

City of Alexandria, Virginia

MEMORANDUM

DATE: MARCH 11, 2015
TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL
THROUGH: MARK B. JINKS, ACTING CITY MANAGER 
FROM: NELSIE L. BIRCH, DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET 
SUBJECT: BUDGET MEMO #3: BUDGET DEVELOPMENT – ADJUSTMENT COMPENDIUM

The City Manager's FY 2016 Proposed General Fund Budget totals \$647.9 million and represents an increase of \$11.1 million, or 1.7 percent, compared to the FY 2015 Approved General Fund Budget. The overall City operating budget includes the following changes for FY 2016:

- A \$6.0 million or 3.1% increase in the City's transfer to ACPS.
- A \$3.3 million net decrease in the cash capital transfer from the general fund to the CIP and debt service.¹
- A \$4.1 million increase in the City's WMATA transit subsidy.
- No increase in any tax rate.

The net change in City government operations from FY 2015 to FY 2016 excluding the CIP, ACPS and transit is -\$5.4M, or -1.6 percent. The attached list of service adjustments that were included in the FY 2016 Proposed Budget reflects additions and reductions to realign City resources with strategic priorities.

ATTACHMENTS:
Attachment 1 – City Service Adjustments

¹ Proposed cash capital of \$16.4 million is slightly below the 2.5% target and well above the 2.0% floor established by City Council.

FY 2016 Proposed City Service Adjustments

Department	Program	City Service Adjustment	FTE Impact	General Fund Cost	Trans General Fund Cost	FY 2016 Cost	Page Number Reference
Alexandria Convention & Visitors Association	Alexandria Convention & Visitors Association	The Regional Advertisement budget has been reduced by \$25,000. This will reduce the advertising media spent to market Alexandria to regional residents.	0.00	(\$25,000)	\$0	(\$25,000)	14.18
Alexandria Convention & Visitors Association	Alexandria Convention & Visitors Association	The Alexandria Convention & Visitor Association will reuse the existing creative design advertisement for another year which reduces the additional design cost associated with creating new advertisement. This would impact return visitors because digital advertising becomes out-of-date quickly and over time the response to an identical ad declines because the viewer will not click on it again.	0.00	(\$76,000)	\$0	(\$76,000)	14.18
Alexandria Economic Development Partnership	Alexandria Economic Development Partnership	The Marketing, Advertising & Public Relations, and Special Events budget was reduced by \$20,000. This will reduce the money allocated to market Alexandria to prospective tenants, investors, developers and commercial real estate brokers.	0.00	(\$20,000)	\$0	(\$20,000)	14.20
Alexandria Economic Development Partnership	Alexandria Economic Development Partnership	Addition of a new professional associate to work with the team to spend intensive time in the marketplace. The objective of this individual would be to aggressively source and bring back to the City and AEDP team prospects and potential office leasing deals.	0.00	\$105,000	\$0	\$105,000	14.20
Alexandria Economic Development Partnership	Alexandria Economic Development Partnership	Reduction of 240 hours of SBDC paid counselor providing Client Counseling Service. This loss of hours would be counter balanced by increasing the number of volunteer SCORE counselor hours utilized.	0.00	(\$14,380)	\$0	(\$14,380)	14.22
City Manager	City Manager	Reduction of 1 Deputy City Manager.	1.00	(\$232,466)	\$0	(\$232,466)	12.14
Code Administration	New Construction	Two new construction combination inspectors. These new positions will increase capacity for inspections of buildings set for new construction and allow managers to spend more time on quality control.	2.00	\$0	\$171,070	\$171,070	14.90
Code Administration	Administrative Support	Two new vehicles for the two new inspector positions.	0.00	\$0	\$80,000	\$80,000	14.70
Code Administration	Permitting	Addition of an Environmental Health Specialist. This position allows customers to have the necessary Health Department reviews in the permit center as opposed to being required to visit a remote location.	1.00	\$0	\$102,489	\$102,489	14.11
Court Services	Probation	Reduction of two-part time, vacant Probation Officer positions; however, as these positions were added in prior years and never filled, it is not expected to impact service (\$21,458). Additionally, the department is also reducing two State funded positions receiving City Supplements (\$39,414).	0.00	(\$60,872)	\$0	(\$60,872)	15.21
Department of Community and Human Services	Adult Leadership & General Management	The position is currently 0.75 FTE and supports the fiscal operations of this program. For a relatively small investment, retention and continuity of financial support will be improved.	0.25	\$15,000	\$0	\$15,000	13.15
Department of Community and Human Services	Children Leadership & General Management	Funding for implementation efforts related to the Children and Youth Master Plan. Use of these funds is contingent upon City Manager review of the purpose and approval for the intended purpose.	0.00	\$125,000	\$0	\$125,000	13.17
Department of Community and Human Services	Acute & Emergency Services	A community partner has requested four hours a month of dedicated services. Providing this service with existing staff will generate additional revenue and pre-empt applications for services at DCHS.	0.00	(\$6,481)	\$0	(\$6,481)	13.20
Department of Community and Human Services	Acute & Emergency Services	Federal funds to incentivize the industry to exchange behavioral health records with medical health records, and between health care providers and insurers. DCHS already has the structure in place that meets the requirements to be awarded these one-time funds.	0.00	(\$100,000)	\$0	(\$100,000)	13.20
Department of General Services	Energy Management	0.4 FTE increase to Energy Management Analyst position in order to increase the City's utility efficiency and cost savings opportunities.	0.40	\$44,733	\$0	\$44,733	12.39
Department of General Services	Facilities Management	Eliminate City Architect position. This reduction is in line with demand, as current workload can be completed by existing staff.	-1.00	(\$122,628)	\$0	(\$122,628)	12.43
Department of General Services	Facilities Management	Stormwater Best Management Practices (BMP) repair and maintenance at City buildings to comply with stormwater regulations.	0.00	\$76,000	\$0	\$76,000	12.43
Department of General Services	External Services	Reduction in the City's parking management contract as a result of the full automation of the Union Street Garage planned in the context of the FY 2016 project, "Old Town Parking Garage Ticketing Modernization and Upgrades," which replaces parking equipment and automates parking garages.	0.00	(\$113,000)	\$0	(\$113,000)	12.41
Finance Department	Accounting	Elimination of leased space no longer occupied by Finance.	0.00	(\$60,043)	\$0	(\$60,043)	12.25
Finance Department	Revenue	Elimination of 1 account clerk II position. There is no service impact of this reduction as its functions will be centralized across the department.	1.00	(\$61,888)	\$0	(\$61,888)	12.28
Fire Department	Department Wide	Reduction of non-personnel costs. A reduction of non-personnel resources is included across multiple programs in the department.	0.00	(\$150,000)	\$0	(\$150,000)	15.31
Fire Department	Facilities Management	Maintenance costs for Fire Station #210. This amount reflects the amount added for the maintenance of Fire Station #210 scheduled to come into service in FY 2016.	0.00	\$199,050	\$0	\$199,050	15.39
Fire Department	Department Wide	Expansion of Fire Department's career ladders. This adjustment adds a level 3 and 4 to the Fire Department career ladder.	0.00	\$167,000	\$0	\$167,000	15.30
Library	Library Resources	One-time match to library materials budget. This adjustment adds approximately 1,850 more materials to the Library's collection, a 0.36% increase in holdings.	0.00	\$50,000	\$0	\$50,000	13.51
Library	Library Resources	Reduction in employee training budget. This may reduce library staff's ability to help customers with new technologies or digital resources.	0.00	(\$22,535)	\$0	(\$22,535)	13.51

FY 2016 Proposed City Service Adjustments

Department	Program	City Service Adjustment	FTE Impact	General Fund Cost	Non-General Fund Cost	FY 2016 Cost	Page Number Reference
Office of Historic Alexandria	Historic Resources	Elimination of Rental Coordinator position at the Lyeum. No decrease in level of service as existing staff will assume the responsibilities of this position.	-1.00	(\$72,089)	\$0	(\$72,089)	14.29
Office of Historic Alexandria	Historic Resources	Reduction in funding for commemoration events and programming. The Office of Historic Alexandria will rely more heavily on donations to fund commemoration related activities.	0.00	(\$40,000)	\$0	(\$40,000)	14.29
Office of Historic Alexandria	Historic Resources	Development Director. This effort is anticipated to increase the amount of grants, gifts, and donations that the Office of Historic Alexandria receives from non-CITY sources. The department will use donations to fund this expenditure.	0.00	\$0	\$66,000	\$66,000	14.29
Office of Housing	Leadership & Management/Affordable Housing Development & Preservation	Elimination of Fiscal Officer 1 Position. The Office of Housing will realign functions among several positions to reduce overhead within the department without impacting services.	-1.00	(\$91,000)	\$0	(\$91,000)	14.32
Office of the Commonwealth's Attorney	Office of the Commonwealth's Attorney	Addition of one temporary overtime position which the prior City Manager authorized this past fall. Position will help with an increased caseload currently experienced by the office. This position is expected to be eliminated in late FY 2017.	0.00	\$120,350	\$0	\$120,350	15.15
Other Public Safety & Justice Services	Law Library	Eliminate the City's one-time transitional General Fund contribution to Law Library operations. The Law Library would retain control of the existing law library fee on court cases for operations (approximately \$54k). The Law Library Board would need to make a final determination on a new operating structure for the library.	0.00	(\$60,643)	\$0	(\$60,643)	15.56
Planning & Zoning	Land Use Services/Neighborhood Planning & Community Development	Conversion of two seasonal 40 hour/week Urban Planners to full-time regular employees. The FY 2015 budget for these two seasonal positions is \$120,073. \$32,000 is the additional expenditure needed to make these positions full-time. Converting these employees to regular full-time ensures that the department completes the work plan in a timely manner and the City retains quality talent.	2.00	\$32,000	\$0	\$32,000	14.44
Planning & Zoning	Leadership & Management	Reduction to consulting funding. This may reduce opportunity to obtain additional expertise for specific planning efforts.	0.00	(\$23,055)	\$0	(\$23,055)	14.47
Planning & Zoning	Leadership & Management	Increase in professional development funding. Increasing professional development allows staff to enhance their skills and abilities and helps the department retain quality talent.	0.00	\$13,210	\$0	\$13,210	14.47
Police Department	Department Wide	Police compensation adjustments. Various adjustments related to increasing pay for sworn positions in the Department is spread across programs. These adjustments would raise pay to the average of Alexandria's 5 comparator jurisdictions. These adjustments include: - Increasing Police Officer entry pay from Grade 9 to Grade 10—\$360,000 - Increasing the Lieutenant pay grade from Grade 16 to Grade 17 — \$121,000 - A .5% Market Rate Adjustment (MIRA) for all sworn positions—\$1,601,000	0.00	\$2,082,000	\$0	\$2,082,000	15.67
Police Department	Administrative Support Services	Elimination of 1 records clerk position. The service impact of this reduction will reduce availability to the public of the service window at Police Headquarters.	-1.00	(\$64,563)	\$0	(\$64,563)	15.71
Police Department	Operations Support Services	Restore 2 motor officer positions by reallocating 2 Community Oriented Policing Officers (COPs). This adjustment would restore 2 motor officer positions eliminated in FY 2014 by reallocating 2 COPs positions to this function. It is expected that these officers will increase APO's ability to respond to citizen complaints regarding speeding and other traffic violations and provide increased and focused traffic enforcement of HOV lanes, school zones and neighborhoods. Expected revenue generation from these two positions is \$200,000 total.	0.00	\$13,884	\$0	\$13,884	15.74/15.76
Police Department	Vehicle/IT Replacement	Reduction of Mobile Data Browser (MDB) replacement. This reduction would increase the MDB replacement cycle in APD from three years to four. This will result in the replacement of 83 MDBs annually instead of 110.	0.00	(\$132,500)	\$0	(\$132,500)	15.79
Police Department	Capital Project Management	Reduction of one part-time, vacant Urban Planner position. Position was added in FY 2015 and never filled. As the position has never been filled, elimination will not impact current services.	-0.50	(\$53,231)	\$0	(\$53,231)	14.55
Police Department	Capital Project Management	An additional term limited Project Manager FTE will be added to support Potomac Yard Metro projects. Cost also includes a vehicle and computer to support the position's needs. Position will be charged to the Potomac Yard Special Revenue Fund.	1.00	\$0	\$193,428	\$193,428	14.55
Police Department	Capital Project Management	An additional Inspector II FTE will be added to support Capital Project Management. Position will be charged directly to capital projects in the CIP and will not impact the programmatic Operating budget; accordingly, no dollar value is noted as a cost modification.	1.00	\$0	\$0	\$0	14.55
Recreation, Parks & Cultural Activities	Leadership & Management	Eliminate funds to pay for temporary support services and front desk coverage for the administrative office at the Lee Center.	0.00	(\$45,000)	\$0	(\$45,000)	13.66
Recreation, Parks & Cultural Activities	Leadership & Management	This may reduce administrative support and reduce customer service for residents.	0.00	(\$6,419)	\$0	(\$6,419)	13.66
Recreation, Parks & Cultural Activities	Cultural Activities	Reduce funding for professional training resources, thereby reducing opportunities for employee development.	0.00	\$25,000	\$0	\$25,000	13.68

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Recreation, Parks & Cultural Activities	Cultural Activities	Increase funding at the Durant Center to provide additional community programming.	0.00	\$7,983	\$0	\$7,983	13.68
Recreation, Parks & Cultural Activities	Recreation Services	Close Cora Kelly Recreation Center on M.L King's Day, President's Day, Columbus Day, and the day after Thanksgiving. Close William Ramsay Recreation Center on these same holidays as well as eliminate Sunday hours. Recreation facilities with the greatest demand will continue to operate during these typically low attendance days and times.	0.00	(\$23,563)	\$0	(\$23,563)	13.71
Recreation, Parks & Cultural Activities	Recreation Services	Close Warwick pool for the summer of 2015. This pool is no longer operational. Note a portion of funds that would have been allocated to Warwick pool operation have been reprogrammed to other outdoor pools.	0.00	(\$46,422)	\$0	(\$46,422)	13.71
Recreation, Parks & Cultural Activities	Recreation Services	Reduction of Chinquapin Summer operating hours. The pool will close at 6 pm July-September. The reduction of hours is at the lowest attended times.	0.00	(\$27,000)	\$0	(\$27,000)	13.71
Recreation, Parks & Cultural Activities	Park Operations	Maintain and operate five new park areas that have been given to the City. This increases the number of City parks.	0.00	\$104,328	\$0	\$104,328	14.64
Recreation, Parks & Cultural Activities	Park Operations	Eliminate a Custodial Supervisor position. No decrease in service levels because the department has reorganized its provision of custodial services so that it is now more centralized and requires less oversight.	-1.00	(\$51,143)	\$0	(\$51,143)	14.64
Recreation, Parks & Cultural Activities	Park Operations	Eliminate an Administrative Analyst position. This may cause delay in processing citizen requests for service and work orders for maintenance of trails, parks, rights-of-way, and public grounds.	-1.00	(\$63,169)	\$0	(\$63,169)	14.64
Recreation, Parks & Cultural Activities	Park Operations	Reduce funding relating to routine park maintenance, public grounds maintenance, right-of-way maintenance, and park facilities maintenance.	0.00	(\$171,388)	\$0	(\$171,388)	14.64
Recreation, Parks & Cultural Activities	Waterfront Operations & Special Events	Reduce on-site security hours at the marina. Video surveillance would become the primary method of security service.	0.00	(\$29,750)	\$0	(\$29,750)	14.66
Transit Subsidies	WMATA Subsidy	Final operating budget figures provided to the City total \$4M over FY 2015 Approved levels, which reflect various increases to maintain service, as well as to begin to fund WMATA's 'Momentum' initiative to improve a variety of services by 2025. The \$2.91M General Fund portion of this increase is being funded by the TIP.	0.00	\$2,910,000	\$1,142,942	\$4,052,942	14.74
Transit Subsidies	WMATA Metroway	Funding added for metroway operations, to include street maintenance, bus shelter repair, etc.	0.00	\$0	\$110,000	\$110,000	14.74
Transportation & Environmental Services	Leadership & Management	Elimination of one vacant Fiscal Analyst position; duties will be absorbed by existing staff.	-1.00	(\$102,639)	\$0	(\$102,639)	14.77
Transportation & Environmental Services	Infrastructure Projects & Right-of-Way Permitting	Staffing increases by 1.00 FTE to assist with utility coordination and decrease processing time for permits and overtime worked by current staff. Permit fees will fund this position.	1.00	\$0	\$113,376	\$113,376	14.77
Transportation & Environmental Services	Infrastructure Projects & Right-of-Way Permitting	Utility site inspection. Staffing increases by 1.00 FTE to inspect construction completed by utility companies as new projects are completed and routine maintenance and emergency repairs are performed. Increased utility fees will offset \$67,500 of position costs.	1.00	\$94,512	\$0	\$94,512	14.83
Transportation & Environmental Services	Infrastructure Projects & Right-of-Way Permitting	Elimination of vacant Survey Party Chief position. Staffing decreases by 1.00 FTE, reducing field work performed by up to 20%. Reduction impacts the General Fund and Sanitary Sewers Fund.	-1.00	(\$66,584)	(\$3,504)	(\$70,088)	14.83
Transportation & Environmental Services	Multi-Modal Transportation Planning	The brick and mortar Transit Store will be closed, to be replaced by a more efficient mode of operations. City staff is currently researching and will make a recommendation before the start of FY 2016. Funding will continue to be provided in the same amount via grants, so there will be no cost modification.	0.00	\$0	\$0	\$0	14.77
Transportation & Environmental Services	Resource Recovery & Street Cleaning	Due to process efficiencies, 2.00 FTE vacant Refuse Collector positions and one new refuse truck are being eliminated. FY 2016 costs include elimination of positions, truck, and associated depreciation, fuel, and maintenance.	-2.00	(\$412,126)	\$0	(\$412,126)	14.77
Transportation & Environmental Services	Resource Recovery & Street Cleaning	Reduction of 1.00 vacant Laborer position. Position was added in FY 15 and not filled; the reduction will not impact current services.	-1.00	(\$65,787)	\$0	(\$65,787)	14.77
Transportation & Environmental Services	Stormwater & Sanitary Infrastructure	Staffing increases by 1.00 FTE to support the study, and possible implementation, of a Stormwater Utility. Position is funded through the Capital budget and does not have an impact on the Operating budget; accordingly, no dollar value is noted.	1.00	\$0	\$0	\$0	14.77
Transportation & Environmental Services	Street, Sidewalk, & Sewer Maintenance	Due to service, personnel, equipment efficiencies, and increased investment in the CIP for road resurfacing, the use of contractors for paving projects and catch basin cleaning will be reduced.	0.00	(\$514,044)	\$0	(\$514,044)	14.77
Transportation & Environmental Services	Street, Sidewalk, & Sewer Maintenance	Preventative fire hydrant maintenance reduction; preventative maintenance will fall from 100% on time completion to 98% on time completion. Corrective maintenance will continue to be performed at current service levels.	0.00	(\$30,000)	\$0	(\$30,000)	14.91
Transportation & Environmental Services	Street, Sidewalk, & Sewer Maintenance	Reduction of 1.00 Inspector II, Hydrants position; workload will be distributed amongst current staff. The General Fund and Sanitary Sewers Funds are impacted by the reduction.	-1.00	(\$45,072)	(\$57,366)	(\$102,438)	14.91
Transportation & Environmental Services	Transit Services	Funding will allow median maintenance of the grass/tree/plant areas along the Potomac Yard Transitway.	0.00	\$10,000	\$0	\$10,000	14.77
Transportation & Environmental Services	Transit Services	Funding will pay for electricity to new bus shelters, allowing for display of real time transit information.	0.00	\$0	\$13,000	\$13,000	14.77