City of Alexandria, Virginia

MEMORANDUM

DATE: MARCH 28, 2014

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

THROUGH: RASHAD M. YOUNG, CITY MANAGER RY for RY

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

SUBJECT: BUDGET MEMO 14: RESPONSE TO COUNCIL QUESTIONS

Every Friday, the Office of Management & Budget issues Budget Memos to answer questions posed by members of City Council. We prepare the memos in a question and answer format. Below are answers to some of the questions posed thus far.

DCHS WELLNESS CENTER (J. Wilson)

Question: "Budget Memo 2 indicates that the Manager considered the reduction of $70,288 for a Caseworker Position in DCHS at the Wellness Center. What are the service delivery implications of a reduction of this position?"

Response: The caseworker is a member of a team of four psychiatric rehabilitation specialists within the West End Wellness Center who provide skills training, peer support, education, recreation and vocational readiness not offered by any other provider within the City to more than 150 clients returning to their homes within the City from a psychiatric hospitalization or the criminal justice system. These clients have limited options for services necessary for their recovery and continued treatment. Decreasing the number of staff available will lead to at least 40 individuals per year (a typical caseload) not receiving services and a reduction in the supervision and oversight of the approximately 50 additional clients who attend the Wellness Center daily. Without this position, there will be a waitlist, reduced programming and less one-on-one counseling time. In addition, the reduction would negatively impact the employment program. Caseworkers in the West End Wellness Center have also been temporarily supporting the vocational program due to increased interest in employment services, such as job club groups, job coaching and job development.

Question: "Budget Memo 2 indicates that the Manager considered the reduction of $72,455 for a Job Coach in DCHS. What are the service delivery implications of a reduction of this position?"

Response: The West End Wellness Center's Vocational Program follows the Supported Employment model, which is considered a best practice. The initiative dictates that individuals with Serious Mental Illness (SMI) expressing interest in work should be guided to a placement, rather than forced into a lengthy, training program of questionable efficacy. It also directs that the placements should be consumer driven, occur in integrated settings, and pay no less than minimum wages.

The West End Wellness Center's Vocational Program is currently staffed by a full-time Coordinator of Vocational Services and a full time Direct Support Technician. The Coordinator completes vocational evaluations for the Department of Rehabilitative Services (DRS) that generates revenues of approximately $35,000 per year; is responsible for the supervision of the Direct Support Technician; and acts as a job finder/job developer by identifying and negotiating with local businesses to hire the members of the West End Wellness Center. The Direct Support Technician (Job Coach) is responsible for job training and on the work site job coaching.

The elimination of the DCHS Job Coach would lead to:

1) The loss of approximately $35,000 per year in fee revenues. The elimination of the Direct Support Technician position would require the Coordinator to take over the job training and coaching activities. With these extra duties the Coordinator would no longer be able to do the DRS evaluations as this position would need to shift to directly providing job training and job coaching. The net General Fund savings of the reduction would be $37,455.
2) Approximately 40 individuals with SMI per year requesting assistance with getting a job will not be served. During the past year the Vocational program has changed its model with increased success and is on track to serve 80 individuals per year. Since the Coordinator of vocational services would still be responsible for job finding, the Coordinator would only be able to provide services to approximately half of the individuals now served.

GENERAL SERVICES (J. Chapman)

Question: "Can you let me know the cost savings to automate the Market Square and Union Street parking lots? What would be the amount of revenue that could be brought in if we stopped the free parking on the Saturdays for the Farmer's Market? Or made it half price instead of the full parking price?"

Response: Cost savings to automate Market Square and Union Street parking lots

General Services implemented automated revenue collection systems at the City-owned Thompson's Alley garage, Henry Street parking lot, and Cameron Street parking lot in August of 2014. The department is in the process of collecting data to determine impacts to customer service levels, revenue, and operational costs in

order to analyze the benefits of rolling out this program to additional City-owned facilities. Initial findings indicate:

Union Street

Implementation of an automated parking system at the Union Street garage would cost the City approximately $26,000 in upfront equipment procurement and installation (two pay-and-display units), with an expected annual contractual labor savings of $30,000. With this one year return on investment, limited savings would be achieved during FY 2015, with larger savings realized in FY 2016 and beyond. Staff savings are based on an annual reduction of 185 hours of staff time. Parking staff rotate between parking facilities, therefore staff cost savings are calculated by hours worked at a specific facility not by number of FTEs.

Staff will revisit moving forward with the automation of the Union Street facility following a period of extended data collection and analysis of currently implemented projects to determine if a conversion would be beneficial to the City.

Market Square

Two factors limit the viability of converting the Market Square garage to full automation. First, the parking staff stationed at the facility provides services beyond collection of parking revenue; these duties include providing security, customer service, and facility management. Retention of a least a portion of this staff would be required even after full automation. Second, the cost to procure necessary equipment (new gate arms, new ticket dispensers, and new pay-on-foot payment machines) would be approximately $250,000. Additional funding would be required for installation of this equipment. These costs, plus the need to retain staff, extend the payback period for this project to over 4 years (depending on desired staffing level of service).

Staff does not recommend automating the Market Square garage due to the additional costs to the City. Additionally, automating the Courthouse garage would have the same costs as the Market Square garage. Staff does not recommend automating the Courthouse for the same reasons.

Farmer's Market

Approximately 13,000 parkers annually utilize the free parking option at the Market Square garage every Saturday (5am - 12:30pm) during the Old Town Farmers Market. Based on the Saturday rate of $2.50 for the first hour, $4.00 maximum, the City is forgoing approximately $40,000 annually to support increased attendance at the Farmer's Market.

Staff estimates that only 80% of current customers would continue to use the facility if a fee was imposed on Saturday mornings. Presuming 80% customer retention, this translates to revenue generation of $32,000 annually. If parking was

charged at half price, this would result in an estimated $16,000 in revenue annually.

INFORMATION TECHNOLOGY SERVICES (J. Wilson)

Question: "(Page 10.69) The proposed budget includes the addition of 1.95 FTE for IT Project Management, including the addition of a new Project Manager and 3 months of Project Management support to support 4 additional projects, yet shows only a 3% expected increase in on-time delivery, a 4% increase in delivery of scope, and no improvement in meeting project budget. Can you help me understand the IT Project Management work-load and how these positions will augment those efforts?"

Response: For FY 2015, staff proposes to dramatically alter how information technology (IT) project management is accomplished in the City by approaching investments in IT comprehensively and strategically. The key elements of this revised approach to project management include employing Systems Development Life Cycle (SDLC) practices for IT projects, committing resources to Project Portfolio Management of IT assets, and implementing an Enterprise Project Management strategy for oversight of City technology initiatives.

Currently, the Information Technology Services (ITS) Project Management Office (PMO) only manages IT projects during the implementation phase of the effort. Typically, the PMO will engage when a contract is initiated and conclude when the contract is complete. Unfortunately, this only represents a small part of the total process involved in owning a technology asset. Beginning in FY 2015, ITS will implement a Systems Development Life Cycle (SDLC) approach for projects. The SDLC approach commits project management resources to all phases of a technology investment, from system initiation to system replacement.

During FY 2015, ITS will apply SDLC practice to provide significant project management support for the Enterprise Resource Planning (ERP) and Computer Aided Dispatch (CAD) initiatives, which have been previously funded in the City's budget and are in various stages of implementation. The resources proposed in the FY 2015 Proposed Budget will also allow for initial planning and project initiation to occur in support of technology initiatives planned in the Capital Improvement Program (CIP) for both FY 2015 and FY 2016, specifically a transparent performance management system, upgrades to the City's customer relationship management technology, and new payment portals to implement tax-payer self-service tools.

Committing additional staff resources in FY 2015 will allow the ITS Project Management Division Chief to allocate a greater percentage of time towards Project Portfolio Management (PPM). Currently there is nominal oversight of the City's entire technology portfolio. The lack of a single management point of responsibility frequently results in disjointed technology planning processes and poorly justified project funding decisions. PPM will ensure a more strategic

approach to IT investments and ultimately improve the operational value of our IT investment.

For FY 2015, the Project Management Division will no longer focus on managing only the technology projects identified in the IT Capital plan. ITS will instead implement an Enterprise-PMO framework where the entire technology infrastructure of the City will be incorporated into the ITS PMO work plan. Broadening the scope of the ITS PMO to the entire enterprise will allow the City to comprehensively evaluate its technology portfolio and make coordinated, fiscally responsible and sound business decisions when replacement or acquisition of new hardware/software is necessary.

With regard to performance, the percentage for which projects are anticipated to be completed within the approved budget is currently at 95%. ITS does not believe an increase is achievable. Instead, ITS' goal is to maintain this already high standard. The modest level of performance increase related to project time and scope is a conservative estimate pending implementation of performance standards for project management which are consistent, quantifiable, repeatable, and based on Project Management Institute (PMI) best practices.

DASH/KING STREET TROLLEY (J. Chapman)

Question: "What would be the cost savings of keeping the Old Town Trolley and DASH at current operating hours and route (both of them are pursuing expansion)?"

Response: Both of the service expansions are funded through the use of Transportation Improvement Program (TIP) proceeds. If City Council decides to not fund these service expansion initiatives, only eligible transportation operating or capital project costs could be utilized to be consistent with the intended use of the TIP.

DASH Expansion

In prior fiscal years, funding from the City's Transportation Improvement Program (TIP) has been budgeted to support DASH bus route expansion. DASH has used TIP funding to implement expanded service on the AT6 and AT8 routes and to purchase vehicles for the new crosstown AT9 route. DASH has initiated the hiring/training process for the AT9, which is expected to begin in June/July 2014. Operating costs for this expansion were budgeted in FY 2014. If City Council were to delay or eliminate the planned expansion of AT9 service, there would be cost savings of $911,000 in FY 2015. Savings would be realized as part of TIP funding. The AT9 will provide a new crosstown connection, linking activity centers across the City, including the Mark Center, Southern Towers, Northern Virginia Community College (NVCC), Bradlee Shopping Center, Parkfairfax, Shirlington Transit Center, Arlandria, and Potomac Yard. The route will be the first "one-seat ride" between these destinations. This is also the first time that DASH will be serving the Shirlington Transit Center, creating potential to bring more workers and visitors to the City. The route is anticipated to generate over 290,000 additional riders annually.

As part of the Proposed FY 2015 – 2024 CIP, $3.25 million of NVTA 70% funds are budgeted to purchase additional expansion buses. While these buses are anticipated to be ordered in FY 2015, the operating impact with additional route expansion would not be felt until at least FY 2016. The delay in the purchase of these buses will not provide costs savings in FY 2015.

King Street Trolley Expansion

King Street Trolley hours are proposed to be expanded in FY 2015 to incorporate a 10 a.m. start time, which will provide an additional 1.5 hours of service daily compared to the current start time of 11:30 a.m. Additionally, on Thursdays, Fridays, and Saturdays service is proposed to be extended to 12:00 a.m., an increase of 1.75 hours over the current ending time of 10:15 p.m. The cost of the expansion initiatives proposed for FY 2015 is $195,000, with the entire cost of expansion being funded through the TIP. The expanded Trolley hours will bring additional visitors and shoppers to Old Town, generating retail tax revenue for the City. The expansion is also likely to encourage more people to use transit on Thursday, Friday, and Saturday evenings as they will be able to rely on the trolley as a late-night option to return home. This will result in reduced congestion and an improved pedestrian and retail environment in Old Town.

CIVIC ENGAGEMENT (J. Wilson)

Question: "(Page 10.20) The proposed budget includes $60,000 for Civic Engagement and the "What's Next" initiative. What types of consultants and training are intended from this expenditure? What are the risks if it is not funded?"

Response: These funds provide for consultants to deliver civic engagement training for staff, community organizations, civic associations, boards and commissions. The goal of the training is to ensure (a) consistency in the approach to civic engagement, and (b) a common understanding of civic engagement principles.

If unfunded, individual departments will be tasked with meeting the requirements of civic engagement outlined in the Implementation Plan. The application of civic engagement practices across the City organization will then be subject to the different interpretations of departmental staff and an unevenness of approach should be expected. The City's undertaking of the "What's Next, Alexandria" initiative was partly premised on citizen dissatisfaction with the current engagement process. Citizens frequently cited a lack of understanding of the roles citizens play in critical policy choices of the City, inconsistency in the treatment of citizen input from project to project, and the lack of City responsiveness to citizen input when it is offered. Providing key departmental staff the necessary training and instruction in civic engagement is intended to ensure staff is well versed in expectations, can clearly articulate to the community the civic engagement process to be followed for any given effort, and can provide a reasoned explanation to the community when the civic engagement plan for a given project differs from another project. It is also intended to expand the City's application of civic engagement practice beyond City departments to include City

appointed Boards and Commissions who are key partners in the engagement of the community.

ENGINE 204 (R. Pepper)

Question: "As it relates to the Engine 204 discussion, can you provide a breakdown of population density comparing the east side to the west side of the City currently and the projected density in the future?"

Response: Attached is a map (Attachment 1) of the City divided into subareas, with the current fire station locations overlaid. Currently, the population density is higher on the West End of the City than the eastern portion of the City. The breakdown of this is as follows:

- **Beauregard area:** 15,244 persons per square mile
- **Landmark/Van Dorn area:** 13,676 persons per square mile
- **Center West (west of Quaker Lane but not including Beauregard or Landmark/Van Dorn):** 6,765 persons per square mile
- **Center East (east of Quaker but west of the Metro line): 8,010 persons per square mile East (east of the Metro line):** 7,955 persons per square mile

Going forward, the following chart indicates the population density growth that is approved as part of the small area plans for each development.

DEVELOPMENT FORECASTS 2010-2040
Net New Development Summary by Planning Area, Use and Approval Status

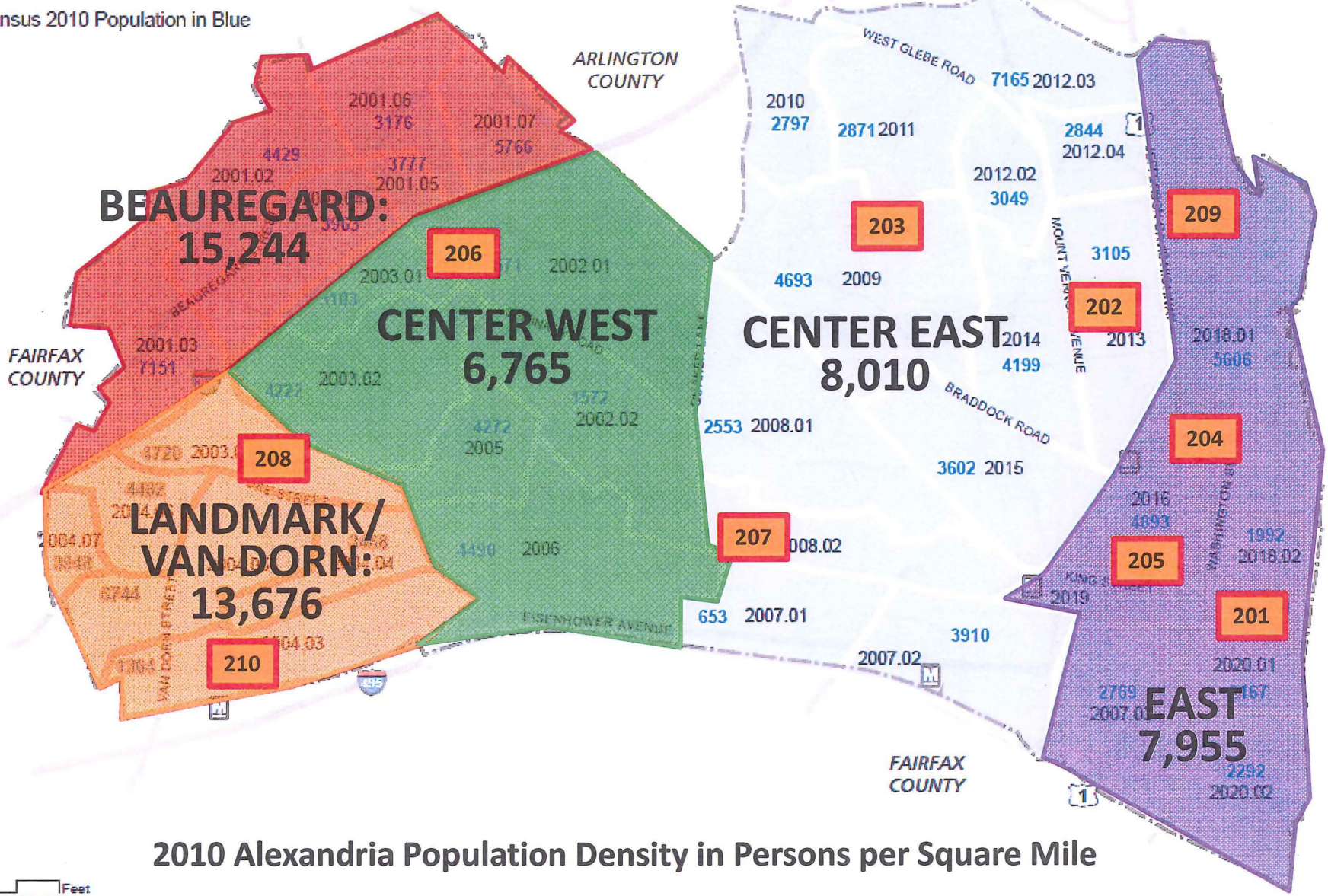
	RESIDENTIAL IN UNITS			NON-RESIDETIAL IN SQ FT	
Plan Areas	**2010-2040**	**2040+**		**2010-2040**	**2040+**
Arlandria	973	609		99,974	-17,208
Beauregard	3,895	0		4,451,699	0
Braddock (1)	2,869	170		351,604	0
Eisenhower East	3,318	0		5,208,061	339,832
Landmark/Van Dorn	4,563	1,280		2,293,801	93,107
Potomac Yard South	3,029	0		2,541,824	0
Potomac Yard North	3,000	200		3,285,128	999,375
Waterfront	496	0		61,398	0
All Projects in Plan Areas	**22,143**	**2,259**		**18,293,489**	**1,386,786**

(1) almost 1,000 of these units have been built

ATTACHMENT 1

Alexandria Census Tracts
Census 2010
American Community Survey 2010 and later

Census 2010 Population in Blue



2010 Alexandria Population Density in Persons per Square Mile

Feet
0 1,000 2,000

City of Alexandria Department of Planning and Zoning July 27, 2011 FINAL