b>\$24,711,496</b>	<b>\$25,303,660</b>	<b>\$25,003,929</b>	<b>\$234,996,758</b>
<b>Prior Year CIP/Projects Closed-Out</b>											
<b>IT Plan</b>											
Network Operations Center (NOC) Relocation	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
<b>Transportation</b>											
Fixed Transportation Equipment	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Shared-Use Paths	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Sidewalk Capital Maintenance	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
<b>Prior Year CIP/Projects Closed-Out Total</b>	<b>\$3,000,000</b>	<b>\$0</b>	<b>\$3,000,000</b>								
<b>GO Bonds</b>											
<b>ACPS</b>											
ACPS Total Capacity Funding	\$4,670,065	\$26,000,000	\$6,612,678	\$36,096,799	\$12,000,000	\$0	\$0	\$6,500,276	\$20,500,000	\$20,500,000	\$132,879,818
ACPS Total Non-Capacity Funding	\$8,111,835	\$8,683,500	\$8,756,822	\$8,605,701	\$8,573,500	\$11,549,500	\$11,562,500	\$9,837,224	\$10,422,500	\$10,867,500	\$96,970,582
<b>Community Development</b>											
City Marina Waterfront Dredging	\$2,000,000	\$0	\$0	\$0	\$0	\$3,750,000	\$0	\$0	\$0	\$0	\$5,750,000
Fire Department Vehicles & Apparatus	\$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	\$6,000,000	\$23,483,000
King Street Plan Implementation	\$0	\$0	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$600,000
<b>IT Plan</b>											
Network Operations Center (NOC) Relocation	\$4,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,500,000

Revenue Source/CIP Section/Project	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>GO Bonds</b>											
<b>Public Buildings</b>											
Adult Detention Center HVAC Replacement	\$882,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$882,000
City Hall HVAC & Infrastructure Replacement	\$0	\$0	\$0	\$0	\$0	\$5,500,000	\$34,650,000	\$0	\$0	\$0	\$40,150,000
City Historic Facilities CFMP	\$100,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,900,000
Courthouse Renovations - HVAC and CFMP	\$400,000	\$175,000	\$175,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,450,000
Elevator Replacement/Refurbishment	\$608,000	\$936,000	\$0	\$0	\$180,000	\$720,000	\$0	\$0	\$0	\$0	\$2,444,000
Emergency Generators	\$800,000	\$150,000	\$430,000	\$300,000	\$0	\$0	\$107,000	\$350,000	\$0	\$0	\$2,137,000
Energy Management Program	\$400,000	\$585,000	\$365,000	\$395,000	\$440,000	\$440,000	\$520,000	\$600,000	\$680,000	\$505,000	\$4,930,000
Fire Department CFMP	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$3,200,000
Fire Station 203 (Cameron Mills)	\$0	\$5,921,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,921,000
Fire Station 205 (Cameron Street)	\$0	\$0	\$0	\$0	\$0	\$0	\$8,603,000	\$0	\$0	\$0	\$8,603,000
Fire Station 206 (Seminary Rd)	\$0	\$0	\$0	\$0	\$8,787,000	\$0	\$0	\$0	\$0	\$0	\$8,787,000
Fire Station 207 (Duke Street)	\$0	\$0	\$0	\$16,022,000	\$0	\$0	\$0	\$0	\$0	\$0	\$16,022,000
Fire Station 211 (Beauregard)	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
General Services CFMP	\$830,600	\$950,000	\$950,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$11,830,600
Health Dept Garage Concrete Deck & Parking Restoration	\$720,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$720,000
Office of the Sheriff CFMP	\$275,000	\$285,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,960,000
Pistol Range	\$0	\$1,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000
Roof Replacement Program	\$366,000	\$780,000	\$200,000	\$358,000	\$0	\$126,000	\$754,000	\$0	\$215,000	\$0	\$2,799,000
<b>Recreation &amp; Parks</b>											
Aquatics Facilities TBD	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000,000
Athletic Field Improvements (incl. Synthetic Turf)	\$0	\$0	\$1,500,000	\$2,250,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$14,550,000
Athletic Field Restroom Renovations	\$0	\$205,000	\$205,000	\$205,000	\$205,000	\$0	\$0	\$0	\$0	\$0	\$820,000
Ball Court Renovations	\$0	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$1,215,000
City Marina Seawalls	\$0	\$0	\$1,445,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,445,000
City Marina Utility Upgrades	\$0	\$0	\$1,063,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,063,000
Open Space Acquisition and Develop.	\$0	\$700,000	\$1,175,000	\$0	\$0	\$1,500,000	\$1,000,000	\$0	\$0	\$0	\$4,375,000
Park Maintenance Facilities	\$0	\$0	\$0	\$210,000	\$0	\$0	\$0	\$0	\$0	\$0	\$210,000
Patrick Henry Recreation Center	\$0	\$4,665,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,665,000
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	\$460,000	\$510,000	\$560,000	\$610,000	\$610,000	\$660,000	\$660,000	\$660,000	\$4,730,000
Recreation Centers CFMP	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$5,500,000
Windmill Hill Park Improvements	\$0	\$1,945,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,945,000
Chinquapin Aquatics Center (Renovations w/ Competition Pool)	\$0	\$2,500,000	\$10,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,500,000
<b>Sanitary Sewers</b>											
Sewer Assessment & Rehabilitation	\$0	\$0	\$0	\$0	\$1,850,000	\$1,275,000	\$1,275,000	\$0	\$0	\$0	\$4,400,000
<b>Stormwater Management</b>											
Cameron Station Pond Retrofit	\$0	\$0	\$250,000	\$1,000,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$2,250,000
Green Infrastructure in CSO Areas	\$350,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Lake Cook Stormwater Management	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
MS4-TMDL Compliance Water Quality Imprv.	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000	\$1,750,000	\$1,750,000	\$4,500,000	\$12,000,000
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
Stream & Channel Maintenance	\$275,000	\$600,000	\$600,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$3,050,000
City Facilities Stormwater Best Management Practices (BMPs)	\$0	\$200,000	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000

Revenue Source/CIP Section/Project	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>GO Bonds</b>											
<b>Transportation</b>											
Bridge Repairs	\$150,000	\$225,000	\$0	\$225,000	\$525,000	\$225,000	\$525,000	\$225,000	\$525,000	\$0	\$2,625,000
Complete Streets	\$346,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$6,421,000
Fixed Transportation Equipment	\$245,000	\$425,000	\$425,000	\$725,000	\$425,000	\$425,000	\$425,000	\$425,000	\$1,175,000	\$425,000	\$5,120,000
Madison & Montgomery Reconstruction	\$0	\$0	\$6,325,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,325,000
WMATA Capital Contributions	\$2,880,000	\$5,530,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$52,810,000
DASH Bus Fleet Replacements (Since FY 2011)	\$0	\$0	\$0	\$0	\$0	\$0	\$650,000	\$5,200,000	\$5,200,000	\$1,950,000	\$13,000,000
Street Reconstruction & Resurfacing of Major Roads	\$0	\$1,575,000	\$1,575,000	\$1,500,000	\$1,500,000	\$2,700,000	\$2,700,000	\$2,000,000	\$2,000,000	\$2,000,000	\$17,550,000
<b>GO Bonds Total</b>	<b>\$30,971,000</b>	<b>\$68,490,000</b>	<b>\$53,158,000</b>	<b>\$82,369,000</b>	<b>\$52,790,000</b>	<b>\$45,959,000</b>	<b>\$79,083,000</b>	<b>\$41,823,000</b>	<b>\$57,320,000</b>	<b>\$59,100,000</b>	<b>\$571,063,000</b>
<b>Code Fund</b>											
<b>IT Plan</b>											
Permit Processing	\$1,700,000	\$29,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,729,000
<b>Code Fund Total</b>	<b>\$1,700,000</b>	<b>\$29,000</b>	<b>\$0</b>	<b>\$1,729,000</b>							
<b>Cash Capital - TIP</b>											
<b>Transportation</b>											
Backlick Run Multi-Use Paths	\$0	\$0	\$0	\$0	\$1,090,000	\$0	\$0	\$0	\$0	\$0	\$1,090,000
Bridge Repairs	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$650,000
Eisenhower Avenue Roadway Improvements	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
High Street Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000
Madison & Montgomery Reconstruction	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Mt. Vernon Ave/Russell Road Intersection	\$250,000	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Old Cameron Run Trail	\$0	\$500,000	\$905,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,405,000
Parking Study	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Transportation Technologies	\$0	\$250,000	\$250,000	\$0	\$250,000	\$0	\$0	\$250,000	\$0	\$250,000	\$1,250,000
Van Dorn Metro Multimodal Bridge	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000
DASH Bus Fleet Expansion	\$0	\$0	\$0	\$1,300,000	\$1,300,000	\$0	\$0	\$650,000	\$0	\$0	\$3,250,000
Van Dorn Metrorail Station Area Imprv.	\$0	\$0	\$500,000	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,750,000
Street Reconstruction & Resurfacing of Major Roads	\$1,400,000	\$0	\$1,000,000	\$0	\$0	\$650,000	\$325,000	\$250,000	\$250,000	\$250,000	\$4,125,000
<b>Cash Capital - TIP Total</b>	<b>\$3,050,000</b>	<b>\$2,000,000</b>	<b>\$2,655,000</b>	<b>\$2,550,000</b>	<b>\$2,640,000</b>	<b>\$650,000</b>	<b>\$325,000</b>	<b>\$1,150,000</b>	<b>\$1,250,000</b>	<b>\$500,000</b>	<b>\$16,770,000</b>
<b>Cash Capital - TIP/Prior Years</b>											
<b>Transportation</b>											
Madison & Montgomery Reconstruction	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Street Reconstruction & Resurfacing of Major Roads	\$2,550,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,550,000
<b>Cash Capital - TIP/Prior Years Total</b>	<b>\$3,550,000</b>	<b>\$0</b>	<b>\$3,550,000</b>								
<b>CMAQ/RSTP</b>											
<b>Transportation</b>											
Backlick Run Multi-Use Paths	\$0	\$0	\$0	\$200,000	\$1,910,000	\$0	\$0	\$0	\$0	\$0	\$2,110,000
Bicycle Parking at Major Transit Stops	\$0	\$50,000	\$500,000	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$750,000
Braddock Rd. Metro Multimodal Connections	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Capital Bikeshare	\$484,000	\$0	\$500,000	\$750,000	\$300,000	\$320,000	\$0	\$0	\$0	\$0	\$2,354,000
Complete Streets	\$0	\$0	\$0	\$0	\$340,000	\$0	\$0	\$0	\$0	\$0	\$340,000
Old Cameron Run Trail	\$0	\$0	\$2,095,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,095,000
Parking Technologies	\$0	\$0	\$0	\$110,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$310,000
Transit Corridor "C" - Beauregard	\$100,000	\$0	\$0	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$1,100,000
Van Dorn/Beauregard Bicycle Facilities	\$0	\$0	\$0	\$0	\$250,000	\$1,270,000	\$0	\$0	\$0	\$0	\$1,520,000
Intelligent Transportation Systems (ITS) Integration	\$2,450,000	\$1,975,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,425,000
<b>CMAQ/RSTP Total</b>	<b>\$3,034,000</b>	<b>\$2,025,000</b>	<b>\$3,095,000</b>	<b>\$1,560,000</b>	<b>\$3,600,000</b>	<b>\$2,190,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,504,000</b>

Revenue Source/CIP Section/Project	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Comcast Revenues</b>											
<b>IT Plan</b>											
Connectivity Initiatives	\$450,000	\$450,000	\$450,000	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,800,000
Enterprise Data Storage Infrastructure	\$150,000	\$200,000	\$400,000	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,150,000
LAN/WAN Infrastructure	\$370,000	\$260,000	\$260,000	\$260,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,150,000
Network Server Infrastructure	\$300,000	\$140,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$440,000
Security	\$200,000	\$250,000	\$190,000	\$190,000	\$0	\$0	\$0	\$0	\$0	\$0	\$830,000
Voice Over Internet Protocol	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
<b>Comcast Revenues Total</b>	<b>\$1,970,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,870,000</b>
<b>Sanitary Sewer Fees</b>											
<b>Sanitary Sewers</b>											
Citywide Sewershed Infiltration & Inflow	\$0	\$0	\$0	\$150,000	\$285,000	\$400,000	\$0	\$0	\$0	\$0	\$835,000
Combined Sewer Overflow 001 Planning	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Combined Sewer Separation Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$175,000	\$0	\$175,000
Sewer Assessment & Rehabilitation	\$0	\$0	\$0	\$0	\$370,000	\$1,275,000	\$1,275,000	\$0	\$0	\$0	\$2,920,000
Wet Weather Management Facility	\$150,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
Combined Sewer System (CSS) Permit Compliance	\$0	\$0	\$200,000	\$0	\$0	\$0	\$180,000	\$0	\$0	\$0	\$380,000
Reconstructions & Extensions of Sanitary Sewers	\$0	\$0	\$0	\$360,000	\$0	\$0	\$500,000	\$0	\$525,000	\$0	\$1,385,000
<b>Stormwater Management</b>											
Green Infrastructure in CSO Areas	\$25,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
<b>Sanitary Sewer Fees Total</b>	<b>\$675,000</b>	<b>\$300,000</b>	<b>\$200,000</b>	<b>\$510,000</b>	<b>\$655,000</b>	<b>\$1,675,000</b>	<b>\$1,955,000</b>	<b>\$0</b>	<b>\$700,000</b>	<b>\$0</b>	<b>\$6,670,000</b>
<b>GO Bonds - Sanitary Sewer</b>											
<b>Sanitary Sewers</b>											
Citywide 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
Combined Sewer Separation Projects	\$0	\$200,000	\$200,000	\$600,000	\$200,000	\$200,000	\$600,000	\$200,000	\$25,000	\$600,000	\$2,825,000
Sewer Assessment & Rehabilitation	\$0	\$0	\$0	\$0	\$1,480,000	\$0	\$0	\$0	\$0	\$0	\$1,480,000
Wet Weather Management Facility	\$2,100,000	\$2,000,000	\$0	\$8,750,000	\$9,000,000	\$0	\$0	\$0	\$0	\$0	\$21,850,000
Combined Sewer System (CSS) Permit Compliance	\$0	\$300,000	\$100,000	\$300,000	\$300,000	\$300,000	\$120,000	\$300,000	\$300,000	\$300,000	\$2,320,000
Reconstructions & Extensions of Sanitary Sewers	\$0	\$900,000	\$900,000	\$540,000	\$900,000	\$900,000	\$400,000	\$900,000	\$375,000	\$900,000	\$6,715,000
AlexRenew Wastewater Treatment Plant Capacity	\$0	\$0	\$0	\$0	\$0	\$11,070,000	\$11,400,000	\$11,750,000	\$0	\$0	\$34,220,000
<b>Stormwater Management</b>											
Green Infrastructure in CSO Areas	\$325,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$525,000
<b>GO Bonds - Sanitary Sewer Total</b>	<b>\$2,425,000</b>	<b>\$6,600,000</b>	<b>\$3,575,000</b>	<b>\$13,115,000</b>	<b>\$14,445,000</b>	<b>\$16,070,000</b>	<b>\$12,520,000</b>	<b>\$13,150,000</b>	<b>\$700,000</b>	<b>\$1,800,000</b>	<b>\$84,400,000</b>
<b>Stormwater Local Assistance Fund</b>											
<b>Stormwater Management</b>											
Lake Cook Stormwater Management	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000
<b>Stormwater Local Assistance Fund Total</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,200,000</b>
<b>GO Bonds - Potomac Yard</b>											
<b>Transportation</b>											
Potomac Yard Metrorail Station	\$0	\$0	\$204,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$204,000,000
<b>GO Bonds - Potomac Yard Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$204,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$204,000,000</b>
<b>PY Special Tax District Revenues</b>											
<b>Transportation</b>											
Potomac Yard Metrorail Station	\$2,525,000	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,525,000
<b>PY Special Tax District Revenues Total</b>	<b>\$2,525,000</b>	<b>\$3,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,525,000</b>
<b>New Freedom Grant</b>											
<b>Transportation</b>											
Complete Streets	\$320,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$320,000
<b>New Freedom Grant Total</b>	<b>\$320,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$320,000</b>

Revenue Source/CIP Section/Project	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>NVTA - 70%</b>											
<b>Transportation</b>											
Bus Shelters and Benches	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Citywide Transportation Management System (SCOOT/TDI)	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Landmark Transit Station	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000	\$5,400,000	\$6,000,000
Potomac Yard Metrorail Station	\$2,500,000	\$1,000,000	\$66,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$69,500,000
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	\$3,000,000	\$0	\$0	\$0	\$3,000,000
Transit Corridor "B" - Duke Street (Incl. Duke St Complete St)	\$250,000	\$0	\$0	\$0	\$0	\$210,000	\$0	\$2,100,000	\$2,000,000	\$15,000,000	\$19,560,000
Transit Corridor "C" - Beauregard	\$0	\$2,400,000	\$19,740,000	\$20,000,000	\$20,000,000	\$0	\$0	\$0	\$0	\$0	\$62,140,000
DASH Bus Fleet Expansion	\$3,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,250,000
<b>NVTA - 70% Total</b>	<b>\$7,550,000</b>	<b>\$3,400,000</b>	<b>\$85,740,000</b>	<b>\$20,000,000</b>	<b>\$20,000,000</b>	<b>\$210,000</b>	<b>\$3,000,000</b>	<b>\$2,100,000</b>	<b>\$2,600,000</b>	<b>\$20,400,000</b>	<b>\$165,000,000</b>
<b>NVTA - 30%</b>											
<b>Transportation</b>											
Access to Transit	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Bus Shelters and Benches	\$1,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100,000
Cameron & Prince Bicycle Facilities	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Route 1 @ E. Reed Intersection Improvements	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
WMATA Capital Contributions	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Seminary Road at Beauregard Street Ellipse	\$425,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$425,000
DASH Bus Fleet Expansion	\$0	\$0	\$0	\$2,600,000	\$0	\$2,600,000	\$0	\$1,950,000	\$0	\$0	\$7,150,000
King Street Metrorail Station Area Improvements	\$0	\$0	\$7,640	\$7,640	\$7,640	\$0	\$0	\$0	\$0	\$0	\$22,920
DASH Bus Fleet Replacements (Since FY 2011)	\$4,550,000	\$3,900,000	\$5,200,000	\$2,600,000	\$3,900,000	\$0	\$3,250,000	\$1,950,000	\$3,900,000	\$3,900,000	\$33,150,000
<b>NVTA - 30% Total</b>	<b>\$8,985,000</b>	<b>\$4,200,000</b>	<b>\$5,207,640</b>	<b>\$5,207,640</b>	<b>\$3,907,640</b>	<b>\$2,600,000</b>	<b>\$3,250,000</b>	<b>\$3,900,000</b>	<b>\$3,900,000</b>	<b>\$3,900,000</b>	<b>\$45,057,920</b>
<b>Reprogrammed VDOT Funds</b>											
<b>Transportation</b>											
King & Beauregard Intersection Improvements	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
<b>Reprogrammed VDOT Funds Total</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>
<b>State Revenue Sharing</b>											
<b>Transportation</b>											
Street Reconstruction & Resurfacing of Major Roads	\$118,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$9,118,000
<b>State Revenue Sharing Total</b>	<b>\$118,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$9,118,000</b>
<b>Urban Funds</b>											
<b>Transportation</b>											
Transit Corridor "C" - Beauregard	\$0	\$0	\$752,000	\$1,034,000	\$1,331,000	\$0	\$0	\$0	\$0	\$0	\$3,117,000
King Street Metrorail Station Area Improvements	\$0	\$0	\$374,360	\$374,360	\$374,360	\$0	\$0	\$0	\$0	\$0	\$1,123,080
<b>Urban Funds Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,126,360</b>	<b>\$1,408,360</b>	<b>\$1,705,360</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,240,080</b>
<b>Private Development Contributions</b>											
<b>Community Development</b>											
Braddock Road Area Plan - Streetscape Improvements	\$210,831	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$210,831
<b>Public Buildings</b>											
Fire Station 211 (Beauregard)	\$0	\$0	\$1,100,000	\$5,000,000	\$5,100,000	\$0	\$0	\$0	\$0	\$0	\$11,200,000
<b>Recreation &amp; Parks</b>											
Braddock Area Plan Park	\$855,221	\$0	\$403,843	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,259,064
<b>Transportation</b>											
Transit Corridor "C" - Beauregard	\$0	\$2,600,000	\$12,100,000	\$12,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$27,200,000
Seminary Road at Beauregard Street Ellipse	\$750,000	\$0	\$0	\$3,500,000	\$16,200,000	\$16,700,000	\$0	\$0	\$0	\$0	\$37,150,000
<b>Private Development Contributions Total</b>	<b>\$1,816,052</b>	<b>\$2,600,000</b>	<b>\$13,603,843</b>	<b>\$21,000,000</b>	<b>\$21,300,000</b>	<b>\$16,700,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$77,019,895</b>

Revenue Source/CIP Section/Project	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 15-24 TOTAL
<b>Private Capital Contributions</b>											
<b>Recreation &amp; Parks</b>											
Chinquapin Aquatics Center (Renovations w/ Competition Pool)	\$0	\$0	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
<b>Private Capital Contributions Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500,000</b>
<b>Total, All Funding Sources</b>	<b>\$92,464,283</b>	<b>\$118,826,502</b>	<b>\$400,137,344</b>	<b>\$172,769,012</b>	<b>\$145,839,881</b>	<b>\$111,091,642</b>	<b>\$125,092,903</b>	<b>\$87,834,496</b>	<b>\$92,773,660</b>	<b>\$111,703,929</b>	<b>\$1,458,533,652</b>

**Table 4**  
**Approved FY 2015 – 2024 Capital Improvement Program**  
**Debt Service Indicators**

<b>Table 4</b>					
<b>Debt Service Indicators</b>					
	Total Debt Service	Outstanding Debt <sup>1</sup>	General Government Expenditures <sup>2</sup>	Assessed Value of Real Property (Thousands of Dollars) <sup>3</sup>	Personal Income (Thousands of Dollars) <sup>4</sup>
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	735,769,542	33,782,698	11,487,213
FY 2013	48,571,714	508,700,000	763,516,075	34,725,071	11,842,827
FY 2014	57,029,259	539,280,000	787,414,466	35,895,637	12,115,212
FY 2015	64,441,506	535,812,000	843,362,449	36,856,289	12,393,862
FY 2016	69,838,178	570,502,000	865,328,143	38,127,831	12,678,921
FY 2017	75,056,514	783,785,000	1,068,476,460	39,824,519	13,059,288
FY 2018	81,501,981	827,594,000	912,345,075	41,815,745	13,451,067
FY 2019 / 5	95,258,357	839,474,000	950,811,128	43,906,533	13,854,599
FY 2020	96,528,077	845,203,000	992,963,985	46,101,859	14,339,510
FY 2021	99,491,941	879,186,000	1,041,379,484	48,406,952	14,841,393
FY 2022	102,411,642	873,019,000	1,092,803,758	50,827,300	15,435,049
FY 2023	106,950,338	864,964,000	1,126,709,496	53,368,665	16,052,450
FY 2024	109,203,853	856,619,000	1,180,742,221	56,037,098	16,694,548

<sup>1</sup> Beginning in FY 2006, debt attributable to sanitary sewer capital projects is excluded because sanitary sewer systems are 100% self-supporting.

<sup>2</sup> General Government expenditures after FY 2015 are based on a long range forecast scenario.

<sup>3</sup> Presented on a calendar year basis. Future growth assumes a 2.69% growth in FY 2014, 3.45% in FY 2015, 4.45% growth for FY 2016, and 5.0% from FY 2017 - 2024.

<sup>4</sup> Personal income numbers through FY 2013 taken from the Bureau of Economic Analysis.

<sup>5</sup> Reflects debt service for self-funded proposed Potomac Yard Metrorail Station starting in FY 2019 (Bonds issued FY 2017).

**Approved FY 2015 – 2024 Capital Improvement Program  
Debt Service Indicators**

<b>(Indicators Exclude Exempt Sanitary Sewer Debt)</b>			
<b>Fiscal Year</b>	<b>Ratio of Debt Service to General Governmental Expenditures</b>	<b>Outstanding Debt as a Percentage of Assessed Value of Real Property/1</b>	<b>Debt per Capita as a Percentage of Per Capita Income</b>
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	7.6%	1.4%	4.1%
FY 2016	8.1%	1.4%	4.3%
FY 2017 / 2	7.0%	1.9%	5.8%
FY 2018	8.9%	1.9%	5.8%
FY 2019	10.0%	1.8%	5.7%
FY 2020	9.7%	1.7%	5.4%
FY 2021	9.6%	1.7%	5.4%
FY 2022	9.4%	1.6%	5.1%
FY 2023	9.5%	1.5%	4.9%
FY 2024	9.2%	1.4%	4.7%

/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 2017.

**General Obligation Bond Repayment Schedules**

Table 5, below, summarizes the annual debt service for all currently outstanding general obligation bond issues of the City of Alexandria. Tables 6 through 21, 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.

<b>Table 5. City of Alexandria, VA</b>			
<b>Summary of Total General Obligation Debt Service</b>			
<b>Debt Outstanding at June 30, 2014</b>			
<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2015	\$38,335,000	\$23,310,551	\$61,645,551
2016	\$38,985,000	\$21,637,194	\$60,622,194
2017	\$39,585,000	\$19,872,219	\$59,457,219
2018	\$39,480,000	\$18,131,893	\$57,611,893
2019	\$39,370,000	\$16,364,431	\$55,734,431
2020	\$37,105,000	\$14,629,404	\$51,734,404
2021	\$34,175,000	\$13,015,650	\$47,190,650
2022	\$31,350,000	\$11,479,869	\$42,829,869
2023	\$31,450,000	\$10,064,694	\$41,514,694
2024	\$29,575,000	\$8,611,344	\$38,186,344
2025	\$28,250,000	\$7,435,319	\$35,685,319
2026	\$26,310,000	\$6,230,106	\$32,540,106
2027	\$23,345,000	\$5,039,200	\$28,384,200
2028	\$23,345,000	\$3,978,800	\$27,323,800
2029	\$24,595,000	\$2,979,188	\$27,574,188
2030	\$20,245,000	\$1,930,450	\$22,175,450
2031	\$15,445,000	\$1,155,125	\$16,600,125
2032	\$11,045,000	\$626,600	\$11,671,600
2033	\$7,290,000	\$278,300	\$7,568,300
<b>Total</b>	<b>\$539,280,000</b>	<b>\$186,770,337</b>	<b>\$726,050,337</b>

**Table 6. City of Alexandria, VA  
GENERAL OBLIGATION BOND ISSUE OF \$63.8 MILLION - (JULY, 2013)  
Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2015	\$3,305,000	\$2,892,100	\$6,197,100
2016	\$3,305,000	\$2,726,850	\$6,031,850
2017	\$3,305,000	\$2,561,600	\$5,866,600
2018	\$3,305,000	\$2,396,350	\$5,701,350
2019	\$3,305,000	\$2,231,100	\$5,536,100
2020	\$3,305,000	\$2,065,850	\$5,370,850
2021	\$3,305,000	\$1,900,600	\$5,205,600
2022	\$3,305,000	\$1,735,350	\$5,040,350
2023	\$3,305,000	\$1,570,100	\$4,875,100
2024	\$3,305,000	\$1,404,850	\$4,709,850
2025	\$3,305,000	\$1,272,650	\$4,577,650
2026	\$3,305,000	\$1,140,450	\$4,445,450
2027	\$3,305,000	\$1,008,250	\$4,313,250
2028	\$3,305,000	\$876,050	\$4,181,050
2029	\$3,305,000	\$743,850	\$4,048,850
2030	\$3,305,000	\$595,125	\$3,900,125
2031	\$3,305,000	\$446,400	\$3,751,400
2032	\$3,305,000	\$297,675	\$3,602,675
2033	\$3,310,000	\$148,950	\$3,458,950
<b>Total</b>	<b>\$62,800,000</b>	<b>\$28,014,150</b>	<b>\$90,814,150</b>

**Table 7. City of Alexandria, VA  
GENERAL OBLIGATION BOND ISSUE OF \$17.34 MILLION - (JULY, 2012)  
Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>Total</b>	<b>\$17,180,000</b>	<b>\$4,148,050</b>	<b>\$21,328,050</b>

**Table 8. City of Alexandria, VA  
GENERAL OBLIGATION BOND ISSUE OF \$63.625 MILLION - (APRIL, 2012)  
Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>Total</b>	<b>\$60,735,000</b>	<b>\$14,132,300</b>	<b>\$74,867,300</b>

**Table 9. City of Alexandria, VA  
GENERAL OBLIGATION BOND ISSUE OF \$69.95 MILLION - (JULY, 2011)  
Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>Total</b>	<b>\$66,950,000</b>	<b>\$23,331,665</b>	<b>\$90,281,665</b>

**Table 10. City of Alexandria, VA  
GENERAL OBLIGATION BOND ISSUE OF \$17.0 MILLION - A (JULY, 2010)\*  
Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>Total</b>	<b>\$11,100,000</b>	<b>\$8,266,200</b>	<b>\$19,366,200</b>

\* Tax-exempt portion of bond issuance

**Table 11. City of Alexandria, VA  
 BUILD AMERICA BOND ISSUE OF \$55.3 MILLION - B (JULY, 2010)\*  
 Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>Total</b>	<b>\$55,300,000</b>	<b>\$19,294,650</b>	<b>\$74,594,650</b>

\* Build America Bond portion of issuance; payment schedule does not reflect the Federal B.A.B. subsidy

**Table 12. City of Alexandria, VA  
 BUILD AMERICA BOND ISSUE OF \$44.5 MILLION - B (JUNE, 2009)\*  
 Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>Total</b>	<b>\$44,500,000</b>	<b>\$26,997,225</b>	<b>\$71,497,225</b>

\* Build America Bond portion of issuance; payment schedule does not reflect the Federal B.A.B. subsidy

**Table 13. City of Alexandria, VA  
GENERAL OBLIGATION BOND ISSUE OF \$35.2 MILLION - A (JUNE, 2009)\*  
Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>Total</b>	<b>\$24,600,000</b>	<b>\$2,749,563</b>	<b>\$27,349,563</b>

\* Tax-exempt portion of bond issuance

**Table 14. City of Alexandria, VA  
GENERAL OBLIGATION BOND ISSUE OF \$58.0 MILLION - A (JULY, 2008)\*  
Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2015	\$3,100,000	\$1,937,500	\$5,037,500
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
<b>Total</b>	<b>\$46,500,000</b>	<b>\$13,933,338</b>	<b>\$60,433,338</b>

\* Tax-exempt portion of bond issuance

**Table 15. City of Alexandria, VA  
GENERAL OBLIGATION BOND ISSUE OF \$5.0 MILLION - B (JULY, 2008)\*  
Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2015	\$250,000	\$194,031	\$444,031
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	\$0	\$70,000	\$70,000
2029	\$1,250,000	\$70,000	\$1,320,000
<b>Total</b>	<b>\$3,750,000</b>	<b>\$1,792,156</b>	<b>\$5,542,156</b>

\* Taxable portion of bond issuance for Glebe Park housing project

**Table 16. City of Alexandria, VA  
GENERAL OBLIGATION BOND ISSUE OF \$22.8 MILLION - A (MAY, 2007)\*  
Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>Total</b>	<b>\$19,910,000</b>	<b>\$3,795,850</b>	<b>\$23,705,850</b>

\* Tax exempt bond issuance refinanced prior City bond issuance

**Table 17. City of Alexandria, VA  
GENERAL OBLIGATION BOND ISSUE OF \$56.0 MILLION - A (JUNE, 2006) \*\*  
Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>Total</b>	<b>\$11,660,000</b>	<b>\$3,301,240</b>	<b>\$14,961,240</b>

\*\* Tax exempt portion of bond issuance

**Table 18. City of Alexandria, VA  
GENERAL OBLIGATION BOND ISSUE OF \$15.0 MILLION - B (JUNE, 2006)\*  
Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>Total</b>	<b>\$9,000,000</b>	<b>\$3,435,000</b>	<b>\$12,435,000</b>

\* Taxable portion of bond issuance (affordable housing)

**Table 19. City of Alexandria, VA**  
**\*GENERAL OBLIGATION BOND ISSUE OF \$54.8 MILLION - C (NOVEMBER, 2004)**  
**Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2015	\$2,740,000	\$137,000	\$2,877,000
<b>Total</b>	<b>\$2,740,000</b>	<b>\$137,000</b>	<b>\$2,877,000</b>

**Table 20. City of Alexandria, VA**  
**GENERAL OBLIGATION BOND ISSUE OF \$32.5 MILLION - B (OCTOBER, 2004)\***  
**Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>Total</b>	<b>\$18,135,000</b>	<b>\$2,744,850</b>	<b>\$20,879,850</b>

\* Tax exempt bond issuance refinanced prior City bond issuance

**Table 21. City of Alexandria, VA**  
**GENERAL OBLIGATION BOND ISSUE OF \$34.0 MILLION - (JANUARY, 1999)**  
**Debt Outstanding at June 30, 2014**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>Total</b>	<b>\$10,000,000</b>	<b>\$1,490,000</b>	<b>\$11,490,000</b>

**Table 22**  
**Approved FY 2015 – 2024 Capital Improvement Program**  
**Projected Additional Operating Impact – All Funds**

(Note: Amounts are projections only for FY 2016 – 2024. Actual additional operating impacts will be determined during the annual operating budget development process.)

Code Fund											
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total FY 15-24
<b>IT Plan</b>											
Permit Processing System	\$100,000	\$103,000	\$106,090	\$109,273	\$112,551	\$115,927	\$119,405	\$122,987	\$126,677	\$130,477	\$1,146,388
General Fund or Stormwater											
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total FY 15-24
<b>Stormwater</b>											
Cameron Station Pond Retrofit	\$0	\$0	\$0	\$0	\$67,500	\$135,000	\$139,050	\$143,222	\$147,518	\$151,944	\$784,233
City Facilities Stormwater Best Management Practices (BMPs)	\$0	\$0	\$0	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138	\$28,982	\$29,851	\$191,562
Lake Cook Stormwater Management MS4-Total Maximum Daily Load (TMDL) Compliance Water Quality Improvements	\$0	\$0	\$100,000	\$103,000	\$106,090	\$109,273	\$112,551	\$115,927	\$119,405	\$122,987	\$889,234
	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$100,000	\$150,000	\$150,000	\$150,000	\$650,000
NVTA 30%											
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total FY 15-24
<b>High Capacity Transit Corridors</b>											
Route 1 Transitway	\$2,420,000	\$2,420,000	\$1,573,000	\$1,573,000	\$1,573,000	\$1,573,000	\$1,573,000	\$1,573,000	\$1,573,000	\$1,573,000	\$17,424,000
Transit Corridor "C" - Beaugard	\$0	\$0	\$0	\$0	\$600,000	\$2,400,000	\$2,400,000	\$1,560,000	\$1,560,000	\$1,560,000	\$10,080,000
P.Y. Special Tax District											
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total FY 15-24
<b>Public Transit</b>											
Potomac Yard Metrorail Station	\$0	\$0	\$0	\$0	\$695,000	\$1,410,850	\$1,453,176	\$1,496,771	\$1,541,674	\$1,587,924	\$8,185,395
Sanitary Sewer											
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total FY 15-24
<b>Sanitary Sewers</b>											
Wet Weather Management Facility	\$0	\$0	\$0	\$0	\$0	\$309,000	\$318,270	\$327,818	\$337,653	\$347,782	\$1,640,523
Sanitary Sewer/Stormwater											
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total FY 15-24
<b>Stormwater Management</b>											
Green Infrastructure in CSO Areas	\$0	\$0	\$750	\$1,523	\$1,569	\$1,616	\$1,664	\$1,714	\$1,766	\$1,819	\$12,420

<b>Stormwater</b>											
	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Total FY 15-24</b>
<b>Community Development</b>											
Oronoco Outfall	\$150,000	\$154,500	\$159,135	\$163,909	\$168,826	\$173,891	\$179,108	\$184,481	\$190,016	\$195,716	\$1,719,582

<b>TIP</b>											
	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Total FY 15-24</b>
<b>Non-Motorized Transportation</b>											
Capital Bikeshare	\$31,000	\$111,000	\$232,500	\$381,000	\$439,500	\$478,500	\$478,500	\$478,500	\$478,500	\$478,500	\$3,587,500
Holmes Run Greenway/Old Cameron Run/Backlick Run	\$0	\$0	\$0	\$10,000	\$10,000	\$20,000	\$40,000	\$50,000	\$50,000	\$50,000	\$230,000
<b>Public Transit</b>											
Bus Shelters and Benches	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020	\$46,371	\$47,762	\$49,195	\$50,671	\$52,191	\$458,555
DASH Fleet Expansion	\$0	\$380,802	\$1,038,082	\$1,038,082	\$1,038,082	\$2,118,082	\$2,690,082	\$3,027,082	\$3,308,082	\$3,589,082	\$18,227,458
King Street Metrorail Station Area Improvements	\$0	\$70,000	\$60,000	\$61,800	\$63,654	\$65,564	\$67,531	\$69,556	\$71,643	\$73,792	\$603,540
<b>TIP thru FY 19, TIP &amp; G/F FY 20-20</b>											
<b>Community Development</b>											
Transportation Signage & Wayfinding Program	\$61,047	\$62,878	\$64,765	\$66,708	\$68,709	\$95,770	\$98,643	\$101,603	\$104,651	\$107,790	\$832,564

<b>General Fund</b>											
	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Total FY 15-24</b>
<b>Community Development</b>											
Citywide Street Lighting	\$0	\$0	\$600	\$1,200	\$1,800	\$2,400	\$3,000	\$3,600	\$4,200	\$4,800	\$21,600
Four Mile Run Stream Restoration	\$0	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506	\$13,911	\$14,329	\$14,758	\$15,201	\$121,909
<b>Fixed Transportation Equipment</b>											
Fixed Transportation Equipment	\$0	\$2,500	\$5,000	\$7,500	\$10,000	\$12,500	\$15,000	\$17,500	\$20,000	\$22,500	\$112,500
Intelligent Transportation Systems (ITS) Integration	\$0	\$10,000	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	\$23,185	\$23,881	\$24,597	\$187,847
<b>IT Plan</b>											
Business Tax System/Reciprocity Contractor System	\$0	\$0	\$0	\$22,000	\$22,660	\$23,340	\$24,040	\$24,761	\$25,504	\$26,269	\$168,574
Computer Aided Dispatch (CAD) System	\$426,495	\$1,025,000	\$1,435,000	\$1,323,000	\$1,418,000	\$1,505,000	\$1,394,000	\$1,419,000	\$1,580,000	\$1,544,000	\$13,069,495
Customer Relationship Management System	\$0	\$0	\$100,000	\$103,000	\$106,090	\$109,273	\$112,551	\$115,927	\$119,405	\$122,987	\$889,234
DCHS HIPAA Data Security Compliance	\$0	\$20,500	\$21,115	\$21,748	\$22,401	\$23,073	\$23,765	\$24,478	\$25,212	\$25,969	\$208,262
Employee Pension Administration System	\$0	\$0	\$0	\$0	-\$250,000	-\$200,000	-\$150,000	-\$50,000	\$0	\$0	-\$650,000
Enterprise Collaboration (Including AlexStat Hardware & Software)	\$0	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275	\$57,964	\$59,703	\$61,494	\$63,339	\$507,955
Enterprise Data Storage Infrastructure	\$0	\$25,000	\$50,000	\$75,000	\$100,000	\$125,000	\$150,000	\$175,000	\$200,000	\$225,000	\$1,125,000

General Fund											
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total FY 15-24
Enterprise Maintenance Management System	\$0	\$0	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	\$23,185	\$23,881	\$24,597	\$177,847
Enterprise Resource Planning System	\$147,000	\$151,410	\$155,952	\$160,631	\$165,450	\$170,413	\$175,526	\$180,791	\$186,215	\$191,802	\$1,685,190
Fire Radios	\$0	\$46,600	\$47,998	\$49,438	\$50,921	\$52,449	\$54,022	\$55,643	\$57,312	\$59,031	\$473,414
Information Technology Enterprise Management System	\$0	\$0	\$65,000	\$0	\$0	\$71,027	\$0	\$0	\$77,613	\$0	\$213,641
Personal Property Tax System	\$0	\$0	\$0	\$0	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138	\$28,982	\$161,710
Real Estate Accounts Receivable System	\$0	\$0	\$0	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	\$23,185	\$23,881	\$153,249
Real Estate Assessment System (CAMA)	\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765	\$159,274
Remote Access	\$0	\$0	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$133,385
Voice Over Internet Protocol (VoIP)	\$0	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765	\$34,778	\$35,822	\$36,896	\$38,003	\$304,773
<b>Non-Motorized Transportation</b>											
Access to Transit	\$0	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$12,668	\$101,591
Complete Streets	\$0	\$10,000	\$20,000	\$30,000	\$40,000	\$50,000	\$60,000	\$70,000	\$80,000	\$90,000	\$450,000
Safe Routes to School	\$0	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637	\$4,776	\$4,919	\$5,067	\$40,636
<b>Public Buildings</b>											
Emergency Generators	\$0	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610	\$20,928
Energy Management Program	\$0	-\$229,000	-\$301,000	-\$381,000	-\$391,000	-\$401,000	-\$410,000	-\$432,000	-\$465,000	-\$508,000	-\$3,518,000
Fire Station 203 (Cameron Mills)	\$0	\$1,200,000	\$1,100,000	\$1,133,000	\$1,166,990	\$1,202,000	\$1,238,060	\$1,275,201	\$1,313,458	\$1,352,861	\$10,981,570
Fire Station 205 (Cameron Street)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,000	\$12,360	\$12,731	\$37,091
Fire Station 206 (Seminary Road)	\$0	\$0	\$0	\$0	\$0	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506	\$63,710
Fire Station 207 (Duke Street)	\$0	\$0	\$0	\$0	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506	\$13,911	\$77,621
Fire Station 210 (Eisenhower Valley) / Impound Lot	\$140,160	\$144,365	\$148,696	\$153,157	\$157,751	\$162,484	\$167,358	\$172,379	\$177,550	\$182,877	\$1,606,777
Fire Station 211 (Beauregard)	\$0	\$0	\$0	\$0	\$5,700,000	\$5,400,000	\$5,562,000	\$5,728,860	\$5,900,726	\$6,077,748	\$34,369,333
<b>Public Transit</b>											
South Eisenhower Metrorial Station - South Entrance	\$0	\$0	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$133,385
<b>Recreation &amp; Parks</b>											
Chinquapin Aquatics Center (Renovations w/ 50m Pool)	\$0	\$0	\$0	\$1,503,999	\$1,549,119	\$1,595,593	\$1,643,460	\$1,692,764	\$1,743,547	\$1,795,853	\$11,524,335
City Marina Restrooms	\$25,000	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765	\$34,778	\$35,822	\$36,896	\$38,003	\$329,773
Park Maintenance Facilities	\$0	\$0	\$0	\$4,500	\$9,270	\$9,548	\$9,835	\$10,130	\$10,433	\$10,746	\$64,462
Tree & Shrub Capital Maintenance	\$0	\$0	\$45,000	\$90,000	\$92,700	\$95,481	\$98,345	\$101,296	\$104,335	\$107,465	\$734,622
<b>Streets and Bridges</b>											
Eisenhower Avenue Widening	\$0	\$0	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$133,385
King & Beauregard Intersection	\$0	\$0	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$133,385
King Street / Quaker Lane / Braddock Road Intersection	\$0	\$0	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$133,385
Route 1 at East Reed Avenue Intersection Improvements	\$0	\$0	\$0	\$0	\$0	\$500	\$0	\$0	\$0	\$10,000	\$10,500
Seminary Road at Beauregard Street Ellipse	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$25,750	\$26,523	\$27,318	\$104,591

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# Glossary



**ACPMT:** Alexandria Community Policy 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 the City of Alexandria.

**ACTUAL:** Monies that have already been used or received; different from *budgeted monies*, which are estimates of 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 many criminal justice and public safety agencies in the City.

**ALLOCATION:** A dedication of governmental resources, within appropriated amounts, to a specific project or activity. City Council is responsible for authorizing the allocation of capital funds through a monthly review and approval process.

**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 or charge that does not exceed the actual cost incurred for the design, construction, and financing of a local improvement (such as street paving, sidewalks, or 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 Office 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 levied upon those doing business or engaging in a profession, trade, or occupation in the City of Alexandria.

**BOND-GENERAL OBLIGATION:** A type of security sold for the purpose of financing capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City of Alexandria through its taxing authority.

**BUDGET:** A plan for financing the operations of City Government, including estimated expenditures for the coming fiscal year and the approved means of financing those expenditures in accordance with adopted policy.

**BUDGET CALENDAR:** The schedule of key dates that a government follows during the preparation and adoption of a budget.

**BUDGET ORDINANCE:** A legal amendment to the current budget that serves to (a) better align estimates with actual revenue increases or decreases; (b) transfer funding from one department or capital project to another; or (c) otherwise increase or decrease funding to a department, capital project, or fund. The City Council adopts or declines all budget ordinances.

**BUDGET REVIEW PROCESS:** The evaluation of a proposed budget through public hearing and comment, followed by reconsideration by the City Manager and City Council, prior to final 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.

# Glossary



**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 to Alexandria City Public 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/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, LINE OF BUSINESS:** An entity with specific goals to fulfill. The City government is divided into Departments, Departments into Programs, and Programs into Lines of Business, each with increasingly specific goals and performance measures.

**CITY MANAGER'S PERFORMANCE PLAN (CMPP):** A document that defines the performance expectations for the City Government and helps departments, agencies, and employees better understand how the goals and objectives described in the City's Strategic Plan translate into tangible long term and intermediate outcomes.

**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 (a) addresses the establishment of fixed pay steps, which supersede the minimum-maximum (min-max) salary schedule formerly in effect; (b) defines the City's comparative labor market, which includes the counties of Prince William, Prince George's, Montgomery, Arlington and Fairfax; and (c) 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 Appendices 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; 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 provided to individuals, at their residence, by a City agency.

# Glossary



**DEBT SERVICE:** The amount of interest and principal that the City must pay on its debt.

**DEPARTMENT WORK PLAN (DWP):** A document developed by each department in the City that (a) establishes the type and level of services that the department can offer to achieve key outcomes and (b) outlines additional strategies to achieve key performance targets using resources allocated through the budget process.

**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 that register 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:** A fund that 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 2015, for example, begins on July 1, 2014 and ends on June 30, 2015.

**FOCUS AREA:** The direction of the City Government to accomplish the City's Strategic Plan, as described in the CMPP.

**FOCUS AREA TEAM:** A group of Department leaders (typically Directors) led by a Deputy City Manager and responsible for the programs that align with the CMPP's Focus Areas.

**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 a regularly scheduled 40 hour per week position at 2,080 hours of work per year with 1 full-time equivalent position. Police, Fire and Sheriff equate a different number of total hours, which varies by department.

**FULL ACCRUAL BASIS ACCOUNTING:** A method of accounting for revenues and expenses when earned or incurred (in lieu 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.

**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 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;

# Glossary



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 accumulated total of all prior years' actual General Fund revenues in excess of expenditures (or "surplus") that are available for appropriation by City Council and that have 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. Read more about the fund balance requirements as part of the Debt Ratio Policies in the *Legislative References* section of this document.

**GASB:** The Governmental Accounting Standards Board (GASB) 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 that are not 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

**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.

**INITIAL RESULT:** The immediate impact of an output that indicates the effectiveness of the program and represents the logical next step toward achieving the LTO; these initial results often represent a change in attitudes, behaviors, and conditions.

**INTERMEDIATE OUTCOME:** The effect of initial results on attitudes, behaviors, and conditions that lead to achieving the long term outcome. Intermediate outcomes are influenced by the City as well as by other internal and external variables.

**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.

**LINE OF BUSINESS (LOB):** Services operated by a Department's program that deliver a product and require resources.

**LOGIC MODEL:** A diagram that demonstrates the logical connection between the services we offer (line of business), the tangible product of our work (output), the goals of our services (initial result), the factors that lead us to achieving success (intermediate outcome), and what the community wants (long term outcome).

**LONG TERM OUTCOME (LTO):** The end result that the community values. Long term outcomes are influenced by the City as well as by other internal and external variables.

**MANAGER'S MESSAGE:** Written explanation of the budget and the City's financial plan and priorities, as presented by the City Manager to City Council.

# Glossary



**MARKET RATE ADJUSTMENT:** An increase in salaries to offset the adverse effect of inflation on compensation.

**MEASURE NAME:** This field indicates a measurable statement, written as a number or percent.

**MODIFIED ACCRUAL ACCOUNTING:** A basis of accounting in which revenues are recognized in the period they become measurable and available. With respect to real property, personal property, and other local taxes, the term "available" is limited to collection within forty-five days of the fiscal year-end. Levies made prior to the fiscal year-end that 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.

**ORDINANCE:** A statute or law that sets out general laws. Ordinances require public hearings before they may be adopted.

**OUTPUT:** The tangible product of a line of business.

**OVERHIRES:** Positions authorized by the City Manager to be filled as a result of (a) the availability of special revenue sources for time-limited special projects or activities; (b) needs arising that require an immediate, temporary response, sometimes prior to the next budget cycle; and (c) positions needed to maintain a necessary level of actual, on-board on-duty staff due to expected turnover (such as sworn police or fire suppression staff).

**PART-TIME POSITION:** A position regularly scheduled to work no more than 39 hours per week. Part-time positions scheduled regularly to work at least 10 hours per week receive limited benefits.

**PERFORMANCE MEASURES:** Within the City's Results Alexandria framework, performance measures are used to assess the level of achievement by the organization towards an objective. The family of indicators and measures includes outputs, initial results, intermediate outcomes, and long term 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, including both wages and fringe benefits.

**PROGRAM:** An organized set of lines of business 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 the position has been appropriately classified under the City's personnel classification system.

**RESOLUTION:** A special or temporary order of a legislative body requiring less legal formality than an ordinance.

# Glossary



**RESULTS ALEXANDRIA:** The City's performance management system that facilitates accountability, transparency, and informed decision making in order to focus resources and programs on achieving results the community values.

**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:** A fund that accounts for resources restricted to expenditures for specified purposes (for example, state and federal grants).

**TARGET:** A quantified measurement or standard by which a program or outcome's performance is assessed.

**TAX BASE:** All forms of property wealth under the City's jurisdiction that are taxable.

**TURNOVER RATE/SAVINGS:** The 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 (WMATA) is the regional agency that operates the METRO bus and subway systems.

# Legislative References



## RELEVANT BUDGET LEGISLATIVE REFERENCE

### 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)



## RELEVANT BUDGET LEGISLATIVE REFERENCES

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.



## RELEVANT BUDGET LEGISLATIVE REFERENCES

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.

## RELEVANT BUDGET LEGISLATIVE REFERENCES



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,<sup>1</sup> 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.

<sup>1</sup>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.

# Legislative References



## 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.

# Legislative References



## 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).

# Legislative References



## 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.

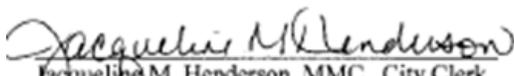
(16) In the event that the City Manager recommends final revenue technical adjustments that result in a net increase or net decrease from the revenue estimates specified in section (b) of this resolution, the net change in the revenue estimate shall be reflected as a change in the proposed appropriation 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. EULLE MAYOR

ATTEST:

  
Jacqueline M. Henderson, MMC City Clerk

# Legislative References



## CITY REDUCTION IN FORCE (RIF) POLICY

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

# Legislative References



## 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 recalled employee must possess the necessary skills and experience to perform the duties of the vacancy and be interviewed prior to being recalled.
  - 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.
  - Employees on a recall list will be notified to return to work by registered mail.
  - Any employee who fails to respond to a recall opportunity within ten working days following receipt of notification will forfeit recall rights.
  - An employee who is recalled will be removed from the recall list.
  - 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.
  - 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:
- Provided an annual salary in accordance with AR 6-13, Eligibility and Determination of Pay Adjustments.
  - Subject to a new one-year probationary period.
  - 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 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

# Legislative References



## 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.

# Legislative References



## 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.

## Legislative References



## 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	<u>\$508,700,000</u>
Less Total General Obligation Debt	<u>(\$508,700,000)</u>
<b>LEGAL DEBT MARGIN REMAINING</b>	<b><u>\$2,963,807,100</u></b>

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.

# Legislative References



## 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.

# Legislative References



## 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.

# Legislative References



## 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 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.

# Legislative References



## 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.

# Legislative References



## 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

# Legislative References



## 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.



# 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 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



# City of Alexandria Compensation Philosophy

## **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 \$1,000 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.



# City of Alexandria Compensation Philosophy

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 (VRS PARTICIPATING)

Effective Pay Period Beginning 6/21/2014

Year	Less Than 1	1	2	3	4	5	6	7	8
Pay Increase	5%			3.50%					2.30%
Step	00	01	02	03	04	05	06	07	08
Grade									
1				27,486.90	28,448.94	29,445.00	30,476.42	31,543.72	32,268.34
2			27,747.46	28,720.12	29,724.24	30,763.98	31,841.94	32,955.26	33,713.68
3		27,652.82	29,035.24	30,052.10	31,104.58	32,192.68	33,318.74	34,484.84	35,278.62
4	27,552.57	28,930.20	30,377.62	31,440.76	32,541.34	33,679.88	34,858.46	36,079.16	36,909.08
5	28,821.00	30,262.18	31,776.68	32,888.18	34,039.20	35,230.52	36,463.70	37,741.08	38,608.44
6	30,142.32	31,648.76	33,230.60	34,394.36	35,598.16	36,843.82	38,133.68	39,467.74	40,377.48
7	31,545.80	33,123.48	34,778.90	35,994.92	37,255.40	38,560.34	39,908.96	41,305.94	42,255.46
8	33,016.36	34,667.36	36,400.52	37,675.56	38,992.98	40,358.50	41,770.04	43,232.28	44,228.08
9	34,671.52	36,406.76	38,226.24	39,564.20	40,948.70	42,381.56	43,864.60	45,400.42	46,444.58
10	36,190.44	37,999.26	39,900.38	41,295.54	42,740.88	44,238.74	45,787.04	47,387.86	48,478.04
11	37,898.38	39,793.26	41,782.78	43,247.10	44,759.78	46,326.80	47,948.68	49,625.16	50,768.12
12	39,686.14	41,669.42	43,753.32	45,284.98	46,868.90	48,509.50	50,207.04	51,965.42	53,160.90
13	41,562.04	43,639.96	45,820.58	47,425.56	49,085.40	50,803.48	52,580.84	54,421.38	55,673.28
14	43,660.76	45,843.72	48,135.62	49,820.68	51,564.24	53,368.64	55,236.22	57,169.06	58,484.14
15	45,837.48	48,129.38	50,534.90	52,303.68	54,133.56	56,028.44	57,990.40	60,019.96	61,400.04
16	48,133.54	50,539.06	53,066.26	54,923.18	56,845.62	58,835.14	60,895.90	63,026.08	64,475.58
17	50,536.98	53,064.18	55,717.48	57,666.96	59,685.86	61,774.18	63,935.56	66,173.12	67,696.20
18	53,068.34	55,721.64	58,507.28	60,553.48	62,673.00	64,868.44	67,137.46	69,488.12	71,086.86
19	55,715.40	58,501.04	61,427.34	63,576.50	65,801.32	68,103.88	70,488.08	72,954.44	74,633.00
20	58,498.96	61,423.18	64,494.56	66,750.84	69,089.02	71,507.02	74,009.00	76,599.38	78,359.84
21	61,423.18	64,494.56	67,719.34	70,088.98	72,542.60	75,082.54	77,710.62	80,429.18	82,280.12
22	64,490.40	67,714.92	71,101.68	73,588.84	76,164.66	78,830.44	81,588.78	84,445.92	86,387.08
23	67,717.00	71,101.68	74,656.14	77,269.40	79,975.48	82,773.60	85,670.52	88,668.58	90,708.28
24	71,099.34	74,654.06	78,387.14	81,130.92	83,969.08	86,908.12	89,950.12	93,099.24	95,239.82
25	74,645.48	78,378.82	82,296.76	85,177.04	88,157.94	91,243.88	94,437.20	97,743.88	99,991.84
26	78,380.90	82,300.92	86,414.12	89,439.48	92,569.62	95,809.22	99,164.00	102,634.70	104,993.70
27	82,074.20	86,177.00	90,485.72	93,653.56	96,930.86	100,323.90	103,834.10	107,468.70	109,941.00
28	86,177.00	90,485.72	95,010.76	98,336.42	101,777.50	105,340.30	109,027.40	112,842.30	115,439.00
29	90,489.88	95,014.92	99,764.86	103,256.40	106,869.90	110,611.30	114,483.20	118,489.30	121,214.10
30	95,008.68	99,758.62	104,748.00	108,414.00	112,207.90	116,136.30	120,199.60	124,407.40	127,268.40
31	99,752.12	104,739.70	109,976.90	113,827.50	117,810.70	121,934.50	126,201.40	130,619.30	133,623.60
32	104,739.70	109,976.90	115,476.90	119,518.60	123,701.20	128,031.00	132,512.10	137,150.80	140,304.10
33	109,976.90	115,476.90	121,250.00	125,493.40	129,886.10	134,432.20	139,138.00	144,007.80	147,318.60
34	115,476.90	121,250.00	127,312.60	131,768.50	136,379.90	141,154.80	146,093.70	151,207.20	154,686.00
35	121,250.00	127,312.60	133,678.00	138,356.70	143,198.90	148,211.40	153,398.40	158,768.00	162,419.10

# City of Alexandria Pay Scale



## GENERAL SALARY SCALE (VRS PARTICIPATING)

Effective Pay Period Beginning 6/21/2014

Year	9	10	11	12	13	14	15	16 or Greater
Pay Increase								
Step	09	10	11	12	13	14	15	16
Grade								
1	33,009.86	33,770.36	34,547.76	35,341.80	36,154.82	36,984.74	37,835.46	38,707.24
2	34,489.00	35,283.04	36,093.72	36,923.64	37,774.36	38,641.98	39,530.92	40,440.40
3	36,089.56	36,919.48	37,770.20	38,637.82	39,526.76	40,436.24	41,366.78	42,316.30
4	37,757.72	38,625.34	39,514.02	40,423.50	41,351.96	42,303.82	43,276.48	44,272.28
5	39,495.04	40,404.52	41,333.24	42,284.84	43,257.50	44,251.22	45,270.16	46,309.90
6	41,305.94	42,255.46	43,226.04	44,221.84	45,238.44	46,278.44	47,343.66	48,431.76
7	43,228.12	44,221.84	45,238.44	46,280.52	47,343.66	48,434.10	49,547.42	50,685.96
8	45,244.94	46,284.68	47,349.90	48,438.26	49,553.66	50,692.20	51,858.30	53,051.44
9	47,513.96	48,606.22	49,723.96	50,868.74	52,036.92	53,234.22	54,459.08	55,711.24
10	49,593.70	50,734.32	51,900.42	53,095.64	54,316.34	55,564.08	56,843.54	58,150.04
11	51,936.04	53,129.18	54,351.96	55,602.04	56,881.24	58,188.00	59,526.22	60,895.90
12	54,383.42	55,633.24	56,912.70	58,221.54	59,561.84	60,931.52	62,332.92	63,765.52
13	56,954.82	58,263.40	59,603.96	60,975.72	62,376.86	63,811.80	65,280.28	66,780.22
14	59,828.60	61,204.52	62,614.50	64,053.34	65,525.98	67,034.50	68,576.30	70,151.90
15	62,811.84	64,257.18	65,733.98	67,246.66	68,792.88	70,376.80	71,994.52	73,649.94
16	65,958.88	67,475.72	69,028.18	70,616.26	72,240.22	73,901.88	75,601.50	77,338.82
17	69,253.08	70,845.32	72,475.52	74,141.34	75,847.20	77,590.76	79,376.44	81,202.16
18	72,721.48	74,393.54	76,103.56	77,855.70	79,645.54	81,477.24	83,351.32	85,269.34
19	76,349.26	78,105.56	79,901.64	81,740.10	83,620.16	85,542.60	87,511.06	89,523.46
20	80,162.42	82,006.86	83,893.16	85,821.84	87,796.54	89,815.44	91,880.62	93,993.90
21	84,172.92	86,107.58	88,088.52	90,113.92	92,187.16	94,306.94	96,477.16	98,695.48
22	88,374.52	90,407.98	92,485.64	94,613.74	96,790.20	99,014.76	101,292.40	103,622.00
23	92,794.52	94,928.86	97,113.64	99,346.78	101,630.40	103,968.50	106,359.20	108,806.60
24	97,430.84	99,670.22	101,964.50	104,308.90	106,707.90	109,161.80	111,672.30	114,241.40
25	102,292.10	104,643.00	107,050.60	109,512.50	112,031.40	114,609.30	117,243.60	119,940.90
26	107,409.60	109,880.20	111,462.30	114,991.50	117,636.50	120,342.00	123,111.00	125,943.00
27	112,470.50	115,056.80	117,703.60	120,409.60	123,178.10	126,012.10	128,911.40	131,875.60
28	118,092.30	120,808.70	123,587.90	126,430.20	129,338.00	132,312.40	135,356.50	138,470.00
29	124,001.80	126,854.50	129,772.80	132,755.70	135,810.50	138,934.10	142,129.80	145,398.50
30	130,195.00	133,190.70	136,253.80	139,388.10	142,593.90	145,873.30	149,228.00	152,661.10
31	136,697.10	139,840.00	143,056.20	146,345.90	149,713.70	153,156.60	156,679.60	160,282.70
32	143,530.90	146,833.20	150,209.30	153,665.20	157,198.60	160,814.20	164,513.70	168,297.20
33	150,707.20	154,173.50	157,719.60	161,347.70	165,057.90	168,856.00	172,738.30	176,711.10
34	158,242.80	161,883.50	165,606.00	169,414.70	173,311.80	177,297.10	181,374.70	185,546.90
35	166,156.40	169,977.90	173,887.50	177,885.20	181,977.60	186,162.60	190,443.80	194,824.00

# City of Alexandria Pay Scale



## GENERAL SALARY SCALE (NON-VRS PARTICIPATING)

Effective Pay Period Beginning 6/21/2014

Year	Less Than 1	1	2	3	4	5	6	7	8
Pay Increase	5%			3.50%					2.30%
Step	00	01	02	03	04	05	06	07	08
Grade									
1					28,167.36	29,153.28	30,174.56	31,231.20	31,948.80
2			27,472.64	28,435.68	29,429.92	30,459.52	31,526.56	32,628.96	33,379.84
3		27,379.04	28,747.68	29,754.40	30,796.48	31,873.92	32,988.80	34,143.20	34,929.44
4		28,643.68	30,076.80	31,129.28	32,219.20	33,346.56	34,513.44	35,721.92	36,543.52
5	28,535.52	29,962.40	31,462.08	32,562.40	33,702.24	34,881.60	36,102.56	37,367.20	38,226.24
6	29,843.84	31,335.20	32,901.44	34,053.76	35,245.60	36,479.04	37,756.16	39,076.96	39,977.60
7	31,233.28	32,795.36	34,434.40	35,638.72	36,886.72	38,178.40	39,513.76	40,896.96	41,837.12
8	32,689.28	34,324.16	36,040.16	37,302.72	38,606.88	39,958.88	41,356.64	42,804.32	43,790.24
9	34,328.32	36,046.40	37,847.68	39,172.64	40,543.36	41,961.92	43,430.40	44,950.88	45,984.64
10	35,832.16	37,623.04	39,505.44	40,886.56	42,317.60	43,800.64	45,333.60	46,918.56	47,998.08
11	37,523.20	39,399.36	41,369.12	42,818.88	44,316.48	45,868.16	47,473.92	49,133.76	50,265.28
12	39,293.28	41,256.80	43,320.16	44,836.48	46,404.80	48,029.28	49,709.92	51,450.88	52,634.40
13	41,150.72	43,207.84	45,366.88	46,956.00	48,599.20	50,300.64	52,060.32	53,882.40	55,122.08
14	43,228.64	45,389.76	47,659.04	49,327.20	51,053.60	52,840.32	54,689.44	56,603.04	57,905.12
15	45,383.52	47,652.80	50,034.40	51,785.76	53,597.44	55,473.60	57,416.32	59,425.60	60,792.16
16	47,656.96	50,038.56	52,540.80	54,379.52	56,282.72	58,252.48	60,292.96	62,402.08	63,837.28
17	50,036.48	52,538.72	55,165.76	57,096.00	59,094.88	61,162.40	63,302.72	65,517.92	67,025.92
18	52,542.88	55,169.92	57,928.00	59,953.92	62,052.64	64,226.24	66,472.64	68,800.16	70,383.04
19	55,163.68	57,921.76	60,819.20	62,947.04	65,149.76	67,429.44	69,790.24	72,232.16	73,894.08
20	57,919.68	60,815.04	63,856.00	66,089.92	68,404.96	70,799.04	73,276.32	75,840.96	77,584.00
21	60,815.04	63,856.00	67,048.80	69,395.04	71,824.48	74,339.20	76,941.28	79,632.80	81,465.28
22	63,851.84	67,044.64	70,397.60	72,860.32	75,410.40	78,049.92	80,780.96	83,609.76	85,531.68
23	67,046.72	70,397.60	73,916.96	76,504.48	79,183.52	81,954.08	84,822.40	87,790.56	89,810.24
24	70,395.52	73,914.88	77,611.04	80,327.52	83,137.60	86,047.52	89,059.36	92,177.28	94,296.80
25	73,906.56	77,602.72	81,481.92	84,333.60	87,285.12	90,340.64	93,502.24	96,776.16	99,001.76
26	77,604.80	81,486.08	85,558.72	88,553.92	91,653.12	94,860.48	98,182.24	101,618.40	103,954.20
27	81,261.44	85,323.68	89,589.76	92,726.40	95,971.20	99,330.40	102,806.10	106,404.50	108,852.60
28	85,323.68	89,589.76	94,070.08	97,362.72	100,769.80	104,297.40	107,947.80	111,725.10	114,296.00
29	89,593.92	94,074.24	98,777.12	102,234.10	105,811.70	109,516.20	113,349.60	117,316.20	120,013.90
30	94,068.00	98,770.88	103,710.90	107,340.50	111,097.00	114,986.60	119,009.30	123,175.50	126,008.50
31	98,764.64	103,702.60	108,888.00	112,700.60	116,644.30	120,727.40	124,951.80	129,326.10	132,300.50
32	103,702.60	108,888.00	114,333.40	118,335.40	122,476.60	126,763.50	131,200.20	135,792.80	138,914.90
33	108,888.00	114,333.40	120,049.30	124,250.90	128,600.20	133,101.30	137,760.50	142,581.90	145,860.00
34	114,333.40	120,049.30	126,052.20	130,463.80	135,029.40	139,757.30	144,647.40	149,710.10	153,154.60
35	120,049.30	126,052.20	132,354.60	136,986.70	141,781.10	146,744.00	151,879.50	157,196.00	160,811.00



# City of Alexandria Pay Scale

## GENERAL SALARY SCALE (NON-VRS PARTICIPATING)

Effective Pay Period Beginning 6/21/2014

Year Pay Increase	9	10	11	12	13	14	15	16 or Greater
<b>Step</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>
Grade								
1	32,683.04	33,436.00	34,205.60	34,991.84	35,796.80	36,618.40	37,460.80	38,324.00
2	34,147.36	34,933.60	35,736.48	36,558.08	37,400.48	38,259.52	39,139.36	40,040.00
3	35,732.32	36,553.92	37,396.32	38,255.36	39,135.20	40,035.84	40,957.28	41,897.44
4	37,383.84	38,242.88	39,122.72	40,023.36	40,942.72	41,884.96	42,848.00	43,833.92
5	39,104.00	40,004.64	40,924.00	41,866.24	42,829.28	43,813.12	44,821.92	45,851.52
6	40,896.96	41,837.12	42,798.08	43,784.00	44,790.72	45,820.32	46,874.88	47,952.32
7	42,800.16	43,784.00	44,790.72	45,822.40	46,874.88	47,954.40	49,056.80	50,184.16
8	44,796.96	45,826.56	46,881.12	47,958.56	49,063.04	50,190.40	51,344.80	52,526.24
9	47,043.36	48,124.96	49,231.52	50,365.12	51,521.60	52,707.20	53,919.84	55,159.52
10	49,102.56	50,232.00	51,386.40	52,569.92	53,778.40	55,013.92	56,280.64	57,574.40
11	51,421.76	52,603.20	53,813.76	55,051.36	56,318.08	57,611.84	58,936.80	60,292.96
12	53,844.96	55,082.56	56,349.28	57,645.12	58,972.16	60,328.32	61,715.68	63,134.24
13	56,390.88	57,686.72	59,013.76	60,372.00	61,759.36	63,180.00	64,633.92	66,119.04
14	59,236.32	60,598.72	61,994.40	63,419.20	64,877.28	66,370.72	67,897.44	69,457.44
15	62,189.92	63,620.96	65,083.20	66,580.80	68,111.68	69,680.00	71,281.60	72,920.64
16	65,305.76	66,807.52	68,344.64	69,917.12	71,524.96	73,170.24	74,852.96	76,573.12
17	68,567.20	70,143.84	71,757.92	73,407.36	75,096.32	76,822.72	78,590.72	80,398.24
18	72,001.28	73,656.96	75,350.08	77,084.80	78,856.96	80,670.72	82,526.08	84,425.12
19	75,593.44	77,332.32	79,110.72	80,930.72	82,792.32	84,695.52	86,644.48	88,637.12
20	79,368.64	81,194.88	83,062.72	84,972.16	86,927.36	88,926.24	90,970.88	93,063.36
21	83,339.36	85,255.04	87,216.48	89,221.60	91,274.56	93,373.28	95,521.92	97,718.40
22	87,499.36	89,512.80	91,569.92	93,676.96	95,831.84	98,034.56	100,289.30	102,596.00
23	91,875.68	93,988.96	96,152.16	98,363.20	100,624.20	102,939.20	105,306.20	107,729.40
24	96,466.24	98,683.52	100,954.90	103,276.20	105,651.50	108,081.00	110,566.60	113,110.40
25	101,279.40	103,606.90	105,990.60	108,428.30	110,922.20	113,474.40	116,082.70	118,753.40
26	106,346.20	108,792.30	110,358.60	113,853.00	116,471.70	119,150.70	121,892.20	124,696.00
27	111,357.00	113,917.40	116,538.20	119,217.30	121,958.70	124,764.60	127,635.00	130,569.90
28	116,923.00	119,612.50	122,364.30	125,178.60	128,057.30	131,002.60	134,016.50	137,099.00
29	122,774.10	125,598.70	128,487.80	131,441.40	134,465.80	137,558.70	140,722.40	143,958.90
30	128,905.90	131,872.00	134,904.60	138,008.00	141,182.10	144,429.00	147,750.70	151,149.40
31	135,343.50	138,455.20	141,639.70	144,897.00	148,231.20	151,640.30	155,128.50	158,695.70
32	142,109.80	145,379.50	148,722.10	152,143.70	155,642.20	159,221.90	162,884.80	166,630.90
33	149,215.00	152,647.00	156,158.10	159,750.20	163,423.50	167,184.20	171,028.00	174,961.30
34	156,676.00	160,280.60	163,966.40	167,737.40	171,595.80	175,541.60	179,578.90	183,709.80
35	164,511.40	168,294.90	172,165.80	176,124.00	180,175.80	184,319.20	188,558.20	192,895.00

# City of Alexandria Pay Scale



## POLICE SALARY SCALE

Effective Pay Period Beginning 6/21/2014

Year	Less Than 1	1	2	3	4	5	6	7	8
Pay Increase	5%					3.50%			
Step	00	01	02	03	04	05	06	07	08
Grade									
1	29,924.96	31,422.56	32,992.96	34,642.40	36,375.04	37,648.00	38,964.64	40,329.12	41,741.44
2	31,235.36	32,797.44	34,436.48	36,158.72	37,966.24	39,295.36	40,670.24	42,095.04	43,567.68
3	32,710.08	34,344.96	36,063.04	37,866.40	39,759.20	41,150.72	42,592.16	44,081.44	45,624.80
4	34,251.36	35,965.28	37,754.08	39,651.04	41,633.28	43,091.36	44,599.36	46,159.36	47,775.52
5	35,871.68	37,664.64	39,549.12	41,525.12	43,600.96	45,127.68	46,708.48	48,341.28	50,034.40
6	37,683.36	39,565.76	41,545.92	43,621.76	45,803.68	47,407.36	49,065.12	50,783.20	52,561.60
7	39,561.60	41,539.68	43,615.52	45,797.44	48,087.52	49,770.24	51,511.20	53,314.56	55,180.32
8	41,543.84	43,619.68	45,801.60	48,091.68	50,496.16	52,264.16	54,092.48	55,985.28	57,944.64
9	43,617.60	45,799.52	48,087.52	50,492.00	53,017.12	54,872.48	56,794.40	58,780.80	60,837.92
10	45,801.60	48,091.68	50,496.16	53,021.28	55,673.28	57,620.16	59,637.76	61,726.08	63,885.12
11	48,087.52	50,492.00	53,017.12	55,667.04	58,450.08	60,496.80	62,614.24	64,806.56	67,073.76
12	50,489.92	53,012.96	55,664.96	58,448.00	61,370.40	63,519.04	65,740.48	68,043.04	70,424.64
13	53,015.04	55,664.96	58,448.00	61,370.40	64,438.40	66,695.20	69,028.96	71,445.92	73,946.08
14	55,660.80	58,443.84	61,366.24	64,434.24	67,656.16	70,025.28	72,475.52	75,011.04	77,638.08
15	58,445.92	61,368.32	64,436.32	67,658.24	71,040.32	73,528.00	76,100.96	78,763.36	81,521.44
16	61,364.16	64,432.16	67,654.08	71,038.24	74,588.80	77,199.20	79,901.12	82,698.72	85,592.00
17	64,425.92	67,647.84	71,029.92	74,582.56	78,309.92	81,051.36	83,888.48	86,823.36	89,862.24
18	67,649.92	71,032.00	74,584.64	78,314.08	82,228.64	85,107.36	88,085.92	91,168.48	94,359.20
19	70,836.48	74,378.72	78,097.76	82,001.92	86,103.68	89,117.60	92,235.52	95,463.68	98,804.16
20	74,378.72	78,097.76	82,001.92	86,103.68	90,407.20	93,572.96	96,846.88	100,237.30	103,746.20
21	78,099.84	82,012.32	86,105.76	90,411.36	94,931.20	98,255.04	101,693.30	105,252.20	108,935.80
22	82,001.92	86,101.60	90,407.20	94,927.04	99,673.60	103,161.80	106,772.60	110,510.40	114,377.10

# City of Alexandria Pay Scale



## POLICE SALARY SCALE

Effective Pay Period Beginning 6/21/2014

Year	9	10	11	12	13	14	15	16	17 or Greater
Pay Increase		2.30%							
Step	09	10	11	12	13	14	15	16	17
Grade	09	10	11	12	13	14	15	16	17
1	43,201.60	44,195.84	45,210.88	46,250.88	47,315.84	48,403.68	49,516.48	50,656.32	51,821.12
2	45,092.32	46,130.24	47,191.04	48,276.80	49,387.52	50,523.20	51,683.84	52,873.60	54,090.40
3	47,222.24	48,308.00	49,418.72	50,556.48	51,719.20	52,908.96	54,125.76	55,369.60	56,642.56
4	49,447.84	50,585.60	51,748.32	52,938.08	54,156.96	55,400.80	56,675.84	57,980.00	59,313.28
5	51,785.76	52,975.52	54,194.40	55,442.40	56,717.44	58,021.60	59,354.88	60,721.44	62,117.12
6	54,400.32	55,650.40	56,931.68	58,240.00	59,621.12	60,950.24	62,352.16	63,787.36	65,253.76
7	57,112.64	58,425.12	59,768.80	61,143.68	62,549.76	63,989.12	65,461.76	66,967.68	68,506.88
8	59,972.64	61,351.68	62,764.00	64,207.52	65,684.32	67,194.40	68,739.84	70,320.64	71,938.88
9	62,967.84	64,415.52	65,898.56	67,412.80	68,964.48	70,549.44	72,111.52	73,833.76	75,531.04
10	66,121.12	67,641.60	69,197.44	70,790.72	72,417.28	74,083.36	75,786.88	77,529.92	79,314.56
11	69,422.08	71,017.44	72,652.32	74,322.56	76,032.32	77,781.60	79,570.40	81,398.72	83,272.80
12	72,889.44	74,565.92	76,279.84	78,035.36	79,828.32	81,664.96	83,543.20	85,465.12	87,430.72
13	76,533.60	78,293.28	80,094.56	81,937.44	83,821.92	85,750.08	87,721.92	89,739.52	91,802.88
14	80,354.56	82,203.68	84,092.32	86,026.72	88,006.88	90,030.72	92,100.32	94,219.84	96,387.20
15	84,373.12	86,313.76	88,300.16	90,330.24	92,408.16	94,533.92	96,707.52	98,933.12	101,208.60
16	88,589.28	90,625.60	92,709.76	94,843.84	97,023.68	99,255.52	101,539.40	103,873.10	106,263.00
17	93,009.28	95,147.52	97,335.68	99,573.76	101,865.90	104,208.00	106,604.20	109,056.50	111,565.00
18	97,662.24	99,908.64	102,207.00	104,557.40	106,961.90	109,422.60	111,939.40	114,514.40	117,147.70
19	102,263.20	104,615.70	107,022.20	109,482.90	112,001.80	114,576.80	117,212.20	119,907.80	122,665.90
20	107,375.80	109,846.90	112,372.00	114,957.40	117,601.10	120,305.10	123,073.60	125,904.50	128,799.80
21	112,748.50	115,342.20	117,996.30	120,708.60	123,485.40	126,326.70	129,230.40	132,202.70	135,243.70
22	118,381.10	121,103.80	123,889.00	126,738.60	129,652.60	132,635.40	135,686.70	138,806.70	141,999.50

# City of Alexandria Pay Scale



## SHERIFF SALARY SCALE

Effective Pay Period Beginning 6/21/2014

Year	Less Than 1	1	2	3	4	5	6	7	8
Pay Increase	5%					3.50%			
Step	00	01	02	03	04	05	06	07	08
Grade	00	01	02	03	04	05	06	07	08
1	30,831.32	32,373.38	33,992.92	35,692.54	37,476.14	38,789.14	40,146.34	41,551.64	43,005.56
2	32,182.28	33,791.42	35,480.38	37,255.40	39,117.00	40,486.68	41,902.64	43,371.12	44,887.96
3	33,700.94	35,385.74	37,156.86	39,014.04	40,963.52	42,398.20	43,881.50	45,417.32	47,007.48
4	35,289.28	37,053.90	38,906.92	40,852.24	42,894.28	44,396.04	45,950.84	47,557.90	49,223.72
5	36,959.26	38,806.04	40,747.20	42,785.08	44,923.32	46,494.76	48,123.14	49,807.94	51,549.42
6	38,824.76	40,766.18	42,803.80	44,944.38	47,192.34	48,843.60	50,553.62	52,322.66	54,152.28
7	40,759.68	42,797.56	44,938.14	47,184.02	49,543.00	51,278.50	53,072.50	54,929.68	56,853.94
8	42,801.72	44,942.30	47,188.18	49,549.50	52,026.52	53,847.56	55,732.04	57,681.78	59,700.68
9	44,938.14	47,186.10	49,545.08	52,022.10	54,622.88	56,536.74	58,513.52	60,561.80	62,681.58
10	47,190.26	49,549.50	52,026.52	54,629.12	57,360.16	59,366.58	62,452.24	63,595.48	65,822.12
11	49,545.08	52,022.10	54,622.88	57,353.92	60,221.72	62,330.84	64,511.46	66,769.56	69,105.92
12	52,020.02	54,620.80	57,351.84	60,219.64	63,229.92	65,442.00	67,733.90	70,103.80	72,557.42
13	54,620.80	57,351.84	60,219.64	63,229.92	66,391.52	68,715.14	71,120.40	73,609.90	76,185.72
14	57,347.68	60,215.22	63,225.76	66,387.36	69,706.52	72,145.58	74,670.70	77,284.22	79,990.04
15	60,217.30	63,227.84	66,389.44	69,708.60	73,193.90	75,754.90	78,406.12	81,149.64	83,989.88
16	63,223.68	66,385.28	69,704.44	73,189.74	76,849.24	79,538.42	82,321.98	85,204.34	88,187.32
17	66,379.04	69,698.20	73,181.42	76,840.92	80,683.46	83,506.80	86,431.02	89,456.12	92,586.52
18	69,700.28	73,185.58	76,843.00	80,685.54	84,721.00	87,685.26	90,754.56	93,930.98	97,218.68
19	72,983.82	76,632.92	80,464.80	84,488.04	88,712.52	91,817.70	95,029.74	98,357.48	101,798.60
20	76,632.92	80,464.80	84,488.04	88,712.52	93,147.34	96,407.74	99,781.76	103,275.40	106,888.60
21	80,466.88	84,490.12	88,714.60	93,151.50	97,809.14	101,231.30	104,775.30	108,441.30	112,237.30
22	84,485.96	88,710.44	93,145.26	97,802.90	102,693.20	106,287.70	110,008.60	113,859.20	117,844.50

# City of Alexandria Pay Scale



## SHERIFF SALARY SCALE

Effective Pay Period Beginning 6/21/2014

Year	9	10	11	12	13	14	15	16	17 or Greater
Pay Increase		2.30%							
Step	09	10	11	12	13	14	15	16	17
Grade	09	10	11	12	13	14	15	16	17
1	44,511.74	45,534.84	46,581.08	47,652.28	48,749.22	49,870.86	51,017.98	52,190.06	53,392.04
2	46,459.40	47,528.52	48,620.78	49,738.52	50,883.56	52,053.56	53,251.12	54,475.72	55,727.88
3	48,652.50	49,772.06	50,917.10	52,087.10	53,284.66	54,511.60	55,765.84	57,047.38	58,360.12
4	50,946.48	52,116.74	53,316.12	54,543.06	55,797.30	57,080.92	58,393.92	59,736.30	61,110.14
5	53,354.08	54,580.76	55,837.08	57,120.70	58,436.04	59,778.42	61,154.34	62,559.64	63,998.74
6	56,049.24	57,337.02	58,656.52	60,005.14	61,385.48	62,797.02	64,242.36	65,719.16	67,231.84
7	58,843.46	60,196.24	61,580.74	62,996.70	64,446.20	65,929.24	67,444.00	68,996.46	70,582.72
8	61,790.82	63,210.94	64,664.60	66,152.06	67,675.14	69,232.02	70,824.26	72,452.38	74,118.20
9	64,876.76	66,368.38	67,895.88	69,456.66	71,053.32	72,687.68	74,360.00	76,070.02	77,819.82
10	68,124.68	69,691.96	71,294.86	72,935.72	74,612.20	76,328.20	78,084.76	79,880.84	81,716.96
11	71,526.00	73,170.76	74,853.48	76,574.16	78,336.70	80,137.20	81,981.64	83,866.12	85,794.54
12	75,097.36	76,824.28	78,590.98	80,399.80	82,248.40	84,139.12	86,074.04	88,055.24	90,080.12
13	78,853.58	80,666.56	82,521.40	84,420.70	86,361.86	88,346.96	90,380.68	92,458.34	94,584.36
14	82,788.42	84,693.96	86,641.10	88,634.78	90,672.66	92,758.64	94,891.16	97,073.86	99,307.00
15	86,931.00	88,930.92	90,975.30	93,067.52	95,208.36	97,397.30	99,638.76	101,930.90	104,275.30
16	91,273.52	93,372.24	95,519.32	97,716.58	99,964.28	102,262.70	104,615.70	107,020.90	109,483.40
17	95,825.86	98,031.70	100,285.90	102,592.60	104,951.90	107,365.70	109,833.90	112,361.30	114,945.50
18	100,622.10	102,935.00	105,302.60	107,724.80	110,203.90	112,737.30	115,329.80	117,983.10	120,697.20
19	105,361.40	107,785.90	110,264.70	112,800.20	115,394.80	118,048.10	120,764.50	123,541.90	126,384.20
20	110,630.30	113,174.40	115,777.20	118,440.90	121,163.60	123,951.40	126,802.30	129,718.20	132,701.40
21	116,165.90	118,838.20	121,571.30	124,367.40	127,226.60	130,152.90	133,146.50	136,209.60	139,341.80
22	121,968.30	124,772.70	127,642.60	130,579.50	133,581.50	136,655.00	139,797.80	143,012.00	146,301.70

# City of Alexandria Pay Scale



## FIRE MARSHAL/MEDIC SALARY SCALE

Effective Pay Period Beginning 6/21/2014

Year	Less Than 1	1	2	3	4	5	6	7	8
Pay Increase	5%					3.50%			
Step	00	01	02	03	04	05	06	07	08
Grade	00	01	02	03	04	05	06	07	08
1	30,831.32	32,373.38	33,992.92	35,692.54	37,476.14	38,789.14	40,146.34	41,551.64	43,005.56
2	32,182.28	33,791.42	35,480.38	37,255.40	39,117.00	40,486.68	41,902.64	43,371.12	44,887.96
3	33,700.94	35,385.74	37,156.86	39,014.04	40,963.52	42,398.20	43,881.50	45,417.32	47,007.48
4	35,289.28	37,053.90	38,906.92	40,852.24	42,894.28	44,396.04	45,950.84	47,557.90	49,223.72
5	36,959.26	38,806.04	40,747.20	42,785.08	44,923.32	46,494.76	48,123.14	49,807.94	51,549.42
6	38,824.76	40,766.18	42,803.80	44,944.38	47,192.34	48,843.60	50,553.62	52,322.66	54,152.28
7	40,759.68	42,797.56	44,938.14	47,184.02	49,543.00	51,278.50	53,072.50	54,929.68	56,853.94
8	42,801.72	44,942.30	47,188.18	49,549.50	52,026.52	53,847.56	55,732.04	57,681.78	59,700.68
9	44,938.14	47,186.10	49,545.08	52,022.10	54,622.88	56,536.74	58,513.52	60,561.80	62,681.58
10	47,190.26	49,549.50	52,026.52	54,629.12	57,360.16	59,366.58	62,452.24	63,595.48	65,822.12
11	49,545.08	52,022.10	54,622.88	57,353.92	60,221.72	62,330.84	64,511.46	66,769.56	69,105.92
12	52,020.02	54,620.80	57,351.84	60,219.64	63,229.92	65,442.00	67,733.90	70,103.80	72,557.42
13	54,620.80	57,351.84	60,219.64	63,229.92	66,391.52	68,715.14	71,120.40	73,609.90	76,185.72
14	57,347.68	60,215.22	63,225.76	66,387.36	69,706.52	72,145.58	74,670.70	77,284.22	79,990.04
15	60,217.30	63,227.84	66,389.44	69,708.60	73,193.90	75,754.90	78,406.12	81,149.64	83,989.88
16	63,223.68	66,385.28	69,704.44	73,189.74	76,849.24	79,538.42	82,321.98	85,204.34	88,187.32
17	66,379.04	69,698.20	73,181.42	76,840.92	80,683.46	83,506.80	86,431.02	89,456.12	92,586.52
18	69,700.28	73,185.58	76,843.00	80,685.54	84,721.00	87,685.26	90,754.56	93,930.98	97,218.68
19	72,983.82	76,632.92	80,464.80	84,488.04	88,712.52	91,817.70	95,029.74	98,357.48	101,798.58
20	76,632.92	80,464.80	84,488.04	88,712.52	93,147.34	96,407.74	99,781.76	103,275.38	106,888.60
21	80,466.88	84,490.12	88,714.60	93,151.50	97,809.14	101,231.26	104,775.32	108,441.32	112,237.32
22	84,485.96	88,710.44	93,145.26	97,802.90	102,693.24	106,287.74	110,008.60	113,859.20	117,844.48

# City of Alexandria Pay Scale



## FIRE MARSHAL/MEDIC SALARY SCALE

Effective Pay Period Beginning 6/21/2014

Year	9	10	11	12	13	14	15	16	17 or Greater
Pay Increase		2.30%							
Step	09	10	11	12	13	14	15	16	17
Grade	09	10	11	12	13	14	15	16	17
1	44,511.74	45,534.84	46,581.08	47,652.28	48,749.22	49,870.86	51,017.98	52,190.06	53,392.04
2	46,459.40	47,528.52	48,620.78	49,738.52	50,883.56	52,053.56	53,251.12	54,475.72	55,727.88
3	48,652.50	49,772.06	50,917.10	52,087.10	53,284.66	54,511.60	55,765.84	57,047.38	58,360.12
4	50,946.48	52,116.74	53,316.12	54,543.06	55,797.30	57,080.92	58,393.92	59,736.30	61,110.14
5	53,354.08	54,580.76	55,837.08	57,120.70	58,436.04	59,778.42	61,154.34	62,559.64	63,998.74
6	56,049.24	57,337.02	58,656.52	60,005.14	61,385.48	62,797.02	64,242.36	65,719.16	67,231.84
7	58,843.46	60,196.24	61,580.74	62,996.70	64,446.20	65,929.24	67,444.00	68,996.46	70,582.72
8	61,790.82	63,210.94	64,664.60	66,152.06	67,675.14	69,232.02	70,824.26	72,452.38	74,118.20
9	64,876.76	66,368.38	67,895.88	69,456.66	71,053.32	72,687.68	74,360.00	76,070.02	77,819.82
10	68,124.68	69,691.96	71,294.86	72,935.72	74,612.20	76,328.20	78,084.76	79,880.84	81,716.96
11	71,526.00	73,170.76	74,853.48	76,574.16	78,336.70	80,137.20	81,981.64	83,866.12	85,794.54
12	75,097.36	76,824.28	78,590.98	80,399.80	82,248.40	84,139.12	86,074.04	88,055.24	90,080.12
13	78,853.58	80,666.56	82,521.40	84,420.70	86,361.86	88,346.96	90,380.68	92,458.34	94,584.36
14	82,788.42	84,693.96	86,641.10	88,634.78	90,672.66	92,758.64	94,891.16	97,073.86	99,307.00
15	86,931.00	88,930.92	90,975.30	93,067.52	95,208.36	97,397.30	99,638.76	101,930.92	104,275.34
16	91,273.52	93,372.24	95,519.32	97,716.58	99,964.28	102,262.68	104,615.68	107,020.94	109,483.40
17	95,825.86	98,031.70	100,285.90	102,592.62	104,951.86	107,365.70	109,833.88	112,361.34	114,945.48
18	100,622.08	102,935.04	105,302.60	107,724.76	110,203.86	112,737.30	115,329.76	117,983.06	120,697.20
19	105,361.36	107,785.86	110,264.70	112,800.22	115,394.76	118,048.06	120,764.54	123,541.86	126,384.18
20	110,630.26	113,174.36	115,777.22	118,440.92	121,163.64	123,951.36	126,802.26	129,718.16	132,701.40
21	116,165.92	118,838.20	121,571.32	124,367.36	127,226.58	130,152.88	133,146.52	136,209.58	139,341.80
22	121,968.34	124,772.70	127,642.58	130,579.54	133,581.50	136,654.96	139,797.84	143,011.96	146,301.74

# City of Alexandria Pay Scale



## FIRE SALARY SCALE

Effective Pay Period Beginning 6/21/2014

Year	Less Than 1	1	2	3	4	5	6	7	8
Pay Increase	5%					3.50%			
Step	00	01	02	03	04	05	06	07	08
Grade	00	01	02	03	04	05	06	07	08
1	29,924.96	31,422.56	32,992.96	34,642.40	36,375.04	37,648.00	38,964.64	40,329.12	41,741.44
2	31,235.36	32,797.44	34,436.48	36,158.72	37,966.24	39,295.36	40,670.24	42,095.04	43,567.68
3	32,710.08	34,344.96	36,063.04	37,866.40	39,759.20	41,150.72	42,592.16	44,081.44	45,624.80
4	34,251.36	35,965.28	37,754.08	39,651.04	41,633.28	43,091.36	44,599.36	46,159.36	47,775.52
5	35,871.68	37,664.64	39,549.12	41,525.12	43,600.96	45,127.68	46,708.48	48,341.28	50,034.40
6	37,683.36	39,565.76	41,545.92	43,621.76	45,803.68	47,407.36	49,065.12	50,783.20	52,561.60
7	39,561.60	41,539.68	43,615.52	45,797.44	48,087.52	49,770.24	51,511.20	53,314.56	55,180.32
8	41,543.84	43,619.68	45,801.60	48,091.68	50,496.16	52,264.16	54,092.48	55,985.28	57,944.64
9	43,617.60	45,799.52	48,087.52	50,492.00	53,017.12	54,872.48	56,794.40	58,780.80	60,837.92
10	45,801.60	48,091.68	50,496.16	53,021.28	55,673.28	57,620.16	59,637.76	61,726.08	63,885.12
11	48,087.52	50,492.00	53,017.12	55,667.04	58,450.08	60,496.80	62,614.24	64,806.56	67,073.76
12	50,489.92	53,012.96	55,664.96	58,448.00	61,370.40	63,519.04	65,740.48	68,043.04	70,424.64
13	53,015.04	55,664.96	58,448.00	61,370.40	64,438.40	66,695.20	69,028.96	71,445.92	73,946.08
14	55,660.80	58,443.84	61,366.24	64,434.24	67,656.16	70,025.28	72,475.52	75,011.04	77,638.08
15	58,445.92	61,368.32	64,436.32	67,658.24	71,040.32	73,528.00	76,100.96	78,763.36	81,521.44
16	61,364.16	64,432.16	67,654.08	71,038.24	74,588.80	77,199.20	79,901.12	82,698.72	85,592.00
17	64,425.92	67,647.84	71,029.92	74,582.56	78,309.92	81,051.36	83,888.48	86,823.36	89,862.24
18	67,649.92	71,032.00	74,584.64	78,314.08	82,228.64	85,107.36	88,085.92	91,168.48	94,359.20
19	70,836.48	74,378.72	78,097.76	82,001.92	86,103.68	89,117.60	92,235.52	95,463.68	98,804.16
20	74,378.72	78,097.76	82,001.92	86,103.68	90,407.20	93,572.96	96,846.88	100,237.30	103,746.20
21	78,099.84	82,012.32	86,105.76	90,411.36	94,931.20	98,255.04	101,693.30	105,252.20	108,935.80
22	82,001.92	86,101.60	90,407.20	94,927.04	99,673.60	103,161.80	106,772.60	110,510.40	114,377.10

# City of Alexandria Pay Scale



## FIRE SALARY SCALE

Effective Pay Period Beginning 6/21/2014

Year	9	10	11	12	13	14	15	16	17 or Greater
Pay Increase		2.30%							
Step Grade	09	10	11	12	13	14	15	16	17
1	43,201.60	44,195.84	45,210.88	46,250.88	47,315.84	48,403.68	49,516.48	50,656.32	51,821.12
2	45,092.32	46,130.24	47,191.04	48,276.80	49,387.52	50,523.20	51,683.84	52,873.60	54,090.40
3	47,222.24	48,308.00	49,418.72	50,556.48	51,719.20	52,908.96	54,125.76	55,369.60	56,642.56
4	49,447.84	50,585.60	51,748.32	52,938.08	54,156.96	55,400.80	56,675.84	57,980.00	59,313.28
5	51,785.76	52,975.52	54,194.40	55,442.40	56,717.44	58,021.60	59,354.88	60,721.44	62,117.12
6	54,400.32	55,650.40	56,931.68	58,240.00	59,621.12	60,950.24	62,352.16	63,787.36	65,253.76
7	57,112.64	58,425.12	59,768.80	61,143.68	62,549.76	63,989.12	65,461.76	66,967.68	68,506.88
8	59,972.64	61,351.68	62,764.00	64,207.52	65,684.32	67,194.40	68,739.84	70,320.64	71,938.88
9	62,967.84	64,415.52	65,898.56	67,412.80	68,964.48	70,549.44	72,111.52	73,833.76	75,531.04
10	66,121.12	67,641.60	69,197.44	70,790.72	72,417.28	74,083.36	75,786.88	77,529.92	79,314.56
11	69,422.08	71,017.44	72,652.32	74,322.56	76,032.32	77,781.60	79,570.40	81,398.72	83,272.80
12	72,889.44	74,565.92	76,279.84	78,035.36	79,828.32	81,664.96	83,543.20	85,465.12	87,430.72
13	76,533.60	78,293.28	80,094.56	81,937.44	83,821.92	85,750.08	87,721.92	89,739.52	91,802.88
14	80,354.56	82,203.68	84,092.32	86,026.72	88,006.88	90,030.72	92,100.32	94,219.84	96,387.20
15	84,373.12	86,313.76	88,300.16	90,330.24	92,408.16	94,533.92	96,707.52	98,933.12	101,208.60
16	88,589.28	90,625.60	92,709.76	94,843.84	97,023.68	99,255.52	101,539.40	103,873.10	106,263.00
17	93,009.28	95,147.52	97,335.68	99,573.76	101,865.90	104,208.00	106,604.20	109,056.50	111,565.00
18	97,662.24	99,908.64	102,207.00	104,557.40	106,961.90	109,422.60	111,939.40	114,514.40	117,147.70
19	102,263.20	104,615.70	107,022.20	109,482.90	112,001.80	114,576.80	117,212.20	119,907.80	122,665.90
20	107,375.80	109,846.90	112,372.00	114,957.40	117,601.10	120,305.10	123,073.60	125,904.50	128,799.80
21	112,748.50	115,342.20	117,996.30	120,708.60	123,485.40	126,326.70	129,230.40	132,202.70	135,243.70
22	118,381.10	121,103.80	123,889.00	126,738.60	129,652.60	132,635.40	135,686.70	138,806.70	141,999.50

# City of Alexandria Pay Scale



## PHYSICIAN SALARY SCALE

Fiscal Year 2015 Annual Salaries

Effective Pay Period Beginning 6/21/2014

	<b>Certification Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<b>Clinical Psychiatrist</b>	<i>Board Eligible</i>	\$98,101.12	\$135,092.03	\$172,082.93
	<i>Board Certified</i>	\$105,347.09	\$143,030.04	\$180,712.98
	<i>Specialty Certified</i>	\$110,819.42	\$149,263.36	\$187,707.29
<b>Senior Clinical Psychiatrist</b>	<i>Board Eligible</i>	\$103,005.59	\$141,846.34	\$180,687.08
	<i>Board Certified</i>	\$105,347.09	\$143,030.04	\$180,712.98
	<i>Specialty Certified</i>	\$116,360.39	\$156,726.70	\$197,093.00

*Stipends of \$5,000 will be paid for each ABPN specialty certification in child psychiatry, forensic psychiatry, geriatric psychiatry, clinical psychopharmacology and geriatric medicine.*

<b>Calculating Merit Increases for Physician Scale:</b>		
Merit Increase Rate is Based Off of Position in Band:		
<i>If current salary is less than 70% of maximum salary for pay band,</i>	<i>then</i>	<i>Employee Receives <b>5%</b> increase</i>
<i>If current salary is between 70% and 82% of maximum salary for pay band,</i>	<i>then</i>	<i>Employee Receives <b>3.5%</b> increase</i>
<i>If current salary is over 82% of maximum salary for pay band,</i>	<i>then</i>	<i>Employee Receives <b>2.3%</b> increase</i>

# City of Alexandria Pay Scale



## EXECUTIVE SALARY SCALE

Fiscal Year 2015 Annual Salaries

Effective Pay Period Beginning 6/21/2014

		<b>Salary Range</b>	
		<i>Minimum</i>	<i>Maximum</i>
<b>Deputy City Managers</b>	Band I	\$104,741.00	\$185,547.96
<b>Department Heads</b>	Band II	\$90,488.84	\$176,712.64

# FY 2015 City Compensated Holidays



JULY 1, 2014 THROUGH JUNE 30, 2015

<u>Holiday</u>	<u>Day of the Week</u>	<u>Date</u>
Independence Day	Friday	July 4, 2014
Labor Day	Monday	September 1, 2014
Columbus Day	Monday	October 13, 2014
Thanksgiving Day	Thursday	November 27, 2014
Day After Thanksgiving (in lieu of Veteran's Day)	Friday	November 28, 2014
Christmas Eve	Wednesday	December 24, 2014
Christmas Day	Thursday	December 25, 2014
New Year's Day	Thursday	January 1, 2015
Martin Luther King, Jr. Day	Monday	January 19, 2015
President's Day	Monday	February 16, 2015
Memorial Day	Monday	May 25, 2015