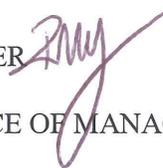


City of Alexandria, Virginia

MEMORANDUM

DATE: APRIL 21, 2014
TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL
THROUGH: RASHAD M. YOUNG, CITY MANAGER 
FROM: NELSIE L. SMITH, DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET 
SUBJECT: BUDGET MEMO #29: RESPONSE TO COUNCIL QUESTIONS

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. This memorandum concludes the question and answer portion of the FY 2015 Budget process.

DEPARTMENTAL GROWTH (J. Chapman) – ATTACHMENT I

Question: “The City Manager mentioned on Wednesday, at the Safe, Secure, & Just Focus Area Work Session, that the Fire department is growing faster than the entire government. Can you provide me with a listing of the rate of growth for City departments?”

Response: Over the last four years (from FY 2012 through FY 2015), the City’s General Fund budget has grown by approximately \$68 million, which is an average rate of growth of 3.8% each year.

Attachment I shows the growth (by dollar and percentage) of General Fund budgets for each City department from FY 2012 through FY 2015.

JOBLINK POSITION RESTORAL (R. Pepper)

Question: “Can we restore a position in job link (worth \$68k)? What would that get us from a service perspective?”

Response: The FY 2015 proposed budget will eliminate five positions from the Adult Services program within JobLink. Below is a description of the five positions, the approximate annual cost, and the impact to service:

Direct Service Providers

1. Employment & Training Specialist: Annual Cost \$61,385 with benefits
This position delivers case management and employment services to general public clients (i.e., those clients not eligible for specialized state/federal-

funded services). This position maintains an active caseload of approximately 125 and places about 50 adults per year in jobs.

2. Employment & Training Specialist: Annual Cost \$61,385 with benefits
This position delivers case management and employment services to refugees and asylees who are enrolled in the Virginia Refugee Resettlement Program (VRRP). The VRRP was a grant-funded program that ended during FY 2014 and the grant transitioned to Catholic Charities, which has placed an out-stationed worker at JobLink.
3. Community Services Program Coordinator I: Annual Cost \$109,000 with benefits
This position is responsible for overseeing the Experienced Worker 50+ program, which was established in May 2013 to provide one-on-one counseling to assist experienced jobseekers with job search strategies and resources, computer training resources, and resume assistance. In addition, this program informs clients about current job openings, networking opportunities and other special events designed to assist with their job search. Through March 31, 2013, the program has assisted 68 individuals, of which, 30% were placed into employment. If this position is eliminated in FY 2015, jobseekers aged 50 and over would no longer receive specialized one-on-one counseling and assistance, but would still have access to the resource room and any workshops that are available to all age groups.

Service Supervision

4. Assistant Director: Annual Cost \$146,652 with benefits
This position is responsible for complete oversight of the Office of Employment Training (OET), one of the two programs that make up JobLink. OET programs include: Experienced Worker 50+, WIA Adult, Dislocated Workers and Youth, Disability Program, Summer Youth Employment (Public and Private), Virginia Refugee Resettlement Program and General Public, in addition to operation of the JobLink Employment Resource Center.
5. Employment Training Supervisor I: Annual Cost \$104,930 with benefits
This position has direct supervisory responsibility for the four Employment Training Specialists delivering services to general public clients, the Employment Resource Center and the JobLink lobby/reception area. These case managers currently serve 600+ new cases per year.

Eliminating these two management positions is the result of the shift to a less comprehensive service model. Instead of providing individualized services such as career planning, job search assistance and employment counseling, adult Alexandrians not eligible for state/federal employment programs will only have access to the Employment Resource Center, group workshops, and referrals. One of the three remaining General Fund positions will be dedicated to employer and

business development services, which leaves two positions responsible for the remaining functions.

EMPLOYEE COMPENSATION (J. Chapman)

Question: “What other compensation options are there and what are their costs?”

Response: The other compensation options that exist include a Cost of Living Adjustment/Market Rate Adjustment, not based on merit or performance, which will cost \$2.2 million for every 1% increase. A one-time bonus is another option that could be considered, again, this would not be based on merit or performance, and the cost would vary based on the amount available and its distribution.

Eliminating or deviating from merit increases is a short-term strategy to reduce costs. It is not a sustainable or long-term cost reduction/mitigation strategy and will likely lead to increased short-term costs, at the point in which we try to correct for the loss of our competitive position. The deviation from our current compensation strategy will be most apparent through the Five-Year Financial Plan as both the short-term and mid-term impact of this change will be apparent.

ATTACHMENT I

General Fund Budgets	FY12 Approved	FY13 Approved	FY14 Approved	FY15 Proposed	\$ Growth (FY12 to FY15)	Avg Annual Growth % (FY12 to FY15)
Non Departmental (1)	59,901,998	66,311,107	85,547,113	87,023,075	27,121,077	13.3%
Schools	174,956,420	179,486,405	185,611,472	190,611,472	15,655,052	2.9%
Fire (2)	35,141,700	38,719,113	42,260,975	43,806,789	8,665,089	7.6%
Police (2)	50,890,942	51,939,755	55,021,466	55,445,255	4,554,313	2.9%
Transit Subsidies	16,589,422	18,434,378	21,076,010	20,006,378	3,416,956	6.4%
Sheriff	27,312,368	28,443,290	28,950,325	30,072,886	2,760,518	3.3%
Office of Proj Implementation	0	0	337,568	2,053,865	2,053,865	N/A
Information Technology Svs	7,519,965	8,028,291	8,255,909	9,348,392	1,828,427	7.5%
Emergency Communications (2)	5,687,007	6,267,240	6,699,221	7,197,239	1,510,232	8.2%
Recreation & Cultural	19,692,873	20,628,206	21,530,916	20,938,990	1,246,117	2.1%
Finance	12,354,735	12,456,007	12,984,060	13,519,701	1,164,966	3.0%
General Services	12,486,884	12,197,863	12,512,518	13,615,177	1,128,293	2.9%
Community and Human Services	49,291,360	50,725,608	51,264,702	50,369,988	1,078,628	0.7%
Human Resources	2,947,920	3,064,623	3,011,789	3,933,587	985,667	10.1%
Planning & Zoning	5,505,665	5,633,022	5,813,984	6,322,919	817,254	4.7%
Housing	1,651,705	2,167,845	2,313,228	2,438,468	786,763	13.9%
Other Health Services	1,138,600	1,324,000	1,374,000	1,764,150	625,550	15.7%
Performance & Accountability (3)	249,853	514,533	723,098	863,882	614,029	51.2%
Economic Development Activities	4,656,167	4,840,951	5,085,724	5,106,855	450,688	3.1%
Communications and Public Info	1,785,355	1,833,848	1,913,177	2,213,928	428,573	7.4%
City Manager	1,789,977	2,396,761	2,432,507	2,083,690	293,713	5.2%
Commonwealth Attorney	2,585,888	2,762,765	2,810,724	2,761,293	175,405	2.2%
Registrar of Voters	1,135,860	1,336,170	1,215,161	1,275,660	139,800	3.9%
18th Circuit Court	1,459,005	1,517,597	1,609,069	1,578,593	119,588	2.7%
Historic Alexandria	2,795,870	2,769,909	2,690,087	2,913,433	117,563	1.4%
City Attorney	2,652,088	2,601,400	2,715,438	2,768,749	116,661	1.4%
Human Rights	635,253	645,804	651,097	703,818	68,565	3.5%
Library	6,604,953	6,878,164	6,849,914	6,658,057	53,104	0.3%
Clerk of the Circuit Court	1,573,322	1,673,653	1,665,830	1,616,542	43,220	0.9%
Court Services	1,506,635	1,683,795	1,611,095	1,542,654	36,019	0.8%
Office of Management & Budget	1,236,389	1,053,192	1,277,825	1,265,047	28,658	0.8%
Juv & Domes Relations Dist Ct.	36,129	36,129	36,129	36,129	0	0.0%
18th General District Court	62,452	62,452	62,452	62,452	0	0.0%
Other Educational Activities	12,288	11,721	11,785	11,877	-411	-1.1%
City Clerk & Clerk of Council	430,071	454,224	463,282	425,944	-4,127	-0.3%
City Council	524,884	533,685	527,725	515,815	-9,069	-0.6%
Law Library	115,935	120,855	121,287	0	-115,935	-100.0%
Health	6,919,908	7,032,965	6,851,046	6,144,044	-775,864	-3.9%
Code Administration (4)	923,364	899,220	822,975	120,000	-803,364	-49.3%
Other Criminal & Justice Serv	5,207,501	5,436,145	5,460,936	4,251,208	-956,293	-6.5%
T & E S	38,894,037	34,938,505	32,675,128	31,443,110	-7,450,927	-6.8%
TOTALS	566,862,748	587,861,196	624,848,747	634,831,111		3.8%

Notes:

- (1) Non-Departmental is mainly comprised of the City's General Fund debt service and cash capital contributions to the Capital Improvement Program.
- (2) The Department of Emergency Communications (DEC) was created in FY 2011, and in FY 2012 it was expanded to absorb existing personnel and resources from both Police and Fire.
- (3) The Office of Performance and Accountability (OPA) was created in FY 2013 (the Office of Internal Audit is the other program, which already existed, in the department).
- (4) In FY 2015, all personnel costs in the Property Maintenance and Nuisance Activities programs in Code moved from the General Fund to the Special Revenue Fund.